



San Francisco Medical Center Institutional Master Plan

August 16, 2007



This Institutional Master Plan document has been prepared by:





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Kaiser Foundation Hospitals San Francisco Medical Center (“Kaiser Permanente”) submits this Institutional Master Plan (“IMP”) as an update to its 1998 IMP on file with the Planning Department. This document provides an overview of Kaiser Permanente’s services, membership population and facilities in San Francisco, and includes Kaiser Permanente’s planned projects for the next five (5) years and their potential impacts.

Senate Bill 1953 (“SB 1953”) mandates that all acute-care hospitals be retrofitted or replaced to meet current seismic safety standards to ensure that all existing hospitals are reasonably capable of providing services to the public after a significant seismic event¹ and that they will not pose life-threatening risks during the next major earthquake. To meet the requirements of SB 1953, Kaiser Permanente must reallocate its limited financial resources in order to meet this state-wide mandate and to defer or scale back other capital projects. Kaiser Permanente voluntarily seismically retrofitted the hospital at 2425 Geary Boulevard in the year 2000, therefore it does not have to be retrofitted or replaced until the year 2030. This IMP contains only projects that are essential to meet Kaiser Permanente’s immediate space demand within the constraints of its financial capability.

As with any responsible and dynamic institution, Kaiser Permanente’s medical facilities and programs will continue to evolve to meet the changing demands of its members, the San Francisco community at large and medical technological advances.

¹ Office of Statewide Health Planning and Development Facilities Development Division; Seismic Retrofit Program; Senate Bill 1953.

Partial Aerial, City of San Francisco

Emeryville Building



Geary Campus

Geary Hall

French Campus

French Campus



Geary Campus

Image source: <http://maps.live.com>

PURPOSE OF IMP

The San Francisco Planning Code, Section 304.5, requires medical institutions to provide public notice of its future development plan for their medical facilities. The Planning Code only requires that the Commission hold informational public hearing(s) on the IMPs and no action is required of the Commission. Section 304.5 of the Planning Code states the purposes of an IMP as follows:

- 1 "To provide notice and information of the medical institution's future plans to the Planning Commission, community and neighborhood organizations, other public and private agencies and the general public as to plans of each affected institution at an early stage, and to give an opportunity for early and meaningful involvement of those groups in such plans prior to substantial investment in property acquisition or building design by institution;"
- 2 "To enable the institution to make modifications to its master plan in response to comments made in public hearings prior to its more detailed planning and prior to any request for authorization by the City of new development proposed in the master plan;"
- 3 "To provide the City Planning Commission, community and neighborhood organizations, other public and private agencies, the general public, and other institutions with information that may help guide their decisions with regard to use of, and investment in, and in the vicinity of the institution, provision of public services, and particularly the planning of similar institutions in order to insure that costly duplication of facilities does not occur."

This IMP will also identify the impacts of the proposed development projects on the adjacent neighborhoods, discuss the development projects' consistency with the City's General Plan, and identify alternative development proposals.

COMMUNITY PARTICIPATION IN PREPARING THE IMP

Kaiser Permanente formed a Community Task Force ("Task Force") of community leaders and neighborhood groups in 1983 to act as an on-going neighborhood oversight committee for proposed projects and future plans, and to act as a forum for discussing community concerns.

The Task Force members include the following community organizations:

- Arza Vista Association
- Zeidman Area Neighborhood Group
- Divisadero Merchants
- Ellis Hill Hutch Community Center
- Geary Street Merchants Association
- Jones Methodist Church
- Korean Center
- Morrison West
- Northern District Police Station
- Planning Association of Richmond
- Richmond District Police Station
- Richmond Police and Community Panel
- University Terrace Association/Third Baptist Church
- Western Addition Neighborhood Association

The following interested residents are also members of the Task Force:

- Ms. Milfred Burrell
- Ms. Essie Collins
- Mr. Gene Mayo
- Mr. Jeff Mori
- Mrs. Sandy Mori
- Ms. Barbara Thompson

The Task Force has reviewed this IMP and its suggested revisions have been incorporated. The Task Force has reviewed the architectural design, circulation and traffic impacts of the proposed projects in this IMP and their compatibility with the surrounding neighborhoods. The Task Force was also apprised of Planning Department concerns as soon as Kaiser Permanente was made aware.

In addition, Kaiser Permanente advises the offices of their district Supervisors Mirkarimi and McGoick of development plans and works with the supervisors to resolve issues of concern.

SUMMARY OF KAISER PERMANENTE'S IMPs & FUTURE PLANS

Kaiser Permanente submitted its first IMP in 1976, followed by a comprehensive update in 1983, which proposed to construct a new North Wing for the hospital at the Geary Campus, 110,000 gross square feet ("gsf") of outpatient service facilities, renovate and seismically upgrade the existing hospital, and a 1,000-car parking garage. It proposed to renovate and seismically upgrade the Geary Campus hospital. Kaiser Permanente completed construction of the new North Wing for the hospital and a built a 510 car garage at 2130 O'Farrell Street.

In 1994, to relieve severe overcrowding of the existing facilities and a forecasted increase in Kaiser Permanente's membership, Kaiser Permanente submitted an IMP update that called for the redevelopment of the entire Geary Campus. In 1998, Kaiser Permanente submitted another IMP update reflecting the proposed redevelopment of the Geary Campus analyzed in the 1997 Final Environmental Impact Report ("FEIR"), and the projects then pending before the Commission and the San Francisco Redevelopment Agency ("SFRA"), which include the following phases on the next page.

SUMMARY OF KAISER PERMANENTE'S IMPs & FUTURE PLANS - cont.**Phase 1**

Construction of a 260,000 gsf outpatient facility at 2238 Geary Boulevard.

Phase 2

Demolition of the 21-unit residential building at 1401-1417 Divisadero Street and the medical building at 2139 O'Farrell Street, and construction of a 21-unit replacement residential building at 2139 O'Farrell Street.

Phase 3

Demolition of the 2200 O'Farrell Street outpatient client building and construction of a 350,000 gsf outpatient building with six below-grade parking levels for 700 cars on the combined 2200 O'Farrell Street and parking lot site fronting on Geary Boulevard.

Phase 4

Construction of a 127,000 gsf outpatient building with four underground parking levels for 200 cars at the combined 1401-1417 Divisadero Street site and the vacant lot at the southwest corner of Geary Boulevard and Divisadero Street.

Phase 5

Demolition of the 350 St. Joseph Avenue building and construction of a 97,000 gsf building for outpatient clinics and hospital administration offices with five underground parking levels for 270 cars.

For the French Campus, the 1998 IMP proposed to complete the infilling of the mezzanine floor at 4141 Geary Boulevard.

Only construction of the 2238 Geary Boulevard building and renovation to seismically upgrade the original hospital discussed in the 1998 IMP have been completed. The other projects proposed for the Geary Campus and the French Campus were not undertaken.

2007 IMP PROPOSED PROJECTS

Proposed projects that Kaiser Permanente is currently planning to meet their current membership, medical and safety needs include:

- Replace the Outpatient Building at 2200 O'Farrell Street with a smaller, state-of-the-art outpatient clinic building at 2108 O'Farrell Street that meets current seismic and fire safety standards for pediatric and specialty members;
- Demolish the vacant/residential building at 1401-1417 Divisadero Street and the Medical Building at 2139 O'Farrell Street, in partnership with TCDC, Kaiser Permanente will construct affordable replacement residential housing at 2139 O'Farrell Street; and
- Convert the de-licensed 4131 Geary Boulevard Hospital at the French Campus to outpatient clinic use.

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KAISER PERMANENTE SAN FRANCISCO MEDICAL CENTER

Kaiser Permanente is a qualified Health Maintenance Organization (“HMO”) dedicated to providing comprehensive medical and preventive health care to its members for a predetermined and prepaid monthly fee since 1946. It is the largest HMO in the United States with 8 service regions and serves over 8,400,000 members. Kaiser Permanente’s San Francisco Medical Center is part of the Northern California Service Region and has been providing health care to San Franciscans since the first group enrollment in 1946 of 7,500 workers at the Hunters Point Shipyard.

Today, Kaiser Permanente’s San Francisco Medical Center employs 4,085 full-time and part-time health care professionals and support employees serving 170,086 San Francisco residents (22% of the City’s population) and Kaiser Permanente members who work in the City. Approximately 14% of Kaiser Permanente’s members are Medicare or MediCal recipients. Indigent care is provided by Kaiser Permanente’s Emergency Department.

KAISER PERMANENTE'S GOALS & OBJECTIVES

Kaiser Permanente's approach to health care is based on the following philosophies:

- Provide a complete range of medical services with an emphasis on preventive care, early detection and health education;
- Provide high quality medical care to its members through a stable, affordable prepayment system;
- Provide a quality working environment for its staff and members;
- Staff the facilities at all levels to reflect the City's diverse population;
- Provide support to community safety-net health organizations to improve the health of City residents through financial and in-kind contribution;
- Minimize the need for inpatient care by pioneering new outpatient services, including telephone advice for medical conditions and general health information, outpatient therapy, and outpatient surgery;
- Provide health care services to its members in facilities owned by Kaiser Permanente to the maximum extent feasible,
- Contract with other medical centers for specialized services when they are more cost effective.

HISTORY OF GROWTH

Development of Kaiser Permanente in the Northern California Region

During World War II, Kaiser Permanente created a prepaid industrial health care program for its shipyard workers in Richmond, California. When the war ended, Kaiser Permanente opened the program to community enrollment in response to demand from participating workers and health professionals. Today, Kaiser Permanente operates 18 hospital-based medical centers and 26 independent outpatient service complexes in the Northern California District.



source: www.sfbayquakes.org

History of the San Francisco Medical Center

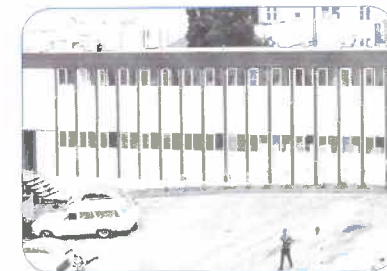
In 1946, Kaiser Permanente leased its first outpatient building in San Francisco on Market Street. With a group enrollment of 7,500 workers at the Hunters Point Shipyard, Kaiser Permanente purchased the former Harbor Hospital in 1947 and operated the hospital until 1954.



Development of the Geary Campus

In 1954, Kaiser Permanente opened the hospital at 2425 Geary Boulevard, which has become the nucleus of Kaiser Permanente's San Francisco Geary Campus. In 1960, Kaiser Permanente purchased land from San Francisco Redevelopment Agency (SFRA) east of the hospital and built the 2190 O'Farrell Street garage and the 2200 O'Farrell Street Medical Office Building; Kaiser Permanente also purchased the 2139 O'Farrell Street building. In 1977, Kaiser Permanente purchased the Pontiac dealership building at 350 St. Joseph Avenue, which currently houses employee health, physical therapy, pathology and administrative offices. In 1985, Kaiser Permanente acquired the 2130 O'Farrell Street site by exchanging land with Sinai Memorial Chapel.

2139 O'Farrell Street, 1965



source: Kaiser Permanente

Development of the Geary Campus - cont.

In 1990, Kaiser Permanente completed the 2130 O'Farrell Street garage and the north wing addition to the 2425 Geary Boulevard Hospital. In 1992, Kaiser Permanente acquired the vacant lot (the old Texas Station) at the southwest corner of Geary Boulevard and Divisadero Street. In 1993, Kaiser Permanente purchased the 21-unit residential building at 1461-1477 Divisadero Street, completing Kaiser Permanente's ownership of the block bounded by Geary Boulevard, St. Joseph Avenue, O'Farrell Street and Divisadero Street. In 1997, Kaiser Permanente purchased the 2238 Geary Boulevard site¹ and constructed the 260,000 sq' outpatient clinic building with ground floor retail uses and a 364-car, five-level underground parking garage.

1989

French Campus

In 1989, Kaiser Permanente acquired the French Hospital Medical Center, consisting of a 297-bed acute care hospital at 4131 Geary Boulevard, the Pasteur Outpatient Clinic Building at 450 Sixth Avenue, the Linen Building² at 1400 Anza Street, the Boiler Building/Engineers' Building³ at 1420 Anza Street, the Anza Building at 490 Sixth Avenue, and a two-level underground parking garage. In 1991, Kaiser Permanente acquired the detached Medical Office Building at 4141 Geary Boulevard completing Kaiser Permanente's ownership of the block bounded by Geary Boulevard, Sixth Avenue, Anza Street and Fifth Avenue. In 2001, the hospital at the French Campus was de-licensed because it did not meet current seismic safety standards and there was no demand for the additional acute-care beds.

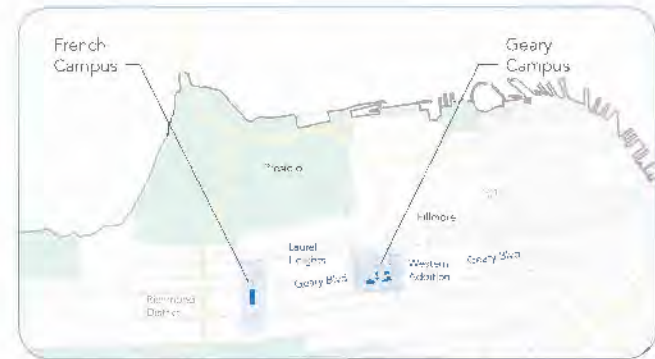
1989

¹ This site consists of vacant, three-quarters of the block bounded by Broderick Street, Geary Boulevard, Garden Street and Divisadero Street.

² The Linen Building was seismically upgraded to meet the 1991 Building Code standards and was adaptively reused as the Central Plant that serves all the buildings of the French Campus except the 4141 Geary Building.

³ The Boiler Building and the Engineers' Building are vacant due to severe structural damage from the Loma Prieta Earthquake. The demolition permits for these buildings are pending before the Department.

