



Midpeninsula Regional  
Open Space District

R-23-117  
Meeting 23-29  
October 11, 2023

## SPECIAL MEETING AGENDA ITEM 1

### AGENDA ITEM

Skyline Field Office Needs Assessment Report

### GENERAL MANAGER'S RECOMMENDATIONS

1. Receive the Skyline Field Office Needs Assessment Report describing the facility needs at the Skyline Field Office.
2. Review and approve the proposed goals of the Skyline Field Office Renovation Project.
3. Review and approve the Phase I project scope of the Skyline Field Office Renovation Project.

### SUMMARY

The Skyline Field Office (SFO) consists of an administrative office and auxiliary buildings that provide staff facilities for 52 field staff on Skyline Boulevard (Highway 35). Discussions to expand and improve the SFO facilities first began in 2009, but a major renovation project was deferred after 2012 due to other competing priorities. Since then, Measure AA passed in 2014, and the number of Midpeninsula Regional Open Space District (District) staff, acreage, and projects serviced by SFO staff have increased considerably. After bringing online the new South Area Field Office and relocating to a new Administrative Office, the District has returned to evaluating the improvements needed for the SFO. As part of this work, District staff have prepared a SFO Needs Assessment Report (Attachment 1) to inventory the current and future facility needs for the SFO, which will inform the planning and design of the SFO Renovation Project.

### BACKGROUND

In 2009, the District began a systematic evaluation of its staff facilities in response to ongoing District-wide operational, maintenance, and energy infrastructure challenges. In 2015, the District completed a Staff Facilities Opportunities and Constraints Analysis in response to the passage of Measure AA in June 2014 and the District-wide Financial and Operational Sustainability Model (FOSM) Study recommendations that were accepted by the Board in May 2015. The FOSM anticipated increases in staff to deliver Measure AA projects, support newly opened preserves, and increases in maintenance and land management. The report included a finding stating that staff facilities would need to accommodate the anticipated staffing growth to avoid impeding the District's ability in delivering Measure AA projects and managing new lands. The report recommended prioritizing the South Area Field Office and the Administrative Office. The South Area Field Office was completed and activated for use in 2022. The new

Administrative Office was fully completed (with permits closed) in 2023. The District is now able to redirect its efforts to address the growing needs of the SFO as part of the Skyline Field Office Renovation Project (Renovation Project).

Related, but separate, the District is also exploring suitable locations for a new full-service Coastal Field Office, which is also a recommendation from the 2016 FOSM Report. Once a location is identified and a new coastal facility constructed, there will be relief from some of the operational pressure on the SFO, especially related to coastside properties. However, given the amount of acreage, preserves, trail miles and other infrastructure, and operational requirements within the Skyline corridor, expansion of the SFO remains a long-term need.

## **DISCUSSION**

### **The proposed goals of the SFO Renovation Project are to:**

1. Address facility deficiencies and improve functionality;
2. Address needs related to administration, shop use, utilities (including back-up power), parking and circulation, materials/equipment storage, and locker room/shower facilities;
3. Accommodate current and projected staff growth identified in the Coastal Management Plan and Financial Operational and Sustainable Model Update for the next 30-40 years, looking holistically at both the Skyline and Coastal regions (and future Coastal Office);
4. Incorporate design elements to reflect and complement the existing character of the site;
5. Include sustainable building and site features that support Climate Action Plan priorities and comply with climate-related state mandates; and
6. Maintain internal equity for staff facilities.

In order to inform the planning and design for the Renovation Project, it is important to understand the baseline functionality of the current SFO and the essential and critical facility needs of staff. The results of the Needs Assessment Report were obtained through consultations with Skyline field staff via staff tours, a survey, and a focus group.

### **SFO Needs Assessment Overview**

The Needs Assessment Report documents existing conditions and facility needs for the SFO. The information from the report was obtained through staff interviews and an online staff survey. SFO staff feedback indicated that additional space to support essential operational needs is necessary. Specifically, staff need more showers, restrooms, and locker space as staff have a lot of day-to-day work gear to store and often have to wait a long time to use the showers. More storage space is also needed for seasonal gear such as winter gear and fire gear. The administrative office area of the SFO needs additional hoteling workstations and locations for supervisors and staff to have private conversations or for more focused work.

The SFO site also contains a shop, woodshop, and storage for all the equipment and materials needed by staff. Due to the lack of sufficient space in a single area or building, storage is scattered throughout the site and inside older buildings of various conditions that have been modified over time to accommodate storage. The shop areas are not large enough for the larger fleet vehicles or projects. Given how the buildings are dispersed over the site, the amount of

parked vehicles or equipment, and the steep topography limiting level areas, site circulation for vehicles is severely constrained and needs improvement as staff have to back vehicles with trailers into the yard or make tight three-point turns to maneuver. Parking needs have exceeded capacity, and there are no electric chargers for electric vehicles on site.

The SFO utilities need to be upgraded, despite incremental improvements made over the years. There are deficiencies with the existing electrical system that leave SFO vulnerable to power outages during extreme summer and winter events. The septic system pipe also needs replacing, and the wiring and functionality of the various buildings need improvement.

Although staff have been adaptable and have made the site work to the best of their and the site's ability, the SFO can no longer accommodate additional growth.

### **Proposed Project Scope of Work and Next Steps for Phase I**

To better define the Phase I project scope of work, permitting path, and costs, District staff recommend hiring an architect-led design team to assist with first evaluating the following two potential pathways for the project:

1. Reuse and Renovation of Existing Facilities -- Renovate the existing facilities, relocate the yard and storage to a nearby site to increase usable area on site, and where feasible add new buildings to the existing site within the existing configuration. This option limits the level of reorganization possible to maximize efficiencies of the available buildable land and to centralize all uses in one general area.
2. Redevelopment of the Site -- Demolish all the buildings and reorganize and rebuild the site and facilities to maximize efficiency of the available buildable land and to locate as many of the uses at the existing site as possible to centralize ranger and maintenance needs.

The expertise of a design team can assist District staff with evaluating the feasibility, functionality, and costs of each pathway. The design team would use the information from the Needs Assessment Report, the updated FOSM (in development), which will include projected growth in staff numbers and other organizational recommendations, information from staff regarding future equipment needs, and a Future Fleet Plan (in development) to electrify the District's fleet, to evaluate both pathways to confirm feasibility and practicality and prepare high level cost estimates. This information would inform the preferred selected approach, which the Board would confirm at a future meeting.

### **Alternative Action:**

As an alternative, if the Board is ready to proceed with one pathway at this time and avoid the added time and cost to evaluate both pathways, the Board can instead select one pathway to proceed with Phase I. Given the constraints in redeveloping the site with the existing facilities and the layout, if one pathway is selected, the General Manager recommends moving forward with Pathway 2: Redevelopment of the Site. The existing ranch buildings and configuration on site were not originally intended to support a full-service field office and corporation yard and therefore constrain the available level space for efficient use and operation of the site. Redevelopment would incorporate the site aesthetics that are desired for a skyline area field

office, including the use of rustic colors, textures, facades, and materials to mimic the ranch style characteristics of the current buildings.

### **FISCAL IMPACT**

The General Manager's recommendation has no immediate fiscal impact. Future implementation items based on Board direction will be brought back to the Board for consideration and approval. With the wide range of options under evaluation as noted in the proposed scope of work above, there is no defined scope, so an order of magnitude project budget is set at \$20 to 25M, which includes hard (construction) and soft costs (consultant fees, permitting, etc.). On the lower end is renovating existing facilities and potentially adding new buildings and on the higher end is demolishing all main buildings to reorganize and rebuild the site and facilities. Both approaches may require moving equipment and/or material storage to another site to increase the usable footprint of the site. Without any site or building design and a project scope that still needs to be defined from a wide range of options, this order of magnitude budget is high and assumes significant facility, site and utility improvements. This would be funded from the Committed for Infrastructure Fund Balance reserve.

### **PRIOR BOARD AND COMMITTEE REVIEW**

Facility goals and design options for the Skyline Field Office were presented to a Facilities Improvements Ad Hoc Committee on March 27, 2012. The Ad Hoc Committee directed staff to make minor improvements to the Skyline administrative office, build a new locker facility, and build a new shop. The project was deferred due to competing priorities including the South Area Office in Campbell and the recent Administrative Office remodel at 5050 El Camino, Los Altos.

A Staff Facilities Opportunities and Constraints Analysis Report and Goals of Staff Facility Planning were presented to the Planning and Natural Resources Committee (PNR) on October 20, 2015 ([R-15-151](#)) ([meeting minutes](#)) and to the Board on November 18, 2015 ([R-15-157](#)) ([meeting minutes](#)).

