

## **II. SUMMARY**

### **A. PROJECT UNDER REVIEW**

This Draft EIR has been prepared to evaluate the environmental impacts of the Gilead Sciences Corporate Campus Master Plan in the City of Foster City. The proposed project would redevelop a portion of the 40-acre project site consisting of the area generally bounded by East Third Avenue to the north, Vintage Park Boulevard to the east, mixed uses to the south, and Mariners Island Boulevard to the west. The proposed project would include the demolition of up to eight of the existing office and research and development buildings, and construction of up to seven new buildings. Buildout of the Master Plan would result in a total of up to 16 office and research and development buildings (approximately 1,200,480 square feet of interior space) and 3,060 parking stalls on the project site. Development envisioned under the proposed Master Plan would require an amendment to the Vintage Park General Development Plan/rezoning, an amendment to the Vintage Park Design Guidelines, modification of the Foster City Municipal Code in order to amend the off-street parking ordinance, a Development Agreement and various other City entitlements, including demolition, construction, and development permits. A more detailed description of the proposed project is provided in Chapter III, Project Description.

### **B. SUMMARY OF IMPACTS AND MITIGATION MEASURES**

This summary provides an overview of the analysis contained in Chapter V, Setting, Impacts, and Mitigation Measures. CEQA requires a summary to include discussion of: (1) potential areas of controversy; (2) significant project-level impacts, with proposed mitigation measures that would reduce or avoid those impacts; (3) cumulative impacts; (4) significant irreversible and unavoidable impacts; and (5) alternatives to the proposed project that would reduce or avoid the environmental impacts of the project. A summary is also required to discuss issues to be resolved, including the choice among alternatives, and whether or how to mitigate significant environmental effects.

#### **1. Potential Areas of Controversy**

Letters and verbal testimony (from the June 5, 2008 scoping session) received as comments on the Notice of Preparation (NOP) raised a number of potential areas of controversy, including: visual impacts; traffic congestion; emergency access; and density. In addition, several of the NOP comment letters address the merits of the project itself and not the potential adverse environmental impacts that are the subject of this EIR. The NOP and written comments are included in Appendix A of this EIR.

#### **2. Significant Impacts**

Under CEQA, a significant impact on the environment is defined as, "...a substantial, or potentially substantial, adverse change in any of the physical conditions within the area affected by the project, including land, air, water, minerals, flora, fauna, ambient noise, and objects of historic or aesthetic

significance.”<sup>1</sup> Implementation of the proposed project has the potential to result in adverse environmental impacts in several environmental areas. Impacts in the following areas would be significant without the implementation of mitigation measures, but would be reduced to a less-than-significant level if the mitigation measures noted in this report are implemented:

- land use
- visual quality
- geology, soils and seismicity
- hydrology and water quality
- hazards and hazardous materials
- air quality
- public services, utilities and recreation
- global climate change
- cultural and paleontological resources

### 3. Significant Unavoidable Impacts

The proposed project would result in the following significant and unavoidable impacts:

- Conflicts with transportation and noise policies adopted for environmental protection;
- Unacceptable congestion at the intersection of Foster City Boulevard and Marlin Avenue under cumulative conditions; and
- Unacceptable noise levels during the construction period.

### 4. Alternatives to the Proposed Project

The four alternatives to the proposed project analyzed in Chapter VI of this EIR are summarized below. These alternatives (with the exception of the CEQA-mandated No Project alternative) were intended to achieve the key objectives of the project while reducing or avoiding significant and less-than-significant environmental effects. Virtually all of the project’s significant environmental effects are based on the size and location of the project, not on the configuration of proposed development. The significant unavoidable environmental impacts identified above could not be avoided without a substantial reduction in the size of the project (which would preclude the achievement of the project’s key objectives). Therefore, the four alternatives were developed based on input from the Foster City Planning Commission, the public, City staff, and the consultant team to reduce the significant and less-than-significant impacts of the project.

- The **No Project alternative** assumes the continuation of existing conditions within the project site. The site would remain developed with existing office, and research and development laboratory uses in one- and two-story buildings.

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<sup>1</sup> Remy, Thomas, Moose, and Manley, *Guide to the California Environmental Quality Act*, 2007, p.184; Public Resources Code 15382; Public Resources Code 21068.

- The **Lakeside Drive Open alternative** assumes the same development as detailed in the proposed Master Plan, except that Lakeside Drive would not be subject to closure and privatization. Similar to the project, this alternative assumes the demolition of up to eight one- and two-story buildings, and the construction of up to 572,000 square feet of new office space and 235,585 square feet of new research and development laboratory space in up to seven two- to ten-story buildings.
- The **Reduced Density alternative** assumes a reduction of 25 percent in the amount of total square footage on the site. This alternative would result in a total of up to 900,360 square feet of office and laboratory buildings on the project site, a net increase of 428,495 square feet over the existing condition. For the purposes of this environmental evaluation, the Reduced Density alternative assumes that the 428,495 square feet of net interior square footage would be accommodated in seven two- to six-story buildings. Like the proposed project, this alternative assumes the partial privatization and closure of Lakeside Drive.
- The **Consolidated Building (Two Office Building) alternative** assumes that the same amount of interior square footage would be constructed on the campus as the proposed Master Plan; however, this alternative would house all the office and research and development uses in five buildings, instead of seven. The office uses would be located in one eight-story and one ten-story building located near Vintage Lake. The research and development laboratory uses would be located in one three-story building that would border Mariners Island Boulevard and one four-story building that would be located at the southwestern intersection of Vintage Park Drive and Lakeside Drive. Under this alternative, circulation and parking would be similar to the proposed project, as it assumes the partial privatization and closure of Lakeside Drive. Utilities and infrastructure would also be similar to the proposed project.

