SAN FRANCISCO
PLANNING DEPARTMENT

Subject to: (Select only if applicable)

- ☐ Affordable Housing (Sec. 415)
- ☐ Jobs Housing Linkage Program (Sec. 413)
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- ☐ First Source Hiring (Admin. Code)
- ☐ Child Care Requirement (Sec. 414)
- ☒ Other (Development Agreement)

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Planning Commission Motion No. 18892

HEARING DATE: MAY 23, 2013

Date:	May 9, 2013
Case No.:	**2004.0603C, 2005.0555E, 2012.0403W**
Project Address:	**601 Duboce Avenue**
Zoning:	RH-3 (Residential, House, Three-Family) 65-D and 130-E Height and Bulk District
Block/Lot:	3539/001
Project Sponsor:	Geoffrey Nelson, CPMC 633 Folsom Street, 5th Floor San Francisco, CA 94107 (415) 600-7206 NelsonGK@Sutterhealth.org
Staff Contact:	Elizabeth Watty – (415) 558-6620 Elizabeth.Watty@sfgov.org

ADOPTING FINDINGS RELATING TO THE APPROVAL OF A CONDITIONAL USE AUTHORIZATION, PURSUANT TO PLANNING CODE SECTIONS 134, 209.3, 209.9(b), 303, AND 304, TO AMEND A PREVIOUSLY APPROVED CONDITIONAL USE AUTHORIZATION FOR A PLANNED UNIT DEVELOPMENT, INCLUDING EXCEPTION TO THE REAR YARD REQUIREMENTS OF PLANNING CODE SECTION 134, IN ORDER TO DEVELOP A NEW FOUR-STORY, 46,006 GSF, NEUROSCIENCE INSTITUTE MEDICAL CLINIC AND OFFICE BUILDING. THE PROPERTY IS IN AN RH-3 (RESIDENTIAL, HOUSE, THREE-FAMILY) ZONING DISTRICT AND 65-D HEIGHT AND BULK DISTRICT; AND MAKE AND ADOPT FINDINGS, INCLUDING ENVIRONMENTAL FINDINGS AND FINDINGS OF CONSISTENCY WITH THE GENERAL PLAN AND THE EIGHT PRIORITY POLICIES OF PLANNING CODE SECTION 101.1. THIS MOTION SUPERSEDES IN ITS ENTIRETY MOTION NO. 18601 ADOPTED BY THE PLANNING COMMISSION ON APRIL 26, 2012.

PREAMBLE

On June 10, 2005, Ralph F. Marchese of The Marchese Company, Inc., acting on behalf of the California Pacific Medical Center ((hereinafter referred to variously as "CPMC" and "Project Sponsor"), submitted an Environmental Evaluation Application ("EEA") with the Planning Department ("Department"), Case No.

2005.0555E[1]. The Department issued a Notice of Preparation of Environmental Review on July 1, 2006, to owners of properties within 300 feet, adjacent tenants, and other potentially interested parties. However, as planning for the CPMC Long Range Development Plan ("LRDP") continued, additional components were added to the LRDP that resulted in a reissuance of a revised NOP for a 30-day public review period on May 27, 2009.

On September 1, 2005, the Project Sponsor filed an application with the Department for Conditional Use Authorization under Planning Code Sections 134, 209.3, 209.9(b), 303 and 304 to amend the existing PUD for CPMC's Davies Campus to allow construction of the Neuroscience Institute building with an exception to the rear yard requirements of Planning Code Section 134, on the property at Assessor's Block 3539, Lot 001 (601 Duboce Avenue) within an RH-3 (Residential, House, Three-Family) District and a 65-D Height and Bulk District ("Neuroscience Institute Project").

On June 7, 2007, the Planning Commission (hereinafter "Commission") conducted a duly noticed public hearing at a regularly scheduled meeting on Conditional Use Application No. 2004.0603C.

On June 7, 2007, the Commission determined in accordance with the provisions of the California Environmental Quality Act (California Public Resources Code Sections 21000 *et seq.*) ("CEQA"), 14 California Code of Regulations Sections 15000 *et seq.* (the "CEQA Guidelines"), and Chapter 31 of the San Francisco Administrative Code ("Chapter 31"), that, although the Neuroscience Institute Project could have a significant effect on the environment, there would not be a significant effect in this case because mitigation measures agreed to by the Project Sponsor had been incorporated into the Neuroscience Institute Project as conditions of approval, and in accordance with the above provisions, a Final Mitigated Negative Declaration for the Neuroscience Institute Project was adopted on June 7, 2007, as part of the file for Case No. 2004.0603E.

On August 7, 2007, the Board of Supervisors reversed the Commission's adoption of the Mitigated Negative Declaration in Case No. 2004.0603EC. The Board of Supervisors, therefore, took no action on the appeal of the Conditional Use Authorization and directed the Department to place the Conditional Use Application on hold until completion of an environmental evaluation for CPMC's Long Range Development Plan ("LRDP"). CPMC responded by incorporating the scope of work proposed in Case No. 2004.0603C into the environmental impact report ("EIR") for CPMC's LRDP (hereinafter the "LRDP Project"), Case No. 2005.0555E. The EIR for CPMC's LRDP analyzed both the "Near-Term Projects," which, generally, are the Cathedral Hill Campus Hospital and Cathedral Hill Campus medical office building ("MOB"), the St. Luke's Campus Hospital and St. Luke's Campus MOB, and the Neuroscience Institute Project, as well as the "Long Term Projects," which are future components of the LRDP that would commence after 2019.

On June 21, 2010, a letter requesting reactivation of Case No. 2004.0603C was submitted to the Director of Planning, pending certification of CPMC's LRDP EIR.

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[1] At the time of this application, the Cathedral Hill Campus Hospital site was within the boundaries, and was governed by the land use controls, of the Western Addition A-2 Plan. Those controls expired on January 1, 2009.

On July 21, 2010, the Draft Environmental Impact Report ("DEIR") for CPMC's LRDP Project, including the Neuroscience Institute Project, was prepared and published for public review, and was available for public comment until October 19, 2010.

On September 23, 2010, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting to solicit comments regarding the DEIR. On March 29, 2012, the Department published a Comments and Responses document, responding to comments made regarding the DEIR prepared for the LRDP. Together, the Comments and Responses document, the DEIR, and any Errata Sheets, (the Appendices to the DEIR and C&R document), Department staff testimony and responses to questions and comments at the Commission's April 26, 2012, public hearing regarding certification of the Final EIR, and all of the supporting information that has been reviewed and considered by the Department comprise the Final EIR for the LRDP ("FEIR").

On April 26, 2012, the Commission reviewed and considered the FEIR and found that the contents of said report and the procedures through which the FEIR was prepared, publicized, and reviewed complied with CEQA, the CEQA Guidelines, and Chapter 31.

The Commission found the FEIR was adequate, accurate and objective, reflected the independent analysis and judgment of the Department and the Commission, and that the summary of comments and responses contained no significant revisions to the DEIR, and certified the FEIR for the LRDP Project in compliance with CEQA, the CEQA Guidelines and Chapter 31.

Department staff prepared a Mitigation Monitoring and Reporting program ("MMRP") for the Near-Term Projects described in the LRDP, which material was made available to the public and this Commission for this Commission's review, consideration and action.

On April 26, 2012, the Commission (1) adopted Motion No. 18588 certifying the FEIR as accurate, adequate and complete, (2) adopted Motion No. 18589, adopting CEQA findings, including a Statement of Overriding Considerations, and adopting the MMRP, and (3) adopted other Motions and Resolutions with respect to the Near-Term Projects described in the LRDP Project.

On April 26, 2012, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting on Conditional Use Application No. 2004.0603C.

On May 16, 2012, an appeal of Planning Commission Motion No. 18588 certifying the FEIR was filed with the Board and the Board held a duly noticed public hearing July 17, 2012 to consider the appeal of the FEIR certification and on March 12, 2013, by adoption of Motion No. M13-042, the Board rejected the appeal and affirmed the decision of the Planning Commission to certify the FEIR and found the FEIR to be complete, adequate, and objective, and reflecting the independent judgment of the City in compliance with CEQA, the State Guidelines and Chapter 31 of the Administrative Code.

On June 15, June 25, July 9 and July 16, 2012, having received the Planning Commission's recommendations, a Land Use Committee of the Board held public hearings on the prior version of the project and draft development agreement and other draft approvals and thereafter, CPMC, working with City staff, proposed revisions to the project and to the draft development agreement and approvals.

On March 12, 2013, the Board adopted Resolution No. 77-13, endorsing a term sheet for a revised CPMC LRDP Project which includes an increase in size of the new hospital at the St. Luke's Campus (from 80 to 120 beds), and a decrease in the size of the new hospital at the Cathedral Hill Campus (from 555 beds to 274-304 beds). The Resolution urged City staff to make the preparation of revised planning approval documents among its highest priorities and to present to the Planning Commission the revised documents and approvals necessary for the revised CPMC LRDP Project.

Staff subsequently worked with the project sponsor to identify revisions to the April 26, 2012, Planning Commission approvals to reflect the revised CPMC LRDP Project. On April 11, 2013, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting and adopted Resolution No. 18844, initiating the requested General Plan Amendments for the revised CPMC LRDP Project.

On April 1, 2013, CPMC revised its EEA to reflect the revised CPMC LRDP Project, consistent with the term sheet endorsed by Board Resolution No. 77-13.

On May 9, 2013, Department staff made available the Addendum to the FEIR for the revised CPMC LRDP Project ("Addendum"), including an updated MMRP, and the revised approval documents for the revised CPMC LRDP Project, all as more particularly described in Motion No. 18880. The Planning Department, Jonas P. Ionin, is the custodian of records, located in the File for Case No. 2005.0555E, at 1650 Mission Street, Fourth Floor, San Francisco, California.

On May 23, 2013, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting and adopted Motion No. 18880, adopting CEQA findings, including a Statement of Overriding Considerations, and adopting an updated MMRP, and adopted other Motions and Resolutions with respect to the revised CPMC LRDP Project.

On May 23, 2013, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting on Conditional Use Application No. 2004.0603C.

The Commission has heard and considered the testimony presented to it at the public hearing and has further considered written materials and oral testimony presented on behalf of the applicant, Department staff, and other interested parties.

MOVED, That the Commission hereby authorizes the Conditional Use requested in Application No. 2004.0603C, subject to the conditions contained in "EXHIBIT A" of this motion, based on the following findings.

FINDINGS

Having reviewed the materials identified in the preamble above, and having heard all testimony and arguments, this Commission finds, concludes, and determines as follows:

1. The above recitals are accurate and constitute findings of this Commission.

2. **Site Description and Present Use.** The CPMC Davies Campus is located in the Duboce Triangle neighborhood, and is bounded by Duboce Avenue to the north, Noe Street to the east, 14th Street

to the south, and Castro Street to the west. The entire block is a single lot, zoned RH-3 (Residential, House, - Three Family), with a split Height and Bulk District: mostly 65-D with a portion along Duboce Avenue being 130-E. The portion of the lot where the Neuroscience Institute building will be sited is within the 65-D Height and Bulk Designation.

The campus is currently occupied by five buildings: the North Tower, the South Tower, the Rehabilitation Center, the 45 Castro Street Medical Office Building ("MOB"), and the Castro Street/14th Street parking garage. The North Tower has five above-ground stories as measured from the lobby entrance on the west side of the building (lobby level through level four) and four below-ground levels (Levels A through D, with D being the lowest). The North Tower contains approximately 188,000 gsf and is primarily used for acute care beds, outpatient treatment, surgery, and the emergency department. The South Tower has three stories above ground and two below ground. The South Tower contains approximately 105,000 gsf and is primarily used for a skilled nursing facility. The two-story Rehabilitation Center, containing approximately 32,000 gsf, is used primarily for rehabilitation therapy. The MOB has four stories above ground, one below ground, and contains approximately 63,000 gsf of space for private doctors' offices. Finally, the Castro Street/14th Street parking garage is a non-enclosed ramp structure of three floors of approximately 113,000 gsf, with parking for 283 vehicles. There are an additional 207 off-street surface parking spaces for a total of 490 off-street parking spaces.

The Davies Campus is accessible by car on any of the surrounding streets as well as by transit, most notably via the N-Judah Muni light rail line across Duboce Avenue from the campus, the 24-Divisadero bus along Castro Street, and the 37-Corbett bus along 14th Street, and the J-Church line four blocks to the east of the campus.

The use on the Davies Campus has been institutional since the 1850s with the establishment of the German Hospital and construction of additional hospital-related buildings, later known also as the Ralph K. Davies Hospital in the mid-1960s.

In 1991, the Commission approved a medical office building, approximately 48,500 gsf, and a 284-space structured parking garage (Case No. 87.847BCE). While only the parking garage was built, a new medical office building has long been anticipated to serve the medical needs of patients and enhance existing programs at the Davies Campus.

3. **Surrounding Properties and Neighborhood.** The surrounding area features a mix of zoning districts, including RH-3 and P (Public). The general character of the surrounding area is a mixture of two- and three-family dwellings ranging in height between three and four stories. Directly across Duboce Avenue to the north is Duboce Park, and immediately to the west of the proposed Neuroscience Institute building on the same project site is a five-story hospital building (North Tower).

4. **Project Description.** This approval relates to the items in the Conditional Use/Planned Unit Development application, but the broader Near-Term Projects are described here for context. The Near-Term Projects outlined in CPMC's LRDP will result in a five campus system with three acute care hospitals – at the Davies, St. Luke's, and Cathedral Hill campuses – providing approximately 692 licensed beds and three full-service emergency departments (one at each of the acute care hospitals). The Davies Hospital North Tower was retrofitted in 2008 to remain operational to 2030. The St. Luke's Hospital will be replaced by a new hospital built on campus,

adjacent to the existing hospital, followed by construction of a Medical Office Building after the demolition of the existing Hospital Tower. The California and Pacific Campuses will remain operational as acute care hospitals until the proposed Cathedral Hill Campus Hospital is constructed and operational. Once the proposed Cathedral Hill Campus Hospital is built, as part of the Near-Term Project implementation activities, the acute care services at California and Pacific Campuses will be transferred primarily to the Cathedral Hill Campus Hospital, and the Pacific Campus's existing 2333 Buchanan Street Hospital would undergo renovation and reuse as an ambulatory care center.[2] In the long-term, the Pacific Campus will become an outpatient center, and CPMC proposes an additional medical office building on the Davies Campus.[3] The Neuroscience Institute Project proposes the construction of a four-story, 46,006 gsf medical office/clinic building ("the Neuroscience Institute") at the southwest corner of Duboce Avenue and Noe Street. In addition to medical office space and outpatient clinic space, the Neuroscience Institute will contain a relatively small amount of retail space (pharmacy). The Neuroscience Institute Project also includes a screened exterior generator located to the south of the proposed building, which was not part of the proposal in 2004.

The Neuroscience Institute Project is intended to better accommodate patients at the Davies Campus. The complementary programs and services of Neuroscience/neurosurgery, microsurgery, and acute rehabilitation are being consolidated at the Davies Campus. The new and reconfigured space would house research and treatment facilities for a range of neurological disorders such as amyotrophic lateral sclerosis ("ALS" or Lou Gehrig's disease), Multiple Sclerosis ("MS") and Muscular Dystrophy ("MD"), all painful and debilitating conditions requiring very specialized drop-off, loading, and treatment facilities.

The existing MOB is currently near capacity with medical professionals that serve the neighborhood, and cannot accommodate this programmatic need.

The new Neuroscience Institute would conform to the zoning, height, and bulk requirements for the site. The building would be approximately 13 feet in height on the façade nearest Duboce Park, and then step up to a Planning Code height of 40 feet along the primary (Noe Street) façade.

The ground floor, Level 1, would hold the main lobby, medical offices, an EEG Clinic, and pharmacy space. The ground-floor lobby would provide improved access to the medical center for ambulatory patients, who would be able to arrive by the nearby N-Judah train and cross Duboce Avenue to the covered entry at the northeast corner of the building. Once inside, they would be able to access the North Tower and the rest of the hospital by taking the elevators to Level 4 and using the interconnecting corridor to corresponding North Tower Level A. Currently, pedestrians who arrive on the N-Judah must climb a steep hill up Duboce Avenue to

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[2] 2333 Buchannan Street is an Existing Use under the proposed Development Agreement and is distinguished from the new construction proposed for the Long-Term Projects at the Pacific Campus. The renovation and reuse may include, but is not limited to, the following uses: outpatient care, diagnostic and treatment services, Alzheimer's residential care, medical support services such as pre- and post-ambulatory surgery, outpatient laboratory services, physical and occupational therapy, hospital administration, and cafeteria uses.

[3] Long-Term Projects at the Davies and Pacific Campuses have been evaluated at a program-level as part of CPMC's LRDP EIR. There are no pending Near-Term Projects under review for the Pacific Campus, and CPMC has not proposed any Near-Term or Long-Term Projects at the California Campus, which CPMC plans to sell after the majority of the services at that campus have been relocated to the Cathedral Hill and Pacific Campuses.

reach the North Tower hospital entrance. There will be an additional pedestrian entrance on the south end of the Neuroscience Institute, facing the surface parking lot. Level 1 would also have the main electrical room and mechanical space containing the major equipment serving the building.

Level 2 of the proposed Neuroscience Institute, located above Level 1, would contain medical offices.

The Neuromuscular ("NM") Clinic would be on Level 3 of the proposed Neuroscience Institute. The NM Clinic would be used for the treatment of various neuromuscular diseases such as Lou Gehrig's disease, MS, and MD. The clinic would have a vehicular drop-off located between the North Tower and the proposed Neuroscience Institute, permitting disabled patients with large wheelchair and gurney transport vans to have same-level access to the clinic. These patients would use the Neuroscience Institute's internal elevators to access the hospital's North Tower via the interconnecting corridor on Level 4. Vehicular access for the NM Clinic drop-off would be through the existing service drive on Duboce Avenue.

Because of the natural grade of the site, there would be an approximately 4' tall space created between the roof level of the Neuroscience Institute's 3rd floor and the floor level of the 4th floor (which must align with North Tower Level A). To eliminate unnecessary visual height, some mechanical equipment typically placed at rooftop level will be placed in this interstitial space between floors. In addition, the proposed Neuroscience Institute would use steam, hot water, chilled water, medical gasses and emergency power generated in the existing central plant of the hospital, thereby reducing the amount of roof-top equipment that would otherwise be needed, and eliminating the need for diesel exhaust stacks on the roof of the proposed Neuroscience Institute.