### **PUBLIC NOTICE**

Public notice was provided as required by the Brown Act.

### **CEQA COMPLIANCE**

This item is not a project subject to the California Environmental Quality Act.

### **NEXT STEPS**

Staff will release a Request for Proposals for an architect-led team for planning and design services for the Skyline Field Office Renovation Project.

Attachment

1. Skyline Field Office Needs Assessment Report

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# Skyline Field Office Renovation Project Needs Assessment Report October 11, 2023

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By Midpeninsula Regional Open Space District

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## 1.0 Introduction

The District spends considerable time and resources planning and developing office and field facilities because these facilities are critical to the District's operations and ability to achieve the District's mission. Currently there are five offices: Administrative Office (AO), Foothills Field Office (FFO), Skyline Field Office (SFO), South Area Office (SAO), and the Coastal Area Outpost (CAO) (Appendix 1). Between 2009 and 2012, staff worked on two facility remodel projects (AO and SFO), which catalyzed a strategic facility planning effort to better understand overall staff facility priorities. The Board of Directors (Board) formed a Facilities Ad Hoc Committee to provide policy-level feedback. Due to the economic forecast at the time, competing initiatives requiring staff resources, and other capital project priorities, including the overall staff facility planning effort, the SFO Remodel project was put on hold.

Shortly after passage of Measure AA in June of 2014, the District embarked on a District-wide Financial and Operational Sustainability Model (FOSM) that evaluated the necessary changes to internal workflow, staff capacity, and organizational structure for delivering Measure AA projects. The FOSM recommendations were accepted by the Board in 2015. The FOSM is currently being updated and final recommendations will be available in early 2024.

In 2015, staff completed a Staff Facilities Opportunities and Constraints Analysis (Staff Facilities Report), which was accepted by the Board in November. Two key recommendations in the report were to prioritize and complete the Administrative Office and permanent South Area Office due to anticipated staff growth and the opening of Mount Umunhum. These projects have been completed.

Since the passage of Measure AA, the District has changed significantly with an increase in staff, land, and public facilities. Field staff numbers have increased to support newly opened preserves and increased maintenance and land management. Staff have accommodated operational growth over time by gradually maximizing the most efficient use of the site, staggering schedules, and being adaptable, but the facility can no longer absorb additional staff growth without making substantial changes.

## 2.0 Purpose

The purpose of this Needs Assessment Report is to document existing conditions and facility needs for the Skyline Field Office. The findings of this report came from interviews and tours with Skyline field staff and several staff who work out of the Administrative Office and also work periodically out of the Skyline Field Office. Additionally, a survey was available to all field staff from June 29 to July 26, 2023. Thirty-seven staff responded to the survey. A focus group with several staff met on August 10 to discuss facility and operational needs in more depth. The information in this report provides important context and a foundation for planning future recommendations related to facility renovations and site improvements.



### 3.0 Existing Conditions

*Table 1- Skyline Field Office Facts and Figures*

|  |  |
|--|--|
| Location and Jurisdiction                              | 21150 Skyline Blvd., La Honda, CA. Santa Clara County and San Mateo County jurisdiction.   |
| Current Staffing                                       | 52 employees (includes seasonals and aides). There are currently four vacancies.   |
| Site Footprint   | 1.5 acres  |
| Existing Buildings                                     | <ul style="list-style-type: none"> <li>• Main office: 2,500 sq ft</li> <li>• Shop: 1,100 sq ft</li> <li>• Equipment and Tool Storage: 6,300 sq ft</li> </ul> |
| Existing Parking Capacity                              | 55 vehicles (32 District vehicles, 23 employee vehicles)   |
| Construction   | 1996 office, 1930s shop and other auxiliary buildings  |
| Protected Lands served by SFO (and CAO)                | 41,480 acres out of 71,340 total acres   |
| Roads and Trails maintained by SFO                     | 246 miles out of 400 total miles (158 miles of which are open to the public), includes 850 culverts out of 1,338   |
| Preserve Parking and Restroom Facilities served by SFO | 24 public parking areas and 14 restrooms out of 54 and 25  |

### 4.0 Findings

The overwhelming feedback from staff who responded to the survey is that the SFO site has exceeded capacity and staff need more administrative office space (which includes offices, meeting rooms, and shared workstations), locker rooms, restrooms, kitchen space, material storage areas, shop and woodshop areas, and circulation room for parking and maneuvering vehicles. Many respondents reported feeling cramped and acknowledged that adding additional staff and vehicles will be very challenging given the constraints and layout of the site.

- *“Not enough space for equipment storage and staff at the site.”*
- *“We have run out of room long ago and have been making do ever since.”*

#### 4.1 Locker Rooms

There are four locker rooms. The office has a women’s locker room and a men’s locker room. The women’s locker room has one toilet, one sink, one shower, and ten half lockers (36” high, 16” wide, 18” deep). The men’s locker room has one toilet, one urinal, one sink, two showers, and 24 half lockers (36” high, 16” wide, 18” deep).

There is a locker room in the bunkhouse that has one toilet, two showers, and nine full lockers (70” high, 18” wide, 18” deep). It is heated by a space heater. The laundry room and ice machine are also located in the bunkhouse. The locker room in the stables has one toilet and 9 full lockers (60” high, 12” wide, 12” deep) but does not have showers or heat.

Almost all respondents mentioned that the locker rooms and restrooms are too small for the number of people using the facility. This feedback was consistent for both male and female staff. There is a definite need for more restroom stalls, more showers, more lockers, bigger lockers, and more floor space for dressing. The climate control and ventilation in the locker rooms need improvement. A few staff desire more privacy.

In order to accommodate the number of staff who are currently using the facility, shifts are staggered to spread out the use and reduce overlap. Even with the staggered shifts, there can still be multiple people waiting at the end of the day to use the showers. Skyline staff regularly work in and around poison oak, and showers are used at the end of the day to avoid severe poison oak reactions. Several staff mentioned that the long wait times deter some staff from taking a shower to decontaminate, which could pose issues for those who are severely allergic to poison oak.

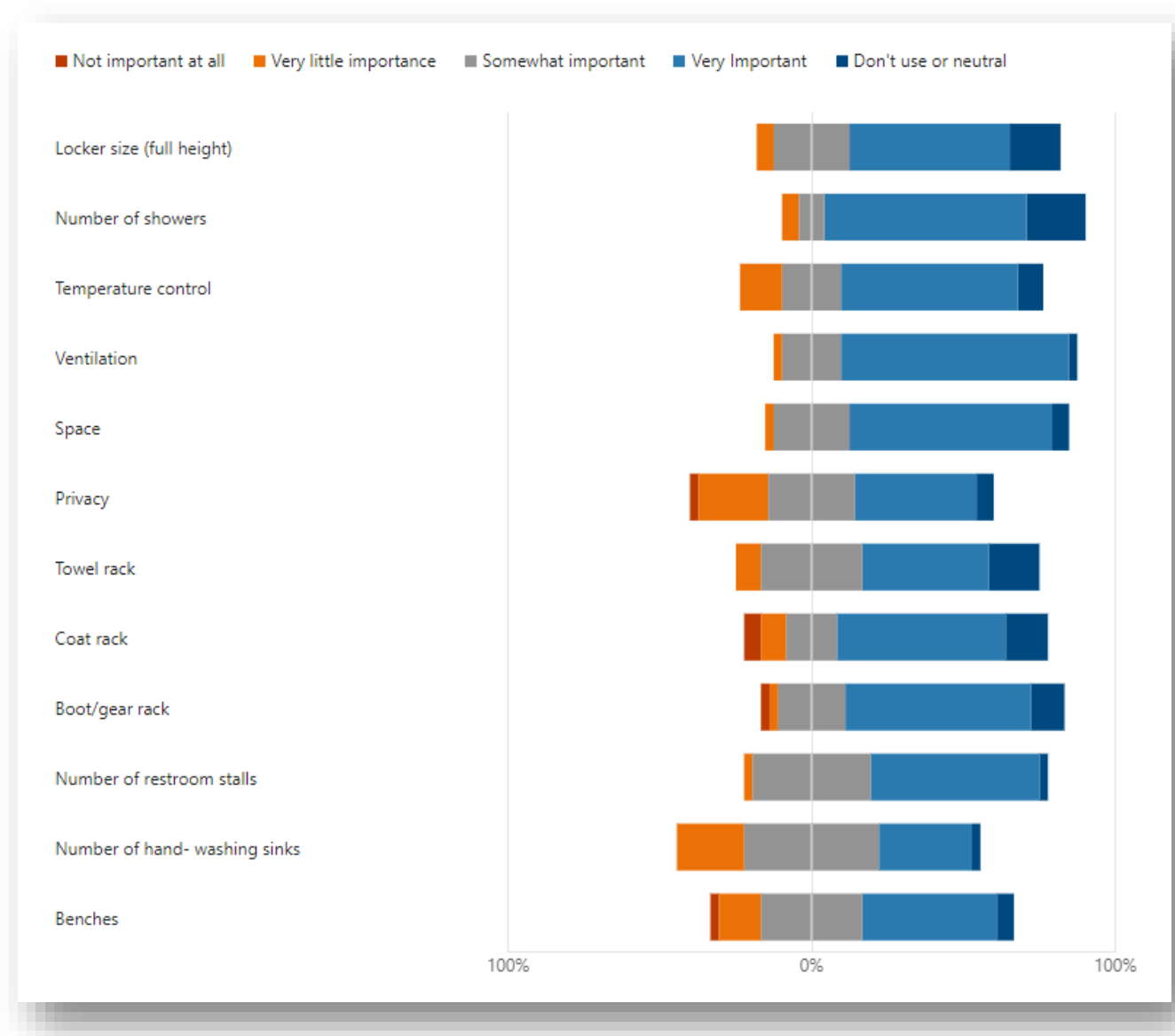
Many staff could benefit from having larger lockers (full size and double-wide) as the half lockers do not meet all their storage needs or allow for hanging longer items. The type of gear stored in the lockers include uniforms (usually multiple uniforms for the week), an extra change of clothes, cold weather gear, protective equipment, shower supplies, jackets, backpack, water bottle, overalls, rain gear, personal items (such as keys, wallet, phone), extra boots, socks, and a towel. Some staff do not have a locker due to a lack of available ones and store their gear in their vehicles. Some staff store their gear in cardboard boxes above the lockers.

