

# CHAPTER II

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## Summary

### A. Project Description

#### Project Characteristics

The project sponsor, Kaiser Foundation Health Plan,<sup>1</sup> proposes the Kaiser Permanente Oakland Medical Center (OMC) Master Plan Project, which would entail the phased replacement of the existing Kaiser Permanente OMC with a comprehensively planned state-of-the-art medical center. The existing Kaiser Permanente hospital was constructed in 1956, with the hospital bed tower added in 1970, and is functionally outmoded. The existing outpatient services facilities proposed for redevelopment were constructed in 1965 (M/B Center) and no longer meet the health care standards established by Kaiser Permanente. In addition, the proposed project meets the operational and legal mandates of Senate Bill 1953, which requires the replacement or seismic retrofitting of existing hospitals by January 1, 2013. The 20.6-acre project site is comprised of several noncontiguous properties concentrated at the intersection of Broadway and MacArthur / West MacArthur Boulevard<sup>2</sup>, including the existing 16.3-acre Kaiser Permanente medical center containing approximately 1.1 million square feet (msf) of building area. The project would result in a new medical center of approximately 1.78 msf of building area.<sup>3</sup>

The new medical center campus would be developed in three phases over a period of approximately 14 years, from year 2006 to 2020 (buildout). The proposed phasing would ensure that the medical center could continue to provide uninterrupted medical service at the existing hospital location during implementation of the project.

- **Phase 1 (2006–2008)** – Construction of West Broadway Medical Services Building (MSB) (approx. 165,000 sq.ft.) and Parking Garage (approx. 738 garage spaces and 34 surface spaces)
- **Phase 2 (2008–2012)** – Construction of the new Replacement Hospital and Outpatient Services and Central Utility Plant (approx. 1.12 msf) and Hospital Parking Garage (approx. 1,216 spaces) and one overhead pedestrian bridge over Broadway to link the Hospital Garage to the existing Mosswood MSB.
- **Phase 3 (2013-2020)** – Construction of new Central Administration Medical Services Building (MSB) (approx. 60,000 sq.ft.) and parking facility (189 spaces) and two overhead

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<sup>1</sup> Also referred to herein as “Kaiser Permanente” or “Kaiser.”

<sup>2</sup> West MacArthur Boulevard runs west from Broadway to approximately San Pablo Avenue; MacArthur Boulevard runs east from Broadway to the Oakland-San Leandro city limit border.

<sup>3</sup> Exclusive of parking structures.

pedestrian bridges: one over MacArthur Boulevard, east of Broadway, to link the Replacement Hospital (constructed in Phase 2) to the Central Administration MSB, and one over Broadway, north of MacArthur Boulevard, to link the Central Administration MSB to the West Broadway MSB (constructed in Phase 1).

The project would not result in an increase in the number of hospital beds, but would result in a 35 percent increase in the number of total employees over a period of 14 years (see **Table III-2**).<sup>4</sup> The total 1.78 million square feet of building floor area would reflect an approximately 53 percent increase compared to that of the existing medical center. The project would result in a net increase of 928 onsite parking spaces to meet parking demand, for a total of 3,584 onsite spaces throughout the entire medical center (including existing facilities).

## General Plan and Zoning

The site is within the City of Oakland's North Oakland Planning District. The existing medical center is within the *Institutional* General Plan land use designation. Large portions of the project site along Broadway are within the *Community Commercial* land use designation. Small areas of the project site along Manila Avenue are within the *Mixed Housing Type Residential* designation, and small areas along Piedmont Avenue and West MacArthur Boulevard are within the *Neighborhood Center Mixed Use* designation.

The current zoning districts on the project site include: S-1 Medical Center, C-40 Community Thoroughfare Commercial, C-25 Office Commercial, R-50 Medium Density Residential, R-70 High Density Residential, and the S-18 Mediated Design Review Combining Zone.

The project is generally consistent with the various Oakland General Plan land use designations that apply to the project site. The project proposes a General Plan Amendment to clearly delineate the Kaiser Permanente OMC on the General Plan Land Use Map. The project also proposes a rezoning to a new planned development zone called the "Kaiser Permanente Oakland Medical Center (OMC) Zoning District," which would include land use regulations and may include development standards and design guidelines (see **Figure III-4** or **Figure IV.A-3**).

## B. Environmental Impacts and Mitigation Measures

Potentially significant environmental impacts of the project are summarized in **Table II-1** at the end of this chapter. This table lists impacts and mitigation measures in four major categories:

- **Significant and Unavoidable** - Significant impacts that would remain significant even with mitigation and/or standard conditions of approval (Section A of **Table II-1**);
- **Significant but Mitigable with Mitigation Measure Only** - Significant impacts that could be reduced to a less-than-significant level with mitigation and conditions of approval (Section B of **Table II-1**);

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<sup>4</sup> Includes physicians, non-physician providers (e.g., nurse practitioners, physician assistants, psychologists, social workers), and their support staff. Total peak employment is total head count estimated on site Monday through Friday during the day shifts.

- **Significant but Mitigable with Condition of Approval Only** - Significant impacts that could be reduced to a less-than-significant level with standard conditions of approval (Section C of **Table II-1**);
- **Less than Significant or Beneficial Impacts** - Impacts that would not be significant or that would have beneficial effects (Section D of **Table II-1**).

For each significant impact, the table includes a summary of mitigation measures and/or conditions of approval, and an indication of level of significance after implementation of mitigation measures or conditions. A complete discussion of each impact and associated mitigation measure is provided in Chapter IV, Environmental Setting, Impacts and Mitigation Measures.

**Table II-1** also lists a number of recommendations for the City’s consideration as it reviews all aspects of the project. These recommendations are not intended to reduce environmental impacts under CEQA. They are identified in **Table II-1** under “E. Recommended Improvements.”

## C. Alternatives

- **Alternative 1A: No Project / Closure of the Entire Kaiser OMC** - In this scenario, the existing hospital<sup>5</sup> closes by December 31, 2012 to comply with state law. All hospital services would move to other existing and/or proposed Kaiser hospitals. Kaiser would also relocate all other existing services at the Kaiser Oakland Medical Center (OMC) to other locations.
- **Alternative 1B: No Project / Closure and Demolition of Existing Hospital Building (non-hospital services continue)** - In this scenario, the existing hospital closes by December 31, 2012 to comply with state law. All hospital services would move to other existing and/or proposed Kaiser hospitals. The existing hospital building would be demolished and the hospital site would be replaced with development consistent with the existing zoning and general plan.
- **Alternative 1C: No Project / Closure of Existing Hospital and Retrofit for Non-Hospital Medical Services** - In this scenario, the existing hospital closes by December 31, 2012 to comply with state law. All hospital services would move to other existing and/or proposed Kaiser hospitals and facilities. The existing hospital structure would be retrofitted and used for non-hospital medical services.
- **Alternative 1D: No Project / Seismic Retrofit of the Existing Hospital for Hospital Services** - In this scenario, the existing hospital would be retrofitted, by December 31, 2012, for continued use as hospital.
- **Alternative 2: Reduced Development** - This alternative would eliminate approximately 93,000 square feet of building area associated with medical services functions (versus number of hospital beds) from the new Replacement Hospital. Two stories of the four-story podium proposed at southeast corner of Broadway and MacArthur Boulevard would not be built. The purpose of this alternative is to avoid the significant and unavoidable impacts associated with traffic and air-quality emissions that would result with the project.

<sup>5</sup> For purposes on the No Project Alternative, the “hospital” includes all structures under OSHPD jurisdiction.

- **Alternative 3: Reduced West Broadway Parking Garage/ Full Retail (Non-CEQA Alternative)** - This alternative would limit the number of parking spaces provided on Site 7 in Phase 1 to only the number necessary to meet the parking demand of the proposed West Broadway Medical Services Building (MSB). One or any combination of the following three options would achieve the elimination of approximately 385 parking spaces on Site 7 and thus reduce the height of the parking structure: 1) temporary offsite parking locations; 2) allowance of temporary short-fall from the end of Phase 1 to completion of the Phase 2 garage; and/or 3) temporary parking on Mosswood Park.
- **Alternative 4: Consolidated Campus Alternative (Non-CEQA Alternative)** – This alternative would eliminate development of the West Broadway MSB and Garage on Site 7 and would shift these uses to Site 2, the Central Administration MSB, where the existing hospital is located. The Replacement Hospital would be reduced in size by shifting some of the medical service area to Site 2. Total buildout would remain the same as proposed by the project although one development site would be eliminated from the Kaiser OMC. A 280-unit mixed-use development and related parking is assumed on Site 7, but not as part of the proposed Kaiser Permanente project or Kaiser OMC.
- **Alternative 5: Historic Preservation** – This alternative would avoid the demolition of the historic resource at 3741-47 Broadway (Honda building). The West Broadway MSB would be reconfigured to be constructed behind the historic resource and toward Manila Avenue. There would be no change to the proposed West Broadway Parking Garage.
- **Sub-Alternative: Underground Pedestrian Tunnels (Reduced Sky Bridges)** – This sub-alternative, which can be combined with any project alternative or the project, is included in the EIR to allow consideration of a scenario that would construct underground pedestrian tunnels instead of the overhead pedestrian bridges.

## Environmentally Superior Alternative

Alternative 2 (Reduced Development) and Alternative 5 (Historic Preservation) would avoid all significant and unavoidable impacts associated with the project. Therefore, individually or combined, they would be environmentally superior to the proposed project. Alternative 2 would avoid two impacts (traffic and air quality emissions) and Alternative 5 would avoid one impact (cultural resources). The City would weigh the merits of each of alternative in light of the competing policies of historic preservation, traffic and air quality conditions, and residential neighborhood impacts (shadow, encroachment of institutional buildings) that are raised. For purposes of this EIR, the combined Alternative 2 and Alternative 5 is considered the environmentally superior alternative. This would result in a scenario where the West Broadway MSB would be reconfigured to avoid demolition of the Honda Building in Phase 1, and medical services for the Replacement Hospital would be reduced by approximately 93,000 square feet in Phase 2.

## D. Areas of Controversy

Major areas of controversy regarding the project that are known to the City of Oakland are listed below. These major areas are based on comments received from public agencies and members of the public in response to the Notice of Preparation (NOP) of this EIR, as well as from input received during a series of community urban design workshops (conducted by the City separate from the formal environmental review process) on the proposed project.<sup>6</sup> This is not intended to be an exhaustive list of all issues raised, but general areas that encompass the fundamental concerns. The issues raised that pertain to potential environmental impacts of the project and that are appropriate for inclusion in the EIR pursuant to CEQA, are identified in **Appendix B**.