Level 4 of the Neuroscience Institute would house the admitting, preparatory, and recovery functions for ambulatory surgery that takes place in the North Tower hospital; patients from throughout the building would be able to access the North Tower hospital through an interconnecting corridor on Level 4 (the A level of the hospital).

5. **Public Comment**. The Department has received substantial comments regarding support for and opposition to the overall LRDP Project, including the Neuroscience Institute Project, over the past eight years since the initial Environmental Evaluation Application was submitted. Support for and opposition to the LRDP Project can be found in the project files at the Department.

6. **CEQA Findings**. On April 26, 2012, by Motion No. 18588, the Commission certified as adequate, accurate and complete the FEIR for the LRDP Project, which includes the Neuroscience Institute. On May 16, 2012, an appeal of Planning Commission Motion No. 18588 certifying the FEIR was filed with the Board and on March 12, 2013, by Motion No. M13-042, the Board rejected the appeal and affirmed the decision of the Planning Commission to certify the FEIR and found the FEIR to be complete, adequate, and objective, and reflecting the independent judgment of the City in compliance with CEQA, the CEQA Guidelines and Chapter 31. On May 23, 2013, by Motion No. 18880, the Commission adopted findings, including a statement of overriding considerations and an MMRP, pursuant to CEQA. In accordance with the actions contemplated herein, the Commission has reviewed the FEIR and the Addendum, and adopts and incorporates by reference as though fully set forth herein the findings, including the statement of overriding

considerations, pursuant to CEQA, adopted by the Commission on May 23, 2013, in Motion No. 18880.

7. **Planning Code Compliance:** The Commission finds that the Neuroscience Institute Project is consistent with the relevant provisions of the Planning Code in the following manner:

   A. **Use.** Planning Code Section 209.3 states that a Conditional Use Authorization is required for a medical center in the RH-3 District.

   The Neuroscience Institute Project complies with the provisions set forth in Section 209.3 of the Planning Code in that a medical center (which may include medical offices, clinics, laboratories, operated by and affiliated with an institution) in the RH-3 District is allowed with a Conditional Use Authorization. The Neuroscience Institute building would be located within the boundaries of CPMC's Davies Campus, an existing medical center previously authorized with a Conditional Use Authorization.

   B. **Rear Yard Requirement.** Planning Code Section 134 states that the minimum rear yard depth shall be 45 percent of the total depth of a lot in which it is situated, and may be reduced up to 25 percent of the total depth of a lot in which it is situated based on averaging of adjacent buildings, but in no case less than 15 feet.

   The Neuroscience Institute Project does not comply with the provisions set forth in Section 134 of the Planning Code in that there is no rear yard proposed. The Davies Campus is an entire city block with buildings already constructed along Castro Street and Duboce Avenue. The Neuroscience Institute Project would occupy the corner of Duboce Avenue and Noe Street. CPMC is, therefore, seeking through the Planned Unit Development a modification of the Code requirement for rear yard. While the Neuroscience Institute Project would reduce the amount of open area on the block from approximately 47% to 42%, it would maintain a minimum of 25% open space. In addition, the Neuroscience Institute Project will result in significant improvements in the public right-of-way (the sidewalk adjacent to Noe Street) that will create a more attractive public face to the Davies Campus, safer vehicle operations, and a direct entrance to the campus from the corner nearest the N-Judah Muni stop.

   Furthermore, the intent of the rear yard provisions applicable within RH-3 Districts is to create a shared mid-block open space for the residential properties that are expected to occupy the RH-3 District. Since the Davies Medical Center is the only use within the entire City block, there is no need for mid-block open space, per se. The Campus does need to retain some open space so that its intensity of development is compatible with the surrounding neighborhoods; however, the fact that the Davies Campus would meet the requirement under Section 134 to provide a minimum of 25% open space, coupled with the improved streetscape and Campus landscaping, are sufficient to be compatible with the surrounding neighborhoods.

   C. **Street Trees**. Planning Code Section 138.1 provides that one 24-inch box street tree is required for every 20 feet of frontage and every remaining 10-foot fraction thereof, for new construction and additions of at least 20%.

The Neuroscience Institute Project complies with the provisions set forth in Section 138.1 of the Planning Code in that one street tree will be provided for every 20-feet of street frontage for new construction. Though the proposed improvements would occupy about 748 feet of frontage along Noe Street, 14th Street, and Duboce Avenue, necessitating a total of 37 trees, the Project Sponsor has agreed to install and maintain a minimum of 68 trees along the street facing setbacks and the sidewalk, which equates to more street tree for every 20 feet of frontage.

D. **Parking**. Planning Section 151 of the Planning Code requires off-street parking in the ratio of one space for each eight beds (excluding basinets) or for each 2,400 gsf of floor area devoted to sleeping rooms (whichever is greater) for the hospital; and at a ratio of one for each 300 sf of occupied floor area, where the occupied floor area exceeds 5,000 sf for the medical office or outpatient clinic.

The existing uses on the Davies Campus are required by Planning Code standards to provide a total of 262 off-street parking spaces, and the Neuroscience Institute Project would be required to provide 127 spaces. The entire Davies Campus, including the Neuroscience Institute Project, would be required to provide a total of 389 off-street parking spaces. The Davies Campus currently has 496 parking spaces, although the parking total would be reduced to 421 because the Neuroscience Institute Project would directly displace 70 existing parking spaces and an additional five spaces would be removed to comply with disabled parking requirements. Thus, with the Neuroscience Institute Project, the Davies Campus would continue to meet the Planning Code requirement, with a surplus of approximately 32 (421-389) spaces.

E. **Bicycle Parking.** Section 155.4(d)(2) of the Planning Code requires six (6) bicycle parking spaces, when the gross floor area of a new medical office building exceeds 20,000 square feet but is no greater than 50,000 feet.

The Davies Campus currently provides 26 bicycle parking spaces, and the Neuroscience Institute Project would provide an additional 25 bicycle parking spaces in the plaza by the main south entrance of the pedestrian plaza.

F. **Showers and Clothes Lockers.** Section 155.3 of the Planning Code requires no fewer than two showers and four clothes lockers, when the gross floor area of a new medical office building exceeds 20,000 sf but is no greater than 50,000 sf.

The Davies Campus currently provides 4 showers and 519 clothes lockers within the Campus, to satisfy this requirement of the Planning Code.

G. **Height Limit.** Section 260 of the Planning Code limits the height of development at the Subject Property to 65 feet on the northeastern portion of the lot, and 130 feet for the remainder of the lot.

The Neuroscience Institute Project complies with the provisions set forth in Section 260 of the Planning Code regarding not exceeding the height limit of 65 feet. The proposed building would be approximately 13 feet in height on the façade nearest Duboce Park, and step up to approximately 40 feet in height along the primary (Noe Street) façade. Because of the slope of the site, the building would not exceed 40 feet as measured by the Planning Code, though portions of the building would measure

up to approximately 57 feet from grade at its highest point at the southern end.

H. **Institutional Master Plan.** Section 304.5 of the Planning Code requires that each medical institution shall have on file with the Department a current Institutional Master Plan ("IMP") describing the existing and anticipated future development of that institution every ten years, with updates provided at intervals of two years.

The Neuroscience Institute Project complies with the provisions set forth in Section 304.5 of the Planning Code that each medical institution shall have on file with the Department a current IMP describing the existing and anticipated future development of that institution at intervals of two years. CPMC submitted a five-campus full IMP in 2008. It was accepted as complete by the Planning Commission in 2009. Updates were submitted in 2011 and 2013, which state that no significant changes had been made to the IMP since it was accepted in 2009. A new medical office building at the Davies Campus has been in all IMP Revisions and Updates. A new medical clinic and office building, approximately 50,000 gsf, has been anticipated at the Davies Campus for more than 20 years.

I. **Office Allocation.** Section 321 of the Planning Code requires that projects with over 25,000 sf of office space must seek review and approval by the Planning Commission under the Office Development Limitation

The Neuroscience Institute Project is not subject to the provisions set forth in Section 321 of the Planning Code because the proposed medical office space is 19,077 sf. Including approximately 50% of the circulation, mechanical, and support space, or 3,851 sf, the total office space comes to 22,928 sf, which is below the 25,000 sf threshold for Office Allocation. Although the Zoning Administrator has long determined that examination rooms should be exempt from this calculation, since they are part of outpatient clinic space, this calculation does not exclude the exam rooms, since the exact layout of spaces has not yet been defined. This total is therefore greater than what will be the actual quantity of medical office space, less the exam rooms.

J. **Signage**. Although it is anticipated to be proposed at a later date, there is currently no signage proposed as part of the Neuroscience Institute Project. Any proposed signage will be subject to the review and approval of the Department.

K. **Other Approvals.**

The Neuroscience Institute Project complies with the provisions set forth in Section 810A of the Public Works Code in that review and approval has already occurred for removal of up to 14 Significant trees. A Tree Removal Application was properly filed, noticed, and heard before the Director of Public Works on Monday, July 24, 2006. Based upon the facts submitted, including a Final Arborist Report, the decision of the Director of Public Works was to approve the request for the removal with the condition that 29 replacement trees be planted.

8. **Planning Code Section 303** establishes criteria for the Planning Commission to consider when reviewing applications for Conditional Use approval. On balance, the Neuroscience Institute Project does comply with said criteria in that:

A. The proposed use or feature, at the size and intensity contemplated and at the proposed location, will provide a development that is necessary or desirable, and compatible with, the neighborhood or the community.

The new Neuroscience Institute proposed for the Davies Campus would provide space for clinics and specialized physicians' offices. According to the Project Sponsor, the Davies Campus was chosen as the appropriate location because it offers synergy with the Rehabilitation Center located on-site. Furthermore, the Davies Campus contains underutilized areas which will accommodate the programmatic needs of the Neuroscience Institute. The establishment of the Neuroscience Institute will create the first comprehensive community-based neurosciences center in the west Bay Area for the research and treatment of some of the most debilitating and challenging medical conditions facing the general population.

The primary purposes of the new Neuroscience Institute are to establish the new consolidated neurosciences center and to continue to attract beneficial programs and associated medical staff to the Davies Campus, thereby ensuring long-term vitality to acute care services and the Emergency Department at the Davies Campus. These are valuable resources for the surrounding community. Additionally, these improved services will be provided in an already developed hospital campus setting, taking advantage of existing microsurgery and rehabilitation facilities and programs already found on the site.

The use on the Davies Campus has been institutional since the 1850s with the establishment of the German Hospital and construction of additional hospital-related buildings on the current Davies Campus in the mid-1960s. The Neuroscience Institute Project would, therefore, be consistent with the area's mix of residential, institutional, and public uses.

In 1991, the San Francisco Planning Commission approved a medical office building, approximately 48,500 gsf, and a 284-space structured parking garage (Case No. 87.847BCE). While only the parking garage was built, a new medical office building has long been anticipated to better serve the medical needs of CPMC's patients and bring more beneficial programs and associated hospital staff to the Davies Campus.

For a period of over 10 years (since 2002), the Project Sponsor has conducted a substantial amount of neighborhood outreach for the Neuroscience Institute Project. The Project Sponsor has worked particularly closely with the Duboce Triangle Neighborhood Association and Buena Vista Neighborhood Association joint Task Force, as representatives of the most immediately impacted neighborhoods around the project site. On May 21, 2007, the Buena Vista Neighborhood Association sent a letter of support for the Neuroscience Institute Project with conditions already incorporated into the Conditions of Approval in Exhibit A. To date, the Department has also received over 40 letters and 100 postcards of support for the Neuroscience Institute Project.

The general character of the surrounding area is a mixture of two- and three-family dwellings ranging in height between three and four stories. Directly across Duboce Avenue to the north is Duboce Park and immediately to the west of the proposed Neuroscience Institute building on the same project site is a five-story-over-basement (4 levels below grade) hospital building (North Tower). Immediately to the south on the same project site is a surface parking lot. Across Noe Street to the east and across 14th

Street to the south are three- and four-story, multi-family dwellings. The Neuroscience Institute Project, approximately 40-feet in height, would therefore, not overwhelm the subject block and would be compatible with the established neighborhood character.

The FEIR determined that the Neuroscience Institute Project would include features that would help improve the relationship between the Davies Campus and the surrounding neighborhood by providing a transition between the existing, large-scale concrete buildings on campus and the neighborhood's smaller-scale residential buildings, including building design features, and sidewalk widening, plaza, and landscape improvements (DEIR at pp. 4.1-41 to 4.1-42). The FEIR also determined that the Neuroscience Institute Project would not have a substantial effect on the existing character of the vicinity because, among other things, it would constitute a continuation and expansion of existing medical uses at the Davies Campus, would not adversely alter the character of its surroundings, would be compatible with the surrounding neighborhood's character (including the existing height and bulk district), and would include new open space adjacent to the proposed building that would create a publicly accessible facility that improves connectivity to Duboce Park (DEIR at p. 4.1-59).

The setback of the proposed fourth story (approximately 22 feet from the building wall on Noe Street and 78 feet on Duboce Avenue) would adequately address any potential visual and shadow impacts to Duboce Park and the residences on Noe Street. The FEIR concluded that the scenic quality of the streetscape along Noe Street and Duboce Avenue would be retained and that the Neuroscience Institute Project would have a less-than-significant impact related to visual quality and shadow. (DEIR at pp. 4.2-112, 4.2-166 to 4.2-169 and 4.9-47 to 4.9-48).

B. The use or feature as proposed will not be detrimental to the health, safety, convenience or general welfare of persons residing or working in the vicinity, or injurious to property, improvements or potential development in the vicinity, with respect to aspects including but not limited to:

i. The nature of the proposed site, including its size and shape, and the proposed size, shape and arrangement of structures;

Access to new programs at the Davies Campus that would be implemented as part of the Neuroscience Institute Project, as well as increased convenience of access to existing programs, will not be detrimental to persons living and working in the vicinity of the campus. The primary purposes of the new building are to establish the new consolidated Neuroscience Institute and to continue to attract beneficial programs and associated medical staff to the Davies Campus, thereby ensuring long-term vitality to acute care services and the Emergency Department at the Davies Campus. These are valuable resources for the health, safety, convenience, and general welfare of the surrounding community. Additionally, these improved services will be provided in an already developed hospital campus setting, taking advantage of existing microsurgery and rehabilitation facilities and programs already found on the site.

The Davies Campus occupies all of Assessor's Block 3539, bounded by Duboce Avenue to the north, Noe Street to the east, 14th Street to the south, and Castro Street to the west. The proposed Neuroscience Institute would sit within a developed institutional setting on the Davies Campus, and is scaled to fit well within the Planning Code height and bulk requirements for the site. The

size and shape of the Neuroscience Institute have been configured to meet the programmatic requirements of the proposed neurosciences and acute rehabilitation facilities within a footprint that is compatible with, and will not be detrimental to, persons living or working in the vicinity.

ii. The accessibility and traffic patterns for persons and vehicles, the type and volume of such traffic, and the adequacy of proposed off-street parking and loading;

The FEIR has shown that the Neuroscience Institute Project will not result in any significant, unavoidable environmental impacts related to transportation at the Davies Campus, with the exception of a significant, unavoidable intersection impact at 14th/Market Street for which there is no feasible mitigation.

However, in response to neighborhood interest in traffic-calming and enhancing the livability of the neighborhoods surrounding the Davies Campus, the Project Sponsor has agreed to construct a series of pedestrian safety improvements around the Davies Campus, valued at approximately $475,000, as outlined in more detail in the proposed Development Agreement.

To determine and implement feasible traffic and pedestrian improvement measures for the construction period, the Project Sponsor will prepare a Construction Management Plan. This plan, which will be required to be submitted to the Department and made available to the public as a Condition of Approval, will cover public and site safety, operating hours and noise controls, air and dust management, storm water pollution prevention, waste and material reuse, and traffic management.

The parking supply on the Davies Campus would be adequately met, as the quantity will exceed the Code requirements for parking by approximately 32 parking spaces (421 spaces to be provided on the Campus after completion of the Neuroscience Institute building, whereas 389 are required).

CPMC is committed to the City's "Transit First" policy and is seeking to improve use of alternatives to auto travel through its existing Transportation Demand Management ("TDM") Program and enhancements to the TDM Program that are proposed as part of the LRDP. Among other measures intended to discourage employees and visitors from parking at the CPMC campuses and to provide incentives for the use of alternative transportation modes, CPMC currently offers a $20 subsidy on Muni Fast Passes. According to CPMC's TDM plan, dated April 2, 2013, within the next two to five years, CPMC will improve its transit subsidy program to employees at all campuses – including the Davies Campus – to increase the value of the monthly subsidy to be equivalent to the cost of a Muni Fast Pass. Additional key elements of the TDM Program include enhanced information and marketing to employees, a "Guaranteed ride home" program, free carpool parking, vanpool subsidies, and CPMC shuttle system to provide transportation between the CPMC campuses and BART stations.

The Davies Campus is directly accessible to the N-Judah Muni light rail line, which a significant number of employees and visitors use for transportation to and from the campus. Other Muni lines within the vicinity of the campus include the No. 24 bus along Castro Street, the No. 37 bus along 14th Street, and the J-Church line, plus additional bus routes within two blocks. All of these

transit lines have been shown to have sufficient capacity to accommodate expected ridership from the proposed Neuroscience Institute during the peak periods.

The Neuroscience Institute has been configured to allow for improved pedestrian and transit access to the Davies Campus. Patients arriving via the nearby N-Judah train would be able to cross Duboce Avenue to the covered entry at the northeast corner of the building. Once inside the ground-floor lobby, they would be able to access the North Tower and the rest of the hospital by taking the elevators to Level A and using the interconnecting corridor. Currently, pedestrians who arrive on the N-Judah must climb a steep hill up Duboce Avenue to reach the North Tower hospital entrance. The Neuroscience Institute would create an ADA-compliant accessible campus entrance at the lowest point of the campus.

The Davies Campus currently provides bicycle parking and shower facilities for bicyclists. The number of bicyclists to be generated by the proposed Neuroscience Institute Project will be accommodated by existing facilities in the parking garage, existing showers and lockers in the hospital, and new bicycle parking facilities in the main plaza by the Neuroscience Institute's main south entrance off the plaza.

iii. The safeguards afforded to prevent noxious or offensive emissions such as noise, glare, dust and odor;

The proposed use is subject to the standard conditions of approval for safeguarding against noxious or offensive emissions such as noise, glare, dust and odor, as outlined in Exhibit A.