Several staff recommended future improvements to separate locker rooms from some of the restrooms (some restrooms located in the locker area and some in the office area), create multiple locker rooms, and/or create gender neutral restrooms to allow for flexibility with growth if the gender make up changes or if there are non-binary individuals on staff. The Administrative Office locker room located in the garage could serve as a model as it is gender neutral, with individual rooms for restrooms and showers and a shared locker, sink, and laundry area.

Having the laundry room and ice machine located in the bunkhouse locker room is inconvenient for staff not using that locker room. A dedicated laundry room would be desired and as staff numbers grow, there may be a need for additional machines as a few staff found it hard to find the time and opportunity to use the washer and dryer. Having an ice machine located in the kitchen was mentioned several times as important to staff.

In addition to the needs identified above, there is also an issue with one of the showers (hot water and pressure are inadequate) and the septic system pipe needs replacing in the near future.

Table 2 - Respondents rated the importance of locker room features



The features that are the most important to respondents in the locker room are ventilation, space, number of restroom stalls, number of showers, locker size (for sufficient storage of gear), temperature, and boot/gear racks. Privacy and number of sinks were rated as highly important. Overall, most respondents felt all the features listed were important.

- *“The women’s locker room only has one stall, having another would be nice. Having more space to dress would be great as well.”*
- *“It’s pretty tight if there are more than two people trying to get dressed.”*
- *“It would be nice if the toilet stalls were enclosed with their own ventilation. Definitely need more showers and locker room space. For the winter we need more boot [drying] racks and additionally enough ventilation to dry rain gear overnight.”*

## 4.2 Personal Gear Storage

Staff store their gear either in a bin in the shop, their locker, personal vehicles, the wet room, at home, or a combination of all these locations. There is a trailer next to the administrative office (referred to as the “wet room”) which houses gear such as helmets, fire gear, winter gear, harness, chainsaw chaps, and first aid supplies. Some gear is stored in work trucks, in particular for full-time Ranger positions where every person is assigned a vehicle. Almost every respondent commented that more storage space for seasonal gear is needed as well as a dedicated space with a heater to hang and dry wet rain gear. The boot drying machines located in the locker rooms are useful but at capacity and with an increase in staff there will need to be more boot dryers available. Currently some staff use their lockers or the clothesline in the shop for drying gear. The clothesline in the shop was heavily used this winter and having it there interferes with working in the shop.

- *“Since there are not enough lockers at SFO, I don't have a locker. This means anytime I am working at SFO I have to remember to bring all of my gear with me...jacket, hats, rain gear, towel, etc., & extra clothes if I need to take a shower due to PO [poison oak] exposure.”*
- *“For my rain jacket and rain pants I have one peg to hang them; Fire gear in the my fire bag with me on patrol - then stored in the shared patrol area in the wet room when away from work; Class A uniform is hanging on a shared closet bar in the locker room; Gear bag in patrol truck with me - body armor, chaps, cold weather gloves, beanie, spare water and food, ball caps, ear/audio protection, cleaning supplies; These items stored in my personal storage area in the wet room - bike shoes and helmet, chainsaw helmet, motorcycle helmet, TRAFx data collection materials, training binders, felt flat hat, brushing harness, emergency supplies; File cabinet drawer - training materials and records, documentation records, spare food and personal effects.”*
- *“I currently have two lockers, because just hanging my shirts fills the top locker from the top to the bottom. Based on my job needs, I have 3 pairs of boots that I need storage for between uses. During the wet season and only having one set of rain gear, there needs to be sufficient temperature and airflow for everything to dry overnight between shifts.”*

## 4.3 Office Space

There are three offices shared by six people. There are four hoteling stations for staff to use for writing emails, submitting timecards, researching projects, ordering materials, and completing data entry. The frequency of hoteling station use varies based on the position of the person and their associated duties, but at the start and end of each day this area can get crowded. The Administrative Assistant space is centrally located and houses office supplies. There is no break room, but there is a lunch table on the outside deck. The conference room has a workstation that is sometimes used as well.

Sharing offices fosters collaboration but can also be distracting and feel cramped. The offices should have better soundproofing for private or sensitive conversations and room for collaboration (such as a table where people can gather and look at maps, plans, etc.). Some staff like sharing an office and others find it challenging, especially when they need to take calls or focus. Even if staff don't mind sharing space, there is still a need for larger offices and focus rooms for sensitive conversations, for focus work without distractions, or meeting rooms for trainings, webinars, and private meetings. The supervisors need more private offices as some have trouble finding space to hold private conversations and therefore take them in their vehicle or outside.

Many people, both those that work in an office and those that work in hoteling stations, see the need for focus rooms, similar to the ones at the AO, where staff can have private conversations or quiet focus time. If there were more focus rooms and hoteling space, AO staff could also come and have a place to work at SFO, which is important for AO staff who have strong operational connections to SFO staff or the region. More hoteling stations are also needed as many people felt the four existing stations can get congested. A meeting room that can hold approximately 10 people would also be beneficial for team meetings.

The current office layout is not ideal with respect to outlets, internet port locations, and general function. Some items that would improve functionality include ergonomic furniture such as sit/stand desks, layout tables, whiteboards, and areas to collaborate (such as a table where people can sit around and look at maps, plans, etc.). The floors need replacing and the telephone system needs to be re-evaluated. It would also be beneficial to have a place like a mud room to take off and hang muddy wet clothes before entering the locker room or office.

- *“I use the conference room at SFO at least 2 times/ week as an office for day to day tasks such as email, timecards, phone calls, teams, planning/coordinating project work. Private space at this field office would be very helpful.”*
- *“We need more offices and multiple private meeting rooms. Our conference room needs to be larger to accommodate the number of staff we currently have. More work stations for all of the staff not in an office.”*

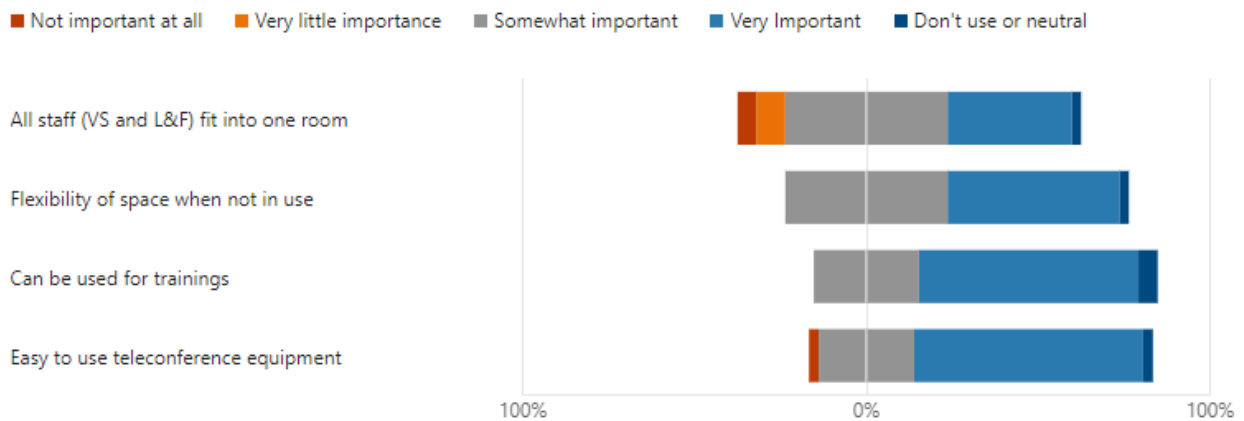
#### 4.4 Conference Room

The only dedicated meeting space is a conference room, although staff can use an office if it happens to be unoccupied. The conference room has two workstations and can handle videoconferencing, although it is not easy to use. The multi-purpose conference room is also used as a library for books and historic artifacts, and storage for files, an evidence locker, exercise mats and balls, and field gear. Staff often eat in the conference room since there is no other indoor break room. It is not big enough to fit all field staff in it.