Major areas of controversy (including some non-CEQA issues) include, but are not limited to, the following:

- Appropriateness of scale, height, and orientation of new development as it pertains to visual quality (shadow, views, visual quality)
- Appropriateness of scale, height, and orientation of new development as it pertains to aesthetics and urban design (non-CEQA)
- Relationship of new development to sensitive uses (existing residences, Glen Echo Creek, Mosswood Park) as it pertains to construction and operational noise impacts
- Pedestrian safety and effects of pedestrian bridges on pedestrian activity (Non-CEQA)
- Appropriate parking supply and location as it affects
  - a) the number of vehicle trips to the project area and use of alternative modes of travel;
  - b) the size of proposed parking structures for urban design considerations (Non-CEQA); and
  - c) the provision of adequate onsite parking to reducing unauthorized parking in adjacent neighborhoods (Non-CEQA)

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<sup>6</sup> Copies of NOP comment letters and minutes of the Public Scoping Meeting held April 13, 2005, and copies of the community urban design workshop reports are available for review at the City of Oakland Community and Economic Development Agency, Planning Department.

**TABLE II-1  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>A. SIGNIFICANT AND UNAVOIDABLE IMPACTS</b> <i>(Remains Significant after Implementation of Mitigation Measures and/or Standard Conditions of Approval)</i>		
<b>B. Transportation, Circulation, and Parking</b>		
<p>B.1a: (Near-Term 2010) The LOS F conditions at the signalized intersection of Broadway / 51st Street / Pleasant Valley Avenue (#3), which would prevail during the PM peak hour under 2010 baseline conditions, would worsen with the addition of traffic generated by the project. The project-generated increases in vehicle delay on a critical movement would exceed the two-second threshold of significance.</p>	<p>Mitigation B.1a: The following mitigation measures do not fully improve operations at Broadway / 51st Street / Pleasant Valley Avenue to acceptable levels. The following measures would reduce congestion at the intersection, but would not be sufficient to fully mitigate the impact. They are nevertheless imposed to reduce impacts to the maximum extent possible:</p> <ul style="list-style-type: none"> <li>• Change signal cycle length to 120 seconds and optimize traffic signal timing at the Broadway / 51st Street / Pleasant Valley Avenue intersection during the PM peak hour. Optimization of traffic signal timing shall include determination of green time allocation for each intersection approach relative to the approach traffic volumes, and coordination with signal phasing and timing of adjacent intersections.</li> </ul> <p>To ensure that signal timing optimization occurs, the project applicant shall pay for this measure.</p> <ul style="list-style-type: none"> <li>• The existing Transportation Demand Management. (TDM) program shall be expanded to include more aggressive TDM measures that would encourage more Kaiser employees to switch from driving alone to other modes. Potential TDM measures include, but are not limited to, increasing transit ticket subsidies, employee awareness programs, direct transit sales, providing a guaranteed ride home program, and charging more for parking. The effectiveness of the TDM program shall be regularly monitored, and if necessary adjusted to better satisfy the needs of the medical center. Kaiser shall submit the TDM program to the City for its review and approval.</li> </ul>	<p>Significant and Unavoidable</p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>B.2a: (2025 Conditions – Project) The LOS F conditions at the signalized intersection of Broadway / 51st Street / Pleasant Valley Avenue (#3), which would prevail during the PM peak hour under 2010 baseline conditions, would worsen with the addition of traffic generated by the project. The project-generated increases in vehicle delay on a critical movement would exceed the two-second threshold of significance.</p>	<ul style="list-style-type: none"> <li>• Mitigation B.2a: No feasible mitigation measures are available that would fully improve operations at Broadway / 51st Street / Pleasant Valley Avenue to acceptable levels. The following measures would reduce congestion at the intersection, but would not be sufficient to fully mitigate the impact. They are nevertheless imposed to reduce impacts to the maximum extent possible:</li> <li>• Change signal cycle length to 120 seconds and optimize traffic signal timing at the Broadway / 51st Street / Pleasant Valley Avenue intersection during the PM peak hour. Optimization of traffic signal timing shall include determination of green time allocation for each intersection approach relative to the approach traffic volumes, and coordination with signal phasing and timing of adjacent intersections. To ensure that signal timing optimization occurs, the project applicant shall pay for this measure</li> <li>• The existing Transportation Demand Management. (TDM) program shall be expanded to include more aggressive TDM measures that would encourage more Kaiser employees to switch from driving alone to other modes. Potential TDM measures include, but are not limited to, increasing transit ticket subsidies, employee awareness programs, direct transit sales, providing a guaranteed ride home program, and charging more for parking. The effectiveness of the TDM program shall be regularly monitored, and if necessary adjusted to better satisfy the needs of the medical center. Kaiser shall submit the TDM program to the City for its review and approval</li> </ul>	<p>Significant and Unavoidable</p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>B.2b: (2025 Conditions – Project) The LOS E conditions at the signalized intersection of Broadway / West MacArthur Boulevard (#16) would continue during the PM peak hour. The project-generated increases in vehicle delay on a critical movement would exceed the six-second threshold of significance.</p>	<p>Mitigation B.2b: No feasible mitigation measures are available that would fully improve operations at Broadway / West MacArthur Boulevard to acceptable levels. The following measures would reduce congestion at the intersection, but would not be sufficient to fully mitigate the impact:</p> <ul style="list-style-type: none"> <li>• Change signal cycle length to 120 seconds and optimize traffic signal timing at the Broadway / West MacArthur Boulevard intersection during both the AM and PM peak hours. Optimization of traffic signal timing shall include determination of green time allocation for each intersection approach relative to the approach traffic volumes, and coordination with signal phasing and timing of adjacent intersections. In addition to the Broadway / West MacArthur Boulevard intersection, signal cycle lengths and phasing would also need to be modified and coordinated at Howe Street / MacArthur Boulevard, Broadway / Piedmont Avenue, and Broadway / Hawthorne Avenue and Brook Street intersections. To ensure that signal timing optimization occurs, the project applicant shall pay for this measure.</li> <li>• The existing Transportation Demand Management. (TDM) program shall be expanded to include more aggressive TDM measures that would encourage more Kaiser employees to switch from driving alone to other modes. Potential TDM measures include, but are not limited to, increasing transit ticket subsidies, employee awareness programs, direct transit sales, providing a guaranteed ride home program, and charging more for parking. The effectiveness of the TDM program shall be regularly monitored, and if necessary adjusted to better satisfy the needs of the medical center. Kaiser shall submit the TDM program to the City for its review and approval.</li> <li>• The components of the expanded TDM program have not been determined yet, and their effectiveness on reducing project trip generation cannot be quantified. To present a conservative analysis, this study assumes that the intersection would continue to operate at LOS F with the implementation of this mitigation measure. Thus, this measure is not sufficient to fully mitigate the impact.</li> </ul>	<p>Significant and Unavoidable</p>

