CHAPTER III
Project Description

This chapter includes a detailed description of the Kaiser Permanente Oakland Medical Center (OMC) Master Plan and Project ("the project"), the phased redevelopment of the existing Kaiser Permanente OMC with a comprehensively planned state-of-the-art medical center. Included in this chapter is a discussion of the geographic setting of the project site; background and regulatory context of the project, proposed entitlements, and discretionary actions required; as well as the project objectives.

A. Project Location and Site Characteristics

Project Location

The 20.6-acre site of the proposed Kaiser Permanente OMC Project is located in the northern portion of the City of Oakland, approximately one mile north of downtown (see Figure III-1). Generally, the project site is comprised of several noncontiguous properties concentrated at the intersection of Broadway and MacArthur / West MacArthur Boulevard, including the existing 16.3-acre Kaiser Permanente medical center. The project site contains property currently owned by Kaiser Permanente as well as properties that Kaiser is still in the process of acquiring. As shown in Figure III-2, the project site is bound roughly by Manila Avenue on the west, Piedmont Avenue on the east, 38th Street on the north, and Interstate 580 (I-580) on the south, with an additional property located at the northwest corner of West MacArthur Boulevard and Shafter Avenue. The project site is located directly east and north of Mosswood Park.

The site lies at the intersection of Broadway and West MacArthur Boulevard, two major transportation corridors that generally run the lengths of the City. Local streets that serve the project site include Manila and Shafter Avenues, Howe Street, and Piedmont Avenue. On- and off-ramp access to and from I-580, I-980, and Highway 24 is approximately one-quarter mile east on MacArthur Boulevard at Oakland Avenue.

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1 For purposes of this EIR, and following Oakland convention, Broadway runs north-south, and MacArthur Boulevard and streets parallel to it run east-west.
2 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.
Figure III-1
Project Location Map

SOURCE: ESA, California State Automobile Association
The site lies within the City of Oakland’s North Oakland Planning District. The General Plan land use classification of the existing hospital site is *Institutional*. Large portions of the project site along Broadway, including the existing MacArthur-Broadway Center (“M/B Center”) south of MacArthur Boulevard to I-580, are within the *Community Commercial* land use classification. Relatively smaller areas are within the *Mixed Housing Type Residential* classification (along Manila Avenue) and the *Neighborhood Center Mixed Use* classification (along the Piedmont Avenue and West MacArthur Boulevard corridors). The current zoning designations 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 site consists of Alameda County Assessor’s Parcels Numbers: 009-0732-001-02; 009-0732-011-03; 009-733-002-05; 012-0940-001-03; 012-0940-002-00; 012-0940-004-00; 012-0940-09-00; 012-0940-011-01; 012-0976-015-02; 012-0980-003-00; 012-0980-004-00; 012-0980-007-00; 012-0980-008-00; 012-0980-009-00; 012-0980-010-01; 012-0980-011-00; 012-0980-012-00; 012-0980-025-01; 012-0983-022-06; 012-0984-001-00; 012-0984-015-03; and 012-0986-022-06.

**Existing Project Site Land Uses**

**Kaiser Permanente Oakland Medical Center Campus**

The existing Kaiser Permanente OMC is 16.3 acres comprised of multiple properties owned by Kaiser Foundation Hospitals, the project applicant and sponsor. Most land uses in the existing medical center (1.16 million square feet [msf] of floor area) are devoted to Kaiser Permanente medical uses, however, the existing medical center also includes the 6.6-acre (M/B Center that contains approximately 30,000 square feet (sq.ft.) of non-medical commercial uses. The Kaiser Permanente OMC Project Site is shown in **Figure III-2** and identifies building sites numbered Site 1 through Site 9 (8 sites total) \(^3\) that make up the project site addressed in this EIR. The existing medical center includes Site 1 through Site 5, and Site 8.

- **Site 1**, the Broadway Mental Health (3900 Broadway), includes approximately 41,000 sq.ft. of medical offices. No change is proposed.

- **Site 2** consists of the existing hospital and medical offices located north of MacArthur Boulevard, between Howe Street and Broadway. This site includes approximately 612,000 sq.ft. of medical offices, outpatient services, 346-bed hospital and laboratory uses, and central utility plant that serves the medical campus. Changes to Site 2 are proposed in Phase 3 of the project.

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\(^3\) There is no “Site 6” designation.
Properties included in "Expanded Campus" Project Variant

Legend

Site #  - Uses
1   - 3900 Broadway Mental Health (Exist.)
2   - Central Admin. Building (Ph.3)
     - Parking Structure (Ph.3)
     - Fabiola M.O.B. (Exist.)
3   - Howe M.O.B.
     - Piedmont M.O.B.
     - Parking Garage
4   - Oakland Replacement Hospital (Ph.2)
     - Parking Structure (Ph.2)
     - Central Utility Plant (Ph.2)
5   - 3505 Broadway Mosswood Medical Office Building (Exist.)
6   - New West Broadway M.S.B.
     and Parking Structure (Ph.1)
7   - M.R.L. trailer (Exist.)
8   - A.A.A. Site Administrative Building (Phase 1 - Remodel)
9   - AAA

SOURCE: nbbj

Kaiser Permanente OMC Master Plan Project - 204438

Figure III-2

Project Site
III. Project Description

- **Site 3**, east of Howe Street, includes 106,000 sq.ft. of administrative and medical services buildings (MSBs) (Howe Street MSB, Piedmont MSB, and the 3770 Piedmont building) that offer a variety of outpatient services and clinic uses. Site 3 also includes a seven-story parking structure between Howe Street and Piedmont Avenue (1,173 spaces). No change is proposed to Site 3.

- **Site 4** is the M/B Center, which includes approximately 254,000 sq.ft. of Kaiser Permanente medical and administrative offices located in a tower, and a rooftop parking structure (1,156 spaces and 20 surface parking spaces for a total of 1,176). (Non-Kaiser uses on Site 4 are discussed below.) Changes on this site are proposed in Phase 1 and 2 of the project.

- **Site 5** is the existing 13-story Mosswood MSB (3505 Broadway) that sits between Mosswood Park and I-580 and is the only existing Kaiser medical center property located west of Broadway. The Mosswood MSB contains approximately 117,000 sq.ft. of medical offices and research activities and 242 parking spaces (including 110 surface spaces owned by Caltrans and located east of Broadway and adjacent to the elevated I-580 freeway). No change is proposed on Site 5, however its surface parking on Site 4 would be changed.

- **Site 8** is a 1,600-sq.ft. magnetic resonance imaging (MRI) trailer along Broadway. This use will relocated in Phase 2 and 3 of the project.