Impromptu meetings are held in the main open office where staff huddle in the morning and interact, socialize, share food, and get office supplies.

Staff were asked in the survey about the features of a conference room that are important to them. Most respondents felt that easy-to-use teleconference equipment and space for training or other uses are higher priorities than having all staff fit into one room. Many were open to the idea of the room being flexible and used for multiple purposes, including for hoteling space, a break area, a stretching area, a library, or a training space. Some respondents noted that it would be good to have a dedicated break room (i.e. not use the conference room), so that a break room is always available when meetings are occurring. The space needs to be flexible for hands-on training like emergency medical response or defensive tactics. It is important that a conference room functions for hybrid meetings so that sound, lighting, and image work well and the system is easy to use. Other meeting room needs include focus rooms and a waiting room for visitors. An outstanding question is whether this room should also be designed to serve as a Regional Emergency Command Center. Any flexible uses of the space need to take into account that the space won't always be accessible depending on which use gets booked.

Table 3-Respondents rated the importance of conference room features



The features in a conference room that were rated most important to staff are easy-to-use teleconference equipment and that it can be used for trainings. Since a conference room takes up a lot of space and is not always in use for large meetings, it is important to look for a way to maximize flexible use of the space. One idea is to include a separation wall similar to the AO board room and atrium that can expand or shrink the room based on space needs. The room should have a dedicated closet to store items (such as chairs, tables, etc.) so that it does not become cluttered.

#### 4.5 Kitchen

The kitchen is small, can fit one person at a time, and is in an awkward location at the end of a short hall outside the conference room and an office. It consists of a sink, refrigerator, and dishwasher. A shelf next to the kitchen was added to accommodate more appliances and storage. There isn't enough power for multiple appliances to run at the same time. Some kitchen supplies have migrated to the shop and bunkhouse. When in the office, staff eat at their desks, outside on the patio, or elsewhere on site.

Many respondents mentioned that the kitchen is very small and that a larger kitchen is desirable, with more counter space and cabinet storage as well as an oven and burner. The location could be in a more suitable location where noise doesn't interfere with staff in meetings. Other desirable features are connecting the kitchen to an indoor break room and outdoor eating/grill space and providing easy access to filtered water and ice at the kitchen. Having a shaded picnic area outside would be nice for staff events. The half-size fridge works for current needs, but as staff numbers increase, a full-size fridge will be needed.

- *"The kitchen is small and hidden at the end of that little hallway by the meeting room, so people are making noise in the kitchen at times while others are in meetings. It's an awkward layout for the amount of people we have entering/exiting each day."*
- *"The kitchen is tiny, no counter space to prepare food. No space for more than one person to be in the kitchen area at once, so getting a cup of coffee in the morning or heating food at lunch is often a line. Fridge capacity seems fine. An oven and stovetop would be good for team meals. Would be nice to have ice more readily available in the kitchen."*

## 4.6 Shop

The shop area is made up of a series of separate rooms that include a main shop area, a wood shop, welding room, and a chainsaw room that is accessed from a separate exterior door. Staff have added insulation and propane heaters to make the main shop more comfortable, as well as a workstation, but the wood shop and other rooms are not insulated and very cold in the winter. Oftentimes staff will hold larger staff meetings in the main shop because it has more space than the conference room. Staff also utilize storage in the shop for personal gear.

Some respondents feel the space is adequate and functions well for current needs, but most expressed a desire for a bigger space despite liking the charm of the buildings. The size limits the number of people working on equipment at the same time and currently every space is utilized and packed. More space for tools would be beneficial. The shop is too small for large trucks and lacks a lift for servicing vehicles. Oftentimes work occurs outside because the shop is too small for large equipment. Several respondents mentioned features at FFO's shop that would be good to replicate are a shop with bay doors at either end so vehicles can pull through the shop and an upstairs storage area. One respondent suggested it would be nice if each crew had their own shop bay so there was space for individual crews to work on their projects at the same time, but still share tools. Another respondent suggested it would be nice if the rooms were connected and not separated.

Most respondents felt the woodshop was mostly adequate, but could have a better exhaust system and more room for large projects. It was noted that staff need to work outside for larger projects. The woodshop is also not insulated.

- *“Shop is too small, particularly when it comes to maintenance and repair of large vehicles and heavy equipment.”*
- *“Additional shop and wood shop space is essential as we grow.”*
- *“I think it is nice to have separate areas available to perform specific trades such as carpentry, metal shop, mechanical repairs, etc. However this could be accomplished under the same roof to maximize space rather than having separate buildings spread throughout the site.”*

## 4.7 Parking and Circulation

Parking is scattered throughout the site and staff park wherever they can find available space. Near the office there is a fueling station with a 1,000-gallon gasoline tank and 500-gallon diesel tank. There is an area to make a full circle around the fueling station, although it is tight for large equipment. Down the hill from the shop is an open, sloping yard and it is very tight and does not allow for pull through circulation, so large trucks and those towing trailers have to back down the hill or make tight three-point turns to turn around. There are no electric vehicle (EV) chargers, bike racks, dedicated motorcycle parking, or dedicated areas for members of the public to park, all of which are desirable features.

Almost every respondent mentioned the lack of parking is an issue, especially when up to eleven seasonal Open Space Technicians join the roster in the summer. It can be hard to hold trainings at SFO because there is no place to park. Late-shift staff have to find alternate places to park that are far and inconvenient to walk to at night or in inclement weather. Traffic jams occur regularly, especially in the morning when people are loading up and getting ready for their day. Some respondents would like the parking to be paved and see solar panels above the parking spots for power and shade. Staff who have

personal electric vehicles do not have a charger to charge them. Providing EV chargers for staff is part of the District's Climate Action Plan goals.

The yard is too small, and needs to be graded and resurfaced. It can be difficult to navigate large trucks to access the fuel pump. Staff have to back up or make very tight three-point turns with a trailer or large equipment, both of which are a challenge. This could be avoided if the site circulation was designed with a big turnaround or pull through configuration similar to FFO where vehicles can drive around the facility or pull through the shop using the multiple roll-up doors. Circulation improvements at SFO should consider functionality and safety with large equipment and trailers.

Parking will need to accommodate growth in District staff and the District fleet. The District fleet will include electric vehicles per the Fleet Transition Plan (under development) and the state mandate to transform all public fleet vehicles to EV. The future EV fleet will need charging stations. Staff may drive personal electric vehicles, and these will also need a place to charge.

- *“Personal vehicles are parking in four different areas depending on work group and it's kind of disorganized.”*
- *“Parking is maxed out.”*
- *“Horrible circulation. Lower boneyard is packed and very difficult to back trailers into storage areas. Turning around big trucks and trailers is very difficult and convoluted. It is hard to imagine that circulation could be appropriately corrected with the constraints of the office's current location.”*
- *“Vehicle spaces are running low and constantly an issue, and we need more vehicles to accommodate staff.”*

#### 4.8 Material Storage

Storage is at capacity and scattered throughout the property in multiple storage containers and different buildings. The materials stored include hazardous materials, ATVs, motorcycles, large equipment, bobcats, culverts, pipes, tanks, signs, bikes, tractors, seeds, trailers, barricades, lumber, base rock, dog kennels, gates, and more. Some of the storage has been moved around due to mice infestations. There is also a container dedicated for the South Skyline Emergency Preparedness Group for the South Skyline Area community (<https://southskyline.org/>).