**TABLE II-1 (CONT.)**  
**SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
B.3a: (2025 Cumulative) Traffic generated by the project would contribute more than five percent of the cumulative traffic increases at the signalized intersection of Broadway / 51st Street / Pleasant Valley Avenue (#3) during the AM and PM peak hours, as measured by the difference between existing and cumulative (with project) conditions.	Mitigation B.3a: No feasible mitigation measures are available that would fully improve operations at Broadway / 51st Street / Pleasant Valley Avenue to acceptable levels. See discussion under Mitigation Measure B.2a.	Significant and Unavoidable
B.3d: (2025 Cumulative) Traffic generated by the project would contribute more than five percent of the cumulative traffic increases at the signalized intersection of Broadway / West MacArthur Boulevard (#16) during the AM and PM peak hours, as measured by the difference between existing and cumulative (with project) conditions.	Mitigation B.3d: No feasible mitigation measures are available that would fully improve operations at Broadway / West MacArthur Boulevard to acceptable levels. See discussion under Mitigation Measure B.2b.	Significant and Unavoidable
<b>C. Air Quality</b>		
C.2: The project would result in increased long-term emissions of criteria pollutants from vehicular traffic to and from the project site and from the operation of the Central Utility Plant. The increase in emissions would exceed Bay Area Air Quality Management District significance criteria for daily emissions of PM-10.	Mitigation C.2: As required by Mitigation Measures B.1a, B.2a, and B.2b to address intersection impacts (Impacts B.1 and B.2), the existing Transportation Demand Management (TDM) program shall be expanded (beyond that already assumed to occur as part of the project) to include additional measures that would encourage more Kaiser employees to switch from driving alone to other modes. The project shall implement the TDM program, to the extent feasible, in an effort to reduce daily vehicle trips associated with the project. The effectiveness of the TDM program shall be regularly monitored, and if necessary adjusted to better satisfy the needs of the medical center.	
C.5: The proposed project together with anticipated future development in the area, could result in long-term traffic increases and could cumulatively increase regional air pollutant emissions and conflict with or obstruct implementation of the Bay Area Clean Air Plan.	Mitigation C.2.	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>E. Cultural Resources</b>		
<p>E.3: The proposed project would result in the demolition of the building at 3741-47 Broadway which is conservatively assumed to be an historic resource under Section 15065.4 of the CEQA Guidelines, pending Landmarks Preservation Advisory Board review.</p>	<p>Mitigation E.3a: Archival Documentation. Kaiser Permanente shall document the building at 3741-47 Broadway prior to its demolition through the use of large-format black and white photography and a brief historical report, meeting the specifications of the Historic American Building Survey (HABS). The historic report should briefly describe the building and its historic significance to the City of Oakland. The documentary photographs and report would be archived locally at the Oakland History Room (OHR) of the Oakland Public Library along with a copy on archival paper. Digital copies of the photographs would be forwarded to the Oakland Cultural Heritage Survey.</p>	<p>Conservatively assumed Significant and Unavoidable</p>
<p>E.5: The proposed project, in combination with cumulative development that would involve demolition of other automobile-related historic resources in Oakland, would result in cumulative impacts to automobile-related historic resources.</p>	<p>Mitigation E.3b. Interpretive Materials: Kaiser Permanente shall prepare interpretive materials as directed by the City, including, but not limited to on-site interpretive signage, brochures, or any combination thereof.</p>	<p>Conservatively assumed Significant and Unavoidable</p>
<p>E.5: The proposed project, in combination with cumulative development that would involve demolition of other automobile-related historic resources in Oakland, would result in cumulative impacts to automobile-related historic resources.</p>	<p>Mitigation E.5: Kaiser Permanente shall prepare or cause to be prepared a historic context report of Oakland's 1920s-era automobile dealerships in order to document this relatively rare and threatened building type. The context should be prepared by a qualified architectural historian. The context report would be archived locally at the Oakland History Room (OHR) of the Oakland Public Library along with a copy on archival paper. Copies would be forwarded to the Oakland Cultural Heritage Survey.</p>	<p>Conservatively assumed Significant and Unavoidable</p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p><b>B. SIGNIFICANT IMPACTS</b> <i>(Reduced to Less Than Significant, with Implementation of <u>Project Mitigation Measures Only [except as noted]</u>)</i></p>		
<p>B. Transportation, Circulation and Parking</p>		
<p>B.1b: (Near-Term 2010) Traffic generated by the project would cause the eastbound approach at the unsignalized intersection of Broadway / 38th Street (North) (#8) to degrade from LOS D to LOS F during the AM peak hour and LOS C to LOS F during the PM peak hour, would add more than ten vehicles to the intersection, and the peak-hour volumes would meet the Caltrans peak-hour traffic signal warrant.</p>	<p>Mitigation B.1b: Install traffic signals at the unsignalized intersection of Broadway / 38th Street (North). The signals shall have actuated controls with protected left-turn phasing, which would require a separate left-turn arrow. Installation of traffic signals shall include the traffic signal equipment and optimization of signal phasing and timing (i.e., allocation of green time for each intersection approach) in tune with the relative traffic volumes on those approaches, and coordination with signal phasing and timing of adjacent intersections. Traffic signal equipment shall include pedestrian signal heads (with adequate time for pedestrians to cross the streets). Signal installation shall meet City of Oakland design standards and be subject to review and approval of the City.</p> <p>Prior to the installation of this traffic signal, a complete traffic signal warrant analysis would be conducted at this location to verify that this location meets MUTCD signal warrants, which include both daily and peak-hour volume, accidents, and pedestrian volumes and be subject to review and approval of the City. The mitigation shall be implemented in conjunction with the West Broadway Garage. After implementation of this measure, the intersection would operate at LOS A during both AM and PM peak hours.</p>	<p>Less Than Significant</p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>B.1c: (Near-Term 2010) The signalized intersection of Broadway / West MacArthur Boulevard (#16) would degrade from LOS E to LOS F during the AM peak hour, and LOS D to LOS E during the PM peak hour with the addition of traffic generated by the project.</p>	<p>Mitigation B.1c: Change signal cycle length to 120 seconds and optimize traffic signal timing at the Broadway / West MacArthur Boulevard intersection during both the AM and PM peak hours. Optimization of traffic signal timing shall include determination of green time allocation for each intersection approach relative to the approach traffic volumes, and coordination with signal phasing and timing of adjacent intersections. In addition to the Broadway / West MacArthur Boulevard intersection, signal cycle lengths and phasing would also need to be modified and coordinated at Howe Street / MacArthur Boulevard, Broadway / Piedmont Avenue, and Broadway / Hawthorne Avenue and Brook Street intersections. To ensure that signal timing optimization occurs, the project applicant shall pay for this measure. After implementation of this measure, the intersection would operate at LOS D during both AM and PM peak hours.</p>	Less than Significant
<p>B.1d: (Near-Term 2010) The LOS F conditions at the signalized intersection of Piedmont Avenue/West MacArthur Boulevard (#18), which would prevail during the AM peak hour under 2010 baseline conditions, would worsen with the addition of traffic generated by the project. The project-generated increases in vehicle delay on a critical movement would exceed the two-second threshold of significance.</p>	<p>Mitigation B.1d: Modify the signal at the Piedmont Avenue / West MacArthur Boulevard intersection to provide simultaneous protected left-turn phasing for the northbound and southbound approaches, and change signal cycle length to 120 seconds and optimize traffic signal timing during the AM peak hour. Optimization of traffic signal timing shall include determination of green time allocation for each intersection approach relative to the approach traffic volumes, and coordination with signal phasing and timing of adjacent intersections. To ensure that signal timing optimization occurs, the project applicant shall pay for this measure. After implementation of this measure, the intersection would operate at LOS D during both AM and PM peak hours.</p>	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>B.1e: (Near-Term 2010) The westbound approach at the proposed-created unsignalized intersection of Broadway / Main Hospital Entrance (#29) would operate at LOS E during the AM peak hour and LOS F during the PM peak hour, the project would add more than ten vehicles to the intersection, and the peak-hour volumes would meet the Caltrans peak-hour traffic signal warrant.</p>	<p>Mitigation B.1e: Install traffic signals at the unsignalized intersection of Broadway / Main Hospital Entrance. The signals shall have actuated controls with protected left-turn phasing, which would require a separate left-turn arrow. Installation of traffic signals shall include the traffic signal equipment and optimization of signal phasing and timing (i.e., allocation of green time for each intersection approach) in tune with the relative traffic volumes on those approaches, and coordination with signal phasing and timing of adjacent intersections. Traffic signal equipment shall include pedestrian signal heads (with adequate time for pedestrians to cross the streets). Signal installation shall meet City of Oakland design standards.</p> <p>Prior to the installation of this traffic signal, a complete traffic signal warrant analysis would be conducted at this location to verify that this location meets MUTCD signal warrants, which include both daily and peak-hour volume, accidents, and pedestrian volumes. The mitigation shall be implemented in conjunction with the occupancy of the Replacement Hospital or M/B Garage. After implementation of this measure, the intersection would operate at LOS B during both AM and PM peak hours.</p>	Less than Significant
<p>B.3b: (2025 Cumulative) Traffic generated by the project would contribute at least five percent of the cumulative traffic increases at the unsignalized intersection of Shafter Avenue / West MacArthur Boulevard (#14) during the AM peak hour, as measured by the difference between existing and cumulative (with project) conditions.</p>	<p>Mitigation B.3b: Extend the existing median on MacArthur Boulevard at the intersection of Shafter Avenue / West MacArthur Boulevard to eliminate left turns out and left turns into Shafter Avenue. Implementation of this measure would eliminate the stop-controlled left turns that cause the unacceptable delay at this intersection, and would improve intersection operations to LOS B during both AM and PM peak hours.</p>	Less than Significant
<p>3c: (2025 Cumulative) Traffic generated by the project would contribute at least five percent of the cumulative traffic increases at the unsignalized intersection of Manila Avenue / West MacArthur Boulevard (#15) during the AM peak hour, as measured by the difference between existing and cumulative (with project) conditions.</p>	<p>Mitigation B.3c: Extend the existing median on MacArthur Boulevard at the intersection of Manila Avenue / West MacArthur Boulevard to eliminate left turns out and left turns into Manila Avenue. Implementation of this measure would eliminate the stop-controlled left turns that cause the unacceptable delay at this intersection, and would improve intersection operations to LOS B during both AM and PM peak hours.</p>	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>B.3e: : (2025 Cumulative) Traffic generated by the project would contribute more than five percent of the cumulative traffic increases at the signalized intersection of Broadway / Hawthorne Avenue / Brook Street (#29) during the PM peak hour, as measured by the difference between existing and cumulative (with project) conditions.</p>	<p>Mitigation B.3e: Implement Measure B.2c (optimize traffic signal timing).</p>	<p>Less than Significant</p>
<p>B.7: The project would increase the potential for conflicts among different traffic streams.</p>	<p>Mitigation B.7a: If the City selects Broadway Design Alternative A (West Broadway Garage driveway on Broadway would be unsignalized and left-turns out of the driveway would be prohibited), provide an unsignalized striped cross-walk just north of the West Broadway Garage driveway, with bulb-outs on both sides Broadway and a median with minimum landscaping.</p> <p>Mitigation B.7b: If the City selects Broadway Design Alternative B (West Broadway garage driveway on Broadway would be signalized and all vehicle movements would be allowed at the intersection), provide a signalized crosswalk across Broadway at the signalized Broadway / West Broadway Garage driveway intersection.</p> <p>Mitigation B.7c: If the City selectis Broadway Design Alternative C (Broadway would have a continuous median adjacent to the West Broadway Garage and movement at the West Broadway Garage driveway would be limited to right-in/right-out only), construct a barrier on the median of Broadway between 38th Street and MacArthur Boulevard.</p> <p>Mitigation B.7d: To the extent possible, driveways shall be designed to maximize the visibility of both pedestrians and vehicles.</p> <p>Mitigation B.7e: To the extent possible, driveways shall be designed to minimize vehicle speeds.</p> <p>Mitigation B.7f: If driveway intersections are signalized, then pedestrian signal heads and appropriate crossing times shall be provided for pedestrians crossing the driveway.</p>	<p>Less than Significant</p> <p><i>See also "Recommendations Improvements for Consideration" for Impact B.7 (Section E, below).</i></p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