The FEIR analyzes impacts related to dust and to noise during both the construction and operational phases and where feasible, identifies mitigation measures to be implemented through the MMRP (see DEIR pages 4.7-29 to 4.7-33 and 4.7-59 to 4.7-60 and 4.6-72 to 4.6-74).

iv. Treatment given, as appropriate, to such aspects as landscaping, screening, open spaces, parking and loading areas, service areas, lighting and signs;

The Neuroscience Institute Project will include significantly improved landscaping along Noe Street. Views of the Neuroscience Institute would be partially screened by existing and new trees. Along the Noe Street side of the Neuroscience Institute, the sidewalk area will be widened, with parking and new trees creating a buffer between pedestrians and the street. Planters, benches, and paving compatible with the surrounding residential neighborhood would also be incorporated into the design. Several existing mature trees within the footprint of the Neuroscience Institute would be removed, while new trees would be placed on the subject property and within the sidewalk. A new entry plaza will be constructed, creating an environment that both patients and residents can enjoy. The Neuroscience Institute Project will include the replacement of an existing property line fence with a more interesting visual face to the campus.

As explained above, the Davies Campus would continue to meet Planning Code requirements regarding parking. The loading/service area would be located to the west of the Neuroscience Institute adjacent to the southern portion of the building. In that location, the Neuroscience Institute's loading/service area would be set back as far as feasible from Duboce Avenue and Noe

Street. The loading/service area would be in between the Neuroscience Institute to the east and the North Tower to the west, and both buildings (as well as the 45 Castro Street MOB to the west of the North Tower) would provide buffering for nearby residences.

CPMC's commitments under the proposed Development Agreement would include construction of a series of pedestrian safety improvements around the Davies Campus, valued at approximately $475,000.

The FEIR determined that the Neuroscience Institute Project would not result in significant impacts related to the creation of a new source of light or glare that would adversely affect daytime or nighttime views in the area or that would substantially affect other people or properties (See DEIR pages 4.2-190 to 4.2-191).

The Conditions of Approval required CPMC to prepare a signage program for review and approval of the Department.

C. That the use or feature as proposed will comply with the applicable provisions of the Planning Code and will not adversely affect the Master (General) Plan.

The Neuroscience Institute Project complies with all relevant requirements and standards of the Planning Code, as described in the findings regarding "Planning Code Compliance" in Section 7, above, with exceptions to certain rear yard requirements as allowed through the Planned Unit Development process (see PUD findings, below). CPMC has met the applicable provisions of Planning Code Section 304.5 concerning IMPs. The Neuroscience Institute Project is consistent with the Eight Master Plan Priority Policies (Planning Code Section 101.1) and with the Objectives and Policies of the General Plan, as discussed in Motion No. 18883, approved by the Planning Commission on May 23, 2013.

9. The proposal complies with the provisions set forth in Section 304 of the Planning Code for Planned Unit Developments (PUDs) in that the property is greater than ½ acre and is under one ownership. The Neuroscience Institute Project would be developed as an integrated component of the existing medical center. It would also be of exceptional design, and complement the design of the surrounding area. The CU application describes the Neuroscience Institute Project in detail, and is accompanied by an overall development plan showing, among other things, a street tree plan, landscaping plan, and streetscape plan. The Neuroscience Institute Project also includes other commitments such as the preparation and submittal of a Construction Management Plan, and TDM Program, which are necessary to a determination that the objectives of this Section are met, and that the proposed development warrants the modification of provisions otherwise applicable under this Code.

In addition to the criteria applicable to Conditional Uses as stated in Planning Code Section 303(c), discussed above, a proposed PUD also must meet criteria requiring that it shall:

A. Affirmatively promote applicable objectives and policies of the General Plan;

The Neuroscience Institute Project is consistent with the Eight Master Plan Priority Policies (Planning Code Section 101.1) and with the Objectives and Policies of the General Plan, as discussed in Motion No. 18883, approved by the Planning Commission on May 23, 2013.

B. Provide off-street parking adequate for the occupancy proposed.

The new Neuroscience Institute will be constructed on a previously developed medical campus containing many existing uses and parking areas. With the new building, the Planning Code would require provision of a total of 389 parking spaces for the Davies Campus. After construction of the building, which would require reduction of the existing 206-space surface parking lot on the project site by approximately 75 spaces, a total of 421 off-street parking spaces would be provided at the Davies Campus. Therefore, the Davies Campus would provide adequate parking for the proposed occupancy.

CPMC had proposed an expansion at the Davies Campus in 1991 (Case No. 87.847EBC), which included the construction of the approximately 290-space Castro Street/14th Street parking garage. Ultimately, the garage was built, but a medical office building proposed as part of the expansion was not, resulting in a net surplus of off-street parking above Planning Code requirements. Even with the construction of the Neuroscience Institute, the Davies Campus would continue to have a parking surplus. The LRDP Project would include continuation and enhancement of CPMC's TDM program, as described in more detail in Exhibit D of this Motion.

D. Provide open space usable by the occupants and, where appropriate, by the general public, at least equal to the open spaces required by the Planning Code.

The existing medical facilities at the Davies Campus are laid out as an integrated campus, with limited main entries from the street and several internal connections within the campus. Section 134(a) and (c) provide for a "required rear yard" of between 45% and 25% of the depth of the lot. A typical residential rear yard pattern is not applicable in the case of a medical campus, but the existing campus is constructed over approximately 43% (135,600 sf) of the lot, with an open and unbuilt area of approximately 47% (178,000 sf), containing both landscaped areas and surface parking. The proposed new Neuroscience Institute building, with a footprint of approximately 17,800 sf, would reduce the amount of unbuilt area to approximately 42% of the lot, well above the required minimum of 25% of the lot. In addition, the Neuroscience Institute Project will result in significant improvements in the public right-of-way (the sidewalk adjacent to Noe Street) that will create a more attractive public face to the Davies Campus, safer vehicle operations, and a direct entrance to the campus from the corner nearest the N-Judah Muni stop.

E. In R Districts, include commercial uses only to the extent that such uses are necessary to serve residents of the immediate vicinity, subject to the limitations for NC-1 Districts under the Planning Code, and in RTO Districts include commercial uses only according to the provisions of Section 230 of the Planning Code.

The new Neuroscience Institute would include a small (approximately 1,000 sf) pharmacy. This pharmacy will be available for use by campus physicians and patients as well as members of the general public. It is considered incidental and accessory to the medical campus and not a principle

commercial use. Signage for this pharmacy will be strictly limited, with no advertising visible from the public right-of-way.

E. Under no circumstances be excepted from any height limit established by Article 2.5 of the Planning Code, unless such exception is explicitly authorized by the terms of the Planning Code. In the absence of such an explicit authorization, exceptions from the provisions of the Planning Code with respect to height shall be confined to minor deviations from the provisions for measurement of height in Sections 260 and 261 of the Planning Code, and no such deviation shall depart from the purposes or intent of those sections.

No exceptions to height limits are being sought as part of the application for the Neuroscience Institute Project.

F. Provide street trees as per the requirements of Section 143(j) of the Code.

Planning Code Section 143(j) was redesignated in 2010, and conforming changes to Planning Code Section 304(d)(10), which sets forth the above criterion for PUD approvals, have not yet been made. Planning Code Section 138.1 now includes the requirements for the provision of street trees formerly located within Section 143(j). Section 138.1(c)(1)(ii)(cc) requires one 24-inch box street tree for every 20 feet of frontage and every remaining 10-foot fraction thereof, for new construction and additions of at least 20%.

The Neuroscience Institute Project complies with the provisions set forth in Section 138.1 of the Planning Code in that one street tree will be provided for every 20 feet of street frontage for new construction. Though the proposed building would occupy only 208 feet of frontage along Noe Street, the Project Sponsor has agreed to install and maintain a minimum of 28 street trees, which equates to one street tree for every 20 feet for the entire 560-foot Noe Street block frontage.

G. Provide landscaping and permeable surfaces in any required setbacks in accordance with Section 132 (g) and (h).

Planning Code Section 132(g) generally requires that all front setback areas required in connection with construction of a new building shall be appropriately landscaped, meet any applicable water use requirements of Administrative Code Chapter 63 (Water Efficient Irrigation Ordinance), and in every case not less than 20% of the required setback area shall be and remain unpaved and devoted to plant material, including the use of climate appropriate plant material as defined in Public Works Code Section 802.1. Planning Code Section 132(h) requires that the front setback area shall be at least 50% permeable so as to increase stormwater infiltration.

The Neuroscience Institute Project complies with the provisions set forth in Section 132(g) and (h) in that there are no required front setbacks for the Davies Campus. However, the streetscape and landscape plans include climate appropriate plant material and street trees both in the public right-of-way and on the Campus to achieve the intent of this Section.

10. **General Plan Compliance.** The Neuroscience Institute Project is, on balance, consistent with the Objectives and Policies of the General Plan, as outlined in Planning Commission Motion No. 18883, adopted on May 23, 2013.

11. **Planning Code Section 101.1(b)** establishes eight priority-planning policies and requires review of permits for consistency with said policies. On balance, the Neuroscience Institute Project is consistent with the priority policies in Planning Code Section 101.1(b) as outlined in Planning Commission Motion No. 18883, adopted on May 23, 2013.

12. The Neuroscience Institute Project is consistent with and would promote the general and specific purposes of the Code provided under Section 101.1(b) as outlined in Planning Commission Motion No. 18883, adopted on May 23, 2013, and also in that, as designed, the Neurosciences Institute Project would contribute to the healthcare delivery and emergency services in San Francisco, include substantial economic benefits to the City during both the construction and operational phases, provide substantial other public benefits as outlined in the proposed Development Agreement, and be compatible with the character and stability of the neighborhood, thereby constituting a beneficial development.

13. The Commission hereby finds that, for the reasons described above, approval of the Conditional Use authorization would promote the health, safety and welfare of the City.

DECISION

That based upon the Record, the submissions by the Project Sponsor, the staff of the Department and other interested parties, the oral testimony presented to this Commission at the public hearings, and all other written materials submitted by all parties, the Commission hereby **APPROVES Conditional Use Application No. 2004.0603C** subject to the following conditions attached hereto as "EXHIBIT A" in general conformance with plans on file, dated February 22, 2012, and stamped "EXHIBIT B", which is incorporated by reference as though fully set forth herein. This Motion supersedes in its entirety Motion No. 18601, adopted by the Planning Commission on April 26, 2012.

APPEAL AND EFFECTIVE DATE OF MOTION: Any aggrieved person may appeal this Conditional Use Authorization to the Board of Supervisors within thirty (30) days after the date of this Motion No. 18892. The effective date of this Motion shall be as described in Exhibit A hereto. For further information, please contact the Board of Supervisors at (415) 554-5184, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

I hereby certify that the Planning Commission ADOPTED the foregoing Motion on May 23, 2013.

Jonas P. Ionin
Acting Commission Secretary

AYES: Commisisoners Antonini, Borden, Fong, Hillis, Moore, Sugaya, Wu

NAYS:

ABSENT:

ADOPTED: May 23, 2013

EXHIBIT A

AUTHORIZATION

This authorization is to amend the previously approved Planning Unit Development through a Conditional Use Authorization, to allow a new 40,006 gsf medical office/clinic building (a.k.a. the "Neuroscience Institute" and for purposes of this Exhibit A only, referred to as the "Project") located at California Pacific Medical Center's ("CPMC's") Davies Campus [601 Duboce Avenue, Assessor's Block 3539,Lot 001]within the RH-3 District and a 65-D Height and Bulk District; in general conformance with plans – including tree, landscape, and streetscape plans, dated **February 22, 2012**, and stamped "EXHIBIT B" included in the docket for Case No. 2004.0603C and subject to conditions of approval reviewed and approved by the Commission on **May 23, 2013**, under Motion No 18892. This authorization and the conditions contained herein run with the property and not with a particular Project Sponsor, business, or operator.

RECORDATION OF CONDITIONS OF APPROVAL

Prior to the issuance of the building permit or commencement of use for the Project, the Zoning Administrator shall approve and order the recordation of a Notice in the Official Records of the Recorder of the City and County of San Francisco for the subject property. This Notice shall state that the Project is subject to the conditions of approval contained herein and reviewed and approved by the Planning Commission on **May 23, 2013**, under Motion No 18892.

PRINTING OF CONDITIONS OF APPROVAL ON PLANS

The Conditions of Approval under the "EXHIBIT A" of this Planning Commission Motion No. 18892 shall be reproduced on the Index Sheet of construction plans submitted with the site or building permit application for the Project. The Index Sheet of the construction plans shall refer to the Conditional Use authorization and any subsequent amendments or modifications.

SEVERABILITY

The Project shall comply with all City codes and requirements applicable to the Project. If any clause, sentence, section or any part of these conditions of approval is for any reason held to be invalid, such invalidity shall not affect or impair other remaining clauses, sentences, or sections of these conditions. This decision conveys no right to construct, or to receive a building permit. "Project Sponsor" shall include any subsequent responsible party.

CHANGES AND MODIFICATIONS

Changes to the approved plans may be approved administratively by the Zoning Administrator. Significant changes and modifications of conditions shall require Planning Commission approval of a new Conditional Use Authorization.

Conditions of approval, Compliance, Monitoring, and Reporting

PERFORMANCE

1. **Validity and Expiration.** The authorization and right vested by virtue of this action is valid for five (5) years from the effective date as defined in Condition of Approval No. 25, as it may be extended under Conditions of Approval No. 2 , and supersedes conditions of approval contained in Motion Nos. 13254 and 13255, as part of case No 87.847BCE. A building permit from the Department of Building Inspection to construct the Project and/or commence the approved use must be issued as this Conditional Use Authorization is only an approval of the proposed Project and conveys no independent right to construct the Project or to commence the approved use. The Planning Commission may, in a public hearing, consider the revocation of the approvals granted if a site or building permit has not been obtained within five (5) years of the effective date. Once a site or building permit has been issued, construction must commence within the timeframe required by the Department of Building Inspection and be continued diligently to completion. The Commission may also consider revoking the approvals if a permit for the Project has been issued but is allowed to expire and more than five (5) years have passed since the effective date.

   For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

2. **Extension.** This authorization may be extended at the discretion of the Zoning Administrator only where failure to issue a permit by the Department of Building Inspection is caused by a delay by a local, State or Federal agency or by any appeal of the issuance of such permit(s). This authorization shall also be extended for the number of days equal to the period of any litigation challenging its validity.

   For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

3. **Mitigation Measures.** Mitigation measures described in the Mitigation, Monitoring and Reporting Program attached as Exhibit 1 to Attachment A of the CEQA Findings Motion No. 18880 (the "MMRP") and designated as applicable to Davies Near-Term Projects therein are necessary to avoid potential significant effects of the proposed Project and have been agreed to by the Project Sponsor. Their implementation is a condition of Project approval.

   For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

4. **Improvement Measures.** Improvement measures described in the IMMRP attached as Exhibit C and designated as applicable to Davies [Near-Term] therein are necessary to reduce the less than significant impacts of the proposed Project and have been agreed to by the Project Sponsor. Their implementation is a condition of Project approval.

   For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

DESIGN – COMPLIANCE AT PLAN STAGE

5. **Final Materials.** Final materials, glazing, color, texture, landscaping, and detailing shall be subject to Department staff review and approval. The architectural addenda shall be reviewed and approved by the Department prior to issuance. All final design revisions will be posted on the Department's webpage dedicated to CPMC's Long Range Development Plan at *cpmc.sfplanning.org*.

   For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

6. **Streetscape Plan.** The Streetscape Plan shall provide an overview of all proposed hardscape, landscape, street trees, public right-of-way improvements, transformer vaults, fencing, and street furnishings, and, shall be incorporated into the plans dated February 22, 2012, and stamped "EXHIBIT B" included in the docket for Case No. 2004.0603C. The final Streetscape Plan shall be submitted to the Department prior to approval of the Architectural Addenda of the Building Permit Application. Those features included on the Streetscape Plan shall be maintained in a safe and attractive manner.

   For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

7. **Landscape Plans.** The Landscape Layout and Planting Plans shall include the proposed hardscape, landscape, proposed street species, public right-of-way improvements, bicycle racks, and street furnishings, except those improvements specifically described in the Development Agreement, Exhibit H Schedule A.III, shall be incorporated into the plans dated February 22, 2012, and stamped "EXHIBIT B" included in the docket for Case No. 2004.0603C. The final Landscape Plans shall be submitted to the Department prior to approval of the Architectural Addenda of the Building Permit Application. Those features included on the Landscape Plan shall be maintained in a safe and attractive manner.

   For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

8. **Trees Plan.** The Tree Plan shall include all existing and proposed trees, and will specific all Significant Trees, existing trees to-be-removed, and existing trees to remain, and shall include specify Tree Protection Zones for those trees designated as to-be retained. The Tree Plan shall be incorporated into the plans dated February 22, 2012, and stamped "EXHIBIT B" included in the docket for Case No. 2004.0603C. The final Tree Plan shall be submitted to the Department prior to approval of the Architectural Addenda of the Building Permit Application. Those features included on the Tree Plan shall be maintained in a safe and attractive manner.

   In any case in which DPW cannot grant approval for installation of a new street tree in the public right-of-way, on the basis of inadequate sidewalk width, interference with utilities or other reasons regarding the public welfare, and where installation of such tree on the lot itself is also impractical, the requirements of Section 138.1 may be modified or waived by the Zoning Administrator to the extent necessary.

The previously approved planting containers at the Castro/14th Streets Parking Garage and associated trees and screening included as part of this Project shall be maintained as plant/tree health allows, or replaced, with the goal of preventing vehicle headlights from shining into nearby residential windows.

For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

9. **Landscaping, Screening of Parking and Vehicular Use Areas.** Pursuant to Planning Code Section 142, the Project Sponsor shall submit a plan to the Department prior to Planning approval of the Architectural Addenda of the Building Permit Application indicating the screening of parking and vehicle use areas not within a building. The design and location of the screening and design of any fencing shall be as approved by the Department, as part of the Landscape, Streetscape, and Tree Plans. The size and specie of plant materials shall be as approved by the Department of Public Works.

