



PLANNING DEPARTMENT

ENVIRONMENTAL PLANNING DIVISION



Environmental Review Guidelines

SAN FRANCISCO
PLANNING
DEPARTMENT

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ACRONYMS AND ABBREVIATIONS

AQTR	Air quality technical report
BOS	Board of Supervisors
RTC	Comments and responses
CD	Compact disc
CDFG	California Department of Fish and Game
CEQA	California Environmental Quality Act
DEIR	Draft environmental impact report
DPH	Department of Public Health
DPT	Department of Parking and Traffic
EE	Environmental Evaluation
EIR	Environmental impact report
EP	Environmental Planning
ERO	Environmental Review Officer
FEIR	Final environmental impact report
FMND	Final mitigated negative declaration
HPC	Historic Preservation Commission
HRE	Historic resource evaluation
HRER	Historic resource evaluation response
IM	Improvement measure
IS	Initial study
MM	Mitigation measure
MMRP	Mitigation monitoring and reporting program
MND	Mitigated negative declaration
MTA	Municipal Transportation Agency
Muni	Municipal Railway
ND	Negative declaration
NEPA	National Environmental Policy Act
NN	Neighborhood notice
NOA	Notice of availability
NOC	Notice of completion
NOD	Notice of determination
NOP	Notice of preparation
OPR	Office of Planning and Research
PAR	Preliminary archeological report
PDF	Portable document format
PIC	Planning Information Center
PMND	Preliminary mitigated negative declaration
PPA	Preliminary project assessment
PUC	Public Utilities Commission
QA/QC	Quality assurance/quality control
SOW	Scope of work
TIS	Transportation impact study

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1. INTRODUCTION

1.1 Purpose

This *Environmental Review Guidelines* document contains instructions for the preparation of environmental review documents for the City and County of San Francisco (the City) Planning Department pursuant to the California Environmental Quality Act (CEQA) and State CEQA Guidelines (hereafter collectively referred to as “CEQA”), as well as Chapter 31 of the San Francisco Administrative Code, which establishes requirements for environmental review in San Francisco above and beyond those set forth in CEQA. Specifically, these guidelines explain procedural and content requirements for preparation of initial studies (IS’s), negative declarations (NDs), mitigated negative declarations (MNDs), and environmental impact reports (EIRs) for the Planning Department. Because environmental review in the City is directed by the Environmental Planning (EP) Division of the Planning Department, this document is hereafter referred to as the “EP Guidelines.” The goal of the EP Guidelines is to assist in the preparation of useful, organized, consistent, and legally adequate documents in a timely and cost-effective manner.

The primary intended users of this document are Planning Department staff and professional environmental consultants who are well versed in CEQA. Project sponsors (including other City agencies and departments), members of the public, and decision-makers (such as Planning Commissioners, Historic Preservation Commissioners, and members of the Board of Supervisors) also may find these EP Guidelines to be informative. This document focuses primarily on the procedural and substantive requirements that are unique to the Planning Department; it does not reflect all of the requirements of CEQA. Similarly, it is not intended to explain all of the provisions of Chapter 31 of the San Francisco Administrative Code.

This EP Guidelines document describes tasks that would be performed by consultants, EP staff, and other environmental team members during the environmental review process. For projects not involving consultant services, the tasks described herein would be performed by EP staff or other environmental team members, unless not applicable. (See Section 2.2.3, Use of Consultants and EP Staff, for discussion of when consultant services are required.)

1.2 Applicability

1.2.1 APPLICATIONS FILED PRIOR TO DATE OF ISSUANCE OF EP GUIDELINES

For projects for which an Environmental Evaluation (EE) Application was filed with the Planning Department prior to the date of issuance of the EP Guidelines, but for which the environmental review process is not yet complete, the procedural requirements of the EP Guidelines shall apply to any environmental review-related actions not yet taken. For such projects, the substantive requirements of the EP Guidelines shall apply to any first administrative draft document produced and all subsequent revisions of that first administrative draft document, as well as to future document submittals.

For any administrative draft documents already produced but not yet finalized prior to the date of issuance of the EP Guidelines, the substantive requirements of these guidelines shall apply to the maximum extent practicable, especially to any substantive new text added or substantial revisions to the document.

1.2.2 APPLICATIONS FILED ON OR AFTER DATE OF ISSUANCE OF EP GUIDELINES

The EP Guidelines shall apply in their entirety to all projects for which an EE Application is filed with the Planning Department on or after the date of issuance of these guidelines.

1.2.3 EXCEPTIONS AND OTHER CONSIDERATIONS

Deviations from the EP Guidelines shall be permitted only with prior written authorization from the environmental coordinator (the Planning Department staff person assigned to the project). For any project for which a consultant is retained by the project sponsor to prepare the primary CEQA documentation (e.g., a MND or EIR) and for which the environmental coordinator authorizes an exception, the consultant shall submit a *EP Guidelines Exception Agreement* (see Appendix A) that specifies the exceptions to the EP Guidelines and the extenuating circumstances that warrant such exceptions.

The procedural and substantive requirements for preparation of recirculated EIRs, supplemental EIRs, subsequent EIRs, MND addenda, EIR addenda, joint CEQA/National Environmental Policy Act (NEPA) documents, community plan exemptions (CPEs), and any other consultant-prepared environmental review documents shall be determined by the environmental coordinator on a case-by-case basis, with adherence to the EP Guidelines to the maximum extent practicable.

The EP Guidelines specify procedural and substantive requirements for primary CEQA documents, including MNDs and EIRs. Although portions of the EP Guidelines specifically address or otherwise apply to technical studies that may be prepared separately from and in support of the primary CEQA document, it is important for technical report preparers to be aware of Planning Department guidelines and instructions for preparation of technical studies. These include the Planning Department's *Transportation Impact Analysis Guidelines for Environmental Review* for transportation studies and the *CEQA Review Procedures for Historic Resources* for historic resource evaluations, among others. (These and other documents referenced in the EP Guidelines can be found on the Consultant Resources page of the Planning Department website. See "1.4, Consultant Resources," for information on how to access this web page.)

The discussion of document contents in the EP Guidelines generally assumes that the proposed project involves construction of a structure or structures. For projects that do not involve construction, such as proposed legislation or a General Plan Element update, the substance of the environmental document shall be determined in consultation with the environmental coordinator. In addition, the EP Guidelines assume that the project site is within the City boundaries; for projects that are outside this area, the environmental coordinator and consultant shall agree upon appropriate modifications to the procedural and content requirements.

1.3 Organization

The EP Guidelines have been organized as follows:

Chapter 1, Introduction. This chapter explains the purpose, applicability, and organization of the EP Guidelines and identifies where documents referenced throughout these guidelines can be obtained.

Chapter 2, Overview of the Environmental Review Process. This chapter provides an overview of the environmental review team, describes City and consultant fees associated with the environmental review process, and explains the consultant selection process.

Chapter 3, Initial Studies. This chapter presents the procedural and substantive requirements for preparation of IS's.

Chapter 4, Negative Declarations. This chapter explains the procedural and content requirements for preparation of NDs and MNDs and ND/MND appeal response packets.

Chapter 5, Environmental Impact Reports. This chapter presents the procedural and content requirements for preparation of EIRs and EIR appeal response packets.

Chapter 6, General Requirements. This chapter presents requirements for production, review, and management that generally apply to all types of consultant-prepared environmental documents.

Chapter 7, Project Management. This chapter describes project management techniques to be employed and scheduling requirements to be taken into consideration throughout the environmental review process.

Chapter 8, Acknowledgments. This chapter recognizes individuals who contributed to preparation of the EP Guidelines.

Appendices. The appendices include forms and templates referenced in the EP Guidelines.

1.4 Consultant Resources

Document preparation guidelines, forms, and templates referenced throughout these EP Guidelines, including the EP Guidelines themselves, can be viewed on the **Consultant Resources** page of the Planning Department website. To access these documents, go to <<http://ep.sfplanning.org>> and click on **Consultant Resources**, or click on the link <http://www.sf-planning.org/index.aspx?page=1886>. The documents are organized by category. Due to frequent changes in policies, procedures, methodologies, technologies, and other matters affecting environmental review, these documents will be revised periodically. Therefore, consultants working on CEQA documents for the Planning Department are encouraged to visit the Consultant Resources page regularly to ensure they have the most recent version of the referenced documents. In addition, EP will e-mail advisories to consultants in the applicable consultant pools regarding any major changes to the EP Guidelines.

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2. OVERVIEW OF ENVIRONMENTAL REVIEW PROCESS

This chapter of the *Environmental Review Guidelines* provides an overview of the environmental review process in the City and County of San Francisco (the City). Environmental review under the California Environmental Quality Act (CEQA) is administered for all departments and agencies of the City by the Environmental Planning (EP) Division of the Planning Department (Department).

2.1 Preliminary Project Assessment

For any project involving the addition of six dwelling units or construction of more than 10,000 square feet of non-residential space, the project sponsor (private applicant or government agency) is required to file a Preliminary Project Assessment (PPA) Application and pay the PPA fee.¹ PPA is a process that evaluates moderate to large projects before any environmental and entitlement applications may be submitted. It provides feedback and direction to project sponsors and allows Planning Department staff to coordinate at the earliest stage of the development review process.

At this juncture, EP staff will conduct a screening-level environmental analysis of the proposed project in order to determine whether it could have a significant effect on the environment and what the appropriate level of environmental review is likely to be. EP staff will identify any additional data or technical environmental studies that may be required in order to make a determination and the steps required to complete the environmental review process. EP staff will provide the resulting feedback and procedural instructions to the project sponsor in a PPA letter, which will also contain feedback from other Planning Department staff regarding Planning Code and General Plan consistency, project design, and other matters pertaining to development review.

The PPA letter is valid for 18 months, during which time the project sponsor must file a development application (typically an Environmental Evaluation Application). Otherwise, the project sponsor is required to file a new PPA Application prior to proceeding further in the development review process.

2.2 Environmental Evaluation

2.2.1 FILING OF ENVIRONMENTAL EVALUATION APPLICATION

For projects not found to be exempt from environmental review, the project sponsor must file an Environmental Evaluation (EE) Application with the EE Application intake planner, along with an EE fee based on the construction cost of the proposed project, less the cost of the PPA. An EE Application may be filed prior to or concurrently with related project entitlement applications. However, environmental review shall not proceed beyond review of the project description unless the project sponsor has filed

¹ The Department may also request that complex projects not meeting these thresholds undergo a PPA.

project entitlement applications. Once a project sponsor files an EE Application, the project, or “case,” is assigned to an EP planner who becomes the environmental coordinator for the project.

2.2.2 FINALIZATION OF THE PROJECT DESCRIPTION

The first step of the environmental review process is to finalize the project description. The goal is to ensure a clear and stable project description at a sufficient level of detail to support the analysis as the project proceeds through environmental review. Once the project sponsor and the Department agree that the project description is final, the applicant must file an entitlement application (e.g., Building Permit Application, Conditional Use Application, etc.) so that the entitlement review can be coordinated with the environmental review. Regardless of the project sponsor’s schedule considerations, Department staff is not obligated to initiate review of any environmental document submittals (e.g., scopes of work, technical studies, or CEQA documents) until the sponsor files an entitlement application.

Should the project sponsor modify any project component subsequent to finalization of the project description, the project sponsor shall promptly notify the environmental coordinator and revise the EE Application as necessary to reflect the project changes. The project sponsor is responsible for ensuring that project description changes are communicated to all members of the environmental review team, along with other City staff responsible for processing entitlement applications that have been filed to date (see Section 2.3, Environmental Review Team, below).

2.2.3 USE OF CONSULTANTS AND EP STAFF

As noted above, the PPA process is intended to provide an indication of whether technical studies may be required to inform the environmental review process and to provide a preliminary assessment of what level of environmental review may be required. Some uncertainties regarding these matters may remain even after the project description is finalized. Nonetheless, these factors affect the consideration of whether or not consultants will be required to supplement EP staff conducting the environmental review.

Project sponsors may rely upon EP staff to conduct the environmental evaluation and prepare initial studies (IS’s) for negative declarations (NDs) and mitigated negative declarations (MNDs) (hereafter collectively referred to as “MNDs”). Or, they may hire a consultant to prepare these documents. If an environmental impact report (EIR) is required, relying upon EP staff to prepare the EIR is not an option; the project sponsor must hire a consultant. In addition, if technical reports, such as transportation impact studies, archeology studies, historic resource evaluations, air quality technical reports, wind studies, and shadow studies, are required, this work must be performed by a consultant. Please see Section 2.5.1, Consultant Pools, for a discussion of the Planning Department’s qualified consultant pools.

Consultants who prepare MNDs and EIRs are often referred to as “CEQA consultants” and the consultants hired by the project sponsor to prepare technical studies are often referred to as “subconsultants” due to their typical contractual relationship with the prime CEQA consultant. Hereafter, the EP Guidelines use the generic term “consultant” when describing procedures and requirements that pertain to all types of consultants or where context for the type of consultant being discussed is clear. Otherwise, the EP Guidelines use the term “CEQA consultant” or specify a particular type of technical consultant. Regardless, consultants are considered extensions of EP staff and work at the direction of EP.

For a more detailed overview of the environmental review process, please refer to the *Environmental Review Process Summary* document, which can be found on the Planning Department's website at <http://www.sf-planning.org/modules/showdocument.aspx?documentid=8631>.

2.3 Environmental Review Team

For any given project undergoing environmental review, a variety of staff from the Planning Department and other departments and agencies within the City may be involved in the review and preparation of environmental review documents and technical studies. Reviewers from regional, state, and federal agencies and organizations, if any, will be determined by the environmental coordinator in consultation with the consultant. The project sponsor is a vital part of the environmental review team, as are any consultants involved in preparing environmental review documentation.

The responsibility for successful project delivery rests with the entire environmental review team. Because environmental review requirements and solutions evolve during the environmental review process, a high degree of ongoing coordination among team members and attention to protocol is needed for an integrated effort that will result in preparation of projects environmental review documents that are on time, within budget, and meet environmental review requirements.

The primary roles and responsibilities of the environmental review team (hereafter referred to as the "environmental team") are described below.

2.3.1 PLANNING DEPARTMENT

Reviewers and advisors from the Planning Department may include:

- An **environmental coordinator** from the EP Division, who will manage the project; provide overall guidance on all aspects of the environmental analysis; provide feedback to consultants; instruct the project sponsor about how changes to the project could affect the environmental analysis; and review deliverables per the agreed-upon schedule. The environmental coordinator also will continually monitor and coordinate team roles and activities as the environmental review process progresses;
- A **senior environmental planner** from the EP Division, who will supervise the environmental coordinator and review all administrative draft documents;
- The **environmental review officer (ERO)**, the director of the EP Division, who supervises all staff members in the EP Division and whose review and approval are required before issuance/publication of a CEQA determination document (e.g., an IS, preliminary MND, Draft EIR (DEIR), Response to Comments (RTC) document, etc.);
- An **archeology specialist** from the EP Division, who will screen each project for potential impacts to archeological resources, manage any required archeology studies, and review related portions of environmental documents;
- A **transportation specialist** from the EP Division, who will manage the transportation impact study (TIS), if one is required, and review related portions of environmental review documents;
- A **transportation coordinator** from the EP Division, who will make a final determination of whether a TIS is required and, if so, approve the final scope of work;

- An **air quality specialist** from the EP Division, who will manage the air quality study, if one is required, and review related portions of environmental review documents;
- A **preservation specialist** from the Current Planning Division, who will assess potential impacts to historic architectural resources, as required, and review related portions of environmental documents;
- A **shadow specialist** from the Current Planning Division, who will conduct and/or review a shadow study, if one is required, and review related portions of environmental review documents; and
- A **current planner** from the Current Planning Division, who will process the entitlement application(s) and any other approval(s) required for the project and who will review related portions of environmental review documents.

A single Planning Department staff member may serve in one or more of the above roles.

2.3.2 DEPARTMENT OF PUBLIC HEALTH

A representative from the Department of Public Health (DPH) Environmental Health Section may review hazardous materials and wastes studies, noise studies, and air quality studies, if required, and review related portions of environmental review documents. A DPH representative may also perform a toxic air contaminants screening analysis, if required.

2.3.3 DEPARTMENT OF PUBLIC WORKS

A representative from the Department of Public Works (DPW) may review the transportation impact study, if one is required, and related portions of environmental review documents.

2.3.4 MUNICIPAL TRANSPORTATION AGENCY

Representatives from the Municipal Transportation Agency's (MTA) Municipal Railway (Muni) and Department of Parking and Traffic (DPT) will review the TIS, if one is required, and related portions of environmental review documents.

2.3.5 PUBLIC UTILITIES COMMISSION

Representatives from the San Francisco Public Utilities Commission (PUC) will review the Hydrology and Water Quality and Utilities and Service Systems sections of administrative drafts of the MND, Notice of Preparation (NOP)/IS, and DEIR.

2.3.6 OFFICE OF THE CITY ATTORNEY

A deputy city attorney from the Office of the City Attorney may be assigned to advise the environmental coordinator and review environmental review documents.

2.3.7 PROJECT SPONSOR

The project sponsor is responsible for filing a complete and accurate EE Application; promptly providing information regarding any revisions to the project description to the environmental coordinator and, where applicable, consultants; and authorizing environmental studies in a timely manner as requested by the environmental coordinator. The project sponsor shall promptly inform the environmental team of any changes to the project description and provide updated architectural plans, as applicable. If additional studies are needed due to project changes or new analysis needs, the project sponsor shall approve and facilitate additional studies to reduce and/or avoid schedule delays.

2.3.8 CONSULTANT

As noted above, the project sponsor is required to retain the services of a consultant to prepare EIRs and technical studies, such as TIS's. The project sponsor may also elect to hire a CEQA consultant to prepare MNDs and CPEs. The role of the consultant is to act as an extension of EP staff, working under the direction of EP staff. The consultant shall provide guidance to the environmental coordinator on project approach, technical direction, and overall CEQA compliance; review all project deliverables prior to submittal for quality of content, clarity, and consistency; maintain project schedule; manage subconsultants; and submit deliverables per the agreed-upon schedule. The consultant shall also immediately notify the environmental coordinator and project sponsor representative of any work that is out of scope, along with the budget and schedule implications of the out-of-scope work, and receive advance written authorization prior to performing such work.

