



SAN FRANCISCO PLANNING DEPARTMENT

Subject to: (Select only if applicable)

- Affordable Housing (Sec. 415)
- Jobs Housing Linkage Program (Sec. 413)
- Other: Development Agreement
- First Source Hiring
- Child Care Requirement (Sec. 414)
- Other: Street Tree In-Lieu Fee

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Planning Commission Motion No. 18885

HEARING DATE: MAY 23, 2013

Date: May 9, 2013
Case No.: 2005.0555E; 2009.0886MTZCBRSK; 2012.0403W
Project Address: 3555 Cesar Chavez Street; 3615 Cesar Chavez Street; 1580 Valencia Street
Zoning/Ht. & Blk. RH-2/105-E, 65-A
Proposed Zoning/ RH-2, Cesar Chavez-Valencia Streets Medical Use Special Use District/
Height & Bulk: 105-E/145-E
Assessor's Block/Lot: 6575/001, 002; 6576/021 and a portion of San Jose Avenue between Cesar Chavez Street and 27th Street
Project Sponsor: Geoffrey Nelson, CPMC
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ADOPTING FINDINGS RELATING TO THE APPROVAL OF A CONDITIONAL USE AUTHORIZATION, PURSUANT TO PLANNING CODE SECTIONS 134, 136, 151, 303, 304, 209.3(a), 209.9(b), 253, 270, AND 271, IN ORDER TO: (1) AMEND A PREVIOUSLY APPROVED CONDITIONAL USE AUTHORIZATION FOR A PLANNED UNIT DEVELOPMENT, INCLUDING EXCEPTIONS TO/EXEMPTIONS FROM THE REAR YARD AND OFF-STREET PARKING REQUIREMENTS OF PLANNING CODE SECTIONS 134 AND 151; (2) ALLOW EXCEPTIONS FROM THE DIMENSION LIMITATIONS FOR PROJECTIONS OVER STREETS OR ALLEYS AS PART OF A PLANNED UNIT DEVELOPMENT; (3) ALLOW BUILDINGS OVER 40'-0" IN THE RH-2 (RESIDENTIAL HOUSE, TWO-FAMILY) ZONING DISTRICT; AND (4) ALLOW DEVIATION FROM THE BULK LIMITS, IN ORDER TO: (1) DEVELOP A NEW SEVEN-STORY, 214,061 GSF, ST. LUKE'S CAMPUS HOSPITAL ON A SURFACE PARKING LOT AND A PORTION OF THE VACATED SAN JOSE AVENUE; (2) DEMOLISH THE EXISTING ST. LUKE'S HOSPITAL TOWER; (3) CONSTRUCT A NEW FIVE-STORY, 98,959 GSF ST LUKE'S CAMPUS MEDICAL OFFICE BUILDING; AND (4) CONSTRUCT LANDSCAPE AND HARDSCAPE IMPROVEMENTS THROUGHOUT THE CAMPUS; 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. 18594 ADOPTED BY THE PLANNING COMMISSION ON APRIL 26, 2012.

Preamble

On June 10, 2005, Ralph F. Marchese of The Marchese Company, Inc., on behalf of California Pacific Medical Center (hereinafter referred to variously as "CPMC" and "Project Sponsor"), submitted an Environmental Evaluation Application (EEA) with the Planning Department (hereinafter "Department"), Case No. 2005.0555E¹. 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.

On January 13, 2009, CPMC revised its EEA to include updates regarding the LRDP Project, including the proposal for a new St. Luke's Campus Hospital and St. Luke's Campus Medical Office Building.

On June 10, 2010, the Project Sponsor filed an application, as modified by subsequent submittals, with the Department for Conditional Use Authorization under Planning Code Sections 134, 136, 151, 303, 304, 209.3(a), 209.9(b), 253, 270, and 271, to amend the existing Planned Unit Development (hereinafter "PUD") for CPMC's St. Luke's Campus to allow construction of a St. Luke's Campus Hospital building (hereinafter referred to as "St. Luke's Campus Hospital"), demolition of the existing St. Luke's Hospital Tower, and the construction of a medical office building (hereinafter referred to variously as "MOB" or "St. Luke's Campus MOB") with (1) exceptions to/exemptions from the rear yard and off-street parking requirements of Planning Code Sections 134 and 151; (2) to allow exceptions from the dimension limitations for projections over streets or alleys as part of the PUD; (3) to allow buildings over 40'-0" in an RH-2 District; and (4) to allow deviation of bulk limits, at Assessor's Block 6575/001, 002; 6576/021; and a portion of San Jose Avenue between Cesar Chavez Street and 27th Street (3555 Cesar Chavez Street, 3615 Cesar Chavez Street, 1580 Valencia Street, within an RH-2 (Residential, House, Two-Family) District and a 105-E and 65-A Height and Bulk District ("St. Luke's Campus Hospital and MOB Project").

On June 10, 2010, the Project Sponsor submitted a request, as modified by subsequent submittals, to amend the following sections of the General Plan: (1) "Map 4 – Height Map" of the Urban Design Element, to reflect a maximum height of 105'-0" applicable to the St. Luke's Campus (all of Assessor's Block 6575, Lot 021 in Block 6576, and a portion of San Jose Avenue between Cesar Chavez Street and 27th Street that will be vacated as part of the project, and their successor Blocks and Lots); and (2) "Map 5 – Bulk Map" of the Urban Design Element, to reflect the proposed maximum plan and maximum diagonal plan dimensions of 227' and 270', respectively, for the St. Luke's Campus Hospital site, and 204' and 228', respectively, for the St. Luke's Campus MOB site (2009.0886M).

On June 10, 2010, the Project Sponsor submitted a request, as modified by subsequent submittals, to amend the following sections of the San Francisco Planning Code: (1) Add Section 249.68 to establish the Cesar Chavez/Valencia Streets Medical Use Special Use District ("SUD") and allow a floor area ratio of 2.5 to 1 in the Cesar Chavez/Valencia Streets Medical Use SUD; and (2) to add Section 124(k) to allow a floor area ratio of 2.5 to 1 in the Cesar Chavez/Valencia Streets Medical Use SUD. (Case No. 2009.0886T).

On June 10, 2010, the Project Sponsor submitted a request, as modified by subsequent submittals, to amend the following Zoning Maps of the San Francisco Planning Code: (1) Map HT07 to reclassify the

¹At 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.

Hospital site from 65-A to 105-E Height and Bulk District; and (2) Map SU07 to show the boundaries of the Cesar Chavez/Valencia Streets Medical Use SUD (Case No. 2009.0886Z).

On June 10, 2010, the Project Sponsor submitted a request, as modified by subsequent submittals, for the allocation of Office Space for approximately 99,848 sf of medical office space in the proposed St. Luke's Campus MOB (Case No. 2009.0886B).

On June 10, 2010, the Project Sponsor submitted a request, as modified by subsequent submittals, for a General Plan Referral, Case No. 2009.0886R, regarding the vacation of a portion of San Jose Avenue between 27th and Cesar Chavez Streets; and sidewalk width changes along various streets adjacent to the campus (2009.0886R).

On July 21, 2010, the Draft Environmental Impact Report ("DEIR") for CPMC's LRDP Project, including the St. Luke's Campus Hospital and MOB 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 March 30, 2012, the Project Sponsor submitted an Application for a Development Agreement relating to the construction and reconstruction of health care facilities in furtherance of the CPMC's LRDP by and between the City and County of San Francisco and CPMC, pursuant to Administrative Code Section 56.4. This Application was endorsed and accepted as complete by the Planning Director on April 4, 2012.

On April 5, 2012, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting and adopted Resolution No. 18571, initiating the requested General Plan Amendments.

On April 10, 2012, the Mayor, at the Board of Supervisors ("Board") hearing, introduced the (1) Planning Code Text Amendments in Board File No. 120358; (2) the Zoning Map Amendments in Board File No. 120360, (3) the street vacation ordinance in Board File No. 120361, (4) the Transfer Agreement in Board File No. 120363, (5) the Development Agreement in Board File No. 120366, and (5) sidewalk width legislation in Board File No. 120365.

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 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").

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.

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.

Department staff prepared a Mitigation Monitoring and Reporting program ("MMRP") for the LRDP Project, 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 LRDP Project.

On April 26, 2012, the Planning Commission conducted a duly noticed public hearing at a regularly scheduled meeting and adopted: (1) Resolution No. 18590, recommending that the Board of Supervisors approve the requested General Plan Amendment; (2) Motion No. 18592, making findings of consistency with the General Plan and Planning Code Section 101.1; (3) Resolution No. 18593, recommending that the Board of Supervisors approve the requested Planning Code Text and Map Amendments; (4) Motion No. 18595, approving the allocation of the proposed office space; (5) Motion No. 18596, approving the General Plan Referral; and (6) Resolution No. 18602, recommending that the Board of Supervisors approve the proposed draft Development Agreement; and

On April 26, 2012, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting on Conditional Use Application No. 2009.0886MTZCBRSK.

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 CEQA Guidelines and Chapter 31.

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, including the following on the St. Luke's Campus: increased height limit (145 feet) for the tower portion of the proposed hospital and 105 feet for the remainder of the Campus, increased maximum plan and diagonal plan dimensions of 229' and 285', respectively, for the hospital site, an increase in FAR to 2.6:1 and an increased parking deficit.

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, including the revisions to the St Luke's Campus Hospital described above.

On April 9, 2013, CPMC submitted a letter asking the Planning Department to modify the CPMC LRDP Project applications as required to reflect the term sheet endorsed by the Board.

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 May 9, 2013, Department staff made available the Addendum to the FEIR for the revised CPMC LRDP Project, 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. 2009.0886MTZCBRSK, 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 and adopted the following Motions and Resolutions superseding in their entirety the April 26, 2012 approvals: (1) Resolution No. 18881, recommending that the Board approve the requested General Plan Amendment; (2) Motion No. 18883, making findings of consistency with the General Plan and Planning Code Section 101.1; (3) Resolution No. 18884, recommending that the Board of Supervisors approve the requested Planning Code Text and Map Amendments; (4) Motion No. 18886, approving the allocation of the proposed office space; (5) Motion No. 18887, approving the General Plan Referral; and (6) Resolution No. 18893, recommending that the Board of Supervisors approve the proposed revised draft Development Agreement; and

On May 23, 2013, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting on Conditional Use Application No. 2009.0886MTZCBRSK.