Location Map of Kaiser Permanente, San Francisco Campus



source: Kaiser Permanente

Leased Spaces

Kaiser Permanente also leases medical office space to meet its space deficit. To date, Kaiser Permanente leases three facilities. The locations, uses and duration of leases are:

Uses, Locations & Term of Leased Buildings

Location	Lease Term	Sq. Feet	Use
1635 Divisadero	2006-2008	33,363	
Ground floor			Allergy, Optical Services
3rd floor			Physical Therapy Outpatient clinics
4th floor			Otolaryngology, Ophthalmology Outpatient clinics
1201 Fillmore	2004-2006	15,535	Chemical Dependency Rehabilitation Program
601 Van Ness	2001-2009	16,517	Outpatient Clinic for Workers Compensation Related injuries
425 Market	1992-2006	7,753	Marketing
Total Lease Space		72,968	

source: Kaiser Permanente

Projects Under the Jurisdiction of San Francisco Redevelopment Agency

In 1998, Kaiser Permanente entered into two Owner Participation Agreements ("OPAs") with SFRA to construct the replacement housing at 2139 O'Farrell Street and to construct a building to support the southern end of the proposed pedestrian bridge.

In September, 2006, SFRA Commission approved an amendment to the 2139 O'Farrell Street OPA extending the time of performance for the replacement housing project. Kaiser Permanente has placed five million dollars (\$5,000,000) in an escrow account to fund the design and construction of the replacement units. Tabernacle Community Development Corporation ("TCDC"), a community based non-profit organization, under an agreement with Kaiser Permanente, will be responsible for the design and construction of the replacement housing project and will purchase it upon completion for one-hundred dollars (\$100.00). All of the replacement units will be affordable in perpetuity to households with incomes not exceeding 60% of the San Francisco Area Median Income.

Pedestrian Bridge

After the Planning Commission and the Architectural Committee of the Arts Commission approved the design of the pedestrian bridge connecting the 2238 Geary Boulevard Building and the main Geary Campus on the south side of Geary Boulevard, then Mayor Willie Brown, at the urging of then President of the Arts Commission, Stanley Gatti, determined that the design was unacceptable. Redesign of the pedestrian bridge resulted in missing the integrated construction schedule and increased the cost of construction by an additional two million dollars, in excess of Kaiser Permanente's authorized budget. With the SB 1953 mandate to seismically retrofit existing hospitals or construct new hospitals, construction of the pedestrian bridge must be deferred until funds are available. Construction of the pedestrian bridge in the future will not require SFRA approval because, except for the 2139 O'Farrell Street site, the Geary Campus is under the jurisdiction of the Planning Department because SFRA's jurisdiction of the Western Addition A-1 Plan area has expired.

SERVICES PROVIDED & UTILIZATION STATISTICS

Kaiser Permanente offers inpatient care, outpatient clinical services for primary and specialty care, urgent care, emergency care, chemical dependency programs as well as a host of health education programs. In 2005, the Medical Center performed over 1,647,028 lab tests and diagnostic services. Kaiser Permanente is the largest private provider of HIV services in San Francisco. The average inpatient census was 203.91 members per day in 2005 with a total of 15,788 admissions, of which 76 are emergency admissions and 9,767 are urgent admissions.

Inpatient Services

Kaiser Permanente's San Francisco Medical Center is the center for high-risk pregnancies and sick or premature newborns for the West Bay and North Bay, and is the regional center for cardiac care and cardiovascular surgery. The following inpatient services are provided:

- Inpatient Hospital Care
- Chemical Dependency Detoxification
- Dialysis
- Multidisciplinary Rehabilitation
- Reconstructive Surgery
- Cardiac
- Cardiovascular Surgery
- Selective Surgery
- Specialty Surgery
- Obstetrics

Kaiser Permanente contracts with other hospitals, such as UCSF, to perform specialized medical procedures and services for its members and with St. Francis Hospital for treatment related to burn members.

Inpatient Services - cont.**Utilization Statistics for Inpatient Services**

The number of acute care inpatient days in 2005 was 70,417, up from 69,091 in the year 2002, representing an increase of 1.9%. The following table shows utilization inpatient days of certain services in 2005, as compared to 2002.

Member (Patient) Days

	FY 2005	FY 2002	% Increase/Decrease
Total Clinical Services	70,417	69,091	1.9%
Cardiac Services	18,367	18,598	-0.1%
General Surgery	8,160	8,577	2.5%
Medicine	23,819	23,895	0.3%
Neurosurgery	308	199	54.8%
Newborn - Abnormal	5,657	5,706	2.7%
Obstetrics	7,911	7,337	7.9%
Rehabilitation	8	9	-11.1%
Specialty Surgery	4,557	4,121	17.9%
Transplants	467	0	N/A
Others	141	49	187.5%

source: Kaiser Permanente

In 2005, there were 15,786 acute-care admissions, with an average length of stay of 4.5 days. There were 2,432 babies born and 2,707 inpatient surgeries performed at Kaiser Permanente's Hospital.

Outpatient Services

To minimize inpatient care, Kaiser Permanente pioneered many innovative outpatient services, such as Coordinated Home Care Services, urgent care day surgery procedures, HIV outpatient infusion and aerosolized pentamidine treatment. Kaiser Permanente's outpatient services have continued to reduce the number of inpatient days and the need for expanding acute care hospital bed capacity. Emphasis on outpatient services and an aging membership continue to increase the demand for quality and state-of-the-art outpatient facilities.

Kaiser Permanente's outpatient services include:

- Routine Care (Doctor Office Visits)
- Chiropractic Services
- Podiatry Services
- Pediatric Services
- Outpatient Surgery
- Substance Abuse Care
- Urgent Care
- Rehabilitation Services
- Vision Care
- Ear, Nose and Throat Services
- Diagnostic Tests
- X-rays and Imaging
- Lab Services
- Women's Health Services, such as Mammograms, Bone Density Tests
- Hemodialysis
- Physical and Respiratory Therapy
- Home Base Hospice Program
- 24-hour Telephone Advice and Referrals Staff by Registered Nurses.

Outpatient Services - cont.

In 2005, there were a total of 957,528 outpatient clinic visits, an increase of 1.8% over 2002 levels. The following table shows outpatient utilization in 2005 compared to 2002.

Member Visits by Type

Office Visits	FY 2005	FY 2002	% Increase/Decrease
Total Office Visits	957,528	940,603	1.8%
Emergency Visits	26,185	26,904	-9.4%
Clinic Visits	879,978	861,180	2.2%
Psychiatry Visits	51,365	52,369	-1.6%

source: Kaiser Permanente

To serve the diverse ethnic membership, Kaiser Permanente offers translation assistance in 54 different languages or dialects. Kaiser Permanente publishes their health care directory in English, Chinese and Spanish. In 2005, Kaiser Permanente provided 34,000 interpreter services for approximately 18% of its members who speak limited or no English. Kaiser Permanente employees provide more than 90% of the requested interpreter services.

All hearing-impaired members have access to all medical services, including their personal physician, by utilizing the services of available sign language interpreters, specialized telephone equipment (i.e. TTY), and the Internet.

Kaiser Permanente members are encouraged to access Kaiser Permanente's website and to educate themselves with the vast amounts of information available. Members can view test results, refill prescriptions, make and reschedule appointments on-line or contact their personal physician via email.

Emergency Services

Kaiser Permanente's Emergency Services are provided 24-hours a day, seven days a week to Kaiser Permanente members and the general public for injuries or sudden illnesses that require immediate attention. Services include, but are not limited to:

- STEMI (ST-elevation MI) treatment, including Percutaneous Intervention (PCI);
- Pediatric critical care;
- Acute stroke treatment;
- Advanced airway management; and
- Complex fracture management.

In 2005, there were 26,185 Emergency Department visits. The following table shows Emergency Department utilization in 2005 as compared to 2002 levels.

Emergency Visits	FY 2005	FY 2002	% Increase/Decrease
Emergency Visits	26,185	28,904	-9.4%

source: Kaiser Permanente

Health & Wellness Education

Comprehensive health education programs to meet the needs of its diverse membership are provided to its members through the health information center. The Health Education Team promotes and supports healthy choices and behaviors through active partnerships and accessible, integrated health care and assists members in translating health information into life practice.

Kaiser Permanente's Educational Programs & Support Groups for special medical problems include.

Aging & Senior Health

- Classes to Fill Out & Complete Health Care Directive Forms
- Coping with On-set of Alzheimer
- Information & Support for Caregivers of Persons with Memory Loss/Dementia
- Senior Health Series 2005

Musculoskeletal Services (Bones, Muscles, Joints)

- Arthritis
- Back Education Class
- Feldenkrais Movement
- Therapeutic Water Exercise for Arthritis/Joint Pain
- Repetitive Strain Injuries

Children's Health

- Attention Deficit Hyperactivity Disorder Screening Group
- Children's Preoperative Tour
- Healthy Kids, Health Families
- Martial Arts
- Social Skills
- Tots
- Parent Project

Complementary Medicine

- Qi Gong
- Seifu-Hei-p Acupressure
- Tai Chi Chih
- Yoga

Diabetes

- Living Well with Diabetes – Step by Step
- Blood Glucose Meter Training
- Diabetes Foot Care
- Diabetes Nutrition

Alcohol & Drugs

Chronic Dependency Recovery Programs include Family Program Orientation, Family Education, Chemical Dependency Couples Therapy, Co-dependent Process Group & Adolescent Substance Abuse Programs.

Cancer

- Breast Cancer
- Cancer Supportive Care Program Meetings
- Cancer Resources Center at the UCSF
- Comprehensive Cancer Center
- Understanding Inherited Susceptibility to Breast Cancer & Ovarian Cancer

Chronic Conditions

- Alopecia Areata Support Group
- COPD Education
- Hepatitis C
- Managing Ongoing Health Conditions
- Hypertension (High Blood Pressure)
- Multiple Sclerosis Support Group
- Kidney Care
- Sleep Disorder Treatment Group

Heart Disease

- Cholesterol Management
- Heart Failure Education
- Multifactorial Cardiac Rehabilitation

Men's Health

- Prostate Cancer

Pregnancy & Postpartum

- Prenatal Education
- Breastfeeding
- Lactation Consultation
- Baby & Me Sign Language
- Childbirth Preparation
- Smoking
- Prenatal Diagnosis & Counseling
- Pediatric
- Sibling Preparation
- Coping with Labor Pain
- Car Seat Safety
- Parenting

Women's Health

- Infertility
- Tubal Ligation
- Urinary Incontinence
- Assertiveness Training

HIV, AIDS & STD

- Testing & Counseling
- HIV Update Newsletter
- HIV, Cholesterol & Your Body
- Discussion & Support Group

Mind/Body Health

- Psychiatric Group Therapy
- Bereavement Support Group
- Spiritual Care
- Domestic Violence Support Group
- Anger Management
- Couples Communications Skills
- Anxiety & Fear Skills
- Depression
- Sleep Better Skills
- Mindfulness Based Stress Reduction
- Stress & Medical Symptom Reduction
- Daylong Stress Management

Pain Management

- Chronic Pain Management

Weight

- Healthy Lifestyle & Weight Management
- Weight Management 101

CPR

- Adults
- Infants/Children

Exercise & Fitness

- Get Moving
- Fitness for Women 40 & Over

Partnership with Community Based Health Organization Education Programs

Kaiser Permanente provides funding and/or staff support to community based health organizations in the area of diabetes management and chronic conditions management. Community health organizations include Glide Health Services, Mission Neighborhood Health Center, Northeast Medical Services, Ocean Park Health Center, South of Market Health Center, St. Anthony's Free Medical Clinic, San Francisco Community Clinic Consortium and Valencia Health Services. Kaiser Permanente also works with the San Francisco Department of Public Health, the Family Health Center and Children's Health Center at the San Francisco General Hospital. Kaiser Permanente's partnership with Bay View Hunters Point and the San Francisco Unified School District created an Asthma Prevention Task Force; this Task Force is now City-wide. Kaiser Permanente provides cash grants to community based organizations for purchase of medical supplies and new medical equipment. Kaiser Permanente provides on going classes, both informational and support, concerning numerous health care issues, (such as Alzheimer's, diabetes, blood pressure, drug dependency, etc.) held at various community locations. For example, the Senior Health Education series served 1400 participants in 22 locations in 2006.

Kaiser Permanente health care providers volunteer their time to provide medical care, mental health crisis management and other supportive services to the City's Project Homeless Connect program. Additionally, in cooperation with "Operation Access" founded by two Kaiser Permanente physicians, Kaiser Permanente provided 55 free surgeries to uninsured City residents.

Mental Health Services

Kaiser Permanente provides outpatient mental health services and contracts with St. Mary's Hospital and St. Francis Hospital for psychiatric beds. The Mental Health Parity Act (AB89) mandating Kaiser Permanente to bring its mental health services in parity with other general medical services will require additional psychiatric health care professionals. Conversion of the 413' Geary Boulevard Hospital building will provide the additional space needed to allow Kaiser Permanente to expand its mental health services.

MEMBERSHIP & EMPLOYEE POPULATION CHARACTERISTICS

Membership Demographics

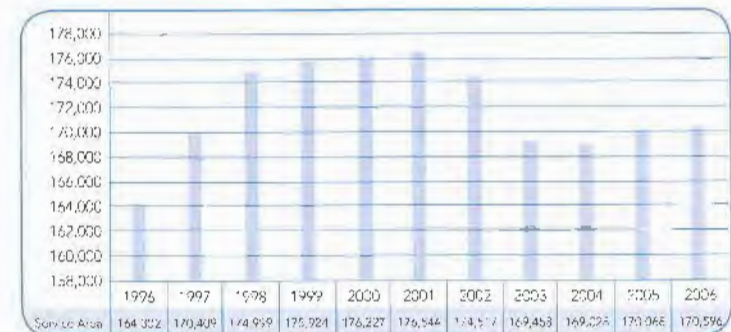
Kaiser Permanente served 176,544 members in 2001. Membership declined to 170,086 in 2005. Kaiser Permanente projects that its membership will increase by 3% in the next ten years.