**Existing Non-Kaiser uses on the Project Site**

In addition to the Kaiser Permanente OMC properties discussed above, the project site includes 4.3 acres that are not part of the existing medical center and do not contain Kaiser Permanente medical uses. These include portions of Site 4 along MacArthur Boulevard and south of the M/B Center building, Site 7 at the northwest corner of West MacArthur Boulevard and Broadway, Site 9 at the northwest corner of West MacArthur Boulevard and Shafter Avenue (two blocks west of Broadway). Kaiser currently owns most of the properties discussed below, and is seeking acquisition of those not currently under its control.

- **Site 4** includes a 7,500-sq.ft. strip mall along Broadway (currently a Kaiser-related construction management office), and a dry cleaning business (in addition to the existing Kaiser OMC uses discussed above). Uses within the M/B Center include a clothing apparel store, personal care services (nail shop), a grocery store, and office space (construction contractors training). Residential uses on Site 4 include three residential units set behind the commercial buildings on Broadway, and a 30-unit apartment building on Piedmont Avenue.

- **Site 7** includes one block of commercial uses fronting the west side of Broadway, between West MacArthur Boulevard and 38th Street. Uses include a vacant auto sales and service facility at West MacArthur Boulevard (occupied by a Honda dealership until April 2005), other auto related service uses, a pet boarding facility, and an applied research business. Two vacant parcels immediately north of 3758 Manila Avenue and 3790 Manila Avenue are also part of Site 7.
• **Site 9** is the existing administrative office building of the American Automobile Association (AAA) and its associated surface parking lot (75 spaces).

**“Expanded Campus” Project Variant**

The City has directed that this EIR analyze an Expanded Campus Variant, which is a variation of the proposed project that would incorporate additional properties that currently abut the project site. The additional properties include the motel building and apartment building at the northeast corner of Manila Avenue and West MacArthur Boulevard, adjacent to Site 7. The addition of these properties would increase the size of Site 7 and allow for an alternative building configuration on that site. The expanded campus variant would also incorporate the property containing an existing automotive repair use and service station use on MacArthur Boulevard at Howe Street and Piedmont Avenue, respectively.

All of these sites, if acquired by Kaiser, could be redeveloped with Kaiser-related facilities, however, the maximum square footage of the Kaiser Permanente OMC would not exceed 1.78 msf, as proposed.

**Project Background**

**State-mandated Compliance with Senate Bill 1953**

The Kaiser Permanente hospital building is currently classified as an acute care hospital facility. State Senate Bill 1953 (SB 1953 Regulations) requires the seismic upgrade or replacement of the hospital facility in order for the hospital to maintain it acute care status. The project sponsor has indicated that the proposed project is the best way for it to comply with the mandated SB 1953 Regulations. The Office of Statewide Health Planning and Development (OSHPD) is responsible for carrying out the provisions of the SB 1953 Regulations, and has approved an extension to Kaiser Permanente that would allow the medical center facilities to meet the provisions of SB 1953 by January 1, 2013. As described below under *Project Characteristics* below, the new hospital building and other outpatient and administrative services subject to SB 1953 would be completed by December 31, 2012, Phase 2 of the project. Although not mandated by the SB 1953 Regulations, Kaiser proposes to also update and modernize its outpatient and administrative service space to meet Kaiser Permanente’s standards for patient care.

**Project Changes Since Issuance of the Notice of Preparation**

The City issued an Notice of Preparation (NOP) of this EIR on March 25, 2005, and reissued the NOP on April 1, 2005 (due to updated City contact information). The proposed project described

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4 The hospital facility is a discrete structure and function within the larger medical center that includes out-patient and administrative services and facilities.
5 A department of the California Health and Human Services Agency.
6 Kaiser Permanente has applied for and been approved for an extension to the January 1, 2008 SB 1953 deadline, which if exercised would give a maximum deadline of 2013. As such, OSHPD has granted Kaiser Permanente the maximum extension allowed by law.
in both NOPs has been subsequently revised as a result of input received on the project during the City-sponsored Community Urban Design Process that occurred between March and October 2005. The revised project is the “EIR project” analyzed in this document and described in detail in this chapter. The NOP project has been modified by the project sponsor in response to input from the public and the City.

The total proposed building area of the Kaiser Permanente OMC medical center (approx. 1.78 msf) has not changed from the NOP project. Table III-1 summarizes and compares the NOP project and the EIR project analyzed herein. The notable differences involve the following characteristics:

- Total amount of onsite parking
- Height and footprint of the new building and parking structure on Site 7 (West Broadway MSB and Parking Garage) (Phase 1)
- Floor area and massing of the Replacement Hospital and parking garage on Site 4 (Phase 2).
- Visibility of the Replacement Hospital loading dock (Phase 2).
- Timeline of construction of Replacement Hospital (Phase 2).
- Location of pedestrian sky bridge between Site 2 and Site 4 (Phase 3).
- Complete demolition of the existing hospital building and proposed new construction of the Central Administration MSB on Site 2 (Phase 3).
### TABLE III-1