The No Project alternative is considered the environmentally superior alternative in the strict sense that environmental impacts associated with its implementation would be the least of all the scenarios examined (including the proposed project). However, the No Project alternative would fail to achieve any of the project's objectives. The Reduced Density alternative – which would achieve some, but not all, of the project's objectives – would generally represent the next-best alternative in terms of the fewest environmental impacts. However, the Reduced Density alternative would not fully accommodate Gilead Sciences' business needs since it would not provide enough space to accommodate up to 3,100 employees on the campus.

## C. SUMMARY TABLE

Information in Table II-1, Summary of Impacts and Mitigation Measures, has been organized to correspond with environmental issues discussed in Chapter V. The table is arranged in four columns: (1) impacts; (2) level of significance prior to mitigation; (3) mitigation measures; and (4) level of significance after mitigation. Levels of significance are categorized as follows: SU = Significant and Unavoidable; S = Significant; and LTS = Less Than Significant. For a complete description of potential impacts and recommended mitigation measures, please refer to the specific topical discussions in Chapter V.

**Table II-1: Summary of Impacts and Mitigation Measures**

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<b>PLANNING POLICY</b>			
<u>PLAN-1</u> : The proposed Master Plan would conflict with transportation policies in the General Plan, and this conflict would result in an environmental impact.	S	<u>PLAN-1</u> : Implement Mitigation Measures TRANS-1.	SU
<u>PLAN-2</u> : The proposed Master Plan would conflict with noise policies adopted to avoid or mitigate an environmental impact.	S	<u>PLAN-2</u> : Implement Mitigation Measures NOI-1a and NOI-1b (see Section V.H, Noise).	SU
<b>A. LAND USE</b>			
<i>There are no significant Land Use impacts.</i>			
<b>B. VISUAL QUALITY</b>			
<u>VIS-1</u> : The proposed project would create additional sources of day and nighttime light and glare in Foster City.	S	<u>VIS-1a</u> : The specific reflective properties of project building materials shall be assessed by the City during Design Review prior to approval of each Specific Development Plan for the proposed project. Design review shall ensure that the use of reflective exterior materials is minimized and that proposed reflective material would not create additional daytime or nighttime glare.	LTS
		<u>VIS-1b</u> : Specific lighting proposals shall be submitted and reviewed as part of each Specific Development Plan for each new building on the project site and shall be approved by the City prior to issuance of a building permit. This review shall ensure that any outdoor night lighting for the project is downward facing and shielded so as not to create additional nighttime glare and shall conform to the performance standards established by Section 17.68.080 of the Zoning Code.	
<b>C. POPULATION, EMPLOYMENT AND HOUSING</b>			
<i>There are no significant Population, Employment and Housing impacts.</i>			

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<b>D. GEOLOGY, SOILS AND SEISMICITY</b>			
<p><u>GEO-1</u>: Project occupants would be subject to seismic shaking hazards.</p>	<p>S</p>	<p><u>GEO-1</u>: Prior to the issuance of any site-specific grading or building permits, a design-level geotechnical investigation, in compliance with Foster City guidelines, shall be prepared by a licensed professional and submitted to the City Building Inspection Division for review and approval, and a finding that the proposed development fully complies with the CBC, as amended by Foster City ordinances and Building Division guidance. The report shall determine the proposed project’s geotechnical conditions and address potential seismic hazards. The report shall identify building techniques appropriate to minimize seismic damage. In addition, the following guidance for the design-level geotechnical investigation shall be addressed:</p> <ul style="list-style-type: none"> <li>• Analysis presented in the geotechnical report shall conform to the California Division of Mines and Geology recommendations presented in the <i>Guidelines for Evaluating Seismic Hazards in California</i>. Briefly, the guidelines recommend that the report include: a site screening evaluation; evaluation of on- and off-site geologic hazards; quantitative evaluation of hazard potential; detailed field investigation; estimation of ground-motion parameters; evaluation of landslide, liquefaction, lateral-spreading and ground-displacement hazards; and recommendations to reduce identified hazards.</li> <li>• All recommendations, design criteria, and specifications set forth in the design-level geotechnical investigation shall be implemented as a condition of project approval.</li> </ul>	<p>LTS</p>

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<p><u>GEO-2</u>: Damage to structures or property related to man-made fill, unstable soils, or unstable subsurface materials resulting in settlement or differential settlement could occur.</p>	<p>S</p>	<p><u>GEO-2</u>: In addition to the requirements of all other GEO mitigation measures in this section, the designers of the proposed project’s building foundations and improvements (including sidewalks, roads, driveways, parking areas, and utilities) shall consider the site to be underlain by Bay Mud and/or non-engineered fill. The design-level geotechnical investigation shall include measures to ensure that potential damage related to compressible materials or soils and non-uniformly compacted fill is minimized. Mitigation options may range from removal of the problematic soils, and replacement, as needed, with properly conditioned and compacted fill to design and construction of improvements to withstand the forces exerted during the expected settlement. All mitigation measures, design criteria, and specifications set forth in the site-specific design-level geotechnical report, and the City of Foster City Building Division standards shall be followed to reduce impacts associated with problematic soils.</p>	<p>LTS</p>
<p><u>GEO-3</u>: Damage to structures or property of the proposed project related to expansive (shrink-swell) and corrosive soils could occur.</p>	<p>S</p>	<p><u>GEO-3a</u>: In addition to the requirements of all other GEO mitigation measures in this section, in locations underlain by soils of unknown character, the designers and engineers of proposed building foundations and improvements (including piles, sidewalks, roads, driveways, parking areas, and utilities) shall consider the site’s potential to be underlain by soils with high shrink-swell potential. The site-specific design-level geotechnical investigation, prepared by a licensed professional, shall include measures to ensure potential damage related to expansive soils and non-uniformly compacted fill and engineered fill are minimized. Mitigation options may range from removal of the problematic soils, and replacement, as needed, with properly conditioned and compacted fill to design and construction of improvements to withstand the forces exerted during the expected shrink-swell cycles and settlements. All design criteria and specifications set forth in the design-level geotechnical investigation shall be implemented to reduce impacts associated with problematic soils.</p>	<p>LTS</p>