2.4 Consultant Selection

2.4.1 CONSULTANT POOLS

The Planning Department has established pools of qualified consultants (pools) with expertise in the preparation of documents pertaining to the following disciplines: environmental review, transportation impact analysis, historic resources evaluation, and archeological resources evaluation or monitoring. All privately sponsored projects are required to use the Planning Department's pre-qualified consultant pools for work in those disciplines. Public agency project sponsors are not required to use the Department's pre-qualified pool, but are encouraged to do so.

The list of consultants included in the pools and procedures for administering the pools can be found on the **Consultant Resources** page of the Planning Department website.

2.4.2 PERFORMANCE STANDARDS

Consultants shall include the following specific performance criteria in their contracts:

- The consultant shall fully comply with and be bound by the provisions of the EP Guidelines, unless exceptions are granted in writing by the environmental coordinator assigned to the project.
- Administrative drafts of deliverables shall not be distributed to project sponsors in advance of submittals to EP; drafts may be provided to project sponsor simultaneously with submittal to EP.

- Along with submission of any document or deliverable, the consultant shall provide a signed *Consultant's Checklist for Document Submittal* with draft submittals, attesting to completeness of review of their own work, required content, and verification that requested changes have been incorporated.
- The consultant shall obtain the environmental coordinator's approval of the scope of work for consultant services and any scope of work amendments, in writing, prior to finalization of the contract by the consultant and project sponsor.
- Initial administrative draft environmental and transportation documents shall be submitted within six months after work scopes are finalized and subsequent revisions shall be submitted within six months after receipt of EP review comments, subject to exceptions by 1) prior mutual agreement between the environmental coordinator and the consultant for unusually complex projects, or 2) delays caused due to project redesign or other factors beyond the control of the consultant, for which advance written notification by the consultant is provided.
- Subject to exceptions in unusual circumstances and by prior written mutual agreement between the environmental coordinator and the consultant, no more than two complete submittals of administrative draft environmental and transportation documents shall be required prior to finalization of environmental documents (not including screen check version). Any circumstance requiring more than two complete administrative drafts shall be described in writing by the consultant and will be included in the Planning Department's project case file.

Failure of a consultant to include and meet these performance standards in their contracts, as specified above, may be grounds for removal from the pools and/or reassignment of a new consultant to the project.

These performance standards are reflected in later sections of the EP Guidelines, as applicable.

2.4.3 CONFLICT OF INTEREST

General

The consultant shall remain neutral and provide only objective, unbiased material and services. It is not appropriate for a consultant to be involved in both environmental analysis and project planning, as it is difficult to avoid the appearance (or reality) of bias. The consultant shall not represent the project sponsor at public hearings and meetings, shall not prepare non-environmental review applications, and shall not be presented as part of the "project sponsor's team." If the project sponsor would like the consultant to attend a community meeting in association with the project, the project sponsor shall receive advance written approval from the environmental coordinator.

The consultant may communicate with the project sponsor as necessary for purposes of contract management, preparing the project description, and formulating mitigation measures and alternatives. The consultant shall not, however, engage in discussions with the project sponsor regarding material changes to the analysis or conclusions of the environmental document without the participation or consent of the environmental coordinator.

Public Projects

For publicly sponsored projects, the consultant shall agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the

City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The consultant shall acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact while under contract.

2.5 Financial Aspects of Environmental Review Process

2.5.1 FEES PAID TO PLANNING DEPARTMENT

For any project involving addition of six dwelling units or construction of more than 10,000 square feet of non-residential space, the project sponsor must file a PPA application and complete this preliminary review process before filing an EE Application. The PPA fee and any additional time and materials costs in excess of the paid intake fee are deducted from the EE fee for the project, in accordance with the Planning Department's *Schedule of Application Fees*.⁴

For projects not exempt from environmental review, the project sponsor must file an EE Application and pay the applicable Planning Department fee(s), in accordance with the Planning Department's *Schedule of Application Fees*. The IS/EE fee covers preparation of an IS leading up to either a MND or an EIR. For projects requiring an EIR, project sponsors must pay an additional EIR fee, which is due prior to publication of the NOP. The Department will publish the NOP only after the project sponsor pays this fee. Similarly, for projects with an approved phased payment plan, the Department will proceed with environmental review provided the project sponsor adheres to the payment schedule. Should the project sponsor fail to pay all applicable fees pertaining to environmental review in a timely manner, the Department may suspend processing of the environmental application, as well as place a hold on related entitlement applications.

Both the IS/EE and the EIR fees are based on a percentage of construction costs as specified in the *Schedule of Application Fees*. Projects in adopted community plan areas are required to pay a proportional share of the cost of the applicable community plan and related programmatic environmental impact report, in accordance with the Planning Department's *Schedule of Application Fees*. **All applications are subject to additional fees where Planning Department time and materials costs exceed the collected fees, as set forth in the Planning Code.** Please note that the fees are subject to change on an annual basis, usually at the first of September.

For projects requiring a TIS, project sponsors must also pay a transportation study fee. This flat fee is payable upon EP's determination that a TIS is required. (As noted below, project sponsors also must pay a fee for MTA review of TIS's.)

⁴ http://www.sf-planning.org/ftp/files/publications_reports/August_31_2012_FeeSchedule.pdf

For projects requiring a shadow analysis, project sponsors must also pay a shadow impact fee. This flat fee is payable upon the sponsor's filing of a Shadow Analysis Application.

2.5.2 FEES PAID TO OTHER DEPARTMENTS AND AGENCIES

Project sponsors may be subject to fees charged by other City departments or agencies whose expertise may be required during the environmental review process. Examples include the DPH for review of hazardous materials site assessments, air quality technical reports, and related documents, and the MTA for review of TIS's. In addition, fees payable to the San Francisco County Clerk's Office and California Department of Fish and Game (CDFG) may be required for legal notices, such as notices of determination.

2.5.3 PAYMENT OF CONSULTANT

Although EP staff manages the work of the consultants, project sponsors shall pay consultants directly for their services and administer consultant contracts. An exception is for projects for which the Planning Department is both the project sponsor and the lead agency, in which case EP staff may be involved in or manage the payment of invoices.

3. INITIAL STUDIES

This chapter of Environmental Planning's *Environmental Review Guidelines* (EP Guidelines) explains the procedural and substantive requirements for preparation of initial studies (IS's) and other related documents.

For projects that are not exempt from the California Environmental Quality Act (CEQA), preparation of an IS can help determine whether the project would result in any unavoidable significant environmental impacts and thus require preparation of an environmental impact report (EIR). In some cases, it is clear from the start that the project requires an EIR due to a significant unavoidable impact (e.g., demolition of a historic resource). In these instances, EP may require preparation of an IS, which may be distributed together with the notice of preparation (NOP) of an EIR. Less commonly, EP may instruct that the IS be published separately, subsequent to preparation of the NOP. Regardless, the IS will contain a thorough discussion of some IS checklist topics, with the remainder noted for full discussion in the EIR. Although EP strongly favors preparation of an IS as a screening tool to focus the content of an EIR, in some circumstances EP may forgo an IS and instruct that all topics be addressed in the EIR.⁵

For other projects, EP may have enough information from the outset to determine that an MND is appropriate. In these situations, an IS that completes the review for all checklist topics is distributed together with a preliminary MND (PMND) cover page. In still other cases, EP may be unable to determine the level of environmental review immediately and the IS assists in this assessment.

EP has developed an *Initial Study Checklist* (IS checklist) (see Appendix B), which is a modified version of the standard checklist found in Appendix G of the CEQA Guidelines. It includes all questions within Appendix G, plus additional questions specific to the City and County of San Francisco. Because an IS is generally prepared as an attachment to a MND or NOP, the procedural requirements for preparation of an IS are covered in Chapter 4, Negative Declarations, and Chapter 5, Environmental Impact Reports.

3.1 Initial Study Procedures

As noted above, IS's are rarely published as a stand-alone document. Rather, they are most commonly published together with a ND or a NOP. Please refer to Chapter 4, Negative Declarations, for a discussion of procedures associated with preparation of an IS with a MND. Please refer to Chapter 5, Environmental Impact Reports, for a discussion of procedures associated with preparation of an IS with a NOP.

The following is a discussion of technical studies that may be required in order to inform the IS analysis, regardless of whether it is associated with a MND or a NOP.

⁵ In such an instance, the DEIR shall contain a separate section for each IS topic in the same sequence as the IS checklist. The level of detail of the discussion of existing conditions and impacts, however, can be greater for those topics for which a significant impact is identified than for topics where no significant impact is found.

3.1.1 TECHNICAL STUDIES

Technical studies are often needed to support the environmental analysis in the IS. Frequently required studies include transportation impact studies (TIS's), historic resource evaluations (HREs), archeological studies, and air quality technical report (AQTRs). Other common technical studies include visual simulations, shadow studies, wind studies, noise studies, geotechnical reports, hazardous materials reports (Phase I/Phase II Environmental Site Assessments [ESAs]), and biological studies. Please refer to Section 2.4.1, *Consultant Pools*, for a discussion of the Planning Department's pools of qualified consultants, which must be used for certain types of technical studies.

The initial assessment of the need for such studies will occur during the preliminary project assessment (PPA) process, at which time Planning Department staff will conduct screening-level analyses of the full range of topics covered as part of the environmental review process. Required studies will be identified in the PPA letter for the project. Although the intention of the PPA process is to identify all required, or potentially required, technical studies in advance of the project sponsor's submittal of the EE Application, it is possible that the need for additional studies may not become apparent until the environmental review process has progressed to the stage of EP's review of the EE Application. Before hiring a consultant to prepare a technical study, the project sponsor shall consult with EP to ensure adherence to any applicable consultant pool protocols and to confirm whether the scopes of work need to be approved by the Department prior to initiation of work.

With the exception of TIS's (discussed below), technical studies generally shall not contain determinations of the level of significance of project impacts under CEQA. Those determinations shall be made by the lead agency (i.e., the Planning Department), who will be informed by the technical reports in making such determinations. Thus, technical reports shall describe the project's impacts in factual, technical terms, consistent with the professional standards and practices applicable to the particular discipline, but shall refrain from making CEQA significance determinations. Similarly, technical reports shall not identify "mitigation measures," but rather shall identify measures to reduce project impacts, should the project be found to result in an adverse impact. If the Planning Department finds the project impacts to be significant, such measures will be identified as mitigation measures in the CEQA document (e.g., MND or EIR). If the Planning Department finds the project impacts to be less than significant, such measures will be identified as improvement measures in the CEQA document. Procedures associated with preparation of specific technical reports are briefly discussed below.

Transportation Impact Study

If a TIS is required, the project sponsor shall hire a transportation consultant listed in the Planning Department's Transportation Consultant Pool, in accordance with the Planning Department's consultant selection procedures. EP will assign a transportation specialist to direct the transportation analysis in accordance with the Planning Department's *Transportation Impact Analysis Guidelines for Environmental Review*. The transportation consultant shall submit a draft TIS SOW (SOW-1) to the transportation specialist and environmental coordinator and revise the SOW until approved by the transportation specialist and environmental coordinator. The consultant shall submit the SOW-1 at least one week prior to a transportation scoping meeting, which shall be attended by the CEQA consultant, the transportation consultant, the transportation specialist, and the environmental coordinator. During the scoping meeting, the transportation specialist will provide feedback on SOW-1, which the transportation consultant shall incorporate into the second draft SOW, SOW-2. The transportation specialist and environmental

coordinator will review SOW-2 and provide feedback, if any, to the consultant. The transportation consultant shall submit a final SOW following the transportation scoping meeting and shall receive final authorization to proceed prior to commencing work on the TIS.

The transportation consultant, the transportation specialist, and the environmental coordinator shall prepare a mutually agreed upon schedule for preparation of the TIS and any other related documents. The draft schedule shall accompany the SOW-1 submittal and shall be revised, as appropriate. The final SOW shall include the final agreed-upon schedule. In accordance with that schedule, the transportation consultant shall submit a draft TIS (TIS-1) to the environmental coordinator and revise it until approved by the transportation specialist and the environmental coordinator. The environmental coordinator will distribute the TIS to MTA for review concurrent with EP review.

As noted above, unlike other technical studies, a TIS may include CEQA significance determinations. This is because quantitative thresholds exist for many of the transportation significance criteria (e.g., traffic and pedestrian Level of Service, transit capacity utilization or delay). As has been customary in the past, a TIS is expected to contain determinations of the level of significance of project impacts and the associated mitigation measures. As part of EP's review, staff may change those determinations, as appropriate, to reflect the independent judgment of the lead agency. When evaluating the project against thresholds of significance that are not quantitative, the consultant may also make the determination of significance provided it is supported by substantial evidence. At any time during the preparation of the TIS, the consultant should seek out the Planning Department's expertise in impact determination prior to submittal of the administrative draft TIS for City review.

Historic Resources Evaluation

If a HRE is required, the project sponsor shall hire a historic consultant listed in the Planning Department's Historical Resources Consultant Pool, in accordance with the Planning Department's consultant selection procedures. The preservation coordinator will assign a preservation specialist to direct the HRE in accordance with the Planning Department's *CEQA Review Procedures for Historic Resources*. The historic consultant shall submit a draft HRE SOW (SOW-1) to the preservation specialist and revise the SOW until approved by the preservation specialist. The consultant shall submit the second draft SOW, SOW-2, prior to a HRE scoping meeting, if the preservation specialist requests one. The HRE scoping meeting, if required, shall be attended by the CEQA consultant, the historic consultant, the preservation specialist, and the environmental coordinator. The historic consultant shall submit a final SOW following the HRE scoping meeting and shall receive final authorization to proceed prior to commencing work on the HRE.

The historic consultant, the preservation specialist, and the environmental coordinator shall prepare a mutually agreed upon schedule for preparation of the HRE and any other related documents. In accordance with that schedule, the historic consultant shall submit a draft HRE (HRE-1) to the environmental coordinator and revise it until approved by the preservation coordinator. The preservation specialist will prepare a Historic Resource Evaluation Response (HRER) that will contain the Planning Department's final determination of whether the proposed project would result in a significant impact on a historic architectural resource.

Archeological Study

If an archeological study is required, the project sponsor shall hire an archeological consultant listed in the Planning Department's Archeological Review Consultant Pool, in accordance with the Planning Department's consultant selection procedures. The EP archeology specialist will direct the archeological study. The archeological consultant shall submit a draft archeological study SOW (SOW-1) to the archeology specialist and revise the SOW until approved by the archeology specialist. The archeology specialist may direct that the SOW include preparation of a preliminary archeological report (PAR) in order to determine whether additional studies are necessary. Additional studies may include: an archeological research design and treatment plan (ARDTP), an addendum to an ARDTP, an archeological resources assessment, an archeological survey, an archeological mitigation plan (AMIP), and an archeological testing plan. The archeological consultant shall receive final authorization to proceed prior to commencing work on the archeological study.

The archeological consultant, the archeology specialist, and the environmental coordinator shall prepare a mutually agreed upon schedule for preparation of the archeological study and any other related documents. In accordance with that schedule, the archeological consultant shall submit a draft archeological study (AS-1) to the environmental coordinator and revise it until approved by the archeology specialist.

Air Quality Technical Report

If an AQTR is required, the project sponsor shall hire an air quality consultant. The EP air quality specialist will direct the AQTR in accordance with the Planning Department's air quality procedures. The air quality consultant shall submit a draft AQTR SOW (SOW-1) to the air quality specialist and revise the SOW until approved by the air quality specialist. The air quality consultant shall receive final authorization to proceed prior to commencing work on the AQTR.

The air quality consultant, the air quality specialist, and the environmental coordinator shall prepare a mutually agreed upon schedule for preparation of the AQTR, and any other related documents. In accordance with that schedule, the air quality consultant shall submit a draft AQTR (AQTR-1) to the environmental coordinator and revise it until approved by the air quality specialist.

Other Technical Studies

The SOWs for additional technical studies will be determined by the environmental coordinator in consultation with the environmental review team on a case-by-case basis.

3.2 Initial Study Contents

3.2.1 COVER PAGE

As noted above, in most cases, the IS will be attached to a *MND Cover Page* or *NOP*. (See Chapter 4, *Negative Declarations*, and Chapter 5, *Environmental Impact Reports*, respectively, for discussion of these documents. In the circumstance that the IS is published as a stand-alone document, it shall include a cover page with the following information:

- The words “Initial Study”
- Administrative draft number (for administrative drafts only)
- Project common name
- Planning Department case number
- State Clearinghouse number, if applicable
- IS publication date
- Date(s) of any public scoping meetings, if applicable
- The words “Planning Department”
- The words “City and County of San Francisco”
- The City and County of San Francisco and the Planning Department logos
- The statement: “Written comments should be sent to Bill Wycko, Environmental Review Officer, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103 or bill.wycko@sfgov.org.”

Consultant firm names, slogans, or logos shall not appear on the cover or anywhere in the IS. Images depicting the project site are permitted, subject to the approval of the environmental coordinator, but no images of the proposed project shall be used. The cover shall be printed on cardstock.

3.2.2 TABLE OF CONTENTS

The table of contents shall include:

- A listing of chapters and subchapters in the document, including the chapter/subchapter title and page number
- A listing of the figures in the document, including the figure name and page number
- A listing of the tables in the document, including the table name and page number
- A listing of the appendices in the document, including the appendix name and page number

Please see Appendix C for an *Initial Study Table of Contents*.

3.2.3 PROJECT DESCRIPTION

The project description shall consist of a discussion of the project location, project characteristics, and project approvals, as described below.

Project Location

The discussion of project location shall describe the precise location and boundaries of the project site, including:

- Area of the City (e.g., South of Market)
- Address
- Cross streets

- Assessor's block and lot number(s)
- Location in relation to major transportation nodes (e.g., Market Street or the Transbay Terminal) or major landmarks and land features (e.g., Coit Tower or Lake Merced)
- Lot size rounded to the nearest 10 square feet, and shape
- Use and height and bulk districts (names only, not detailed descriptions)
- Permitted floor area ratio

This section shall also describe conditions on the project site. If the site is developed, the discussion shall include the following information, as applicable:

- Use
- Number of buildings
- Number of stories
- Year of construction of buildings
- Height
- Building square footage, by use (or best approximation, if not known)
- Lot coverage
- Floor area ratio (or best approximation, if not known)
- Number of off-street parking spaces
- Number of loading spaces
- Pedestrian, auto, and loading access, by use
- Number of dwelling units
- Whether the site is vacant, partially occupied, or fully occupied, by use

In addition, as applicable, this section shall describe any open space and vegetation on the site.