<b>Environmental Impact</b>	<b>Mitigation Measures or Standard Conditions</b>	<b>Level of Significance after Mitigation or Standard Condition</b>
	<p>Mitigation B.7g: If driveway intersections are not signalized and exiting vehicles do not have adequate sight distance, then an audio and/or visual warning system shall be installed to warn pedestrians when vehicles are exiting the garage.</p> <p>Mitigation B.7h: To the extent possible, large truck deliveries (60-foot trucks) should not be scheduled between 7:00 to 9:00 AM and 4:00 to 6:00 PM.</p> <p>Mitigation B.7i: Turning right from southbound Piedmont Avenue into the loading dock driveway, and turning left from the loading dock driveway into northbound Piedmont Avenue shall be prohibited for large trucks.</p> <p>Mitigation B.7j: Truck routes shall be established so that larger trucks accessing the site would turn into the loading driveway from northbound Piedmont Avenue and trucks leaving the loading driveway would turn onto southbound Piedmont Avenue.</p>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p><b>C. SIGNIFICANT IMPACTS</b> <b><i>(Reduced to Less Than Significant, with Implementation of <u>Standard Conditions of Approval Only</u>)</i></b></p>		
<p><b>B. Transportation, Circulation and Parking</b></p>		
<p>B.10: Project construction would temporarily affect traffic flow and circulation, parking, and pedestrian safety.</p>	<p>Condition B.10: Prior to the issuance of each building permit, the project applicant and construction contractor shall meet with the Traffic Engineering and Parking Division of the Oakland Public Works Agency and other appropriate City of Oakland agencies to determine traffic management strategies to reduce, to the maximum extent feasible, traffic congestion and the effects of parking demand by construction workers during construction of this project and other nearby projects that could be simultaneously under construction. The project applicant shall develop a construction management plan for review and approval by the City Traffic Engineering Division. The plan shall include at least the following items and requirements:</p> <ul style="list-style-type: none"> <li>• A set of comprehensive traffic control measures, including scheduling of major truck trips and deliveries to avoid peak traffic hours, detour signs if required, lane closure procedures, signs, cones for drivers, and designated construction access routes.</li> <li>• Notification procedures for adjacent property owners and public safety personnel regarding when major deliveries, detours, and lane closures will occur.</li> <li>• Location of construction staging areas for materials, equipment, and vehicles (must be located on the project site).</li> <li>• Identification of haul routes for movement of construction vehicles that would minimize impacts on vehicular and pedestrian traffic, circulation and safety; and provision for monitoring surface streets used for haul routes so that any damage and debris attributable to the haul trucks can be identified and corrected by the project applicant.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>C. Air Quality</b>	<ul style="list-style-type: none"> <li>• Temporary construction fences to contain debris and material and to secure the site.</li> <li>• Provisions for removal of trash generated by project construction activity.</li> <li>• A process for responding to, and tracking, complaints pertaining to construction activity, including identification of an onsite complaint manager.</li> <li>• Provisions for monitoring surface streets used for truck routes so that any damage and debris attributable to the trucks can be identified and corrected.</li> <li>• Subject to City review and approval, prior to start of construction, a construction worker transportation demand management (TDM) program shall be implemented to encourage construction workers to carpool or use alternative transportation modes in order to reduce the overall number of vehicle trips associated with construction workers.</li> <li>• A detailed analysis of the parking layout of the Sears Garage shall be performed to maximize parking use at this location.</li> </ul>	Less than Significant
C.1: Activities associated with demolition, site preparation and construction would generate short-term emissions of criteria pollutants, including suspended and inhalable particulate matter and equipment exhaust emissions.	Condition C.1a: If asbestos were found to be present in building materials to be removed, demolition and disposal would be required to be conducted in accordance with procedures specified by Regulation 11, Rule 2 (Asbestos Demolition, Renovation and Manufacturing) of BAAQMD's regulations.	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Condition C.1b: During construction, the project sponsor shall require the construction contractor to implement the following measures required as part of BAAQMD's basic and enhanced dust control procedures required for sites larger than four acres. These include:</p> <ul style="list-style-type: none"> <li>• Water all active construction areas at least twice daily. Watering should be sufficient to prevent airborne dust from leaving the site. Increased watering frequency may be necessary whenever wind speeds exceed 15 miles per hour. Reclaimed water should be used whenever possible.</li> <li>• Cover all trucks hauling soil, sand, and other loose materials or require all trucks to maintain at least two feet of freeboard (i.e., the minimum required space between the top of the load and the top of the trailer).</li> <li>• Pave, apply water three times daily, or apply (non-toxic) soil stabilizers on all unpaved access roads, parking areas and staging areas at construction sites.</li> <li>• Sweep daily (with water sweepers using reclaimed water if possible) all paved access roads, parking areas and staging areas at construction sites.</li> <li>• Sweep streets (with water sweepers using reclaimed water if possible) at the end of each day if visible soil material is carried onto adjacent paved roads.</li> <li>• Hydroseed or apply (non-toxic) soil stabilizers to inactive construction areas (previously graded areas inactive for one month or more).</li> <li>• Enclose, cover, water twice daily or apply (non-toxic) soil stabilizers to exposed stockpiles (dirt, sand, etc.).</li> <li>• Limit traffic speeds on unpaved roads to 15 miles per hour.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>D. Noise</b>	<ul style="list-style-type: none"> <li>• Limit the amount of the disturbed area at any one time, where feasible.</li> <li>• Pave all roadways, driveways, sidewalks, etc. as soon as feasible. In addition, building pads should be laid as soon as possible after grading unless seeding or soil binders are used.</li> <li>• Replant vegetation in disturbed areas as quickly as feasible.</li> <li>• Suspend excavation and grading activity when winds (instantaneous gusts) exceed 25 mph.</li> <li>• Designate a person or persons to monitor the dust control program and to order increased watering, as necessary, to prevent transport of dust offsite. Their duties shall include holidays and weekend periods when work may not be in progress. The name and telephone number of such persons shall be provided to the BAAQMD prior to the start of construction as well as posted on-site over the duration of construction.</li> </ul>	
D.1: Construction activities would intermittently and temporarily generate noise levels above existing ambient levels in the project vicinity.	Condition D.1a: The project sponsor shall require construction contractors to limit standard construction activities as required by the City Building Department. Such activities are generally limited to between 7:00 a.m. and 7:00 p.m. Monday through Friday, with pile driving and/or other extreme noise generating activities greater than 90 dBA limited to between 8:00 a.m. and 4:00 p.m. Monday through Friday. No construction activities shall be allowed on weekends until after the building is enclosed, without prior authorization of the Building Services Division, and no extreme noise generating activities shall be allowed on weekends and holidays.	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Standard Condition D.1b: To reduce daytime noise impacts due to construction, the project sponsor shall require construction contractors to implement the following measures:</p> <ul style="list-style-type: none"> <li>• Equipment and trucks used for project construction shall utilize the best available noise control techniques (e.g., improved mufflers, equipment redesign, use of intake silencers, ducts, engine enclosures and acoustically-attenuating shields or shrouds, wherever feasible).</li> <li>• Impact tools (e.g., jack hammers, pavement breakers, and rock drills) used for project construction shall be hydraulically or electrically powered wherever possible to avoid noise associated with compressed air exhaust from pneumatically powered tools. However, where use of pneumatic tools is unavoidable, an exhaust muffler on the compressed air exhaust shall be used; this muffler can lower noise levels from the exhaust by up to about 10 dBA. External jackets on the tools themselves shall be used where feasible, and this could achieve a reduction of 5 dBA. Quieter procedures shall be used, such as drills rather than impact equipment, whenever feasible.</li> <li>• Stationary noise sources shall be located as far from adjacent receptors as possible, and they shall be muffled and enclosed within temporary sheds, incorporate insulation barriers, or other measures to the extent feasible.</li> <li>• If feasible, the noisiest phases of construction (such as pile driving) shall be limited to less than 10 days at a time to comply with the local noise ordinance.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Standard Condition D.1c: To further mitigate potential pier drilling, pile driving and/or other extreme noise generating construction impacts, a set of site-specific noise attenuation measures shall be completed under the supervision of a qualified acoustical consultant. Prior to commencing construction, a plan for such measures shall be submitted for review and approval by the City to ensure that maximum feasible noise attenuation will be achieved. These attenuation measures shall include as many of the following control strategies as feasible:</p> <ul style="list-style-type: none"> <li>• Erect temporary plywood noise barriers around the construction site, particularly along on sites adjacent to residential buildings;</li> <li>• Implement "quiet" pile driving technology (such as pre-drilling of piles, the use of more than one pile driver to shorten the total pile driving duration), where feasible, in consideration of geotechnical and structural requirements and conditions;</li> <li>• Utilize noise control blankets on the building structure as the building is erected to reduce noise emission from the site;</li> <li>• Evaluate the feasibility of noise control at the receivers by temporarily improving the noise reduction capability of adjacent buildings; and</li> <li>• Monitor the effectiveness of noise attenuation measures by taking noise measurements.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Condition D.1d: Prior to the issuance of each building permit, along with the submission of construction documents, the project sponsor shall submit to the City Building Department a list of measures to respond to and track complaints pertaining to construction noise. These measures shall include:</p> <ul style="list-style-type: none"> <li>• A procedure for notifying the City Building Division staff and Oakland Police Department;</li> <li>• A plan for posting signs on-site pertaining to permitted construction days and hours and complaint procedures and who to notify in the event of a problem;</li> <li>• A listing of telephone numbers (during regular construction hours and off-hours);</li> <li>• The designation of an on-site construction complaint manager for the project;</li> <li>• Notification of neighbors within 300 feet of the project construction area at least 30 days in advance of pile-driving activities about the estimated duration of the activity; and</li> <li>• A preconstruction meeting shall be held with the job inspectors and the general contractor/on-site project manager to confirm that noise mitigation and practices (including construction hours, neighborhood notification, posted signs, etc.) are completed.</li> </ul> <p>Condition D.1.e: Consistent with Standard Condition D.1b and D.1c and prior to the issuance of each building permit, the project sponsor shall install a sound-rated fence/barrier along the project site property line located closest to any noise-sensitive receiver(s), to the extent feasible.</p> <p>Standard Condition D.1f: Consistent with Standard Condition D.1b and D.1c and throughout all noise-generating construction activities, the project application shall locate removal areas for demolition debris as far as possible from noise-sensitive receptors.</p>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>D.4: Given the measured exterior noise levels in the vicinity of the project site, the interior noise levels within hospital buildings, especially in rooms used for overnight use such as patient wards, could exceed DNL 45 dBA, the interior noise standard for hospitals according to the City of Oakland General Plan Noise Element.</p>	<p>Condition D.4: To comply with the interior noise requirements of the City of Oakland's General Plan Noise Element and achieve an interior noise level of less than 45 dBA, noise reduction in the form of sound-rated assemblies (i.e., windows, exterior doors, and walls) shall be incorporated into project building design. Final recommendations for sound-rated assemblies will depend on the specific building designs and layout of buildings on the site and shall be determined during the design phase.</p>	Less than Significant
<p>E. Cultural Resources</p>		
<p>E.1: Construction of the project could cause substantial adverse changes to the significance of currently unknown cultural resources at the site, potentially including an archaeological resource pursuant to CEQA Guidelines Section 15064.5 or CEQA Section 21083.2(g), or the disturbance of any human remains, including those interred outside of formal cemeteries.</p>	<p>Condition E.1a: Pursuant to CEQA Guidelines 15064.5 (f), "provisions for historical or unique archaeological resources accidentally discovered during construction" should be instituted. Therefore, in the event that any prehistoric or historic subsurface cultural resources are discovered during ground disturbing activities, all work within 50 feet of the resources shall be halted and the project sponsor and/or lead agency shall consult with a qualified archaeologist or paleontologist to assess the significance of the find. If any find is determined to be significant, representatives of the project proponent and/or lead agency and the qualified archaeologist would meet to determine the appropriate avoidance measures or other appropriate mitigation, with the ultimate determination to be made by the City of Oakland. All significant cultural materials recovered shall be subject to scientific analysis, professional museum curation, and a report prepared by the qualified archaeologist according to current professional standards.</p> <p>In considering any suggested mitigation proposed by the consulting archaeologist in order to mitigate impacts to historical resources or unique archaeological resources, the project sponsor shall determine whether avoidance is necessary and feasible in light of factors such as the nature of the find, project design, costs, and other considerations. If avoidance is unnecessary or infeasible, other appropriate measures (e.g., data recovery) shall be instituted. Work may proceed on other parts of the project site while mitigation for historical resources or unique archaeological resources is carried out.</p>	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Should an archaeological artifact or feature be discovered on-site during project construction, all activities within a 50-foot radius of the find would be halted until the findings can be fully investigated by a qualified archaeologist to evaluate the find and assess the significance of the find according to the CEQA definition of a historical or unique archaeological resource. If the deposit is determined to be significant, the project sponsor and the qualified archaeologist shall meet to determine the appropriate avoidance measures or other appropriate mitigation, subject to approval by the City of Oakland, which shall assure implementation of appropriate mitigation measures recommended by the archaeologist. Should archaeologically-significant materials be recovered, the qualified archaeologist would recommend appropriate analysis and treatment, and would prepare a report on the findings for submittal to the Northwest Information Center.</p> <p>Condition E.1b: In the event that human skeletal remains are uncovered at the project site during construction or ground-breaking activities, all work shall immediately halt and the Alameda County Coroner shall be contacted to evaluate the remains, and following the procedures and protocols pursuant to Section 15064.5 (e)(1) of the CEQA Guidelines. If the County Coroner determines that the remains are Native American, the City shall contact the California Native American Heritage Commission (NAHC), pursuant to subdivision (c) of Section 7050.5 of the Health and Safety Code, and all excavation and site preparation activities shall cease within a 50-foot radius of the find until appropriate arrangements are made.</p> <p>If the agencies determine that avoidance is not feasible, then an alternative plan shall be prepared with specific steps and timeframe required to resume construction activities. Monitoring, data recovery, determination of significance and avoidance measures (if applicable) shall be completed expeditiously.</p>	