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
GEO-3 <i>Continued</i>		<p>GEO-3b: In addition to the requirements of all other GEO mitigation measures in this section, the design-level geotechnical investigation shall include an evaluation of the potential for corrosive soils on the site. If the results indicate corrosive soil conditions, appropriate measures to mitigate these conditions shall be incorporated into the design of project improvements that may come into contact with site soils. Wherever corrosive soils are found in sufficient concentrations, recommendations shall be made to protect steel and concrete (and any other material that may be placed in the subsurface) from long-term deterioration caused by contact with corrosive onsite soils. In general, these recommendations are expected to include, but not be limited to, the following provisions. All recommendations of the geotechnical investigations shall be implemented.</p> <ul style="list-style-type: none"> <li>• Protect buried iron, steel, cast iron, ductile iron, galvanized steel, and dielectric coated steel or iron (including all buried metallic pressure piping) against corrosion from soil.</li> <li>• Protect buried metal and cement structures in contact with earth surfaces from chloride ion concentrations.</li> <li>• Use sulfate-resistant concrete mix for all concrete in contact with the ground.</li> <li>• Consult a corrosion expert during the project’s detailed design phase to design the most effective corrosion protection.</li> </ul>	

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<b>E HYDROLOGY AND WATER QUALITY</b>			
<p><u>HYD-1</u>: Construction period and operation period Master Plan activities could result in degradation of water quality in Vintage Lake and the Bay by reducing the quality of storm water runoff.</p>	<p>S</p>	<p><u>HYD-1a</u>: In compliance with the terms of the Construction General Permit, the project sponsor shall prepare a Storm Water Pollution Prevention Plan (SWPPP) designed to reduce potential impacts to surface water quality through the construction period of an individual development project, or group of projects, built as part of the Master Plan. It is not required that the SWPPP be submitted to the Regional Water Quality Control Board (Water Board), but must be maintained on-site and made available to Water Board staff upon request. The SWPPP shall include specific and detailed Best Management Practices (BMPs) designed to mitigate construction-related pollutants. At a minimum, BMPs shall include practices to minimize the contact of construction materials, equipment, and maintenance supplies (e.g., fuels, lubricants, paints, solvents, and adhesives) with storm water. The SWPPP shall specify properly-designed centralized storage areas that keep these materials out of the rain.</p> <p>BMPs designed to reduce erosion of exposed soil may include, but are not limited to: soil stabilization controls, watering for dust control, perimeter silt fences, fiber rolls, and sediment basins. The potential for erosion is generally increased if grading is performed during the rainy season because disturbed soil can be exposed to rainfall and storm runoff. If grading must be conducted during the rainy season, the primary BMPs selected shall focus on erosion control (i.e., keeping sediment on the site). End-of-pipe sediment control measures (e.g., basins and traps) shall be used only as secondary measures. Ingress and egress from construction sites shall be carefully controlled to minimize off-site tracking of sediment. Vehicle and equipment wash-down facilities shall be designed to be accessible and functional during both dry and wet conditions.</p>	<p>LTS</p>

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
HYD-1 <i>Continued</i>		<p>To educate on-site personnel and maintain awareness of the importance of storm water quality protection, site supervisors shall conduct regular tailgate meetings to discuss pollution prevention. The frequency of the meetings and required personnel attendance list shall be specified in the SWPPP.</p> <p>The SWPPP shall specify a monitoring program to be implemented by the construction site supervisor, and shall include both dry and wet weather inspections. In addition, in accordance with State Water Resources Control Board Resolution No. 2001-046, monitoring shall be required during the construction period for pollutants that may be present in the runoff that are “not visually detectable in runoff.” The project sponsor shall retain an independent monitor to conduct weekly inspections and provide written monthly reports to the City Planning and Code Enforcement Division to ensure compliance with the SWPPP. Water Board personnel, who may make unannounced site inspections, are empowered to levy considerable fines if it is determined that the SWPPP has not been properly prepared and implemented.</p> <p><u>HYD-1b:</u> The project sponsor shall fully comply with the San Mateo Countywide Water Pollution Prevention Program, which maintains compliance with the NPDES Stormwater Discharge Permit. Responsibilities include, but are not limited to, designing Best Management Practices (BMPs) into project features and operations to reduce potential impacts to surface water quality associated with operation of specific development projects undertaken as part of the Master Plan. These features shall be included in the drainage plan and final development drawings for individual projects. Specifically, the final design shall include measures designed to mitigate potential water quality degradation of runoff from all portions of the completed development.</p>	