Total Membership

FY 2005	FY 2002	% Increase/Decrease
175,277	170,086	+3.1%

source: Kaiser Permanente

San Francisco Area Membership

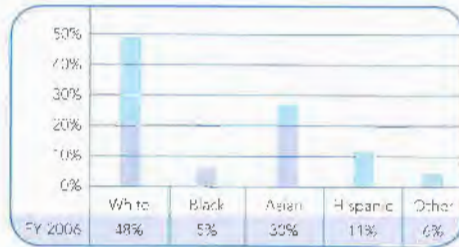


source: Kaiser Permanente

Kaiser Permanente's membership is divided almost evenly between male and female. In 2005, 12% of Kaiser Permanente's San Francisco members (or 20,436 members) received Medicare and 1.6% of its members (or 2,649 members) received MediCal benefits. Kaiser Permanente serves over 75% of the HIV population in San Francisco.

Kaiser Permanente's San Francisco membership generally reflects the ethnic diversity of the City. The percentage of membership that speaks either limited or no English is estimated at 18%.

Ethnicity



source: Kaiser Permanente

Membership Age Compared to San Francisco Population

Age	FY 2005	San Francisco Area Population
0-4	11.9%	12.3%
5-44	44.5%	47.1%
45-64	29.8%	25.9%
65+	13.8%	14.5%

source: Kaiser Permanente

Increasing membership of those under 15 years of age and the elderly will increase demands for outpatient services in the future.

Health Plans Options

In 2005, 170,086 San Francisco members enrolled in Kaiser Permanente's individual or group plans. There are three basic types of health plans: Co-payment Plans, Deductible Plans and plans through a Kaiser Permanente Insurance Company (that offers PPO, POS and COA plans.) The monthly rates for individual plans and the group plans for 2005 ranged between \$88 to \$907 per month, depending on the scope of coverage and age of the individual.

Kaiser Permanente's ten largest group accounts in San Francisco include the Health Service System of the City and County of San Francisco, the Culinary Bartender Workers Union, Federa Employees, University of California, General Employees Trust Fund, SBC Communications, FCW Bay Area Health & Welfare Trust Fund and Health Care Employee/Employers, Kaiser Permanente salaried employees, and State of California employees.⁴ The monthly rate for large accounts is negotiated.

Membership Income Profile

Over 63% of Kaiser Permanente's membership had an annual household income of \$75,000 or less, which is below the City's median income. A comparison of the income of Kaiser Permanente's members and the City's population is shown in the chart below.

Income of Kaiser Permanente Members

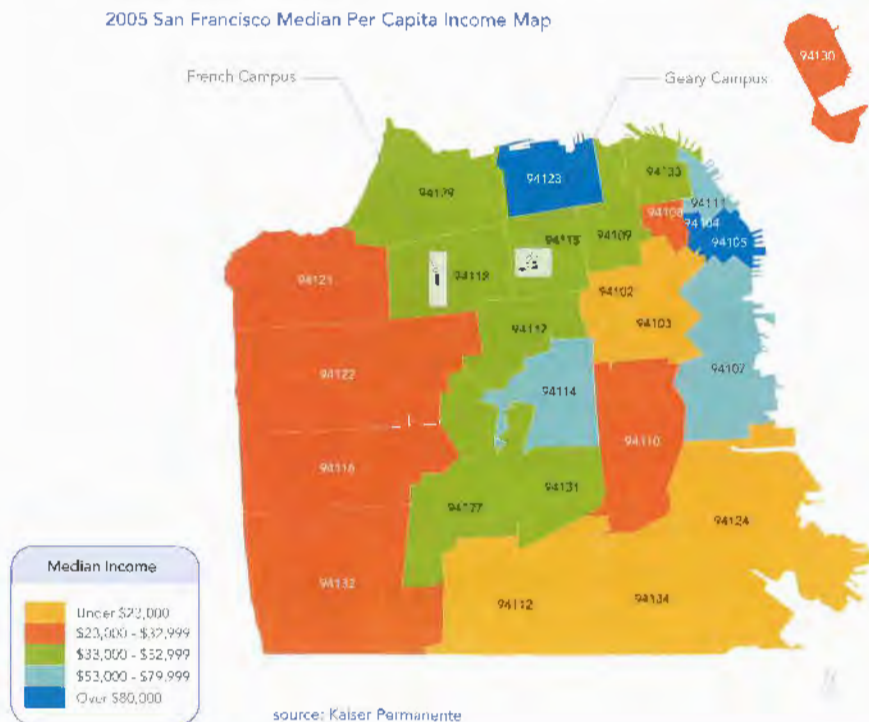
	< \$35k	\$35k-50k	\$50k-75k	\$75k +
Kaiser Permanente Members	26.7%	15.4%	24.5%	36.9%
San Francisco Area	27.2%	11.7%	16.6%	44.5%

source: Kaiser Permanente

⁴ These group accounts are based on their membership living with each medical area, but not where the members receive care.

In 2005, many of Kaiser Permanente's members are located in ethnically diverse neighborhoods where the per capita income was under \$23,000 per year. Kaiser Permanente in San Francisco plays a vital role in providing quality healthcare services to the City's lower income households. The maps below show the number of members per square mile, market share, and median per capita income in San Francisco by Zip Code Area.

2005 San Francisco Median Per Capita Income Map



EMPLOYEE CHARACTERISTICS

Kaiser Permanente Employees

Kaiser Permanente currently employs over 152,000 employees and over 12,500 physicians throughout the United States, of which approximately 3,654 employees and 431 physicians are employed at Kaiser Permanente's San Francisco Medical Center. This compares to 2,333 employees and 299 physicians in 1994, representing an increase of 55.2% from 1994 levels. The following table shows a comparison of the employee figures in San Francisco in year 1994 and 2005.

Number of Full-Time Equivalent Employees (FTEs)	FY 1994	FY 2005	% Increase/Decrease
Physicians	299	431	44.1%
Non-physician Healthcare Professionals	2,333	3,654	55.8%
Total	2,632	4,085	55.2%

source: Kaiser Permanente

The increased number of Kaiser Permanente employees allow Kaiser Permanente to provide a proper physician/member ratio shortening the waiting time for appointments.

Employee Demographics

In 2006, Kaiser Permanente's San Francisco non-physician employees comprised of 39.4% of its workforce, of which 72.4% were female and 27.6% were male. It is Kaiser Permanente's policy to have employee diversity reflecting the community it serves. In 2006, minorities made up 40.2% of the administrative officers, 50.4% of the professional/technical services supervisors, 53.0% of the support services supervisors, and 37.4% of the health care providers.

The following tables detail gender and ethnicity at Kaiser Permanente in San Francisco.

Gender (excluding physicians)	Kaiser Permanente SF
Male	1007 – 27.6%
Female	2647 – 72.4%
Total	3654 – 100%

source: Kaiser Permanente

Ethnicity	Kaiser Permanente SF
White	1659 – 35.6%
Black/African American	419 – 11.5%
Hispanic	429 – 11.7%
Asian	1596 – 40.3%
American Indian/Alaska Native	17 – 0.4%
Native Hawaiian/Pacific Islander	19 – 0.5%

source: Kaiser Permanente

Employee Residences

In 2005, an estimated 52.5% of Kaiser Permanente employees lived in San Francisco. The following table indicates the San Francisco zip codes with the highest number of employee residents.

Employee Residence Location by Zip Code	FY 2006
94*12, Outer Mission	222 – 11.6%
94*29, Outer Sunset	194 – 10.1%
94*21, Outer Richmond	169 – 8.4%
94*15, Inner Richmond	140 – 7.3%
94*10 – Mission	131 – 6.8%
94*15 – Parkside	126 – 6.6%

source: Kaiser Permanente

Equal Employment Opportunity Program

Kaiser Permanente has an Equal Employment Program that includes annual reviews to ensure equal employment opportunities at all levels with staff assigned responsibility to implement the Program's goals and objectives.

Kaiser's National Diversity Program

Kaiser Permanente's National Diversity Program is a programwide effort to advance diversity program initiatives developed by Kaiser's National Diversity Council, National Diversity Department, and regional and local diversity councils and multi-cultural staff associations.

Kaiser's longstanding commitment to diversity includes both the development of a diverse workforce and the delivery of culturally competent and appropriate services to improve the health and satisfaction of Kaiser's membership.

Kaiser Permanente serves one of the most culturally diverse communities in the world, with their membership speaking more than 80 different languages. Therefore, Kaiser is committed to creating a diverse workforce with a high level of cultural sensitivity and necessary language skills to help eliminate cultural barriers to communication.

Through programs such as Kaiser's Institute for Culturally Competent Care, Kaiser established "Centers of Excellence," which are clinical models designed to address the health needs of specific populations. The San Francisco Center of Excellence provides primary care in Spanish and Chinese, as well as onsite services by interpreters proficient in other languages and dialects.

Kaiser Permanente values the rich diversity of their organization and aspires to demonstrate respect for the uniqueness of each individual. The diversity of Kaiser's workforce enables them to support many diversity initiatives and provide culturally competent health care. Therefore, Kaiser will continue their commitment to developing a diverse workforce and continue to encourage an open and inclusive environment that supports and empowers Kaiser employees.

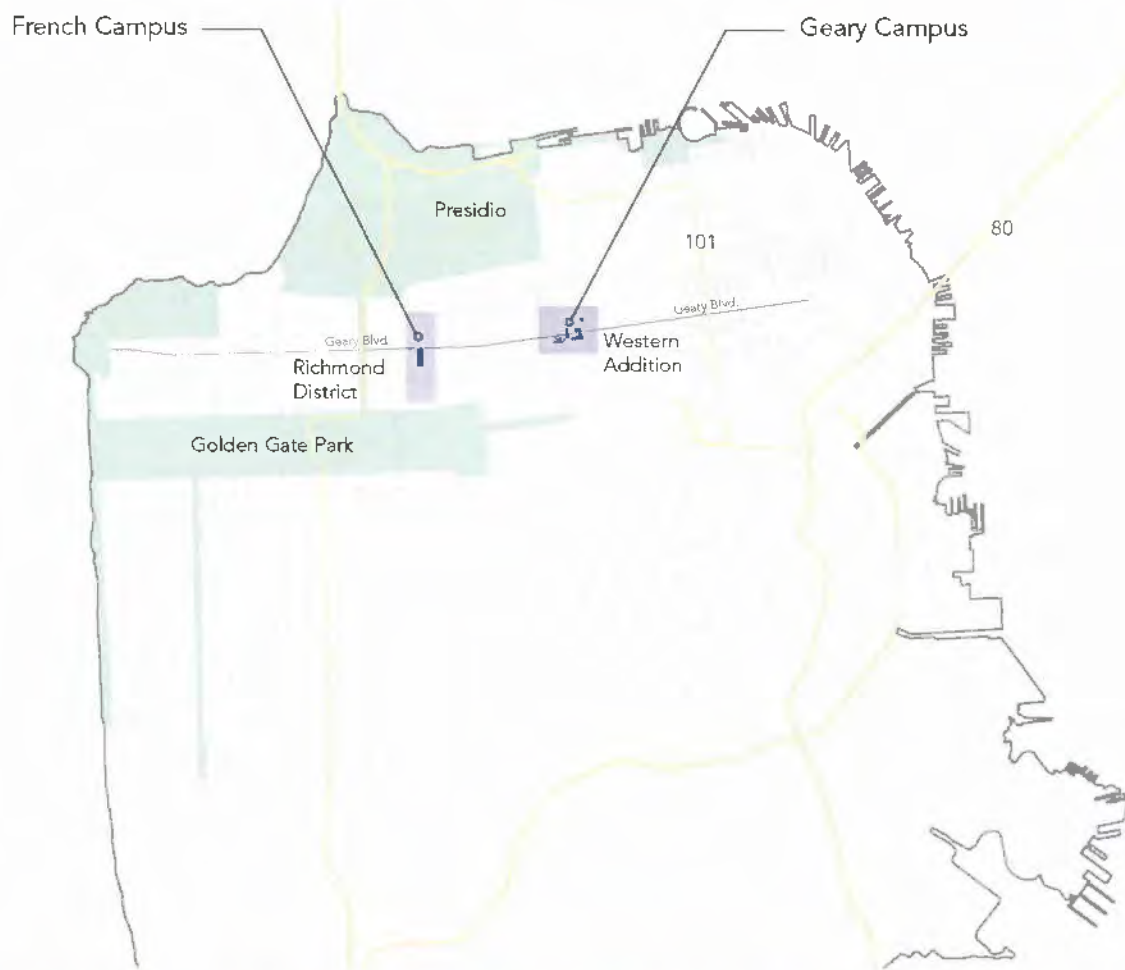
For more information on Kaiser's National Diversity Program, please visit www.kaisorjobs.org, Diversity & Inclusion.

3 Facilities Overview

- OVERVIEW OF SAN FRANCISCO KAISER PERMANENTE'S CURRENT FACILITIES
- ZONING & LAND USE OF GEARY & FRENCH CAMPUSES
- HEIGHT & BULK OF BUILDINGS
- EXISTING TRANSPORTATION & CIRCULATION
- PUBLIC TRANSIT NETWORK
- PARKING
- PEDESTRIAN ENVIRONMENT
- TRUCK TRAFFIC & LOADING FACILITIES
- KAISER PERMANENTE'S TRANSPORTATION DEMAND MANAGEMENT PROGRAM



Partial Map of San Francisco with Kaiser Permanente Facilities



OVERVIEW OF SAN FRANCISCO KAISER PERMANENTE'S CURRENT FACILITIES

Kaiser Permanente operates two campuses: the Geary Campus and the French Campus. The combined French and Geary Campuses contain 1,026,410 gsf of hospital and outpatient buildings and 679,482 gsf of parking garages. Additionally, Kaiser Permanente leases approximately 72,968 gsf in four locations.