**TABLE II-1 (CONT.)**  
**SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
E.2: The project may adversely affect unidentified paleontological resources at the site.	<p>Condition E.2: In the event of an unanticipated discovery of a brea true, and/or trace fossil during construction, excavations within 50 feet of the find shall be temporarily halted or diverted until the discovery is examined by a qualified paleontologist (per Society of Vertebrate Paleontology standards (SVP 1995,1996)). The qualified paleontologist shall document the discovery as needed, evaluate the potential resource, and assess the significance of the find under the criteria set forth in Section 15064.5 of the CEQA Guidelines. The paleontologist shall notify the appropriate agencies to determine procedures that would be followed before construction is allowed to resume at the location of the find. If the City determines that avoidance is not feasible, the paleontologist shall prepare an excavation plan for mitigating the effect of the project on the qualities that make the resource important, and such plan shall be implemented. The plan shall be submitted to the City for review and approval.</p>	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>F. Geology , Soils, and Seismicity</b>		
<p>F.1: In the event of a major earthquake in the region, seismic ground shaking could potentially injure people and cause collapse or structural damage to existing and proposed hospital structures.</p>	<p>Condition F.1: A site-specific, design level geotechnical investigation for each construction site within the project area (which is typical for any large, phased development project) shall be required as part of this project. Specifically:</p> <ul style="list-style-type: none"> <li>• Each investigation shall include an analysis of expected ground motions at the site from known active faults. The analyses shall be in accordance with applicable City ordinances and policies, OSHPD requirements, and consistent with the most recent version of the California Building Code, which requires structural design that can accommodate ground accelerations expected from known active faults.</li> <li>• The investigations shall determine final design parameters for the walls, foundations, foundation slabs, and surrounding related improvements (utilities, roadways, parking lots and sidewalks).</li> <li>• The investigations shall be reviewed and approved by a registered geotechnical engineer. All recommendations by the project engineer, geotechnical engineer, and OSHPD will be included in the final design.</li> <li>• Recommendations that are applicable to foundation design, earthwork, and site preparation that were prepared prior to or during the project design phase, shall be incorporated in the project.</li> <li>• For structures not subject to OSHPD permitting, the final seismic considerations for the site shall be submitted to and approved by the City of Oakland Building Services Division prior to the commencement of the project.</li> </ul>	<p>Less than Significant</p>
<p>F.3: The development proposed as part of the project, when combined with other reasonably foreseeable development in the vicinity, could potentially injure people and cause collapse or structural damage to existing and proposed structures and result in significant cumulative impacts with respect to geology, soils, or seismic conditions.</p>	<p>See <i>Condition F.1.</i></p>	<p>Less than Significant</p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>G. Hydrology and Water Quality</p> <p>G.1: Project construction would involve activities (excavation, soil stockpiling, pier drilling, grading, and dredging, etc.) that would generate loose, erodable soils that, if not properly managed, could violate any water quality standards or waste discharge requirements; result in substantial erosion or siltation; create or constitute substantial polluted runoff; or otherwise substantially degrade water quality.</p>	<p>Standard Condition G.1a: Prior to and during project demolition, grading and construction activities, the project shall comply with all City of Oakland Grading Permit requirements and all NPDES Permit requirements as follows:</p> <p><i>Grading Plan, Erosion and Sedimentation Control Plan, and Drainage Plan</i></p> <p>City of Oakland Municipal Code Chapter 13.16 and Section 15.04.780 require that the project applicant prepare a grading plan for the proposed project. Because during project construction the volume of the excavated fill material would exceed 50 cubic yards (estimated maximum 107,600<sup>7</sup> cu.yds. proposed) and involve depths of excavation that exceed five feet (estimated approximately 30 feet proposed) and involve pier drilling to a maximum dept of 70 feet, the project sponsor must prepare a grading plan, erosion and sedimentation control plan, and drainage plan.</p> <ul style="list-style-type: none"> <li>The required grading plan shall include drainage, erosion, and sediment control measures and incorporate construction BMPs to prevent pollutants from entering the storm sewer to the maximum extent practicable.</li> <li>The grading plan shall discuss existing, temporary, and final drainage facilities. Erosion and sediment control must combine interim and permanent measures to minimize erosion, stormwater runoff, and sedimentation. Such measures, at a minimum, shall include provision of filter materials at the catch basin to prevent debris or dirt from flowing into the storm drain system. According to the City Public Works Agency, such filter materials shall be applied to batch basins within private areas. As proposed by the project, filter protection at catch basins and inlets will include filter fabric covering the grates, straw bales or wattles circling the inlet, or some combination of these and/or other measures.</li> </ul>	Less than Significant

<sup>7</sup> Total estimated excavation includes 69,000 cu.yds. for Phase 1 and 38,600 cu.yds. for Phase 2. No excavation is proposed for Phase 3.

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<ul style="list-style-type: none"> <li>• The plan shall specify that, after construction is complete, the sponsor shall ensure that the storm drain system shall be inspected and that the sponsor shall clear the system of any debris or sediment.</li> <li>• Preparation and implementation of the grading plan would include preparation of the construction stormwater pollution prevention plan (SWPPP) (discussed below).</li> </ul> <p><i>NPDES Permit and Construction Stormwater Pollution Prevention Plan (SWPPP)</i></p> <p>The project sponsor shall apply for and comply with all requirements of the ACCWP NPDES General Construction Permit. As required by the permit:</p> <ul style="list-style-type: none"> <li>• The sponsor shall prepare a SWPPP in coordination with a project's grading plan. The SWPPP shall describe erosion and sedimentation control measures as recommended in the California Stormwater Best Management Practice Handbook (Stormwater Quality Task Force, 2003).</li> <li>• The project sponsor shall prepare the SWPPP and submit a notice of intent to the RWQCB prior to construction activities, as required by the RWQCB. Implementation of the SWPPP shall start with the commencement of construction and continue through the completion of the project.</li> <li>• At a minimum, the SWPPP shall include a description of construction materials, practices, and equipment storage and maintenance; a list of pollutants likely to contact stormwater; site-specific erosion and sedimentation control practices; a list of provisions to eliminate or reduce discharge of materials to stormwater; best management practices (BMPs), and inspection and monitoring program.</li> <li>• After construction is completed, the project sponsor shall submit a notice of termination to the RWQCB.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Condition G.1b: Prior to and during project demolition, grading and construction activities, the project shall comply with all Creek Protection Permit requirements and practices as follows:</p> <p><i>Creek Protection Permit</i></p> <ul style="list-style-type: none"> <li>• Project construction would occur within approximately 17 feet of the Glen Echo Creek centerline (at the closest point) and would involve construction activities in proximity to Glen Echo Creek, including creek bank repair and stabilization, and creek bank shoring to prevent bank failure (discussed also under Biological Resources Impact I.1, impacts on jurisdictional waters of the U.S.). Therefore, the project sponsor is required to obtain and comply with all requirements of a City of Oakland Category 4 Creek Protection Permit.</li> <li>• Consistent with the Category 4 Creek Protection Permit requirements outlined in the City's Guide to Oakland's Creek Ordinance, the project sponsor has prepared and submitted the following for review and approval by the City: <ul style="list-style-type: none"> <li>a) Creek Protection Plan prepared by the project owner, an architect, engineer, or contractor, that describes proposed protection measure for the creek, creek banks, riparian vegetation, wildlife, surrounding habitat, and the creek's natural appearance during and after construction;</li> <li>b) Hydrology Report prepared by a licensed engineer with creek hydrology expertise, that shall at a minimum specify the quantity and quality of pre-and post-work creek flows; and</li> <li>c) Creek Restoration Plan (see Standard Condition I.1b)</li> </ul> </li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>G.1: Project construction would involve activities (excavation, soil stockpiling, pier drilling, grading, and dredging, etc.) that would generate loose, erodable soils that, if not properly managed, could violate any water quality standards or waste discharge requirements; result in substantial erosion or siltation; create or constitute substantial polluted runoff; or otherwise substantially degrade water quality.</p>	<p>Condition G.1c: For demolition and construction activities adjacent to Glen Echo Creek during the wet season (as defined by the City),<sup>8</sup> the project sponsor shall design for City review and approval, and implement a temporary bypass culvert for Glen Echo Creek. The bypass culvert shall involve rerouting rain water leaders to prevent direct drainage to the creek, which would ensure water quality and control erosion and sedimentation, consistent with the General NPDES Permit for Construction Activities (Standard Condition G.1a). The bypass culvert shall be removed immediately after completion of construction activities.</p>	Less than Significant
<p>G.4: The project would not result in a net increase in impervious surfaces and would not cause an increase in the volume of project-related stormwater runoff. The project would not violate any waste discharge requirements that would create substantial runoff and result in substantial flooding onsite or offsite. Nor would the project exceed the capacity of the stormwater drainage system.</p>	<p>Condition G.4a: Implement site design/landscape characteristics as feasible, which maximize infiltration (where appropriate), provide retention or detention, slow runoff, and minimize impervious land coverage, so that post-development pollutant loads from the site have been reduced to maximum extent possible. Where feasible, the project shall introduce measures to help reduce the rate and volume of stormwater runoff.</p>	
	<p>Condition G.4b: For the proposed project, which will discharge directly to water bodies listed as impaired (under section 303(d) of CWA), ensure that post-project runoff does not exceed pre-project levels for such pollutants through implementation of the control measures addressed in the C.3 provision, to the maximum extent practicable.</p>	
<b>H. Public Health and Safety</b>		
<p>H.1: Demolition or renovation of existing structures that contain hazardous building materials, such as lead-based paint, asbestos, and PCBs could expose workers, the public, or the environment to these hazardous materials and would generate hazardous waste.</p>	<p>Condition H.1a: Future demolition or renovation activities shall require an assessment for the potential presence of lead-based paint or coatings, asbestos, or PCB-containing equipment be prepared prior to commencing these activities.</p>	Less than Significant
	<p>Condition H.1b: If the assessment required by Standard Condition H.1a finds presence of lead-based paint, asbestos, and/or PCBs, the project sponsor shall create and implement a health and safety plan to protect workers from risks associated with hazardous materials during demolition or renovation of affected structures.</p>	

<sup>8</sup> The “wet season” as generally November to March.