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
HYD-1 <i>Continued</i>		<p>All requirements of the San Mateo Countywide Water Pollution Prevent Program, previously called the San Mateo Water Pollution Prevention Program – Part C. 3, as outlined in the San Mateo County Stormwater Handbook, shall be incorporated. The final design team for each development project shall also review and incorporate as many concepts as practicable from <i>Start at the Source, Design Guidance Manual for Stormwater Quality Protection</i>. Passive, low-maintenance BMPs (e.g., grassy swales, porous pavements) are preferred in all areas. Higher-maintenance BMPs may only be used if the development of at-grade treatment systems is not possible, or would not adequately treat runoff. Funding for long-term maintenance of all BMPs must be specified (as the City will not assume maintenance responsibilities for these features). The project sponsor shall establish a self-perpetuating drainage system maintenance program for the life of the project (to be managed by a business and/or homeowners association or similar entity) that includes annual inspections of any storm water detention devices and drainage inlets. Any accumulation of sediment or other debris would need to be promptly removed. In addition, an annual report documenting the inspection and any remedial action conducted shall be submitted to the Public Works Department and/or Building Inspection Division for review and approval.</p> <p>The SWPPP and drainage system maintenance plan must be approved by the City prior to approval of the grading plan.</p>	

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
HYD-1 <i>Continued</i>		<p><u>HYD-1c</u>: The project sponsor shall comply with all requirements of the City's Standard Conditions of Approval (COA). At a minimum, in accordance with the COAs, a hydrology/hydraulic analysis shall be completed on the existing storm drain system to verify it is adequately sized to accommodate the runoff from the project. The existing storm drains shall be cleaned as necessary. Pre-construction and post-construction survey reports shall be completed on the existing storm drain system. Any necessary repairs to restore the facilities shall be an element of the report.</p> <p>Required pre-construction reports documenting work performed in compliance with the COAs shall be submitted to the Public Works Department and/or Building Inspection Division for review and approval prior to the issuance of grading and building permits. Required post-construction reports shall be submitted to the Public Works Department and/or Building Inspection Division for review and approval prior to the issuance of occupancy permits.</p>	
<b>F. HAZARDS AND HAZARDOUS MATERIALS</b>			
<p><u>HAZ-1</u>: Upset and accidents involving hazardous materials releases and transport and use during construction activities could result in adverse effects to public health or the environment.</p>	S	<p><u>HAZ-1a</u>: The contractor(s) shall designate storage areas suitable for material delivery, storage, and waste collection. These locations must be as far away from catch basins, gutters, drainage courses, and water bodies as feasible. All hazardous materials and wastes used or generated during project site development activities shall be labeled and stored in accordance with applicable local, State, and federal regulations. In addition, an accurate up-to-date inventory, including Material Safety Data Sheets, shall be maintained on-site to assist emergency response personnel in the event of a hazardous materials incident.</p> <p>All maintenance and fueling of vehicles and equipment shall be performed in a designated, bermed area, or over a drip pan that will not allow run-off of spills. Vehicles and equipment shall be regularly checked and leaks shall be repaired promptly at an off-site location. Secondary containment shall be used to catch leaks or spills any time that vehicle or equipment fluids are dispensed, changed, or poured.</p>	LTS

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
HAZ-1 <i>Continued</i>		<p><u>HAZ-1b:</u> Emergency preparedness and response procedures shall be developed by the contractor(s) for emergency notification in the event of an accidental spill or other hazardous materials emergency during project site preparation and development activities. These procedures shall include evacuation procedures, spill containment procedures, and required personal protective equipment, as appropriate, in responding to the emergency. The contractor(s) shall submit these procedures to the City for approval prior to demolition or development activities.</p> <p>Compliance with these mitigation measures may occur in coordination with compliance with the Storm Water Pollution Prevention Plan and Best Management Practices required for the proposed project (See Section V.E., Hydrology and Water Quality, for additional detail).</p>	
<p><u>HAZ-2:</u> Exposure of construction workers and the public to existing or previously unknown contamination in soil and/or groundwater, other safety hazards encountered during site grading and excavation activities, or exposure to hazardous materials following project development could result in adverse health effects.</p>	S	<p><u>HAZ-2a:</u> If previously unknown contaminated soil and/or groundwater is encountered at any time during construction activities (e.g., identified by odor or visual staining, or if any underground storage tanks, abandoned drums, or other hazardous materials or wastes are encountered), the contractor(s) shall ensure that all appropriate response measures are taken to protect human health and the environment. A contingency plan for sampling and analysis of previously unknown hazardous substances shall be prepared by the contractor(s), with the approval of the City, prior to grading and earthwork activities.</p> <p>As part of this contingency plan, soil and/or groundwater samples shall be collected by a qualified environmental professional (e.g., Professional Geologist, Professional Engineer) prior to further work in the area, as appropriate. The samples shall be submitted for laboratory analysis by a State-certified laboratory under chain-of-custody procedures. The analytical methods shall be selected by the environmental professional. The analytical results of the sampling shall be reviewed by a qualified environmental professional and submitted to the appropriate regulatory agency. The professional shall provide recommendations, as applicable, regarding soil/waste management, worker health and safety training, and regulatory agency notifications, in accordance with local, State, and federal requirements. Work shall not resume in the area(s) affected until these recommendations have been implemented under the oversight of the City or regulatory agency, as appropriate.</p>	LTS