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. 2009.0886MTZCBRSK, 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.** St. Luke's Hospital is located in the southeastern quadrant of the City and occupies a full city block plus a surface parking lot on a portion of the adjacent block, totaling approximately 3.6 acres. It is bounded by Cesar Chavez Street, Valencia Street, Duncan Street, one lot to the west of San Jose Avenue, and 27th Street. The Campus currently contains eight buildings, totaling approximately 451,868 gsf of floor area and 329 parking spaces. The Hospital (comprised of the 1970 Tower, 1957 Building and Hartzell Building, described below) is licensed by the California Department of Public Health (CDPH) for 229 hospital beds.

More specifically, the Campus includes the following facilities:

- The St. Luke's Hospital Tower has 12 stories above ground and one story below ground, is approximately 197,983 gsf, and is primarily used for inpatient care, skilled nursing, and administrative support. There are eight surface parking spaces north of the Hospital Tower.
- The 1957 Building has four stories above ground and is approximately 31,724 gsf. It is primarily used for the Emergency Department, diagnostic and treatment space, and support space. There are 106 parking spaces associated with this building; 74 spaces on a surface parking lot; and 32 street spaces along San Jose Avenue.
- The 1912 Building has four stories above ground, is approximately 26,280 gsf, and is primarily used for hospital administration, outpatient care, diagnostic and treatment space, support space, and the chapel.
- The Montegle Medical Center has eight stories above ground and one story below ground and is approximately 90,005 gsf which includes medical office space, outpatient care space, diagnostic and treatment space, and support space.
- The Redwood Administration Building is a portable one-story building containing approximately 2,400 gsf which is used for hospital administration.
- The Hartzell Building has two stories above ground and one story below ground and has approximately 18,506 gsf primarily used for office and educational uses for the Samuel Merritt School of Nursing.

- The Duncan Street Parking Garage is two stories above ground and contains approximately 83,370 gsf for 215 parking spaces. With the additional 114 off-street surface parking spaces on the St. Luke's Campus (described above), there are a total of 329 parking spaces on the campus.
- The one story MRI Trailer contains 1,600 gsf used for diagnostic and treatment space.

Several buildings on the Campus are connected to each other: the Hospital Tower, the 1957 Building, the 1912 Building, and the Monteagle Medical Center connect north to south through internal corridors at various levels; and the MRI Trailer is connected via an enclosed passageway to the 1912 Building.

Gradual building development at St. Luke's has occurred since 1875, when St. Luke's moved into a new facility at its present location at Valencia and Cesar Chavez Streets. Today, the oldest building remaining on the Campus is the 1912 Building. The existing St. Luke's Hospital Tower was approved in 1967 when the Planning Commission authorized a Conditional Use for the St. Luke's Campus (Resolution No. 6078). In 1968, a temporary encroachment permit was issued to allow a portion of San Jose Avenue (between Cesar Chavez Street and 27th Street) to be used as parking for the St. Luke's Campus. In 1971, further development was approved (Resolution No. 6714) including the construction of the Monteagle Medical Center, Duncan Street Parking Garage, and surface parking. In 2001, St. Luke's Hospital became an affiliate of Sutter Health and formally merged with CPMC in 2007.

The St. Luke's Campus is located in the RH-2 Zoning District (Residential, House, Two-Family). The RH-2 Districts are devoted to one-family and two-family houses. In some cases, group housing and institutions are found in these areas, although nonresidential uses tend to be quite limited. Hospitals and medical centers are permitted in this District with Conditional Use authorization.

3. **Surrounding Properties and Neighborhood.** The St. Luke's Campus is in the greater Mission neighborhood, surrounded by the Inner Mission, Outer Mission, Glen Park, Bernal Heights, Precita Valley, Diamond Heights and Noe Valley neighborhoods. The neighborhood contains a mix of residential uses, including single-family dwellings, duplexes and small apartment buildings. Retail uses are scattered through the area, mainly on Cesar Chavez, Mission, and Valencia Streets. On Mission Street, retail stores and other commercial uses form a continuous corridor of commercial activity. Mission Street draws shoppers, customers and business clients from beyond the immediate neighborhood of the St. Luke's Campus.

There have been recent efforts to improve the streetscape and calm traffic on San Jose Avenue, Guerrero Street and Cesar Chavez Street. The Cesar Chavez Streetscape Improvement Project is an effort to re-envision Cesar Chavez Street from Hampshire Street to Guerrero Street in the Mission District, and make Cesar Chavez Street a safe, pleasant, and attractive corridor for people, bikes, and transit. The Mission District Streetscape Plan is part of the Mission District Plan, and identifies streetscape improvements to streets, sidewalks, and public spaces in the Mission District. The Mission and Valencia Green Gateway Project is an effort to implement

innovative stormwater management tools along Valencia Street from Cesar Chavez Street to Mission Street, including pedestrian amenities and landscaping.

- 4. Project Description.** This approval relates to the items in the St. Luke's Conditional Use 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 the St. Luke's Campus 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

This St. Luke's Campus Hospital and MOB Project is part of CPMC's LRDP to improve its delivery of citywide health care, and comply with seismic requirements of California law.

The new St. Luke's Campus Hospital and St. Luke's Campus MOB are major components of CPMC's plans to continue to provide health care services in San Francisco. The new St. Luke's Campus Hospital is being sited so that it can be built without disrupting services at the existing Hospital Tower. It is being designed, in compliance with SB 1953, to remain operational after a strong earthquake. The St. Luke's Campus Hospital will be a 120-bed⁴ general acute care hospital with comprehensive emergency medical services, and the MOB will provide space for physicians who will be affiliated with CPMC and the campus, as well as diagnostic and treatment space and space for other outpatient care. The St. Luke's Campus Hospital and MOB Project will preserve and enhance San Francisco's health care infrastructure, particularly in the South of Market area.

² 2333 Buchanan 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.

⁴ With the shift to single-patient rooms under modern hospital guidelines, newer facilities are projected to have a higher occupancy rate (about 80 percent, with variation by bed type) than with the multi-bed mode. The efficient use of beds in a multi-patient room environment is limited by a number of factors, such as the gender and diagnosis of the patients, as well as infection control and privacy concerns.

Specifically, the proposal for the St. Luke's Campus Hospital includes the construction of a new 214,061 gsf, seven-story, approximately 142'-0" tall, 120-bed full-service, acute care hospital, sited on a portion of the Campus' existing surface parking lot and over a portion of the to-be-vacated segment of San Jose Avenue that has been closed for use as a street since 1968 (and is currently used for parking for the St. Luke's Campus under an encroachment permit). Based on the recommendations of the Blue Ribbon Panel, the new St. Luke's Campus Hospital will be sited such that the existing hospital can remain in continuous operation during the new St. Luke's Campus Hospital's construction. The St. Luke's Campus Hospital will include an expanded Emergency Department, and will include, but is not limited to, inpatient medical care, diagnostic and treatment space, surgical care, critical care, labor and delivery, and post-partum care. It will also include a cafeteria and an enclosed loading area. The St. Luke's Campus also includes Centers of Excellence in Senior and Community Health.

The Emergency Department at the St. Luke's Campus Hospital will be approximately 13,940 gsf, which is an increase of approximately 6,880 gsf over the existing Emergency Department in the 1957 Building. The new Emergency Department will be a significant improvement over the existing facility, and waiting times for patients should be reduced through the provision of all private treatment spaces. The new Emergency Department will be in the St. Luke's Campus Hospital, adjacent to Imaging Services; this adjacency will increase efficiency compared to the existing hospital where these functions exist on separate floors. There will be more support space and improved technology. Waiting time for patients should further be reduced by flexible triage space. Additionally, many of the non-emergency patient visits would be accommodated by expanding the existing Health Care Center currently operating out of the Monteagle Office Building into an urgent care center. By creating additional capacity via an urgent care center on the St. Luke's Campus, the effective combined Emergency Department and urgent care capacity would increase from about 26,000 visits per year today to approximately 31,600 visits under the LRDP.

After the St. Luke's Campus Hospital opens and once services are moved into it from the existing Hospital Tower and the 1957 Building, the existing Hospital Tower will be demolished as part of this Project. After demolition of the Hospital Tower, the new St. Luke's Campus MOB would be constructed at that site, also as part of this Project. Construction of the St. Luke's Campus MOB is expected to occur after 2020.

The existing uses in the St. Luke's 1957 Building, such as the Emergency Department, surgery, diagnostics and treatment, would be transferred to the St. Luke's Campus Hospital, and the building would be converted from acute care to support use. The MRI Trailer, and the enclosed passageway connecting it to the 1912 Building, would be removed after construction of the St. Luke's Campus MOB. The uses in the MRI Trailer would be transferred to the St. Luke's Campus Hospital or St. Luke's Campus MOB upon completion. Following demolition of the existing Tower, CPMC would then construct a new 98,959 gsf, five-story and approximately 100'-tall St. Luke's Campus MOB approximately in the existing hospital's place. The St. Luke's Campus MOB would include medical office space for doctors admitting patients to the hospital, and would include retail, educational, and conference space, along with a four level underground garage with approximately 220 parking spaces. Vehicular access to the underground parking garage will be from Cesar Chavez and Valencia Streets.

The exterior design of the St. Luke's Campus Hospital and St. Luke's Campus MOB was developed with input from Department staff and the community. The exterior of the bases of the St. Luke's Campus Hospital and of the St. Luke's Campus MOB will be durable (tile, stone, and brick) and will ground the buildings on the site, engaging users at the pedestrian level. The upper floors will be Glass Fiber Reinforced Concrete (GFRC) and glass. Metal panels are used for the canopy which runs along the entire east side of the St. Luke's Campus Hospital, unifying the upper and lower public plazas (described below) and creating a connection from the interior of the St. Luke's Campus Hospital to the exterior terraced plazas. The soffit of the canopy is continuous between the interior and exterior, further connecting the St. Luke's Campus Hospital to the organizing element of the Campus, the reestablished and pedestrian oriented San Jose Avenue.

The St. Luke's Campus MOB will be entitled at the same time as the hospital, but the design will continue to be refined with Planning staff while the new hospital is being built since the St. Luke's Campus MOB cannot be built until the existing hospital is demolished. Once built, the new St. Luke's Campus MOB will connect internally to the St. Luke's Campus Hospital and 1957 Building.