**COMPARISON OF THE NOP PROJECT AND THE PROPOSED EIR PROJECT**

<table>
<thead>
<tr>
<th>Phase/Site</th>
<th>NOP PROJECT</th>
<th>EIR PROJECT</th>
<th>KEY CHANGES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase 1 / Site 7</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2006-2008)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Broadway MSB (165K sq.ft.)</td>
<td>West Broadway MSB (165K sq.ft.)</td>
<td>West Broadway MSB pulled back from Manila Avenue</td>
<td></td>
</tr>
<tr>
<td>- 4 floor L-shaped bldg. Max. bldg. ht.: 72' +/-</td>
<td>- 5 floor rectangular bldg. Max. bldg. ht.: 85'</td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Broadway Garage (960 spaces)</td>
<td>West Broadway Garage (738 spaces)</td>
<td>West Broadway Garage 2 stories lower (+/- 22'-6&quot;)</td>
<td></td>
</tr>
<tr>
<td>- 6 covered stories (7 decks above grade/2 below)</td>
<td>- 4 covered stories (5 decks above grade/2 below) + surface lot (34 cars)</td>
<td>Add designated staff parking lot along Manila</td>
<td></td>
</tr>
<tr>
<td>Garage ht: 75'6&quot;</td>
<td>Garage ht: 53'</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Partial demolition of MB Center and construct 1,600 car parking garage</strong></td>
<td><strong>Full demolition of MB Center</strong></td>
<td><strong>Hospital garage in Phase 2</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Realignment of Glen Echo Creek storm drain culvert</strong></td>
<td><strong>Restoration of Glen Echo Creek</strong></td>
<td><strong>No realignment of Glen Echo Creek storm drain culvert</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Retail at corner of 38th/Broadway (1,700 sq.ft.)</strong></td>
<td><strong>Retail at corner of 38th/Broadway (1,700 sq.ft.)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AAA (Remodel)</td>
<td>AAA (Remodel)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Phase 2 / Site 4</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2008-2012)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>New Replacement Hospital</strong></td>
<td><strong>New Replacement Hospital / MSB</strong></td>
<td>Bigger hospital Tower rotated / Mass moved away from MacArthur Blvd</td>
<td></td>
</tr>
<tr>
<td>- 740K sq.ft.</td>
<td>-1.12 msf</td>
<td></td>
<td></td>
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<tr>
<td>- 2 joined triangular nursing towers</td>
<td>-1 rectangular nursing tower</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Max. bldg. ht.: 167'</td>
<td>- Max. bldg. ht.: 210'</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Connecting pedestrian bridge between Hospital and Hospital Garage</strong></td>
<td><strong>Connecting pedestrian bridge between Hospital and Hospital Garage</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Loading dock at grade</strong></td>
<td><strong>Loading dock in basement</strong></td>
<td><strong>Loading dock activities not visible from east of Piedmont Ave</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Central Utility Plant (60K sq.ft.)</strong></td>
<td><strong>Central Utility Plant (60K sq.ft.)</strong></td>
<td></td>
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<tr>
<td><strong>Sky bridge to Mosswood MSB</strong></td>
<td><strong>Sky bridge to Mosswood MSB</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Hospital parking garage (1,216 cars)</strong></td>
<td></td>
<td>Garage construct in Ph 2 instead of Ph 1</td>
<td></td>
</tr>
<tr>
<td><strong>Phase 3 / Site 2</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(2013-2020)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Partial demolition of Existing Hospital</strong></td>
<td><strong>Total demolition of Existing Hospital</strong></td>
<td><strong>New smaller and lower building structure</strong></td>
<td></td>
</tr>
<tr>
<td>- Remodel to non-acute services</td>
<td>- New Central Admin/MSB</td>
<td>Less program</td>
<td></td>
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<tr>
<td>- 542K sq.ft.</td>
<td>-60K sq.ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 7 floors above grade. Max. bldg. ht.: 120'</td>
<td>- Max. bldg. ht.: 80'</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Parking provided in existing Howe and new Hospital Garages</strong></td>
<td><strong>Parking facility (189 spaces)</strong></td>
<td><strong>New parking facility onsite</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Sky bridges to West Broadway MSB and Replacement Hospital along street edges</strong></td>
<td><strong>Sky bridges to West Broadway MSB and Replacement Hospital along street edges</strong></td>
<td><strong>Additional 6,000 square feet of retail along Broadway (in West Broadway garage).</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Sky bridges to West Broadway MSB and Replacement Hospital along street edges</strong></td>
<td><strong>Conversion of part of West Broadway garage to ground-floor retail</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NOTES:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;MSB&quot; - Medical Services Building</td>
<td></td>
<td></td>
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<tr>
<td>Building height is measured to the top of parapet, excluding mechanical screen or any penthouse structure unless otherwise noted.</td>
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<tr>
<td>a Assumes maximum Phase 2 Replacement Hospital development at 1.12 msf, as shown in Table III-3. Under a lesser Phase 2 development program, there could be a greater Phase 3 development program, as provided for by the proposed Kaiser Permanente OMC Zoning District. The ultimate development program on Phase 2 and Phase 3 will determine the parking facility required in Phase 3. (See Flexible Development Phasing, below; Chapter IV, Introduction to the Environmental Analysis; and Chapter IV.A, Land Use, Plans and Policies, for further discussion.)</td>
<td></td>
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<tr>
<td><strong>SOURCE:</strong> Kaiser Permanente, 2005</td>
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</tbody>
</table>
B. Project Characteristics

Overview

The proposed project is the phased redevelopment of the existing Kaiser Permanente Oakland Medical Center (OMC) with an expanded and improved medical center campus that will continue to provide health care services to Kaiser Permanente members in the greater Oakland/Alameda service area. The new Kaiser Permanente OMC would be approximately 1.78 msf of total building area on approximately 20.6 acres. As described above, existing Kaiser Permanente property ownership totals 16.3 acres, and 4.3 acres has been newly acquired for the project. Throughout development of the project, various existing medical uses would be moved to other locations within the project site, including newly acquired properties, and various buildings would be removed from service and demolished as new space is developed. A detailed description of the development phasing is provided below in the following section.

Overall, the project would not result in an increase in the number of hospital beds, but would result in an increase (approx. 35 percent) in the number of physicians, non-physician providers (e.g., nurse practitioners, physician assistants, psychologists, social workers), and their support staff. The total amount of building floor area would also increase (approx. 53 percent) as needed to meet the space demands of new technology and other standards in medical center design.

Project Description

Phased Development Overview

The new medical center campus would be developed in three phases over a period of approximately 14 years, from year 2006 to year 2020 (buildout). Figure III-2 graphically depicts the location of Phase 1, Phase 2, and Phase 3; Figure III-3 depicts the Kaiser Permanente OMC Master Plan. The medical center would continue to provide uninterrupted medical service at the existing level of service at the site during implementation of the project. The proposed development phasing would ensure that medical center functions are not suspended at any time and that adequate construction staging, onsite Kaiser OMC parking, and pedestrian access would be provided during all phases of development. This section provides a detailed description of each development phase as well as the overall operational constraints that prescribe the program for each phase.

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7 Oakland Residence Area provides services to members residing in Kensington, Albany, Berkeley, Emeryville, Oakland and Alameda. Specific medical services are also provided to members residing in the Richmond Residence Area which is comprised of the cities of Richmond, El Sobrante, San Pablo and El Cerrito.

8 Exclusive of parking structures.
Figure III-3
Proposed Master Plan and Conceptual Landscape Plan
**III. Project Description**

**Replacement Hospital Phasing and Interim Parking Needs**

A major consideration of the proposed development phasing is that the hospital facility (Site 2) must remain in operation at all times, and that Kaiser has determined that the hospital must be replaced or substantially renovated in order to comply with SB 1953. Of the two potential development sites for the Replacement Hospital (Site 4 and Site 7), only Site 4 (M/B Center) is large enough to accommodate the hospital facilities. Therefore, the new hospital must be constructed on Site 4 prior to the demolition of the existing hospital on Site 2. The demolition of the M/B Center at the latter part of Phase 1 (2008) would remove approximately 1,156 existing onsite parking spaces (and 20 surface parking spaces) currently available to Kaiser OMC employees, patients, and visitors. The need to provide adequate interim parking on site during Phase 2 drives the Phase 1 development program or Site 7, which would incorporate enough parking to meet its own parking needs plus the interim Phase 2 shortfall.

**Flexible Phased Development Program**

Another major characteristic of the proposed development phasing is the flexibility afforded to the development that could occur among Phase 2 and Phase 3 (Site 4 and Site 2). One of the project’s goals is to ensure that Kaiser Permanente can entitle and design its new facilities to allow flexibility to address future changes and/or growth that may occur in the areas of service delivery, diagnostic services, treatment, inpatient and outpatient care, all of which can reasonably be expected to evolve within the foreseeable future. To facilitate this goal, the project would allow uses and development to shift between Phase 2 and Phase 3, within a maximum level of development (discussed below).