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
HAZ-2 <i>Continued</i>		<p><u>HAZ-2b:</u> Engineering fill brought on-site shall be demonstrated, by analytical testing, not to pose an unacceptable risk to human health or the environment. Threshold criteria for acceptance of engineered fill shall be selected based on screening levels and protocols developed by regulatory agencies for protection of human health and groundwater (e.g., Water Board Environmental Screening Levels (ESLs)). The engineered fill shall be characterized by a qualified environmental professional via representative sampling in accordance with U.S. EPA's SW-846 Test Methods, and demonstrated to meet the threshold criteria above. The results of the sampling and waste characterization shall be submitted by the contractor(s) to the City Building Division for approval prior to transporting engineering fill onto the project site.</p> <p><u>HAZ-2c:</u> The contractor shall prepare a Waste Disposal and Hazardous Materials Transportation Plan prior to construction activities where hazardous materials or materials requiring off-site disposal would be generated. The Plan shall include a description of analytical methods for characterizing wastes, handling methods required to minimize the potential for exposure, and shall establish procedures for the safe storage of contaminated materials, stockpiling of soils, and storage of dewatered groundwater. The required disposal method for contaminated materials, the approved disposal site, and specific routes used for transport of wastes to and from the project site shall be indicated. The Plan shall be prepared and submitted to the City for approval prior to commencement of demolition or development activities. The Waste Disposal and Hazardous Materials Transportation Plan may be prepared as an addendum to the Waste Management Plan required by Ordinance 523.</p>	

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<b>G. TRANSPORTATION AND CIRCULATION</b>			
<p><u>TRANS-1:</u> The addition of Gilead traffic would increase the average delay during the AM peak hour by 4 seconds at the intersection of Foster City Boulevard/Marlin Avenue, which is expected to operate at unacceptable LOS F under Cumulative Conditions.</p>	S	<p><u>TRANS-1:</u> The project sponsor shall contribute a pro rata share to the improvement described in this measure. Installation of a traffic signal at the intersection of Foster City Boulevard/Marlin Avenue would improve LOS at this intersection to acceptable levels. However, this all-way stop controlled intersection would not meet peak hour traffic signal warrants, which describe the general correlation between the planned level of future development and the need to install new traffic signals. Ultimately, the full set of warrants should be investigated based on field-measured, rather than forecast, traffic data and a thorough study of traffic and roadway conditions. Furthermore, the decision to install a signal should not be based solely upon the warrants, since the installation of signals can increase the risk of certain types of collisions. The City of Foster City should undertake regular monitoring of actual traffic conditions and collision data, and timely re-evaluation of the full set of warrants in order to prioritize and program intersections for signalization.</p>	SU
<p><u>TRANS-2:</u> The project will disrupt the existing Class III bike route on Lakeside Drive.</p>	S	<p><u>TRANS-2:</u> The Class III bike route currently running along Lakeside Drive shall be diverted to the existing multi-use path running along the boundary of Vintage Lake, to the northeast of the project site. Public access shall be provided from the path along Lakeside Drive, so that the trail can be accessed to/from Reef Drive. To meet Class I Bike Path standards outlined in the Caltrans Highway Design Manual, Gilead Sciences shall fund the following improvements to the section of the multi-use path to which bicyclists will be diverted:</p> <ul style="list-style-type: none"> <li>• Widen the path to 3.6 meters wide (approximately 12 feet).</li> <li>• Construct a 2-foot graded section on either side of the path.</li> </ul>	LTS

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<p><u>TRANS-3</u>: The project would disrupt the routes of the Lincoln Centre shuttle and the North Foster City shuttle by closing Lakeside Drive.</p>	<p>S</p>	<p><u>TRANS-3</u>: Shuttles shall be re-routed to avoid the closed-off portion of Lakeside Drive. The North Foster City shuttle shall be re-routed to Chess Drive (rather than continuing north along Lakeside Drive) and the 300 Lakeside Drive shuttle stop shall be relocated at the north end of the project site. The Lincoln Centre shuttle route shall be re-routed to Mariners Island Boulevard via Reef Drive (rather than continuing south along Lakeside Drive) and the 353 Lakeside Drive shuttle stop shall be relocated. Implementation of this mitigation measure would restore the continuity of the shuttle routes and maintain shuttle access to the project site.</p>	<p>LTS</p>
<p><u>TRANS-4</u>: The project would add ridership demand to shuttles that are over-capacity.</p>	<p>S</p>	<p><u>TRANS-4</u>: Gilead Sciences shall fund expansion of existing shuttle services or provide new shuttle services to local transit hubs, such as the East Hillsdale Caltrain Station and the Millbrae BART/Caltrain station at a level commensurate with the project's transit demand. Gilead Sciences shall prepare an analysis of their projected shuttle ridership, develop a plan on how they will accommodate it, and submit it to the City for approval.</p>	<p>LTS</p>
<p><u>TRANS-5</u>: Construction activities could interfere with circulation patterns.</p>	<p>S</p>	<p><u>TRANS-5</u>: During the use permit process, the project applicant shall develop and submit a construction management plan for City approval that specifies measures that would reduce impacts to motor vehicle, bicycle, pedestrian and transit circulation. The construction management plan shall include the following:</p>	<p>LTS</p>