   For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

10. **Courtyard (North).** The exterior courtyard area to the north of the Neuroscience Institute building, labeled "Courtyard" on the plans dated February 22, 2012, and stamped "EXHIBIT B", is to remain substantially open to view from Duboce and Noe Streets, with any walls kept at or below 5'-0" from grade, except as otherwise required for security purposes. If future operations indicate that security fencing is required, such fencing shall be of architectural quality and consist of at least 75% open area, and shall be reviewed and approved by staff.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

11. **Lighting Plan.** The Project Sponsor shall submit an exterior lighting plan to the Department prior to approval of the Architectural Addenda of the Building Permit Application. The lighting in landscaped areas at ground floor (produced by direct outdoor lighting or direct/indirect indoor lighting) shall be sufficient to illuminate public sidewalks to minimum safety levels with the goal of reducing, or eliminating, to the maximum extent feasible, glare on neighboring properties. All exterior lighting shall be downward directed to reduce light pollution; all interior lighting shall be consistent with the use of the building with the goal of minimizing light trespass from the building through the use of lighting orientation, dimming, and shielding. Unless prohibited by state, local or federal licensing or permitting agency, timers and/or sensors shall be used to shut off lighting in unoccupied areas.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

12. **Glazing.** Mirrored glass or deeply tinted glass shall not be permitted on the building. Glass orientation and coatings shall be designed to substantially avoid/reduce solar glare on neighboring properties. Clear glass shall be used on the south, north, and east-facing exterior walls of the ground floor public corridor and entry lobby area, as described on the plans dated February 22, 2012, and stamped "EXHIBIT B"; no blinds, curtains, shades or window coverings

shall be used on this glass. The east-facing ground floor wall visible through the aforementioned exterior glass wall shall be substantially visible from the exterior sidewalk – except for fritting or other surface patterning specified on the approved plans – to allow for the display of art or other wall coverings of visual interest as determined by the Project Sponsor. All glazing shall comply with Planning Code Section 139 and the Standards for Bird-Safe Buildings.

For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

13. **Architectural Character.** The architectural treatment of the building shall be as described on the plans dated February 22, 2012, and stamped "EXHIBIT B", consisting of 1) horizontal solid wood cladding on the north, south, and east facades of the 2nd and 3rd floors of the Project, that will weather and vary in color with age; 2) glass and aluminum window assemblies set back from the east façade surface by up to 15" in a semi-regular pattern to provide depth and shadow variation; and 3) wood or like architectural elements similar in scale and operation to shutters, and in harmony with the wood exterior to the building, shall be incorporated at the North, East, and South facing elevations of the 2nd and 3rd floors in order to provide a level of depth, variability of appearance, detail and fine scale to the façade consistent with that of existing architectural styles and elements of nearby residential structures. The primary facades (east, north, and south) of the ground and fourth floors are comprised primarily of glass, incorporating 'fritting or other surface patterning as specified on the plans.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

14. **Curb Cuts.** The Project shall not include any permanent curb cuts on Noe Street.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

15. **Garbage, composting and recycling storage.** Space for the collection and storage of garbage, composting, and recycling shall be provided within enclosed areas on the property and clearly labeled and illustrated on the building permit plans. Space for the collection and storage of recyclable and compostable materials that meets the size, location, accessibility and other standards specified by the San Francisco Recycling Program shall be provided at the ground level of the buildings.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

16. **Rooftop Mechanical Equipment.** Any rooftop mechanical equipment is required to be screened so as not to be visible from any point at or below the roof level of the subject building. A Roof Plan shall be incorporated into the plans dated February 22, 2012, and stamped "EXHIBIT B" included in the docket for Case No. 2004.0603C. The final Roof Plan shall be submitted to the Department prior to approval of the Architectural Addenda of the Building Permit Application. Nothing in these conditions shall prohibit the Project Sponsor from seeking review and approval of roof-mounted solar photovoltaic systems.

For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

17. **Signage: Wayfinding.** The Project Sponsor shall develop and submit an initial signage program for the Project that provides adequate, clear wayfinding signage to direct visitors from the north and south ground floor Neuroscience Institute building entries to campus destinations prior to occupancy of the new Neuroscience Institute building. CPMC shall also submit to the Department a sign program for the entire Davies Campus, prior to occupancy of the new Neuroscience Institute building. All subsequent sign permits shall conform to the approved signage program. In general, all exterior signage shall be designed to complement, not compete with, the existing architectural character and architectural features of the building.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

18. **Signage: Retail Space.** The retail area located on the ground floor of the new Neuroscience Institute building shall have minimal signage needed to identify the business, limited to 1) non-illuminated business signage limited to 3" font height on the east-facing door (if provided) opening into the public corridor, and 2) non-illuminated business signage not to exceed 6" high by 3'-0" in length along the south wall facing the entry lobby. No display windows shall be provided, and displays and signage shall not be prominently visible from the exterior of the building. No retail business signage shall be located on exterior or freestanding outside of the building, though generic directional signage to the retail space may be placed throughout the campus if desirable as part of a campus wayfinding program.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

PARKING AND TRAFFIC

19. **Bicycle Parking.** Pursuant to Planning Code Sections 155.4., the Project shall provide no fewer than **six** Class 1 or Class 2 bicycle parking spaces.

    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

20. **Showers and Clothes Lockers.** Pursuant to Planning Code Section 155.3, the Project shall provide no fewer than two showers and four clothes lockers.

    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

21. **Parking Requirement.** Pursuant to Planning Code Section 151, the Project shall provide a minimum of 389 independently accessible off-street parking spaces (496 currently exist).

    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

22. **Off-Street Loading Zone.** The Project Sponsor shall pursue the creation of a white (loading) zone of approximately 1-2 spaces in length along Duboce Avenue at the corner of Noe Street and Duboce Avenue, adjacent to the north entrance to the Project. The location of this zone shall be coordinated with the existing or proposed location of any fire hydrants/restricted parking zones with the goal of removing the fewest number of on-street parking spaces, as determined by DPT. Project Sponsor shall seek loading period hours of 7:00a.m. to 6:00p.m. on weekdays.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

23. **Managing Traffic During Construction.** The Project Sponsor and construction contractor(s) shall coordinate with the Traffic Engineering and Transit Divisions of the San Francisco Municipal Transportation Agency (SFMTA), the Police Department, the Fire Department, the Department, and other construction contractor(s) for any concurrent nearby projects to manage traffic congestion and pedestrian circulation effects during construction of the Project.
    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

24. **Off-Site Parking During Construction.** The Project Sponsor shall maintain the existing public on-street parking spaces during the duration of building construction for public use, other than limited periods of time for specified activities as detailed in a construction phasing schedule outlined in the Construction Management Plan for the Project. On-street parking areas used for staging will be limited to frontages of the actual Neuroscience Institute building and Project site along Noe Street and Duboce Avenue. Under no circumstances will on-street parking be used for construction worker vehicle parking or construction trailers.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

PROVISIONS

25. **Effective Date.** This approval is contingent on, and will be of no further force and effect until, the date that the ordinance approving a Development Agreement for the Project is effective and operative. References in this Exhibit A to Codes and requirements "applicable to the Project" shall refer to applicable laws in the Development Agreement.

MONITORING - AFTER ENTITLEMENT

26. **Enforcement.** Violation of any of the Department conditions of approval contained in this Motion or of any other provisions of Planning Code applicable to the Project shall be subject to the enforcement procedures and administrative penalties set forth under Planning Code Section 176 or Section 176.1. The Department may also refer the violation complaints to other city departments and agencies for appropriate enforcement action under their jurisdiction.

    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

27. **Revocation due to Violation of Conditions.** Should implementation of this Project result in complaints from interested property owners, residents, or commercial lessees which are not

resolved by the Project Sponsor and found to be in violation of provisions of the Planning Code applicable to the Project and/or the specific conditions of approval for the Project as set forth in Exhibit A of this Motion, the Zoning Administrator shall refer such complaints to the Commission, after which it may hold a public hearing on the matter to consider revocation of this authorization.

For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

OPERATION

28. **Garbage, Recycling, and Composting Receptacles.** Garbage, recycling, and compost containers shall be kept within the premises and hidden from public view, and placed outside only when being serviced by the disposal company. Trash shall be contained and disposed of pursuant to garbage and recycling receptacles guidelines set forth by the Department of Public Works.

    For information about compliance, contact Bureau of Street Use and Mapping, Department of Public Works at 415-554-5810, http://sfdpw.org

29. **Sidewalk Maintenance.** The Project Sponsor shall maintain the main entrance to the building and all sidewalks abutting the subject property in a clean and sanitary condition in compliance with the Department of Public Works Streets and Sidewalk Maintenance Standards.

    For information about compliance, contact Bureau of Street Use and Mapping, Department of Public Works, 415-695-2017, http://sfdpw.org

30. **Community Liaison.** Prior to issuance of a building permit to construct the Project and implement the approved use, the Project Sponsor shall appoint a community liaison officer to deal with the issues of concern to owners and occupants of nearby properties. The Project Sponsor shall provide the Zoning Administrator with written notice of the name, business address, and telephone number of the community liaison. Should the contact information change, the Zoning Administrator shall be made aware of such change. The community liaison shall report to the Zoning Administrator what issues, if any, are of concern to the community and what issues have not been resolved by the Project Sponsor.

    The community liaison will convene a community advisory group (CAG) for the purpose of conveying input to the project sponsor on its operations and providing a forum for community comment and concern. The CAG shall consist of approximately ten (10) members representing diverse neighborhood interests such as health care providers, established neighborhood groups, resident homeowners and local merchants, and its membership is expected to change over time. Once the CAG is established, the community liaison and CAG members will agree to a regular meeting schedule, with a frequency of not less than quarterly or more than monthly. The agenda for meetings will be set jointly by the community liaison and the CAG. The community liaison will facilitate and provide logistical support for all meetings, including scheduling and providing meeting space if needed.

    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

31. **Construction Management Plan.** Prior to issuance of a building permit to construct the Project and implement the approved use, the Project Sponsor shall produce a Construction Management Plan, which shall include general operating principals and commitments not otherwise included in these Conditions of Approval, along with operating principles during specific phases of work. This Plan shall be made available to the neighbors or interested parties, and a copy of said Plan shall be provided to the Department to include in the file for Case No. 2004.0603C. A draft of the Construction Management Plan shall be made available to any interested party – including the Duboce Triangle Neighborhood Organization - either through a public hearing or through a separate meeting coordinated by CPMC at least 10 days before the final draft is submitted to the Planning Department. Circulation of this draft is intended to provide the neighborhood with an opportunity to comment on the draft before it becomes final.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

32. **Lighting.** All Project lighting shall be installed in accordance with the Lighting Plan, and shall be directed onto the Project site and immediately surrounding sidewalk area only, and designed and managed so as not to be a nuisance to adjacent residents. Nighttime lighting shall be the minimum necessary to ensure safety, but shall in no case be directed so as to constitute a nuisance to any surrounding property.

    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

33. **Hours of Operation.** The Davies Campus is generally open to the public and for visitors during the following hours of operation: Monday through Friday from 7:00a.m. to 7:00p.m. The Campus is open, as may be reasonably necessary, to accommodate visitors, staff, and employees of the hospital during hours outside of the standard hours of operation; the Emergency Department is open 24 hours/day. The main ground floor entry to the Neuroscience Institute building and the entry at Noe and Duboce Streets shall remain open and accessible to the public during standard hours of operation (7:00a.m. to 7:00p.m., M-F).

    For information about compliance, contact Code Enforcement, Planning Department at 415-575-6863, www.sf-planning.org

34. **Noise Control.** The premises shall be soundproofed or insulated for noise and fixed-source equipment noise shall not exceed the decibel levels specified in the San Francisco Noise Control Ordinance.

    For information about compliance with the fixed mechanical objects such as rooftop air conditioning, restaurant ventilation systems, and motors and compressors with acceptable noise levels, contact the Environmental Health Section, Department of Public Health at (415) 252-3800, www.sfdph.org
    For information about compliance with the construction noise, contact the Department of Building Inspection, 415-558-6570, www.sfdbi.org
    For information about compliance with the amplified sound including music and television contact the Police Department at 415-553-1012 or 415-5530123, www.sf-police.org

35. **Transportation Demand Management Plan.** An Enhanced Transportation Demand Management (TDM) Plan, dated April 1, 2013, attached as Exhibit D and designated as applicable to the Davies Near-Term Projects therein is designed to reduce to the extent feasible single occupant vehicle/drive alone trip generation and its related parking demand, and air quality and greenhouse gas emissions associated with single occupant vehicle/drive alone trip generation, and to promote the City of San Francisco's Transit First policies, and has been agreed to by the Project Sponsor. Implementation of the Enhanced TDM Program, as applicable, is a condition of project approval to the Davies Neuroscience Institute building. Updated TDM Plans shall be submitted to the Department as part of the IMP review process and should continue to reflect the City's Transit First policies.

    For information about compliance, contact the Case Planner, Planning Department at 415-558-6378, www.sf-planning.org

EXHIBIT 1: MITIGATION MONITORING AND REPORTING PROGRAM

	MONITORING AND REPORTING PROGRAM				
Adopted Mitigation Measures	**Responsibility for Implementation**	**Mitigation Schedule**	**Mitigation Action**	**Monitoring/ Reporting Responsibility**	**Monitoring Schedule**
A-1 MITIGATION MEASURES AGREED TO BY PROJECT SPONSOR					
CULTURAL AND PALEONTOLOGICAL RESOURCES					
M-CP-N2 (Cathedral Hill with or without Variants):					
Based on a reasonable presumption that archaeological resources may be present within the project site, the following measures shall be undertaken to avoid any potentially significant adverse effects from the proposed project on buried or submerged historical resources. CPMC shall retain the services of a qualified archaeological consultant having expertise in California prehistoric and urban historical archaeology. The archaeological consultant shall undertake an archaeological testing program as specified herein. In addition, the consultant shall be available to conduct an archaeological monitoring and/or data recovery program if required pursuant to this measure. The archaeological consultant's work shall be conducted in accordance with this measure and with the requirements of the project archaeological research design and treatment plan completed for this CPMC campus site[1] at the direction of the Environmental Review Officer (ERO). In instances of inconsistency between the requirement of the project archaeological research design and treatment plan and of this archaeological mitigation measure, the requirements of this archaeological mitigation measure shall prevail. All plans and reports prepared by the consultant as specified herein shall be submitted first and directly to the ERO for review and comment and shall be considered draft reports subject to revision until final approval by the ERO. Archaeological monitoring and/or data recovery programs required by this measure could suspend construction of the proposed LRDP for up to a maximum of 4 weeks. At the direction of the ERO, the suspension of construction can be extended beyond 4 weeks only if such a suspension is the only feasible means to reduce to a less-than-significant level potential	Project Sponsor	Prior to issuance of grading or building permits.	Project Sponsor to retain archaeological consultant to undertake archaeological monitoring program in consultation with ERO.	Project sponsor, archaeologist and ERO.	Complete when Project Sponsor retains a qualified archaeological consultant.

[1] This refers to individual archaeological research design/treatment plans prepared by Archeo-Tec and AECOM for the CPMC LRDP in January 2010 and June 2010. Separate plans were prepared for the Cathedral Hill Campus, Pacific Campus, Davies Campus, and St. Luke's Campus. Each of these plans is on file with the Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103 in Case No. 2005.0555E.

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
effects on a significant archaeological resource, as defined in the State CEQA Guidelines, Section 15064.5(a)(c).					
Archaeological Testing Program. The archaeological consultant shall prepare and submit to the ERO for review and approval an archaeological testing plan (ATP). The archaeological testing program shall be conducted in accordance with the approved ATP. The ATP shall identify the property types of the expected archaeological resource(s) that could be adversely affected by the proposed LRDP, the testing method to be used, and the locations recommended for testing. The purpose of the archaeological testing program will be to determine, to the extent possible, the presence or absence of archaeological resources and to identify and evaluate whether any archaeological resource encountered on the site constitutes a historical resource under CEQA.	Project Sponsor/Archaeological consultant, at the direction of the ERO.	Prior to any soil-disturbing activities on the project site.	Prepare and submit draft ATP. Implement ATP.	Archaeological consultant and ERO.	After consultation with and approval by ERO of ATP. Considered complete on finding by ERO that ATP implemented.
At the completion of the archaeological testing program, the archaeological consultant shall submit a written report of the findings to the ERO. If, based on the archaeological testing program, the consultant finds that significant archaeological resources may be present, the ERO in consultation with the consultant shall determine whether additional measures are warranted. Additional measures that may be undertaken include additional archaeological testing, archaeological monitoring, and/or an archaeological data recovery program. If the ERO determines that a significant archaeological resource is present and that the resource could be adversely affected by the proposed LRDP, at the discretion of CPMC either (a) the proposed LRDP shall be redesigned so as to avoid any adverse effect on the significant archaeological resource; or (b) a data recovery program shall be implemented unless the ERO determines that the archaeological resource is of greater interpretive than research significance and that interpretive use of the resource is feasible.	Project Sponsor/Archaeological consultant, at the direction of the ERO.	After completion of ATP.	Submit report to ERO of the findings of the ATP.	Archaeological consultant and ERO.	Considered complete on submittal to ERO of report on ATP findings.
Archaeological Monitoring Program. If the ERO in consultation with the archaeological consultant determines that an archaeological monitoring program shall be implemented, the archaeological monitoring program shall, at a minimum, include the following provisions: ► The archaeological consultant, CPMC, and ERO shall meet and consult on the scope of the AMP reasonably prior to commencement of any project-related soil-disturbing activities. The ERO in consultation with the archaeological consultant shall determine what project activities shall be archaeologically monitored. In most cases,	Project Sponsor/ Archaeological Consultant,/ Archaeological Monitor/Contractor(s), at the direction of the ERO.	ERO & Archaeological Consultant meet prior to commencement of soil-disturbing activity. If ERO determines that an AMP is	Implement AMP.	Archaeological consultant and ERO.	Considered complete on findings by ERO that AMP implemented.