The new St. Luke's Campus Hospital and St. Luke's Campus MOB will be organized around landscaped open space that mimics the existing San Jose Avenue alignment between Cesar Chavez Street and 27th Street. This landscaped public plaza would span two levels and would be designed to unify the Campus, mediate the site's significant grade change and provide a public pedestrian pathway along a similar path of travel as the vacated San Jose Avenue alignment. The lower (north) plaza at Cesar Chavez will front the St. Luke's Campus Hospital's cafeteria and primary entrance at the northeast corner of the building and the ground floor retail at the base of the St. Luke's Campus MOB. The upper (south) plaza will provide access to the second level of the St. Luke's Campus Hospital. Stairs against the east face of the St. Luke's Campus Hospital connect the Campus's south upper plaza at 27th Street and the north lower plaza at Cesar Chavez. A canopy will cover the drop-off area on Cesar Chavez Street and adjacent St. Luke's Campus Hospital entrance, and continue along the east face of the St. Luke's Campus Hospital along the public plaza, to provide protection in inclement weather, as is required by the California Building Code. The plazas and adjacent streetscape along Cesar Chavez are enlivened by activity at the St. Luke's Campus Hospital's lobby and conference space, a cafeteria facing the lower plaza, and by retail space within the St. Luke's Campus MOB along the Cesar Chavez frontage. All landscaping and street improvements as part of the St. Luke's Project are consistent with and complement the Cesar Chavez Streetscape Improvement Project.

Although the proposed hospital is not subject to the San Francisco Building Code and the Green Building Ordinance, CPMC has committed to "building green", and is seeking LEED Certified status for the St. Luke's Campus Hospital. The St. Luke's Campus MOB is subject to San Francisco's Green Building Ordinance, and will achieve a minimum of LEED Gold certification.

5. **Public Comment.** The Department has received substantial comments expressing support for and opposition to CPMC's LRDP, over the past 8 years since the initial EEA was submitted. Support for and opposition to CPMC's LRDP can be found in the project files at the Planning 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 St. Luke's Campus Hospital and MOB Project. 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 St. Luke's Campus Hospital and MOB Project is consistent with the relevant provisions of the Planning Code in the following manner:

- A. **Floor Area Ratio.** Planning Code Section 124 establishes an FAR of 1.8 to 1 for non-residential uses in the RH-2 District.

The St. Luke's Campus Hospital and MOB Project includes Planning Code Text Amendments to change the existing 2.25 to 1 FAR limit for the St. Luke's Campus to 2.6 to 1, subject to Conditional Use Authorization for a hospital, medical center or other medical institution. The St. Luke's Campus Hospital and MOB Project includes a request for Conditional Use Authorization for a St. Luke's Campus Hospital and St. Luke's Campus MOB; if the Board of Supervisors approves the Planning Code Text Amendments, the St. Luke's Campus Hospital and MOB Project will be compliant with Planning Code Section 124, with respect to FAR.

- 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 St. Luke's Campus Hospital and MOB 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 St. Luke's Campus is an entire city block with buildings already constructed along Cesar Chavez Street, Valencia Street, Duncan Street, and 27th Street. The St. Luke's Campus Hospital and MOB Project would occupy the Campus along Cesar Chavez Street, from Valencia Street to the Campus' west boundary, and through to 27th Street. CPMC is, therefore, seeking through the Planned Unit Development a modification of the Code requirement for rear yard. While the St. Luke's Campus Hospital and MOB Project would reduce the amount of open area on the block from approximately 54% to 34%, it would maintain a minimum of 25% open space. In addition, the St. Luke's Campus Hospital and MOB Project would result in significant improvements in the public right-of-way (the sidewalks adjacent to Cesar Chavez Street, Valencia Street, Duncan Street, San Jose Avenue, and 27th Street), as well as a new pedestrian

plaza on the St. Luke's Campus, that would connect Cesar Chavez Street to 27th Street, which together would create a more attractive public face to the St. Luke's Campus, safer vehicle operations, and an improved pedestrian experience adjacent to and throughout the Campus.

Furthermore, the intent of the rear yard provisions applicable within RH-2 Districts is to create a shared mid-block open space for the residential properties that are expected to occupy the RH-2 District. Since the St. Luke's Campus occupies the majority of the City block, there is no need for mid-block open space, per se, throughout most of the Campus. To the west of the Campus, however, are low density residential properties. Although the St. Luke's Campus Hospital would be adjacent to these properties, its design has been scaled and articulated to minimize disruption and noise on the residential properties, through setbacks at several levels.

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 St. Luke's Campus would provide more than the required minimum quantity open space of open space, coupled with the improved streetscape and Campus landscaping, makes the Project compatible with the surrounding neighborhoods.

- C. **Permitted Obstructions.** Planning Code Section 136 establishes limits on various permitted obstructions allowed to extend into required open areas, including over sidewalks, streets or alleys.

An exception to Planning Code Section 136 is sought under the PUD Application to permit marquees at the St. Luke's Campus Hospital, and to allow the marquee and bay of the St. Luke's Campus Hospital to project beyond the property line. The bay projection is an architectural feature intended to provide visual interest and achieve appropriate articulation of the building facade, specifically to mark the major campus entry at the new lower plaza along Cesar Chavez. The marquee (canopy) will allow for covered patient drop-off and entry areas and visual continuity throughout the pedestrian path that would connect 27th Street to Cesar Chavez Street. These features are typically allowed as permitted obstructions under Planning Code Section 136; however, the size of features proposed under this Project exceed the size limitations allowed under Section 136.

- D. **Better Streets Plan.** Planning Code Section 138.1 requires large development projects to include streetscape and pedestrian improvements on all publicly accessible rights-of-way directly fronting the property.

The Project Sponsor has submitted a streetscape plan to the Planning Department showing the location, design, and dimensions of all existing and proposed streetscape elements in the public right-of-way directly adjacent to the fronting property, including street trees, sidewalk landscaping, street lighting, site furnishings, utilities, driveways, and curb lines, and the relation of such elements to proposed new construction and site work on the subject property, which is incorporated into the plans on file for the St. Luke's Campus Hospital and MOB Project, dated May 06, 2013, and stamped "EXHIBIT B".

- E. **Street Trees.** Planning Code Section 138.1 requires one street tree for every 20-feet of street frontage for new construction, with one additional tree required for each remaining 10-feet of frontage.

The St. Luke's Campus Hospital and MOB Project, along with the Lower Plaza would occupy 440 feet of frontage along Cesar Chavez Street; along Valencia Street, the St. Luke's Campus MOB and Lower Plaza would together occupy 152 feet of frontage; along San Jose Avenue, the Upper Plaza would occupy 40 feet of frontage; and along 27th Street, the St. Luke's Campus Hospital would occupy 93 feet of frontage. The Project Sponsor has agreed to install and maintain 22 street trees and 20 trees within the Upper and Lower Plaza setbacks, for a total of 42 trees, where 36 trees are required by the Code. The St. Luke's Campus Hospital and MOB Project meets the requirements of Planning Code Section 138.1, with regard to street trees.

- F. **Off-Street Parking.** Planning Code Section 151 requires one off-street parking space for each eight beds (excluding bassinets) or for each 2,400 square feet of gross floor area devoted to sleeping rooms, whichever results in the greater requirement for Hospitals. Parking requirements for medical office space is one space for each 300 square feet of occupied floor area. Parking requirements for retail space is one space for each 500 square feet of occupied floor area up to 20,000.

The St. Luke's Campus currently provides 215 off-street parking spaces within the Duncan Street garage, 74 off-street parking spaces in the surface parking lot to the west of San Jose Avenue, 32 along San Jose Avenue between 27th and Cesar Chavez Street, and 8 parking spaces in front of the existing hospital tower, for an existing Campus total of 329 off-street parking spaces where 356 spaces are required by Code. The Campus is currently deficient in parking by 27 parking spaces, but was relieved of this requirement through previous PUD exceptions.

The construction of the St. Luke's Campus Hospital would be located over the surface parking lot and vacated portion of San Jose Avenue, and would eliminate the 106 spaces while requiring 37 additional off-street parking spaces. With the provision of 15 temporary spaces on the site of the demolished 1970 Tower, the interim development period after construction of the St. Luke's Campus Hospital and demolition of the existing hospital tower, and before completion of the St. Luke's Campus MOB, would result in a Planning Code deficiency of approximately 224 spaces.

Construction of the St. Luke's Campus MOB building would require approximately 154 off-street parking spaces, would include 220 below-grade off-street parking spaces, and would reduce the parking deficit to approximately 160 spaces, providing a Campus total of 450 parking spaces, where 609 parking spaces would be required by Code.

An exception is sought under this PUD Application to allow a reduction in parking during the interim period and long-term; using valet and off-site parking with shuttle service, in conjunction with CPMC's system-wide TDM plan, to meet the real parking demand generated by the Campus.

- G. **Off-Street Loading.** Section 152 provides a schedule of required off-street freight loading spaces for all uses in districts other than C-3 or South of Market. Pursuant to this Section,

hospital uses measuring between 200,001 - 500,000 gsf require two off-street loading spaces. Pursuant to Planning Code Section 154, the loading spaces are required to have a minimum length of 35 feet, a minimum width of 12 feet, and a minimum vertical clearance including entry and exit of 14 feet.

The St. Luke's Campus Hospital and MOB Project includes an approximately 214,061 gsf St. Luke's Campus Hospital building, which requires two off-street loading spaces. Three service/loading bays meeting the requirements of Planning Code Sections 152 and 154 would be located within the St. Luke's Campus Hospital, with access off Cesar Chavez Street; all loading activity, including truck maneuvering, would occur within the concrete-walled basement of the St. Luke's Campus Hospital. It would be of sufficient size to allow head-in/head-out service, in an effort to minimize conflicts with vehicles, pedestrians, and bicyclists along Cesar Chavez Street.

- H. **Bicycle Parking.** Section 155.4(e)(3) of the Planning Code requires 12 bicycle parking spaces, when the gross floor area of a new medical or other professional services building exceeds 50,000 gsf.

The St. Luke's Campus Hospital and MOB Project would be required to provide a minimum of 24 Class 1 or 2 bicycle parking spaces (a minimum of 12 spaces for each building). The St. Luke's Campus Hospital and MOB Project would include 15 Class 1 or 2 bicycle parking spaces for staff within the underground garage, and would provide an additional 15 bicycle parking spaces for visitors by the main entrances of the St. Luke's Campus Hospital and St. Luke's Campus MOB buildings. The total of 30 spaces provided would satisfy this Planning Code requirement.

- I. **Showers and Clothes Lockers.** Section 155.3 of the Planning Code requires no fewer than four showers and eight clothes lockers, when the gross floor area of a new medical or other professional services building exceeds 50,000 gsf.

The MOB would be required to provide a minimum of four showers and eight clothes lockers. The St. Luke's Campus Hospital and St. Luke's Campus MOB would provide 12 showers and 230 clothes lockers, to satisfy this requirement of the Planning Code.

- J. **Car Share Parking.** Section 166 of the Planning Code requires no fewer than one car share parking space for every 50 non-residential parking spaces in newly constructed buildings.

The MOB would provide a total of 220 off-street parking spaces, and would provide a minimum of four (4) car share parking spaces, to satisfy this requirement of the Planning Code.