Many respondents expressed a desire for more storage space and for more consolidated and organized storage so materials are both easy to find and easy to access. Storage needs to be clean, temperature-regulated, and rodent proof. The SFO needs a secure, clean room for EMS supply storage with storage cabinets. In addition, rangers need an appropriate and secure locker storage for evidence or lost and found items, and large enough for bikes. Storing materials outside subjects them to the elements and decreases their usability.

There is not enough covered storage for equipment such as chippers, masticators, excavators, tractors, trailers, and trucks. Covered parking for heavy equipment (such as at FFO) is important because it prevents sun damage to sensitive rubber components and can shield from falling limbs, extending the life of the equipment. The location of the covered storage is also important so that maneuvering is easy. For instance, the location of ride-on-mowers in the lower stables area is not ideal because maneuvering them into a small space is a challenge and exposes the driver to exhaust. For greater functionality, the space should be large enough for staff to drive up and load vehicles.



- *“It would be nice to consolidate some of this and make it less confusing where to find specific things.”*
- *“We are scattered all over the grounds and have had to expand out into the preserve for sufficient space and it would be helpful to be more centralized and not have to store materials in so many shipping containers.”*

#### 4.10 Power/Internet/Utilities

There are many deficiencies with power at SFO. When PG&E power goes down (due to fire or storms) propane and a generator are used as backup. However, backup power is not sufficient for all of SFO’s needs and staff have experienced power outages and lack of heat during extreme summer and winter events. The HVAC system is overly complicated which makes it a challenge to maintain or modify, and the heat pump can freeze in winter. Fiber optics are in the attic and are fastened on plywood, neither of which is an ideal set up. The septic system pipe needs to be replaced, and the leach field may be undersized for the current use.

The survey for staff did not include questions about utilities because they are foundational and need to be improved as part of the project. Upgrades include a more secure location with better temperature control for fiber optics and improved ventilation, temperature, light, outlets, internet ports, and telephone system. The telephone system and septic system need to be evaluated. There also needs to be a secure and climate-controlled space for server equipment. Backup power via battery storage, and/or a generator are essential and need to be included in any future plans. Energy saving methods are important for the District to consider for meeting the Climate Action Plan goals, but several staff mentioned green features should not come at the expense of functionality. Any future system should be simple to operate and maintain. Burying utility lines would also be beneficial to the site. One staff suggested adding a cell tower, which would provide regional benefits.

- *“Size of fuel tanks (gasoline, diesel, and propane) has recently come up as an issue -- 500 gallons for diesel, 1000 gallons for gasoline, 2 propane tanks. Fuel deliveries are sometimes not frequent enough to keep the fuel tanks full -- we have run out of diesel multiple times and have a hard time keeping propane levels high enough for storms or power outages. Reducing dependence on fuels (solar) or large fuel tanks might help us be better prepared for disasters or extended power outages.”*

#### 4.11 Additional Topics

##### Employee Health and Wellness Needs

Many respondents indicated that a space is needed for working out and stretching. This would also allow them to train during inclement weather. Some ideas include a treadmill, elliptical, stationary bike, and weights.

##### Other Department Needs

Administrative office staff that use SFO shared districtwide needs for storage for chairs and tents, a mud room for Natural Resources to decontaminate materials, storage for natural resource work, workstations and parking for visiting staff from other offices, a location to store mulch from fuel reduction work, and storage for tools for the volunteer program. For internet connectivity, SFO is an ideal site to support the internet utility needs of the Daniel C. Nature Center, which may be achieved with the SFO renovation project.

## 5.0 Operational Planning

Currently both the Land and Facilities Department and the Visitor Services Department are co-located in the same building at the SFO. Since SFO is at capacity, crews have staggered schedules to make the space work. In addition, since the pandemic, resident rangers (currently 8 out of 15 total ranger staff, with 4 vacant positions) have been able to report to duty from their homes which has alleviated some of the pressure on the facility. However, this creates a silo effect with some staff/crews not seeing each other. As the SFO remodel project moves forward and staffing numbers grow, the District should examine different operational scenarios, including a possible scenario to disburse staff into different locations. In order to better understand the tradeoff with disbursing staff, especially as it relates to District culture, staff were asked in the survey for feedback about the tradeoffs of co-locating or separating.

Respondents had different opinions regarding co-locating or disbursing departments into separate facilities, with more expressing a desire to stay together in one location. Staff who favored co-locating were worried about unintended consequences such as people becoming siloed and communication breakdown. Staff who favored splitting up recognized the value to the culture that being together fosters, but also acknowledged that this goal isn't as high of a priority as some of the other needs, and that meeting all goals at one site will be a challenge. If the site were larger and more functional, it's unclear if those staff would still favor splitting the departments.

Some Rangers are interested in exploring other models for their work to increase efficiencies and decrease drive time by strategically locating several smaller Ranger offices, where each satellite office can include a computer, restroom, and some storage. In this scenario, a larger, centralized office is still needed to provide conference abilities. A few staff suggested that even if both departments co-located in one building, it would be helpful to separate the space within the building. Rangers could have a separate space to huddle and discuss issues, but the two departments would still be accessible to each other and share common areas such as lockers, the workshop, and kitchen.

If splitting does occur, staff recommend the District find operational ways to prevent the complete separation of the two departments, given that there is an overlap in roles and responsibilities.

- *"I think that splitting L&F staff in one office and VS in different offices would be an excellent solution for the immediate future. It would definitely free up valuable locker/storage/parking areas at SFO for the L&F Staff."*
- *"I think keeping all District staff in one place is important. The collaboration between Departments is a success for the District and should not change. If L&F are in one facility and VS are in multiple ones, it could develop into where each Dept does not know or care what the other is doing."*
- *"I like seeing other groups to get to know more what is going on in the area and it helps me contact and work with other groups when I know them already and/or can run into them when at the office. Additionally, VS's generalist rangers still need access to all the equipment and supplies for their maintenance tasks and would need to go to L&F's offices for these items."*
- *"I would like to see the existing SFO facility remain as is. I believe adding additional maintenance yard/heavy equipment storage is the type of growth that would support operations. Something similar to county and municipal remote maintenance yards."*

- *“I find it very important for L&F and VS to share an office. There is a constant back and forth of information that I feel is essential for the operation of the District. The difficulty with satellite offices is having to duplicate so much equipment and infrastructure, such as fuel pumps and heavy equipment.”*
- *“I think the cohabitation of the departments is very valuable and should continue as possible, but finding facilities that allow for it has been a challenge and our geographic spread, from Pescadero to HMB, to Portola Valley, to Stevens Canyon etc doesn't make it efficient in its current setup.”*
- *“To me, it is not important to have everyone report to same facility. Of importance is the close proximity of additional maintenance yard to increase storage capacity and provide staff overflow possibilities as need arises. Collaboration with colleagues can be effective as long as travel distances between offices is minimized.”*
- *“There is so much information transmitted through casual encounters, sharing the same space is great opportunity for staff to learn through "environmental osmosis" what other departments are working on, challenges they are facing, or advancements they are implementing. Separating use would defeat a central tenet in the success of our organization.”*
- *“I like working in an office where people from different departments can all be in one place at one time, and having a sort of central clearing house for supplies and tools is great.”*
- *“Patrol staff could separate out from maintenance if needed, but I do find great value in sharing the workspace and being able to quickly communicate across our departments.”*
- *“Splitting L&F and VS could work, as VS need to be more mobile and remote for various preserves, where L&F need to be centralized to collaborate and share more tools / equipment.”*
- *“All in all, I think it helps greatly with culture and work efficiency to have both L&F and VS working together out of SFO.”*
- *“I prefer the interaction with patrol staff as their observations, needs, and actions often relate closely to crew needs.”*
- *“I think it's a good idea to have mixed offices where Visitor Services and Land & Facilities staff work together/see each other to build camaraderie.”*

Recognizing that the SFO site is space-constrained, several staff in the survey and during the focus group discussion suggested using a nearby site within the Preserve in conjunction with the current site. One option would be to use the nearby location for storage of materials such as rock and lumber (with easier access and circulation for large trucks and trailers). Some of the storage containers that are not utilized frequently could be moved offsite as well. This would free up space at SFO for expansion of facilities and allow for greater design flexibility.

- *“A bigger, flat area would be a better location than the current shop/office. Hard to imagine improvements would work within the constraints of the site.”*

A nearby site will also be critical to stage temporary operations and minimize the disruption to staff that will occur with implementation of a renovation project at the SFO. This is a concern to staff and an important consideration when reviewing future design options.