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
TRANS-5 <i>Continued</i>		<ul style="list-style-type: none"> <li>• Location of construction staging areas for materials, equipment, and vehicles.</li> <li>• Notification procedures for adjacent property owners and public safety personnel regarding when major deliveries, detours, and lane closures will occur.</li> <li>• Identification of haul routes for movement of construction vehicles that would minimize impacts on vehicular and pedestrian traffic, circulation and safety; and provision for monitoring surface streets used for haul routes so that any damage and debris attributable to the haul trucks can be identified and corrected by the project applicant.</li> <li>• Provisions for removal of trash generated by project construction activity.</li> <li>• A process for responding to, and tracking, complaints pertaining to construction activity, including identification of an on-site complaint manager.</li> </ul> <p>The measures outlined in the construction plans shall reviewed and approved by the City and shall be devised to reduce circulation impacts during the construction period to the maximum extent feasible.</p>	
<b>H. NOISE</b>			
<p><u>NOI-1</u>: Construction period activities could create significant temporary noise impacts on existing noise sensitive land uses adjacent to the site.</p>	S	<p><u>NOI-1a</u>: The construction contractor(s) shall designate a “noise disturbance coordinator” who shall be responsible for responding to any local complaints about construction noise. The contractor(s) shall provide the City with the name and contact information of the coordinator. The disturbance coordinator shall determine the cause of the noise complaints (e.g., beginning work too early, bad muffler) and institute reasonable measures warranted to correct the problem. A telephone number for the disturbance coordinator shall be conspicuously posted at the construction site.</p>	SU

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
NOI-1 <i>Continued</i>		<p>NOI-1b: The construction contractor(s) shall implement the following measures at the project site during all demolition and construction activities:</p> <ul style="list-style-type: none"> <li>• Noise-generating construction activities shall be limited to the hours of 7:30 a.m. to 8:00 p.m. on weekdays and from 9:00 a.m. to 8:00 p.m. on weekends.</li> <li>• During all project site excavation and on-site grading, fit all construction equipment, fixed or mobile, with properly operating and maintained mufflers consistent with manufacturers' standards.</li> <li>• Locate stationary noise generating equipment such as air compressors or portable power generators as far as possible from sensitive receptors. Construct temporary noise barriers to screen stationary noise generating equipment when located near adjoining sensitive land uses. Temporary noise barriers could reduce construction noise levels by 5 dBA.</li> <li>• Locate equipment staging in areas that will create the greatest possible distance between construction-related noise sources and noise-sensitive receptors nearest the project site during all project construction.</li> <li>• Utilize "quiet" air compressors and other stationary noise sources where such technology exists.</li> <li>• Route all construction traffic to and from the project site via designated truck routes and prohibit construction related heavy truck traffic in residential areas where feasible.</li> <li>• Control noise from construction workers' radios to a point that they are not audible at existing residences bordering the project site.</li> <li>• Prepare and submit to the City for approval a detailed construction plan identifying the schedule for major noise-generating construction activities.</li> <li>• Pre-drill foundation pile holes to minimize the number of impacts required to seat the pile.</li> <li>• Use multiple pile driving rigs to expedite this phase of construction.</li> <li>• Use "acoustical blankets" to shroud the pile hammer.</li> </ul>	

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<p><u>NOI-2</u>: Mechanical equipment proposed by the project may generate noise levels that would exceed the noise level standards in the Foster City Municipal Code.</p>	<p>S</p>	<p><u>NOI-2</u>: At the time that specific buildings envisioned under the Master Plan are proposed, the project sponsor shall conduct a design level acoustical analysis to ensure that mechanical equipment noise resulting from the project complies with applicable General Plan policies and Municipal Code noise level limits. The acoustical analysis shall include a calculation of noise levels resulting from the proposed equipment at the nearest sensitive receiving land uses, an assessment of noise levels relative to applicable standards, and recommendations to control noise levels in accordance with the applicable limits. The report shall be completed and submitted to the Community Development Department for approval prior to the issuance of building permits.</p>	<p>LTS</p>
<p><b>I. AIR QUALITY</b></p>			
<p><u>AIR-1</u>: Construction period activities could generate significant dust, exhaust, and organic emissions.</p>	<p>S</p>	<p><u>AIR-1a</u>: The construction contractor(s) shall implement the following measures to control construction dust emissions. Implementation of the measures recommended by the Bay Area Air Quality Management District (BAAQMD) and listed below would reduce the air quality impacts associated with grading and new construction to a less-than-significant level. Analysis by the BAAQMD indicates that implementation of these measures would reduce particulate matter construction impacts by 90 percent. Measures to reduce diesel particulate matter and PM<sub>10</sub> from construction (measures that would reduce PM<sub>10</sub> would also reduce PM<sub>2.5</sub> since PM<sub>10</sub>, by definition, includes PM<sub>2.5</sub>) are also required to ensure that short-term health impacts to nearby sensitive receptors are avoided.</p> <ul style="list-style-type: none"> <li>• Water all active construction areas at least twice daily and more often during windy periods. Active areas adjacent to residences shall be kept damp at all times.</li> <li>• Cover all hauling trucks or maintain at least 2 feet of freeboard.</li> <li>• Pave, apply water at least twice daily, or apply non-toxic soil stabilizers on all unpaved access roads, parking areas, and staging areas.</li> </ul>	<p>LTS</p>