- K. **Land Use.** Planning Code Section 209.3 states that a Conditional Use Authorization is required for a medical center in the RH-2 District.

The St. Luke's Campus Hospital and MOB Project complies with the provisions set forth in Section 209.3(a) 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-2 District is allowed with a Conditional Use Authorization. The St. Luke's Campus Hospital and St. Luke's Campus MOB

buildings would be located within the boundaries of CPMC's St. Luke's Campus, an existing medical center previously authorized with a Conditional Use Authorization.

- L. **Height Limit.** Section 253 of the Planning Code requires a Conditional Use authorization for review of any building or structure exceeding 40 feet in height in an RH District. The height of development permitted on the existing surface parking lot, where the St. Luke's Campus Hospital would be sited, is 65-A.

Both the St. Luke's Campus Hospital and St. Luke's Campus MOB buildings would exceed a height of 40'-0", being approximately 142'-0" and 100'-0", respectively, thereby requiring Conditional Use Authorization pursuant to Planning Code Sections 253. The St. Luke's Campus Hospital, at 142'-0", would be approximately 16'-0" shorter than the existing hospital tower. The MOB would be approximately 58'-0" shorter than the existing 158'-0" Hospital Tower, and would be in a similar location, at the corner of Valencia and Cesar Chavez Streets. The buildings have been sculpted and provide setbacks to be compatible with the scale and massing of the surrounding neighborhood. The St. Luke's Campus Hospital incorporates 17' lot line setbacks over half of the western edge of the site and a 50' setback at levels 5 and above, placing a residential height (47-60') base adjacent to the houses to the west and locating the bed tower as far to the east as is feasible. The building is visually organized into three distinct volumes to further break down the apparent mass of the building. The MOB incorporates setbacks at levels 3 and 5 to step up from the lot line retail space at Cesar Chavez to the medical offices above, and is similarly organized into distinct volumes to break down the apparent mass of the building.

The St. Luke's Campus Hospital height of 142'-0" is largely the result of operational requirements for a modern 120-bed, medical facility with single-patient rooms and a 13,940 sf emergency department. Height amendments to the General Plan and Zoning Maps are being sought in accompanying applications to permit a height of 145' for the portion of the St. Luke's Campus Hospital where the hospital tower is proposed and 105' for the balance of the Campus, a substantial portion of which already permits heights up to 105'-0". If the Board of Supervisors approves these amendments, the St. Luke's Campus Hospital and MOB Project will be compliant with the height limits applicable to this site.

The 100'-0" St. Luke's Campus MOB Project complies with the existing 105'-0" height limit applicable to that portion of the Campus.

- M. **Bulk Limitation.** The St. Luke's Campus is subject to split Height and Bulk Districts: the developed portion of the Campus (Assessor's Block 6575) is currently zoned 105-E; whereas the portion of the Campus containing the existing surface parking lot (Assessor's Block/Lot 6576/021) is currently zoned for 65-A. Pursuant to Planning Code Section 270, the "-E" Bulk Designation limits development to a maximum length and diagonal dimension of 110 and 140, respectively, for development over 65'-0", and the "-A" Bulk Designation limits development to a maximum length and diagonal dimension of 110 and 125, respectively, for development over 40'-0". The Planning Commission may grant modifications to these criteria through the exception process of Section 271.

The proposed maximum length and diagonal dimension of 229'-0" and 285'-0", respectively, for the St. Luke's Campus Hospital, and 204'-0" and 228'-0", respectively, for the St. Luke's Campus MOB exceed the maximum allowed dimensions in Section 270 and therefore require Conditional Use Authorization.

Section 271 of the Planning Code allows deviation of bulk limits under the discretion of the Planning Commission for the development of a building or structure with widespread public service benefits and significance to the community at large, where compelling functional requirements of the specific building or structure make necessary such a deviation.

The St. Luke's Campus Hospital and MOB Project includes General Plan Map and Zoning Map Amendments to increase the bulk limits applicable to the St. Luke's Campus Hospital and St. Luke's Campus MOB sites. The Project Sponsor is also requesting a deviation from the otherwise applicable bulk requirements under Section 270 to allow the development of the St. Luke's Campus Hospital and MOB Project as proposed, due to the unique massing and volume requirements for medical facilities, as a Conditional Use Authorization, pursuant to Section 303 of this Code, in-lieu of findings otherwise required under Planning Code Section 271. If the Board of Supervisors approves these amendments, the St. Luke's Campus Hospital and MOB Project will be compliant with the bulk limitations outlined in the Planning Code.

Almost all hospital buildings require exceptions from bulk limits, and the requested exception from bulk limits is consistent with precedent from other hospital approvals.

- N. Shadows.** Section 295 of the Planning Code restricts the construction of any structure over 40'-0" that will cast any shade or shadow upon any property under the jurisdiction of, or designated for acquisition by, the Recreation and Park Commission, except upon prior action of the City Planning Commission.

On April 7, 2010, the Project Sponsor submitted a request for Section 295 review of the St. Luke's Campus Hospital and St. Luke's Campus MOB buildings; both buildings exceed 40 feet in height (Case No. 2009.0886K). Department staff prepared a shadow fan depicting the potential shadows cast by the buildings and concluded that neither the St. Luke's Campus Hospital nor the St. Luke's Campus MOB would have a potential impact on properties subject to Section 295. Staff updated the shadow fan analysis to reflect the 142' MOB building, and confirmed that the revised St. Luke's Campus Hospital building would not impact properties subject to Section 295.

- O. 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 St. Luke's Campus Hospital and MOB Project complies with the provisions set forth in Section 304.5 of the Planning Code in 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 at intervals of two years. CPMC submitted a five-campus full IMP in 2008. It was

accepted as complete by the Planning Commission in November 2009. An Update was submitted in October 2011, which confirmed that no significant changes had been made to the IMP since it was accepted in 2009. An update was filed on April 9, 2013, reflecting the changes included in the revised project described in the submittal to the Department dated May 06, 2013.

- P. **Office Allocation.** Section 321 of the Planning Code requires that projects over 25,000 gsf must seek review and approval by the Planning Commission under the Office Development Limitation.

The St. Luke's Campus MOB is subject to the provisions set forth in Section 321 of the Planning Code because the proposed medical office space is approximately 98,959 gsf, of which 94,799 gsf is subject to the office allocation requirement. 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.

- Q. **Signage.** Although it is anticipated to be proposed at a later date, there is currently no signage proposed as part of St. Luke's Campus Hospital and MOB Project. Any proposed signage will be subject to the review and approval of the Department.

R. **Other Approvals.**

1. **San Jose Avenue Street Vacation:** CPMC is seeking a street vacation for San Jose Avenue between 27th Street and Cesar Chavez Street in order to enable the construction of the St. Luke's Campus Hospital above a portion of it. The Street Vacation is described more fully in the San Jose Avenue Transfer Agreement. The street will be vacated in accordance with and subject to the provisions of the Vacation Ordinance.
8. **Planning Code Section 303** establishes criteria for the Planning Commission to consider when reviewing applications for Conditional Use approval. On balance, the St. Luke's Campus Hospital and MOB 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 primary purposes of the new St. Luke's Campus Hospital and St. Luke's Campus MOB buildings are to retain acute care inpatient services, including an expanded emergency department, and enhanced outpatient services, including Centers of Excellence in Senior and Community Health, in seismically safe facilities for those who live and work in San Francisco, particularly the South of Market communities. These are valuable resources for the surrounding community. Additionally, these improved services will be provided on an underutilized area of an already developed hospital campus setting, which has been a medical institution for over 135 years, taking advantage of existing facilities and programs already found on the site.

CPMC is one of the principal providers of essential health care services in San Francisco, and is also a critical component of San Francisco's emergency preparedness and response infrastructure. The St. Luke's Campus Hospital would assure CPMC's ability to provide health services to the community, without interruption, in modern facilities that would comply with California seismic mandates.

Under these seismic standards, the Hospital Tower at the St. Luke's Campus must either be retrofitted or be rebuilt, or the services provided there must be relocated to a new, compliant facility that will remain operational after a strong earthquake. This standard is much stricter than the "life safety" standards which are generally intended to prevent collapse. It is not feasible to retrofit the St. Luke's Hospital Tower for many reasons, including the service disruptions that would result in an unacceptable impact to health care delivery to San Franciscans.

Because the new St. Luke's Campus Hospital would be expected to remain operational after a strong earthquake, CPMC's role in both health services and emergency preparedness will be enhanced. Emergency preparedness for the City would be further enhanced by the replacement of a larger and improved Emergency Department and a new emergency communications center. After the St. Luke's Campus Hospital and CPMC's Cathedral Hill Campus Hospital are in operation, and after the planned rebuilding and/or construction of other San Francisco hospitals (including San Francisco General Hospital, UCSF Mission Bay and Chinese Hospital), about half of the City's acute care beds will be in hospital facilities that can be expected to remain operational after a major earthquake to meet the resulting medical needs of the community.

The new St. Luke's Campus Hospital is needed so that inpatient, emergency, and other hospital services can continue to be provided at the Campus for the areas south of Market Street. The St. Luke's Campus Hospital and MOB Project would revitalize the Campus so that it can continue and flourish as a provider of improved inpatient, outpatient, emergency and other services that are also needed in the community. Continuation of inpatient, emergency and outpatient medical services at St. Luke's was strongly recommended by the Blue Ribbon Panel (BRP). The Board of Supervisors also adopted on November 25, 2008, Resolution No. 478-08 commending the BRP and urging all City Departments to endorse the recommendations of the BRP.

As the BRP recommended, the St. Luke's Campus Hospital would be built adjacent to the existing Hospital Tower in order to minimize the service disruption that a retrofit or closure of the existing tower would cause. In evaluating various alternative locations for the St. Luke's Campus Hospital, the BRP recommended a site on a portion of San Jose Avenue currently used for parking, as the preferred option. The site was chosen because in comparison to other options as it better met the following criteria: 1) provided continuity of service to patients; 2) had low neighborhood impact; 3) provided an accessible and welcoming presence; and 4) took into account the lowest life cycle cost of the new facility, including time to entry, future flexibility, and openness to new care models.

As CPMC refined its proposal for the St. Luke's Campus, it became clear that a wider building footprint than what had been evaluated through the BRP would be necessary to accommodate the services programmed for the St. Luke's Campus. Therefore, although the proposed St. Luke's Campus Hospital would be partially located over the vacated portion of San Jose, it would also extend west of

San Jose Avenue onto CPMC's existing surface parking lot, up to, in part, the western property line of the existing lot.

Another important factor in determining the location of the St. Luke's Campus Hospital was to ensure that acute care services and other existing hospital operations would be maintained until the new hospital is built. Closing and demolishing the existing Hospital Tower to rebuild on the same site would result in the loss of acute care and emergency services, possibly for several years – an impact too great on the South of Market community and on the City's health care infrastructure.