Geary Campus

Kaiser Permanente's Geary Campus consists of eight buildings with 767,880 gsf of outpatient, hospital and administrative space. The combined parking garages have a total of 1443 spaces, containing a total of 585,002 gsf. The Geary Campus buildings and the parking garages contain a total 1,352,882 gsf.



Geary Boulevard - Hospital
 2425 Geary Boulevard
 Present Use Acute Hospital
 Completed 1954-1992
 Height Eight Stories
 Gross Square Feet 336,430
 Licensed Beds 247 Beds



Outpatient/Supportive Services
 350 St. Joseph Avenue
 Present Use Outpatient/Supportive Services
 Completed 1977
 Height Two Stories
 Gross Square Feet 31,340

Outpatient Building
 2200 O'Farrell Street
 Present Use Outpatient
 Completed 1964
 Height Eight Stories
 Gross Square Feet 105,410



Outpatient Building
 2238 Geary Boulevard
 Present Use Outpatient
 Completed 2000
 Height Eight Stories
 Gross Square Feet 260,000
 Parking Garage GSF 174,500
 Number of Spaces 348 Spaces



Outpatient Building
 2350 Geary Boulevard
 Present Use Outpatient
 Completed 1955
 Height Three Stories
 Gross Square Feet 29,280
 Parking Lot 41 Spaces

Health Education
 2139 O'Farrell Street
 Present Use Health Education
 Completed 1960
 Height Two Stories
 Gross Square Feet 5,120



Vacant/Mixed use Building
 1401-1417 Divisadero Street
 Present Use Vacant/Residential/Retail
 Completed 1914
 Height Three Stories
 Gross Square Feet 17,500

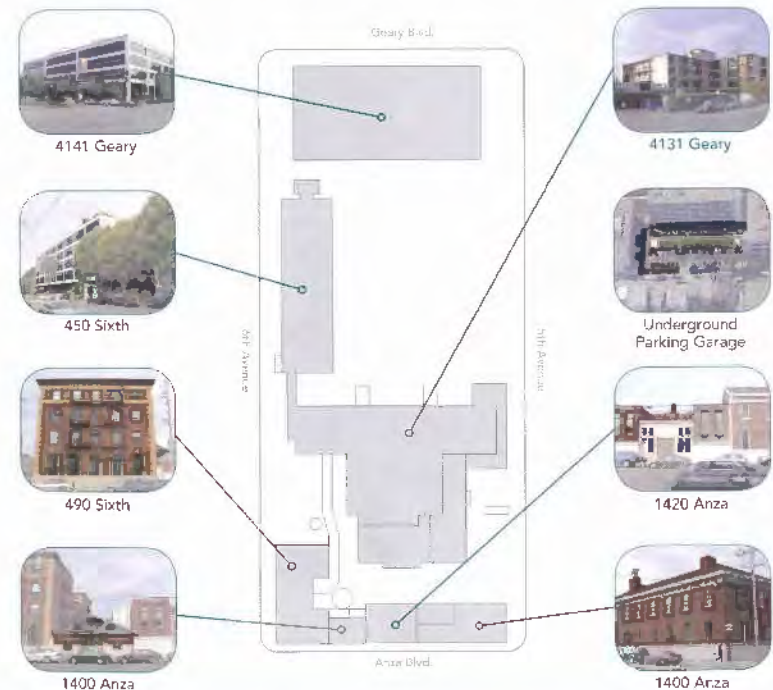
Parking Garage
 2130 O'Farrell Street
 Garage GSF 247,162
 Date of Completion 1965
 Number of Spaces 685 Spaces
 Height Seven Stories



Parking Garage
 2190 O'Farrell Street
 Garage GSF 163,310
 Date of Completion 1990
 Number of Spaces 410 Spaces
 Height Six Stories

French Campus

The French Campus consists of seven buildings with approximately 258,530 gsf of outpatient clinics, medical offices, JSF student dormitory units and two vacant and red tagged earthquake-damaged buildings. There are 272 parking spaces in the 94,480 gsf underground parking garage and 61 parking spaces in the surface parking lot. The French Campus buildings and the parking garage total 353,010 gsf.





Medical Office Building
 4141 Geary Boulevard
 Present Use: Outpatient
 Completed: 1971
 Height: Five Stories
 Gross Square Feet: 85,000

French Hospital Building
 4131 Geary Boulevard
 Present Use: Outpatient/Vacant
 Completed: 1963
 Height: Four Stories
 Gross Square Feet: 116,800



Pasteur Building
 450 Sixth Street
 Present Use: Outpatient
 Completed: 1970
 Height: Five Stories
 Gross Square Feet: 47,400

Anza Building
 490 Sixth Avenue
 Present Use: Dormitory for USF
 Completed: 1923
 Height: Four Stories
 Gross Square Feet: 18,810



Boiler Building
 1420 Anza Street
 Present Use:

Vacant & damaged in 1989 Loma Prieta earthquake
 Completed: 1892
 Height: Two Stories
 Gross Square Feet: 6,700



Central Plant/Linen Building
 1400 Anza Street
 Present Use: Mechanical Plant
 Completed: 1909
 Height: Two Stories
 Gross Square Feet: 10,650

Engineers Building
 1420 Anza Street
 Present Use: Vacant
 Completed: 1895
 Height: One Story
 Gross Square Feet: 390



Underground Parking Garage & Surface Parking Lot
 Present Use: Off-street Parking
 Number of spaces: 272 in two underground parking levels and 64 spaces on the surface parking lot
 Gross Square Feet: 94,480

Leased Buildings

In addition to the buildings at the Geary and French Campuses, Kaiser Permanente leases space at the following four lease locations:

- 1635 Divisadero Street - Physical therapy and ophthalmology departments
- 601 Van Ness Avenue - Outpatient clinics for work related injuries
- 425 Market Street - Marketing
- 1201 Fillmore Street - Chemical dependency rehabilitation programs

Uses, Locations & Term of Leased Buildings

Location	Sq. Feet	Use
1635 Divisadero	33,363	
Ground floor		Allergy, Optical Sales
3rd floor		Physical Therapy Outpatient Clinics
4th floor		Optomery, Ophthalmology Outpatient Clinics
1201 Fillmore	15,635	Chemical Dependency Rehabilitation Program
601 Van Ness	16,517	Outpatient Clinics for Worker's Compensation Related Injuries
425 Market	7,453	Marketing
Total Lease Space	72,968	

source: Kaiser Permanente

ZONING & LAND USE OF GEARY & FRENCH CAMPUSES

Geary Campus

Kaiser Permanente's Geary Campus is generally bounded by Broderick Street, Garden Street, Divisadero Street, O'Farrell Street, Lyon Street and Geary Boulevard. The 2139 O'Farrell Street site (on the south side of O'Farrell Street) is under the jurisdiction of the SFRA and is located in the Western Addition A-2 Redevelopment Agency Plan (A-2 Plan) area.

Geary Campus: SFRA & Planning Department Jurisdiction



source: San Francisco Redevelopment Agency

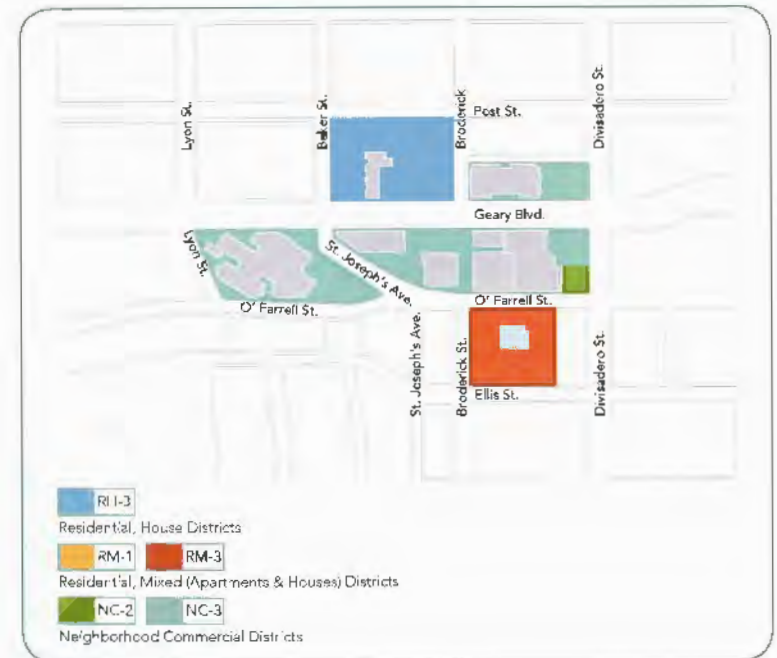
ZONING & LAND USE OF GEARY & FRENCH CAMPUSES - cont.

The 2139 O'Farrell Street building is zoned for institutional use with residential use also permitted under the A-2 Plan; under the City Planning Code, 2139 O'Farrell Street is located in an RM-1 District. The remainder of the Geary Campus buildings are under the jurisdiction of the Planning Department and fall under four separate zoning classifications:

- The vacant residential mixed-use building at 1401-1417 Divisadero Street is in an NC-2 (Small Scale Neighborhood Commercial) District.
- The Outpatient Building at 2350 Geary Boulevard is located in a RH-3 (Three-Family) District.
- The remainder buildings on the Geary Campus and the surface parking lots on the south side of Geary Boulevard are in an NC-3 (Moderate Scale Neighborhood Commercial) District.
- The Outpatient Building at 2258 Geary Boulevard is located in the Geary Boulevard/Divisadero Street Special Use District with an underlying NC-3 District.

The allowable Floor Area Ratio (FAR) ranges from 1.8:1 to 6:1 depending on the zoning district.

Geary Campus: Zoning Classifications



source: Planning Department, Zoning Map Sheet 2

Land Use Surrounding Geary Campus

To the northeast of the Geary Campus is the UCSF Medical Center's Mt. Zion Campus. Buildings on Geary Boulevard and Divisadero Street, south of Geary Boulevard, are mostly mixed-use buildings with ground floor commercial and residential above. Divisadero Street, between Geary Boulevard and Sutter Street, is developed with commercial buildings on the west side and the Mt. Zion Campus on the east side. The area north of the Geary and Mt. Zion Campuses is zoned residential with existing single-family homes to multi-unit apartment buildings. The former Sears-Roebuck property, with retail uses, such as BestBuy, Mervyn's and Office Depot, is one block west of the Geary Campus. Other institutional uses near the Geary Campus include the MUNI Headquarters and yard on Presidio Avenue two blocks to the west, and the Raoul Wallenberg High School two blocks to the southwest. Small scale neighborhood service establishments are near the intersection of Masonic Avenue and Geary Boulevard.

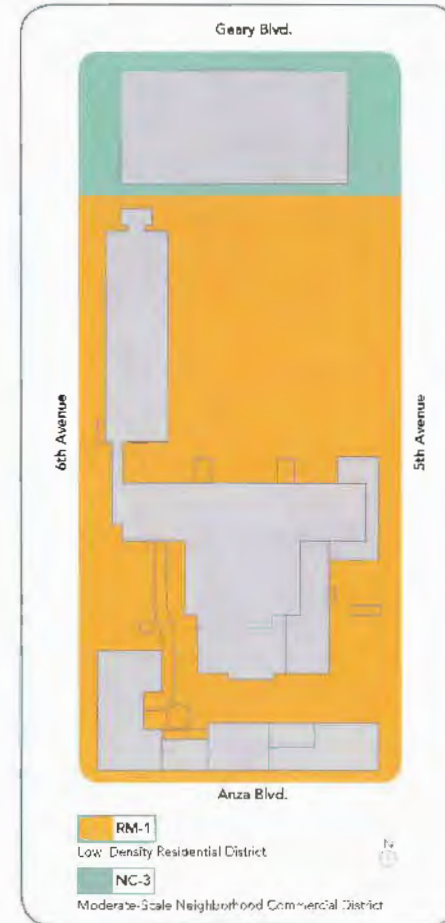
Completion of the 2238 Geary Boulevard Building and expansion of the UCSF Mt. Zion Campus intensified the medical uses in the area northeast of the Geary Campus. In-filled development opportunities near the Geary Campus are limited.

Geary Campus



source: <http://maps.live.com>

French Campus: Zoning Classifications



source: Planning Department, Zoning Map Sheet 3

French Campus

The French Campus is bounded by Sixth Avenue, Geary Boulevard, Fifth Avenue and Anza Street (Assessor's block 1539) and is under the jurisdiction of the City. The Zoning Map of the San Francisco Planning Code divides the French Campus into two separate zoning classifications. Up to a depth of 100' feet along Geary Boulevard, the property is zoned NC-3 (Moderate-Scale Neighborhood Commercial) District; the remainder is located in an RM-1 (Low-Density Residential) District.

The buildings on the French Campus are zoned as follows:

- The Medical Office Building at 4141 Geary Boulevard is located in an NC-3 district.
- The remainder buildings are located in an RM-1 district.

The FAR is 3.6:1 for the NC-3 portion and 1.8:1 for the RM-1 portion of the site.

Land Use Surrounding French Campus

The French Campus is surrounded by residential uses to the east, south and west. On Geary Boulevard and Clement Street, the buildings are generally mixed-use with neighborhood serving businesses and restaurants on the ground floor, and residential or commercial uses on the upper floors. Nearby institutional uses include California Pacific Medical Center on California Street (several blocks to the northeast) and the Richmond Police Station directly across the street on Sixth Avenue.