## 6.0 Conclusion and Next Steps

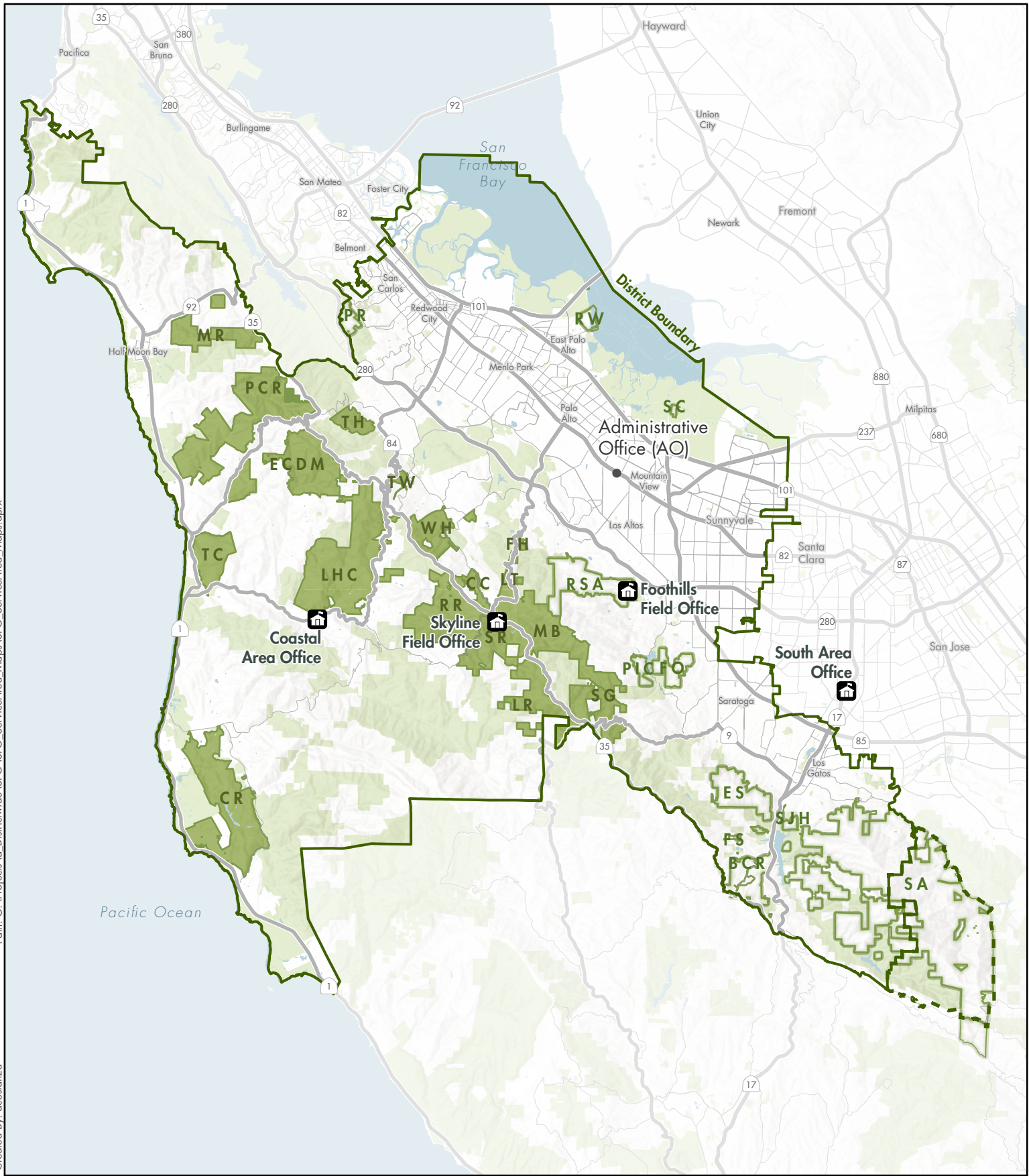
The feedback received from survey respondents and from the focus group indicate that the SFO has long exceeded capacity and that improvements would increase operational functionality and promote greater cohesion. Some of these needs include:

- Additional locker room space with additional showers, lockers, restrooms, and drying racks
- Central location for laundry facilities and the ice machine
- Additional private office space
- Additional hoteling stations
- Focus rooms and a meeting room
- Improved office functionality through layout of outlets, internet, etc., ergonomic furniture, and work areas
- Multi-functional conference room with easy-to-use teleconference equipment
- Break room
- Larger kitchen with oven and stove
- Larger shop to accommodate more staff, more tools, and larger equipment
- Additional and consolidated storage for materials
- Improved circulation for vehicles and equipment
- Additional parking
- Storage for large vehicles and equipment
- Improved utilities with back-up capacity that includes power, heat, sewer, and water

Staff have been adaptable and have long made it work to the best of their and the site's ability, but this has come at a cost to operational efficiency. SFO cannot accommodate additional growth, and District operations indicate that more staff growth will be needed to address additional land, infrastructure, and programs (e.g., the wildland resiliency program, coastal properties, etc.). Renovation of the facility should take into account the needs identified in this report for current and future staff and equipment. This information will provide a baseline for a future consultant to begin preliminary site planning.

## Appendix 1 - Figures

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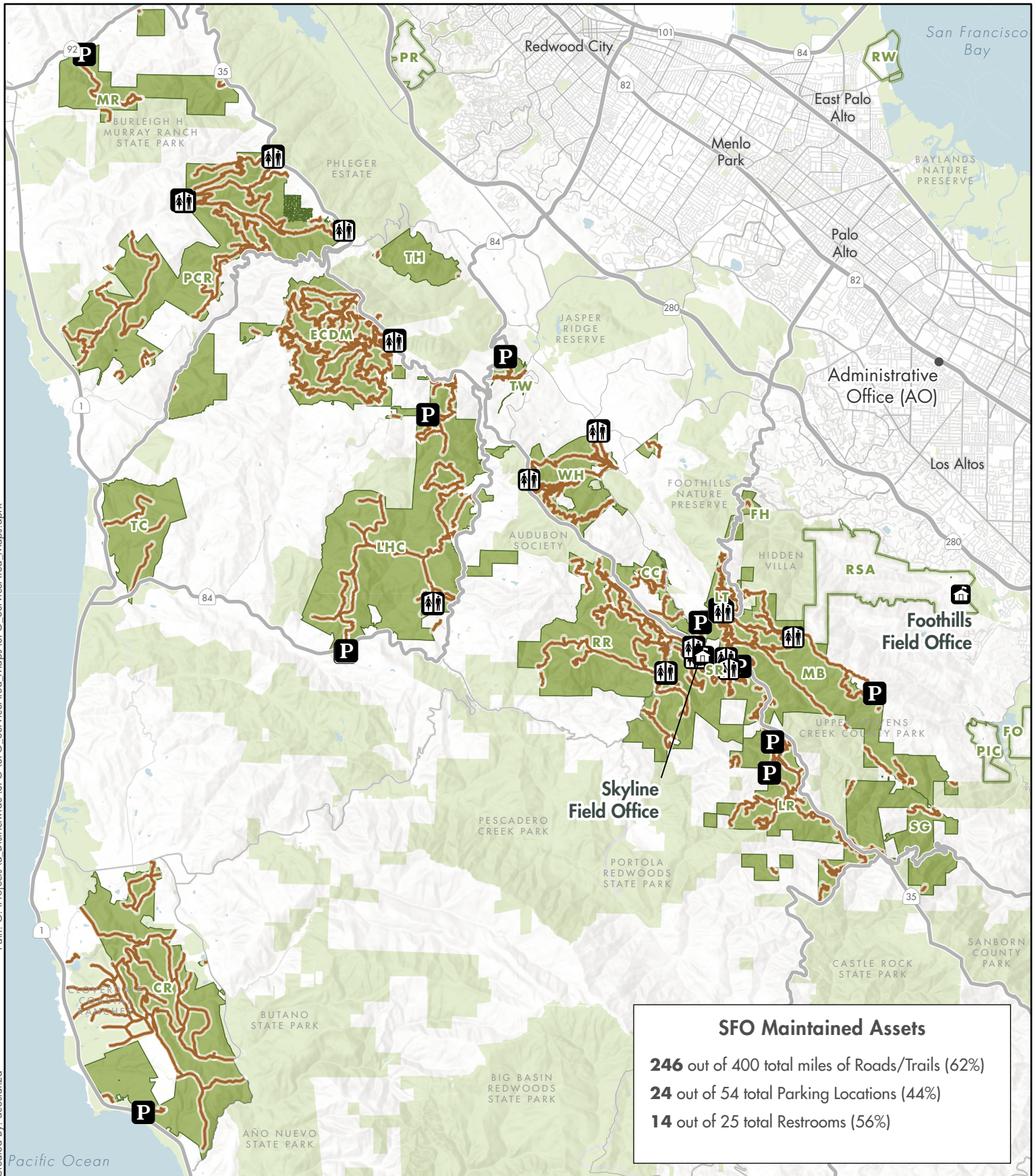