The project location shall be illustrated in figures that show the regional and vicinity locations. The boundaries of the project site and the site's assessor's block and lot numbers shall be clearly identified. If the site is developed, an existing site plan shall also be included. Figures showing photos of the project site from a few vantage points are optional.

Project Characteristics

The discussion of the project characteristics shall include a detailed description of all aspects and phases of project implementation. For projects involving construction, the description of the proposed use shall include the information described above under "Project Location" for existing uses, as applicable. In addition, the project characteristics shall include, as applicable:

- Project name
- Type, amount, and location of proposed uses, in gross square feet (except for open space, which is measured in square feet)⁶
- Transfer of development rights required and permitted
- Building setbacks
- Number of bedrooms and mix of each type
- Number of affordable dwelling units
- Size and uses of buildings and site features to be demolished
- Type of construction, including foundation design
- Amount (depth, area, volume) of excavation and location area to be excavated on the project site
- Duration and extent of pile-driving
- Length of construction (number of months)
- Estimated start of construction and time of occupancy (by season and year)
- Estimated construction costs

If the proposed project includes demolition, the project description shall discuss features (including vegetation) to be removed and retained, as applicable. If the project is a large, multi-phased project, this section shall describe the project characteristics by project construction phase.

If useful, this section shall contain a table summarizing the project characteristics, including (as applicable):

- Gross floor area by use
- Total floor area
- Number of dwelling units
- Number of parking spaces
- Number of loading spaces
- Number of buildings
- Height of buildings
- Number of stories

The project characteristics table shall break down the information by building, if more than one building is included in the project.

This section shall include figures illustrating the proposed project, including (as applicable):

- a site plan
- a ground-floor plan
- floor plans of parking areas

⁶ The gross floor area of enclosed building areas shall be specified in accordance with Planning Code Section 102.9, where applicable, as well as in overall square footage.

- a representative upper floor plan
- elevations of visible facades

Building sections may also be included to further illustrate the proposed uses. The boundaries of the project site shall be clearly identified in all figures. Elevations and sections should show adjacent buildings for illustrative purposes when feasible. All project plans shall include the scale of the drawing and directional arrows, as applicable.

If some project characteristics that relate to the physical environmental effects are undetermined, this section may include a description of project “variants” or options proposed by the project sponsor. The description of the variants shall be equal in detail to that of the known project characteristics. Figures shall be included as necessary to depict project variants.

Project Approvals

This section shall include a brief list of all approvals for which the ultimate CEQA document (e.g., MND or EIR) will be used and the agencies (local, regional, state, and federal) that will utilize the document in their decision-making. The list of approvals shall be categorized by jurisdiction and by the order in which they are anticipated to occur. If the CEQA document will only cover a portion of the required approvals, this section shall clearly identify which approvals the CEQA document is intended to cover.

3.2.4 PROJECT SETTING

The discussion of project setting shall describe the precise location and boundaries of the project site and vicinity, including:

- Area of the City (e.g., South of Market)
- Cross streets and types of streets surrounding the project site (e.g. two-way east-west roadway)
- General grades in the vicinity
- Nature and character of uses in vicinity (e.g. residential, commercial, mixed use, industrial)
- Range of heights of existing buildings in the vicinity of the project site
- If the project site is located within a historic district or special use district and the character of those districts, if applicable
- The general architectural styles of the surrounding buildings and the years they were built
- A general description of the character of the immediate area outside of the project’s district
- Location in relation to major transportation nodes (e.g., Market Street or the Transbay Terminal) or major landmarks and land features (e.g., Coit Tower or Lake Merced)
- Use and height and bulk districts surrounding the project site (names only, not detailed descriptions)

3.2.5 COMPATIBILITY WITH ZONING AND PLANS

This section shall:

- Discuss any variances, special authorizations, or changes proposed to the Planning Code or Zoning Map, if applicable.
- Discuss any conflicts with any adopted plans and goals of the City or Region, if applicable.
- Discuss any approvals and/or permits from City departments other than the Planning Department or the Department of Building Inspection, or from Regional, State, or Federal Agencies, if applicable.

3.2.6 SUMMARY OF ENVIRONMENTAL EFFECTS

This section of the IS shall provide a quick overview of the potential impacts of the proposed project, based on the more detailed findings contained in Section E, Evaluation of Environmental Effects, of the IS. The environmental topic areas that are checked shall be those for which the IS finds that any impact in that category would be “Potentially Significant Impact” or “Less Than Significant with Mitigation Incorporated.”

3.2.7 EVALUATION OF ENVIRONMENTAL EFFECTS

This section of the IS shall evaluate the impacts of the proposed project in each of the environmental topics listed in the previous section. The impact evaluation shall respond to each of the IS checklist questions by describing the direct and indirect adverse impacts of the project on the environment, with consideration of both short-term and long-term effects. The analysis shall cover all phases of the project, including planning, acquisition, construction, and operation.

The impact analysis shall be organized by impact statements that directly relate to the IS questions. Unless otherwise warranted, each impact statement shall be worded to clearly reflect the applicable checklist question, with a statement of the project’s impact in either the affirmative or negative. In this manner, it will be clear which IS checklist question is being addressed and one can easily confirm that all questions are evaluated. Each impact statement shall describe the impact that would occur without mitigation. The level of significance of the impact shall be indicated in parentheses at the end of the impact statement, using the terms described above under “Format of the Environmental Analysis.”

Each impact statement shall be keyed to a subject area abbreviation (e.g., LU, AE, PH) corresponding to the IS checklist environmental topics and an impact number (e.g., 1, 2, 3) for a combined alpha-numeric code (e.g., Impact LU-1, Impact LU-2, Impact LU-3). Similarly, each mitigation measure shall be keyed with a combined alpha-numeric code with an “M” in front to signify it is a mitigation measure (e.g., Mitigation Measure M-TR-1 for a mitigation measure for Impact TR-1). The alpha-numeric code of the mitigation measure shall correspond to that of the impact statement. (Note that this may result in non-consecutively numbered mitigation measures. E.g., M-TR-3 could be the first mitigation measure for a transportation-related impact.) If more than one mitigation measure is applicable to the same impact, the mitigation measures shall be numbered with a lowercase letter suffix “a,” “b,” “c,” etc. (e.g., Mitigation Measures M-TR-3a, M-TR-3b, etc.).

Similarly, each improvement measure shall be keyed with a combined alphabetic code with an "I" in front to signify it is an improvement measure and a letter, beginning with "A," indicating the order of improvement measure (e.g., Improvement Measure I-TR-A for the first improvement measure identified for a less-than-significant transportation impact).

Table 3-1, below, provides the letter prefix that shall be used for impacts, mitigation measures, and improvement measures for each subject area (presented in the order of IS checklist topics).

The following are examples of impact statements for the analysis of project-specific impacts on aesthetics in response to the IS checklist question, "Would the project have a substantial adverse effect on a scenic vista?"

If the project would not have an impact and, thus, mitigation is not required:

Impact AE-1: The proposed project would not have a substantial adverse effect on a scenic vista. (No Impact)

If the project would have an impact, but the impact would be less than significant and, thus, mitigation is not required:

Impact AE-1: The proposed project would not have a substantial adverse effect on a scenic vista. (Less than Significant)

If the project would have a significant impact, but the impact could be reduced to a less-than-significant level with mitigation:

Impact AE-1: The proposed project would have a substantial adverse effect on a scenic vista. (Less than Significant with Mitigation)

If the project would have a significant impact that cannot be reduced to a less-than-significant level with mitigation:

Impact AE-1: The proposed project would have a substantial adverse effect on a scenic vista. (Potentially Significant Impact)

Note that it is not necessary to include impact statements for IS checklist questions that are not applicable to the proposed project for reasons that are abundantly clear and require little explanation. For example, if the project site is not located within an airport land use plan area or in the vicinity of a private airstrip, IS checklist Hazards and Hazardous Materials questions E.16e and E.16f would not apply. A simple statement to this effect can be made immediately following the checklist questions in lieu of impact statements.

It is acceptable to address more than one IS checklist question in a single impact statement only if it is clear and logical. It is also acceptable to add more detail to the impact statement to specify the nature or location of certain impacts (e.g., biological resources impacts to certain sensitive species, or traffic impacts to the level of service at certain intersections). In addition, it is acceptable to include multiple impact statements addressing the same IS checklist question if necessary to describe distinct sub-components of the impact or if different mitigation measures would apply to different sub-components.

**TABLE 3-1
IMPACT, MITIGATION MEASURE, AND IMPROVEMENT MEASURE PREFIXES**

Subject Area	Impact Prefix	Mitigation Measure Prefix	Improvement Measure Prefix
Land Use and Land Use Planning	LU-	M-LU-	I-LU-
Aesthetics	AE-	M-AE-	I-AE-
Population and Housing	PH-	M-PH-	I-PH-
Cultural and Paleontological Resources	CP-	M-CP-	I-CP-
Transportation and Circulation	TR-	M-TR-	I-TR-
Noise	NO-	M-NO-	I-NO-
Air Quality	AQ-	M-AQ-	I-AQ-
Greenhouse Gas Emissions	GG-	M-GG-	I-GG-
Wind and Shadow	WS-	M-WS-	I-WS-
Recreation	RE-	M-RE-	I-RE-
Utilities and Service Systems	UT-	M-UT-	I-UT-
Public Services	PS-	M-PS-	I-PS-
Biological Resources	BI-	M-BI-	I-BI-
Geology and Soils	GE-	M-GE-	I-GE-
Hydrology and Water Quality	HY-	M-HY-	I-HY-
Hazards and Hazardous Materials	HZ-	M-HZ-	I-HZ-
Mineral and Energy Resources	ME-	M-ME-	I-ME-
Agriculture and Forest Resources	AG-	M-AG-	I-AG-

Impact statements shall be worded in the future tense (e.g., the impact “would” occur). An exception is when it is uncertain whether the impact would occur if the project were implemented. Examples include potential impacts that are being evaluated in technical studies that are underway at the time of the IS publication for topics that will be addressed in an EIR. Another example is for potential impacts to archeological resources that may be present at the project site, but it is not certain that they would be encountered during project construction. In such cases, it is acceptable to word the impact statement in the future conditional tense (i.e., the impact “could” occur).

For each topic or subtopic, the analysis shall clearly identify the potential significant impacts and first state the level of significance without mitigation. For all potentially significant impacts, the section shall reference the feasible mitigation measures to reduce or avoid the significant impacts. Then, for each identified impact, the analysis shall include a statement of the level of significance with mitigation. If more than one mitigation measure is identified for a single impact, the discussion shall specify whether all mitigation measures are required to address the impact or the measures are considered equivalent options at achieving mitigation.

Mitigation measures shall be presented immediately following the discussion of the related significant impact, before the next impact statement or the next IS topic, as the case may be. Similarly, if

improvement measures are recommended to reduce or avoid impacts that are identified as being less than significant, the improvement measure shall be presented immediately following the discussion of the related less-than-significant impact. It is not necessary to restate the level of significance of the impact with mitigation following the mitigation measure.

The following is an example of how to present the mitigation measures for a potentially significant impact.

Impact CP-2: The proposed project would cause a substantial adverse change in the significance of the Pacheco Building, which is a historical resource. (Less than Significant with Mitigation)

[Description of impact.] Therefore, the proposed project would result in a substantial adverse change in the significance of a historical resource, which is a significant impact. Implementation of Mitigation Measure M-CP-2a, HABS-Level Recordation, and Mitigation Measure M-CP-2B, Interpretive Display, below, would reduce the magnitude of this impact to a less-than-significant level.

Mitigation Measure M-CP-2a - HABS-Level Recordation. [Description of mitigation measure.]

Mitigation Measure M-CP-2b - Interpretive Display. [Description of mitigation measure.]

If there are multiple subtopics under a single impact statement, such as a breakdown of impacts by project component or variant, the mitigation measure shall be listed immediately following the applicable subtopic discussion, rather than at the end of the overall impact statement discussion.

If a previously identified mitigation measure would apply to a subsequently identified significant impact, the prior mitigation measure shall be referenced by number and title. It is not necessary to repeat the mitigation measure in its entirety or summarize it. For example:

Implementation of Mitigation Measure M-HZ-2a, Site Mitigation Plan, pages III.F-11 to III.F-12, would reduce the impact on hazards and hazardous materials to a less-than-significant level.

In general, compliance with existing laws and regulations shall not be identified as a mitigation measure, nor shall laws and regulations be described as “mitigating” impacts. Rather, the analysis shall assume the project sponsor will comply with existing laws and regulations; the analysis shall describe how compliance would occur, what it would entail, and how it would avoid impacts.

If a mitigation measure would result in adverse physical environmental impacts, those impacts shall be noted following the presentation of the mitigation measure. Such impacts shall be addressed where applicable under the relevant resource topic impact analysis and shall be cross-referenced to the mitigation measure.

Each impact statement discussion shall include a conclusion that is tailored to the IS checklist question and that is not overly broad. For example, the conclusion of an analysis of archeological resources for

which no significant impacts were identified could state, "For the above reasons, the proposed project would not have a significant effect on archeological resources."

The cumulative impacts of the project shall be described in a separate subsection following the project-specific impact analysis. Limited exceptions may be allowed for topics such as greenhouse gases for which an analysis of project-specific impacts cannot be isolated from the context of their contribution to cumulative effects. In these cases, only cumulative impact statements, and not project-specific impact statements, shall be included.

For cumulative impacts, each impact statement shall be keyed with a combined alpha-numeric code with a "C" in front to signify it is a cumulative impact (e.g., Impact C-LU-1, Impact C-LU-2, etc.). The first cumulative impact statement shall be numbered with the suffix "-1" (e.g., Impact C-LU-1), even if there is only one cumulative impact. In other words, the numbering should not be continuous with previous impact statements.

The analysis of cumulative impacts shall include the following:

- Definition of the relevant area affected for the specific impact category, with a reasonable explanation supporting the geographic area used in the analysis.
- If using the list approach, identification of past, present, and probable future projects that might result in related impacts.
- Identification of whether there is a significant impact to which both the proposed project and other projects contribute. (This shall be done *without* taking into account any mitigation identified for project-specific impacts.)
- If there is a significant cumulative impact, identification of whether the proposed project's incremental effect is cumulatively considerable *without* mitigation.
- If the project contributes to a significant cumulative impact and if the project's contribution is cumulatively considerable, identification of whether mitigation would reduce the project's contribution to a less than cumulatively considerable level.
- Statement of whether the significance of the project's contribution to the cumulative impact is: 1) less than significant (i.e., less than cumulatively considerable); or 2) less than significant with mitigation (i.e., the cumulatively considerable contribution would be eliminated or rendered so small that it is no longer cumulatively considerable with mitigation);

Note it is not acceptable to state that a significant cumulative impact would not occur because the proposed project would have a less-than-significant impact.

3.2.8 MITIGATION MEASURES AND IMPROVEMENT MEASURES

This section of the IS shall list, in order of appearance in section E, Evaluation of Environmental Effects, of the IS, all mitigation measures and improvement measures. This list facilitates preparation of the *Mitigation Monitoring and Reporting Program and Agreement to Implement Mitigation Measures*. (These documents are discussed in Chapter 4, Negative Declarations, and Chapter 5, Environmental Impact Reports).

3.2.9 PUBLIC NOTICE AND COMMENT

This section of the IS shall describe the public notification that has occurred regarding the environmental review of the proposed project and any comments received in response. For IS's distributed with a *MND Cover Page*, this section shall state when a "Notification of Project Receiving Environmental Review" was mailed out and briefly describe the general categories of individuals and groups who received the notice (e.g., the owners of properties within 300 feet of the project site, neighborhood organizations, and other interested parties). If the IS is prepared subsequent to a NOP, it shall state when the NOP was mailed out and to whom. Regardless of the type of public outreach, this section shall describe any concerns and issues raised by the public in response to the notice and how the IS took these concerns into consideration, as applicable, and incorporated them into the document as appropriate for CEQA analysis. If an EIR will be prepared, this section shall identify those concerns that will be taken into consideration in the applicable sections of the EIR.

3.2.10 DETERMINATION

This section of the IS shall state EP's determination of the level of environmental review required for the project.

3.2.11 INITIAL STUDY PREPARERS

This section of the IS shall identify all staff, agencies, and, consultants who prepared the IS, as well as the project sponsor team. The environmental review officer (ERO), environmental coordinator, supervisor, and any Department technical specialists shall be included as IS authors. In addition, any deputy city attorney advising the Planning Department in preparation of the IS shall be identified as an author. The consultants shall include all consultants and subconsultants that prepared or contributed materials that support the analysis in the IS. The project sponsor's team shall include the property owner, project sponsor's representative, project attorney, and project architect, as applicable.

4. NEGATIVE DECLARATIONS

This chapter of Environmental Planning's *Environmental Review Guidelines* (EP Guidelines) explains the procedural and substantive requirements for preparation of negative declarations (NDs) and mitigated negative declarations (MNDs), hereafter collectively referred to as "MNDs", and other related documents. As discussed in Chapter 3, Initial Studies, an initial study (IS) is attached to the MND. For ease of reference, this document use the term "preliminary MND" (PMND), "final MND (FMND)," and "MND" to refer to both the MND document and the IS, unless otherwise specified.

4.1 MND Procedures

This section explains the procedural requirements for preparation of MNDs and other related documents. Please refer to Section 3.1, Initial Study Procedures, for a discussion of procedures associated with preparation of an IS. Please see Section 4.2, MND Contents, for an explanation of the applicable substantive requirements for MNDs.

4.1.1 TASK 1: PROJECT INITIATION

If the project sponsor elects to hire a consultant to prepare the MND, the consultant shall contact the environmental coordinator to discuss the scope and content of the MND, potential significant impacts, possible mitigation measures, the approach to the cumulative impact analysis, and required technical studies. (Refer to Section 3.1.1, Technical Studies, for further discussion of such studies.) The environmental coordinator may call for a meeting with the consultant to discuss these matters. If technical studies are required, any consultants preparing those reports shall attend the consultant meeting, or separate meetings, as directed by the environmental coordinator. Planning Department staff with special expertise relevant to the project may also attend meetings with the consultant.