French Campus



source: <http://maps.live.com>

HEIGHT & BULK OF BUILDINGS

Geary Campus

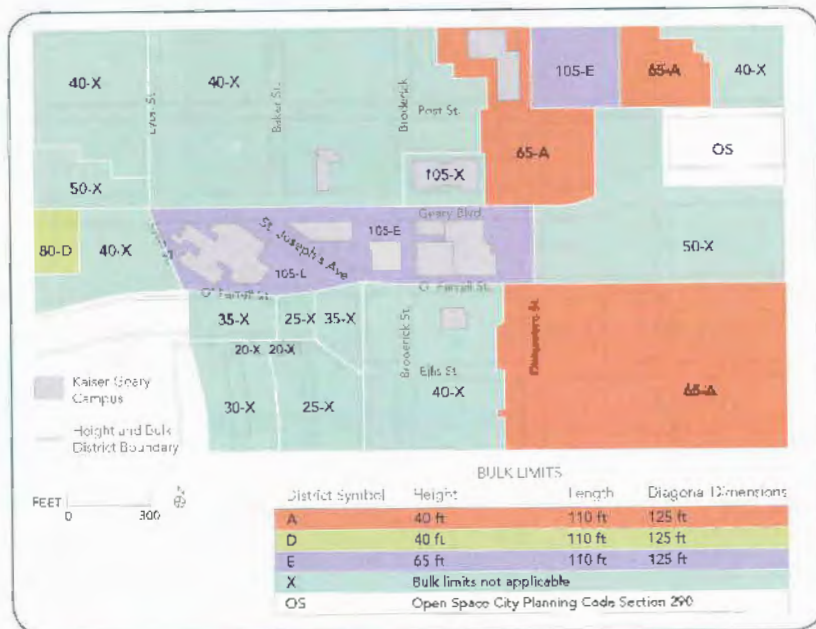
The Geary Campus is located in three different Height and Bulk Districts:

- The 2139 O'Farrell Street and the 2350 Geary Boulevard buildings are located in a 40-X Height and Bulk District, with a height limit of 40' and no bulk limitation.
- The 2238 Geary Boulevard is located in a 105-X Height and Bulk District, with a height limit of 105' and no bulk limitation.
- The remainder buildings are located in a 105-F Height and Bulk District, with a height limit of 105'. In an F-Bulk District, above 65', the allowable maximum length is 110' and the maximum diagonal dimension is 140'.

French Campus

The buildings on the French Campus are located in an 80-E Height and Bulk District. The maximum height limit is 80'. The bulk limitations are a maximum of 110' in length and a maximum of 140' in diagonal dimension above 65'.

Geary Campus: Height & Bulk Districts



source: Planning Department Zoning Map Sheet 2H

French Campus: Height & Bulk Districts



source: Planning Department Zoning Map Sheet 3H

EXISTING TRANSPORTATION & CIRCULATION

Street Network

Primary access to both the Geary and French Campuses is via Geary Boulevard, a six-lane, east-west thoroughfare with a raised median and signals at major intersections. Additional east-west access to the Geary Campus includes the Turk-Golden Gate and Pine-Bush corridors. All of the above streets are classified as "Major Thoroughfares" in the Transportation Element of the City's Comprehensive Plan.

Geary Campus

The most direct north-south routes to the Geary Campus are either Divisadero Street or Masonic Avenue. O'Farrell Street provides access to the 2130 and 2190 O'Farrell Street parking garages and the 2200 O'Farrell Street Outpatient Building. St. Joseph Avenue is a two-way street with a center median and provides access to the Geary Hospital at 2425 Geary Boulevard.

Geary Campus: Major Arteries

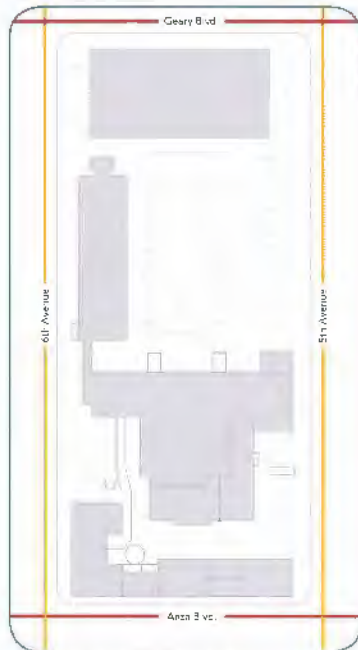


source: Anshen + Allen Architects / Kaiser Permanente

French Campus

Access to the French Campus from the north-south streets includes Fifth and Sixth Avenues, both of these intersections at Geary Boulevard are signalized. Arza Street, an east-west street, is located one-block south of Geary Boulevard.

French Campus: Major Arteries



source: Anshen + Allen Architects / Kaiser Permanente

Existing Traffic Flow Condition

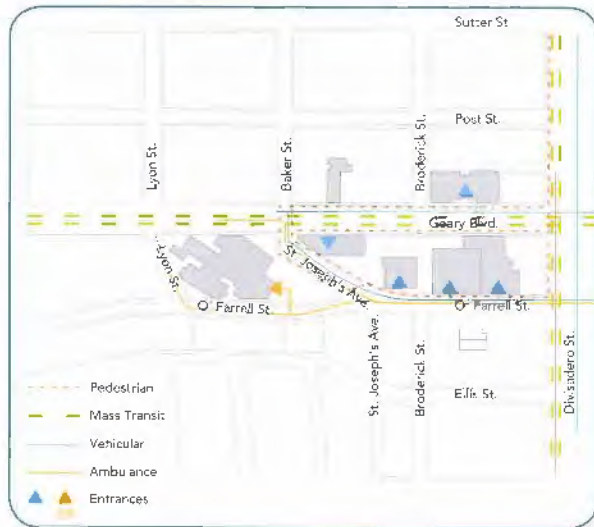
Traffic operating characteristics of intersections are described by the concept of Level of Service ("LOS"). LOS is a qualitative description of an intersection's performance based on the average delay per vehicle. Intersection LOS range from A, which indicates free flow or excellent conditions with short delays, to F, which indicates congested or overloaded conditions with extremely long delays. LOS A, B, C, and D are considered excellent to satisfactory service levels, while LOS E and LOS F are unacceptable.

The impact of intersections that have signal lights is considered significant when project-related traffic causes the intersection LOS to deteriorate from a LOS D, or better, to a LOS E, or worse, or if the LOS deteriorates from a LOS E to a LOS F. The operational impacts on intersections without signal lights are considered potentially significant if project-related traffic causes the LOS at the worst approach to deteriorate from LOS D or better to LOS E or worse and Calltrans signal warrants would be met.

LOS Categories

	Free Flow with no delays. Users are virtually unaffected by others in the traffic stream.
B	Stable Traffic. Traffic flows smoothly with few delays.
C	Stable Flow but the operation of individual users becomes affected by other vehicles. Modest delays.
D	Delay becomes more noticeable.
E	Traffic volumes are at or close to capacity, resulting in significant delays and average speeds which are no more than about 75% the uncongested speed.
F	Traffic demand exceeds available capacity with very slow speeds, long delays and standing queues at signalized intersections.

Kaiser Permanente - San Francisco Geary Campus Traffic Flow



source: Anshen + Allen Architects

Kaiser Permanente - San Francisco French Campus Traffic Flow



source: Anshen + Allen Architects

Geary Campus

In 1997, the Planning Department issued an FEIR for the redevelopment of the Geary Campus that included construction of the 2238 Geary Boulevard building and concluded that under 2010 cumulative traffic analysis, all seven of the studied intersections would operate at LOS D or better during the weekday P.M. peak hour. The seven studied intersections included: Geary Street/St. Joseph Avenue, Geary Boulevard/Broderick Street, Geary Boulevard/Divisadero Street, O'Farrell Street/St. Joseph Avenue, O'Farrell Street/Divisadero Street, Post Street/Baker Street and Post Street/Divisadero Street. The report concluded that the arterial segment going northbound on Divisadero Street, between Geary Boulevard and Turk Street, would degrade to LOS F without any new development at the Geary Campus.

At the request of the Planning Department, Kaiser Permanente engaged the service of CHS Consulting to perform an intersection count at Geary/Divisadero and at O'Farrell/Divisadero in November 2006 in order to compare the traffic count with the traffic counts conducted on March 16, 1995.

The November 2006 traffic volumes at these intersection are lower than those on March 16, 1995.

French Campus

In October of 2006, the Planning Department issued a Categorical Exemption for the conversion of the French Hospital to an Outpatient Clinic. The transportation study examined the following seven intersections: Anza Street/5th Avenue, Anza Street/6th Avenue, Geary Boulevard/5th Avenue, Geary Boulevard/6th Avenue, Geary Boulevard/7th Avenue, Clement Street/5th Avenue, and Clement/6th Avenue. After conversion of the French Hospital to outpatient clinic use, there will be 123 additional weekday PM peak hour vehicle trips. However, the studied intersections around the French Campus would continue to operate at Levels of Service A/B or B. The sidewalks around the French Campus are open and bicycle traffic is low to moderate.

PUBLIC TRANSIT NETWORK

There are many available public transit sources, including San Francisco Municipal Railway ("MUNI"), Bay Area Rapid Transit ("BART"), San Mateo Transit, Caltrain, AC Transit, Sam Trans and Golden Gate Transit.

San Francisco Municipal Railway (MUNI)

MUNI operates 80 routes throughout San Francisco with stops within two blocks of 90% of all residents in the City. A majority of MUNI's routes operate 7 days a week.

MUNI is the primary source of public transportation. There are ten (10) MUNI lines that serve the Geary Campus.



1 San Francisco Municipal Transit Agency

San Francisco Municipal Railway (MUNI) - cont.

Partial MUNI Routes



MUNI is the primary source of public transportation. There are ten (10) MUNI lines that serve the Geary Campus, which include:

2 Clement	31 Balboa	38 Geary
4 Sutter	31 Balboa A Express	38 Geary Limited
24 Divisadero	31 Balboa B Express	38X Geary B Express
43 Masonic		

There are eleven (11) MUNI lines that are within two-blocks of the French Campus, which include:

1 California	31 Balboa	38 Geary
2 Clement	31 Balboa A Express	38 Geary Limited
4 Sutter	31 Balboa B Express	38X Geary A Express
44 O'Shaughnessy		38X Geary B Express

The MUNI lines also provide a means of connection between other transit services.

BART

Bay Area Rapid Transit ("BART") provides service to the East Bay and Northern San Mateo County via San Francisco. MUNI lines 38 and 38L provide connection between BART's Montgomery Station and the Geary and French Campuses. Kaiser Permanente's shuttle service to the Geary and French Campuses connects with BART at the Civic Center Station.

BART in station



Image source: iStock Photography

AC Transit

The AC Transit buses provide transit services to and from the East Bay, with direct routes to the Transbay Terminal located at Mission Street and First Street and provide direct connection with MUNI 38 and 38L line or Kaiser Permanente's connecting shuttle services to the Geary and French Campuses.

San Mateo County Transit

This bus system connects San Francisco with San Mateo County.

Caltrain

Caltrain connects San Francisco with the South Bay and Peninsula. Kaiser Permanente provides shuttle services from the Caltrain Terminal at Fourth and Townsend Streets to the Geary and French Campuses.

Golden Gate Transit

Golden Gate Transit Line 10 makes several stops along Geary Boulevard and stops within two blocks of both the French and Geary Campuses. Other Golden Gate transit lines from North Bay cities provide connections with MUNI line 38 and 38L to the Geary and French Campuses.

PARKING

Parking Availability

Kaiser Permanente's proposed Outpatient Clinic Building for the Geary Campus at 2108 O'Farrell Street will replace the larger existing Outpatient Building at 2200 O'Farrell Street proposed to be demolished. Therefore, the proposed building at 2108 O'Farrell Street will not create any new parking demand. The Transportation Study for the adaptive reuse of the 4131 Geary Boulevard Hospital building to outpatient clinic concludes that this change in use will not have a significant effect on transportation and parking. No additional parking is proposed.

Off-Street Parking²

In accordance with Section 151 of the San Francisco Planning Code, the following requirements apply to the number of off-street parking spaces:

Hospital or other inpatient medical institution

One for each 16 guests, excluding bassinets, or for each 2,400 square feet/gross floor area devoted to sleeping rooms, whichever results in the greater requirement, provided that these requirements shall not apply if the calculated number of spaces is no more than two.

² Members of the Task Force asked questions regarding the sufficiency of off-street parking and whether members' cars and Kaiser Permanente employees use on-street parking. Kaiser Permanente acknowledged that some employees may park on the street especially after the monthly parking fees were raised and that some members do utilize on-street parking. Everyone agrees that evening and night time employees should be provided with free parking because public transit is generally not available and there is a safety issue. There is general agreement that there should be sufficient parking spaces for Kaiser Permanente members going to the outpatient clinics. There is a difference of opinion as to how much off-street parking spaces should be provided for employees. Some members opine that it is difficult for working mothers to drop off their children for childcare and then pick them up by public transit, while others advocate promoting the City's Transit First Policy. Members of the Task Force asked how they can be brought into the City's off-street parking policy. Kaiser Permanente suggests that they attend Planning Commission hearings on the subject, participate in the Geary Corridor Plan or write letters to the Commission.

Medical office or outpatient clinic

One for each 300 square feet of occupied floor area, where the occupied floor area exceeds 5,000 square feet.

Kaiser Permanente's acute-care hospital contains 168,215 square feet of occupied floor area, which requires 70 spaces. The other Geary Campus facilities contain 276,870 square feet of occupied area of medical offices and outpatient clinics requiring 923 spaces. Under the Planning Code, Kaiser Permanente is required to provide a total of 993 off-street parking spaces. Kaiser Permanente has 1,535 off-street parking spaces at the Geary Campus and complies with the Planning Code requirements.