The site of the St. Luke's Campus Hospital (the surface parking lot and portion of San Jose Avenue) has been owned or operated by St. Luke's for approximately the past 30 years. The entire St. Luke's Campus has been a medical institution since the 1870's. Over the years, St. Luke's has evolved to integrate its programs and buildings to meet the needs of the community.

The proposed St. Luke's Campus Hospital is shorter than the existing Hospital Tower, and both the St. Luke's Campus Hospital and St. Luke's Campus MOB are designed to be more compatible in scale and function with the surrounding area. The size of the St. Luke's Campus Hospital is appropriate to provide the services needed as recommended by the BRP. The size of the St. Luke's Campus MOB is based on the projected outpatient growth from the new St. Luke's Campus Hospital, and is needed to provide medical services to those patients.

CPMC has had numerous meetings with representatives from the communities near the St. Luke's Campus since 2007, including the BRP Community Outreach Task Force, and is continuing to work with the neighbors of the St. Luke's Campus to ensure that the St. Luke's Campus Hospital and St. Luke's Campus MOB would be compatible with the neighborhood.

CPMC is the second largest private employer in San Francisco, and, as a major part of the health services sector, is critically important to the economic health of San Francisco. The St. Luke's Campus Hospital and MOB at the St. Luke's Campus would help maintain CPMC's important role as a major employer and major provider of health care. Approximately half of CPMC employees are San Francisco residents.

For the foregoing reasons, the St. Luke's Campus Hospital and St. Luke's Campus MOB, at the size and intensity contemplated and at the proposed location, would provide a development that is necessary and desirable for, and compatible with, the neighborhood and the community.

The general character of the surrounding area is a mixture of residential and commercial uses. Residential areas include a mix of single-family homes and multi-unit buildings, located along moderately busy thoroughfares and quiet streets. The areas south and west of the St. Luke's Campus are occupied by densely clustered two-to-four story, low-density residential buildings. A four-story multi-unit residential building is located on the south side of 27th Street from the surface parking lot. Two- and three-story residential buildings immediately adjoin the west side of the Campus. The area to the north of the St. Luke's Campus includes a four-story office building fronting Cesar Chavez Street and two- to three-story multi-family residential buildings. The St. Luke's Campus Hospital is approximately five-stories and 142'-0" in height, but steps down to a three-story volume along the

west side of the Campus in order to respect and be compatible with the massing of the neighborhood character to the west. The St. Luke's Campus MOB is approximately five-stories and 100'-0" in height, and will be more appropriately in scale with the three-to-five story buildings along Cesar Chavez and Valencia Streets than the existing 158'-0" Hospital Tower.

The FEIR and the Addendum determined that the St. Luke's Campus Hospital and St. Luke's Campus MOB buildings would not have a substantial effect on the existing character of the vicinity because, among other things, they would constitute a continuation and expansion of existing medical uses at the St. Luke's Campus, would not adversely alter the character of its surroundings, and would be compatible with the surrounding neighborhoods (DEIR at pp. 4.1-42 to 4.1-44; Addendum at pp. 24-25).

- 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;

A new seismically safe state-of-the-art 120-bed acute care hospital with an 13,940 sf Emergency Department, and Centers of Excellence in Community and Senior Health would be implemented as part of the St. Luke's Campus Hospital and MOB Project, as well as increased convenience and access to existing programs. These services would not be detrimental to persons living and working in the vicinity of the campus, as inpatient and outpatient services are currently provided on the Campus. The primary purposes of the new buildings are to establish the new seismically safe acute care hospital and to continue to attract beneficial programs and associated medical staff to the St. Luke's Campus, thereby ensuring long-term vitality to acute care services and the expanded Emergency Department at the St. Luke's 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 facilities and programs already found on the site.

The St. Luke's Campus occupies all of Assessor's Block 6575, Lot 21 of Assessor's Block 6576, and the portion of San Jose Avenue between 27th Street and Cesar Chavez Street. The St. Luke's Campus Hospital and St. Luke's Campus MOB are within a developed institutional setting on the St. Luke's Campus, and are scaled and massed to fit well within the surrounding neighborhood character. The size and shape of the St. Luke's Campus Hospital have been configured to meet the programmatic requirements of a full-service acute care Hospital and MOB, 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 and Addendum have shown that the St. Luke's Campus Hospital and MOB Project will not result in any significant, unavoidable environmental impacts related to transportation at the St. Luke's Campus.

However, in response to neighborhood interest in traffic-calming and enhancing the livability of the neighborhoods surrounding the St. Luke's Campus, the Project Sponsor has agreed to construct a series of pedestrian safety improvements around the St. Luke's Campus, valued at approximately \$3.3 million, as outlined in more detail in the proposed Development Agreement.

To identify 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.

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 \$10 transit subsidy to St. Luke's campus employees. According to CPMC's TDM plan, dated April 1, 2013, within the next two to five years, CPMC will improve its transit subsidy program to employees at all campuses – including the St. Luke's 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 St. Luke's Campus is directly accessible by nine Muni bus lines, including the 14-Mission, 26-Valencia, 27-Bryant, 49-Van Ness-Mission, the 67-Bernal Heights, and the J-Church Muni Metro light rail line, which is six blocks west of the Campus. In addition, the 24th Street BART Station is at the corner of Mission Street and 24th Street, approximately five blocks north of the Campus. All of these transit lines have been shown to have sufficient capacity to accommodate expected ridership from the proposed St. Luke's Campus Hospital and St. Luke's Campus MOB during the peak periods.

The St. Luke's Campus Hospital and MOB Project has been configured to allow for improved pedestrian and transit access to the St. Luke's Campus. It includes sidewalk bulbs and thumbnails to reduce the street crossing distance for pedestrians in the area; sidewalk widening, landscaping, street trees and new pedestrian oriented lighting around the Campus; and a new pedestrian plaza that connects 27th Street to Cesar Chavez Street. The St. Luke's Campus Hospital would have entrances on both 27th Street and Cesar Chavez Street in order to improve access, and the new St. Luke's Campus MOB would be internally connected to both the St. Luke's Campus Hospital and

the 1957 Building, so that once complete, there would be seamless interior connection among all medical buildings on the Campus.

The St. Luke's Campus currently provides bicycle parking and shower facilities for bicyclists. The number of new bicyclists expected to be generated by the proposed St. Luke's Campus Hospital and MOB Project will be accommodated by bicycle parking facilities in the existing and proposed parking garages, showers and lockers that will be provided within the St. Luke's Campus Hospital, and new bicycle parking facilities in the new plaza that will connect 27th Street to Cesar Chavez Street.

- 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 and Addendum identify mitigation measures, proposed to be implemented through the MMRP, that address impacts related to dust and to noise during both the construction and operational phases (see DEIR pages 4.7-29 to 4.7-33 and 4.7-59 to 4.7-60 for dust; and DEIR pages 4.6-51 to 4.6-53, 4.6-61 to 4.6-62, 4.6-74 to 4.6-79, 4.6-86 to 4.6-88 and 4.6-90 to 4.6-94 for noise; Addendum pp. 56-59, 63-66).

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

The St. Luke's Campus Hospital and MOB Project will include significantly improved landscaping along Cesar Chavez Street, Valencia Street, Duncan Street, San Jose Avenue, and 27th Street, as well as throughout the Campus. It includes sidewalk bulbs and thumbnails to reduce the street crossing distance for pedestrians in the area; sidewalk widening, landscaping, street trees and new pedestrian oriented lighting around the Campus; and a new pedestrian plaza that connects 27th Street to Cesar Chavez 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 St. Luke's Campus Hospital and MOB would be removed, while the existing Landmark Fig tree would remain, and new trees would be placed on the subject property and within the sidewalk. The new Upper and Lower plaza that will run parallel to the St. Luke's Campus Hospital, emulating the path of the former San Jose Avenue right-of-way will be constructed, creating an environment that both patients and residents can enjoy. The St. Luke's Campus Hospital and MOB Project will include the replacement of an existing surface parking lot with a landscaped plaza and well-articulated hospital building that is compatible with the scale, massing, and materials of the surrounding neighborhood character.

As explained above, the St. Luke's Campus would seek a modification to the required off-street parking through this PUD, in order to provide parking consistent with the demand on the Campus. The loading/service area would be located on the north side of the St. Luke's Campus Hospital, accessed off of Cesar Chavez Street, within an enclosed concrete-walled basement of the

St. Luke's Campus Hospital, in order to minimize noise disturbance. Truck maneuvering occurs entirely within the basement due to a hammerhead turning arrangement, allowing head-in/head-out service. Ambulance access is on 27th Street with head-in/head-out service. This will reduce or eliminate the automatic activation of ambulance back-up beepers, minimizing disturbance to the adjacent residential neighbors. Ambulances will maneuver off the street to further minimize disturbance and traffic impacts from their activity. Both the Emergency Department and service/loading entrances are placed as far from adjacent neighbors as is practicable.

The underground St. Luke's Campus MOB parking garage is entered and exited from Valencia Street and Cesar Chavez Street. The St. Luke's Campus MOB garage access is on a non-residentially developed street to minimize impact to residential traffic. Bicycle parking is provided at the new St. Luke's Campus MOB and is separately accessed from Valencia Street.

CPMC's commitments under the proposed Development Agreement would include construction of a series of pedestrian safety improvements around the St. Luke's Campus, valued at approximately \$3.3 million. The FEIR and Addendum determined that the St. Luke's Campus Hospital and MOB 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 4.2-191 to 4.2-192; Addendum p. 30).

The Conditions of Approval require CPMC to prepare a signage program for review and approval by 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 Plan.

The St. Luke's Campus Hospital and MOB 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 features being modified through General Plan, Planning Code, and Zoning Map Amendments, such as height, FAR, and Bulk; and with exceptions to the rear yard, parking, and permitted obstructions requirements of the Code, 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 St. Luke's Campus Hospital and MOB 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.

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 single ownership. The St. Luke's Campus Hospital and MOB 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 Conditional Use application describes the St. Luke's Campus Hospital and MOB Project in detail, and is accompanied by an overall development plan showing, among other things, a street tree plans, landscaping plan, and streetscape plan. The St. Luke's Campus Hospital and MOB 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), which is 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 St. Luke's Campus Hospital and MOB 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.

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

The new St. Luke's Campus Hospital will be constructed on a previously developed medical campus containing many existing uses and parking areas. With the new St. Luke's Campus Hospital and demolition of the Hospital Tower, the Campus initially will provide approximately 230 parking spaces where 454 would be required. After construction of the St. Luke's Campus MOB with 220 parking spaces, the Campus will have a total supply of approximately 450 off-street parking spaces, although the Campus will still have a Code deficit of approximately 159 spaces.