The consultant shall submit a draft scope of work (SOW), a draft MND schedule, and a draft *Quality Assurance/Quality Control (QA/QC) Plan* (see Appendix D) and revise these items as necessary until approved by the environmental coordinator. If the environmental coordinator elects to have a consultant meeting, the consultant shall submit to the environmental coordinator a minimum of five business days prior to the consultant meeting the draft scope of work, draft MND schedule, and draft *QA/QC Plan*, along with a draft meeting agenda (see Appendix E for a *Kick-off Meeting Agenda*, discussed below, which the consultant can modify as needed for the consultant meeting). The consultant shall submit a final meeting agenda a minimum of one business day prior to the consultant meeting, along with a revised SOW, schedule and QA/QC plan, if instructed to do so by the environmental coordinator. (See Chapter 7, Project Management, for further discussion of agenda, SOW, schedule, and QA/QC plan requirements.)

Following authorization to proceed, the environmental coordinator may instruct the consultant to arrange a kick-off meeting. The kick-off meeting is an opportunity for the environmental review team to receive an overview of the project; identify data gaps; review roles and responsibilities; discuss protocols for communications, site visits, and access; and agree on key milestones for the project schedule. The kick-off meeting is also an opportunity for the environmental coordinator to describe the kinds of project

changes that could affect the environmental analysis and necessitate additional studies. Kick-off meeting participants typically will include the environmental coordinator, the supervising senior planner, Planning Department technical specialists, project sponsor representatives, and key members of the consultant team. A deputy city attorney might also attend, if assigned to the project. The consultant shall prepare and submit a draft *Kick-off Meeting Agenda* (see Appendix E) one week prior to the kick-off meeting. The environmental coordinator will provide comments to the consultant at least one day in advance of the meeting. Following the kick-off meeting, if necessary, the consultant shall submit to the environmental coordinator a revised SOW, schedule, and QA/QC plan for review and comment and revise these items as necessary until approved by the environmental coordinator.

The consultant shall receive final written authorization to proceed with the agreed upon SOW by the environmental coordinator prior to starting work on the environmental document. Any subsequent revisions to the SOW shall be submitted to the environmental coordinator for review and approval prior to proceeding with the revised work scope. The consultant shall promptly update the schedule, scope, and QA/QC plan as needed throughout the duration of the environmental review process, and provide the updated items to the environmental coordinator.

4.1.2 TASK 2: NEIGHBORHOOD NOTICE AND DISTRIBUTION LIST

Following the consultant meeting, the consultant shall submit two sets of mailing labels as described on the EP website; one set of labels will be used for mailing the *Notification of Project Receiving Environmental Review*, or neighborhood notice (NN) (see Appendix F).⁷ This notice contains a brief project description and is mailed to residents and property owners in the project vicinity, interested parties, responsible and trustee agencies, and others at the outset of the environmental review process to invite comment on the potential environmental impacts of the project. The consultant shall prepare and submit to the environmental coordinator a draft neighborhood notice, NN-1, as soon as possible after the consultant meeting. The environmental coordinator will review the mailing list and draft notice and provide comments to ensure completeness, accuracy, and clarity. The consultant shall revise the notice to address the comments received and submit subsequent drafts (NN-2, etc.) to the environmental coordinator until the NN is approved for distribution. The consultant shall mail the final notice to a distribution list to be provided by the environmental coordinator and shall submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days.

The environmental coordinator will provide the consultant copies of any written comments and summaries of any verbal comments received. The consultant shall review the comments and discuss with the environmental coordinator the approach to addressing the issues raised. To assist in this review, the consultant may prepare a matrix listing the comments organized by subject area.

4.1.3 TASK 3: PMND

The consultant shall prepare an administrative draft PMND, which shall consist of a *PMND Cover Page* (see Appendix H) and an *Initial Study Checklist*. The first administrative draft PMND shall be called PMND-1, the second draft shall be called PMND-2, and so on. Together with PMND-1 and subsequent

⁷ Alternatively, the consultant may prepare an electronic mailing list spreadsheet to be used for a mail merge.

drafts, the consultant shall submit an administrative draft *Notice of Availability of and Intent to Adopt a MND* (NOA) (see Appendix I). If the PMND is to be distributed to the State Clearinghouse, the consultant shall prepare a draft *Notice of Completion* (NOC) (obtained from the State Clearinghouse website). In addition, the consultant shall submit a completed copy of the *Consultant's Checklist for Document Submittal* (see Appendix J) with each PMND submitted.

The consultant shall prepare an administrative draft *Agreement to Implement Mitigation Measures* (see Appendix K) to be submitted to the environmental coordinator concurrently with PMND-2. Upon approval by the environmental coordinator, the consultant shall submit the final *Agreement to Implement Mitigation Measures* to the project sponsor for signature.

When the environmental coordinator determines that the PMND, NOA, cover page, and NOC (if applicable) are acceptable for publication and that the project sponsor has signed the *Agreement to Implement Mitigation Measures* the environmental coordinator will submit the PMND to the ERO and request that the ERO sign the Initial Study Determination section of the IS checklist. Upon ERO authorization, the environmental coordinator will determine the publication date, place a legal notice in the newspaper, file the NOA with the County Clerk, and provide the consultant with a distribution list for the PMND. Copies for responsible and trustee agencies and the State Clearinghouse, as applicable, shall be sent by certified mail or other form of transmittal that provides for proof of delivery and shall otherwise satisfy State Clearinghouse document submission requirements. Some parties will receive the PMND, while the majority will only receive the NOA, as determined by the environmental coordinator. The consultant shall distribute the PMND, NOA, and NOC (if applicable) and submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days. The consultant shall distribute the PMND distribution letter with all copies of the PMND.

The consultant shall provide an electronic file of the PMND distribution letter, NOA, and PMND to the environmental coordinator for posting on the Planning Department website.

The consultant shall submit the administrative record to the environmental coordinator prior to publication of the PMND. Please see Section 6.5, Administrative Record, for further discussion of this topic.

Site Posting

The consultant shall ensure that notice of the PMND publication is posted at the project site. The consultant shall post at least three 11-by-17-inch copies of the PMND NOA (see Appendix I) at various locations on or near the project site according to the specifications described below. The posting shall be done in a fashion that ensures that the NOA remains visible and readable for the duration of the specified period for public review of the PMND. The consultant shall take appropriate measures to protect the NOA against inclement conditions. The consultant shall conduct at least two inspections to verify continued posting, once within one week of the initial posting and a second time within one week of the end of the notice period. Failure to properly post the property will result in postponement of any public hearing associated with the project until after evidence of proper site posting is provided.

Placement of Notice

- If a window of the building is within 4 feet of the property line, one copy of the NOA must be posted inside the window if the window is large enough. The bottom of the NOA must be no lower than 4 feet above grade and the top no higher than 6 feet 6 inches above grade.
- If a window is not a suitable size and location and the building facade is within 6 feet of the front property line, the NOA must be put on the building facade with its bottom at least 5 feet above grade and its top no higher than 7 feet above grade. It must be protected against rain and other inclement weather conditions.
- If the building is more than 6 feet from the property line, the NOA must be posted at the property line with its top between 5 and 6 feet above grade. The NOA and its contents must in all cases be clearly visible from a public street, alley, or sidewalk.
- If the project site is a corner property or a through lot, the NOA must be posted on each street frontage following the above instructions.
- Secondary postings of the NOA should be within 100 feet of the project site, and the NOA must be posted with its top between 5 and 6 feet above grade. The NOA and its contents must in all cases be clearly visible from a public street, alley, or sidewalk.
- When a NOA is not put on a building, it must be mounted in such a manner that it remains upright and protected from rain and other inclement weather conditions.
- If a NOA is removed or otherwise destroyed during the required posting period, the ERO may require that the NOA be reposted for the required duration.

Documentation of Posting

Upon posting the NOA at the start of the notice period, the consultant shall inform the environmental coordinator that the posting is complete. Within five calendar days of the end of the notice period, the consultant shall submit a *PMND Declaration of Posting* signed under penalty of perjury. The declaration must certify that the NOA was posted for the required period. The consultant shall provide two photographs of each NOA after posting: one photograph from close enough so that the entire NOA can be clearly read, and the other photograph from farther away to demonstrative that the NOA was posted at the correct property.

PMND Public Review

The public review period for a PMND shall be 20 days, unless the PMND is sent to the State Clearinghouse, in which case the review period shall be 30 days. PMNDs shall be sent to the State Clearinghouse when a state agency is a responsible agency or a trustee agency's involvement is required, or where the project is of statewide, regional, or areawide importance. The PMND public review period shall start on *the day after* the newspaper notice is published. The PMND appeal period shall be the same as the public review period.

The environmental coordinator will forward to the consultant copies of substantive written public comments received during the public review period, as well as notes on any substantive verbal comments received by telephone. If no individual or group appeals the PMND, the consultant shall prepare a Final MND (FMND) as discussed under Section 4.1.6, Task 6: FMND (No Appeal) (If Applicable) below. If the

PMND is appealed, the consultant shall follow the procedures under Section 4.1.7, Task 7: PMND Appeal (If Applicable) below.

4.1.4 TASK 4: MITIGATION MONITORING AND REPORTING PROGRAM

The consultant shall prepare an administrative draft *Mitigation Monitoring and Reporting Program* (MMRP) or MMRP-1 (see Appendix L), that shall be submitted for review to the environmental coordinator along with submittal of PMND-2. The project sponsor shall also receive a copy of the MMRP-1 to review at this stage, to ensure agreement on implementation of proposed mitigation measures as part of the project and understanding of the sponsor's role in mitigation implementation, monitoring and reporting. As directed by the environmental coordinator, the consultant shall finalize the MMRP concurrent with preparation of the MND so that the MMRP can be adopted along with the MND at the time of project approval.

4.1.5 TASK 5: FMND (NO APPEAL, IF APPLICABLE)

The consultant shall review any non-appeal comments received during the public review period and advise the environmental coordinator if any comments may trigger recirculation of the PMND. If none of the comments trigger recirculation, the consultant shall modify the IS to include a new "Comments Received in Response to PMND" section, which shall briefly discuss the comments received subsequent to publication of the PMND and explain how they are addressed in the IS.

If the comments merit substantive changes to the IS, the consultant shall amend the text of the IS as necessary to address the comments received, showing additions in double-underline and deletions in ~~strike through~~. For any comments from responsible or trustee agencies, the consultant shall prepare draft response letters for signature by the environmental coordinator that shall be sent to the commenting agency and attached to the FMND, which shall show revisions to the IS in redline. Comments that are not from responsible or trustee agencies shall be acknowledged in the revised IS, along with any modifications to the IS made in response to comments.

The consultant shall prepare an administrative draft FMND, which shall consist of a *FMND Cover Page* (see Appendix M) and the *Initial Study Checklist* (see Appendix B), with any amendments to address comments received. The first administrative draft FMND shall be called FMND-1, the second draft shall be called FMND-2, and so on.

When the environmental coordinator determines that the FMND is acceptable for distribution, the environmental coordinator will request that the ERO sign the cover page. If the IS has been revised, the environmental coordinator will submit the amended PMND to the ERO, who will sign the FMND cover page upon determining the document to be adequate. The last page of the IS checklist shall remain the original, signed Initial Study signature page from the PMND. (If the pagination has changed due to Initial Study revisions, the new page number shall be indicated, but the former page number shall also be noted in parentheses, e.g., "Page 41 [Page 40 of the PMND Initial Study]). The environmental coordinator will provide the consultant with a distribution list for the FMND and the consultant shall distribute the FMND by mail and submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days. The consultant shall provide the environmental coordinator an electronic file of the FMND.

4.1.6 TASK 6: PMND APPEAL (IF APPLICABLE)

If the PMND is appealed to the Planning Commission, the environmental coordinator will send the consultant a copy of the appeal letter(s), schedule the appeal hearing date for the Planning Commission, post the notice of hearing at the Planning Department's Planning Information Center (PIC), and place a newspaper ad regarding the appeal hearing. The consultant shall obtain the distribution list from environmental coordinator and notify appropriate parties of the appeal hearing by mail. The consultant shall review the concerns raised in the appeal and identify any responses that may require additional analysis, require information from other parties, trigger recirculation, or otherwise require consultation with the environmental team. The consultant and the environmental coordinator shall agree upon a general approach to responding to the appeal concerns and develop a schedule for preparation of the appeal response. The consultant shall prepare an administrative draft *PMND Appeal Response Packet* (template not available; check with environmental coordinator for recent example). The first administrative draft shall be called AR-1, the second draft shall be called AR-2, and so on.

When the environmental coordinator approves the packet for distribution, the consultant shall distribute the packet to the distribution list provided by the environmental coordinator. Copies for responsible and trustee agencies and the State Clearinghouse, as applicable, shall be sent by certified mail or other form of transmittal that provides for proof of delivery. The number of copies of the packet required for distribution and for the project file will be determined by the environmental coordinator. The consultant shall provide the environmental coordinator an electronic file of the packet.

The consultant shall update the administrative record, as necessary, prior to the PMND appeal hearing. Please see Section 6.5, Administrative Record, for further discussion of this topic.

The environmental coordinator (and/or other Planning Department staff) will make the presentation to the Planning Commission at the PMND appeal hearing. The consultant shall attend the appeal hearing and be available to answer questions. Members of the consultant team with expertise in areas that are the subject of the appeal shall attend, if requested by the environmental coordinator.

If the Planning Commission upholds the PMND, the consultant shall prepare a FMND (see Task 8: FMND [After PMND Appeal] [If Applicable]) below. If the Planning Commission overturns the PMND, the consultant SOW will be determined in consultation with the environmental coordinator.

4.1.7 TASK 7: FMND (AFTER PMND APPEAL, IF APPLICABLE)

If the Planning Commission upholds the PMND, the consultant shall prepare an administrative draft FMND, which shall consist of a *FMND Cover Page* (see Appendix M) and the *Initial Study Checklist* (see Appendix B), with any amendments to address comments received. The first administrative draft FMND shall be called FMND-1, the second draft shall be called FMND-2, and so on. The date of the FMND shall be the date of the Planning Commission appeal hearing. For any comments from responsible or trustee agencies, the consultant shall prepare draft response letters for signature by the environmental coordinator that shall be sent to the commenting agency and attached to the FMND.

When the environmental coordinator determines that the FMND is acceptable for distribution, the ERO will sign the cover page. The last page of the IS checklist shall remain the original, signed Initial Study signature page from the PMND. (If the pagination has changed due to Initial Study revisions, the new

page number shall be indicated, but the former page number shall also be noted in parentheses, e.g., "Page 41 [Page 40 of the PMND Initial Study]). The environmental coordinator will provide the consultant with a distribution list for the FMND and the consultant shall distribute the FMND by mail and submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days. Copies for responsible and trustee agencies and the State Clearinghouse, as applicable, shall be sent by certified mail or other form of transmittal that provides for proof of delivery. The consultant shall provide the environmental coordinator an electronic file of the FMND for the file.

The consultant shall update the administrative record, as necessary, prior to publication of the FMND. Please see Section 6.5, Administrative Record, for further discussion of this topic.

4.1.8 TASK 8: FMND APPEAL (IF APPLICABLE)

If the FMND is appealed to the Board of Supervisors (BOS), the environmental coordinator will send the consultant a copy of the appeal letter(s), the BOS appeal hearing date, and notify appropriate parties of the appeal hearing. The consultant shall review the concerns raised in the appeal and identify any responses that may require additional analysis, require information from other parties, trigger recirculation, or otherwise require consultation with the environmental team. The consultant and the environmental coordinator shall agree upon a general approach to responding to the appeal concerns and develop a schedule for preparation of the appeal response. The consultant shall prepare an administrative draft *FMND Appeal Response Packet* (template not available; check with environmental coordinator for recent example). The first administrative draft shall be called AR-1, the second draft shall be called AR-2, and so on.

When the environmental coordinator determines that the packet is acceptable for distribution, the consultant shall distribute the packet to the distribution list provided by the environmental coordinator. The consultant shall provide the environmental coordinator with an electronic file of the packet.

The consultant shall update the administrative record, as necessary, prior to the FMND appeal hearing. Please see Section 6.5, Administrative Record, for further discussion of this topic.

The environmental coordinator (and/or other Planning Department staff) will make the presentation to the BOS at the FMND appeal hearing. The consultant shall attend the appeal hearing and be available to answer questions. Members of the consultant team with expertise in areas that are the subject of the appeal shall attend if requested by the environmental coordinator.

If the BOS upholds the FMND, no further action shall be required by the consultant, unless directed by the environmental coordinator. If the BOS requests additional analysis or overturns the FMND, the SOW for the additional effort by the consultant will be determined by the environmental coordinator in consultation with the consultant.

4.1.9 TASK 9: NOTICE OF DETERMINATION

A *Notice of Determination* (NOD) (see Appendix N) must be filed with the San Francisco County Clerk's Office within five working days of project approval. To ensure the NOD is filed in a timely manner, the project sponsor shall notify the environmental coordinator at least two weeks prior to the first project

approval action and provide the County Clerk processing fee in the form of a check made out to the San Francisco County Clerk. If the FMND determined that the proposed project would not have an effect on biological resources, the environmental coordinator will request a No Effect Determination from the CDFG. If CDFG finds the project ineligible for this determination, the project sponsor shall also provide the CDFG environmental filing fee payable to the San Francisco County Clerk. Following any applicable appeal period, the environmental coordinator will prepare the NOD and ensure that it is signed and filed. If the project requires approval by a state agency, the environmental coordinator will also send the NOD to the State Office of Planning and Research (OPR).

4.2 MND Contents

This section explains the substantive requirements for preparation of MNDs and other related documents. Please refer to Section 3.2, *Initial Study Contents*, for a discussion of the substantive requirements for preparation of an IS. Please refer to Section 4.1, *MND Procedures*, for an explanation of the applicable procedural requirements for MNDs.

4.2.1 PMND

The first page of the PMND shall be the *PMND Cover Page* (see Appendix H). The date of publication shall be the date on which the legal notice placed by the environmental coordinator appears in the local newspaper. The project description shall briefly summarize the project and shall not repeat the project address and assessor's block and lot number(s) identified elsewhere on the same page. If mitigation measures are identified in the IS, the starting and ending page numbers on which the mitigation measures are found shall be listed. The environmental coordinator will determine the final distribution list.