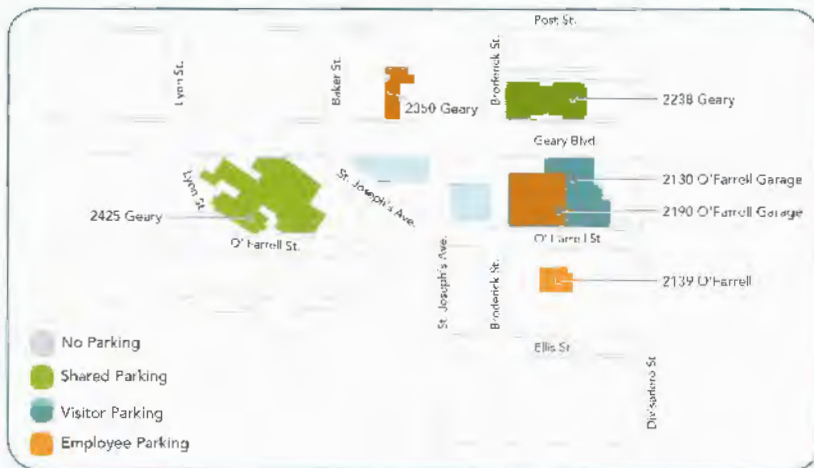
At the French Campus, there are 119,791 square feet of occupied area, which requires 331 cars. Currently, there are 336 off-street parking spaces at the French Campus.

PARKING - cont.

Geary Campus

At the Geary Campus, priority parking is given to members, visitors and carpools. Only 830 employees (or 20%) drive to work alone and park in Kaiser Permanente garages. The 2190 O'Farrell Street garage is primarily for visitors, members and part-time employees. The 410 spaces at 2130 O'Farrell Street garage is for employees with entry permitted by gate-card; ten spaces are reserved for carpool. Of the 348 spaces at the 2238 Geary Boulevard garage, 140 spaces are for physicians and employees and the remaining are for visitors and members. The 41 spaces at the 2350 Geary Boulevard and 2139 O'Farrell Street surface parking lots are reserved for employees. The parking lot at 2425 Geary Boulevard is reserved for short term vendor parking, emergency on-call staff and has one accessible employee parking space.

Geary Campus Parking



Source: Anshen + Allen Architects / Kaiser Permanente

French Campus

The 64 parking spaces on the surface parking lot at the French Campus are reserved for visitors only. Members and visitors also park at Level A of the underground parking garage. Kaiser Permanente employees park at Level B of the underground parking garage. Five spaces at Level B are reserved for carpool.

The off-street parking at the French and Geary Campus are fully occupied. The three (3) off-street parking facilities within two blocks of the French Campus have an occupancy rate of 86%, which is effectively full.

Lease Spaces

Kaiser Permanente leases a total of 62 off-street parking spaces: 30 spaces at 1701 Fillmore Street, 17 spaces at 601 Van Ness Boulevard and 15 spaces at 425 Market Street. All of the leased parking spaces are for employees. Kaiser Permanente provides validated parking at 601 Van Ness for its members.

Fee Structure for Off-street Parking at Both Kaiser Permanente Campuses

Parking rates for members and visitors in Kaiser Permanente owned garages are \$1.00 for each half-hour of the first 3 hours and \$2.00 for each hour thereafter, with a daily maximum of \$16.00. Free parking is available for members and visitors between the hours of 7:00 P.M. and midnight.

Monthly on-site parking rates are \$75 per month for day-shift, full-time employees and \$50.00 per month for evening and night shift employees. For part-time employees, the fee is \$50 per month with 12 in/out privileges. There is no daily parking rate for employees.

French Campus Parking



source: Anshen + Allen Architects / Kaiser Permanente

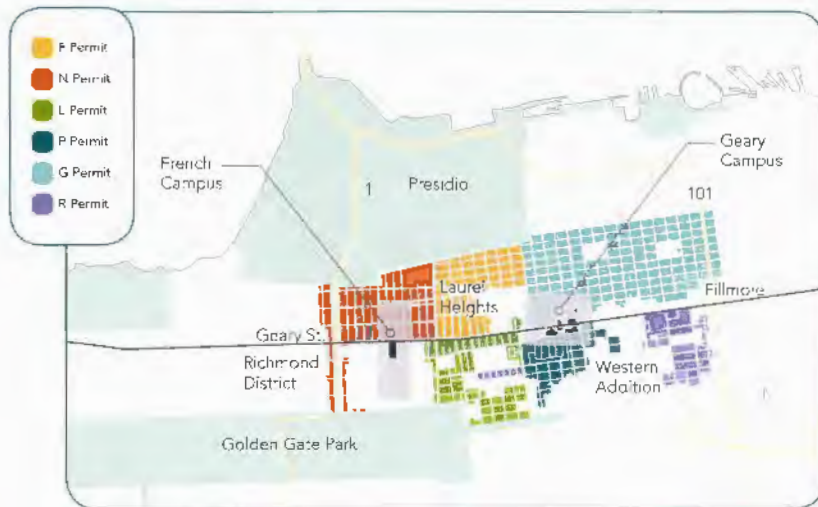
On-Street Parking

Although residential parking permits are required adjacent to both the Geary and French Campus, some outpatient and visitors use the time-limited curb parking near both campuses. On-street parking is generally at capacity.

Residential Permit Parking Near the Campus

The City established the residential permit parking system in 1976 to preserve on-street parking for residents and to discourage long-term parking by commuters in the City's residential areas. Today, there are 27 residential permit areas in the City. According to the San Francisco Municipal Transportation Agency, the residential permit parking program is designed to "promote the safety, health and welfare of all San Francisco residents by reducing commuter traffic, noise and pollution, and by promoting improvements in air quality, convenience and attractiveness of urban residential living, and increased use of public mass transit." The map below shows the residential permit parking areas surrounding Kaiser Permanente's Geary and French Campuses.

Residential Permit Parking



source: City of San Francisco Department of Parking & Traffic

PEDESTRIAN ENVIRONMENT

Geary Campus

The pedestrians enter the 2425 Geary Boulevard Hospital from St. Joseph Avenue off of Geary Boulevard; crosswalks to the hospital are located at the O'Farrell Street/ St. Joseph Avenue and the Geary Boulevard/ St. Joseph Avenue intersections. Pedestrians can access the interconnected 2200 O'Farrell Street and 350 St. Joseph Avenue buildings from O'Farrell Street or Geary Boulevard. The sidewalk on the north side of O'Farrell Street is used to access the parking garages and the 2200 O'Farrell Street outpatient clinic. The entry to the 2238 Geary Boulevard Outpatient Clinic Building is from Geary Boulevard; crosswalks to the 2238 Geary Boulevard Building are located at Divisadero Street/Geary Boulevard and St. Joseph Avenue/ Geary Boulevard intersections. Based on field observations, the sidewalks and intersections around the Geary Campus generally operate under "open" flow conditions, except for the area immediately around the bus stops at Geary Boulevard and Divisadero Street.

French Campus

The French Campus has multiple entrances from Geary Boulevard, Fifth Avenue and Sixth Avenue. Sidewalks around the campus are observed to be open during both the peak and off-peak hours, except for the area immediately around the MUNI bus stop on Geary Boulevard west of Sixth Avenue.

TRUCK TRAFFIC & LOADING FACILITIES

Truck Deliveries

Geary Campus

The basement of the 2130 O'Farrell Street garage is Kaiser Permanente's main San Francisco receiving and distribution center. Kaiser Permanente receives bulk deliveries Monday through Friday from its Livermore Distribution Center between 5:00 AM and 7:30 AM. Kaiser Permanente-operated shuttles distribute medical records, supplies and files from the main distribution center to various buildings at the Geary and French Campuses and leased facilities between 6:30 AM to 3:25 PM, Monday through Friday. To decrease the number of internal delivery trips, Kaiser Permanente is installing a new electronic transfer program for medical records and member files. Hospital deliveries from contract suppliers are as follows:

- Linen is delivered seven days a week between 5 PM and 7 PM.
- Food service is delivered seven days a week between 10:00 AM and 12:30 PM.
- Stericycle picks up hazardous materials between 9 AM to 11 AM, Monday through Friday.
- Oxygen is delivered to 2238 Geary Boulevard and the Hospital once a week between noon and 4 PM.
- Sunset Scavenger picks up connector boxes Monday, Wednesday and Friday between 4 AM and 6 AM and recycling bins/cardboard boxes on Tuesday and Thursday between 5 AM and 7 AM.
- All other deliveries are unscheduled.

Loading Facilities

Geary Campus

The locations and number of off-street freight loading facilities at the Geary Campus are as follows:

Location	# of Spaces
2130 O'Farrell Street	2
2425 Geary Boulevard	2
2238 Geary Boulevard	2

Geary Campus: Freight Loading Zones



Source: Anshen + Allen Architects / Kaiser Permanente

Loading Facilities - cont.**French Campus**

There is one off-street loading area off Fifth Avenue for two trucks.

French Campus: Freight Loading Zones

Source: Anchor — A'ia Architects / Kaiser Permanente

KAISER PERMANENTE'S TRANSPORTATION DEMAND MANAGEMENT PROGRAM**Overview**

Kaiser Permanente has developed various strategies designed to discourage travel by single occupant automobiles, which include charging employees and members parking fees, providing free parking for carpools and vanpools, providing free bicycle lockers and showers at various Kaiser Permanente facilities and operating Kaiser Permanente's free shuttle service. George Franklin, Kaiser Permanente's Transportation System Management Coordinator, leads a team of three who devote a significant amount of time maintaining and improving Kaiser Permanente's many Transportation Demand Management ("TDM") programs.

Kaiser Permanente Operated Shuttles

To discourage the use of automobiles and to minimize impact on MUNI services during peak periods, Kaiser Permanente operates a free shuttle service with a fleet of ten 22-passenger to 30-passenger buses, Monday through Friday. The shuttle service routes are as follows:

- Forty (40) round-trip shuttle services between the Geary and French Campuses with three-to five-minute headway between the hours of 6:15 AM and 6:45 PM.
- Ten (10) scheduled stops from the Geary and French Campuses to Kaiser Permanente's 601 Van Ness Avenue facility between the hours of 9:45 AM and 4:20 PM.
- Shuttle service to Kaiser Permanente's leased facilities at 1635 Divisadero Street and 1201 Fillmore Street by rider request.

Kaiser Permanente Operated Shuttles - cont.

- Seven round trips by three shuttle buses during the AM peak period and 11 round trips by four shuttle buses between 2:30 PM to 7:00 PM between the Geary Campus and SamTrans, Transbay Terminal, Ferry Building, Caltrain Depot and Civic Center BART Station to the Geary Campus. These shuttles are fully utilized with standees during the AM and PM peak periods.
- Shuttle service for members residing within 12 blocks of either the French or Geary Campuses by rider request to and from their appointments between the hours of 9:30 AM and 4:00 PM.

Shuttle service schedule to regional transit service points are posted on kiosks located at 2425 Geary Boulevard, 2200 O'Farrell Street and 2238 Geary Boulevard. Kaiser Permanente has been operating the above shuttle services for almost 20 years and has expanded the shuttle services. The current cost for operating the shuttle service ranges between \$800,000.00 to \$850,000.00 per year, depending on maintenance and replacement costs.

Alternative Transportation in Bicycle Lane

image source: iStock Photography

Bicycle as an Alternative Mean of Transportation**Bicycle Parking Requirements**

The San Francisco Planning Code, Section 155.2, provides that privately owned parking garages must provide a minimum of six bicycle parking spaces. Garages that offer between 120 and 500 automobile spaces shall provide one bicycle space for every 20 automobile spaces. Garages that contain more than 500 car spaces must provide 25 bicycle spaces, plus one additional space, for every parking space over 500 spaces, up to a maximum of 50 bicycle parking spaces.

These bicycle parking spaces must be either Class 1 or Class 2, which means the spaces must include one or more of the following: lockers, bicycle racks, check-in facilities, monitored parking or restricted parking. Garages offering car parking to the general public on an hourly basis.

Consistent with the City's Transit First Policy, Kaiser Permanente promotes bicycling as an alternative means of transportation and provides a total of 74 secured bicycle parking spaces at the Geary and French Campuses.

Geary Campus

There are 66 secured bicycle spaces at the Geary Campus:

- 6 bicycle lockers and 16 bicycle rack spaces at 2190 O'Farrell Street;
- 10 bicycle lockers and 12 bicycle rack spaces at 2130 O'Farrell Street; and
- 10 bicycle lockers and 12 bicycle rack spaces at 2238 O'Farrell Street.

French Campus

Kaiser Permanente has 8 bicycle rack parking spaces at the French Campus and will increase the number of secured bicycle parking spaces to 22 spaces.

Kaiser Permanente will provide a total of 96 bicycle parking spaces at the Geary and French Campus exceeding the Planning Code requirement once the French Campus project is completed.

Kaiser Permanente also provides shower and locker facilities at the following locations:

- one shower facility at the 2139 O'Farrell Street building;
- two showers and lockers at the 2425 Geary Hospital;
- two showers at the 2238 Geary Boulevard building;
- two showers at the 350 St. Joseph Avenue building;
- two showers at the 4131 Geary Boulevard building; and
- one at the 450 Sixth Avenue building.

Kaiser Permanente also has a Bicycle and Alternative Commute Task Force that meets quarterly to work on improving commute by bicycle and other alternative commute options/program, such as Bike to Work Day.

Public Transit Subsidy

To encourage the use of local and regional public transit, Kaiser Permanente provides a \$15 monthly commuter check to employees who use public transit. This voucher is available to all Kaiser Permanente employees who commit to riding public transit at least three times per week. Participants may only redeem the voucher with a local or regional transit agency to ensure that the subsidy is used for public transit.

Commuter Benefits Program

Kaiser Permanente also offers "Commuter Benefits" to employees. This program allows Kaiser Permanente employees to deduct up to \$105 per month from their paycheck, pre-tax, to pay for transit and vanpool expenses. Kaiser Permanente employees can save approximately 40% on the cost of their transit ticket or vanpool fare because participants do not pay any tax on the money deducted.