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Condition H.1c: If the assessment required by Standard Condition H.1a finds presence of lead-based paint, the project sponsor shall develop and implement a lead-based paint removal plan. The plan shall specify, but not be limited to, the following elements for implementation:</p> <ul style="list-style-type: none"> <li>• Develop a removal specification approved by a Certified Lead Project Designer.</li> <li>• Ensure that all removal workers are properly trained.</li> <li>• Contain all work areas to prohibit off-site migration of paint chip debris.</li> <li>• Remove all peeling and stratified lead-based paint on building and non-building surfaces to the degree necessary to safely and properly complete demolition activities according to recommendations of the survey. The demolition contractor shall be responsible for the proper containment and disposal of intact lead-based paint on all equipment to be cut and/or removed during the demolition.</li> <li>• Provide on-site personnel and area air monitoring during all removal activities to ensure that workers and the environment are adequately protected by the control measures used.</li> <li>• Clean up and/or vacuum paint chips with a high efficiency particulate air (HEPA) filter.</li> <li>• Collect, segregate, and profile waste for disposal determination.</li> <li>• Properly dispose of all waste.</li> </ul> <p>Condition H.1d: If the assessment required by Standard Condition H.1a finds presence of asbestos, the project sponsor shall ensure that asbestos abatement shall be conducted prior to building demolition or renovation.</p> <p>Condition H.1e: If the assessment required by Standard Condition H.1a finds presence of PCBs, the project sponsor shall ensure that PCB abatement shall be conducted prior to building demolition or renovation.</p>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>I. Biological Resources / Wetlands</b>		
<p>I.1: Within the vicinity of Glen Echo Creek, demolition of existing structures and construction on Site 7 in Phase 1 (West Broadway MSB and parking structure) could result in impacts to potentially jurisdictional wetlands or waters of the U.S. under the jurisdiction of the U.S. Army Corps of Engineers under Section 404 of the Clean Water Act and waters of the state under the jurisdiction of the State Regional Water Quality Control Board (SWRCB) or Regional Water Quality Control Board (RWQCB) under Section 401 of the Clean Water Act and Porter-Cologne Act. This disturbance would affect both areas classified as wetland and channels that are considered "other waters of the U.S." No formal wetland delineation was conducted, however, Glen Echo Creek would be considered a Water of U.S. and fall under regulatory jurisdiction of the agencies identified above.</p>	<p>Condition I.1a: Prior to construction within the vicinity of Glen Echo Creek, the project sponsor shall obtain the necessary regulatory permits and authorizations from the Corps, RWQCB, CDFG and the City of Oakland, and shall comply with all conditions issued by applicable agencies. Required permit approvals and certifications shall include, but not be limited to the following:</p> <ul style="list-style-type: none"> <li>• U.S. Army Corps of Engineers (Corps): Section 404. Permit approval from the Corps shall be obtained for the placement of dredge or fill material in waters of the U.S., if any, within the interior of the project site, pursuant to Section 404 of the federal Clean Water Act.</li> <li>• Regional Water Quality Control Board (RWQCB): Section 401 Water Quality Certification. Certification that the project will not violate state water quality standards is required before the Corps can issue a 404 permit, above.</li> <li>• California Department of Fish and Game (CDFG): Section 1602 Lake and Streambed Alteration Agreement. Work that will alter the bed or bank of a stream requires authorization from CDFG.</li> <li>• City of Oakland: Creek Protection Permit. Work within 20 feet of the center line of a creek within the City of Oakland requires a Category 4 Creek Protection Permit. As detailed in Standard Condition G.1a, information to be included in the City's permit application includes a Creek Restoration Plan and hydrologic analysis (per Mitigation Measure I.1b).</li> </ul>	<p>Less than Significant</p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Standard Condition I.1b : The project sponsor shall prepare for review and approval by all applicable review and permitting agencies, a Restoration and Mitigation Plan (RMP) that shall outline specific measures to restore the daylighted portion of Glen Echo Creek. Specific measures proposed by the project and included in the RMP include, but would not necessarily be limited to, the following:</p> <ul style="list-style-type: none"> <li>• Upon completion of construction of the West Broadway parking garage in Phase 1 (Site 7), the eastern bank of Glen Echo Creek shall be regraded and recontoured to maximum 2:1 slope.</li> <li>• Native riparian vegetation shall be planted to provide bank stabilization and to restore the daylighted reach of the creek and to provide riparian habitat. The RMP shall outline what species of native plants shall be planted.</li> <li>• Plantings shall include trees and understory that are native to the area and that provide both bank stabilization and riparian habitat.</li> <li>• Monitoring of the restored areas shall continue for a period of five years after implementation of the restoration planting. The project sponsor or qualified designees shall prepare and submit annual monitoring reports to the Corps, RWQCB, CDFG, and City of Oakland. The RMP shall outline monitoring methods and success criteria for each of the monitoring years and at the end of the five-year monitoring period.</li> <li>• The RMP shall provide contingency measures to be implemented in the event one or more success criteria are not met.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
I.2: Installation of the temporary bypass culvert within Glen Echo Creek waterway (Standard Condition G.1c) during Phase 1 (West Broadway MSB and parking structure) would result in temporary disturbance to pond turtle habitat.	Condition I.1c: If required by permits and authorizations for the project, the project sponsor shall provide compensatory mitigation for temporary and/or permanent impacts to Glen Echo Creek. If deemed appropriate by the permitting agencies, mitigation can be provided by a donation of funds for off-site riparian restoration. If required, compensatory mitigation will be provided at a minimum of 1.1:1 ratio.	Less than Significant
I.3: Construction activities on Site 7 adjacent to Glen Echo Creek during Phase 1 (West Broadway MSB and parking structure) would result in disturbance to nesting habitat for breeding raptors and passerine birds including nesting Cooper's hawk.	Condition I.3: To the extent feasible, removal of the large trees and other vegetation suitable for nesting shall not occur during the breeding season of March 15 and August 15. If tree removal must occur during the breeding season, all sites shall be surveyed by a qualified biologist to verify the presence or absence of nesting birds or raptors. If the survey indicates that potential presences of nesting birds or raptors, the results would be coordinated with CDFG and suitable avoidance measures would be developed and implemented. Construction shall observe the CDFG avoidance guidelines which are a minimum 500-foot buffer zone surrounding active raptor nests and a 250-foot buffer zone surrounding nests of other birds. Buffer zones shall remain until young have fledged.	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>I.4: The project would conduct construction activities near several protected trees and would potentially remove approximately 34 protected trees located within or adjacent to the project site and would conducted these activities in compliance with the City of Oakland's Tree Preservation and Removal Ordinance.</p>	<p>Condition I.4a: Adequate protection shall be provided during the construction period for any trees which are to remain standing. Measures deemed necessary by the Tree Reviewer in consideration of the size, species, condition and location of the trees to remain may include any of the following:</p> <ol style="list-style-type: none"> <li>1. Before the start of any clearing, excavation, construction or other work on the site, every protected tree deemed to be potentially endangered by said site work shall be securely fenced off at a distance from the base of the tree to be determined by the Tree Reviewer. Such fences shall remain in place for duration of all such work. All trees to be removed shall be clearly marked. A scheme shall be established for the removal and disposal of logs, brush, earth and other debris which will avoid injury to any protected tree.</li> <li>2. Where proposed development or other site work is to encroach upon the protected perimeter of any protected tree, special measures shall be incorporated to allow the roots to breathe and obtain water and nutrients. Any excavation, cutting, filing, or compaction of the existing ground surface within the protected perimeter shall be minimized. No change in existing ground level shall occur within a distance to be determined by the Tree Reviewer from the base of any protected tree at any time. No burning or use of equipment with an open flame shall occur near or within the protected perimeter of any protected tree.</li> <li>3. No storage or dumping of oil, gas, chemicals, or other substances that may be harmful to trees shall occur within the distance to be determined by the Tree Reviewer from the base of any protected trees, or any other location on the site from which such substances might enter the protected perimeter. No heavy construction equipment or construction materials shall be operated or stored within a distance from the base of any protected trees to be determined by the tree reviewer. Wires, ropes, or other devices shall not be attached to any protected tree, except as needed for support of the tree. No sign, other than a tag showing the botanical classification, shall be attached to any protected tree.</li> </ol>	Less than Significant

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>4. Periodically during construction, the leaves of protected trees shall be thoroughly sprayed with water to prevent buildup of dust and other pollution that would inhibit leaf transpiration.</p> <p>5. If any damage to a protected tree should occur during or as a result of work on the site, the applicant shall immediately notify the Office of Parks and Recreation of such damage. If, in the professional opinion of the Tree Reviewer, such tree cannot be preserved in a healthy state, the Tree Reviewer shall require replacement of any tree removed with another tree or trees on the same site deemed adequate by the Tree Reviewer to compensate for the loss of the tree that is removed.</p> <p>6. All debris created as a result of any tree removal work shall be removed by the applicant from the property within two weeks of debris creation, and such debris shall be properly disposed of by the applicant in accordance with all applicable laws, ordinances, and regulations.</p> <p>Condition I.4b: Replacement plantings shall be required in order to prevent excessive loss of shade, erosion control, groundwater replenishment, visual screening and wildlife habitat in accordance with the following criteria:</p> <p>1. No tree replacement shall be required for the removal of nonnative species, for the removal of trees which is required for the benefit of remaining trees, or where insufficient planting area exists for a mature tree of the species being considered.</p> <p>2. Replacement tree species shall consist of Sequoia sempervirens (Coast Redwood), Quercus agrifolia (Coast Live Oak), Aucuba stricta (Madrone), Aesculus californica (California Buckeye) or Umbellularia californica (California Bay Laurel).</p> <p>3. Replacement trees shall be of twenty-four (24) inch box size, except that three fifteen (15) gallon size trees may be substituted for each twenty-four (24) inch box size tree where appropriate.</p>	