This deficit will be offset by a combination of valet/tandem parking, providing parking at off-site facilities with shuttle service to the Campus, or other arrangements.

To alleviate potential traffic or parking congestion caused by the St. Luke's Campus Hospital and St. Luke's Campus MOB, CPMC is committed to reducing demand for automobile trips by implementation and augmentation of its TDM program, as described in more detail in Exhibit D of Motion No. 18885.

- C. 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 St. Luke's 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 and is less needed by the occupants of the Campus, due to the use of the facility. Nonetheless, the existing Campus is constructed over approximately 46% (80,292 square feet) of the lot, with an open and unbuilt area of approximately 54% (94,921 square feet), containing both landscape and hardscape areas. The new St. Luke's Campus Hospital and St. Luke's Campus MOB Project would include a pedestrian plaza that connects 27th Street to Cesar Chavez Street, which would increase and

improve the quality and quantity of open space accessible to both public and occupants of the Campus.

The St. Luke's Campus Hospital and St. Luke's Campus MOB would also include a community room, which would provide usable space for the Community, as well as significant improvements in the public right-of-way that would create a more attractive public face to the St. Luke's Campus, safer vehicle operations, and a more direct entrance to the Campus from the south.

- D. 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 St. Luke's Campus Hospital and MOB Project would include a 2,600 sf retail space within the MOB, fronting Cesar Chavez and Valencia Streets. This retail space 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. Its location along the commercial corridors of Cesar Chavez Street and Valencia Street make it consistent with the commercial character of those streets, while also being consistent with the NC-1 controls of the Planning Code, which principally permit retail uses. Signage for the retail spaces will be limited to signage permitted in the NC-1 District, and must be submitted to the Department as part of the Campus sign program, as outlined further in the Conditions of Approval in Exhibit A.

- 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 PUD Application for the St. Luke's Campus Hospital and MOB Project; an increase to the height limit for the portion of the lot currently zoned for 65-A to 145-E and 105-E (for the portion of the St. Luke's Campus Hospital where the hospital tower is proposed, and the balance of the site, respectively), is being sought separately through Zoning Map and General Plan Map Amendments.

- F. Provide street trees as per the requirements of Section 138.1 of the Code.

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 St. Luke's Campus Hospital and MOB Project complies with the provisions set forth in Section 138.1 of the Planning Code in that one tree will be provided within the public right-of-way or within the plaza setbacks for every 20-feet of street frontage for new construction.

- 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 St. Luke's Campus Hospital and MOB Project complies with the provisions set forth in Section 132(g) and (h) in that there are no required front setbacks for the St. Luke's 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 St. Luke's Campus Hospital and MOB Project is, on balance, consistent with the Objectives and Policies of the General Plan, as outlined in Motion No. 18883.
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 St. Luke's Campus Hospital and MOB Project complies with said policies, as outlined in Motion No. 18883.
12. The St. Luke's Campus Hospital and MOB Project is consistent with and would promote the general and specific purposes of the Code provided under Section 101.1(b) as outlined in Motion No. 18883, and also in that, as designed, the St. Luke's Campus Hospital and MOB 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.

Motion No. 18885
May 23, 2013

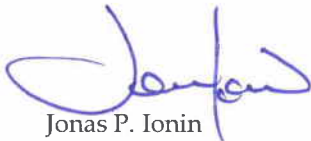
CASE NO's. 2005.0555E; 2009.0886MTZCBRSK; 2012.0403W
3555 & 3615 Cesar Chavez Street; 1580 Valencia Street

DECISION

That based upon the Record, the submissions by the Applicant, 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. 2009.0886MTZCBRSK** subject to the following conditions attached hereto as "EXHIBIT A" in general conformance with plans on file, dated May 06, 2013, and stamped "EXHIBIT B", which is incorporated herein by reference as though fully set forth. This Motion supersedes in its entirety Motion No. 18594, 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. 18883. 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 for a Conditional Use Authorization, pursuant to Planning Code Sections 134, 136, 151, 209.3(a), 209.9, 253, 270, 271, 303, and 304, **for the St. Luke's Campus Hospital and MOB** (for purposes of this Exhibit A only, referred to as the "Project") in order to: (1) amend a previously approved Conditional Use Authorization for a Planned Unit Development, including exceptions to/exemptions from otherwise applicable rear yard and off-street parking requirements; (2) allow exceptions from the dimension limitations for projections over streets or alleys as part of a PUD; (3) allow buildings over 40'-0" in the RH-2 (Residential House, Two-Family) Zoning District; and (4) allow deviation from the bulk limits, in order to develop a new seven-story, 214,061 gsf St. Luke's Campus Hospital on a surface parking lot (Assessor's Block/Lots 6576/021) and over a portion of a vacated San Jose Avenue; demolish the existing St. Luke's Hospital Tower; construct a five-story, 98,959 gsf St. Luke's Campus Medical Office Building (Assessor's Blocks/Lots: 6575/001, 002); and construct landscape and hardscape improvements throughout the Campus, including the Upper and Lower Plazas, within the RC-2 (Residential House, Two-Family) Zoning District, and 105/145-E Height and Bulk Districts; in general conformance with plans, dated **May 06, 2013**, and stamped "EXHIBIT B" included in the docket for Case No. **2009.0886MTZCBRSK** and subject to conditions of approval reviewed and approved by the Planning Commission on **May 23, 2013**, under Motion No 18885. 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 18885.

PRINTING OF CONDITIONS OF APPROVAL ON PLANS

The conditions of approval under the "EXHIBIT A" of this Planning Commission Motion No. 18885 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

Validity and Expiration.

1. The authorization and right vested by virtue of this action is valid for five (5) years as to St. Luke's Campus Hospital, and seven (7) years as to the St. Luke's Campus MOB, from the effective date as defined in Condition of Approval No. 23, as it may be extended under Condition of Approval No. 2, and supersedes conditions of approval contained in Resolution No's. 6078 and 6714. 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 as to St. Luke's Campus Hospital, and seven (7) years as to the St. Luke's Campus MOB, 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 as to St. Luke's Campus Hospital and seven (7) years as to the St. Luke's Campus MOB 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 St. Luke's 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 to each of the St. Luke's Campus Hospital and St. Luke's Campus MOB, as applicable.

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 St. Luke's [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 to each of the St. Luke's Campus Hospital and St. Luke's Campus MOB, as applicable

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.** CPMC shall submit a final design proposal, specifying all final materials, glazing, color, texture, landscaping, and detailing for the MOB to Department staff for review and approval. The Planning Department may require CPMC to provide reduced copies of the final design for an informational presentation to the Planning Commission in order to update them on the final design for the MOB and the final Campus landscape plan. The architectural addenda for the MOB shall also be reviewed and approved by the Planning Department prior to issuance. All final design revisions will be posted on the Planning 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, and street furnishings, and, shall be incorporated into the plans dated May 06, 2013, and stamped "EXHIBIT B" included in the docket for Case No. 2009.0886C. The final Streetscape Plan shall be submitted to the Planning Department prior to approval of the Architectural Addenda of the Building Permit Application for the MOB. 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, Section II, shall be incorporated into the plans dated May 06, 2013, and stamped "EXHIBIT B" included in the docket for Case No. 2009.0886C. The final Landscape Plans shall be submitted to the Department prior to approval of the Architectural Addenda of the Building Permit Application for the MOB. 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. **Tree 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 May 06, 2013, and stamped "EXHIBIT B" included in the docket for Case No. 2009.0886C. The final Tree Plan shall be submitted to the Department prior to approval of the Architectural Addenda of the Building Permit Application for the MOB. 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.

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

9. **Lighting Plan.** The Project Sponsor shall submit an exterior lighting plan to the Planning Department prior to approval of the Architectural Addenda of the Building Permit Application for the MOB. 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 of the building.

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

10. **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. 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

11. **Stormwater Control Plan (Hospital).** To manage the peak flow and discharge volume of stormwater for the St. Luke's Campus Hospital Project, the Project Sponsor shall prepare a Stormwater Control Plan (SCP) in a form approved by the San Francisco Public Utilities Corporation (SFPUC). The SCP shall cover the St. Luke's Campus Hospital through the 'interim condition' including the public plaza and temporary drive-through / tree farm at the corner of Cesar Chavez and Valencia Streets, more fully described in the Plans on file for the Project, stamped Exhibit B, dated May 6, 2013. Prior to the issuance of the Site Permit or Building Permit

the SFPUC shall approve the Preliminary SCP for the project. The elements of the SCP are more fully described in Mitigation Measure M-HY-N2. A separate Preliminary SCP shall be submitted for the St. Luke's Medical Office Building, as described below in Condition No. 12.

For information about compliance, contact the SFPUC at stormwaterreview@sfgwater.org

12. **Stormwater Control Plan (MOB).** To manage the peak flow and discharge volume of stormwater for the MOB Project, the Project Sponsor shall prepare a Stormwater Control Plan (SCP) in a form approved by the San Francisco Public Utilities Corporation (SFPUC). Prior to the issuance of the Site Permit or Building Permit for the St. Luke's Campus MOB, the SFPUC shall approve the Final SCP for the Project. The elements of the SCP are more fully described in Mitigation Measure M-HY-N2. A separate Preliminary SCP shall be submitted for the St. Luke's Campus Hospital and associated public plaza and interim improvements, as described above in Condition No. 11.

For information about compliance, contact the SFPUC at stormwaterreview@sfgwater.org

13. **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

14. **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 May 06, 2013, and stamped "EXHIBIT B" included in the docket for Case No. 2009.0886C. 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

15. **Signage.** The Project Sponsor shall develop and submit to the Planning Department a sign program for the entire St. Luke's Campus – including all retail spaces – prior to occupancy of the new St. Luke's Campus Hospital or MOB. 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

PARKING AND TRAFFIC

16. **Bicycle Parking.** Pursuant to Planning Code Sections 155.4., the Project shall provide no fewer than 24 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

17. **Showers and Clothes Lockers.** Pursuant to Planning Code Section 155.3, the Project shall provide no fewer than four (4) showers and eight (8) clothes lockers.

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

18. **Parking Requirement.** Pursuant to Planning Code Section 151, the St. Luke's Campus shall provide a minimum of 450 independently accessible off-street parking spaces upon completion of both the St. Luke's Campus Hospital and MOB buildings.

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

19. **Car Share Parking.** Pursuant to Planning Code Section 166, the Project shall provide no fewer than 4 car share parking spaces.

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

20. **Off-Street Loading.** Pursuant to Planning Code Section 152, the Project shall provide a minimum of two off-street loading spaces within the St. Luke's Campus Hospital.