The *IS Checklist* (see Appendix B) shall be attached to the *PMND Cover Page*. Please refer to Chapter 3, *Initial Studies*, for guidelines on preparation of an IS.

4.2.2 MITIGATION MONITORING AND REPORTING PROGRAM

The *MMRP* (see Appendix L) shall be presented in tabular form. All of the mitigation measures from the IS shall be presented in the MMRP in their entirety. The mitigation measures shall be organized and grouped as follows, using the same environmental topic order as appears in the IS checklist for each group of measures: (A-1) Mitigation Measures Agreed to be Implemented by Project Sponsor and (A-2) Mitigation Measures Not Agreed to be Implemented by Project Sponsor or Feasibility of Mitigation Implementation Uncertain.

The MMRP shall include the following information for each mitigation measure identified in the IS:

- The text of the measure in its entirety
- The entity responsible for implementation of the measure
- The schedule or timing for implementation of the measure
- The specific mitigation action required

- The monitoring responsibilities, including the appointed monitor, City department, or other public agency responsible for monitoring and compliance verification
- The verification or monitoring schedule, including the frequency of monitoring or reporting to the decision-making body to ensure that mitigation implementation has been adequately completed to the satisfaction of the appointed monitor or responsible City department

4.2.3 FMND

The first page of the FMND shall be the *FMND Cover Page* (see Appendix M), which is a slightly modified version of the PMND Cover Page. The date of publication of the PMND shall be the date the PMND was published. If changes were made to the IS based on public comment and/or an appeal, the PMND publication date shall be the original publication date, “as amended on” the date the changes were made. If the PMND was appealed and amended, the “amended” date shall be the date of the public hearing.

The IS (see Appendix B) shall be attached to the FMND. If no changes were made to the IS based on public comment and/or an appeal, the IS attached to the FMND shall be the same as the one distributed with the FMND. If changes were made to the IS based on public comment and/or an appeal, the amended IS (with changes shown in redline) shall be the one attached to the FMND.

4.2.4 PMND APPEAL RESPONSE

A *PMND Appeal Response Packet* (template not available; check with environmental coordinator for recent example) for the Planning Commission shall consist of the following:

- A *PMND Appeal Packet Transmittal Memorandum*
- A *PMND Appeal Executive Summary*
- A draft Planning Commission *PMND Appeal Motion* upholding the decision to issue the MND (assuming the Planning Department has determined that the PMND was appropriately issued)
- *PMND Appeal Exhibit A* to the draft Planning Commission motion, containing responses to the concerns raised in the appeal letter(s)
- The appeal letter(s)
- The PMND and IS (amended, if required, with additions shown in redline)

Exhibit A shall contain responses to all substantive comments in the appeal letter(s). It shall be organized by topic in the order of topics presented in the IS. The comments shall be direct quotes from the appeal letter(s). If more than one appellant raised a similar comment, those comments shall be grouped together as a single comment. Long passages shall be separated into distinct comments if more than one concern is raised.

In drafting responses, the objectives shall be to:

- Address all substantive comments
- Acknowledge the comment
- Demonstrate the PMND’s adequacy by identifying the pages of the PMND where relevant information is already presented (if applicable)

- Provide the rationale for the approach used in the PMND and justify the information in the PMND as appropriate
- Clarify or expand upon information and analyses as needed to explain the PMND findings
- Modify the PMND if necessary to correct errors and improve the document
- Avoid introducing substantive new information or analyses that could trigger recirculation

Each comment shall be assigned a comment number based on the order of presentation and each response shall be assigned a corresponding number. For example, the first comment shall be “Comment 1” and the response to that comment shall be “Response 1.” The second comment and response shall be “Comment 2” and “Response 2,” respectively, and so on. A brief sentence summarizing the comment shall follow the comment number. The direct quotes from the appeal letter pertaining to that comment shall follow. If more than one appeal letter was filed, information identifying the commenter shall follow the quote. The format of the comment shall be as follows:

Comment XX-#: Summary comment.

“Direct quote from commenter.” (*Name of Commenter, Organization [If applicable], Type of Comment [Letter, E-mail, Fax], Date of Comment [Generally the Date Shown on the Correspondence]*)

The following is an example of a comment and response pertaining to noise impacts:

Comment 3: The increase in traffic volumes on Main Street would increase noise levels for residents along that street to an unacceptable level.

“The EIR didn’t do any acoustical evaluation of how all that traffic will affect residents on Main Street. It will be intolerably noisy.” (*Jane Doe, Main Street Neighborhood Association, Letter, January 15, 2011*)

“I live on Main Street and I can tell you that it’s already noisy from buses, truck, etc. and adding project traffic on top will make it even worse.” (*John Doe, E-mail, January 2, 2011.*)

Response 3

As discussed in Response 2, the PMND, page 30, determined that the proposed project would not result in a noticeable increase in traffic noise levels in the project area above the existing range of between 65dBA and 70 dBA. . . .

Wherever the response clarifies or corrects information in the PMND, text and graphic changes to the PMND shall be included as part of the responses in this chapter. Text in double-underline shall be used to represent language added or modified in the PMND; text with ~~strikethrough~~ shall be used to represent language deleted from the PMND. Revised graphics shall be indicated by a substitute graphic with the word “Revised” next to the figure number. The response shall describe the changes to the PMND in the present perfect tense (e.g., “The DEIR has been revised...”). The following is an example of a response identifying a revision to the PMND:

In order to clarify that the increase in traffic noise would not be significant, the following sentence has been added to the end of the first paragraph on page 30 of the PMND:

For the above reasons, the 2-dBA increase in ambient noise levels in the project area would be a less-than-significant impact.

Wherever the response clarifies or corrects information in the IS, text and graphic changes to the IS shall be included as part of the responses. Text in double-underline shall be used to represent language added or modified in the IS; text with ~~striketrough~~ shall be used to represent language deleted from the IS. Revised graphics shall be indicated by a substitute graphic with the word "Revised" next to the figure number.

4.2.5 FMND APPEAL RESPONSE

The *FMND Appeal Response Packet* for the BOS shall contain a *FMND Appeal Response Memorandum* (template not available; check with environmental coordinator for recent example). The memorandum shall begin with an Introduction section describing the background on the FMND publication, the FMND appeal filing, and the PMND appeal. The next section shall be Concerns Raised and Planning Department Responses, which shall present the appellant's concerns and responses to the concerns. It shall be organized by topic in the order of topics presented in the IS. The comments and responses shall be prepared following the guidance described above under section 4.2.4, PMND Appeal Response.

Wherever the response clarifies or corrects information in the IS, text and graphic changes to the IS shall be included as part of the responses. Text in double-underline shall be used to represent language added or modified in the IS; text with ~~striketrough~~ shall be used to represent language deleted from the IS. Revised graphics shall be indicated by a substitute graphic with the word "Revised" next to the figure number.

The final section of the appeal response memorandum shall be a Conclusion section stating whether or not the issues raised in the appeal alter the Planning Department's determination that a FMND was appropriately issued for the project. It shall also include the Planning Department's recommendation to the BOS of whether or not they should uphold the FMND and deny the appeal. Attachments to the appeal shall include the appeal letter(s) and the *PMND Appeal Response Packet*.

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5. ENVIRONMENTAL IMPACT REPORTS

This chapter of Environmental Planning's *Environmental Review Guidelines* (EP Guidelines) explains the procedural and content requirements for preparation of documents associated with preparation of environmental impact reports (EIRs), including draft EIRs (DEIRs), Response to Comments (RTC) documents, final EIRs (FEIRs), FEIR appeal response packets, and other related documents.

5.1 EIR Procedures

This section explains the procedural requirements for preparation of EIRs and other related documents. Please see Section 5.2, EIR Contents, for an explanation of the applicable substantive requirements. Chapter 3, Initial Studies, describes the procedural and substantive requirements for preparation of initial studies, which are typically used to focus the scope of the EIR.

5.1.1 TASK 1: PROJECT INITIATION

The consultant shall schedule a meeting with the environmental coordinator to discuss the scope and content of the EIR, including potential significant impacts, possible mitigation measures, projects to include within the cumulative impacts analysis, alternatives, and required technical studies. Other topics will include whether a public scoping meeting is required; whether an IS should be prepared and, if so, the timing of issuance relative to the notice of preparation and the public scoping meeting, if applicable; and potential topics to be included in the DEIR. If technical studies (e.g., transportation, historic architectural resources, archeological resources) are necessary, consultants preparing those studies shall attend the consultant meeting, or separate meetings, as directed by the environmental coordinator. (Please refer to Section 3.1.1, Technical Studies, for a discussion of such studies.) Planning Department staff with special expertise relevant to the project may also attend meetings with the consultant.

The consultant shall submit a draft scope of work (SOW), a draft EIR schedule, and a draft *Quality Assurance/Quality Control (QA/QC) Plan* (see Appendix D) and revise these items as necessary until approved by the environmental coordinator. If the environmental coordinator elects to have a consultant meeting, the consultant shall submit the draft scope of work, draft EIR schedule, and draft *QA/QC Plan*, along with a draft meeting agenda to the environmental coordinator a minimum of five business days prior to the consultant meeting. The consultant shall submit a final meeting agenda a minimum of one business day prior to the consultant meeting, along with a revised SOW, schedule and *QA/QC Plan*, if instructed to do so by the environmental coordinator. (See Chapter 7, Project Management, for further discussion of agenda, SOW, schedule, and *QA/QC Plan* requirements and templates.)

Following authorization to proceed, the environmental coordinator may instruct the consultant to arrange a kick-off meeting. The kick-off meeting is an opportunity for the environmental review team to receive an overview of the project; identify data gaps; review roles and responsibilities; discuss protocols for communications, site visits, and access; and agree on key milestones for the project schedule. The kick-off meeting is also an opportunity for the environmental coordinator to describe the kinds of project changes that could affect the environmental analysis and necessitate additional studies. Kick-off meeting

participants typically will include the environmental coordinator, the supervising senior planner, Planning Department technical specialists, project sponsor representatives, and key members of the consultant team. A deputy city attorney might also attend, if assigned to the project. The consultant shall prepare and submit a draft *Kick-off Meeting Agenda* (see Appendix E) one week prior to the kick-off meeting. The environmental coordinator will provide comments to the consultant at least one day in advance of the meeting. Following the kick-off meeting, if necessary, the consultant shall submit to the environmental coordinator a revised SOW, schedule, and QA/QC plan for review and comment and revise these items as necessary until approved by the environmental coordinator.

The consultant shall receive final written authorization to proceed with the agreed upon SOW by the environmental coordinator prior to starting work on the environmental document. The consultant shall promptly update the schedule, scope, and QA/QC plan as needed throughout the duration of the environmental review process, and provide the updated items to the environmental coordinator.

5.1.2 TASK 2: TECHNICAL STUDIES

Technical studies are typically needed to support the environmental analysis in the EIR. Please refer to Section 3.1.1, Task 1: Technical Studies, for further discussion of this task.

5.1.3 TASK 3: NOTICE OF PREPARATION/INITIAL STUDY

The consultant shall prepare an administrative draft *Notice of Preparation of an EIR* (NOP) (see Appendix O). As noted in Chapter 3, Initial Studies, in most cases, an NOP is issued with an IS attached. Although generally discouraged, the environmental coordinator may direct that no IS be prepared and the EIR include a full discussion of all IS topics, or that the IS be published separately, subsequent to issuance of the NOP but prior to publication of the DEIR.

The first administrative draft NOP shall be called NOP-1, the second draft shall be called NOP-2, and so on. If an IS is attached, the naming convention shall be NOP/IS-1, NOP/IS-2, and so on. The consultant shall submit a completed copy of the *Consultant's Checklist for Document Submittal* (see Appendix J) with each NOP or NOP/IS submitted. The consultant shall also prepare an administrative draft *Notice of Completion* (NOC) (obtained from the State Clearinghouse website) for distribution of the NOP to the State Clearinghouse and an administrative draft *Notice of Availability of the NOP* (see Appendix P). The consultant shall finalize the NOC and NOA based on comments received.

If an IS will be prepared for distribution with the NOP and the IS identifies mitigable environmental impacts that will not require analysis in the EIR, the consultant shall prepare an administrative draft *Agreement to Implement Mitigation Measures* (see Appendix K), which shall contain the mitigation measures in the IS, to be submitted to the environmental coordinator concurrently with NOP/IS-2. When the environmental coordinator determines that the *Agreement to Implement Mitigation Measures* is final and the NOP/IS is acceptable for publication, the consultant shall forward the final *Agreement to Implement Mitigation Measures* to the project sponsor for signature. The sponsor shall forward the signed copy to the environmental coordinator. Once the environmental coordinator receives the signed agreement, the ERO will sign the Initial Study Determination section of the IS checklist. The environmental coordinator will ensure that the project sponsor has paid the EIR fee prior to publication of the NOP.

When the environmental coordinator determines that the NOP, NOA and NOC are acceptable for distribution, the environmental coordinator will determine the publication date, place a legal notice in the newspaper, file the NOP with the County Clerk, and provide the consultant with a distribution list for the NOP and NOA. The consultant shall distribute the NOP and NOA by mail and submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days. Copies for responsible and trustee agencies and the State Clearinghouse, as applicable, shall be sent by certified mail or other form of transmittal that provides for proof of delivery and shall otherwise satisfy State Clearinghouse document submission requirements. The consultant shall provide an electronic file of the NOP for posting on the Planning Department website.

If an IS is attached to the NOP, the consultant shall submit the administrative record to the environmental coordinator prior to publication of the NOP/IS. Please see Section 6.5, Administrative Record, for further discussion of this topic.

The public review period for the NOP shall be 30 days.

Public Scoping Meeting (If Applicable)

If a public scoping meeting is required, the consultant or the project sponsor shall select an accessible location for the meeting in consultation with the environmental coordinator. The consultant shall arrange for a stenographer to prepare a legal transcript of the meeting and shall provide materials for the meeting including a *Sign-In Sheet*, *Written Comment Form*, *Agenda*, and *Speaker Cards* (see Appendix Q, Scoping Meeting Materials), directional signs, and extra copies of the NOP/IS. The consultant shall submit one draft of the scoping meeting materials for Planning Department review prior to finalization. The consultant shall attend the meeting. The environmental coordinator and/or other Planning Department staff will facilitate the meeting and direct the consultant on other meeting support duties.

The consultant shall submit a draft scoping meeting transcript, which the environmental coordinator will review for accuracy. The consultant shall provide an original plus two copies of the final transcript.

Scoping Comments Summary

The environmental coordinator will provide the consultant copies of written comments received during the scoping period, as well as notes on any substantive verbal comments received by telephone. The consultant shall prepare a brief summary of these comments, together with the oral comments made at the scoping meeting (if applicable), sorted by topic. The summary may be in bullet point or matrix format. The consultant shall revise the document to address reviewer comments until it is deemed final by the environmental coordinator. The consultant and the environmental coordinator shall discuss the comments received and determine how to take the comments into consideration in preparation of the DEIR.

5.1.4 TASK 4: DRAFT EIR

The consultant shall prepare an administrative draft DEIR. Prior to preparing the document, the consultant shall consult with the environmental coordinator to develop an agreed-upon approach to the analysis of project and cumulative impacts and make a preliminary decision as to which alternatives to include in the document. The final selection of alternatives shall be informed by the results of the

environmental analysis. The first administrative DEIR shall be called ADEIR-1, the second draft shall be called ADEIR-2, and so on. The consultant shall also submit an administrative draft *Notice of Availability of DEIR* (see Appendix R) and an administrative draft NOC (obtained from the State Clearinghouse website) with ADEIR-1. The environmental coordinator will not review these documents unless the EIR fee has been paid. The consultant shall submit a completed copy of the *Consultant's Checklist for Document Submittal* (see Appendix J) with each ADEIR submitted.

Agreement to Implement Mitigation Measures

The consultant shall prepare an administrative draft *Agreement to Implement Mitigation Measures* (see Appendix K) to be submitted to the environmental coordinator currently with ADEIR-2. The document shall include all mitigation measures identified in both the IS, if applicable, and the DEIR. When the environmental coordinator approves the final *Agreement to Implement Mitigation Measures* and determines that the DEIR is acceptable for publication, the consultant shall forward to the project sponsor for signature the final *Agreement to Implement Mitigation Measures*. The sponsor shall forward the signed copy to the environmental coordinator.

DEIR Publication

When the environmental coordinator approves the DEIR, NOA, and NOC for distribution and the project sponsor has signed the *Agreement to Implement Mitigation Measures*, the environmental coordinator will submit the DEIR to the ERO for review and approval. Upon ERO authorization, the environmental coordinator will determine the publication date, the DEIR Planning Commission hearing date, and the Historic Preservation Commission meeting date (if applicable); place a legal notice in the newspaper; post a copy of the NOA with the County Clerk; and provide the consultant with the Planning Department's distribution list for the DEIR and NOA. The consultant shall distribute the DEIR and NOA by mail and submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days. Copies for responsible and trustee agencies and the State Clearinghouse, as applicable, shall be sent by certified mail or other form of transmittal that provides for proof of delivery and shall otherwise satisfy State Clearinghouse document submission requirements.

For EIRs requiring State Clearinghouse coordination, the public review period shall be a minimum of 45 days but shall end no less than 5 days after the Planning Commission DEIR public hearing. In unusual and special circumstances, the environmental coordinator may request a shortened review period from the State Clearinghouse. Under no circumstances shall the consultant or project sponsor request a shorter review period directly from the State Clearinghouse. For EIRs requiring State Clearinghouse coordination, the start of the DEIR public review period shall begin on the same day as the submittal of the DEIR to the State Clearinghouse. Complete submissions (all required forms and copies) shall arrive by 12:00 p.m. at the State Clearinghouse to begin review on that day. The public review period for documents received after 12:00 p.m. shall begin the next business day.

For EIRs not requiring State Clearinghouse review, the DEIR public review period generally shall be a minimum of 45 days but shall end no less than 5 days after the Planning Commission DEIR public hearing. In unusual and special circumstances, the environmental coordinator may authorize a shortened review period.

The DEIR public review period shall start on the day after the newspaper notice is published.