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
any soil-disturbing activities, such as demolition, foundation removal, excavation, grading, utilities installation, foundation work, driving of piles (foundation, shoring, etc.), site remediation, etc., shall require archaeological monitoring because of the risk these activities pose to potential archaeological resources and to their depositional context.		necessary, monitor throughout all soil-disturbing activities.			
► The archaeological consultant shall advise all project contractors to be alert for evidence of the presence of the expected resource(s), of how to identify the evidence of the expected resource(s), and of the appropriate protocol in the event of apparent discovery of an archaeological resource.	Archaeological consultant.		Advises project contractor(s)		
► The archaeological monitor(s) shall be present on the project site according to a schedule agreed upon by the archaeological consultant and the ERO until the ERO has, in consultation with the consultant, determined that project construction activities could have no effects on significant archaeological deposits.					
► The archaeological monitor shall record and be authorized to collect soil samples and artifactual/ecofactual material as warranted for analysis.					
► If an intact archaeological deposit is encountered, all soil-disturbing activities in the vicinity of the deposit shall cease. The archaeological monitor shall be empowered to temporarily redirect demolition/excavation/pile-driving/construction activities and equipment until the deposit is evaluated. If, in the case of pile-driving activity (foundation, shoring, etc.), the archaeological monitor has cause to believe that the pile driving may affect an archaeological resource, the pile-driving activity shall be terminated until an appropriate evaluation of the resource has been made in consultation with the ERO. The archaeological consultant shall immediately notify the ERO of the encountered archaeological deposit. The archaeological consultant shall make a reasonable effort to assess the identity, integrity, and significance of the encountered archaeological deposit, and to present the findings of this assessment to the ERO.	Archaeological consultant.		Notify ERO if intact archaeological deposit is encountered.		
Whether or not significant archaeological resources are encountered, the archaeological consultant shall submit a written report of the findings of					

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
		MONITORING AND REPORTING PROGRAM			
the monitoring program to the ERO.					
Archaeological Data Recovery Program. The archaeological data recovery program shall be conducted in accordance with an archaeological data recovery plan (ADRP). The archaeological consultant, CPMC, and ERO shall meet and consult on the scope of the ADRP prior to preparation of a draft ADRP. The archaeological consultant shall submit a draft ADRP to the ERO. The ADRP shall identify how the proposed data recovery program will preserve the significant information that the archaeological resource is expected to contain (i.e., the ADRP will identify what scientific/historical research questions are applicable to the expected resource, what data classes the resource is expected to possess, and how the expected data classes would address the applicable research questions). Data recovery, in general, should be limited to the portions of the historical property that could be adversely affected by the proposed LRDP. Destructive data recovery methods shall not be applied to portions of the archaeological resources if nondestructive methods are practical. The scope of the ADRP shall include the following elements: ► *Field Methods and Procedures.* Descriptions of proposed field strategies, procedures, and operations. ► *Cataloguing and Laboratory Analysis*. Description of selected cataloguing system and artifact analysis *procedures.* ► *Discard and Deaccession Policy*. Description of and rationale for field and post-field discard and deaccession policies. ► *Interpretive Program*. Consideration of an on-site/off-site public interpretive program during the course of the archaeological data recovery program. ► *Security Measures.* Recommended security measures to protect the archaeological resource from vandalism, looting, and unintentionally damaging activities. ► *Final Report*. Description of proposed report format and distribution of results. ► *Curation*. Description of the procedures and recommendations for the curation of any recovered data having potential research value,	Archaeological consultant at the direction of the ERO.	If there is determination by the ERO than an ADR program is required.	Prepare an ARDP	Archaeological consultant and ERO.	Considered complete on finding by ERO that ARDP implemented.

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
identification of appropriate curation facilities, and a summary of the accession policies of the curation facilities.					
Human Remains and Associated or Unassociated Funerary Objects. The treatment of human remains and of associated or unassociated funerary objects discovered during any soil-disturbing activity shall comply with applicable federal and state laws. This shall include immediate notification of the county coroner of the City and County of San Francisco and, in the event of the coroner's determination that the human remains are Native American remains, notification of the NAHC, which shall appoint an MLD (PRC Section 5097.98). The archaeological consultant, CPMC, and MLD shall make all reasonable efforts to develop an agreement for the treatment of, with appropriate dignity, human remains and associated or unassociated funerary objects (State CEQA Guidelines Section 15064.5[d]). The agreement should take into consideration the appropriate excavation, removal, recordation, analysis, custodianship, curation, and final disposition of the human remains and associated or unassociated funerary objects.	Project Sponsor/Archaeological consultant in consultation with the San Francisco Coroner, NAHC, and MLD.	In the event human remains and/or funerary objects are encountered.	Contact San Francisco County Coroner. Implement regulatory requirements, if applicable, regarding discovery of Native American human remains and associated/unassociated funerary objects.	Archaeological consultant and ERO.	Considered complete on notification of the San Francisco County Coroner and NAHC, if necessary.
Chinese and Japanese Archaeological Sites. In the event of discovery of a potentially CRHR-eligible Overseas Chinese or Japanese archaeological deposit, the appropriate descendent representative organization, that is, the Chinese Historic Society of America or the National Japanese American Historical Society, shall be notified and shall be allowed the opportunity to monitor and advise further mitigation efforts, including archaeological identification, evaluation, interpretation, and public interpretive efforts.	Project Sponsor/ Archaeological consultant in consultation with Chinese Historic Society of America or National Japanese American Historical Society.	In the event of discovery of potentially CRHR-eligible Overseas Chinese or Japanese archaeological deposit.	Contact Chinese Historic Society of America or National Japanese American Historical Society and implement any further mitigation advised.	Archaeological consultant and ERO.	Considered complete upon notification of appropriate organization and implementation of any further mitigation advised.
Final Archaeological Resources Report. The archaeological consultant shall submit a draft final archaeological resources report (FARR) to the ERO that evaluates the historical significance of any discovered archaeological resource and describes the archaeological and historical research methods employed in the archaeological testing/monitoring/data recovery program(s) undertaken. Information that may put any archaeological resource at risk shall be provided in a separate removable insert within the final report.	Project Sponsor/Archaeological consultant at the direction of the ERO.	After completion of archaeological data recovery, inventorying, analysis, and interpretation.	Submit a Draft FARR.	Archaeological consultant and ERO.	Considered complete on submittal of FARR.
Once approved by the ERO, copies of the FARR shall be distributed as follows: California Archaeological Site Survey Northwest Information	Archaeological consultant at the	Written certification	Distribute FARR.	Archaeological consultant and	Considered complete on

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
Center (NWIC) shall receive one copy, and the ERO shall receive one copy of the transmittal of the FARR to the NWIC. The Major Environmental Analysis Division (MEA) of the Planning Department shall receive two copies (bound and unbound) of the FARR and one unlocked, searchable PDF copy on a compact disk. MEA shall receive a copy of any formal site recordation forms (California Department of Parks and Recreation Form 523 series) and/or documentation for nomination to NRHP/CRHR. In instances of high public interest in or high interpretive value of the resource, the ERO may require a different final report content, format, and distribution than that presented above.	direction of the ERO.	submitted to ERO that required FARR distribution has been completed.		ERO.	distribution of FARR.
Mitigation Measure M-CP-N2 (Davies [near-term] and St. Luke's with or without project variants)					
This mitigation measure is identical to Mitigation Measure M-CP-N2 for the Cathedral Hill Campus.	See M-CP-N2	See M-CP-N2	See M-CP-N2	See M-CP-N2	See M-CP-N2
Mitigation Measure M-CP-N3 (Cathedral Hill and St. Luke's with or without variants and Davies [near-term])					
For each of the CPMC campuses where earthmoving activities would occur in the Colma Formation, slope debris and ravine fill sediments, and older native sediments (as identified in the applicable geotechnical reports for each campus), CPMC shall implement the following measures:					
• Before the start of any earthmoving activities, CPMC shall retain a qualified paleontologist or archaeologist to train all construction personnel involved with earthmoving activities, including the site superintendent, regarding the possibility of encountering fossils, the appearance and types of fossils likely to be seen during construction, and proper notification procedures should fossils be encountered.	Project Sponsor/Paleontological or Archaeological Consultant	Prior to soil disturbing activities.	Train construction personnel regarding possibility of encountering fossils.	Paleontological or Archaeological Consultant and ERO	Considered complete once training is held.
• If paleontological resources are discovered during earthmoving activities, the construction crew shall immediately cease work near the find and notify CPMC and the San Francisco Planning Department. CPMC shall retain a qualified paleontologist to evaluate the resource and prepare a recovery plan in accordance with SVP guidelines.[2] The recovery plan may include a field survey, construction monitoring, sampling and data recovery	Project Sponsor/Paleontological Consultant	During soil disturbing activities.	Project Sponsor to retain Paleontological Consultant if paleontological resources are	Paleontological Consultant and ERO.	Considered complete upon implementation of recovery plan and approval by ERO.

2 Society of Vertebrate Paleontology. 1996. Conditions of Receivership for Paleontologic Salvage Collections (final draft). *Society of Vertebrate Paleontology News Bulletin* 166:31–32.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
procedures, museum storage coordination for any specimen recovered, and a report of findings. Recommendations in the recovery plan that are determined by the City to be necessary and feasible shall be implemented before construction activities can resume at the site where the paleontological resources were discovered.			found. The paleontologist to evaluate and prepare a recovery plan, and		
Mitigation Measure M-CP-N4 (Cathedral Hill, Davies (near-term) and St. Luke's)					
This mitigation measure is identical to Mitigation Measure M-CP-N2, above.	See M-CP-N2	See M-CP-N2	See M-CP-N2	See M-CP-N2	See M-CP-N2
TRANSPORTATION AND CIRCULATION					
Mitigation Measure MM-TR-29 (Cathedral Hill)					
CPMC shall ensure that the transit delay impact related to the Cathedral Hill Campus project on the 49-Van Ness-Mission is reduced to a less-than-significant level by financially compensating the SFMTA for the cost of providing the service needed to accommodate the project at proposed levels of service. The financial contribution shall be calculated and applied in a manner that is consistent with the SFMTA cost/scheduling model. The amount and schedule for payment and commitment to application of service needs shall be set forth in a Transit Mitigation Agreement between CPMC and SFMTA.	Project Sponsor	Prior to issuance of grading or building permits.	Project Sponsor to enter into Transit Mitigation Agreement regarding financial compensation to SFMTA for cost of providing service needed to accommodate project at proposed	Project Sponsor and SFMTA	Considered complete when Transit Mitigation Agreement is final and signed by CPMC and SFMTA and payment is made.

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
			levels of service.		
Mitigation Measure MM-TR-30 (Cathedral Hill) CPMC shall ensure that the transit delay impact related to the Cathedral Hill Campus project on the 38/38L-Geary is reduced to a less-than-significant level by financially compensating the SFMTA for the cost of providing the service needed to accommodate the project at proposed levels of service. The financial contribution shall be calculated and applied in a manner that is consistent with the SFMTA cost/scheduling model. The amount and schedule for payment and commitment to application of service needs shall be set forth in a Transit Mitigation Agreement between CPMC and SFMTA.	Project Sponsor	Prior to issuance of grading or building permits.	Project Sponsor to enter into Transit Mitigation Agreement regarding financial compensation SFMTA for cost of providing service needed to accommodate project at proposed levels of service.	Project Sponsor and SFMTA	Considered complete when Transit Mitigation Agreement is final and signed by CPMC and SFMTA and payment is made.
Mitigation Measure MM-TR-31 (Cathedral Hill) CPMC shall ensure that the transit delay impact related to the Cathedral Hill Campus project on the 19-Polk is reduced to a less-than-significant level by financially compensating the SFMTA for the cost of providing the service needed to accommodate the project at proposed levels of service. The financial contribution shall be calculated and applied in a manner that is consistent with the SFMTA cost/scheduling model. The amount and schedule for payment and commitment to application of service needs shall be set forth in a Transit Mitigation Agreement between CPMC and SFMTA.	Project Sponsor	Prior to issuance of grading or building permits.	Project Sponsor to enter into Transit Mitigation Agreement regarding financial compensation to SFMTA for cost of providing service needed to accommodate project at proposed levels of service.	Project Sponsor and SFMTA	Considered complete when Transit Mitigation Agreement is final and signed by CPMC and SFMTA and payment is made.
Mitigation Measure MM-TR-44 (Cathedral Hill): Loading Dock Restrictions and Attendant To minimize the potential disruptions to intersections operations and safety, CPMC shall schedule delivery trucks longer than 46 feet in length to only arrive and depart between 10 p.m. and 5 a.m., when traffic	Project Sponsor	Monitoring and documentation during 6 months	Project Sponsor to monitor and document truck	Project Sponsor, ERO, and SFMTA	Monitoring and documentation considered

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
volumes on Franklin Street are lower and when there would be a less likely chance that queues would form behind the truck and extend into adjacent intersections. Because some disruption may still occur between 10 p.m. and midnight, CPMC shall monitor and document truck deliveries occurring between 10 p.m. and midnight for a period of 6 months following full building occupancy/program implementation, recording truck size, number of lanes blocked by delivery trucks and for how long, and whether operations at the intersection of Franklin/Geary are temporarily affected and for how long. CPMC shall submit the truck loading report to the Planning Department and SFMTA. Based on the truck loading report and review, the deliveries by trucks longer than 46 feet in length may be modified. An attendant at the loading dock shall also be present to stop on-coming traffic while delivery trucks maneuver into the service loading area.		following full building occupancy/program implementation. Attendant to be present during operations.	deliveries between 10 p.m. and 6 a.m. and prepare truck loading report. Schedule restriction on trucks longer than 46 feet. Attendant to be present to stop oncoming traffic while delivery trucks maneuver into loading area.		complete on finding by ERO and SFMTA that the truck loading report is final. Schedule restriction on trucks longer than 46 feet considered ongoing during project operations, subject to modificiation after review of truck loading report. Attendant considered ongoing during operations,
Mitigation Measure TR-55 (Cathedral Hill)					
CPMC shall develop and implement a Construction Transportation Management Plan (TMP) to anticipate and minimize impacts of various construction activities associated with the Proposed Project. The Plan would disseminate appropriate information to contractors and affected agencies with respect to coordinating construction activities to minimize overall disruptions and ensure that overall circulation is maintained to the extent possible, with particular focus on ensuring pedestrian, transit, and bicycle connectivity. The program would supplement and expand, rather than modify or supersede, any manual, regulations, or provisions set forth by Caltrans, SFMTA, DPW, or other City departments and agencies. Specifically, the plan should: Identify construction traffic management best practices in San Francisco,	Project Sponsor	Prior to and during construction.	Project Sponsor to develop and implement a Construction TMP, for review and approval by MTA, DPW and Planning.	Project Sponsor, ERO, SFDPW, and SFMTA	Development of Construction TMP considered complete upon review and approval. Implementation of Construction TMP considered complete upon completion of construction.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
as well as others that, although not being implemented in the City, could provide valuable information for the project. Management practices include, but are not limited to • Identifying ways to reduce construction worker vehicle trips through transportation demand management programs and methods to manage construction work parking demands. • Identifying best practices for accommodating pedestrians, such as temporary pedestrian wayfinding signage or temporary walkways. • Identifying ways to accommodate transit stops located at sidewalks slated for closure during construction. This may include identifying locations for temporary bus stops, as well as signage directing riders to those temporary stops. • Identifying ways to consolidate truck delivery trips, including a plan to consolidate deliveries from a centralized construction material and equipment storage facility. • Identifying best practices for managing traffic flows on Van Ness Avenue during the nighttime hours for the period when tunnel construction would involve surface construction activities. This may include coordination with Caltrans on appropriate traffic management practices and lane closure procedures. Describe procedures required by different departments and/or agencies in the city for implementation of a Construction TMP, such as reviewing agencies, approval processes, and estimated timelines. For example, • CPMC shall coordinate temporary and permanent changes to the transportation network within the City of San Francisco, including traffic, street and parking changes and lane closures, with the SFMTA. Any permanent changes may require meeting with the SFMTA Board of Directors or one of its sub-Committees. This may require a public hearing. Temporary traffic and transportation changes must be coordinated through the SFMTA's Interdepartmental Staff Committee on Traffic and Transportation (ISCOTT) and would require a public meeting. As part of this process, the Construction Plan may be reviewed by SFMTA's Transportation Advisory Committee (TASC) to resolve internal differences between different transportation modes.					

Adopted Mitigation Measures	MONITORING AND REPORTING PROGRAM Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
• Caltrans Deputy Directive 60 (DD-60) requires TMP and contingency plans for all state highway activities. These plans should be part of the normal project development process and must be considered during the planning stage to allow for the proper cost, scope and scheduling of the TMP activities on Caltrans right-of-way. These plans should adhere to Caltrans standards and guidelines for stage construction, construction signage, traffic handling, lane and ramp closures and TMP documentation for all work within Caltrans right-of-way. Require consultation with other Agencies, including Muni/SFMTA and property owners on Cedar Street, to assist coordination of construction traffic management strategies as they relate to bus-only lanes and service delivery on Cedar Street. CPMC should proactively coordinate with these groups prior to developing their Plan to ensure the needs of the other users on the blocks addressed within the construction TMP for the project. Identify construction traffic management strategies and other elements for the project, and present a cohesive program of operational and demand management strategies designed to maintain acceptable levels of traffic flow during periods of construction activities. These include, but are not limited to, construction strategies, demand management activities, alternative route strategies, and public information strategies. Develop a public information plan to provide adjacent residents and businesses with regularly-updated information regarding project construction, including construction activities, peak construction vehicle activities (e.g., concrete pours), travel lane closures, and other lane closures. The Construction Transportation Management Plan shall be submitted to SFMTA, SFDPW, and the Planning Department for review and approval. ***Mitigation Measure MM-TR-134 (Cathedral Hill)***					

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
CPMC shall ensure that the transit delay impact related to the Cathedral Hill Campus project on the 47-Van Ness is reduced to a less-than-significant level by financially compensating the SFMTA for the cost of providing the additional service needed to accommodate the project at proposed levels of service. The financial contribution shall be calculated and applied in a manner that is consistent with the SFMTA cost/scheduling model. The amount and schedule for payment and commitment to application of service needs shall be set forth in a Transit Mitigation Agreement between CPMC and SFMTA.	Project Sponsor	Prior to issuance of grading or building permits.	Project Sponsor to enter into Transit Mitigation Agreement regarding financial compensation to SFMTA for cost of providing service needed to accommodate project at proposed levels of service.	Project Sponsor and SFMTA	Considered complete when Transit Mitigation Agreement is final and signed by CPMC and SFMTA and payment is made.
Mitigation Measure MM-TR-137 (Cathedral Hill) CPMC shall ensure that the transit delay impact related to the Cathedral Hill Campus project on the 3-Jackson is reduced to a less-than-significant level by financially compensating the SFMTA for the cost of providing the service needed to accommodate the project at proposed levels of service. The financial contribution shall be calculated and applied in a manner that is consistent with the SFMTA cost/scheduling model. The amount and schedule for payment and commitment to application of service needs shall be set forth in a Transit Mitigation Agreement between CPMC and SFMTA.	Project Sponsor	Prior to issuance of grading or building permits.	Project Sponsor to enter into Transit Mitigation Agreement regarding financial compensation to SFMTA for cost of providing service needed to accommodate project at proposed levels of service.	Project Sponsor and SFMTA	Considered complete when Transit Mitigation Agreement is final and signed by CPMC and SFMTA and payment is made.
NOISE ***Mitigation Measure M-NO-N1a (Cathedral Hill)*** CPMC shall minimize the impacts of construction noise where feasible by implementing the measures listed below in accordance with the San Francisco Noise Control Ordinance. These measures shall be required in each contract agreed to between CPMC and a contractor under the LRDP and shall be applied to all projects and programs covered by the CPMC LRDP EIR. • Construction equipment shall be properly maintained in accordance	Project Sponsor/Construction Contractor(s)	During construction	Project Sponsor/Construction Contractor(s) to implement specified measures to minimize impacts of construction noise where feasible.	Project Sponsor/Construction Contractor(s); Department of Public Works (work within the public right-of-way); Department of Building	Considered complete upon receipt of final monitoring report at completion of construction.