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

21. **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

22. **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.

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

PROVISIONS

23. **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.

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

MONITORING - AFTER ENTITLEMENT

24. **Enforcement.** Violation of any of the 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 Planning 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

25. **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

26. **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>

27. **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>

28. **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

29. **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. 2009.0886C. A draft of the Construction Management Plan shall be made available to any interested party at least 10 days before the final draft is submitted to the Planning Department.

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

30. **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

31. **Hours of Operation.** The St. Luke's Campus Hospital and MOB will be generally open to the public and for visitors during the following hours of operation: Hospital: 7 days a week, 7:00a.m. to 7:00p.m., MOB: 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, 7 days per week. The main ground floor entry to the Hospital and MOB shall remain

open and accessible to the public during standard hours of operation (7:00a.m. to 7:00p.m., M-F, Hospital including Sat/Sun).

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

32. **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

33. **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 St. Luke's 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 Plan is a condition of Project approval to each of the St. Luke's Campus Hospital and St. Luke's Campus MOB, as applicable. 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

| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
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| A-1 MITIGATION MEASURES AGREED TO BY PROJECT SPONSOR | | | | | |
| CULTURAL AND PALEONTOLOGICAL RESOURCES | | | | | |
| <i>M-CP-N2 (Cathedral Hill with or without Variants):</i> | | | | | |
| <p>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 site¹ 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</p> | 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.

| Adopted Mitigation Measures | MONITORING AND REPORTING PROGRAM | | | | |
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| | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <p>effects on a significant archaeological resource, as defined in the State CEQA Guidelines, Section 15064.5(a)(c).</p> <p><i>Archaeological Testing Program.</i> 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.</p> | 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. | Archaeological consultant and ERO. | After consultation with and approval by ERO of ATP. |
| | | | Implement ATP. | | Considered complete on finding by ERO that ATP implemented. |
| <p>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.</p> | 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. |
| <p><i>Archaeological Monitoring Program.</i> 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:</p> <ul style="list-style-type: none"> ▶ 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. |

| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
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| <p>the monitoring program to the ERO.</p> <p><i>Archaeological Data Recovery Program.</i> 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.</p> <p>The scope of the ADRP shall include the following elements:</p> <ul style="list-style-type: none"> ▶ <i>Field Methods and Procedures.</i> Descriptions of proposed field strategies, procedures, and operations. ▶ <i>Cataloguing and Laboratory Analysis.</i> Description of selected cataloguing system and artifact analysis <i>procedures.</i> ▶ <i>Discard and Deaccession Policy.</i> Description of and rationale for field and post-field discard and deaccession policies. ▶ <i>Interpretive Program.</i> Consideration of an on-site/off-site public interpretive program during the course of the archaeological data recovery program. ▶ <i>Security Measures.</i> Recommended security measures to protect the archaeological resource from vandalism, looting, and unintentionally damaging activities. ▶ <i>Final Report.</i> Description of proposed report format and distribution of results. ▶ <i>Curation.</i> Description of the procedures and recommendations for the curation of any recovered data having potential research value, | <p>Archaeological consultant at the direction of the ERO.</p> | <p>If there is determination by the ERO than an ADR program is required.</p> | <p>Prepare an ARDP</p> | <p>Archaeological consultant and ERO.</p> | <p>Considered complete on finding by ERO that ARDP implemented.</p> |

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| 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. | | | | | |
| <i>Human Remains and Associated or Unassociated Funerary Objects.</i> 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. |
| <i>Chinese and Japanese Archaeological Sites.</i> 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. |
| <i>Final Archaeological Resources Report.</i> 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 |

| Adopted Mitigation Measures | MONITORING AND REPORTING PROGRAM | | | | |
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| | 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: | | | | | |
| <ul style="list-style-type: none"> 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. |
| <ul style="list-style-type: none"> 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.

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| 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.

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| 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. |
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| | | | | | levels of service. |
| <p><i>Mitigation Measure MM-TR-30 (Cathedral Hill)</i></p> <p>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.</p> | 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. |
| <p><i>Mitigation Measure MM-TR-31 (Cathedral Hill)</i></p> <p>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.</p> | 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. |
| <p><i>Mitigation Measure MM-TR-44 (Cathedral Hill): Loading Dock Restrictions and Attendant</i></p> <p>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</p> | Project Sponsor | Monitoring and documentation during 6 months | Project Sponsor to monitor and document truck | Project Sponsor, ERO, and SFMTA | Monitoring and documentation considered |

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| <p>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.</p> | | <p>following full building occupancy/program implementation. Attendant to be present during operations.</p> | <p>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.</p> | | <p>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 modification after review of truck loading report. Attendant considered ongoing during operations,</p> |
| <p><i>Mitigation Measure TR-55 (Cathedral Hill)</i></p> <p>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.</p> <p>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.</p> <p>Specifically, the plan should:</p> <p>Identify construction traffic management best practices in San Francisco,</p> | <p>Project Sponsor</p> | <p>Prior to and during construction.</p> | <p>Project Sponsor to develop and implement a Construction TMP, for review and approval by MTA, DPW and Planning.</p> | <p>Project Sponsor, ERO, SFPDW, and SFMTA</p> | <p>Development of Construction TMP considered complete upon review and approval. Implementation of Construction TMP considered complete upon completion of construction.</p> |

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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 | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
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| <ul style="list-style-type: none"> 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. <p>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.</p> <p>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.</p> <p>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.</p> <p>The Construction Transportation Management Plan shall be submitted to SFMTA, SFDPW, and the Planning Department for review and approval.</p> <p><i>Mitigation Measure MM-TR-134 (Cathedral Hill)</i></p> | | | | | |

| Adopted Mitigation Measures | MONITORING AND REPORTING PROGRAM | | | | |
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| <p>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.</p> | 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. |
| <p>Mitigation Measure MM-TR-137 (Cathedral Hill)</p> <p>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.</p> | 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. |
| <p>NOISE</p> <p>Mitigation Measure M-NO-N1a (Cathedral Hill)</p> <p>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.</p> <ul style="list-style-type: none"> 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 | | | | | |
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| <p>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.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>Mitigation Measure M-NO-N1b (Cathedral Hill)</p> <p>A community liaison shall be designated by CPMC. The community liaison shall be available to manage and respond to noise complaints from</p> | 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 |

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| <p>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.</p> | | 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. |
| <p><i>Mitigation Measure M-NO-N1c (Cathedral Hill)</i></p> <p>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:</p> <ul style="list-style-type: none"> 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 | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
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| <p>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.</p> | | | | | |
| <p><i>Mitigation Measure M-NO-N1 (Davies [near-term])</i></p> <p>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.</p> | <p>See M-NO-N1a, M-NO-N1b, and M-NO-N1c.</p> | <p>See M-NO-N1a, M-NO-N1b, and M-NO-N1c.</p> | <p>See M-NO-N1a, M-NO-N1b, and M-NO-N1c.</p> | <p>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.</p> | <p>See M-NO-N1a, M-NO-N1b, and M-NO-N1c.</p> |
| <p><i>Mitigation Measure M-NO-N1 (St. Luke’s Campus with or without Variants)</i></p> | | | | | |

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| 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. |
| <i>Mitigation Measure M-NO-N3a (Cathedral Hill Campus)</i> | | | | | |
| 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. |
| <i>Mitigation Measure M-NO-N3b (Cathedral Hill Campus with or without Variants)</i> | | | | | |
| Bay doors [for the loading dock on Franklin Street] shall be required to be closed during Aduomed operations, to the extent feasible. | Project Sponsor | During operations. | Project Sponsor to close bay doors during Aduomed operations. | Project Sponsor; ERO | Considered ongoing during project operations. |
| <i>Mitigation Measure M-NO-N3c (Cathedral Hill Campus with or without Variants)</i> | | | | | |
| In the event that it is determined to be infeasible for bay doors to be closed during Aduomed operation, a noise-absorptive material shall be applied (prior to initiation of Aduomed operations with open bay doors) to the entire ceiling structure of the loading dock area to reduce noise levels from Aduomed 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. |
| <i>Mitigation Measure M-NO-N3d (Cathedral Hill Campus with or without Variants)</i> | | | | | |
| 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. |

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| | | | | OSHPD standards). ERO shall review to confirm issuance of a duly reviewed OSHPD permit. | |
| <p>Mitigation Measure M-NO-N3e (Cathedral Hill Campus)</p> <p>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.</p> | 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. |
| <p>Mitigation Measure M-NO-N3 (Davies [near-term])</p> <p>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.</p> | 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. |
| <p>Mitigation Measure M-NO-N3 (St. Luke's Campus)</p> <p>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.</p> | 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 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 Davies and M-NO-N3a for Cathedral Hill. |
| <p>Mitigation Measure M-NO-N4 (Cathedral Hill Campus)</p> <p>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</p> | 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 |

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| 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. |
| <i>Mitigation Measure M-NO-N4 (St. Luke's Campus)</i> | | | | | |
| 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 |
| <i>Mitigation Measure M-NO-N5 (Cathedral Hill, Davies [near-term], St. Luke's Campuses)</i> | | | | | |
| 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. | 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/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. |
| 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 to retain Acoustical Consultant to prepare and | | |

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| <p>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.</p> | | | <p>implement vibration management plan.</p> | | |
| <p>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:</p> | | | | | |
| <ul style="list-style-type: none"> • 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 | | | | | |

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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:

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.

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.