Carpool & Preferential Parking Program

Currently, 15 parking spaces are designated as free preferential carpool parking. To be eligible for free parking, the carpool must consist of 3 or more persons. Kaiser Permanente partners with RIDE in promoting employee participation in vanpools and carpools. Kaiser Permanente provides free preferential parking at the 2130 O'Farrell Street garage and at the French Campus underground garage for carpools and vanpools with three or more employees. Kaiser Permanente also provides internal communication to all staff alerting and encouraging commute by carpool or vanpool.

TDM Outreach Program

Kaiser Permanente operates a Transportation System Management ("TSM") program, which includes the oversight of all TDM related efforts. The program director, George Franklin, is responsible for developing and overseeing all TDM operations, including: 1) managing the shuttle services and vehicle maintenance; 2) monitoring the effectiveness of TDM programs; 3) providing outreach to encourage single occupant drivers to use alternative modes of transportation, such as public transit; and 4) directing all requests for external car-pool/rideshare information to 511.org.

Kaiser Permanente's TDM program includes:

- **Annual Transportation Fair** – Each year Kaiser Permanente holds a transportation fair for Kaiser Permanente employees to encourage alternative means of transportation. Kaiser Permanente sponsors this transportation fair in collaboration with 511.org and Enterprise to help connect existing vanpool and carpools with new riders. AllTrans conducts a survey of shuttle riders and employees to rate current services and to obtain input on additional services sought. Kaiser Permanente, along with 511.org, distributes shuttle schedules and other transit agency schedules.
- **Bike to Work Day** – Kaiser Permanente participates each year with the City for Bike-to-Work-Day. Kaiser Permanente is designated as one of the Bike-to-Work-Day stations and provides a tented area at both campuses where bicyclists can get water, juice or an energy bar for their commute. Kaiser Permanente also disseminates information about their bicycle parking options and shuttle services at this yearly event.
- **Bicycle and Alternative Commute Task Force** – This task force meets on a quarterly basis and works to improve bicycle and alternative means of transportation. There are eight members on the taskforce, comprised of both employees and physicians. Members of the San Francisco Bicycle Coalition are also invited and have attended past meetings to assist Kaiser Permanente in developing programs and incentives for those who commute by bicycle.
- Posting alternative commute information at the bulletin boards at 2130 and 2190 O'Farrell Street buildings and at the French Campus.

Telecommuting & Flexible Schedule

Kaiser Permanente offers an informal telecommute policy to employees whose scope of work allows them to split their time between work and home. The program allows employees to access the Kaiser Permanente database from their home.

Additional TDM Plans Under Consideration

In addition to the current TDM programs already in operation, Kaiser Permanente is considering adding the following efforts to their TDM program:

- Work with ZipCar to provide an on-demand, alternative to transportation. ZipCar is the largest carshare and car club provider in the Nation. Participants can reserve cars for one hour, or one day, and return the car to the same location when finished. The environmental benefits of the program include reduction of car usage by 50% per participant³ and increased use of alternative means of transportation, such as busses and rail transit.
- Increase fleet of shuttle busses for travel between the Geary and French Campuses and regional transit services pick-up points.
- Increase number of free preferential parking spaces for carpool and vanpool.
- Launch a "Thrive Don't Drive Campaign."
- Add secured bicycle parking spaces at the proposed Outpatient Building at 2108 O'Farrell Street.
- Increase the amount of Commuter Check subsidy offered by Kaiser Permanente.
- Sell fast passes and MUNI tokens at the Geary and French Campuses.

³ Zipcar, Inc. 2007

4 Proposed Development

- OVERVIEW
- GEARY CAMPUS: CONSTRUCTION OF NEW OUTPATIENT CLINIC BUILDING AT 2108 O'FARRELL STREET
- FRENCH CAMPUS: CONVERSION OF 4131 GEARY BOULEVARD HOSPITAL BUILDING TO OUTPATIENT CLINIC & OFFICES
- TRANSPORTATION & PARKING
- CONFORMITY WITH THE CITY'S GENERAL PLAN



OVERVIEW

Kaiser Permanente foresees a three percent (3%) membership growth for San Francisco over the next ten years. Therefore, Kaiser Permanente does not anticipate the need for future land acquisitions or new construction to meet future demand. Kaiser Permanente does have an immediate need to replace the outpatient clinic building currently housed at 2200 O'Farrell Street and to add outpatient clinic services at the French Hospital.

The Geary Campus is one of the designated emergency response facilities in the City in case of a major natural disaster. The hospital at 2425 Geary Boulevard will focus on treating serious injuries and the outpatient clinic buildings will be used to treat non-life threatening injuries. Structural engineers have advised Kaiser Permanente that the 2200 O'Farrell Street Building does not meet current Kaiser Permanente or Building Code seismic safety standards and is highly likely to be severely damaged in a major earthquake with great potential to injure its occupants. Kaiser Permanente cannot meet its emergency obligations should a natural disaster render the 2200 O'Farrell Street building useless. The replacement building will be smaller than the 2200 O'Farrell Street building proposed to be demolished.

Conversion of the 4131 Geary Boulevard building, from an inpatient care hospital to outpatient services, will provide needed outpatient clinic spaces without the need for new construction for the next ten years.

Kaiser Permanente's long-term objective is to meet all of its outpatient space needs within the Geary and French Campuses.

GEARY CAMPUS: CONSTRUCTION OF NEW OUTPATIENT CLINIC BUILDING AT 2108 O'FARRELL STREET

Project Objectives

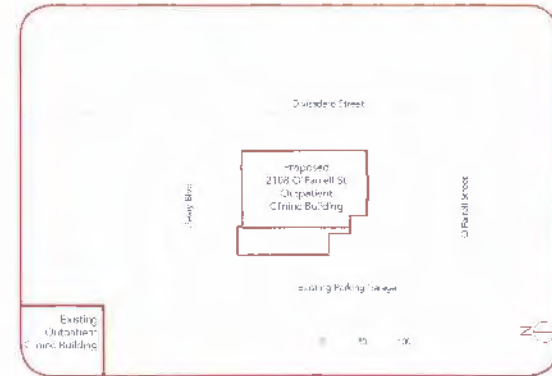
The objectives for Kaiser Permanente's proposed project at 2108 O'Farrell Street project is the construction of a state-of-the-art Pediatric and Specialty Clinic building to replace the 2200 O'Farrell Street building without expanding the institutional use into the surrounding mixed-use areas or increase the amount of space at the Geary campus with no consequential environmental impacts. The 2200 O'Farrell Street building site and the parking lot fronting on Geary Boulevard will be land banked in the event that no other site can be secured for construction of a new hospital to be completed by year 2030, if required.

Proposed 2108 O'Farrell Outpatient Clinic



source: Anshen + Allen Architects

Proposed Site Location at 2108 O'Farrell Outpatient Clinic



source: Anshen + Allen Architects

Proposed Site Aerial Location at 2108 O'Farrell Outpatient Clinic



source: <http://maps.live.com>

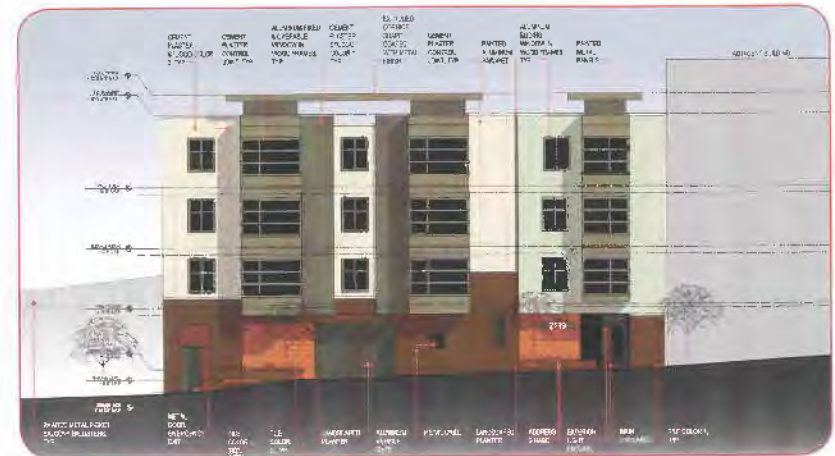
GEARY CAMPUS: CONSTRUCTION OF NEW OUTPATIENT CLINIC BUILDING AT 2108 O'FARRELL STREET - cont.

Kaiser Permanente proposes to demolish the vacant 21-unit residential mixed-use building at 1401-1417 Divisadero Street and the 2139 O'Farrell Street Medical building. The 1401-1417 Divisadero Street site in combination with the vacant parking lot at 2101 Geary Boulevard will be sufficiently large to construct a new 75,000 gsf outpatient clinic for pediatric members to replace the seismically unsafe 2200 O'Farrell Street building. Upon completion of the 2108 O'Farrell Street building, the existing 2200 O'Farrell Street building will be demolished and the Geary Campus will have 336,430 gsf of acute-care hospital, 395,620 gsf of outpatient facilities and ancillary administrative offices and 555,000 gsf of garages.

Construction of a 21-unit residential building at 2139 O'Farrell Street

The 2139 O'Farrell Street medical office building will be demolished to allow for the construction of a 21-unit residential building to replace those units at the 1401 Divisadero Street building proposed to be demolished. After completion of the replacement housing building, Kaiser Permanente will transfer ownership to Tabernacle Community Development Corporation (TCDC) for one hundred dollars (\$100.00). The replacement housing at 2139 O'Farrell Street will be affordable in perpetuity to households with an income not exceeding 60% of the City's median income.

Replacement Housing - 2139 O'Farrell



source: Michael Willis Architects

Construction of a 21-unit residential building at 2139 O'Farrell Street - cont.

Project Schedule

The schedule below represents an estimated project schedule for the planned developments:



FRENCH CAMPUS: CONVERSION OF 4131 GEARY BOULEVARD HOSPITAL BUILDING TO OUTPATIENT CLINIC & OFFICES

Project Objectives

The objectives for the French Campus are as follows:

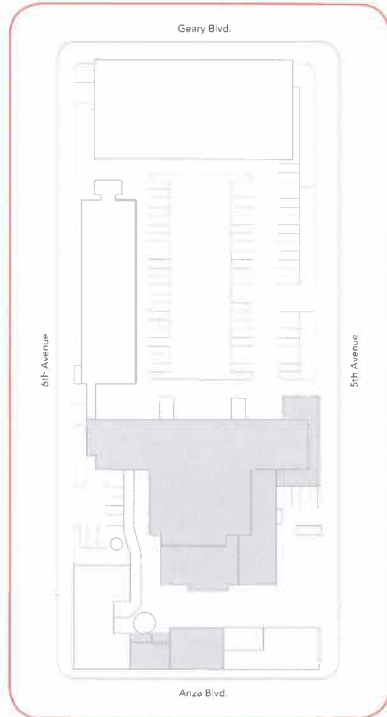
- Adaptively reuse the 4131 Geary Boulevard Hospital Building for outpatient use and offices and convert the existing hospital pharmacy to preparing prescriptions for home delivery to members;
- Consolidate and expand mental health services to meet the State mandate;
- Demolish the severely damaged and vacant Boiler Building and the Engineering Building, thereby enhancing the public health, safety and welfare.

Project Description

The de-licensing of the French Hospital at 4131 Geary Boulevard provides Kaiser Permanente with the opportunity to increase the outpatient clinic space by adaptively reusing this building, thereby eliminating the need to construct additional square footage for the foreseeable future, with the exception of the project at the Geary Campus. The need for additional outpatient clinic space is caused by technological advancements and increased use of outpatient surgical procedures and to bring the mental health services to parity with other medical services in compliance with the State mandate. Kaiser Permanente also proposes to demolish the "red-tagged" vacant Boiler Building and Engineering Building that were damaged in the Loma Prieta earthquake.

After converting the French Hospital to outpatient clinics, the French Campus will have a total of 251,440 gsf of outpatient clinics and offices and 94,180 gsf of parking garage.

Map of French Campus



source: Anshen + Allen Architects

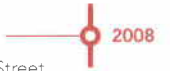
French Campus, Aerial



source: <http://maps.live.com>

Project Schedule

- Renovation of 4131 Geary Boulevard Building
- Demolish Boiler Building and the Engineering Building at 1420 Anza Street



TRANSPORTATION & PARKING

Transportation & Intersections

Geary Campus

The November 2006 traffic volumes at these intersections are lower than the intersection count dated March 16, 1995. (See Section 3.24) Since the proposed project will be 31,348 gsf less than the existing 2200 O'Farrell Street Building, which will be demolished, the project will have no impact on transportation.

French Campus

In October 2006, the Planning Department issued a Categorical Exemption for the conversion of the French Hospital to an Outpatient Clinic. The transportation study examined seven intersections and determined that the French Campus would continue to operate at Levels of Service A/B or B. (See Section 3.24)

Off-Street Parking

No additional off-street parking will be provided in the foreseeable future. The off-street parking demand for the Geary Campus will not be changed by the construction of the 2108 O'Farrell Street building which will be smaller than the 2200 O'Farrell Street building. The replacement residential building will have 1 off-street parking space for each unit, whereas the existing 1401-1417 Divisadero Street mixed-use building has no off-street parking.

Off-Street Parking - cont.

The Transportation Study prepared for the French Campus concluded that conversion of the French Hospital to outpatient use would increase demand for off-street and on-street parking around and at the French Campus even though the French Campus meets the Planning Code off-street parking requirements. However, the Planning Department does not consider insufficient off street parking to meet project demand to be an adverse effect on the environment.

Circulation Patterns

The circulation patterns around the Geary Campus or the French Campus will not be affected by the proposed projects.

Transportation Management Program

Kaiser Permanente will continue to implement its Transportation Management Program as set forth in Section 4.5 of this document in order to reduce the dependency on use of automobiles, to increase the use of carpools, bicycles and public transit, and to promote the City's Transit First Policy.