This development concept is discussed in greater detail in Chapter IV, Introduction to the Environmental Analysis, and in Chapter IV.A, Land Use, Plans, and Policies, which discusses the proposed rezoning that would facilitate a flexible phased development approach. The Kaiser OMC Master Plan program discussed here and analyzed throughout the EIR is a maximum development scenario (defined by the maximum possible building square footage of the new hospital in Phase 2). The proposed medical buildings and hospital may be constructed smaller than the buildings described in this chapter and analyzed in this EIR.

**Development Detail by Phase**

Table III-2 summarizes the proposed Master Plan development by phase, and Table III-3 further details this information by development site.9

**Phase 1 (2006-2008) West Broadway Medical Services Building and Garage**

Phase 1 would establish the new West Broadway Medical Services Building (MSB) and related parking garage on Site 7. Phase 1 would develop several commercial properties along the west

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9 The analysis throughout this EIR may reference development and specific environmental impacts by phase or corresponding development site, however, the analysis years for this document are an interim year 2010 analysis conducted specifically for traffic, air quality, and noise, and a cumulative year 2025 analysis. The interim year 2010 analysis conservatively assumes project buildout development. Project buildout is year 2020.
side of Broadway that contain existing businesses. Kaiser currently owns most of these properties and is in the process of acquiring others as of publication of this EIR. The properties in Phase 1 that Kaiser has not yet acquired include an auto service business (Firestone), a pet boarding facility, and an applied research business. Assuming Kaiser ultimately acquires these properties, all of the existing structures on Site 7 would be demolished to allow the construction of the new approximately 165,000 sq.ft. MSB (approx. 85 feet in height) to house a new medical services building.

Phase 1 would also involve the construction of a 738-space parking structure\(^{10}\) proposed at 4 stories above grade (approx. 53 feet in height) with approximately 1,700 sq.ft. of ground-floor retail space at 38th Street. The parking garage would have 2 levels of parking below grade. A 34-space surface lot for staff-only parking would also be developed, extending west from the West Broadway MSB to Manila Avenue.

Phase 1 would also include the planned remodel of the existing AAA building (Site 9) to accommodate a variety of Kaiser Permanente administrative services. No expansion would occur on this site, and the existing surface parking lot of 75 spaces would remain for Kaiser uses. As of publication of this EIR, Kaiser has not yet acquired this property.

The completion of Phase 1 would allow existing Kaiser Permanente medical offices that exist in the M/B Center tower to relocate to the new West Broadway MSB and AAA Building. Demolition of the M/B Center (retail center, office tower, and rooftop parking) on Site 4 would occur during the latter part of Phase 1 (2008). The combination of new services and existing services shifted from other medical center buildings would result in a net increase of 23 medical offices (393 total), and a net decrease of 59 parking spaces (2,597 total onsite) on the project site at end of Phase 1 (2008).

**Summary of Phase 1**

- Phase 1A - Demolition of existing buildings on Site 7
- Phase 1B - Construction of a new 165,000-sq.ft. West Broadway MSB and an associated 738-space parking structure and 34 surface parking spaces
- Phase 1C - Remodel of the existing AAA building on Site 9
- Phase 1D - Demolition of existing M/B Center

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\(^{10}\) Valet parking spaces would also be provided in existing Kaiser parking garages during Phase 1, for a total of 872 new Phase 1 spaces provided.
### TABLE III-2

PROPOSED DEVELOPMENT BY PHASE AND TOTAL BUILDOUT

<table>
<thead>
<tr>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Site Acres</td>
<td>16.3</td>
<td>3.6</td>
<td>0.74</td>
<td>0</td>
<td>20.6</td>
<td>4.3</td>
<td>26.35%</td>
</tr>
<tr>
<td>Building Area (sf)</td>
<td>1,165,746</td>
<td>(99,922)</td>
<td>1,126,837</td>
<td>(412,206)</td>
<td>1,780,455</td>
<td>614,709</td>
<td>52.73%</td>
</tr>
<tr>
<td>Medical Offices</td>
<td>370</td>
<td>23</td>
<td>17</td>
<td>0</td>
<td>410</td>
<td>40</td>
<td>10.81%</td>
</tr>
<tr>
<td>Hospital Beds</td>
<td>346</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>346</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Parking Spaces</td>
<td>2,656</td>
<td>-59</td>
<td>836</td>
<td>151</td>
<td>3,584</td>
<td>928</td>
<td>34.94%</td>
</tr>
<tr>
<td>Total Peak Head Count*</td>
<td>2,751</td>
<td>3,027</td>
<td>3,400</td>
<td>3,715</td>
<td>3,715</td>
<td>964</td>
<td>35.04%</td>
</tr>
<tr>
<td>Providers**</td>
<td>481</td>
<td>492</td>
<td>538</td>
<td>570</td>
<td>570</td>
<td>89</td>
<td>18.50%</td>
</tr>
<tr>
<td>RNs</td>
<td>421</td>
<td>434</td>
<td>543</td>
<td>638</td>
<td>638</td>
<td>217</td>
<td>51.54%</td>
</tr>
<tr>
<td>Other Staff</td>
<td>1,849</td>
<td>2,101</td>
<td>2,319</td>
<td>2,507</td>
<td>2,507</td>
<td>658</td>
<td>35.59%</td>
</tr>
<tr>
<td>Patient Visits per year***</td>
<td>1,181,565</td>
<td>1,213,534</td>
<td>1,248,827</td>
<td>1,399,208</td>
<td>1,399,208</td>
<td>217,643</td>
<td>18.42%</td>
</tr>
<tr>
<td>Visitors per year****</td>
<td>778,691</td>
<td>831,993</td>
<td>859,379</td>
<td>1,015,881</td>
<td>1,015,881</td>
<td>237,190</td>
<td>30.46%</td>
</tr>
</tbody>
</table>

Notes:

* "Total Peak Head Count" is the estimated total number of employees on site Monday through Friday, day shift.

** "Providers (Total Peak Head Count)" is defined as Outpatient Physician and Physician Surrogates (including, but not limited to Physician Assistants, Nurse Practitioners).

*** "Patient Visits per year" is defined as estimated total of outpatient Physician Office Visits, clinical ancillary visits (e.g. Lab, Imaging, Rehab Therapy, same day surgery), inpatient average daily census, and Emergency Department visits.

**** "Visitors per year" is defined as estimated visitors for outpatients. "Outpatient" is defined as family members or friends accompanying member to outpatient MD or clinical ancillary visit). "Inpatient" is defined as estimated visitors to hospitalized patients.

^ "Total Buildout (2020)" is defined as total capacity available after completion of all phases and the construction of the maximum square footage described in the Project Description by 2020. The Total Buildout will be gradually phased over the life of the project.