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
with manufacturers' specifications and shall be fitted with the best available noise suppression devices (e.g., mufflers, silencers, wraps). All hand-operated impact tools shall be shrouded or shielded, and all intake and exhaust ports on power equipment shall be muffled or shielded. • Construction equipment shall not idle for extended periods (no more than 5 minutes) of time near noise-sensitive receptors. • Stationary equipment (compressors, generators, and cement mixers) shall be located as far from sensitive receptors as feasible. Sound attenuating devices shall be placed adjacent to individual pieces of stationary source equipment located within 100 feet of sensitive receptors during noisy operations to prevent line-of-sight to such receptors, where feasible. • Temporary barriers (noise blankets or wood paneling) shall be placed around the construction site parcels and, to the extent feasible, they should break the line of sight from noise sensitive receptors to construction activities. If the use of heavy construction equipment is occurring on-site within 110 feet of an adjacent sensitive receptor, the temporary barrier located between source and sensitive receptor shall be no less than 10 feet in height. For all other distances greater than 110 feet from source to receptor, the temporary noise barrier shall be no less than 8 feet in height. For temporary sound blankets, the material shall be weather and abuse resistant, and shall exhibit superior hanging and tear strength with a surface weight of at least 1 pound per square foot. Procedures for the placement, orientation, size, and density of acoustical barriers shall be reviewed and approved by a qualified acoustical consultant. When temporary barrier units are joined together, the mating surfaces shall be flush with each other. Gaps between barrier units, and between the bottom edge of the barrier panels and the ground, shall be closed with material that would completely close the gaps, and would be dense enough to attenuate noise.				Inspection (work within CPMC-owned project sites).	
Mitigation Measure M-NO-N1b (Cathedral Hill) A community liaison shall be designated by CPMC. The community liaison shall be available to manage and respond to noise complaints from	Project Sponsor	During demolition, excavation, and	Project Sponsor to retain community liaison who will (1)	Department of Public Works (work within the	Considered complete upon receipt of final

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
nearby sensitive receptors. The community liaison shall keep a log of all relevant and appropriate complaints and responses to those complaints through a website that can be accessed and viewed by the public. The log or a copy of the log shall also be available upon request to any affected citizen or their representative. The community liaison shall produce a weekly and six-week schedule of construction operations and shall provide this schedule in advance and upon request to any affected citizens or their representatives. Contact information for the community liaison shall be posted in a location that is clearly visible to the nearby receptors most likely to be disturbed. The community liaison shall be responsible for ensuring that reoccurring noise complaints are evaluated by a qualified acoustical consultant to determine and implement appropriate noise control measures that would be taken to meet applicable standards. The community liaison shall contact nearby noise-sensitive receptors and shall advise them of the construction schedule.		construction	manage and respond to noise complaints (2) log all complains and responses (3) prepare weekly and six-week schedule of construction operations and (4) ensure that reoccurring noise complaints are evaluated by qualified acoustical consultant to determine and implement appropriate noise control measures.	public right-of-way); Department of Building Inspection (work within CPMC-owned project sites); Project Sponsor and ERO	monitoring report at completion of construction.
Mitigation Measure M-NO-N1c (Cathedral Hill) A construction noise management plan shall be prepared by a qualified acoustical consultant. The noise management plan shall include, but shall not be limited to, the following tasks: • A detailed evaluation of nighttime tunnel construction at noise-sensitive receptors shall be prepared. The evaluation shall include calculations of construction noise levels based on detailed information regarding construction methods and duration. If it is determined that construction noise levels would exceed City noise ordinance standards, a qualified acoustical consultant shall review and approve additional mitigation measures to minimize prolonged sleep disturbance (e.g., using acoustical treatments to existing buildings, such as upgraded weatherstripping or determining the feasibility of constructing a cantilevered overhang along temporary barriers around the construction area to reduce construction noise levels at elevated receptors).Long-term (24-hour) and short-term (15-minute) noise measurements shall be conducted at ground level and elevated locations to represent the noise exposure of noise-	Project Sponsor/Acoustical Consultant	Prior to and during demolition, excavation, and construction	Project Sponsor to retain Acoustical Consultant to prepare and implement a construction noise management plan.	Project Sponsor/Acoustical Consultant and ERO.	Considered complete upon receipt of final monitoring report at completion of construction.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
sensitive receptors adjacent to the construction area. The measurements shall be conducted for at least 1 week during the onset of each of the following major phases of construction: demolition, excavation, and structural steel erection. Measurements shall be conducted during both daytime and nighttime hours of construction, with observations and recordings to document combined noise sources and maximum noise levels of individual pieces of equipment. If noise levels from construction activities are found to exceed City standards (daytime [80 dB at a distance of 100 feet] or nighttime [5 dB over ambient]) and result in complaints that are lodged with the community liaison, additional noise mitigation measures shall be identified. These measures shall be prepared by the qualified acoustical consultant. These measures shall identify the noise level exceedance created by construction activities and identify the anticipated noise level reduction with implementation of mitigation. These measures may include, among other things, additional temporary noise barriers at either the source or the receptor; operational restrictions on construction hours or on heavy construction equipment where feasible; temporary enclosures to shield receptors from the continuous engine noise of delivery trucks during offloads (e.g., concrete pump trucks during foundation work); or lining temporary noise barriers with sound absorbing materials. Measures such as these have been demonstrated to be effective in keeping construction noise levels within 80 dB at a distance of 100 feet.					
Mitigation Measure M-NO-N1 (Davies [near-term]) This mitigation measure is similar to Mitigation Measures M-NO-N1a, M-NO-N1b, and M-NO-N1c for the Cathedral Hill Campus but differs in that evaluation of interior construction noise levels at on-site receptors by a qualified acoustical consultant shall be required if the number of complaints to the community liaison becomes excessive and warrants further action.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c. ERO shall review logs provided by community liaison to determine whether number of complaints warrant further action.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.
Mitigation Measure M-NO-N1 (St. Luke's Campus with or without Variants)					

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
This mitigation measure is identical to Mitigation Measures M-NO-N1a, M-NO-N1b, and M-NO-N1c for the Cathedral Hill Campus.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.	See M-NO-N1a, M-NO-N1b, and M-NO-N1c.
Mitigation Measure M-NO-N3a (Cathedral Hill Campus) CPMC shall retain the services of a qualified acoustical consultant to measure the sound levels of operating exterior equipment within 30 days after installation. If exterior equipment meets daytime and nighttime sound level standards, no further action is required. If exterior equipment does not meet sound level standards, CPMC shall replace and/or redesign the exterior equipment to meet the City's noise standards. Results of the measurements shall be provided to the Hospital Facilities Management/Engineering and the City to show compliance with standards.	Project Sponsor/Acoustical Consultant	Measurement of sound levels within 30 days after installation of exterior equipment.	Project Sponsor/Acoustical Consultant to measure sound levels of exterior equipment and replace and/or redesign if it exceeds sound level standards.	Project Sponsor/Acoustical Consultant, Hospital Facilities Management/Engineering, and Department of Building Inspection (DBI).	Considered complete upon DBI review and approval of compliance with standards.
Mitigation Measure M-NO-N3b (Cathedral Hill Campus with or without Variants) Bay doors [forthe loading dock on Franklin Street] shall be required to be closed during Aduromed operations, to the extent feasible.	Project Sponsor	During operations.	Project Sponsor to close bay doors during Aduromed operations.	Project Sponsor; ERO	Considered ongoing during project operations.
Mitigation Measure M-NO-N3c (Cathedral Hill Campus with or without Variants) In the event that it is determined to be infeasible for bay doors to be closed during Aduromed operation, a noise-absorptive material shall be applied (prior to initiation of Aduromed operations with open bay doors) to the entire ceiling structure of the loading dock area to reduce noise levels from Aduromed operations. The material shall have a minimum Noise Reduction Coefficient of 0.75.	Project Sponsor	Prior to operation.	Project Sponsor to apply noise-absorptive material to entire ceiling structure of loading area.	Project Sponsor and DBI.	Considered complete upon DBI's review and acceptance of noise absorptive material.
Mitigation Measure M-NO-N3d (Cathedral Hill Campus with or without Variants) Noise attenuators shall be included on kitchen exhaust fans located on Level 5 of the Cathedral Hill Hospital adjacent to patient rooms, or the sound power levels of the exhaust fans shall be limited. Hospital Facilities Management/Engineering shall review the effectiveness of attenuators.	Project Sponsor	Prior to operation.	Project Sponsor to install noise attenuators on kitchen exhaust fans on Level 5 of Cathedral Hill Hospital.	Project Sponsor and Hospital Facilities Management/Engineering; OSHPD (interior noise standards within the hospital are governed by	Considered complete upon ERO confirmation of issuance of OSHPD permit. .

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
				OSHPD standards). ERO shall review to confirm issuance of a duly reviewed OSHPD permit.	
Mitigation Measure M-NO-N3e (Cathedral Hill Campus) Delivery of oxygen to the proposed Cathedral Hill Campus shall not be scheduled during hours when church activities are typically taking place. Communication shall be established between the adjacent churches and CPMC, and a mutually acceptable time for delivery of oxygen shall be determined.	Project Sponsor	During operations.	Project Sponsor to establish communication between churches adjacent to the oxygen delivery area to determine acceptable time for delivery.	Project Sponsor; ERO	Considered ongoing during project operations.
Mitigation Measure M-NO-N3 (Davies [near-term]) CPMC shall retain the services of a qualified acoustical consultant to conduct an additional site-specific noise study to evaluate and establish the appropriate ambient noise levels at the Davies Campus for purposes of a detailed HVAC and emergency generator noise reduction analysis. The recommendations of the acoustical consultant shall include specific equipment design and operations measures to reduce HVAC and emergency generator noise to acceptable levels for exterior and interior noise levels as specified in the San Francisco Noise Control Ordinance.	Project Sponsor/Acoustical Consultant	Prior to operation.	Project Sponsor to retain Acoustical Consultant to conduct an additional site-specific noise study at the Davies Campus.	Project Sponsor and ERO.	Considered complete upon finding by ERO that site-specific noise study finalized and recommendation is implemented.
Mitigation Measure M-NO-N3 (St. Luke's Campus) This mitigation measure is identical to Mitigation Measure M-NO-N3 for the Davies Campus and Mitigation Measure M-NO-N3a for the Cathedral Hill Campus.	See M-NO-N3 for Davies and M-NO-N3a for Cathedral Hill.	See M-NO-N3 for Davies and M-NO-N3a for Cathedral Hill.	See M-NO-N3 for Daviesand M-NO-N3a for Cathedral Hill.	See M-NO-N3 for Davies and M-NO-N3a for Cathedral Hill.	See M-NO-N3 for Davies and M-NO-N3a for Cathedral Hill.
Mitigation Measure M-NO-N4 (Cathedral Hill Campus) CPMC shall obtain the services of a qualified acoustical consultant to perform a detailed interior-noise analysis and develop noise-insulating features for the habitable interior spaces of the proposed Cathedral Hill Hospital that would reduce the interior traffic-noise level inside the hospital to 45-dB L_{dn}. Interior spaces of the hospital shall be designed to	Project Sponsor/Acoustical Consultant	Prior to building construction.	Project Sponsor/Acoustical Consultant to perform detailed interior-noise analysis of	Project Sponsor/Acoustical Consultant and OSHPD (interior noise standards within the hospital	Considered complete upon ERO's confirmation of an OSHPD approved permit

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
include insulating features (e.g., laminated glass, acoustical insulation, and/or acoustical sealant) that would reduce interior noise levels to 45 dB L_{dn} or lower.			Cathedral Hill Hospital and incorporate noise-insulating features in final design plans.	are governed by OSHPD standards). ERO shall review to confirm issuance of a duly reviewed OSHPD permit.	for design that includes noise-insulating features.
Mitigation Measure M-NO-N4 (St. Luke's Campus)					
CPMC shall obtain the services of a qualified acoustical consultant to perform a detailed interior-noise analysis and develop noise-insulating features for the habitable interior spaces of the proposed St. Luke's Replacement Hospital that would reduce the interior traffic-noise level inside the hospital to 45-dB L_{dn}. Interior spaces of the hospital shall be designed to include insulating features (e.g., laminated glass, acoustical insulation, and/or acoustical sealant) that would reduce interior noise levels to 45 dB L_{dn} or lower.	Project Sponsor/Acoustical Consultant	Prior to building construction.	Project Sponsor/Acoustical Consultant to perform detailed interior-noise analysis of St. Luke's Replacement Hospital and incorporate noise-insulating features in final design plans	Project Sponsor/Acoustical Consultant and OSHPD (interior noise standards within the hospital are governed by OSHPD standards). ERO shall review to confirm issuance of a duly reviewed OSHPD permit.	Considered complete upon ERO's confirmation of an OSHPD approved permit for design that includes noise-insulating features
Mitigation Measure M-NO-N5 (Cathedral Hill, Davies [near-term], St. Luke's Campuses)					
CPMC shall minimize the impacts of construction noise and vibration where feasible by implementing the measures listed below. These measures shall be required in each contract agreed to between CPMC and a contractor under the LRDP and shall apply to all projects and programs covered by this EIR. Construction equipment generating the highest noise and vibration levels (vibratory rollers) shall operate at the maximum distance feasible from sensitive receptors. Vibratory rollers shall operate during the daytime hours only to ensure that sleep is not disrupted at sensitive receptors near the construction area. A community liaison shall be available to respond to vibration complaints from nearby sensitive receptors. A community liaison shall be designated. Contact information for the community liaison shall be	Project Sponsor/Construction Contractor(s)/Acoustical Consultant	During demolition, excavation, and construction	Project Sponsor/Construction Contractor(s) to (1) implement measures to reduce construction noise and vibration impacts and (2) retain community liaison to response to vibration complaints. Project Sponsor to retain Acoustical Consultant to prepare and	Project Sponsor/Construction Contractor(s)/Acoustical Consultant and ERO.	Considered complete upon ERO's approval of vibration monitoring plan and receipt of final monitoring report at completion of construction.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
posted in a conspicuous location so that it is clearly visible to the nearby receptors most likely to be disturbed. The community liaison shall manage complaints resulting from construction vibration. Reoccurring disturbances shall be evaluated by a qualified acoustical consultant to ensure compliance with applicable standards. The community liaison shall contact nearby noise-sensitive receptors and shall advise them of the construction schedule. To further address the nuisance impact of project construction, a construction vibration management plan shall be prepared by a qualified acoustical consultant retained by CPMC. The vibration management plan shall include but shall not be limited to the following tasks: • A community liaison shall be designated. This person's contact information shall be posted in a location near the project site that it is clearly visible to the nearby receptors most likely to be disturbed. The community liaison shall manage complaints and concerns resulting from activities that cause vibration. The severity of the vibration concern shall be assessed by the community liaison and, if necessary, evaluated by a qualified noise and vibration control consultant. • The preexisting condition of all buildings within a 50-foot radius and historical buildings within the immediate vicinity of proposed construction activities shall be recorded in the form of a preconstruction survey. The preconstruction survey shall determine conditions that exist before construction begins and shall be used to evaluate damage caused by construction activities. Fixtures and finishes within a 50-foot radius of construction activities susceptible to damage shall be documented (photographically and in writing) before construction. All buildings damaged shall be repaired to their preexisting conditions. • As part of the vibration management plan, vibration levels shall be monitored at the nearest interior location of adjacent uses, including Daniel Burnham Court, containing vibration sensitive equipment to monitor potential impacts from the project site. In the event that measured vibration levels exceed 65 VdB and disturb the operation of sensitive medical equipment, additional			implement vibration management plan.		

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
measures shall be implemented to the extent necessary and feasible, including restriction of construction activities, coordination with equipment operators, and/or installation of isolation equipment.					
AIR QUALITY					
Mitigation Measure M-AQ-N1a (Cathedral Hill, Davies [near-term], St. Luke's)					
The following mitigation measures shall be implemented during construction activities to avoid short-term significant impacts to air quality: **BAAQMD Basic Control Measures** • Water all active construction areas at least twice daily. • Cover all trucks hauling soil, sand, and other loose materials or require all trucks to maintain at least 2 feet of freeboard. • Pave, apply water three times daily, or apply (nontoxic) soil stabilizer on all unpaved access roads, parking areas, and staging areas at construction sites. • Sweep daily (with water sweepers) all paved access roads, parking areas, and staging areas at construction sites. • Sweep street daily (with water sweepers) if visible soil material is carried into adjacent public streets. **Optional Control Measures** • Install wheel washers for all exiting trucks, or wash off the tires or tracks of all trucks and equipment leaving the site. • Install wind breaks, or plant trees/vegetative wind breaks at windward sides of construction areas. • Suspend excavation and grading activity when winds (instantaneous gusts) exceed 20 mph. • Limit the area subject to excavation, grading, and other construction activities at any one time.	Project Sponsor/Construction Contractor(s)	During demolition, excavation, and construction.	Construction Contractor to implement control measures.	Project Sponsor and ERO.	Considered complete upon receipt of final monitoring report at completion of construction.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
Additional Construction Mitigation Measures • All exposed surfaces (e.g., parking areas, staging areas, soil piles, graded areas, and unpaved access roads) shall be watered twice daily. • All haul trucks transporting soil, sand, or other loose material off-site shall be covered. • All visible mud or dirt trackout onto adjacent public roads shall be removed using wet power vacuum street sweepers at least once per day. The use of dry power sweeping is prohibited. • All vehicle speeds on unpaved roads shall be limited to 15 mph. • All roadways, driveways, and sidewalks to be paved shall be completed as soon as possible. Building pads shall be laid as soon as possible after grading unless seeding or soil binders are used. • Idling times shall be minimized either by shutting equipment off when not in use or reducing the maximum idling time to 5 minutes (as required by the California airborne toxics control measures, Title 13, Section 2485 of California Code of Regulations). Clear signage shall be provided for construction workers at all access points. • All construction equipment shall be maintained and properly tuned in accordance with manufacturers' specifications. All equipment shall be checked by a certified mechanic and determined to be running in proper condition prior to operation. • Post a publicly visible sign with the telephone number and person to contact at the lead agency regarding dust complaints. This person shall respond and take corrective action within 48 hours. The air district's phone number shall also be visible to ensure compliance with applicable regulations.					
Mitigation Measure M-AQ-N1b (Cathedral Hill, Davies [near-term], St. Luke's) To reduce exhaust emissions of ROG, NOX, PM10, and PM2.5 by construction equipment at the CPMC campuses, CPMC and its	Project Sponsor/Construction Contractor(s)	During demolition, excavation, and	Construction Contractor(s) to implement control	Project Sponsor and ERO.	Considered complete upon receipt of final