**Field Office Locations and Service Area**

- Midpen preserve - Skyline Field Office (41,480 acres)
- Midpen preserve - Foothills Field Office (28,860 acres)
- Other protected lands

Midpeninsula Regional  
Open Space District  
(Midpen)  
8/31/2023





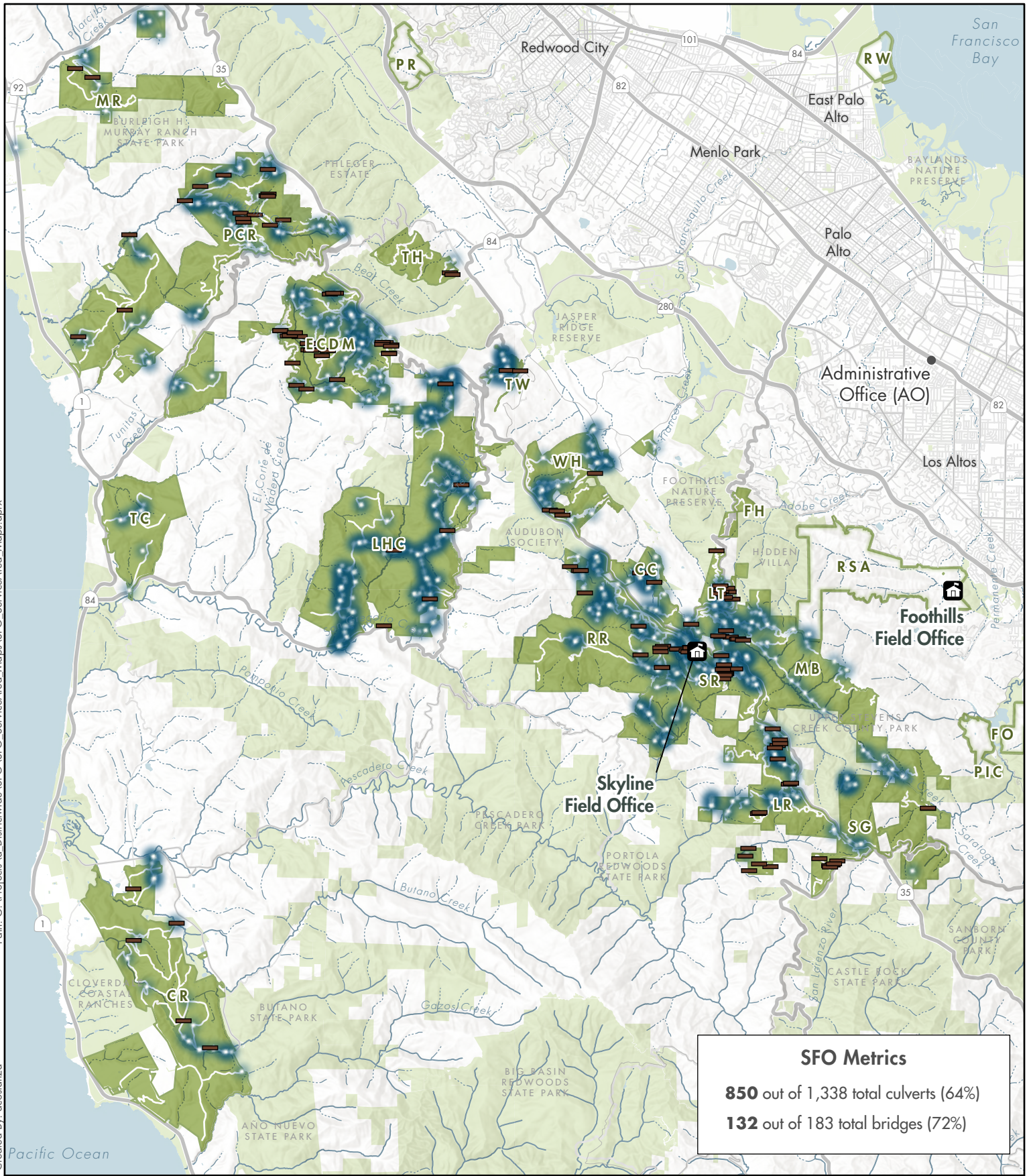
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**SFO Parking Areas, Restrooms, and Maintained Roads & Trails**

- Midpen preserve (SFO)
- Midpen preserves (FFO)
- Other protected lands
- Road/trail within SFO service area
- P SFO Parking location
- ♿ SFO Restroom

Midpeninsula Regional  
Open Space District  
(Midpen)  
8/31/2023





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**SFO Bridges, Culverts and Streams**

- Midpen preserve (SFO)
- Midpen preserves (FFO)
- Other protected lands
- Roads/trails within SFO service area
- Culvert
- Bridge
- Perennial stream
- Intermittent stream

**SFO Metrics**  
**850** out of 1,338 total culverts (64%)  
**132** out of 183 total bridges (72%)

Midpeninsula Regional  
Open Space District  
(Midpen)  
8/31/2023

Miles 
0
1.5
3



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### SFO Site Map

- Public hiking trail
- Public hiking, biking, equestrian trail

Midpeninsula Regional  
Open Space District  
(Midpen)  
9/11/2023



While the District strives to use the best available digital data, these data do not represent a legal survey and are merely a graphic illustration of geographic features.

Appendix 2 - Photos

# Women's Locker Room



The women's locker room is located in the main office and has one toilet, one sink, one shower, and ten half-size lockers.

# Men's Locker Room (Office)



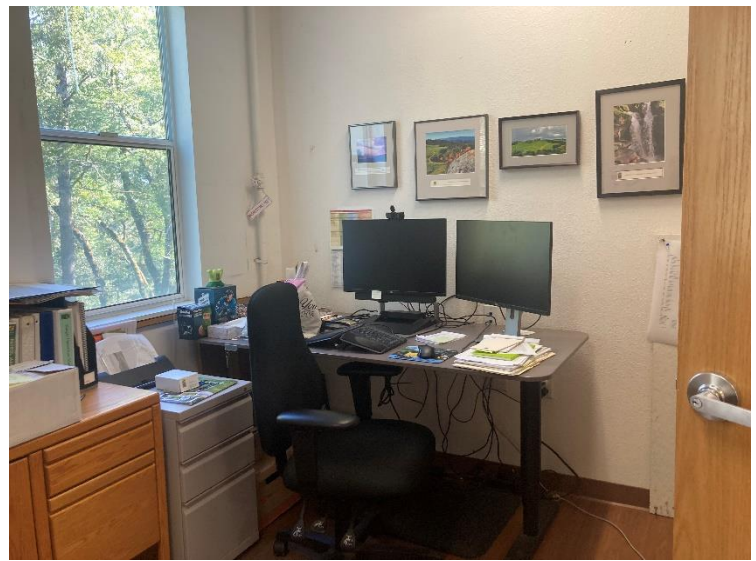
The men's locker room that is located in the main office has one toilet, one urinal, one sink, two showers, and 24 half-size lockers.

## Additional Locker Rooms



The locker room in the bunkhouse (top) has one toilet, two showers and nine full lockers. The locker room in the stables (bottom) has one toilet and nine full lockers.

# Offices



Skyline Field Office has three offices shared by six people.

# Hoteling space and Administrative Assistant Desk



There are four hoteling spaces for staff to use in the main office. The Administrative Assistant desk is also located in the main office area.

# Main Office Area



The main office area includes mailboxes, an island, radios, and island and copy machine.