SOURCE: Kaiser Foundation Hospitals, 2005
# TABLE III-3

## PROPOSED DEVELOPMENT BY PHASE AND SUMMARY OF BUILDOUT BY SITE

<table>
<thead>
<tr>
<th>Building/Site No.</th>
<th>Mental Health</th>
<th>Existing Hospital-MSB / Fabiola / New Central Admin MSB</th>
<th>Piedmont / Howe / Garage</th>
<th>M/B / New Hospital and Outpatient Services Building</th>
<th>Mosswood MSB</th>
<th>West Broadway MSB / Garage</th>
<th>MRI Trailer</th>
<th>AAA Bldg</th>
<th>CHANGE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Existing Kaiser Owned and Occupied Properties in 2005

<table>
<thead>
<tr>
<th>Site Acres</th>
<th>Building Area (sq.ft.)</th>
<th>Medical Offices</th>
<th>Hospital Beds</th>
<th>Parking Supplied</th>
<th>Total Employees</th>
<th>Peak Employees(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.7</td>
<td>7.9</td>
<td>74</td>
<td>346</td>
<td>65</td>
<td>103</td>
<td>68</td>
</tr>
<tr>
<td>6.0</td>
<td>81.7</td>
<td>141</td>
<td>346</td>
<td>0</td>
<td>3,021</td>
<td>1,859</td>
</tr>
<tr>
<td>1.1</td>
<td>12.2</td>
<td>70</td>
<td>0</td>
<td>1,173</td>
<td>419</td>
<td>155</td>
</tr>
<tr>
<td>7.4</td>
<td>88.7</td>
<td>23</td>
<td>234</td>
<td>242</td>
<td>369</td>
<td>155</td>
</tr>
<tr>
<td>6.6</td>
<td>78.3</td>
<td>62</td>
<td>116,744</td>
<td>0</td>
<td>370</td>
<td>370</td>
</tr>
<tr>
<td>0.5</td>
<td>5.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>370</td>
<td>370</td>
</tr>
<tr>
<td>0.3</td>
<td>3.3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>370</td>
<td>370</td>
</tr>
</tbody>
</table>

### Phase 1: 2006-2008 (Construction of New West Broadway MSB and Garage and Demolition of Existing M/B Center)

<table>
<thead>
<tr>
<th>Site Acres</th>
<th>End of Phase 1</th>
<th>Running Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td>3.6</td>
<td>19.9</td>
</tr>
</tbody>
</table>

### Phase 2: 2008-2012 (Construction of New Hospital, Central Utility Plant, and Garage at M/B Center)

<table>
<thead>
<tr>
<th>Site Acres</th>
<th>End of Phase 2</th>
<th>Running Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.7</td>
<td>20.6</td>
<td></td>
</tr>
</tbody>
</table>

### Phase 3: 2013-2020 (Demolition of Existing Hospital and Construction of New Central Admin / MSB and Parking)

<table>
<thead>
<tr>
<th>Site Acres</th>
<th>End of Phase 3</th>
<th>Running Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>20.8</td>
<td></td>
</tr>
</tbody>
</table>

### TOTAL BUILDOUT – 2020

<table>
<thead>
<tr>
<th>Site Acres</th>
<th>Building Area (sq.ft.)</th>
<th>Medical Offices</th>
<th>Hospital Beds</th>
<th>Parking Proposed</th>
<th>Total Employees</th>
<th>Peak Employees(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.7</td>
<td>7.9</td>
<td>74</td>
<td>346</td>
<td>65</td>
<td>103</td>
<td>68</td>
</tr>
<tr>
<td>6.0</td>
<td>81.7</td>
<td>141</td>
<td>346</td>
<td>0</td>
<td>3,021</td>
<td>1,859</td>
</tr>
<tr>
<td>1.1</td>
<td>12.2</td>
<td>70</td>
<td>0</td>
<td>1,173</td>
<td>419</td>
<td>155</td>
</tr>
<tr>
<td>7.4</td>
<td>88.7</td>
<td>23</td>
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<td>242</td>
<td>369</td>
<td>155</td>
</tr>
<tr>
<td>6.6</td>
<td>78.3</td>
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<tr>
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<td>370</td>
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<tr>
<td>0.3</td>
<td>3.3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>370</td>
<td>370</td>
</tr>
</tbody>
</table>

### NOTES:

- Parking Garage area not included in building area count.
- "MSB" = Medical Services Building
- "Peak Employees" is Total Peak Shift Head Count: Estimated total number of employees on site Monday through Friday day shift.
- (1) Includes 700-space garage, 34-space parking lot, and 100 valet parking spaces in Howe and West Broadway Garages.
- (2) Includes terminating Lease at 3770 Piedmont on Site 3
- (3) Total estimated size of Hospital is 1,066,837 sf and Central Utility Plant at 60,000 sf for a total of 1,126,837 sf.
- (4) Includes terminating Lease at 3770 Piedmont on Site 3
Phase 2 (2008-2012) Oakland Replacement Hospital, Central Utility Plant, and Parking Garage

Phase 2 would establish the new Replacement Hospital (approx. 700,000 sq.ft. and 346 beds), outpatient services (approx. 360,000 sq.ft.), a new central utility plant (60,000 sq.ft.), and structured parking garage (1,216 spaces) on Site 4. The new hospital would have 4-story podium base (approx. 68 feet tall), with a nursing tower generally centered on the podium’s north-south axis (between Broadway and the extension of Howe Street). The tower would measure approximately 210 feet in height from grade (excluding roof equipment and screening, which could be approximately 20 feet tall), and step back approximately 150 feet from Broadway. The parking garage would be eight stories above grade and constructed on the south end of Site 4, near I-580. The parking garage would have two levels of parking below grade. Upon completion of the new hospital, all existing in-patient hospital services and remaining outpatient and administrative support services would be relocated from the existing hospital on Site 2 to the new hospital.

Kaiser has acquired all of the properties south of the existing M/B Center necessary to develop Phase 2. The completion of Phase 2 would result in a net increase in building area of approximately 1.12 msf (the area of the new hospital and central utility plant), and a net increase of 17 medical offices (410 total) with the shift of uses to the new hospital. No net change in the number of hospital beds would occur. There would be a net increase of 836 parking spaces (3,433 total onsite), at the end of Phase 2 (2012).

Summary of Phase 2
- Phase 2A - Construction of a new hospital parking structure containing approximately 1,216 spaces
- Phase 2B - Construction of a new hospital building (346 beds, approx. 1.06 msf) and central utility plant (approx. 60,000 sq.ft.)

Phase 3 (2013–2020) Central Administration Medical Services Building and Parking

Phase 3 would establish the Central Administration Medical Services Building (MSB) and parking facilities on Site 2. To accommodate the Phase 3 development, the existing hospital structure (tower and low-rise building) will be demolished in conjunction with redevelopment of the site. The existing structures would continue to be used for existing uses until Phase 3 commences. The recent emergency department building addition may be retained and converted to medical support service uses. (The existing hospital uses would have moved to the new hospital in Phase 2.) The design and program of Phase 3 is conceptual at this time and will largely depend on the development program ultimately implemented in Phase 2. However, an L-shaped building is proposed with the primary building facades fronting MacArthur Boulevard and Broadway. The new MSB is proposed at approximately 60,000 sq.ft. (including the potential conversion of the emergency department). However its final program would depend largely on the development program ultimately implemented in Phase 2 (the Replacement Hospital). The
Phase 3 MSB could be approximately 223,000 sq.ft. and 4 stories maximum, with a corresponding reduction in the size, bulk, and mass of Phase 2.