Site Posting

The consultant shall ensure that notice of the DEIR publication is posted on the project site. The consultant shall post at least three 11-by-17-inch copies of the EIR NOA at various locations on or near the project site. Please refer to "Site Posting" under Section 4.1.4, Task 4: PMND, for specifications on placement of the NOA. The posting shall be done in a fashion that ensures that the NOA remains visible and readable for the duration of the specified period for public review of the DEIR. The consultant shall take appropriate measures to protect the NOA against inclement conditions. The consultant shall conduct at least two inspections to verify continued posting, once within one week of the initial posting and a second time within one week of the end of the notice period. Failure to properly post the property will result in postponement of the DEIR public hearing until after evidence of proper site posting is provided.

Upon posting the NOA at the start of the notice period, the consultant shall inform the environmental coordinator that the posting is complete. Within five calendar days of the end of the notice period, the consultant shall submit a *DEIR Declaration of Posting* (see Appendix S) signed under penalty of perjury. Please refer to "Site Posting" under Section 4.1.4, Task 4: PMND, for placement and documentation requirements.

Website Posting

The consultant shall provide an electronic file of the NOA and DEIR for posting on the Planning Department website.

Administrative Record

The consultant shall submit the administrative record prior to publication of the DEIR. Please see Section 6.5, Administrative Record, for further discussion of this topic.

DEIR Hearing

A public hearing shall be held before the Planning Commission to receive comments on the DEIR. The hearing shall be held at least 30 days after publication of the DEIR, but no later than five calendar days before the close of the review period. Notice of the Planning Commission hearing shall be given by publication in a newspaper of general circulation in the City on the date of publication of the DEIR and at least 30 days prior to the hearing, by posting in the offices of the Planning Department, by posting on or near the site proposed for the project; and by mail sent not less than 30 days prior to the hearing to the applicant, to the board, commission or department that is to carry out or approve the project, and to any other individual or organization requesting such notice.

The consultant shall attend the hearing and arrange for a court reporter to prepare a legal transcript of the hearing. The environmental coordinator and/or other Planning Department staff will make the presentation to the Planning Commission; no consultant presentation or staff report is required. Although DEIR hearings are not question and answer sessions, the environmental coordinator may request the presence of a specialist such as a geologist or traffic engineer, if those issues are controversial. The consultant shall assist the environmental coordinator in preparing the hearing presentation and responding to questions from the Planning Commission upon request.

The consultant shall submit a DEIR hearing transcript, which the environmental coordinator will review for accuracy. The consultant shall provide an original plus two copies of the final transcript.

For DEIRs that discuss historical architectural resources, a public meeting will be held before the Historic Preservation Commission (HPC) to provide an opportunity for the HPC to review and comment on the DEIR. When possible, the HPC meeting shall be scheduled no later than the week prior to the Planning Commission hearing. The environmental coordinator and/or other Planning Department staff will make the presentation to the HPC; no staff report is required. The consultant and the historic architectural resource consultant, if any, shall attend the hearing. The oral comments of the HPC and members of the public at the HPC meeting are not considered official comments on the DEIR. If the HPC subsequently sends a written comment letter on the DEIR, however, such comments shall be treated as official comments on the DEIR.

The environmental coordinator will provide the consultant copies of written comments received during the DEIR public review period, as well as notes on any substantive verbal comments received by telephone.

5.1.5 TASK 5: MITIGATION MONITORING AND REPORTING PROGRAM

The consultant shall prepare an administrative draft *Mitigation Monitoring and Reporting Program* (see Appendix L) or MMRP-1 that shall be submitted for review to the environmental coordinator along with submittal of ADEIR-2. MMRP-1 shall include all mitigation measures described in the IS and EIR. In the instance where improvement measures are included in the EIR, as determined by the environmental coordinator, they shall also be presented in the MMRP. The project sponsor shall also receive a copy of the MMRP-1 to review at this stage, to ensure agreement on implementation of proposed mitigation measures as part of the project and understanding of their role in mitigation implementation, monitoring and reporting. As directed by the environmental coordinator, the consultant shall finalize the MMRP concurrent with preparation of the FEIR, EIR findings, and statement of overriding considerations, as required, in order that this MMRP can be adopted with certification of the FEIR, adoption of the EIR findings and statement of overriding considerations, as required.

5.1.6 TASK 6: RESPONSES TO COMMENTS DOCUMENT

The environmental coordinator will send the consultant copies of any written comments received on the DEIR. The consultant shall review the DEIR comments (both written and oral) and identify any responses that may require additional analysis, require information from other parties, trigger recirculation, or otherwise require consultation with the environmental team. The consultant and the environmental coordinator shall agree upon a general approach to responding to the DEIR comments, including consideration of whether master responses should be provided. The consultant shall prepare an administrative draft *Responses to Comments* (RTC) document containing the Department's responses to the comments on the DEIR. The first administrative draft RTC document shall be called RTC-1, the second draft shall be called RTC-2, and so on.

The consultant shall submit a completed copy of the *Consultant's Checklist for Document Submittal* (see Appendix J) with each RTC document submitted.

When the environmental coordinator determines that the RTC document is acceptable for distribution, the environmental coordinator will submit the document to the ERO for review and approval. Upon ERO authorization, the environmental coordinator will determine the RTC publication date and the EIR certification meeting hearing date, and provide the consultant with a distribution list for the RTC document. The consultant shall distribute the RTC document by mail and submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days. The consultant shall provide an electronic file of the RTC document for posting on the Planning Department website.

The environmental coordinator will provide the consultant copies of written comments received after distribution of the RTC document and before the EIR certification hearing, as well as notes on any substantive verbal comments received by telephone. Upon request, the consultant shall assist the environmental coordinator in preparing responses to issues raised in late comments and, if directed, shall prepare errata amending the EIR to make additional corrections or other revisions.

The consultant shall submit the administrative record to the environmental coordinator prior to publication of the DEIR RTC document. Please see Section 6.5, Administrative Record, for further discussion of this topic.

5.1.7 TASK 7: FINAL EIR

EIR Certification Meeting

A public meeting shall be held before the Planning Commission for certification of the EIR. The meeting generally shall be held about two weeks but no less than ten days after distribution of the RTC document. The environmental coordinator will prepare a draft EIR certification motion for adoption by the Planning Commission. If requested by the environmental coordinator, the consultant shall prepare errata or other documentation to address comments on the RTC, EIR, or other issues that may arise prior to the certification meeting.

The environmental coordinator and/or other Planning Department staff will make the presentation to the Planning Commission. The consultant and any specialists, as requested by the environmental coordinator, shall attend the meeting and respond to questions as necessary.

For controversial projects where litigation is anticipated, the environmental coordinator may request a transcript of the EIR certification meeting. In such cases, the consultant shall arrange for a court reporter to prepare a transcript of the meeting, then submit an EIR certification meeting transcript, which the environmental coordinator will review for accuracy. The consultant shall submit the original, final transcript.

EIR Findings and Statement of Overriding Considerations

If the proposed project requires approval by the Planning Commission, the project approval hearing will usually be a separate agenda item immediately following the EIR certification. The Planning Department staff person processing the project approval, or current planner, typically will prepare the CEQA findings and, as required, a statement of overriding considerations, with the assistance of the city attorney, the project sponsor and/or project sponsor's attorney, and the environmental coordinator. The final documents will be incorporated into motions for adoption by the Planning Commission and, if required,

for later hearing before the Board of Supervisors (BOS). The MMRP will be an exhibit to the Planning Department's findings.

For publicly sponsored projects, the consultant's SOW may include assistance with preparation of the EIR findings, specifically preparation of portions of the document summarizing information from the EIR regarding the project description, project impacts and mitigation measures, description of project alternatives, and the impacts of the project alternatives. In these cases, the consultant shall coordinate with the environmental coordinator, current planner, and deputy city attorney to obtain the proper document template and prepare the required sections. The consultant shall revise the document to reflect review comments until deemed final by the environmental coordinator and current planner.

FEIR

The FEIR technically consists of the DEIR plus the RTC document and the Planning Commission's final motion certifying the EIR. The Planning Department routinely consolidates these documents into a single FEIR document following certification. Therefore, following the EIR certification meeting, the consultant shall prepare an administrative draft FEIR. The first administrative draft FEIR document shall be called FEIR-1, the second draft shall be called FEIR-2, and so on. (Often only one draft of the FEIR is needed.) The consultant shall submit a completed copy of the *Consultant's Checklist for Document Submittal* (see Appendix J) with each FEIR submitted.

When the environmental coordinator determines that the FEIR is acceptable for distribution, the environmental coordinator will provide the consultant with a distribution list for the FEIR. At a minimum, the FEIR shall be distributed to any responsible and trustee agency, regardless of whether such agency previously received both the DEIR and RTC document. Unless otherwise requested, the consultant shall provide the FEIR on compact disc (CD) to all responsible and trustee agencies. The consultant shall distribute the FEIR by mail and submit an *Affidavit of Mailing* (see Appendix G) to the environmental coordinator within five business days. The consultant shall also submit an electronic copy of the FEIR on CD in both Microsoft Word and searchable Adobe PDF format to the environmental coordinator.

The consultant shall submit the administrative record to the environmental coordinator prior to publication of the DEIR RTC document. Please see Section 6.5, Administrative Record, for further discussion of this topic.

5.1.8 TASK 8: FEIR APPEAL (IF APPLICABLE)

If the FEIR is appealed to the BOS, the environmental coordinator will send the consultant a copy of the appeal letter(s), the BOS appeal hearing date, and notify appropriate parties of the appeal hearing. The consultant shall review the concerns raised in the appeal and identify any responses that may require additional analysis, require information from other parties, trigger recirculation, or otherwise require consultation with the environmental team. The consultant and the environmental coordinator shall agree upon a general approach to responding to the appeal concerns and develop a schedule for preparation of the appeal response. The consultant shall prepare an administrative draft *FEIR Appeal Response Packet* (template not available; check with environmental coordinator for recent example). The first administrative draft shall be called AR-1, the second draft shall be called AR-2, and so on. When the

environmental coordinator determines that the packet is acceptable for distribution, the consultant shall distribute the packet to the distribution list provided by the environmental coordinator. The consultant shall provide the environmental coordinator an electronic file of the packet.

The consultant shall submit the administrative record to the environmental coordinator prior to the FEIR appeal hearing. Please see Section 6.5, Administrative Record, for further discussion of this topic.

The environmental coordinator (and/or other Planning Department staff) will make the presentation to the BOS at the FEIR appeal hearing. The consultant shall attend the appeal hearing and be available to answer questions. Members of the consultant team with expertise in areas that are the subject of the appeal shall attend and answer questions if requested by the environmental coordinator.

If the BOS upholds the FEIR, no further action shall be required by the consultant, unless directed by the environmental coordinator. If the BOS requests additional analysis or overturns the FEIR, the consultant SOW will be determined in consultation with the environmental coordinator.

5.1.9 TASK 9: NOTICE OF DETERMINATION

A NOD (see Appendix N) must be filed with the San Francisco County Clerk within five working days of project approval.

5.2 EIR Contents

This section explains the substantive requirements for preparation of EIRs and other related documents. Please refer to Section 5.1, EIR Procedures, for an explanation of the applicable procedural requirements.

5.2.1 NOP

See Appendix O for the *NOP* template. The date of the NOP publication shall be the date on which the legal notice of the NOP publication appears in the local newspaper.

Project Description

If no IS will be published with the NOP, a description of the proposed project shall be included in the NOP. The project description shall consist of a discussion of the project location, project characteristics, and project approvals. Please refer to Section 3.2.3, Project Description, for the content requirements for the project description.

Potential Environmental Effects

If no IS will be published with the NOP, this section shall highlight the key environmental topics that will be evaluated in the IS and/or DEIR. Unless otherwise directed by the environmental coordinator, this discussion shall not prejudice or otherwise attempt to determine the level of significance of potential project impacts.

Alternatives

This section shall briefly mention that the EIR will include a discussion of alternatives to the proposed project, including a No Project Alternative. The section may also note other alternatives that have been identified.

Public Scoping Process

This section shall identify the time, date, and place of the scoping meeting(s), if applicable; to whom written comments on the scope of the EIR may be sent; the deadline for submitting comments; and the address where documents and files relating to the proposed project are available for review.

Initial Study (If Applicable)

If an IS (see Appendix B) is to be published with the NOP, the IS shall be attached to the NOP. Please refer to Chapter 3, Initial Studies, for guidelines on preparation of an IS. In addition to the requirements for the IS set forth therein, an IS published with a NOP shall also include a discussion of the probable environmental effects of the project (see below).

5.2.2 DEIR**Front Cover**

The front cover is the front exterior of the DEIR and shall include only the following information:

- The words “Draft Environmental Impact Report”
- The words “Planning Department”
- The words “City and County of San Francisco”
- The City and County of San Francisco and the Planning Department logos
- Type of EIR, if applicable (e.g., supplemental or subsequent)
- Administrative draft number (for administrative drafts only)
- Project common name
- Planning Department case number
- State Clearinghouse number, if applicable
- DEIR publication date
- DEIR public hearing date
- DEIR public review period dates

The statement: “Written comments should be sent to Bill Wycko, Environmental Review Officer, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103 or bill.wycko@sfgov.org.” Consultant firm names, slogans, or logos shall not appear on the cover or anywhere in the EIR. Images depicting the project site are permitted, subject to the approval of the environmental coordinator, but no images of the proposed project shall be used. The cover shall be printed on cardstock. Please see Appendix T for a *DEIR Cover*. (Note that the placement of the graphic and text in the example DEIR Cover is intended to be illustrative and need not be strictly followed.)

DEIR Distribution Notice

The first page on the interior of the EIR shall be the *DEIR Distribution Notice* (see Appendix U) from the environmental review officer (ERO) to the recipients of the DEIR.

Title Page

The title page is the first page on the interior of the EIR. The title page shall be the same as the cover, less any images of the project site.

Table of Contents

Please refer to Section 3.2.2, Table of Contents, for a description of what the table of contents shall include. Please see Appendix V for a *DEIR Table of Contents*.

List of Acronyms and Abbreviations and/or Glossary of Terms

The list of acronyms and abbreviations shall contain all acronyms and abbreviations used throughout the EIR. A glossary of terms shall be included in DEIRs using uncommon technical, legal, and industry-related terms to describe or analyze the proposed project. The list and glossary of terms shall be arranged in alphabetical order.

Summary

The summary chapter shall include the following sections:

- **Project Synopsis** – An abbreviated discussion of the proposed project, including project characteristics, location, and setting.
- **Summary of Impacts, Mitigation Measures, and Improvement Measures** – A brief discussion of the date of issuance of the NOP or NOP/IS, the topics analyzed in the EIR, and the terms used in the EIR to describe the level of significance of impacts (e.g., No Impact, Less-Than-Significant Impact, etc.). In addition, this section shall include the following tables:
 - **Summary of Impacts of Proposed Project** – A matrix summarizing all of the environmental impacts of the project for the topics addressed in the EIR, mitigation measures for significant impacts identified in the EIR, improvement measures for less-than-significant impacts identified in the EIR, and the conclusion as to whether the impact would be reduced to below a significant level. The table shall include the environmental topic, the summary impact statement, the level of significance prior to mitigation, the mitigation measure or improvement measure, and the level of significance after mitigation. If an IS was prepared for the proposed project, the phrase “Identified in EIR” shall be added to the title of the table. Please see Appendix W for a *Summary of Impacts of Proposed Project* template.
 - **Summary of Significant Impacts of Proposed Project Identified in Initial Study** – A matrix summarizing only the significant environmental impacts of the project and mitigation measures for the topics not included in the EIR but which were included in the IS (if one was prepared). The table shall include the environmental topic, the

summary impact statement, the level of significance prior to mitigation, the mitigation measure, and the level of significance after mitigation.

- **Summary of Project Alternatives** – A brief discussion of each alternative and identification of the environmentally superior alternative. This section shall contain the following table:
 - **Comparison of Significant Impacts of the Project and Alternatives** – A matrix comparing the significant impacts of the proposed project to the impacts of the project alternatives, including the No Project Alternative. The table shall include summary characteristics of the project and alternatives, the summary impact statements for the significant impacts of the proposed project and alternatives for the resource topics covered in the EIR, and the level of significance after mitigation. Please see Appendix X for a *Comparison of Significant Impacts of the Project and Alternatives* table.
- **Areas of Known Controversy and Issues to Be Resolved** – An abbreviated discussion of controversy associated with environmental effects, mitigation, and alternatives and the issues to be resolved by the decision-making body or bodies.

The summary shall be as concise as possible, using clear, simple language, and generally shall not exceed 15 pages of text, or 50 pages including figures and tables. It should be printed on colored paper to distinguish it from other sections of the document.

Introduction

The introduction chapter shall include:

- The type, purpose, and function of the EIR
- A summary description of the project (one or two sentences)
- An explanation of the level of CEQA review (project level, program level, or both)
- The environmental review process, including, as applicable, filing of the EE Application, publication of the NOP and/or IS, public scoping meeting, and documents and hearings to follow
- A brief discussion of public comments received since publication of the NOP and/or IS and at the scoping meeting, as applicable, and how they have been addressed
- A statement of where copies of the DEIR and documents referenced in the DEIR can be obtained
- Instructions on how to comment on the DEIR

Project Description

The project description chapter shall include the project objectives, the project location, project characteristics, and the intended uses of the EIR. Each subchapter is described in further detail below.

Project Overview

This subchapter shall provide a brief overview of the proposed project. If the EIR includes both a project-level and program-level of review, this subchapter shall also include a statement of the level of review for the various project components.

Project Sponsor's Objectives

This subchapter shall identify the project sponsor, developer (if different), and architect, and discuss the overall purpose of the project. It shall list the project sponsor's objectives in numbered or bullet point format. Project objectives shall not be so narrowly defined as to preclude the analysis of a reasonable range of project alternatives.

Project Location

The discussion of project location in the DEIR shall include, at a minimum, the same project location information provided in the NOP. Please refer to "Project Location" under Section 3.2.3, Project Description, for specific content requirements of the project description.

Project Characteristics

The discussion of the project characteristics in the DEIR shall include, at a minimum, the same project characteristics information provided in the NOP. Please refer to "Project Characteristics" under Section 3.2.3, Project Description, for specific content requirements of the project description.