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
AIR-1 <i>Continued</i>		<ul style="list-style-type: none"> <li>• Sweep daily (with water sweepers) all paved access roads, parking areas, and staging areas and sweep streets daily (with water sweepers) if visible soil material is deposited onto the adjacent roads.</li> <li>• Hydroseed or apply non-toxic soil stabilizers to inactive construction areas (i.e., previously-graded areas that are inactive for 10 days or more).</li> <li>• Enclose, cover, water twice daily, or apply non-toxic soil binders to exposed stockpiles.</li> <li>• Limit traffic speeds on any unpaved roads to 15 mph.</li> <li>• Replant vegetation in disturbed areas as quickly as possible.</li> <li>• Suspend construction activities that cause visible dust plumes to extend beyond the construction site.</li> </ul> <hr/> <p><u>AIR-1b</u>: The construction contractor(s) shall implement the following measures to control construction diesel exhaust emissions:</p> <ul style="list-style-type: none"> <li>• Diesel equipment standing idle for more than 5 minutes shall be turned off. This would include trucks waiting to deliver or receive soil, aggregate, or other bulk materials. Rotating drum concrete trucks may keep their engines running continuously as long as they are onsite.</li> <li>• Properly tune and maintain equipment to reduce emissions.</li> <li>• Avoid staging equipment within 200 feet of residences.</li> </ul>	
<b>J. PUBLIC SERVICES AND UTILITIES</b>			
<i>There are no significant public services and utilities impacts.</i>			

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<b>K. GLOBAL CLIMATE CHANGE</b>			
<p><u>GCC-1</u>: Implementation of the Master Plan could conflict with implementation of the greenhouse gas reduction goals under AB 32 or other State regulations.</p>	S	<p><u>GCC-1</u>: To the extent feasible and to the satisfaction of the City, the following measures shall be incorporated into the design and construction of the Master Plan (including specific building projects):</p> <p><b>Construction and Building Materials</b></p> <ul style="list-style-type: none"> <li>• Use locally produced and/or manufactured building materials for construction of the project;</li> <li>• Recycle/reuse demolished construction material; and</li> <li>• Use “Green Building Materials,” such as those materials which are resource efficient, and recycled and manufactured in an environmentally friendly way, including low Volatile Organic Compound (VOC) materials.</li> </ul> <p><b>Energy Efficiency Measures</b></p> <ul style="list-style-type: none"> <li>• Design all project buildings to exceed California Building Code’s Title 24 energy standard, including, but not limited to any combination of the following:                             <ul style="list-style-type: none"> <li>○ Increase insulation such that heat transfer and thermal bridging is minimized;</li> <li>○ Limit air leakage through the structure or within the heating and cooling distribution system to minimize energy consumption; and</li> <li>○ Incorporate ENERGY STAR or better rated windows, space heating and cooling equipment, light fixtures, appliances or other applicable electrical equipment;</li> </ul> </li> <li>• Design, construct and operate all newly constructed and renovated buildings and facilities as equivalent to “LEED Silver” or higher certified buildings;</li> <li>• Develop an On-Site Renewable Energy System that consists of solar, wind, geothermal, biomass and/or bio-gas strategies. This system should reduce grid-based energy purchases and provide at least 2.5 percent of the project energy cost from renewable energy. Such a strategy can include installation of photovoltaic panels, wind turbines, and solar and tankless hot water heaters;</li> </ul>	LTS

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
GCC-1 <i>Continued</i>		<ul style="list-style-type: none"> <li>• Provide a landscape and development plan for the project that takes advantage of shade, prevailing winds, and landscaping;</li> <li>• Use combined heat and power in appropriate applications;</li> <li>• Install efficient lighting and lighting control systems. Use daylight as an integral part of lighting systems in buildings;</li> <li>• Install light colored “cool” roofs and cool pavements;</li> <li>• Install energy efficient heating and cooling systems, appliances and equipment, and control systems; and</li> <li>• Install light emitting diodes (LEDs) for outdoor lighting.</li> </ul> <p><i>Water Conservation and Efficiency Measures</i></p> <ul style="list-style-type: none"> <li>• Devise a comprehensive water conservation strategy appropriate for the project and location. The strategy may include the following, plus other innovative measures that might be appropriate:                             <ul style="list-style-type: none"> <li>○ Create water-efficient landscapes within the development;</li> <li>○ Install water-efficient irrigation systems and devices, such as soil moisture-based irrigation controls;</li> <li>○ Use reclaimed water for landscape irrigation within the project. Install the infrastructure to deliver and use reclaimed water;</li> <li>○ Design buildings to be water-efficient. Install water-efficient fixtures and appliances, including low-flow faucets, dual-flush toilets and waterless urinals; and</li> <li>○ Restrict watering methods (e.g., prohibit systems that apply water to non-vegetated surfaces) and control runoff.</li> </ul> </li> </ul>	

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
GCC-1 <i>Continued</i>		<p><i>Solid Waste Measures</i></p> <ul style="list-style-type: none"> <li>• Reuse and recycle construction and demolition waste (including, but not limited to, soil, vegetation, concrete, lumber, metal, and cardboard);</li> <li>• Provide interior and exterior storage areas for recyclables and green waste and adequate recycling containers located in public areas; and</li> <li>• Provide employee education about reducing waste and available recycling services</li> </ul>	
<b>L. CULTURAL AND PALEONTOLOGICAL RESOURCES</b>			
<p><u>CULT-1</u>: Ground-disturbing activities associated with site preparation and the construction of building foundations and underground utilities could adversely affect archaeological cultural resources.</p>	S	<p><u>CULT-1</u>: If deposits of prehistoric or historical archaeological materials are encountered during project activities, all work within 25 feet of the discovery shall be redirected and a qualified archaeologist contacted to assess the find, consult with agencies as appropriate, and make recommendations for the treatment of the discovery. Prehistoric materials can include flaked-stone tools (e.g., projectile points, knives, choppers) or obsidian, chert, basalt, or quartzite toolmaking debris; bone tools; culturally darkened soil (i.e., midden soil often containing heat-affected rock, ash and charcoal, shellfish remains, faunal bones, and cultural materials); and stone-milling equipment (e.g., mortars, pestles, handstones). Prehistoric archaeological sites often contain human remains. Historical materials can include wood, stone, concrete, or adobe footings, walls, and other structural remains; debris-filled wells or privies; and deposits of wood, glass, ceramics, metal, and other refuse. Upon completion of the assessment, the archaeologist shall prepare a report documenting the methods and results of the analysis, and provide recommendations for the treatment of the archaeological deposits discovered. The report shall be submitted to the project applicant, the Foster City Community Development Department and the Northwest Information Center.</p>	LTS