**TABLE II-1 (CONT.)**  
**SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>4. Minimum planting areas must be available on site as follows:</p> <p>a) For Sequoia sempervirens, three hundred fifteen square feet per tree;</p> <p>b) For all other species listed in #2 above, seven hundred (700) square feet per tree.</p> <p>5. In the event that replacement trees are required but cannot be planted due to site constraints, an in lieu fee as determined by the master fee schedule of the city may be substituted for required replacement plantings, with all such revenues applied toward tree planting in city parks, streets and medians.</p> <p>6. Plantings shall be installed prior to the issuance of a certificate of occupancy, subject to seasonal constraints, and shall be maintained by the applicant until established. The Tree Reviewer may require a landscape plan showing the replacement planting and the method of irrigation. Any replacement planting which fails to become established within one year of planting shall be replanted at the applicant's expense.</p> <p>Condition I.4c: Workers compensation, public liability, and property damage insurance shall be provided by any person(s) performing tree removal work authorized by a tree removal permit.</p>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Condition I.4d: The removal of extremely hazardous, diseased, and/or dead trees shall be required where such trees have been identified by the Tree Reviewer.</p>	
	<p>Condition I.4e: Implement the following recommended General Tree Protection Activities, to the extent feasible and subject to review and approval by the City's Public Works Agency and Office of Parks and Recreation:</p>	
	<ol style="list-style-type: none"> <li>1. Completion of Tree Protection. All designated tree protection measures shall be in place and approved by the project arborist prior to the beginning of construction activity, subject to final approval by the City's Public Works Agency and Office of Parks.</li> <li>2. Pre-Construction Meeting. Personnel working on site shall be provided an orientation to tree preservation measures and rules by the monitoring arborist.</li> <li>3. Monitoring Tree Health and Stability. The need and frequency of monitoring will be determined by the extent to which the trees are compromised during pruning and construction activities.</li> <li>4. Tree Protection to Remain During Construction. None of the recommended preservation guidelines or activities shall be removed before completion of construction activities with out approval of the project arborist.</li> </ol>	
	<p>Heath Mitigation. Tree health mitigation treatments will depend on the level of pruning and root loss that occurs. Possible activities could include water application, the use of compost or compost tea and sugar water solution application. Procedures known as radial trenching and core venting can be used as well as structural soils, as described in the Tree Impact Report provided as Appendix E of the EIR.</p>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Standard Condition I.4f: Implement the following recommended London Plane Tree Preservation Guidelines, to the extent feasible and subject to review and approval by the City's Public Works Agency and Office of Parks and Recreation:</p> <ol style="list-style-type: none"> <li>1. Pruning. Clearance pruning should be conducted for both London Plane Trees located within the City of Oakland right-of-way along Broadway (on Site 7). All pruning should be conducted in accordance with Appendix 2 to Pruning Standards, published by Western Chapter, International Society of Arboriculture. Pruning should be directed by a qualified project arborist, subject to review and approval by the Oakland City Arborist.</li> <li>2. Trunk and Scaffold Protection. The London Plane trees should be protected from mechanical damage as follows:               <ol style="list-style-type: none"> <li>a) Wrap trunk and all exposed limbs of each tree with orange plastic fencing to a thickness of two inches.</li> <li>b) Strap 2-inch by 4-inch boards to the trunk and scaffold branches of each tree in locations where damage is most likely to occur.</li> <li>c) Extra trunk protection can be provided by strapping one to four straw bales (place on end) around the base of each tree.</li> </ol> </li> <li>3. Root Protection.               <ol style="list-style-type: none"> <li>a) Allow the cement sidewalk to remain in place until the end of construction activity to provide the best root protection.</li> <li>b) If the cement sidewalk is removed, the treatment for all exposed areas within 15 feet of the base of each tree (surface roots and soils) must be protected with a 12-inch thick layer of wood chips, with a 1-1/8-inch piece of plywood placed on top of the wood chips.</li> </ol> </li> </ol>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<ul style="list-style-type: none"> <li>c) Excavation within 15 feet of the base of each tree is to be conducted under the supervision of a qualified arborist. Excavation within this area is to be conducted by hand digging or with the use of a tool referred to as the "air spade." This method of removing soils from around tree roots uses air pressure to minimize root damage. Generally requires a compressor with the minimum capacity of 150 cubic feet per minute and requires pre-wetting of soil for best results.</li> <li>4. Pest Management Program. Health monitoring will determine if there are any serious problems with the London Plane trees. Potential problems include Powdery Mildew, anthracnose and sycamore scale. The presence of such pathogens and pests are an indication of low energy reserves (poor health). If pathogens or insects are found to be present at a damaging level, appropriate measures can be prescribed for control by the project arborist until the tree's natural resistance returns, subject to review by the City Arborist.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<p>Standard Condition I.4g: Implement the following recommended Coast Redwood Tree Preservation Guidelines, to the extent feasible and subject to review and approval by the City's Public Works Agency and Office of Parks and Recreation:</p> <ol style="list-style-type: none"> <li>1. Maintain Fence. Maintain the existing chain-link fencing in place during construction activities, to the extent feasible.</li> <li>2. Protect Main Stem. Protect vulnerable areas by securing two-inch by four-inch board to the main upright stem(s) of the trees where possible damage could occur.</li> <li>3. Root Protection. Cover the bank and exposed roots with four layers of burlap or other acceptable material and an outer layer of geotextile fabric. The burlap is used to a depth of three feet. [Clarify.] Alternatively, protected tree roots with a 12-inch thick layer of wood chips, with either a metal plate or 1-1/8-inch piece of plywood placed on top of the wood chips at critical root areas. The project arborist should direct placement of root protections.</li> <li>4. Construction Details. Develop and consider specific construction details that aim to limit the amount of tree roots that would be cut to accommodate construction. Specific details would address a) the location and spacing of soldier piles at the perimeter of the excavation area; and b) the design and placement of shoring relative to the soldier beams.</li> <li>5. Trenching. Consider trenching wide enough to allow for root inspection by the project arborist.</li> <li>6. Root Pruning. Consider additional cutting of the bank to allow root pruning by hand.</li> <li>7. Health Mitigation. Health mitigation treatments would be prescribed based on the site conditions and level of adverse impact suffered by the trees, but should be administered before adverse impacts occur. Possible treatments include the following mulching (to prevent soil compaction); installation of temporary water system where roots are lost; compost and compost tea; sugar-water solutions applied to cut roots; removal of existing asphalt to expand soil surface; soil and leaf tissue analysis prior to fertilizing; and regular health monitoring for insects, disease, and soil moisture conditions.</li> </ol>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b><i>D. LESS THAN SIGNIFICANT, BENEFICIAL, OR NO IMPACT (No Mitigation Measures or Standard Conditions of Approval Required)</i></b>		
<b>A. Land Use, Plans and Policies</b>		
A.1: The project would develop new and different uses and buildings adjacent to existing neighborhoods east and west of the project, but would not result in the physical division of an existing community.	None Required.	
A.2: The project generally would be consistent with the General Plan land use classifications and existing zoning district regulations that apply to the project site, but may require variances authorized by the Oakland Planning Code..	None Required. However the project sponsor has proposed to amend the Oakland Planning Code to add the "Kaiser Permanente Oakland Medical Center Zoning District" and associated regulations, and to amend the Oakland Zoning Map to apply the Kaiser Permanente OMC Zone to the geographic area of the project site.	
<b>B. Transportation, Circulation, and Parking</b>		
B.4: The project would generate demand for alternative transportation service for the area.	None Required.	
B.5: The project would create demand for bicycle parking.	None Required.	
B.6: The project would increase the potential for pedestrian safety conflicts.	None Required.	
B.8: The project would contribute to 2010 changes to traffic conditions on the regional and local roadways.	None Required.	
B.9: The project would contribute to 2025 changes to traffic conditions on the regional and local roadways.	None Required.	
<b>C. Air Quality</b>		
C.3: Mobile emissions generated by project traffic would increase carbon monoxide concentrations at intersections in the project vicinity.	None Required.	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
C.4: The proposed project could result in exposure of persons to substantial levels of Toxic Air Contaminants such that the probability of contracting cancer for the Maximally Exposed Individual exceeds 10 in one million.	None Required.	
<b>D. Noise</b>		
D.2: Noise from project-generated traffic would not significantly increase roadside ambient noise levels.	None Required.	
D.3: Operational noise sources generated by HVAC equipment, the Central Utility Plant, emergency generators, ambulance sirens, proposed parking structures, truck loading/unloading, etc., would not exceed the Oakland Noise Ordinance standards regarding operational noise and would not substantially impact nearby noise-sensitive receptors.	None Required.	
D.5: The proposed project, together with anticipated future development in the area as well as Oakland in general, could result in long-term traffic increases that could cumulatively increase noise levels.	None Required.	
<b>E. Cultural Resources</b>		
E.4: The project would construct new and substantially larger medical facilities in the vicinity of historic resources, but would not affect their historic setting.	None Required.	
E.6: Construction of the proposed project in combination with construction from other known projects in the vicinity could cause a significant cumulative impact to currently unknown cultural resources at the site, potentially including an archaeological resource pursuant to CEQA Guidelines Section 15064.5 or CEQA Section 21083.2(g), or the disturbance of any human remains, including those interred outside of formal cemeteries.	None Required.	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>F. Geology, Soils, and Seismicity</b>		
F.2: Project construction, specifically in proximity to daylighted segments of Glen Echo Creek, would comply with all City and RWQCB requirements related to erosion control and water quality during construction, including compliance with the ACCQP NPDES permit; the City of Oakland Creek Protection, Stormwater Management, and Discharge Control Ordinance and Grading Ordinance; and compliance with requirements for preparation of a construction SWPPP. The project therefore would not result in substantial, long-term erosion or siltation that would increase the sediment load to Glen Echo Creek and Lake Merritt.	None Required.	
<b>G. Hydrology and Water Quality</b>		
G.2: Project excavation activities would not deplete groundwater supplies nor substantially interfere with groundwater recharge or cause contaminated groundwater discharge to contaminate surface water.	None Required.	
G.3: The project would result in new development that could substantially alter existing drainage pattern of the project site, the surrounding area, or the drainage course of Glen Echo Creek.	None Required.	
G.5: The project would not result in flooding due to its proximity to a 100-year flood hazard area, or expose people or structures to other substantial risk related to flooding, seiche, tsunami, or mudflow.	None Required.	
G.6: The increased construction activity and new development resulting from the project, in conjunction with other foreseeable development in the city, would not result in cumulatively considerable impacts on hydrology and water quality conditions.	None Required.	
<b>H. Public Health and Safety</b>		
H.3: The project would involve the transportation, use, and storage of hazardous chemicals, which could present increased public health and/or safety risks to Kaiser workers, patients and visitors, and the surrounding area.	None Required.	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