Intended Uses of the EIR

This subchapter shall include a brief discussion of the type of EIR (e.g., project, program, supplemental) and the rationale for the type of EIR selected. It shall also address the intended uses of the EIR, including a list of all approvals for which the EIR will be used and the agencies (local, regional, state, and federal) that will utilize the document in their decision-making. The list of approvals shall be categorized by jurisdiction and then by the order in which they are anticipated to occur. If the EIR type will only cover a portion of the required approvals, this subchapter shall clearly identified which approvals the EIR is intended to cover.

Plans and Policies

This chapter shall discuss the project's inconsistencies, if any, with applicable plans and policies. It is not necessary to discuss the project's consistency with plans and policies, nor is it necessary to list the policies that may be applicable to the project. If no inconsistencies are found, the discussion shall list the plans that were reviewed and state that no inconsistencies were identified. If inconsistencies are identified, the effect on the subject resource shall be addressed in a comprehensive manner in the appropriate section under "Environmental Impacts."

The plans that shall be analyzed include, but are not limited to:

- The *San Francisco Planning Code*
- The *San Francisco General Plan* (including any applicable community/area plan)
- The *Accountable Planning Initiative*
- The *San Francisco Bay Plan*
- Any urban design plans relevant to the proposed project (e.g., the *Better Streets Plan*) adopted in whole or in part for the purpose of avoiding or mitigating an environmental effect
- The Sustainability Plan for the City of San Francisco
- The *Bay Area Air Quality Plan*

- The *San Francisco Regional Water Quality Control Board Basin Plan*
- The *San Francisco Congestion Management Program*
- Any MTA plans and programs
- Any areawide waste treatment plans
- Any regional housing allocation plans
- Any habitat conservation plans and natural community conservation plans
- The *San Francisco Bay Plan*
- Any other regional land use plans for the protection of the coastal zone

Environmental Setting and Impacts

This chapter shall provide a description of the existing environmental setting and the impacts of the proposed project. The order of subject areas shall follow the order of subject areas listed in the IS checklist unless otherwise directed by the environmental coordinator.

If an IS was prepared along with the NOP, this chapter shall only include those topics that were found in the IS to have “Potentially Significant Impacts.” Additional topics that were adequately covered in the IS may be included for informational purposes, at the discretion of the environmental coordinator, and shall be identified as such. Further, other topics may be included if new information becomes available that requires new analysis or explanation that was not included in the IS.

If no IS was prepared, this chapter shall contain a subsection for each of the subject areas of the IS. (In other words, each IS topic shall be discussed in a subsection at an equal heading level.) The discussion of environmental setting and impacts within each category shall be organized into the subsections described below.

Introduction (to Environmental Setting and Impacts)

The introduction to the Environmental Setting and Impacts chapter shall list the topics addressed in this chapter of the EIR, with reference to the IS, if applicable, used to determine the scope of the EIR. If a topic screened out in the IS needs to be included in the EIR due to a change in the methodology for analyzing that topic or for other reasons, such reasons shall be explained herein.

- **New Amendments to the CEQA Guidelines** – This section shall be included if an IS was prepared and the Natural Resources Agency adopted substantive amendments to Appendix G of the CEQA Guidelines subsequent to publication of the IS. In such cases, this section shall summarize the Appendix G updates and either: 1) explain why either no further consideration of this topic is required in the EIR or 2) refer to the section of the EIR where a detailed analysis of the checklist topic can be found.
- **Format of the Environmental Analysis** – This section shall describe the format of each subchapter in the Environmental Setting and Impacts chapter (i.e., Introduction, Environmental Setting, Regulatory Framework, and Impacts and Mitigation Measures). The discussion of the format of the Impacts and Mitigation Measures section shall include an explanation of the impact statement and mitigation measure numbering and the terms used in the EIR to describe the level of significance of impacts. The terms and descriptions used shall be:

- **No Impact** – No adverse changes (or impacts) to the environment are expected.
- **Less-Than-Significant Impact** – Impact that does not exceed the defined significance criteria or would be eliminated or reduced to a less-than-significant level through compliance with existing local, State, and federal laws and regulations.
- **Less-Than-Significant Impact with Mitigation** – Impact that is reduced to a less-than-significant level through implementation of the identified mitigation measures.
- **Significant and Unavoidable Impact with Mitigation** – Impact that exceeds the defined significance criteria and can be reduced through compliance with existing local, State, and federal laws and regulations and/or implementation of all feasible mitigation measures, but cannot be reduced to a less-than-significant level.
- **Significant and Unavoidable Impact** – Impact that exceeds the defined significance criteria and cannot be eliminated or reduced to a less-than-significant level through compliance with existing local, State, and federal laws and regulations and for which there are no feasible mitigation measures.

The term “potentially significant” shall not be used in EIRs to describe the level of significance of impacts. Although an impact may be identified as potentially significant in an IS if further analysis in an EIR is required to determine the level of significance, the EIR shall classify the impact in one of the above-listed categories. If it is uncertain whether the significant impact would occur, even after rigorous evaluation, the impact shall be assumed to be significant and all feasible mitigation measures shall be identified.

- **Approach to Analysis** – This section shall be included if necessary to explain analytical constructs that apply to the impact analysis throughout the EIR (as opposed to those that apply only to a certain topic, in which case the approach shall be discussed within the Approach to Analysis section in the pertinent resource subchapter). Examples include assumptions regarding growth forecasts and areas of greatest change for area plans. If the proposed project is complex and the analysis is subdivided to address the project components in a certain order or combination, this section shall describe that approach. If the project description includes variants, this section shall explain how the variants are addressed within each topic of this chapter, or alternatively shall identify the specific topics where the variant is addressed if the physical environmental effects of the variant would be limited.
- **Approach to Cumulative Analysis** – This section shall be included to describe the cumulative context for the analysis of cumulative impacts in the EIR. If an Approach to Analysis section is included (see above item), the cumulative approach shall be a subsection of that section. Either the list approach or the projection approach shall be specified, as determined by the environmental coordinator. Generally, the projection approach, based on citywide growth forecasts, shall be employed, unless consideration of individual projects anticipated in the project vicinity and is required in order to adequately assess cumulative impacts. In some cases, the list approach may be employed for some topics and the projection approach may be employed for others, depending on which approach best suits the individual resource topic being analyzed. If the list approach is used, the projects shall be individually listed and described in either a table or in bullets. As described below, the cumulative impacts of the project shall be addressed under a separate impact statement at the end of the subsection under each resource topic.

If Land Use was scoped out of the EIR through the IS, a Land Use Setting subsection may be included for informational purposes within the Introduction to the Environmental Setting and Impact chapter, at the discretion of the environmental coordinator.

Following the Introduction to the Environmental Setting and Impact chapter, the EIR shall include subchapters on each environmental topic addressed in the EIR. The following is a description of the sections that shall be included in each environmental topic subchapter.

Introduction (to Each Environmental Topic Subchapter)

This section shall include a brief description of the types of impacts that are analyzed in the subchapter. If an IS was prepared, the section shall reference the pages in the IS that addressed that applicable topic and state the IS conclusion with regard to the topic. IS checklist items screened out from further review for the topic shall be noted.

Environmental Setting

The setting subchapter shall describe the existing baseline physical conditions of the project site and surroundings, generally at the time of issuance of the NOP, in sufficient detail and breadth to permit a general understanding of the environmental effects of the project. It shall start from the regional perspective and then focus on site-specific details.

Regulatory Framework

The regulatory framework subchapter shall describe federal, state, and local regulatory requirements that are directly applicable to the environmental topic being analyzed. If a commonly known state or federal regulation is not applicable to the project, it may be appropriate to explain briefly why this is the case to assure the reader that the regulation has not been overlooked.

Impacts and Mitigation Measures

Significance Thresholds

This subchapter shall identify the thresholds of significance used to assess the severity of the environmental impacts of the project. Thresholds of significance shall be developed consistently with Planning Department guidance.

Approach to Analysis

This subchapter shall explain any unique methods or analytical models used to identify impacts for the particular environmental resource. If no IS was prepared, IS checklist subtopics that are not applicable to the proposed project shall be identified here and shall then be excluded from further discussion in this chapter. In addition, if significance thresholds discussed above would apply to only one project phase or another (e.g., construction versus operation), this analytical approach shall be described herein as a means of streamlining the impact evaluation. If the project description includes variants that would not have a physical environmental effect relevant to the particular environmental resource, this subchapter shall indicate as much.

Impact Evaluation

The impact evaluation shall describe the direct and indirect adverse impacts of the project on the environment, with consideration of both short-term and long-term effects. The analysis shall cover all phases of the project, including planning, acquisition, construction, and operation. If variants to the project are being analyzed in the EIR, the variant analysis shall be integrated into the impact analysis in this chapter for all topics, as applicable. For all impacts, the focus of the analysis shall be on significant adverse impacts, although all potential adverse environmental effects shall be identified. In general, the beneficial environmental impacts of the project shall not be discussed unless they are substantial and incontrovertible. (Note that project benefits may be identified as project objectives. Refer to discussion of Project Objectives, above.)

The impact analysis shall be organized by impact statements that directly relate to the significance thresholds. Unless otherwise warranted, each impact statement shall be worded to clearly reflect the applicable significance criterion, in either the affirmative or negative, so that it is clear which criterion is being addressed and one can easily confirm that all criteria are evaluated. Each impact statement shall describe the impact that would occur without mitigation.

Please refer to Section 3.2.7, Evaluation of Environmental Effects, for a description of the formatting and content requirements of impact statements. The formatting of impact statements in EIRs is the same as the formatting in IS's, with the following exceptions:

- As noted above, the significance determination "Potentially Significant" shall not be used in EIRs.
- The impact statements in EIRs shall correspond to the significance criteria, which are not necessary the same as the Initial Study Checklist questions.
- The level of significance of the impact indicated in parentheses at the end of the impact statement shall use the terms described above under "Format of the Environmental Analysis," rather than the categories identified in the Initial Study Checklist.

The following are examples of impact statements for the analysis of project-specific impacts on aesthetics with regard to the significance threshold "Have a substantial adverse effect on a scenic vista."

If the project would not have an impact and, thus, mitigation is not required.

Impact AE-1: The proposed project would not have a substantial adverse effect on a scenic vista. (No Impact)

If the project would have an impact, but the impact would be less than significant and, thus, mitigation is not required:

Impact AE-1: The proposed project would not have a substantial adverse effect on a scenic vista. (Less than Significant)

If the project would have a significant impact, but the impact could be reduced to a less-than-significant level with mitigation:

**Impact AE-1: The proposed project would have a substantial adverse effect on a scenic vista.
(Less than Significant with Mitigation)**

If the project would have a significant impact that cannot be reduced to a less-than-significant level with mitigation:

**Impact AE-1: The proposed project would have a substantial adverse effect on a scenic vista.
(Significant and Unavoidable with Mitigation)**

If the project would have a significant impact that is unavoidable and for which there are no feasible mitigation measures:

**Impact AE-1: The proposed project would have a substantial adverse effect on a scenic vista.
(Significant and Unavoidable)**

Mitigation measures shall be presented immediately following the discussion of the related significant impact. Similarly, if improvement measures are recommended to reduce or avoid impacts that are identified as being less than significant, the improvement measure shall be presented immediately following the discussion of the related less-than-significant impact. Please refer to Section 3.2.7, Evaluation of Environmental Effects, for a description of the formatting and content requirements of mitigation measures and improvement measures.

Cumulative Impacts

The cumulative impacts of the project shall be described in a separate subsection following the project-specific impact analysis. Please refer to Section 3.2.7, Evaluation of Environmental Effects, for a discussion of the of the formatting and content requirements of the cumulative impact analysis.

Other CEQA Issues

Growth-Inducing Impacts

This subchapter shall discuss how the project might foster economic or population growth or other activities that could impact environmental resources, including community services and facilities. If the impacts associated with growth are significant, feasible mitigation measures and/or alternatives to the project must be identified. Each significant growth-inducing impact shall be keyed to a subject area abbreviation (i.e., "GR") and an impact number (e.g., 1, 2, 3) for a combined alpha-numeric code (e.g., Impact GR-1, Impact GR-2, Impact GR-3). Similarly, each mitigation measure shall be keyed with a combined alpha-numeric code with an "M" in front to signify it is a mitigation measure (e.g., Mitigation Measure M-GR-1 for a mitigation measure for Impact GR-1).

Significant Unavoidable Impacts

This subchapter shall identify the significant impacts of the project that cannot be reduced to a less-than-significant level with implementation of feasible mitigation measures. It shall include a separate heading level for each resource area for which a significant unavoidable impact would occur. The discussion shall reference the impact statements by number for each significant and unavoidable impact, summarize the impact, reference any mitigation measure by number and title that addresses the identified impact, and summarize each applicable mitigation measure.

Significant Irreversible Changes

A discussion of irreversible impacts is required only for EIRs for the adoption, amendment, or enactment of a plan, policy, or ordinance of a public agency, the adoption of a Local Agency Formation Commission resolution, or a project requiring preparation of an environmental impact statement pursuant to the National Environmental Policy Act (NEPA). For projects meeting these criteria, this subchapter shall describe significant irreversible environmental changes impacts associated with uses of nonrenewable resources, considering all phases of project implementation. If the irreversible impacts are significant, any feasible mitigation measures and/or alternatives to the project must be identified. For projects not meeting the above criteria, this subchapter shall explain why the discussion of irreversible impacts is not required.

Areas of Known Controversy and Issues to Be Resolved

This subchapter shall discuss any controversy associated with environmental effects, mitigation, and alternatives and the issues to be resolved or decided by the decision-making body.

Alternatives

The alternatives chapter shall present a reasonable range of alternatives to the proposed project, including the required No Project Alternative. Each alternative shall be assigned a letter, starting with "A" for the No Project Alternative, along with a brief title (e.g., "Alternative A: No Project").

Introduction

This subchapter shall contain a summary of the significant project impacts that the alternatives are intended to reduce or avoid. It shall describe the approach to developing and conducting an initial assessment of the feasibility of the alternatives evaluated in the EIR. The subchapter shall also list the names of the alternatives evaluated in this chapter.

Alternative A, B, C, etc.

Each alternative shall be evaluated in a separate subchapter consisting of two parts: "Description" and "Impacts." The Description section shall include a description of the alternative, including all required approvals. If the alternative includes a change in the project form in any way from that of the proposed project, such as would be the case for a preservation alternative, a graphic representation (e.g., floor plans, elevations, sections, etc.) of the alternative shall be included to illustrate the features of the alternative. The consultant shall coordinate with the environmental coordinator to determine the appropriate graphics required.

For each alternative, the environmental impacts of the alternative in each of the major topics analyzed in the impacts chapter of the EIR shall be addressed, along with a brief assessment of the impacts in topical areas that were screened out in an IS, if one was prepared. The analysis shall reference the numbered impact statements of the proposed project, as applicable, in the discussion of the relative impacts of the alternative. The analysis shall address whether the alternative would eliminate or reduce significant impacts, require mitigation measures (including for topics that were screened out in an IS, if one was prepared), and meet the majority of the project objectives. The discussion of the extent to which the alternatives satisfy the majority of the project objectives shall be brief.

The No Project Alternative must be included to provide a comparison of the environmental impacts that would result if the project is approved with what would occur if the project is not approved.

If the project includes demolition or alteration of a historic structure, the EIR shall include an alternative that would fully preserve the structure. In addition, a partial preservation alternative shall be considered. The consultant shall develop the full preservation alternative and partial preservation alternative, if applicable, in consultation with the environmental coordinator and the Department preservation specialist.

The alternatives chapter shall include a *Comparison of Significant Impacts of the Project and Alternatives* table (see Appendix X). The table shall include a summary description of the primary characteristics of the proposed project and alternatives, the summary impact statements for the significant impacts of the project, and the level of significance of the impacts of the alternatives as compared to the significant impacts of the project.

Environmentally Superior Alternative

The subchapter shall briefly compare the impacts of the alternatives to the impacts of the proposed project and to one another and identify the environmentally superior alternative. If the environmentally superior alternative is the No Project Alternative, this subchapter shall identify the environmentally superior alternative among the other alternatives.

Alternatives Considered but Rejected

This subchapter shall identify alternatives seriously considered but not carried forward for analysis in the EIR. The rationale for rejection of the alternative shall be stated (e.g., the alternative was found to be largely infeasible or it was found to be within the range of alternatives carried forward for analysis). If an off-site alternative is not carried forward for analysis, the reason for its rejection shall be addressed here. This section shall not provide an exhaustive list of alternatives considered, but rather shall focus on the main alternative concepts that were not carried forward for analysis. Alternatives suggested during public comment shall be acknowledged here if not carried forward for analysis.

Report Preparers

This chapter shall identify all staff, agencies, and, consultants who prepared the EIR, the project sponsor team, and all federal, state, or local agencies, organization, and individuals who were consulted during preparation of the EIR (if not otherwise cited as a footnote in the EIR). The lists shall indicate the name, title, affiliation, and a very brief explanation of each individual's role in the preparation of the EIR or on the sponsor's team, as applicable. The ERO, environmental coordinator, and EIR supervisor shall be included as EIR authors. In addition, if the DEIR includes a discussion of transportation, historic architectural resources, and/or archeological resources, the Planning Department staff transportation planner, preservation planner, and/or archeology planner, respectively, shall be identified as authors. In addition, any deputy city attorney advising the Planning Department in preparation of the EIR shall be identified as an author. The consultants shall include all consultants and subconsultants that prepared or contributed materials or were consulted in preparing materials for the EIR. The project sponsor's team shall include the project sponsor, project attorney, and project architect, as applicable.

Appendices

Appendices to the DEIR must include, at a minimum, the NOP and, if applicable, the IS and any Planning Department written responses to comments on the NOP and IS. Information that is fundamental to the public's understanding of the DEIR analysis may be included as a DEIR appendix on a case-by-case basis, as determined by the environmental coordinator. In general, technical studies that substantiate material in the DEIR need not be included as appendices. Instead, where referenced in the DEIR text, such studies shall be noted as being available for public review in the Planning Department's files for the project and shall be included in the EIR administrative record. Divider pages for the appendices should be printed on brightly colored paper and shall identify the appendix number and the title/contents of the appendix. In some cases, the environmental coordinator may direct that the appendices be included as a CD attached to the inside back cover of the DEIR, or as a separate volume to the DEIR.