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
construction contractor shall implement the following BAAQMD-recommended control measures during construction in both the near term and the long term: • Idling times shall be minimized, either by shutting equipment off when not in use or by reducing the maximum idling time to 2 minutes, to the extent feasible. Clear signage shall be provided for construction workers at all access points. • All construction equipment shall be maintained and properly tuned in accordance with the manufacturers' specifications. All equipment shall be checked by a certified mechanic and determined to be running in proper condition before operation.		construction.	measures.		monitoring report at completion of construction.
Mitigation Measure M-AQ-N2 (Cathedral Hill Campus) To reduce risk associated with exhaust emissions of DPM by construction equipment during construction of the Cathedral Hill Campus and all other LRDP sites, CPMC and its construction contractor shall implement the following BAAQMD-recommended control measures during construction: • Where sufficient electricity is available from the PG&E power grid, electric power shall be supplied by a temporary power connection to the grid, provided by PG&E. Where sufficient electricity to meet short-term electrical power needs for specialized equipment is not available from the PG&E power grid, non-diesel or diesel generators with Tier 4 engines (or equivalent) shall be used. • During any construction phase for near-term projects, at least half of each of the following equipment types shall be equipped with Level 3-verified diesel emission controls (VDECs): backhoes, concrete boom pumps, concrete trailer pumps, concrete placing booms, dozers, excavators, shoring drill rigs, soil mix drill rigs, and soldier pile rigs. If only one unit of the above equipment types is required, that unit shall have Level 3 VDECs retrofits. • For long-term projects, which are presumed to begin when Tier 4 equipment would be widely available, all diesel	Project Sponsor/Construction Contractor(s)	During demolition, excavation, and construction.	Construction Contractor(s) to implement control measures.	Project Sponsor and ERO.	Considered complete upon receipt of final monitoring report at completion of construction.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
equipment of all types shall meet Tier 4 standards.					
Mitigation Measure M-AQ-N8a (Cathedral Hill, Davies [near-term], St. Luke's) This mitigation measure is identical to Mitigation Measure M-AQ-N1a, above.	See M-AQ-N1a	See M-AQ-N1a	See M-AQ-N1a	See M-AQ-N1a	See M-AQ-N1a
Mitigation Measure M-AQ-N8b (Cathedral Hill, Davies [near-term], St. Luke's) This mitigation measure is identical to Mitigation Measure M-AQ-N1b, above.	See M-AQ-N1b	See M-AQ-N1b	See M-AQ-N1b	See M-AQ-N1b	See M-AQ-N1b
Mitigation Measure M-AQ-N9 (Cathedral Hill, Davies [near-term], St. Luke's) CPMC shall implement Mitigation Measure M-AQ-N1a and Mitigation Measure M-AQ-N2, discussed above, to reduce emissions of criteria pollutants from construction equipment exhaust.	See M-AQ-N1a and M-AQ-N2	See M-AQ-N1a and M-AQ-N2	See M-AQ-N1a and M-AQ-N2	See M-AQ-N1a and M-AQ-N2	See M-AQ-N1a and M-AQ-N2
Mitigation Measure M-AQ-N10a (Cathedral Hill Campus) This mitigation measure is identical to Mitigation Measure M-AQ-N2, above.	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2
Mitigation Measure M-AQ-N10b (Davies Campus [near-term]) This mitigation measure is identical to Mitigation Measure M-AQ-N2, above.	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2
Mitigation Measure M-AQ-N10c (St. Luke's Campus) This mitigation measure is identical to Mitigation Measure M-AQ-N2, above.	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2	See M-AQ-N2
PUBLIC SERVICES					
Mitigation Measure M-PS-N2 (Cathedral Hill Campus) This mitigation measure is identical to Mitigation Measure MM-TR-55 for Transportation and Circulation, above.	See M-TR-55	See M-TR-55	See M-TR-55	See M-TR-55	See M-TR-55
BIOLOGICAL RESOURCES					
Mitigation Measure M-BI-N1 (Cathedral Hill) Before any demolition or construction activities occurring during the nesting season (January 15 through August 15) that involve removal of	Project Sponsor/Qualified	Pre-consruction surveys prior to	Pre-construction surveys for nesting	Project Sponsor/Biologist	Considered complete upon

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
trees or shrubs, CPMC shall conduct a preconstruction survey for nesting birds at each of its medical campuses. The surveys shall be conducted by a qualified wildlife biologist no sooner than 14 days before the start of removal of trees and shrubs. The survey results shall remain valid for 21 days after the survey; therefore, if vegetation removal is not started within 21 days of the survey, another survey shall be required. The area surveyed shall include the construction site and the staging area for the tree or shrub removal. If no nests are present, tree removal and construction may commence. If active nests are located during the preconstruction bird nesting survey, CPMC shall contact DFG for guidance on obtaining and complying with Section 1801of the California Fish and Game Code, which may include setting up and maintaining a line-of-sight buffer area around the active nest and prohibiting construction activities within the buffer; modifying construction activities; and/or removing or relocating active nests.	Biologist	any construction activities during nesting season. If active nests are found, actions to protect nesting birds to be implemented during construction.	birds to be conducted by a qualified biologist. If an active nest is found close to construction area, CPMC shall contact the California Department of Fish and Game and obtain and comply with a Fish and Game Code Section 1801 agreement concerning the implementation of actions to protect nesting birds..	and ERO	ERO approval of report by biologist and any actions taken to protect nesting birds pursuant to Section 1801 agreement, if necessary.
Mitigation Measure M-BI-N1 (Davies [near-term]) This mitigation measure is identical to Mitigation Measure M-BI-N1 for the Cathedral Hill Campus, above.	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill
Mitigation Measure M-BI-N1 (St. Luke's with or without project variants)) This mitigation measure is identical to Mitigation Measure M-BI-N1 for the Cathedral Hill Campus, above.	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill	See M-BI-N1 for Cathedral Hill
GEOLOGY AND SOILS					
Mitigation Measure M-GE-N4 (Cathedral Hill, Davies [near-term], St. Luke's) CPMC shall implement Mitigation Measure M-HY-N3, as described below.	See M-HY-N3	See M-HY-N3	See M-HY-N3	See M-HY-N3	See M-HY-N3

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
Mitigation Measure M-GE-N6 (St. Luke's) The design level geotechnical report for the MOB/Expansion Building, the proposed utility route, and the sewer variant at the St. Luke's Campus shall include an excavation and dewatering program. The program shall include measures to monitor the improvements adjacent to construction for vertical movement. The monitoring shall include an optical survey and installation of inclinometers and groundwater observation wells. Groundwater levels outside the excavation shall be monitored through wells while dewatering is in progress. Should the magnitude of settlement or groundwater drawdown be deemed potentially damaging to surrounding improvements by a licensed engineer, the groundwater outside the excavation shall be recharged through wells or the dewatering program altered to reduce drawdown to an acceptable level.	Project Sponsor	Preparation of excavation and watering program orior to issuance of grading or building permits. Implementation of program during construction.	Project Sponsor to prepare design level geotechnical report for MOB/Expansion Building and monitor construction and, if needed, recharge groundwater through wells or alter dewatering to reduce drawdown.	Project Sponsor/Construction Contractor(s).; ERO	Considered complete upon ERO's approval of geotechnical studies and upon receipt of final monitoring report at completion of construction.
HYDROLOGY AND WATER QUALITY ***Mitigation Measure M-HY-N2 (Cathedral Hill)*** To manage peak flow and discharge volume, CPMC shall prepare and implement a Stormwater Control Plan for each of the near-term projects under the LRDP, focusing on LID strategies and BMPs. In implementing the LRDP, CPMC shall comply with all policies and regulations adopted by the City, including SFPUC's Stormwater Design Guidelines, which require a 25% decrease in the rate and volume of stormwater runoff from the 2-year, 24-hour design storm. Therefore, the design-level drainage plans shall demonstrate that, at a minimum, there will be a 25% decrease in the rate and volume of stormwater runoff to the combined sewer for the 2-year, 24-hour storm as compared to existing conditions. This will be achieved by using LID stormwater BMPs which may include, but not limited to: • green roofs, • cisterns, • bioswales, • bioretention basins, • planter boxes,	Project Sponsor	Preparation of Stormwater Control Plan pior to first permit for construction, as determined by the Planning Department. Implementation of LID strategies and BMPs by incorporating into project during construction.	Project Sponsor to prepare and implement a Stormwater Control Plan.	Project Sponsor , ERO, and SFPUC	Considered complete upon approval of final design.

Adopted Mitigation Measures	MONITORING AND REPORTING PROGRAM Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
• blue roofs, • dry wells, and • other detention/storage facilities. In addition, the final design team for the development project shall review and incorporate as many concepts as practicable from *Start at the Source: Design Guidance Manual for Stormwater Quality Protection.* SFPUC shall conduct project design review before the City's project approval occurs, to ensure that the impacts of the LRDP on the combined sewer system have been fully mitigated.					
Mitigation Measure M-HY-N2 (Davies [near-term]) This mitigation measure is identical to Mitigation Measure M-HY-N2 for the Cathedral Hill Campus, above.	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill
Mitigation Measure M-HY-N2 (St. Luke's) This mitigation measure is identical to Mitigation Measure M-HY-N2 for the Cathedral Hill Campus, above.	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill	See M-HY-N2 for Cathedral Hill
Mitigation Measure M-HY-N3 (Cathedral Hill, Davies [near-term], St. Luke's) In compliance with Article 4.1 of the San Francisco Public Works Code and the City's Construction Site Water Pollution Prevention Program, CPMC shall submit a site-specific SWPPP to SFPUC for approval before initiating construction activities in areas draining to the combined sewer system. SFPUC requires implementation of appropriate BMPs from the *California Stormwater Quality Association Stormwater BMP Handbook—Construction*. In accordance with SFPUC's requirements, the SWPPP shall include the following elements: *An erosion and sediment control plan*. The plan shall present a site map illustrating the BMPs that will be used to minimize on-site erosion and the sediment discharge into the combined sewer system, and shall provide a narrative description of those BMPs. Appropriate BMPs for	Project Sponsor/Construction Contractor(s)	Approval of SWPPP prior to issuance of grading or building permits. Implementation of SWPP during construction.	Project Sponsor/Construction Contractor(s) to prepare and implement SWPPP.	Project Sponsor/Construction Contractor(s), SFPUC, and ERO	Considered complete upon receipt of final monitoring report at completion of construction.

Adopted Mitigation Measures	MONITORING AND REPORTING PROGRAM Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
the erosion and sediment control plan may include the following practices: • Scheduling—Develop a schedule that includes sequencing of construction activities with the implementation of appropriate BMPs. Perform construction activities and control practices in accordance with the planned schedule. Schedule work to minimize soil-disturbing activities during the rainy season. Schedule major grading operations for the dry season when practical. Monitor the weather forecast for rainfall and adjust the schedule as appropriate. • Erosion control—Cover exposed excavated walls to reduce their exposure to rainfall. Preserve existing vegetation where feasible; apply mulch or hydroseed areas until permanent stabilization is established; and use soil binders, geotextiles and mats, earth dikes and drainage swales, velocity dissipation devices, slope drains, or polyacrylamide to protect soil from erosion. • Wind erosion—Apply water or other dust palliatives to prevent dust nuisance; prevent overwatering that can cause erosion. Alternatively, cover small stockpiles or areas that remain inactive for 7 or more days. • Sediment control—Install silt fences, sediment basins, sediment traps, check dams, fiber rolls, sand or gravel bag barriers, straw bale barriers, vegetated swales, approved chemical treatment, storm drain inlet protection, or other LID measures to minimize the discharge of sediment. Employ street sweeping to remove sediment from streets. Utilize treatment trains where feasible. Cover all stockpiled soil until it is needed. Cover all soil in haul trucks. • Tracking controls—Stabilize the construction site entrance to prevent tracking of sediment onto public roads by construction vehicles. Stabilize on-site vehicle transportation routes immediately after grading to prevent erosion and control dust. Install a tire wash area to remove sediment from tires and under carriages and contain all sediments in the wash area.					

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule

- Litter control—Remove litter at least once daily from the construction site. Dispose of packing materials immediately in an enclosed container.

- *Non-stormwater management BMPs*. These BMPs may include water conservation practices, dewatering practices that minimize sediment discharges, and BMPs for all of the following:
  - paving and grinding activities;
  - identification of illicit connections and illegal dumping;
  - irrigation and other planned or unplanned discharges of potable water;
  - vehicle and equipment cleaning, fueling, and maintenance;
  - concrete curing and finishing;
  - temporary batch plants;
  - implementation of shoreline improvements; and
  - work over water.

  Discharges from dewatering activities shall comply with the requirements of SFPUC's Batch Wastewater Discharge Permit that regulate influent concentrations for various constituents.

- *Waste management BMPs*. These BMPs shall be implemented for:
  - material delivery, use, and storage;
  - stockpile management;
  - spill prevention and control; and
  - management of solid and liquid waste, hazardous waste, contaminated soil, concrete waste, and septic/sanitary waste.

- *BMP inspection, maintenance, and repair requirements.* All BMPs shall be inspected on a regular basis to confirm proper installation and function. BMPs shall be inspected daily during storms, and BMPs that have failed shall be immediately repaired or replaced.

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
			MONITORING AND REPORTING PROGRAM		
Sufficient devices and materials (e.g., silt fence, coir rolls, erosion blankets) shall be provided throughout project construction to enable immediate corrective action for failed BMPs. Required BMP maintenance related to a storm event shall be completed within 48 hours of the storm event. The SWPPP shall include checklists that document when the inspections occurred, the results of the inspection, required corrective measures, and when corrective measures were implemented.					
The SWPPP shall demonstrate how treatment control measures (e.g., silt fences, sediment basins, sediment traps, check dams, vegetated swales, infiltration trenches) targeting the project-specific contaminants including sediment, metals, oil and grease, trash and debris, and oxygen-demanding substances would be incorporated into the project. In addition, the SWPPP shall demonstrate that the project has the land area available to support the proposed BMP facilities sized for the required water quality design storm.					
Construction personnel shall receive training on the SWPPP and implementation of BMPs.					
HAZARDS AND HAZARDOUS MATERIALS					
Mitigation Measure M-HZ-N1a (Cathedral Hill, Davies [near-term], St. Luke's)					
Step 1: Preparation of a Site Mitigation Plan					
Before the issuance of site, building, or other permits from the City for development activities involving subsurface disturbance, CPMC shall submit the previously prepared environmental contingency plans to SFDPH for review and approval as site mitigation plans (SMPs) for the Cathedral Hill, Davies, and St. Luke's Campuses. The SMPs shall include the following measures and procedures: • All soil shall be sampled for a suite of common chemicals required by landfills and redevelopment sites accepting imported fill from other sites to provide a chemical profile and identify the soil worker safety and disposal classification. Sample analytical results shall be submitted to SFDPH for review. • Fill shall be sampled and analyzed before excavation to allow	Project Sponsor	Approval of SMPs prior to issuance of site, building, or other permits. Implementation of measures and procedures identified in SMPs during excavation and grading phases of construction.	Project Sponsor/Construction Contractor(s) to prepare a SMP and submit to DPH and Planning Department.	Project Sponsor and DPH	Considered complete with submittal of the closure certification report to DPH and San Francisco Planning Department.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
excavation, loading, and transportation off-site without stockpiling, which would minimize soil handling. • If soil encountered during excavation exhibits the presence of liquid hydrocarbons (such as oil), strong odors, or staining suggesting the presence of hazardous materials, work shall be halted, the area shall be covered in plastic sheeting, stockpiles shall be segregated and covered, and samples shall be collected from the base and walls of the excavation. Once sampling results have returned, the soil shall be treated in accordance with the above outlined procedures. • If groundwater is present and in a volume requiring dewatering, a dewatering contractor shall be retained to design and install a dewatering system to remove and discharge the water to the sanitary sewer system during excavation and construction. The dewatering contractor shall obtain a batch groundwater discharge permit from SFPUC. A groundwater sample shall be collected and analyzed for parameters established by SFPUC before any discharge of groundwater into the sewer system. If required by SFPUC, additional groundwater samples shall be collected monthly from the discharged water for parameters stipulated by SFPUC. If analytes in the groundwater exceed the established SFPUC discharge limits, the groundwater shall be stored in containers and properly treated before discharge. The treatment system, if needed, shall be designed based on the chemicals present in the groundwater. • A licensed tank removal contractor shall be retained to properly remove and dispose of known tanks in accordance with all current regulations and the site-specific and tank-specific procedures outlined in the ECPs for each campus. All the necessary permits from SFFD and SFDPH shall be obtained, and all notifications to BAAQMD shall be made before the tank is removed. The health and safety plan shall be followed, and air monitoring shall be performed during all tank removal activities. If soil staining, odor, and/or elevated organic vapor analyzer readings are observed during tank removal, the affected soil shall be placed on and covered with plastic tarpaulins, separate from any unaffected soil removed from					

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
above the tank. All soil sampling and analysis for tank closure shall be performed in accordance with the Tri-Regional Board Staff Recommendations for Preliminary Evaluation and Investigation of Underground Tank Sites, dated August 10, 1990, and any additional SFFD and SFDPH requirements. Any additional measures that the SFDPH determines are required beyond those already identified in the ECPs shall also be incorporated into the SPMs and implemented by CPMC. A copy of the SMPs shall be submitted to the Planning Department to become part of the case file. Step 2: Handling, Hauling, and Disposal of Contaminated Soils (a) Specific work practices: If, based on the results of the soil tests conducted, the SFDPH determines that the soils on the campuses are contaminated at or above potentially hazardous levels, the construction contractor shall be alert for the presence of such soils during excavation and other construction activities on the campuses (detected through soil odor, color, and texture) and shall be prepared to handle, profile (i.e., characterize), and dispose of such soils appropriately (i.e., as dictated by federal, state, and local regulations) when such soils are encountered on the campuses. If excavated materials contain over one percent friable asbestos, they shall be treated as hazardous waste, and shall be transported and disposed of in accordance with applicable federal and state regulations. (b) Dust suppression: Soils exposed during excavation for site preparation and project construction activities shall be kept moist throughout the time they are exposed, both during and after construction work hours. (c) Surface water runoff control: Where soils are stockpiled, plastic sheeting shall be used to create an impermeable liner, both beneath and on top of the soils, with a berm to contain any potential surface water runoff from the soil stockpiles during inclement weather and from air. (d) Soils replacement: If necessary, clean fill or other suitable material(s) shall be used to bring portions of the project site, where contaminated soils have been excavated and removed, up	Project Sponsor/Construction Contractor(s)	During demolition, excavation, and construction.	Project Sponsor/Construction Contractor(s) to handle, haul and dispose contaminated soils as specified in mitigation measure.	Project Sponsor/Construction Contractor(s) and DPH.	Considered complete with submittal of the closure certification report to DPH and San Francisco Planning Department.