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
CULT-1 <i>Continued</i>		<p>Project personnel shall not collect or move any archaeological materials or human remains and associated materials. Adverse effects to such deposits shall be avoided by project activities. If avoidance is not feasible (as determined by the City, in conjunction with the qualified archaeologist), the archaeological deposits shall be evaluated for their eligibility for listing in the California Register. If the deposits are not eligible, avoidance is not necessary. If the deposits are eligible, avoidance of project impacts on the deposit shall be the preferred mitigation. If adverse effects on the deposits cannot be avoided, such effects must be mitigated. Mitigation can include, but is not necessarily limited to: excavation of the deposit in accordance with a data recovery plan (see <i>CEQA Guidelines</i> Section 15126.4(b)(3)(C)) and standard archaeological field methods and procedures; laboratory and technical analyses of recovered archaeological materials; production of a report detailing the methods, findings, and significance of the archaeological site and associated materials; curation of archaeological materials at an appropriate facility for future research and/or display; preparation of a brochure for public distribution that discusses the significance of the archaeological deposit; an interpretive display of recovered archaeological materials at a local school, museum, or library; and public lectures at local schools and/or historical societies on the findings and significance of the site and recovered archaeological materials. The City shall ensure that any mitigation involving excavation of the deposit is implemented prior to the resumption of actions that could adversely affect the deposit.</p>	

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<p><u>CULT-2</u>: Ground-disturbing activities associated with site preparation and the construction of building foundations and underground utilities could adversely affect paleontological resources.</p>	<p>S</p>	<p><u>CULT-2</u>: If paleontological resources are discovered during project activities, all work within 25 feet of the discovery shall be redirected and a qualified paleontologist shall be contacted to assess the situation, consult with agencies as appropriate, and make recommendations for the treatment of the discovery. Paleontological resources include fossil plants and animals, and evidence of past life such as trace fossils and tracks. Ancient marine sediments may contain invertebrate fossils such as snails, clam and oyster shells, sponges, and protozoa; and vertebrate fossils such as fish, whale, and sea lion bones. Fossil vertebrate land animals may include bones of reptiles, birds, and mammals. Paleontological resources also include plant imprints, petrified wood, and animal tracks.</p> <p>Upon completion of the assessment, the paleontologist shall prepare a report documenting the methods and results, and provide recommendations for the treatment of the paleontological resources discovered. This report shall be submitted to the project applicant, the Foster City Community Development Department, and the paleontological curation facility.</p> <p>Adverse effects to paleontological resources shall be avoided by project activities. If avoidance is not feasible (as determined by the City, in conjunction with the qualified paleontologist), the paleontological resources shall be evaluated for their significance. If the resources are not significant, avoidance is not necessary. If the resources are significant, adverse effects on the resources shall be avoided, or such effects shall be mitigated. Mitigation can include, but is not necessarily limited to: excavation of paleontological resources using standard paleontological field methods and procedures; laboratory and technical</p>	<p>LTS</p>

Table II-1 *Continued*

Environmental Impacts	Level of Significance Without Mitigation	Mitigation Measures	Level of Significance With Mitigation
<i>CULT-2 Continued</i>		analyses of recovered materials; production of a report detailing the methods, findings, and significance of recovered fossils; curation of paleontological materials at an appropriate facility (e.g., the University of California Museum of Paleontology) for future research and/or display; an interpretive display of recovered fossils at a local school, museum, or library; and public lectures at local schools on the findings and significance of the site and recovered fossils. The City shall ensure that any mitigation involving excavation of the resource is implemented prior to project construction or actions that could adversely affect the resource.	
<u>CULT-3</u> : Ground-disturbing activities associated with site preparation and the construction of building foundations and underground utilities could disturb human remains, including those interred outside of formal cemeteries.	S	<u>CULT-3</u> : If human remains are encountered, work within 25 feet of the discovery shall be redirected and the County Coroner notified immediately. At the same time, an archaeologist shall be contacted to assess the situation and consult with agencies as appropriate. The project applicant shall also be notified. Project personnel shall not collect or move any human remains and associated materials. If the human remains are of Native American origin, the Coroner shall notify the Native American Heritage Commission within 24 hours of this identification. The Native American Heritage Commission will identify a Most Likely Descendant (MLD) to inspect the site and provide recommendations for the proper treatment of the remains and associated grave goods. Upon completion of the assessment, the archaeologist shall prepare a report documenting the methods and results and provide recommendations for the treatment of the human remains and any associated cultural materials, as appropriate and in coordination with the recommendations of the MLD. The project sponsor shall comply with these recommendations. The report shall be submitted to the project applicant, the Foster City Community Development Department, the MLD, and the Northwest Information Center.	LTS

Source: LSA Associates, Inc., 2009.