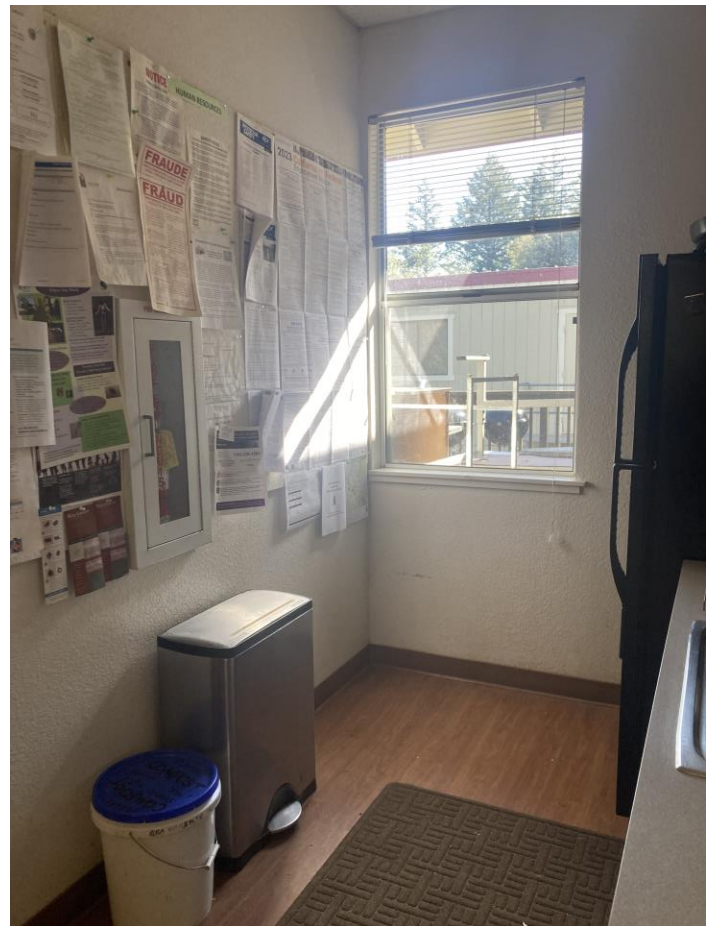


# Conference Room and Deck



The conference room is the only dedicated meeting room. It also is used as a library and storage and includes an evidence locker. The deck is right outside the conference room.

# Office Kitchen



The kitchen is located at the end of a short hall outside the conference room and an office. It consists of a sink, refrigerator, and dishwasher. A shelf next to the kitchen was added to accommodate more appliances and storage.

# Wet Room



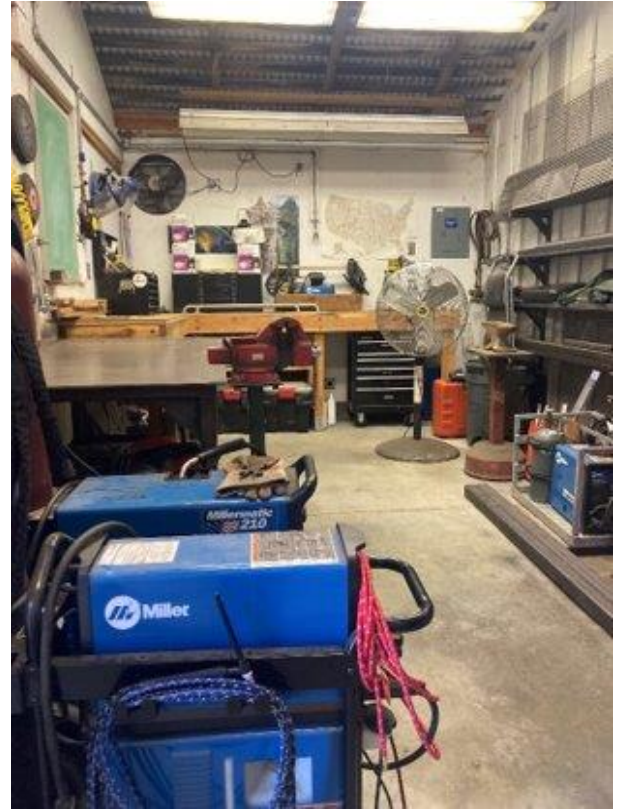
A temporary trailer is located next to the main office and is used for personal gear storage and first aid supplies.

# Shop



The shop is made of a main shop area (all three photos above), a wood shop, welding room, and chainsaw room.

# Shop



The shop is made of a main shop area, a wood shop (upper left), welding room (right), and chainsaw room (bottom left).

# Storage



Storage is scattered throughout the site. There are shipping containers, materials, and covered equipment storage areas as well as a gas and diesel fueling station. Dog kennels are used for lost dogs found on the Preserves.

# Storage



Storage is scattered throughout the site.

# Barn and Barricade Room



The barn (upper right) has three rooms used for signs (upper right), bicycle storage (middle left) and a locker room (see previous page on lockers). Equipment is stored underneath shelter behind the barn middle right). A small building (bottom left) stores barricades (bottom right).



# The Yard



Looking down from the shop area to the yard (upper left). Looking up towards the shop (upper right). Yard where trailers and materials are stored (bottom).

## Appendix 3 – Floor Plan

STAMP

CONSULTANT



**MROSD**  
**SKYLINE FIELD OFFICE**  
**REMODEL AND SHOP**  
21150 SKYLINE BLVD.  
SANTA CLARA COUNTY, CALIFORNIA

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REVISION

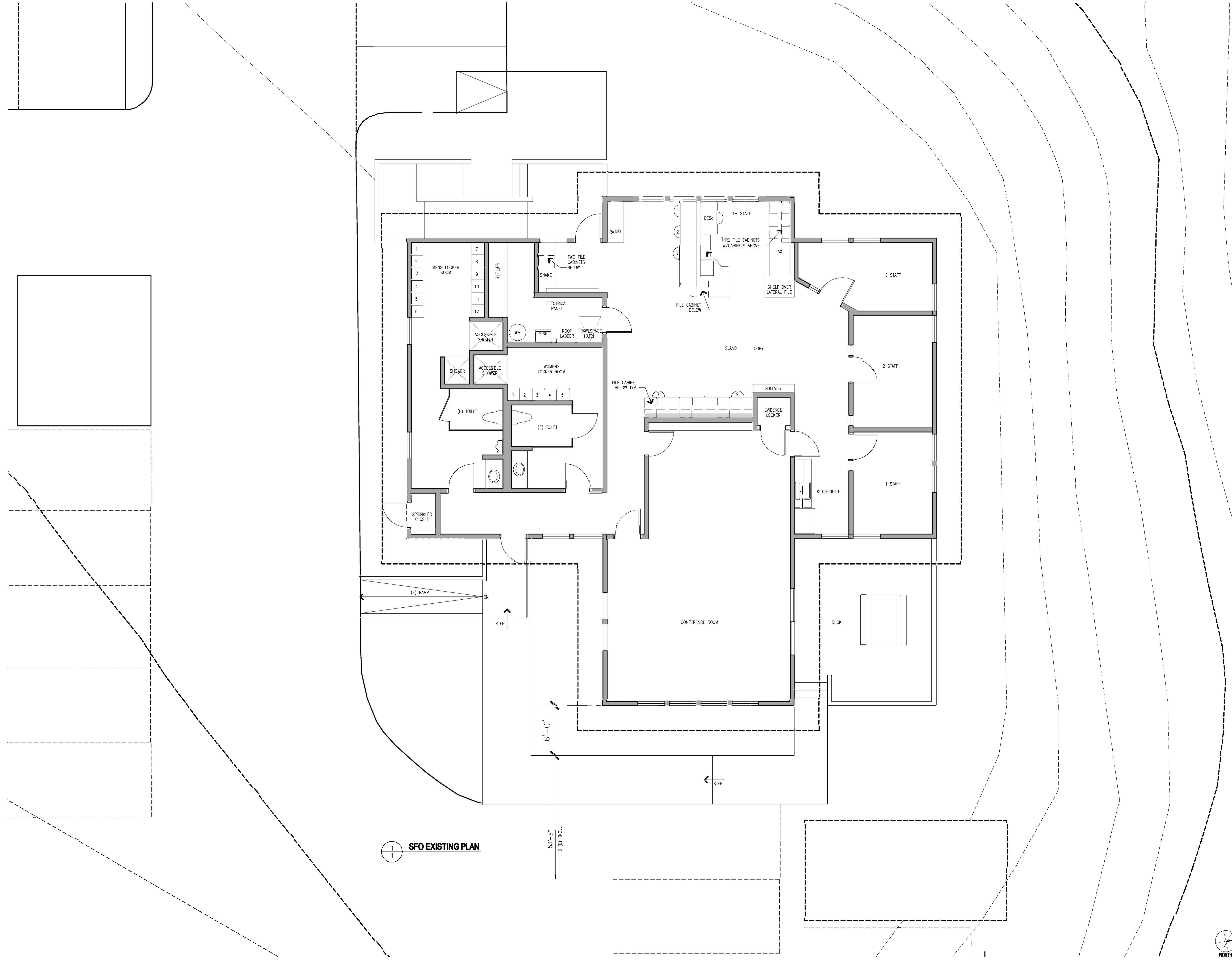
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| PERMIT NUMBER: | -            |
| SCALE:         | 1/4" = 1'-0" |

TITLE

EXISTING PLAN

SHEET

1



1 SFO EXISTING PLAN