The number of parking spaces that could occur in Phase 3 would also vary, requiring either a surface parking lot (approximately 189 spaces) or parking structure (up to approximately 578 spaces), depending on the parking demand met as a result of the final Phase 2 development program. For purposes of this EIR analysis (specifically aesthetics and traffic circulation), an approximately 4- to 5-story parking structure located along Howe Street is assumed as the maximum parking provided, with a corresponding reduction in the parking provided in Phase 2. This maximum parking is depicted in the master plan figures throughout this document.

Phase 3 would also see the conversion of approximately 38 ground level parking spaces that were developed in the West Broadway Parking Garage in Phase 1 into retail uses. These spaces would be removed to allow an additional approximately 6,000 sq.ft. of ground-floor retail or commercial uses at that location, for a total of 7,700 sq.ft. Also, existing medical service uses from the MRI Trailer on Site 8 (near 38th and Broadway) would relocate to the new hospital completed in Phase 2.

The completion of Phase 3 would result a net loss in building area of approximately 482,806 sq.ft., for a total of 1,780,455 sq.ft. No medical offices would be added in Phase 3. There also would be a net increase of 137 parking spaces (for 3,584 total onsite) accounting for those removed from the West Broadway Parking Garage (Site 7) to accommodate additional retail space at that location.

**Summary of Phase 3**
- Phase 3A - Demolition of the existing hospital tower and low-rise (except for recent Emergency Department addition and Fabiola Building)
- Phase 3B – Conversion of ground-floor parking on Site 7 (38 spaces) to accommodate an additional 6,000 sq.ft. of retail space along Broadway
  - Conversion of Emergency Department addition to temporary medical services use
- Phase 3C – Construction of parking lot of approximately 189 spaces
- Phase 3D – Construction of a new Central Administration MSB (approx. 60,000 sq.ft.)

**Total Buildout (2020)**
In summary, as shown in Tables III-2 and III-3, compared to the existing medical center campus, the proposed project would result in a 53 percent net increase (+614,709 sq.ft.) in total building area, with a total of 4.3 acres of land area being added to expand the existing campus. The net increase in the number of medical offices for the entire medical center would be

---

11 The total parking demand from Phase 2 and Phase 3, regardless of the distribution of physical development/employees, is the same at buildout. A parking garage of up to 578 spaces could be constructed in Phase 3 if there was a corresponding parking reduction in Phase 2 (Site 4).
approximately 11 percent, and the number of hospital beds would not change (346). The project would result in a 35 percent increase in peak employment (physicians, non-physician providers [e.g., nurse practitioners, physician assistants, psychologists, social workers], and their support staff).\textsuperscript{12} Compared to the existing medical center, total patient visits and visitors are expected to increase by approximately 19 percent and 31 percent, respectively, at 2020 buildout.

A total 3,584 parking spaces would be provided for the medical center, a total net increase of approximately 928 spaces.

**Overhead Pedestrian Bridges**

The project proposes to construct up to three overhead pedestrian bridges over public right-of-way to connect each of the development sites. The pedestrian bridges are described below and depicted in Figure III-3, the Kaiser Permanente OMC Master Plan.

- One bridge would cross Broadway, generally paralleling the elevated segment of I-580, to connect the existing Mosswood MSB on Site 5 to the new hospital parking structure on Site 4. This bridge would be constructed in Phase 2 with construction of the new hospital.

- One bridge would cross MacArthur Boulevard between Broadway and Howe Street to connect the new hospital on Site 4 to the new Central Administration MSB on Site 2. This bridge would be constructed in Phase 3 with construction of the new Central Administration MSB.

- One bridge would cross Broadway between MacArthur Boulevard / West MacArthur Boulevard and 38th Street to connect the new Central Administration MSB on Site 2 to the new West Broadway MSB on Site 7. This bridge would be constructed in Phase 3 with construction of the new Central Administration MSB.

Kaiser Permanente proposes the overhead bridges to facilitate the safe and efficient transfer of in-patients between the new hospital and diagnostic services located on other sites within the medical campus. Kaiser Permanente also intends the pedestrian bridges to provide an alternate path for frail and elderly patients and parents with small and sick children, especially in inclement weather. Additionally, the bridges would provide for movement of materials in all weather as well as link parking to the buildings served. (An overhead walkway would also connect the new hospital parking structure to the adjacent hospital at about the third story. This connection would not be over the public right-of-way.)

As part of the project development process, the project sponsor evaluated underground tunnels as an alternative to overhead bridges to achieve the above objectives. A number of physical and environmental constraints were identified that rendered tunneling prohibitive for Kaiser. An underground tunneling option is discussed in Chapter V, Alternatives, of this EIR and is not evaluated elsewhere.

\textsuperscript{12} Total peak employment (head count) is the estimated number of employees on site Monday through Friday during day shifts.
Parking and Transportation Demand Management (TDM) Program

Onsite Parking

The project would result in a net increase of 928 parking spaces on the project site, for a total of 3,584 spaces. The total number of onsite parking spaces provided is intended to meet the parking demanded by Kaiser Permanente OMC employees and visitors. Most of the new parking would be introduced in Phase 1 in the new 738-space West Broadway Parking Garage on Site 7, and in Phase 2 in the new 1,216-space hospital parking garage on Site 4. Phase 1 would also provide a new 34-space employee-only surface lot adjacent to the West Broadway MSB on Site 7. Additional new parking would be developed in Phase 3 and, as discussed above, the number of spaces would be nearly 189 spaces, which could be accommodated on a surface lot or warrant construction of a parking structure for approximately 578 spaces, depending on the final Phase 2 development.

Onsite parking supply throughout the project site would be at a deficit of approximately 385 spaces from the end of Phase 1 (2008) until the construction of the Phase 2 parking structure (2010). Valet parking could be used to eliminate this parking shortage in the interim until completion of the Phase 2 garage. Potential satellite parking locations are discussed in Chapter V, Alternatives, of this EIR.

On-street Parking

The City proposes to convert several neighborhood streets that currently have free, unrestricted on-street parking to residential permit parking pursuant to the City’s Residential Permit Parking program. Streets proposed for this change include those west of the project site, Manila Avenue to Ruby Street (West MacArthur Boulevard to 40th Street); and 36th and 37th Street, between Webster and Telegraph Avenue. Extensions of existing residential permit parking areas would be extended to include Kempton Way, Richmond Street, and Brooks Street generally east and south of the project site.