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
to construction grade. (e) Hauling and disposal: Contaminated soils shall be hauled off the project site by waste hauling trucks appropriately certified with the State of California and adequately covered to prevent dispersion of the soils during transit, and shall be disposed of at a permitted hazardous waste disposal facility registered with the State of California. Nonhazardous soil shall be sent to other sites to be used as import fill where accepted or shall be transported and disposed of at a licensed Class II or Class III landfill, as appropriate. Soil classified as California hazardous waste shall be transported either out of state to an appropriate licensed facility or to a Class I facility in California. Soil classified as RCRA hazardous waste shall be transported to a Class I landfill facility in California.					
Step 3: Preparation of Closure/Certification Report After construction activities are completed, the project sponsor shall prepare and submit a closure/certification report to the SFDPH for review and approval. The closure/certification report shall include the mitigation measures in the SMPs for handling and removing contaminated soils from the project site, whether the construction contractor modified any of these mitigation measures, and how and why the construction contractor modified those mitigation measures.	Project Sponsor	After construction activities are completed.	Project Sponsor to prepare and submit a closure/certification report to DPH.	Project Sponsor and DPH.	Considered complete upon receipt and approval by DPH of final closure/certification report.
Mitigation Measure M-HZ-N1b Cathedral Hill, Davies [near-term], St. Luke's): Preparation of Unknown Contingency Plan Before the issuance of site, building, or other permit from the city for development activities involving subsurface disturbance, CPMC shall prepare and submit to SFDPH for approval a contingency plan to address unknown contaminants encountered during development activities. This plan, the conditions of which shall be incorporated into the first permit and any applicable permit thereafter, shall establish and describe procedures for implementing a contingency plan, including appropriate notification and site control procedures, in the event unanticipated subsurface hazards or hazardous material releases are discovered during construction. Control procedures shall include, but shall not be limited to, further investigation and, if necessary, remediation of such hazards or releases, including off-campus removal and disposal, containment, or	Project Sponsor	Approval of unknown contingency plan prior to issuance of site, building, or other permits. Implementation of measures and procedures identified in unknown contingency plan	Project Sponsor to prepare and submit a contingency plan to address unknown contaminants encountered during development activities to DPH.	Project Sponsor and DPH.	Considered complete upon approval of contingency plan by DPH and receipt of final monitoring report at completion of construction.

Adopted Mitigation Measures	Responsibility for Implementation	MONITORING AND REPORTING PROGRAM Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
treatment. In accordance with the procedures outlined in the ECPs, measures following the discovery of previously unidentified USTs or other subsurface facilities shall include, but shall not be limited to, the following: • Work at the location of the discovered tank shall be halted, the exposed portion of the tank shall be covered with plastic sheeting, and the area shall be secured while the tank and surrounding soil (if unvaulted) are evaluated. The site superintendent shall be notified, and an appropriate environmental professional shall be brought on-site to evaluate the nature, use, and extent of the tank. The contractor's health and safety plan shall be reviewed and revised, if necessary, and appropriately trained personnel (e.g., HAZWOPER trained) shall be mobilized to address the tank. If the tank is ruptured during discovery, the contractor, at the direction of the environmental professional, shall attempt to contain any contents that have been released to the soil. The top of the tank shall be uncovered to locate an access port, and the tank shall be opened to evaluate the contents. The tank shall be sounded to evaluate its size and the presence and amount of tank contents remaining (if any). A sample of the contents shall be collected, if possible. On determining the nature and use of the tank, the environmental professional and/or contractor shall notify BAAQMD, SFDPH, and SFFD. During all work performed in response to the presence of the tank, the air in the working area shall be monitored for volatile organic compounds, and the tank shall remain covered with the tarpaulin whenever access is not necessary. Tanks discovered in vaults in basements shall be removed after the building above has been demolished. All tanks shall be removed in accordance with the procedures described in the ECPs for the campuses. • If other subsurface facilities containing or associated with hazardous materials, such as oil pits, sumps associated with clarification or neutralization of liquid waste, piping associated with underground tanks, piping that may be composed of asbestos-containing material, and building drainage systems (e.g., waste lines, sewer laterals) are encountered during		during excavation and grading phases of construction.			

Adopted Mitigation Measures	MONITORING AND REPORTING PROGRAM Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
demolition and excavation, work in the area shall be halted and the facility be covered in plastic sheeting. If a sump and/or vaults are identified during excavation activities, the facility shall be managed in the same manner as required for underground tanks. If drainage lines or piping are encountered, they shall be observed and evaluated to determine use and composition. If piping contains liquid wastes, these wastes shall be contained as completely as possible, transferred to secure containers, sampled, and subsequently disposed of off-site. If piping is composed of asbestos-containing materials, the material shall be removed, bagged, and disposed of appropriately. If piping is not composed of asbestos-containing materials, it shall be removed and subsequently sent off-site as scrap. Soil adjacent to and in the vicinity of the discovered facilities shall be examined, evaluated, and managed as described for other soils at the campuses.					
In the event unanticipated subsurface hazards or hazardous material releases are discovered during construction, the requirements of this unknown contingency plan shall be followed. The contingency plan shall be amended, as necessary, in the event new information becomes available that could affect the implementation of the plan.					
Mitigation Measure M-HZ-N4a (Cathedral Hill) This mitigation measure is identical to M-HZ-N1a for near-term impacts and requires the preparation of site mitigation plan (SMPs) for the near-term projects at the Cathedral Hill Campus.	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a
Mitigation Measure M-HZ-N4b (Cathedral Hill) This mitigation measure is identical to M-HZ-N1b for near-term impacts and requires the preparation of unknown contingency plans for the near-term projects at the Cathedral Hill Campus.	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b
Mitigation Measure M-HZ-N4c (Davies [near-term]) This mitigation measure is identical to M-HZ-N1a for near-term impacts and requires the preparation of site mitigation plan (SMPs) for the near-term projects at the Davies Campus.	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a

	MONITORING AND REPORTING PROGRAM				
Adopted Mitigation Measures	**Responsibility for Implementation**	**Mitigation Schedule**	**Mitigation Action**	**Monitoring/ Reporting Responsibility**	**Monitoring Schedule**
Mitigation Measure M-HZ-N4d (Davies [near-term])					
This mitigation measure is identical to M-HZ-N1b for near-term impacts and requires the preparation of unknown contingency plans for the near-term projects at the Davies Campus.	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b
Mitigation Measure M-HZ-N4e (St. Luke's)					
This mitigation measure is identical to M-HZ-N1a for near-term impacts and requires the preparation of site mitigation plan (SMPs) for the near-term projects at the St. Luke's Campus.	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a	See M-HZ-N1a
Mitigation Measure M-HZ-N4f (St. Luke's)					
This mitigation measure is identical to M-HZ-N1b for near-term impacts and requires the preparation of unknown contingency plans for the near-term projects at the St. Luke's Campus.	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b	See M-HZ-N1b

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EXHIBIT 3: IMPROVEMENT MEASURES MONITORING AND REPORTING PROGRAM

	MONITORING AND REPORTING PROGRAM				
Improvement Measures	**Responsibility for Implementation**	**Implementation Schedule**	**Implementation Action**	**Monitoring/ Reporting Responsibility**	**Monitoring Schedule**
IMPROVEMENT MEASURES AGREED TO BY PROJECT SPONSOR					
TRANSPORTATION AND CIRCULATION					
I-TR-5 (Cathedral Hill): Off-Street Parking Queue Abatement					
It shall be the responsibility of the owner/operator of any off-street parking facility primarily serving a non-residential use, as determined by the Planning Director, with more than 20 parking spaces (excluding loading and car-share spaces) to ensure that recurring vehicle queues do not occur on the public right-of-way. A vehicle queue is defined as one or more vehicles blocking any portion of any public street, alley or sidewalk for a consecutive period of three minutes or longer on a daily or weekly basis. If a recurring queue occurs, the owner/operator of the parking facility shall employ abatement methods as needed to abate the queue. Suggested abatement methods include but are not limited to the following: redesign of facility layout to improve vehicle circulation and/or on-site queue capacity; employment of parking attendants; installation of LOT FULL signs with active management by parking attendants; use of valet parking or other space-efficient parking techniques; use of off-site parking facilities or shared parking with nearby uses; use of parking occupancy sensors and signage directing drivers to available spaces; travel demand management strategies such as additional bicycle parking, customer shuttles or delivery services; and/or parking demand management strategies such as parking time limits, paid parking or validated parking. If the Planning Director, or his or her designee, suspects that a recurring queue is present, the Department shall notify the property owner in writing. Upon request, the owner/operator shall hire a qualified transportation consultant to evaluate the conditions at the site for no less than seven days. The consultant shall prepare a monitoring report to be submitted to the Department for review. If the Department determines that a recurring queue does exist, the facility owner/operator shall have 90 days from the date of the written determination to abate the queue.	Owner/Operator of off-street parking	During Operation	Monitoring by a qualified transportation consultant upon request by Planning Director if recurring queuing on public right-of-ways is suspected. If such queuing is determined to exist, abatement methods shall be employed.	Owner/Operator of off-street parking /Planning Department	Considered ongoing during operations at the Cathedral Hill Campus.

	MONITORING AND REPORTING PROGRAM				
Improvement Measures	**Responsibility for Implementation**	**Implementation Schedule**	**Implementation Action**	**Monitoring/ Reporting Responsibility**	**Monitoring Schedule**
I-TR-40 (Cathedral Hill): Pedestrian Improvements					
As an improvement measure to facilitate pedestrian movements, SFMTA should install pedestrian countdown signals for all directions at the signalized intersections of Franklin/Sutter, Franklin/Post, Franklin/Geary, Van Ness/Sutter, Van Ness/Post, and Polk/Post. In addition to the above, although the project would have less than significant impacts on the pedestrian and bicycle environment, the project sponsor has agreed as part of the development agreement negotiations to provide certain funding for City agencies, including Planning, SFMTA< and DPW, to study and possibly implement additional streetscape, pedestrian, and related improvements in the vicinity of the proposed Cathedral Hill Campus that would improve the less-than-significant impacts to the pedestrian and bicycle environment. Improvements under consideration by the City would be consistent with those identified in the Little Saigon Report as well as other potential sidewalk improvements such as bulb-outs, lighting and pedestrian signal modifications, advance stop bars, right turn vehicle turn restrictions and other safety facilities, at such intersections as Polk Street/Ellis Street, Larkin Street /Geary Street, Larkin Street /Grove Street, Larkin Street /9th Street, Hyde Street /O'Farrell Street, and Leavenworth Street/Geary Street. The City would have sole authority to determine whether to proceed with the Tenderloin and Little Saigon neighborhood area improvements and to issue required permits and authorizations. The City would also retain the discretion to modify or select feasible alternatives to the improvements to avoid any identified impacts or concerns that arise in connection with their further review, including any required environmental review under CEQA.	Project Sponsor/Planning Department/SFMTA/ DPW	Prior to operation	Installation of pedestrian countdown signals at the Franklin/Sutter, Franklin/Post, Franklin/Geary, Van Ness/Sutter, Van Ness/Post, and Polk/Post intersections. Funding to allow City agencies to studyand possibly implement additional streetscape, pedestrian, and related improvements such as lighting, pedestrian signal modifications, bulb-outs, advanced stop bars, and right turn vehicle restrictions, at such intersections as Polk/Ellis, Larkin/Geary, Larkin/Grove, Larkin/9th, Hyde/O'Farrell, and Leavenworth/ Geary.	Project Sponsor/Planning Department/SFMTA /DPW	Considered complete upon installation and implementation of pedestrian improvements.

Improvement Measures	MONITORING AND REPORTING PROGRAM Responsibility for Implementation	Implementation Schedule	Implementation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
I-TR-87 (St. Luke's): Provide Pedestrian/Bicycle Improvements					
CPMC should implement improvement measures to minimize conflicts between vehicles, bicyclists, and pedestrians at the Cesar Chavez Street passenger loading/unloading zone, including: warning signs and colored bicycle lane treatment to alert drivers to the presence of bicyclists and bicycle lanes, and management of the passenger loading/unloading zone during peak periods of activity (e.g., between 10 a.m. and 4 p.m.). As an improvement measure to minimize conflicts between vehicles exiting the proposed garages and pedestrians and bicyclists on Valencia Street and Cesar Chavez Street, CPMC should install flashing lights and audible signals to provide indications when a vehicle is exiting the garage.	Project Sponsor	Installation of warning signs, bicycle lane treatment, flashing lights, and audible signals prior to operation, Management of passenger loading/unloading zone ongoing during operations.	Project Sponsor to provide pedestrian/bicycle safety improvements and manage passenger loading/unloading zone during peak periods of activity.	Project Sponsor and SFMTA	Installation of improvements considered complete upon construction completion. Management of passenger loading/unloading zone ongoing during operations.
I-TR-88 (St. Luke's): Install Pedestrian Crosswalks					
As an improvement measure to facilitate pedestrian movements, SFMTA shall install pedestrian crosswalks at the unsignalized intersection of San Jose/27th Street.	Project Sponsor and SFMTA	Prior to operation	SFMTA to install pedestrian crosswalks	Project Sponsor and SFMTA	Considered complete upon installation of pedestrian crosswalks
AIR QUALITY					
I-AQ-N2 (Davies [near-term], St. Luke's): Install Accelerated Emission Control Device on Construction Equipment					
This improvement measure is identical to Mitigation Measure M-AQ-N2 for the Cathedral Hill Campus, which provides: To reduce risk associated with exhaust emissions of DPM by construction equipment during construction of the Cathedral Hill Campus and all other LRDP sites, CPMC and its construction contractor shall implement the following BAAQMD-recommended control measures during construction:	Project Sponsor/Construction Contractor(s)	During demolition, excavation, and construction	Project Sponsor/Construction Contractor(s) to implement BAAQMD-recommended control measures.	Project Sponsor/ Construction Contractor(s) and ERO	Considered complete upon receipt of final monitoring report at completion of construction.
Where sufficient electricity is available from the PG&E power grid, electric power shall be supplied by a temporary power					

	MONITORING AND REPORTING PROGRAM				
Improvement Measures	**Responsibility for Implementation**	**Implementation Schedule**	**Implementation Action**	**Monitoring/ Reporting Responsibility**	**Monitoring Schedule**
connection to the grid, provided by PG&E. Where sufficient electricity to meet short-term electrical power needs for specialized equipment is not available from the PG&E power grid, non-diesel or diesel generators with Tier 4 engines (or equivalent) shall be used. During any construction phase for near-term projects, at least half of each of the following equipment types shall be equipped with Level 3-verified diesel emission controls (VDECs): backhoes, concrete boom pumps, concrete trailer pumps, concrete placing booms, dozers, excavators, shoring drill rigs, soil mix drill rigs, and soldier pile rigs. If only one unit of the above equipment types is required, that unit shall have Level 3 VDECs retrofits. For long-term projects, which are presumed to being when Tier 4 equipment would be widely available, all diesel equipment of all types shall meet Tier 4 standards.					
BIOLOGICAL RESOURCES					
I-BI-N2 (St. Luke's [with or without variants]):					
As an improvement measure, CPMC would prepare a tree protection plan to be submitted to DPW as part of the construction plans for the St. Luke's Campus. The landmark tree located directly east of the 1957 Building, fronting Valencia Street, is not proposed for removal; therefore, impacts on the landmark tree would be less than significant. However, a tree protection plan would be implemented to further protect the existing landmark tree from potential adverse construction impacts that could affect the health of the tree. Through consultation of a certified arborist, CPMC would implement a Tree Protection Zone (TPZ) around the landmark tree during demolition and construction activities. The TPZ would be determined by the certified arborist at the time the work is done. During the various construction phases, the TPZ should follow all of the measures outlined below: • Install and maintain construction fencing to prevent entry to the TPZ. • Install wood chip mulch over all exposed soil areas within the	Project Sponsor	Tree protection plan submittal during construction plan review. Implementation of tree protection plan during construction.	Project Sponsor to prepare a tree protection plan to DPW and implement plan during construction.	Project Sponsor and DPW	Considered complete upon review and approval of tree protection plan and upon receipt of final monitoring report at completion of construction.

Improvement Measures	MONITORING AND REPORTING PROGRAM Responsibility for Implementation	Implementation Schedule	Implementation Action	Monitoring/ Reporting Responsibility	Monitoring Schedule
TPZ. • Prohibit placement of any construction vehicle within the TPZ. • Do not store materials, excavation tailing, or debris within the TPZ, unless placed on a thick plywood root buffer. • If trenching or grading takes place within the TPZ, ensure that the project arborist will review the proposed work and retain the arborist on-site during that aspect of the work. The arborist report and tree protection plan would be reviewed by DPW's Bureau of Urban Forestry to verify that the specified protections would be adequate to protect the landmark tree. The Bureau of Urban Forestry would also monitor the project site during demolition and construction activities to ensure that the protection measures outlined in the tree protection plan are being implemented and are adequate, and that the landmark tree would not be damaged.					
GEOLOGY AND SOILS					
I-GE-N6 (Cathedral Hill):					
An excavation monitoring program shall be developed for construction of the Cathedral Hill MOB. The program shall include requirements for the installation and regular monitoring of survey points and inclinometers should dewatering be required. Excavation and dewatering activities shall be shut down should unacceptable movement of overlying soil occur.	Project Sponsor	Preparation of excavation monitoring program prior to issuance of grading or building permits.	Project Sponsor to prepare an excavation monitoring program.	Project Sponsor and ERO	Considered complete upon ERO's approval of excavation monitoring program and upon receipt of final monitoring report at completion of construction.
HAZARDS AND HAZARDOUS MATERIALS					
I-HZ-N1// I-HZ-N3(Cathedral HillDavies [near-term], St. Luke's [with or without variants]):					
CPMC shall ensure that the project contractors remove and properly dispose of PCB- and mercury-containing equipment prior to the start of project-related demolition or renovation.	Project Sponsor/Construction Contractor(s)	During demolition and renovation	Project Sponsor/Construction Contractor(s) to	Project Sponsor/Construction Contractor(s) and	Considered complete upon receipt of final

	MONITORING AND REPORTING PROGRAM				
Improvement Measures	**Responsibility for Implementation**	**Implementation Schedule**	**Implementation Action**	**Monitoring/ Reporting Responsibility**	**Monitoring Schedule**
			ensure that PCB- and mercury-containing equipment are removed and property disposed	ERO	monitoring report at completion of construction.