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| Additional Construction Mitigation Measures | | | | | |
| <ul style="list-style-type: none"> 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. | | | | | |
| <p>Mitigation Measure M-AQ-N1b (Cathedral Hill, Davies [near-term], St. Luke's)</p> <p>To reduce exhaust emissions of ROG, NOX, PM10, and PM2.5 by construction equipment at the CPMC campuses, CPMC and its</p> | 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 |

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| <p>construction contractor shall implement the following BAAQMD-recommended control measures during construction in both the near term and the long term:</p> <ul style="list-style-type: none"> • 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. |
| <p><i>Mitigation Measure M-AQ-N2 (Cathedral Hill Campus)</i></p> <p>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:</p> <ul style="list-style-type: none"> • 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. |

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| equipment of all types shall meet Tier 4 standards. | | | | | |
| <i>Mitigation Measure M-AQ-N8a (Cathedral Hill, Davies [near-term], St. Luke's)</i> | | | | | |
| 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 |
| <i>Mitigation Measure M-AQ-N8b (Cathedral Hill, Davies [near-term], St. Luke's)</i> | | | | | |
| 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 |
| <i>Mitigation Measure M-AQ-N9 (Cathedral Hill, Davies [near-term], St. Luke's)</i> | | | | | |
| 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 |
| <i>Mitigation Measure M-AQ-N10a (Cathedral Hill Campus)</i> | | | | | |
| 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 |
| <i>Mitigation Measure M-AQ-N10b (Davies Campus [near-term])</i> | | | | | |
| 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 |
| <i>Mitigation Measure M-AQ-N10c (St. Luke's Campus)</i> | | | | | |
| 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 | | | | | |
| <i>Mitigation Measure M-PS-N2 (Cathedral Hill Campus)</i> | | | | | |
| 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 | | | | | |
| <i>Mitigation Measure M-BI-N1 (Cathedral Hill)</i> | | | | | |
| Before any demolition or construction activities occurring during the nesting season (January 15 through August 15) that involve removal of | Project Sponsor/Qualified | Pre-construction surveys prior to | Pre-construction surveys for nesting | Project Sponsor/Biologist | Considered complete upon |

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| 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 1801 of 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. |
| <i>Mitigation Measure M-BI-N1 (Davies [near-term])</i> | | | | | |
| 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 |
| <i>Mitigation Measure M-BI-N1 (St. Luke's with or without project variants)</i> | | | | | |
| 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 | | | | | |
| <i>Mitigation Measure M-GE-N4 (Cathedral Hill, Davies [near-term], St. Luke's)</i> | | | | | |
| 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 |

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| <p>Mitigation Measure M-GE-N6 (St. Luke’s)</p> <p>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.</p> | Project Sponsor | Preparation of excavation and watering program prior 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/Constructor Contractor(s); ERO | Considered complete upon ERO’s approval of geotechnical studies and upon receipt of final monitoring report at completion of construction. |
| <p>HYDROLOGY AND WATER QUALITY</p> | | | | | |
| <p>Mitigation Measure M-HY-N2 (Cathedral Hill)</p> <p>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:</p> <ul style="list-style-type: none"> • green roofs, • cisterns, • bioswales, • bioretention basins, • planter boxes, | Project Sponsor | Preparation of Stormwater Control Plan prior 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 | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
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| <ul style="list-style-type: none"> blue roofs, dry wells, and other detention/storage facilities. | | | | | |
| <p>In addition, the final design team for the development project shall review and incorporate as many concepts as practicable from <i>Start at the Source: Design Guidance Manual for Stormwater Quality Protection</i>. 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.</p> | | | | | |
| <p>Mitigation Measure M-HY-N2 (Davies [near-term])</p> | | | | | |
| <p>This mitigation measure is identical to Mitigation Measure M-HY-N2 for the Cathedral Hill Campus, above.</p> | 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 |
| <p>Mitigation Measure M-HY-N2 (St. Luke’s)</p> | | | | | |
| <p>This mitigation measure is identical to Mitigation Measure M-HY-N2 for the Cathedral Hill Campus, above.</p> | 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 |
| <p>Mitigation Measure M-HY-N3 (Cathedral Hill, Davies [near-term], St. Luke’s)</p> | | | | | |
| <p>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 <i>California Stormwater Quality Association Stormwater BMP Handbook—Construction</i>. In accordance with SFPUC’s requirements, the SWPPP shall include the following elements:</p> | 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. |
| <p><i>An erosion and sediment control plan.</i> 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</p> | | | | | |

| MONITORING AND REPORTING PROGRAM | | | | | |
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| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <p>the erosion and sediment control plan may include the following practices:</p> <ul style="list-style-type: none"> • 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 | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
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| <ul style="list-style-type: none"> • Litter control—Remove litter at least once daily from the construction site. Dispose of packing materials immediately in an enclosed container. • <i>Non-stormwater management BMPs.</i> These BMPs may include water conservation practices, dewatering practices that minimize sediment discharges, and BMPs for all of the following: <ul style="list-style-type: none"> • 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. <p>Discharges from dewatering activities shall comply with the requirements of SFPUC’s Batch Wastewater Discharge Permit that regulate influent concentrations for various constituents.</p> • <i>Waste management BMPs.</i> These BMPs shall be implemented for: <ul style="list-style-type: none"> • 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. • <i>BMP inspection, maintenance, and repair requirements.</i> 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. | | | | | |

| MONITORING AND REPORTING PROGRAM | | | | | |
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| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <p>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.</p> <p>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.</p> <p>Construction personnel shall receive training on the SWPPP and implementation of BMPs.</p> | | | | | |
| HAZARDS AND HAZARDOUS MATERIALS | | | | | |
| <i>Mitigation Measure M-HZ-N1a (Cathedral Hill, Davies [near-term], St. Luke's)</i> | | | | | |
| Step 1: Preparation of a Site Mitigation Plan | | | | | |
| <p>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:</p> <ul style="list-style-type: none"> • 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. |

| MONITORING AND REPORTING PROGRAM | | | | | |
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| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <p>excavation, loading, and transportation off-site without stockpiling, which would minimize soil handling.</p> <ul style="list-style-type: none"> • 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 | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
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| <p>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.</p> <p>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.</p> <p>Step 2: Handling, Hauling, and Disposal of Contaminated Soils</p> | 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. |
| <p>(a) <u>Specific work practices</u>: 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.</p> | | | | | |
| <p>(b) <u>Dust suppression</u>: 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.</p> | | | | | |
| <p>(c) <u>Surface water runoff control</u>: 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.</p> | | | | | |
| <p>(d) <u>Soils replacement</u>: 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</p> | | | | | |

| MONITORING AND REPORTING PROGRAM | | | | | |
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| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/ Reporting Responsibility | Monitoring Schedule |
| <p>to construction grade.</p> <p>(e) <u>Hauling and disposal</u>: 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.</p> | | | | | |
| <p>Step 3: Preparation of Closure/Certification Report</p> <p>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.</p> | 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. |
| <p><i>Mitigation Measure M-HZ-N1b Cathedral Hill, Davies [near-term], St. Luke’s): Preparation of Unknown Contingency Plan</i></p> <p>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</p> | 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. |

| MONITORING AND REPORTING PROGRAM | | | | | |
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| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/ Reporting Responsibility | Monitoring Schedule |
| <p>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:</p> <ul style="list-style-type: none"> • 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. | | |

| MONITORING AND REPORTING PROGRAM | | | | | |
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| Adopted Mitigation Measures | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <p>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.</p> <p>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.</p> | | | | | |
| <p><i>Mitigation Measure M-HZ-N4a (Cathedral Hill)</i></p> <p>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.</p> | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a |
| <p><i>Mitigation Measure M-HZ-N4b (Cathedral Hill)</i></p> <p>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.</p> | See M-HZ-N1b | See M-HZ-N1b | See M-HZ-N1b | See M-HZ-N1b | See M-HZ-N1b |
| <p><i>Mitigation Measure M-HZ-N4c (Davies [near-term])</i></p> <p>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.</p> | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a |

| Adopted Mitigation Measures | MONITORING AND REPORTING PROGRAM | | | | |
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| | Responsibility for Implementation | Mitigation Schedule | Mitigation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <p><i>Mitigation Measure M-HZ-N4d (Davies [near-term])</i></p> <p>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.</p> | See M-HZ-N1b | See M-HZ-N1b | See M-HZ-N1b | See M-HZ-N1b | See M-HZ-N1b |
| <p><i>Mitigation Measure M-HZ-N4e (St. Luke's)</i></p> <p>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.</p> | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a | See M-HZ-N1a |
| <p><i>Mitigation Measure M-HZ-N4f (St. Luke's)</i></p> <p>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.</p> | 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

| Improvement Measures | MONITORING AND REPORTING PROGRAM | | | | |
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| | Responsibility for Implementation | Implementation Schedule | Implementation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| IMPROVEMENT MEASURES AGREED TO BY PROJECT SPONSOR | | | | | |
| TRANSPORTATION AND CIRCULATION | | | | | |
| <i>I-TR-5 (Cathedral Hill): Off-Street Parking Queue Abatement</i> | | | | | |
| <p>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.</p> <p>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.</p> <p>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.</p> | 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 | | | | | |
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| Improvement Measures | Responsibility for Implementation | Implementation Schedule | Implementation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <i>I-TR-40 (Cathedral Hill): Pedestrian Improvements</i> | | | | | |
| <p>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.</p> <p>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.</p> | <p>Project Sponsor/Planning Department/SFMTA/DPW</p> | <p>Prior to operation</p> | <p>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 study and 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.</p> | <p>Project Sponsor/Planning Department/SFMTA /DPW</p> | <p>Considered complete upon installation and implementation of pedestrian improvements.</p> |

| MONITORING AND REPORTING PROGRAM | | | | | |
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| Improvement Measures | Responsibility for Implementation | Implementation Schedule | Implementation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <i>I-TR-87 (St. Luke's): Provide Pedestrian/Bicycle Improvements</i> | | | | | |
| <p>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.).</p> <p>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.</p> | 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>I-TR-88 (St. Luke's): Install Pedestrian Crosswalks</i> | | | | | |
| <p>As an improvement measure to facilitate pedestrian movements, SFMTA shall install pedestrian crosswalks at the unsignalized intersection of San Jose/27th Street.</p> | 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>I-AQ-N2 (Davies [near-term], St. Luke's): Install Accelerated Emission Control Device on Construction Equipment</i> | | | | | |
| <p>This improvement measure is identical to Mitigation Measure M-AQ-N2 for the Cathedral Hill Campus, which provides:</p> <p>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:</p> <p style="margin-left: 40px;">Where sufficient electricity is available from the PG&E power grid, electric power shall be supplied by a temporary power</p> | 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. |

MONITORING AND REPORTING PROGRAM

| Improvement Measures | Responsibility for Implementation | Implementation Schedule | Implementation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
|--|-----------------------------------|-------------------------|-----------------------|-------------------------------------|---------------------|
| <p>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.</p> <p>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.</p> <p>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.</p> | | | | | |

BIOLOGICAL RESOURCES

I-BI-N2 (St. Luke’s [with or without variants]):

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|--|-----------------|---|--|-------------------------|---|
| <p>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:</p> <ul style="list-style-type: none"> • 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. |
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| MONITORING AND REPORTING PROGRAM | | | | | |
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| Improvement Measures | Responsibility for Implementation | Implementation Schedule | Implementation Action | Monitoring/Reporting Responsibility | Monitoring Schedule |
| <p>TPZ.</p> <ul style="list-style-type: none"> 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. <p>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.</p> | | | | | |
| GEOLOGY AND SOILS | | | | | |
| <i>I-GE-N6 (Cathedral Hill):</i> | | | | | |
| 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>I-HZ-N1// I-HZ-N3(Cathedral Hill/Davies [near-term], St. Luke's [with or without variants]):</i> | | | | | |
| 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. |