Transportation Demand Management (TDM)

A comprehensive parking and circulation program is proposed as part of the project called a Transportation Demand Management (TDM) program. The purpose of the new TDM program is to reduce the number of vehicle trips to and from the project site, reduce parking demand (and potential spill-over into the neighborhoods), and to promote transit as an alternative mode of transportation by Kaiser Permanente employees and visitors. Kaiser Permanente currently implements a number of TDM efforts. The project analysis in this EIR has assumed that Kaiser will continue implementing its current program, with modifications made (as the Kaiser OMC population grows) to maintain the employee alternative mode share (carpool, transit, bike, walk, etc.) at current levels. Additionally, Kaiser proposes to expand the existing TDM efforts to include more expanded measures. Existing, to be modified and continued and expanded components would include, but not be limited to, the existing Kaiser shuttle service (available to the public) between the project site and the MacArthur BART Station, commuter check and commuter tax incentives, bicycle parking, preferential carpool parking, and optional valet parking.
parking, employee awareness programs, direct transit sales, providing a guaranteed ride home program, charging more for parking, and oversight by a TDM coordinator. Specifics regarding future expanded for alternative measures or implementation will be identified and detailed as part of the expanded Kaiser TDM program and are not assumed in this EIR for purposes of reducing significant impacts.

**Glen Echo Creek Improvements**

An approximately 145 foot-long daylighted segment of Glen Echo Creek flows west of and within 17 feet (at its closest point and measured from centerline) of existing structures on Site 7, where the new West Broadway Parking Garage would be constructed. The proposed parking garage would be constructed approximately 17 to 26 feet from the centerline of the creek.

As a result of demolition and new construction that would occur in proximity to the creek, the project would repair and stabilize the east bank of the creek. This would involve removing non-native vegetation, regrading and recontouring the bank, and revegetating the bank with native plants. As proposed, the project incorporates many measures that would be required as mitigation or condition of approval and that would otherwise be required if not proposed by the project. This includes the proposed restoration and revegetation of Glen Echo Creek, components of which are included in this EIR as standard conditions or mitigation measures required to reduced potentially significant impacts to creeks. The proposed improvements and impacts are discussed in Chapter IV.G, Hydrology and Water Quality, and in Chapter IV.I, Biological Resources, of this EIR.

Under the Expanded Campus Variant, development of the motel site adjacent to the West Broadway MSB (on West MacArthur Boulevard, between Broadway and Manila Avenue), would require relocation of the existing Glen Echo Creek culvert, which currently runs beneath the motel property.

**Landscape Master Plan**

A conceptual plan of the Kaiser Permanente OMC landscape plan is shown in Figure III-3, the Master Plan. The project sponsor would be required to prepare and submit to the City a detailed landscape plan indicating specific type, size, and location of vegetation proposed throughout the project site and particularly within public rights-of-way. Also, the project sponsor would coordinate the proposed plan with the City’s existing conceptual plans for streetscape improvements along the Broadway and MacArthur/West MacArthur Boulevard corridors.

The landscape master plan proposes streetscape and median improvements intended to increase safety, reduce the perceived scale of streets, shelter pedestrians from high traffic volumes, and connect pedestrian areas within the medical center to adjacent neighborhoods. Key onsite treatments will include tree-lined, vegetated walkways, particularly through surface parking areas, transitions from the sidewalk, and focal points at key entry areas, such as the new hospital entry court and plaza. Landscaping will also provide a visual buffer around the below-grade loading dock area on Site 4 from Piedmont Avenue.
Street-level Retail

The West Broadway Parking Garage that would be developed in Phase 1 will include approximately 1,700 sq.ft. of retail space on its street level. This would create a linear retail frontage of approximately 52 feet along Broadway, south of 38th Street. In Phase 3, an additional nearly 6,000 sq.ft. of retail space would be introduced, which would extend the Broadway retail frontage to approximately 214 feet in length. Possible uses that could be expected to tenant the proposed retail space (given the size, depth, and pedestrian-oriented accessibility) could include specialty restaurants, health food store, coffee shops, printing and copy services, dry cleaner pick-up, shoe repair, and other specialty retail.

Kaiser Permanente Oakland Medical Center District Standards and Regulations

The project sponsor proposes to create and rezone the project site and certain adjacent properties to a new planned development (PD) zoning district called the “Kaiser Permanente Oakland Medical Center (OMC) Zoning District.” The boundary of the proposed zoning district is shown in Figure III-4. The proposed Kaiser Permanente OMC Zoning District regulations would include a comprehensive set of land use regulations and possibly development standards and design guidelines that would be consistent for the long term development of the entire medical center, and that would incorporate tailored regulations for specific issue areas. The purpose of these regulations would be to ensure that the Kaiser Permanente OMC Project would be architecturally and functionally integrated and compatible with the existing surrounding neighborhood. It would also provide comprehensive and internally-consistent set of regulations for the project site. As shown in Figure III-4, the new zoning district would include all properties within the Kaiser Permanente OMC medical center currently owned by Kaiser Permanente. For properties that are not owned by Kaiser Permanente and that are proposed to be rezoned, the new zoning district would be applied as an overlay district or combining zone district, which would allow the existing (underlying) zoning designation and regulations to apply, so as to avoid creating legal, non-conforming uses and allow for the eventual transition into more appropriate health care related uses.

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13 Approximately 38 ground-floor parking spaces that would not be required to meet parking demand at Phase 3 would be removed from the garage to accommodate the expanded retail area.

14 As discussed previously in this chapter, this would include a motel and apartment building at the northeast corner of Manila Avenue and West MacArthur Boulevard; and an automotive repair and gas station uses at the northeast corner of Howe Street and MacArthur Boulevard and any other properties in the project that have not been acquired by Kaiser at this time.
Legend

- Proposed Kaiser Permanente OMC Zoning District and General Plan Amendment Boundary
- Properties requested by the City of Oakland for analysis in EIR for inclusion in the Zoning District and General Plan Land Use Classification

Figure III-4
Proposed Kaiser Permanente OMC Zoning District and General Plan Classification Boundary
C. Project Objectives

The project sponsor has identified the following project objectives to guide the Kaiser Permanente OMC Master Plan Project:

- To continue to adhere to Kaiser Permanente’s core mission, which is to provide affordable high quality health care services to improve the health of its members and the communities it serves.

- To provide high quality health care in new, state-of-the-art facilities for Kaiser Permanente members and the greater Oakland community by replacing existing and outmoded structures, technology, and equipment in a practical and cost effective manner.

- To fulfill Kaiser Permanente’s decision to retain the Oakland Medical Center at its current location and to keep its significant presence in Oakland. Kaiser Permanente opened its first hospital at this site and has expanded its facilities and services at this location for more than 60 years. Kaiser Permanente’s goal is to capitalize on its significant investment in facilities and infrastructure at the OMC. The OMC campus is well situated near BART and other public transit, and is centrally located to serve Kaiser Permanente’s members in the Oakland Service Area. This allows Kaiser to provide them with easily accessible and convenient services. In addition, Kaiser Permanente’s National and Regional Headquarters are located nearby in Oakland, and Kaiser Permanente has a long-standing involvement and interest in the economic and physical health of Oakland.