<b>Environmental Impact</b>	<b>Mitigation Measures or Standard Conditions</b>	<b>Level of Significance after Mitigation or Standard Condition</b>
H.4: Hazardous materials used onsite during construction activities (i.e. solvents) could be spilled through improper handling or storage, potentially increasing public health and/or safety risks to Kaiser workers, patients and visitors, and the surrounding area.	None Required.	
H.5: The proposed project could increase the volume of hazardous materials and hazardous waste at Kaiser, subsequently increasing the risk of spillage and/or accidental release of hazardous substances.	None Required.	
H.6: Hazards at the project site could contribute to cumulative hazards in the vicinity of the project site.	None Required.	
<b>I. Biological Resources / Wetlands</b>	None Required.	
I.5: Construction of project facilities could result in impacts to common plant and animal species.	None Required.	
I.6: The project would not make a contribution that is "cumulatively considerable" to any cumulative impact on biological resources.	None Required.	
<b>J. Population, Housing, and Employment</b>	None Required.	
J.1: The project would displace existing housing and residents, but not in substantial numbers necessitating the construction of replacement housing elsewhere, in excess of that anticipated in the City's Housing Element.	None Required.	
J.2: The project would displace existing businesses and jobs, but not in substantial numbers necessitating construction of replacement facilities elsewhere, in excess of that anticipated in the City's General Plan.	None Required.	
J.3: The project would not induce substantial population growth in a manner not anticipated by the General Plan, either directly by proposing new housing or businesses, or indirectly through infrastructure improvements.	None Required.	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b>K. Visual Quality and Wind</b>		
K.1: The project would demolish existing buildings along major pedestrian and vehicular corridors and construct new buildings of varying height and bulk compared to existing buildings in the area. This would substantially but not adversely alter the existing visual character and quality of the project area.	None Required / Beneficial Effect	
K.2: Construction activities associated with the project may result in accidental damage to one or more trees within a state-designated scenic highway.	None Required.	
K.3: The project would construct new buildings, some of which would be taller and have more bulk than some existing buildings on the project site or nearby. This new construction would result in changes to views from public viewpoints but would not adversely affect scenic vistas.	None Required.	
K.4: The project would increase the amount of light and glare emitted from the project site but would not result in substantial adverse effects to day or nighttime views or adjacent residential uses.	None Required.	
K.5: The project would create additional shadow on adjacent areas, however, the project would not cast shadow on historic resources, would not introduce landscaping conflicting with the California Public Resource Code; would not cast shadow on buildings using passive solar heat, solar collectors for hot water heating, or photovoltaic solar collectors; and would not cast shadow that impairs the use of any public or quasi-public park, lawn, garden, or open space.	None Required.	
K.6: The proposed project would not increase the duration of hazardous wind conditions.	None Required.	
K.7: Development proposed as part of the project, when combined with other foreseeable development in the vicinity, could result in cumulative impacts related to aesthetics, shadow, light and glare, and wind.	None Required.	
<b>L. Public Services and Recreation Facilities</b>		
L.1: The project could result in an increase in calls for police protection services, but would not require new or physically altered police facilities in order to maintain acceptable performance objectives.	None Required.	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
L.2: The proposed project would increase the number of calls for fire protection services and emergency medical assistance, but would not require new or physically altered fire facilities in order to maintain acceptable performance objectives.	None Required.	
L.3: The proposed project could result in new students for local schools, but would not require new or physically altered school facilities to maintain acceptable performance objectives.	None Required.	
L.4: The project could increase the demand for parks and recreational facilities, and library facilities, but would not result in substantial physical deterioration of such facilities or require new or physically altered facilities in order to maintain acceptable performance objectives.	None Required.	
<b>M. Utilities and Service Systems</b>		
M.1: The project would not exceed water supplies available to serve the project from existing entitlements and resources, nor require or result in construction of water facilities or expansion of existing facilities, construction of which could cause significant environmental effects.	None Required. However, as required as standard conditions of approval by the City, as feasible and applicable, the project sponsor shall implement the following water-efficient equipment and devices into building design and project plans, consistent with the Landscape Water Conservation section of the City of Oakland Municipal Code (Chapter 7, Article 10): low-, ultra-low, and dual flush flow toilets and showerheads; water efficient irrigation systems that include drip irrigation and efficient sprinkler heads; evapotranspiration (ET) irrigation controllers; drought-resistant and native plants for landscaping; and minimization of turf areas.	
M.2: The project's projected wastewater demand would not result in the City of Oakland exceeding its citywide projected base flow allocation for Subbasins 52-09 and 50-05; nor would the project require or result in construction of new wastewater treatment facilities or expansion of existing facilities, the construction of which could cause significant environmental effects.	None Required.	
M.3: The project would not require or result in construction of new stormwater drainage facilities or expansion of existing facilities, the construction of which could cause significant environmental effects.	None Required.	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p>M.4: The project would be served by a landfill with sufficient permitted capacity to accommodate the project's solid waste disposal needs, and would not require or result in construction of landfill facilities or expansion of existing facilities, construction of which could cause significant environmental effects. Additionally, the project would not impede the ability of the City to meet the waste diversion requirements of the California Integrated Waste Management Act or the Alameda County Waste Reduction and Recycling Initiative or cause the City to violate other applicable federal, state, and local statutes and regulations related to solid waste.</p>	<p>None Required.</p> <p>Standard Condition M.4: The project sponsor shall prepare, and subjected to review and approval by the City, implement a Construction and Demolition Debris Waste Reduction and Recycling Plan (WRRP) to ensure diversion of at least 50 percent of the construction and demolition debris from each stage of project implementation as well as throughout operations of the project.</p>	
<p>M.5: The project would not violate applicable federal, state and local statutes and regulations relating to energy standards; nor would the proposed project result in a determination by the energy provider which serves or may serve the project that it does not have adequate capacity to serve the project's projected demand in addition to the providers' existing commitments and require or result in construction of new energy facilities or expansion of existing facilities, construction of which could cause significant environmental effects.</p>	<p>None Required.</p>	
<p>M.6: The increased development resulting from the proposed project, in conjunction with population and density of other foreseeable development in the city, would not result in cumulative impacts on utilities and service systems.</p>	<p>None Required.</p>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<b><i>E. RECOMMENDED IMPROVEMENTS FOR CONSIDERATION DURING PROJECT REVIEW</i></b>		
<b><i>Not Required to Mitigate Significant Impacts</i></b>		
B.7: The project would increase the potential for conflicts among different traffic streams.	<p><i>Replacement Hospital and M/B Garage</i></p> <ul style="list-style-type: none"> <li>• <i>Extend median on Main Hospital Entrance to prevent traffic exiting the M/B garage from turning left.</i></li> <li>• <i>Convert perpendicular parking spaces on Main Hospital Entrance to parallel parking spaces.</i></li> <li>• <i>Limit parking in the parking spaces on Main Hospital Entrance to 15 minutes.</i></li> <li>• <i>Move entrance gates for the M/B Garage driveway on Broadway inside the garage to reduce potential for queuing on Broadway to the degree it does not interfere with internal garage circulation.</i></li> </ul> <p><i>West Broadway MSB and Garage</i></p> <ul style="list-style-type: none"> <li>• <i>Move entrance gates for the West Broadway Garage on Broadway inside the garage to reduce potential for queuing on Broadway.</i></li> <li>• <i>The 38th Street driveway for West Broadway Garage shall be limited to employees only.</i></li> <li>• <i>The West Broadway Lot at Manila Avenue shall have reserved spaces for employees only.</i></li> </ul> <p><i>To Reduce Potential Cut-through Traffic on Shafter Avenue and Manila Avenue:</i></p> <ul style="list-style-type: none"> <li>• <i>Extend the existing median on MacArthur Boulevard at the intersections with Shafter Avenue and Manila Avenue to eliminate left turns to and from these roadways (See Impact B.3 and Mitigation Measures B.3b and B.3c).</i></li> </ul>	<p><i>See also Mitigation B.7 that reduces Impact B.7 to Less than Significant (Section B)</i></p>

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
	<ul style="list-style-type: none"> <li>• <i>Monitor traffic volumes and speeds on Manila Avenue and Shafter Avenue between MacArthur Boulevard and 38th Street after the West Broadway MSB and Garage are in full operation. In consultation with local residents, and in accordance with all legal requirements, appropriate traffic calming measures, such as speed humps, or roadway closures, should be considered if and when excessive traffic volumes or speeding are observed.</i></li> <li>• <i>Install signage on major roadways in the area to direct patients/visitors to the appropriate Kaiser parking facilities.</i></li> </ul>	
	<p><i>To Reduce Potential Cut-through Traffic on Richmond Boulevard:</i></p>	
	<ul style="list-style-type: none"> <li>• <i>Extend the existing median on MacArthur Boulevard at this intersection to eliminate left turns from westbound MacArthur Boulevard to Richmond Boulevard to prohibit hospital traffic from using residential streets in this neighborhood. It is unlikely that northbound traffic from Piedmont Avenue would use Richmond Boulevard to access eastbound MacArthur Boulevard because there would be no time savings because Glen Echo Creek in the median of Richmond Boulevard would prevent vehicles traveling east from Westall Avenue and Croxton Avenue from turning left to northbound Richmond Boulevard.</i></li> </ul>	
	<p><i>To Reduce Cut-through traffic on the Residential Portions of Howe Street (just north of the existing Kaiser Hospital)</i></p>	
	<p><i>Monitor traffic volumes and speeds on Howe Street just north of the Kaiser Medical Center, after each phase of the project is in full operations. In consultation with local residents, and in accordance with all legal requirements, appropriate traffic calming measures, such as speed humps, or roadway closures, should be considered if and when excessive traffic volumes or speeding are observed.</i></p>	

**TABLE II-1 (CONT.)**  
**SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<i>Parking Effects on Surrounding Areas</i>	<p>None Required.</p> <p>The following measures, subject to review and approval by the City, would help ensure that the provision of parking spaces in conjunction with measures to lessen parking demand would result in minimal adverse effects to project occupants and visitors, and surrounding neighborhoods (where there are no restrictions on on-street parking and on-street parking is free), and that any secondary effects (such as on air quality due to drivers searching for parking spaces) would be minimized:</p> <ul style="list-style-type: none"> <li>• In the interim Phase 1 period, before completion of the new garage in Phase 2, provide valet parking in the existing Howe and West Broadway Garages for employees.</li> <li>• Expand the existing Transportation Demand Management (TDM) program to encourage more use of alternative transportation modes and reduce parking demand.</li> <li>• Implement an automated parking space counting system into the overall design and construction of each of the major parking facilities, including the existing Howe Street Garage. Electronic changeable message signs shall be installed at parking entrances and at the major roadways providing access in the area to inform drivers of the location and number of available parking spaces. This would maximize utilization of all parking facilities, and reduce excessive circulation and driver frustration.</li> <li>• Designate and clearly sign or delineate parking areas for either employees or patients and visitors. In the multistory garages (Howe, West Broadway, and M/B Garages), patients and visitors should be assigned to the lower levels and employees to the upper levels. Since employees generally have lower turn-over rates, assigning them to the upper levels reduces overall vehicle circulation in the garages.</li> <li>• Provide separate entrances and exits for employees and patients/visitors where possible.</li> <li>• Regularly monitor parking occupancy for employees and patients/visitors and modify parking designations if necessary.</li> </ul>	

**TABLE II-1 (CONT.)  
SUMMARY OF IMPACTS AND MITIGATION MEASURES FOR THE KAISER PERMANENTE OMC PROJECT**

Environmental Impact	Mitigation Measures or Standard Conditions	Level of Significance after Mitigation or Standard Condition
<p><i>Permanent Satellite Parking Scenario (Alternatives Considered Infeasible)</i></p> <p>No feasible, permanent site has been identified for feasible satellite parking locations for Kaiser. It is possible that potential sites could become available to Kaiser during the 14-year development period of the project.</p>	<ul style="list-style-type: none"> <li>• Provide preferential parking for employee carpools at the Howe, West Broadway and M/B Garages, and shall regularly monitor carpool parking demand and supply and modify the carpool parking supply if necessary.</li> <li>• Work with the City of Oakland to implement a Residential Parking Permit (RPP) program in the residential neighborhoods west of Broadway, north of MacArthur Boulevard, east of Telegraph Avenue and south of 42nd Street. The RPP restrict on-street parking by non-residents to less than two hours during the weekdays. The RPPs shall be implemented before the completion of the West Broadway MSB.</li> <li>• Pursue the extension of the current lease at the Caltrans Parking Lot located under the I-580 freeway.</li> </ul> <p>If possible satellite parking locations suitable for Kaiser are identified during development of the project, the project sponsor should conduct additional detailed analysis for the City to consider and evaluate at that time.</p>	