CONFORMITY WITH THE CITY'S GENERAL PLAN

Kaiser Permanente's Development Objectives are consistent with the following objectives and policies of the San Francisco General Plan:

Residence Element

- Construction of permanently affordable housing units to replace the demolished units in the 1401-1417 Divisadero Street Building is consistent with Objective 1, policy 1.2 and policy 1.4 of the Residence Element.

- The replacement housing at 2139 O'Farrell Street will provide a quality living environment for the future occupants without jeopardizing the affordability of the units, consistent with Objective 3, policies 3 and 3.5.
- Expanding the ownership and management of permanently affordable housing by a non-profit organization is consistent with Objective 5, policy 5.2.
- The replacement units will be rental units that are permanently affordable to persons with incomes not exceeding 60% of the City's median income, consistent with Objective 6, policy 6.2.
- The replacement units will be subject to the City's Rent Stabilization Ordinance and will promote Objective 6, policies 6.3 and 6.5.
- The replacement affordable residential units will be constructed without any public funds and is consistent with Objective 7, policy 7.1.
- The replacement residential building will have usable open space and will be handicap accessible thereby promoting Objective 8, policy 8.8.
- The tenants were provided relocation assistance consistent with Objective 9, policies 9.1 and 9.2. They were offered either a lump sum relocation payment or an opportunity to occupy one of the new replacement units with their rents subsidized while they are temporarily relocated.
- Construction of the replacement housing at 2139 O'Farrell Street and construction of the new outpatient clinic on the north side of O'Farrell Street will strengthen the residential character south of O'Farrell Street and will contain the Geary Campus to the north side of O'Farrell Street, consistent with Objective 11, policy 11.4.
- The replacement residential building will take full advantage of the allowable building densities while enhancing the existing neighborhood character, consistent with Objective 11, policy 11.9 and policy 11.8.
- The replacement residential building will comply with current Building Code energy conservation requirements, consistent with Objective 11, policy 11.10.

CONFORMITY WITH THE CITY'S GENERAL PLAN - cont.**Commerce & Industry Element**

- The proposed projects will allow Kaiser Permanente to provide up-to-date facilities to care for its membership in the City's population without disruption of or intrusion into adjacent residential areas, consistent with Objective 7, policy 2.

Urban Design Element - Major New Development

- Although the proposed five-story, over basement 2108 O'Farrell Street building will be larger than its neighbors, this building will define the eastern edge of Kaiser Permanente's Medical Center, a center of activity consistent with Objective 1, policy 6.
- The new five-story 2108 O'Farrell Street building will increase the visibility of Kaiser Permanente's Geary Boulevard campus, consistent with Objective 1, policy 8.
- The 2108 O'Farrell Street building has been designed to be compatible with the 2238 Geary Boulevard building across the street and the hospital at 2425 Geary Boulevard to create an urban medical center campus consistent with Objective 3, policies 1, 2 and 3.
- The taller 2108 O'Farrell Street building will announce the presence of Kaiser Permanente's Medical Center, consistent with Objective 4, policy 6.
- The 2108 O'Farrell Street Building will provide outdoor space for its employees, consistent with Objective 4, policies 8, 9 and 10.
- The passenger drop-off area of the 2108 O'Farrell Street building will be landscaped, consistent with Objective 4, policy 12.
- The 2108 O'Farrell Street building has been designed to provide human scale and pedestrian interest by locating a retail space at the intersection of Divisadero Street and Geary Boulevard, consistent with Objective 4, policy 13.

Transportation Element

- The Transportation Demand Management Plan, which includes provisions for secured bicycle parking spaces, free off-street parking for carpools and vanpools, subsidy to employees commuter and MUNI passes, will promote the City's Transit First Policy, consistent with policy 2.5 of Objective 2 and Objective 11.
- Kaiser Permanente's shuttle services are consistent with Objective 12, policies 12.1, 12.2 and 12.3.

Community Safety Element

- Kaiser Permanente's San Francisco Medical Center is one of the City's designated emergency response facilities in case of major disaster. Replacement of the 2200 O'Farrell Street building with a new building that complies with current fire and seismic safety standards will ensure Kaiser Permanente's ability to serve as an emergency response center. Conversion of a hospital that does not meet current hospital seismic safety standards to outpatient clinic and medical center related office use will promote Objective 3, policies 3.2, and 3.4.

5 Environmental Conditions / Impacts of the Proposed Development

- IMPACT OF THE PLANNED PROJECTS ON THE ENVIRONMENT
- IMPACT OF THE PLANNED PROJECTS ON SURROUNDING NEIGHBORHOOD
- ALTERNATIVES
- GROWTH INDUCING CONSEQUENCES OF KAISER PERMANENTE'S DEVELOPMENT PLANS



IMPACT OF THE PLANNED PROJECTS ON THE ENVIRONMENT

Land Use Compatibility

Geary Campus:

Implementation of Kaiser Permanente's Development Objectives would not intensify the uses of Kaiser Permanente's Geary Campus because the 2108 O'Farrell Street building will replace the larger 2200 O'Farrell Street building. The uses of the other buildings at the Geary Campus will remain the same.

The environmental impacts of Kaiser Permanente's proposed development for the Geary Campus would be limited to construction related impacts that are temporary in nature because there will be 35,830 sf less at the Geary Campus in the next five years or more.

French Campus:

Reuse of the 4131 Geary Boulevard Hospital building to outpatient clinic use would intensify the institutional use of the French Campus because it will increase vehicular and person trips to the area. Demolition of the two small, vacant buildings, severely damaged by the Loma Prieta earthquake, will promote public health, safety and welfare.

Visual Quality

Geary Campus:

The height of the proposed 2108 O'Farrell Street building will be similar to the larger 127,000 sf building proposed in the 1998 MIP. The 1997 EIR concluded that a larger building at the same site would have no significant adverse effect on the visual quality of the area. See pages 277-293 of EIR.

French Campus:

The conversion of the existing 4131 Geary Boulevard Hospital to outpatient clinic and other medical center related uses will have no impact on the visual quality of the immediate area because the exterior building envelope will remain the same.

Demolition of the Boiler Building and the Engineering Building will alter the streetscape on Anza Street, between Fifth and Sixth Avenues. Construction of a well-designed 10' high fence to enclose the vacant area will maintain the appearance of a street wall. Demolition of these buildings will have no adverse effect on the visual quality of the area.

Transportation & Parking

Geary Campus:

The Development Objectives will not change the current circulation pattern around the Geary Campus; it will not increase the parking demand nor add net new daily person trips because the 2108 O'Farrell Street Building will be smaller than the 2200 O'Farrell Street Building.

French Campus:

The Major Environmental Analysis ("MEA") section of the Planning Department concluded that the conversion of the 4131 Geary Boulevard Hospital, to an outpatient clinic and medical offices, will not adversely affect the surrounding streets and studied intersections under the project plus existing conditions, as well as under cumulative conditions through year 2015. MEA issued a Certificate of Exemption for the Project.

Air Quality

Traffic-generated emissions will be the only major source of air pollutants for the Proposed Development. Neither the planned 2108 O'Farrell Street clinic nor the proposed conversion of the 4131 Geary Boulevard Hospital will create or increase emissions of regulated materials. The daily vehicular trips at the Geary Campus will remain the same. Neither the proposed 2108 O'Farrell Street building, nor the adaptive reuse of the 4131 Geary Boulevard Hospital for outpatient clinic and medical offices will exceed the significance thresholds for air quality impact of project operations set by the Bay Area Air Quality Management Board (BAAQMB).

During demolition of the 1401-1417 Divisadero Street building and the 2139 O'Farrell Street building, non-potable water will be used to minimize release of particulate matters into the air.

Noise

New construction at the Geary Campus would temporarily increase the ambient noise level on the surrounding residential neighborhood. Due to the high ambient noise level along Geary Boulevard and Divisadero Street, construction noise will not be considered significant.

Adaptive reuse of the 4131 Geary Boulevard Hospital involves only interior renovation and will not increase the ambient noise level.

Traffic noise contributes to an increase in the ambient noise level; however, the traffic volume would have to double before increase in the ambient noise level would be noticeable to most people. Neither construction of the 2108 O'Farrell Street building, nor the adaptive reuse of the French Hospital, would double the traffic volume around the campuses. Therefore, any increase in the ambient noise after completion of the proposed projects will not be noticeable.

Windmill in Motion



image source: iStock Photography

Energy

Geary Campus

The new 2108 O'Farrell Street building will be designed to meet current Title 24 energy conservation requirements and will be smaller and more energy efficient than the 2200 O'Farrell Street building constructed in 1964. The overall energy consumption for the Geary Campus under the Development Objectives will be less than the current usage.

French Campus:

The conversion of the French Hospital to outpatient clinics, mental services and other medical center related office uses will result in less energy consumption because a hospital uses more energy than an outpatient clinic building.

Community Services

Conversion of the French Hospital to outpatient clinic use would intensify the uses at the French Campus but would create a less than significant demand for increased community services.

Hazardous Material

The transportation, use, storage and disposal of hazardous materials at Kaiser Permanente's San Francisco Medical Center are governed by Federal, State and Local regulations and are monitored by the San Francisco Department of Public Health ("SFDPH"). Kaiser Permanente's hazardous material manifest is on file with SFDPH. Conversion of the French Hospital to outpatient clinic use would not alter the transportation, use, storage and disposal of hazardous materials at either campus.

All hazardous building materials will be removed from the 4131 Geary Boulevard Building, the 1401-1417 Divisadero Street Building, 2139 O'Farrell Street Building and the 2200 O'Farrell Building prior to their demolition or renovation in compliance with BAAQMB regulation and the San Francisco Building Code.

Historical Resource

Geary Campus:

The 2200 O'Farrell Street building was constructed in 1964 and is not a historic resource under the California Environmental Quality Act.

There are no designated landmarks or rated buildings on the Geary Campus. The Geary Campus is not located in a historic district. However, the vacant, mixed-use residential building at 1401-1417 Divisadero Street, constructed in 1914, is a potential historic resource under the California Environmental Quality Act. Kaiser Permanente retained Tim Kelley Consulting to prepare a Historic Evaluation Report for the building ("Kelley Report").

The Kelley Report concludes that the building is not associated with any significant patterns of California or San Francisco history or any cultural heritage, or persons of historical importance. The building does not embody any distinctive characteristics of a building type, period, method of construction, or work of a master. While the building's interior uses Classical revival forms, the building's exterior combines aspects of Mission Revival, Territorial, and Pueblo Revival styles. The building is not of historical or architectural significance, therefore, its demolition will not have an adverse effect on an architectural resource.

French Campus:

The red-tagged, earthquake damaged unreinforced masonry Boiler Building and Engineer Building are rated historic structures. Their demolition is under environmental review.

IMPACT OF THE PLANNED PROJECTS ON SURROUNDING NEIGHBORHOOD

Neither construction of a smaller outpatient clinic building at 2108 Geary Boulevard at the Geary Campus resulting in less square footage, nor the reuse of the 4131 Geary Boulevard Hospital for outpatient services and existing Medical Center related offices will affect the surrounding neighborhood.

ALTERNATIVES

This IMP constitutes a much less intensive alternative development to those proposed in the 1998 IMP. In preparing this IMP, Kaiser Permanente has examined and rejected the following alternatives:

Geary Campus:

- A "No Project" alternative is rejected because it will not meet Kaiser Permanente's projected needs.
- Construction of a 125,000 gsf building with 200 off-street parking spaces at 2108 O'Farrell Street as discussed in the 1998 IMP. This alternative is rejected because:
 - 1 the additional square footage needed can be achieved by raising the French Hospital;
 - 2 this building will not provide a plaza/drop-off area; and
 - 3 the additional parking will encourage the use of automobiles by visitors and employees.
- Retrofitting the 2200 O'Farrell Street building to current fire and seismic safety standards is not cost effective, will not conserve energy and will not provide a state-of-the-art facility for general and specialized pediatric care. Additionally, there is no space at either the Geary or French Campus to temporarily house the Pediatric Clinic while the building is being seismically retrofitted.
- Construction of the 2108 O'Farrell Street buildings at the parking lot off of Geary Boulevard. This alternative is rejected because Kaiser Permanente will land bank the area currently occupied by the 2200 O'Farrell Street building and the adjacent parking lot for a new hospital with underground parking by 2030 in the event that no other site is available. Upon completion of a new hospital, the 2425 Geary Boulevard hospital building may be adaptively reused for outpatient clinic space or other purposes.

Construction of the 2108 O'Farrell Street Building will be an environmentally superior alternative.

French Campus:

- A "No Project" alternative will not meet Kaiser Permanente's projected needs and will require construction of additional new buildings at either the French Campus or at the Geary campus.
- Construction of a 47,400 sf mirror image of the Pasteur Building along Fifth Avenue would eliminate the surface parking lot with 64 spaces and will not provide sufficient space to meet current and projected needs.
- Construction of a new outpatient clinic building on Arza Street in the area occupied by the Boiler Building and Engineering Building would not add sufficient space to meet Kaiser Permanente's needs, and would introduce medical use activities on Arza Street that do not currently exist.
- The adaptive reuse of the French Hospital would be least disruptive to the neighborhood and will have the least effects on the environment.

GROWTH INDUCING CONSEQUENCES OF KAISER PERMANENTE'S DEVELOPMENT PLANS

Population growth in San Francisco and any proposed increase in dwelling unit density along the Geary Boulevard may induce population growth near the Geary and French campuses. However, these factors are unrelated to Kaiser Permanente. Existing neighborhood serving businesses near both campuses will benefit economically by any increased employment and/or membership at Kaiser Permanente. Kaiser Permanente's Development Objectives are designed to accommodate its immediate needs. The limited nature of Kaiser Permanente's Development Objectives will not have any growth inducing impact.

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