- To replace the inpatient facility at the Oakland Hospital in accordance with SB 1953 in order to create a new, seismically safe, inpatient medical facility for Kaiser Permanente members and the greater Oakland community.

- To replace the facilities at OMC in accordance with Kaiser Permanente’s integrated model of health care delivery. This model requires Hospital and Specialty Medical Services to share service space and to be co-located to provide the best patient care.

- To construct the new facilities in a manner that allows uninterrupted operation of services, minimizes departmental moves, and maintains the continuity of care at the Medical Center during construction.

- To design the new facility in a manner that allows flexibility to meet the evolving and varied health care demands of Kaiser Permanente members and the greater Oakland community.

- To design the new facility in a manner consistent with its accountability as responsible financial stewards of its members’ dues.
III. Project Description

- To design the new facility in a manner that allows a more cohesive campus that will improve operational efficiency and increase public safety and accessibility.

- To design the new facility in a manner that allows Kaiser Permanente to remain competitive in the Health Care market and thereby retain high quality jobs in Oakland.

- To facilitate neighborhood revitalization and to improve the neighborhood aesthetics in the area of the Medical Center through the creation of a contemporary, architecturally integrated Medical Center.

D. Discretionary Actions and Other Planning Considerations

As discussed in Chapter I, the City of Oakland is the Lead Agency responsible for preparation of this EIR (pursuant to CEQA Guidelines Section 15051). This EIR is intended to be used to provide CEQA clearance for all required discretionary actions for the project. Both the Planning Commission and the City Council will make decisions on the required discretionary actions. At the time this EIR was prepared, the discretionary actions and other considerations and approvals anticipated to be required for the project include those listed below, without limitation.

City of Oakland

- **General Plan Amendment** (Government Code Section 65350) – Although the project is consistent with the various Oakland General Plan land use designations that apply to the project site, the project sponsor seeks approval of a amendment to the General Plan Land Use Map. The proposed amendment would assign the Institutional land use classification to all portions of the project site in order to show a unified campus and for purposes of clarity on the Land Use Map. The Planning Commission would be required to review the General Plan Amendment and forward its recommendation to the City Council for final decision.

- **Rezoning and Planning Code Amendment** (Oakland Planning Code Chapter 17.144) – Although the proposed land uses are permitted or conditionally permitted within the various zoning districts that exist throughout the project site, the project sponsor seeks approval of a rezoning of all parcels within the project site to the “Kaiser Permanente Oakland Medical Center (OMC) Zoning District” (base district or overlay or combining district, depending on property ownership) that conforms to the proposed Institutional General Plan Land Use designation. The Oakland Planning Code would be amended to incorporate the text of the proposed zoning district, and the Zoning Map would be amended to reflect the zoning district area.

- **Redevelopment Plan Amendment** (Health and Safety Code Section 33450) – Given the proposed General Plan Amendment, the project will require amendments to the Broadway/MacArthur/San Pablo Redevelopment Plan to maintain the consistency of this Redevelopment Plan with the Oakland General Plan (as proposed for amendment). The
Redevelopment Plan amendment would require approval by the Oakland Redevelopment Agency and City Council.

- **Master Plan, and Preliminary Development Plan and Final Development Plan** (pursuant to the proposed Kaiser Permanente OMC Zoning District Regulations, generally consistent with existing Oakland Planning Code Chapter 17.140, Planned Unit Development Procedure) – It is anticipated that the project sponsor would be required to prepare and obtain approval of an overall Master Plan for the entire project site (as depicted on Figure III-3 and as described in the project description. In addition, the sponsor would be required to prepare and obtain approval for one or more Preliminary Development Plans (PDP) and Final Development Plans (FDP) / Final Design Reviews, that together would cover all of the new development within the project area.

- **Conditional Use Permits (Planning Code Chapter 17.134), Variances (Planning Code Chapter 17.148), and Other various Discretionary Permits under the Oakland Planning Code** – The project will be required to obtain a Conditional Use Permit(s) for any pedestrian bridge construction over City streets (Planning Code Section 17.102.200) not reviewed and approved by the Planning Commission as part of the project design review and approval. The project may be required to obtain other conditional use permit approvals and/or variances not otherwise incorporated into the proposed planned development zoning district.

- **Subdivision Map** (Oakland Municipal Code Title 16) – The project would be required to obtain approval from the City for a subdivision map to assemble and merge individual parcels recently acquired to accommodate large, comprehensive development components on each development site.

- **Tree Removal Permit** (Oakland Municipal Code Chapter 12.36) - Pursuant to the City’s Protected Trees Ordinance, the project sponsor would be required to obtain an approved Tree Removal Permit prior to remove (or have construction activity near) a “Protected Tree,” as defined in Oakland Municipal Code Section 12.36.020. Tree permits would require approval by the Oakland Office of Parks and Recreation.

- **Creek Protection Permit** (Oakland Municipal Code Chapter 13.16) - The project would require City approval of a Creek Protection Permit for work proposed within and adjacent to Glen Echo Creek.

- **Encroachment Permits** (Oakland Municipal Code Chapter 12.08) – The project would require City approval of encroachment permits to work within various public rights of way, including overhead pedestrian bridges.

- **Demolition Permits** (Oakland Municipal Code Chapter 15.36) – The project would require administrative approval of demolition permits to demolish existing buildings and structures on the project site.
• **Excavation Permits** (Oakland Municipal Code Chapter 12.12) – The project would require City approval of excavation permits to conduct excavation activities on the project site.

• **P-Job Permit** (Oakland Municipal Code Chapter 12.20=) – The project will involve the private construction of a public improvements and would require City approval of a P-Job permit.

### Other Agencies

In addition, portions of the project will require review and approval by a number of other public and quasi-public agencies and jurisdictions that have purview over specific aspects of the project. These other agencies may also consider this EIR in their review and decision-making processes. A description and discussion of each action and agency/jurisdiction is included within the relevant topical analysis sections in Chapter IV, Environmental Setting, Impacts, and Mitigation Measures.

• Office of Statewide Health Planning and Development (OSHPD)
• California State Water Resource Control Board – San Francisco Region (RWQCB)
• Alameda County Environmental Health Department
• United States Army Corp of Engineers (Corps)
• California Department of Fish and Game (CDFG)
• Bay Area Air Quality Management District (BAAQMD)
• East Bay Municipal Utility District (EBMUD)
• Alameda County Flood Control and Water Conservation District (ACFCWD)
• Alameda County Environmental Health Department (AED)
• California Department of Toxic Substances Control (DTSC)

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Kaiser Permanente Oakland Medical Center

Master Plan Project Draft EIR

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