FEIR Request Postcard

The page prior to the back cover of the DEIR shall be a double-sided *FEIR Request Postcard* (see Appendix Y) printed on cardstock and sized appropriately so as to qualify for the United States Postal Service postcard postage rate. DEIR recipients wishing to receive a copy of the FEIR can cut out the postcard and mail it to the environmental coordinator.

Back Cover

The back cover of the DEIR shall be printed on cardstock. If the DEIR includes a large volume or volumes of appendices that are not being distributed to most recipients of the DEIR, the inside of the back cover shall include a CD pocket containing a CD of the DEIR appendices.

5.2.3 RTC DOCUMENT

Front Cover

The cover is the front exterior of the document and shall include:

- The words "City and County of San Francisco Planning Department"
- Type of EIR, if applicable (e.g., supplemental or subsequent)
- The words "Responses to Comments on DEIR"
- Administrative draft number (for administrative drafts only)
- Project common name
- Planning Department case number
- State Clearinghouse number, if applicable
- DEIR publication date
- DEIR public hearing date
- DEIR public review period dates (If the DEIR public review period was extended by Planning Commission or other action subsequent to publication of the DEIR, the cover of the FEIR shall show the actual, extended public review period)
- FEIR certification meeting date

Consultant firm names, slogans, or logos shall not appear. Images depicting the project site are permitted, but no images of the proposed project shall appear. The cover shall be printed on cardstock.

Please see Appendix Z for a *Responses to Comments Cover*.

Response to Comments Distribution Notice

The first page on the interior of the RTC document shall be the *Responses to Comments Distribution Notice* (see Appendix AA) from the ERO to the recipients of the RTC document.

Title Page

The title page is the first page on the interior of the RTC document. The cover shall be a black and white version of the cover, less any images of the project site.

Table of Contents

The table of contents shall include:

- A listing of chapters and subchapters in the document, including the chapter/subchapter title and page number
- A listing of the figures in the document, including the figure name and page number
- A listing of the tables in the document, including the table name and page number
- A listing of the appendices in the document, including the appendix name and page number

Please see Appendix BB for a *Responses to Comments Table of Contents*.

Introduction

The introduction chapter shall include the subchapters described below.

Purpose of the Responses to Comments Document

This subchapter shall explain the purpose of the RTC document, how the document relates to the DEIR and the FEIR, and the treatment of comments not pertaining to physical environmental issues.

Environmental Review Process

This subchapter shall briefly summarize the environmental review process for the project, from issuance of the NOP through the EIR certification hearing and preparation of the FEIR. This discussion shall be consistent with the discussion of the environmental review process in the Introduction chapter of the DEIR. (Please refer to the fourth bullet under "Introduction" in Section 5.2.2, Draft EIR.)

Document Organization

This subchapter shall describe the contents and organization of each of the chapters of the RTC document.

Project Description Revisions (If Applicable)

This chapter shall be included if the project description was revised subsequent to the publication of the DEIR. In this case, this chapter shall describe the revisions to the project and explain how these changes affect the analysis and conclusions of the DEIR regarding the project's impacts.

Wherever the project revisions alter the accuracy of the information in the DEIR, text and graphic changes to the EIR shall be included in this chapter. Text in double-underline shall be used to represent language added or modified in the DEIR; text with ~~striketrough~~ shall be used to represent language deleted from the EIR. Revised graphics shall be indicated by a substitute graphic with the word "Revised" next to the figure number. The chapter shall describe the changes to the DEIR in the present perfect tense (e.g., "The DEIR has been revised..."). The chapter shall also explain why the revisions do not require recirculation of the DEIR (assuming that this is the case).

List of Persons Commenting

This chapter shall contain a list of the agencies, organizations, and individuals who submitted written comments during the public review period or spoke at the public hearing on the DEIR. The list shall be organized into the following groups:

- Federal, State, Regional, and Local Agencies, Boards, and Commissions
- Organizations
- Individuals

The list shall identify whether the persons listed submitted comments in writing (letter, e-mail, or fax), orally at the DEIR public hearing, or both.

Comments and Responses

This chapter shall contain responses to all substantive comments received on the DEIR. It shall be organized by topic in the order of topics presented in the DEIR. If the comments also address topics from an IS published prior to the DEIR, such comments shall be addressed following the DEIR comments and shall be organized in the sequence of topics in the IS checklist. All comments shall be direct quotes from the comment letters and hearing transcript. If more than one commenter raised a similar comment, those comments shall be grouped together as a single comment. Long passages shall be separated into distinct comments if more than one concern is raised.

In drafting responses, the objectives shall be to:

- Address all substantive comments, both written and oral
- Acknowledge the comment, but not summarize it (except for the summary of the comment preceding the response)
- Demonstrate the DEIR's adequacy by identifying the pages of the DEIR where relevant information is already presented (if applicable)
- Provide the rationale for the approach used in the DEIR and justify the information in the DEIR as appropriate

- Clarify or expand upon information and analyses as needed to explain the DEIR findings
- Modify the DEIR if necessary to correct errors and improve the document
- Avoid introducing substantive new information or analyses that could trigger recirculation

Each comment shall be coded by subject area using the environmental topic abbreviations identified in Table 3-1. Additional subject areas may be used in the coding of comments, including:

General Comments	GC
Project Description and Objectives	PD
Alternatives	AL
Other CEQA Considerations	OC
Mitigation Measures	MM

Each comment shall be assigned a comment number based on the order of presentation under each topic, and each response shall be assigned a corresponding number. For example, the first comment pertaining to Alternatives shall be "Comment AL-1" and the response to that comment shall be "Response AL-1." The second comment and response regarding alternatives shall be "Comment AL-2" and "Response AL-2," respectively, and so on. A brief sentence summarizing the comment shall follow the comment number. The direct quotes from the comment letter and transcript pertaining to that comment shall follow. The format of the comment shall be as follows:

Comment XX-#: Summary comment.

"Direct quote from commenter." (Name of Commenter, Organization [If applicable], Type of Comment [Letter, E-mail, Fax, Public Hearing Transcript], Date of Comment [Generally the Date Shown on the Correspondence])

The following is an example of a comment and response pertaining to noise impacts:

Comment NO-3: The increase in traffic volumes on Main Street would increase noise levels for residents along that street to an unacceptable level.

"The EIR didn't do any acoustical evaluation of how all that traffic will affect residents on Main Street. It will be intolerably noisy." (Jane Doe, Main Street Neighborhood Association, Letter, January 15, 2011)

"I live on Main Street and I can tell you that it's already noisy from buses, truck, etc. and adding project traffic on top will make it even worse." (John Doe, Public Hearing Transcript, January 2, 2011.)

Response NO-3

As discussed in Response NO-2, the Initial Study (DEIR Appendix A, page 30) determined that the proposed project would not result in a noticeable increase in traffic noise levels in the project area above the existing range of between 65 dBA and 70 dBA. . .

Wherever the response clarifies or corrects information in the DEIR, text and graphic changes to the EIR shall be included as part of the responses in this chapter. Text in double-underline shall be used to represent language added or modified in the DEIR; text with ~~strike through~~ shall be used to represent language deleted from the EIR. Revised graphics shall be indicated by a substitute graphic with the word “Revised” next to the figure number. The response shall describe the changes to the DEIR in the present perfect tense (e.g., “The DEIR has been revised...”). The response shall also note that the revision does not change the analysis or conclusions presented in the DEIR (provided this is the case).

The following is an example of a response identifying a revision to the DEIR:

In order to clarify that the increase in traffic noise would not be significant, the following sentence has been added to the end of the first paragraph on page IV.D-17 of the DEIR:

For the above reasons, the 2-dBA increase in ambient noise levels in the project area would be a less-than-significant impact.

This revision does not change the analysis or conclusions presented in the DEIR.

Where deemed appropriate by the environmental coordinator, the RTC document may include master responses. Master responses are used to provide comprehensive, cohesive, and easily located responses to similar concerns raised by multiple commenters and to avoid unnecessary repetition in individual responses. Master responses also address interrelated issues in a broader context than might be addressed in individual responses. When issues are addressed in this broader context, the relationships between the individual issues raised can be explained more clearly. As appropriate, responses to individual comments shall refer to the appropriate the master response.

Master responses shall be coded “MR” and shall be included at the beginning of this chapter, prior to the comments and responses coded by environmental topic.

DEIR Revisions

This chapter shall contain all of the changes to the DEIR text and graphics noted in the responses to the comments received. Staff-initiated changes to clarify information presented in the DEIR shall also be included, as applicable, and shall be highlighted by an asterisk (*) in the margin to distinguish them from text changes in response to comments. The changes shall be organized in the order of the DEIR table of contents. The chapter shall describe the changes to the DEIR in the present perfect tense (e.g., “The DEIR has been revised...”).

Attachments

RTC document appendices (called “attachments” to distinguish them from the DEIR appendices) shall include the DEIR Comment Letters and the DEIR Hearing Transcript. The comment letters shall be organized in the order in presented in the List of Persons Commenting. The individual comments within each letter shall be bracketed and the comment number shall be identified in the margin to the right of the comment.

Divider pages shall identify the attachment number and the title/contents of the attachment.

Back Cover

The back cover of the RTC document shall be printed on cardstock.

5.2.4 MMRP

The *MMRP* (see Appendix L) is a separate document from the EIR and shall be presented in tabular form. Please refer to Section 4.2.2, Mitigation Monitoring and Reporting Program, for a description of the content requirements of MMRPs.

5.2.5 FEIR

The FEIR contents shall be a combination of items from both the DEIR and RTC documents, as described below. In general, the DEIR chapters shall remain as separate chapters, while the RTC document shall be a single chapter in the FEIR. The DEIR chapters shall be revised to reflect changes noted in the RTC document, and shall be printed in “clean” format with all ~~striketrough~~ and double-underline removed. Changes from the DEIR text shall be indicated by a dot (•) in the left margin.

Cover

The cover is the front exterior of the document and shall be the same as the RTC cover, except that “Response to Comments” shall be changed to “Final Environmental Impact Report” and “RTC” shall be changed to “RTC.” Please see Appendix CC for a *FEIR Cover*.

Certification Motion

The final Planning Commission motion certifying the EIR shall be the first item in the FEIR.

Title Page

The title page shall be a black and white version of the cover, less any images of the project site. It shall include the words: “Changes from the DEIR text are indicated by a dot (•) in the left margin.”

List of Acronyms and Abbreviations and/or Glossary of Terms

If the DEIR and/or RTC document contained a List of Acronyms and Abbreviations and/or a Glossary of Terms, the combined list and glossary, as applicable, shall follow the title page of the FEIR.

Table of Contents

The table of contents shall identify all contents of the FEIR. (Please refer to Section 3.2.2, Table of Contents, for a description of the requirements of the table of contents.) Appendix DD shows a sample *FEIR Table of Contents*.

Summary

This chapter shall be the Summary chapter from the DEIR.

Project Description

This chapter shall be the Project Description chapter from the DEIR.

Plans and Policies

This chapter shall be the Plans and Policies chapter from the DEIR.

Environmental Setting and Impacts

This chapter shall be the Environmental Setting and Impacts chapter from the DEIR.

Other CEQA Issues

This chapter shall be the Other CEQA Issues chapter from the DEIR.

Alternatives

This chapter shall be the Alternatives chapter from the DEIR.

EIR Preparers and Persons and Organizations Contacted

This chapter shall be the EIR Preparers chapter from the DEIR, updated as necessary to reflect any changes since publication of the DEIR.

Responses to Comments

This chapter shall be the RTC document in its entirety, including the RTC table of contents and appendices (attachments), without alteration (except to number it as a chapter of the FEIR).

Appendices

This chapter shall be the appendices to the DEIR. Divider pages shall identify the appendix number and the title/contents of the appendix.

Back Cover

The back cover of the FEIR shall be printed on cardstock.

5.2.6 FEIR APPEAL RESPONSE PACKET

In the event of an appeal, the *FEIR Appeal Response Packet* (template not available; check with environmental coordinator for recent example) shall contain the following:

- A *FEIR Appeal Response Memorandum*
- The appeal letter(s)
- The FEIR

The *FEIR Appeal Response Memorandum* shall include an Introduction section describing the background on the FEIR publication and the appeal filing. The next section shall be Comments Raised and Planning Department Responses, which shall present the appellant's concerns and responses to the concerns. The first concern shall be "Comment 1" and the first response shall be "Response 1." The second comment and response shall be "Comment 2" and "Response 2," respectively, and so on. The concerns shall be organized in the order stated in the appeal letter, or by topic, as directed by the environmental coordinator. The concerns shall be direct quotes from the appeal letter. Long passages shall be separated into distinct comments if more than one concern is raised. The final section of the appeal response memo shall be a Conclusion section stating whether or not the issues raised in the appeal alter the Planning Department's determination that a FEIR was appropriately issued for the project. It shall also include the Planning Department's recommendation to the BOS of whether or not they should uphold the FEIR and deny the appeal.

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6. GENERAL REQUIREMENTS

Previous chapters of this document specify the procedural and content requirements for initial studies (IS's), mitigated negative declarations (MNDs), and environmental impact reports (EIRs). This chapter of Environmental Planning's *Environmental Review Guidelines* (EP Guidelines) describes general requirements that generally apply to all types of California Environmental Quality Act (CEQA) documents prepared for the Planning Department.

6.1 Administrative Draft Documents

6.1.1 DOCUMENT IDENTIFIERS

All pages of administrative draft documents, including figures, tables, and appendices, shall include:

- the words "Administrative Draft – Subject to Change,"
- the date of the document submittal,
- the project title, and
- the Planning Department case number.

6.1.2 DOCUMENT SUBMISSION

Completeness

All sections of the administrative draft document must be complete at the time of submittal; the consultant shall not submit incomplete or partial draft documents unless an exception is granted by the environmental coordinator in advance of the submittal of the administrative draft document. The reasons justifying the incomplete or partial draft document shall be described in writing by the consultant. In such circumstances, an additional administrative draft document shall be required to provide the environmental coordinator the opportunity to review the minimum of two complete administrative drafts and a screen check of the document in its entirety. Further, in such instances, the consultant shall communicate appropriate solutions to maintain the overall project schedule wherever possible.

In addition, the consultant shall ensure that all technical reports and other sources of information cited in the environmental document or which form the basis of the analysis or conclusions of the document are finalized prior to submittal of the administrative draft document, unless an exception is granted by the environmental review coordinator.

Distribution

The consultant shall submit copies directly to the environmental coordinator, unless instructed to distribute the document directly to other reviewers, and in such cases the consultant shall include a transmittal letter instructing reviewers to transmit comments to the environmental coordinator. The consultant shall send the environmental coordinator a copy of all transmittal letters.

Format

The consultant shall submit administrative draft documents in both hard copy and electronic format. Both formats shall include all portions of the document, including cover pages, title pages, and appendices. The consultant shall also include a copy of the transmittal letter with each document, so that all reviewers have a copy.

Hard copies of administrative draft documents shall be printed double-sided and shall be bound with easily removable bindings or fasteners. The consultant shall submit both a clean and redline version (showing additions in double-underline and deletions in ~~strike through~~) of revised administrative draft documents (e.g., second and screen check drafts).

Electronic copies of administrative draft documents shall be provided in two formats. One shall be an electronic file of the document in the native format in which it was produced (e.g., Microsoft Word, Microsoft Excel). The second shall be an electronic file of the document in a PDF format.

Number of Copies

The environmental coordinator will specify the number of hard copies required and, for revised administrative draft documents, the number of hard copies of clean vs. redline copies. The number of hard copies generally will include a number sufficient for all reviewers, plus one extra for the environmental coordinator. Generally, the environmental coordinator will request that reviewers receive the redline, rather than the clean, version of revised administrative draft documents. If the consultant has prepared a cover letter or transmittal document that provides explanations, responses, or other information that would be beneficial to the reviewers, the consultant shall include a hard copy of this document for each reviewer. The consultant shall submit copies directly to the environmental coordinator, unless instructed to distribute the document directly to other reviewers only as instructed by the environmental coordinator.

6.1.3 DOCUMENT REVIEW

The consultant shall submit all draft deliverables, analytical prose, technical memoranda and studies, or other narrative that is to become a part of the Planning Department's environmental document or the basis for the document to the environmental coordinator without prior review by the project sponsor and other environmental team members. This rule does not apply to review of technical portions of the primary CEQA document (e.g., preliminary mitigated negative declaration [PMND], draft EIR [DEIR], Responses to Comments [RTC] document) by technical consultants retained to prepare memoranda or studies that provide the basis for the primary CEQA document narrative. In these cases, draft deliverables may be provided to the project sponsor and other team members concurrently with submittal to Environmental Planning (EP). The consultant shall not accept comments directly from the project sponsor or other parties on any such items or on the scope and content of the environmental document; the consultant shall refer such comments to the environmental coordinator.

Reviewers shall submit comments to the environmental coordinator and shall provide comments that are clear and understandable. Reviewers electing to make comments on an electronic version of a document shall use revision marks or other clearly identifiable text, such as bold-face questions or comments so that the party receiving the revised document can readily identify the changes. The environmental

coordinator will collect comments on each administrative draft submittal from all reviewers and, schedule permitting, review them and make changes and annotations as needed for accuracy, consistency, and readability and highlighting any comments that may require further discussion before the consultant can address them. The environmental coordinator will forward the comments, along with any commentary, to the consultant.

The time required for the environmental coordinator and other reviewers to comment on a consultant-prepared document depends on a variety of factors including the document type, length, complexity, and quality; the number of reviewers; and the workload and competing priorities of the environmental coordinator and other key environmental team members. Please see Section 7.3.2, Project Schedule, for further discussion of standard document review times.

6.1.4 DOCUMENT REVISION

Upon receipt of comments on an administrative draft document, the consultant shall immediately review the comments to identify any comments that appear unclear, inaccurate, inconsistent, or otherwise not straight forward. The consultant shall also identify any comments that suggest the possibility of a new significant impact or require substantial new analysis. The consultant shall promptly inform the environmental coordinator of the nature of these comments and shall resolve them *in advance of* submittal of the next administrative draft. At this stage, the consultant shall also address any unresolved issues or comments flagged by the environmental coordinator.

The consultant shall revise the administrative draft document in response to reviewers' comments. The consultant shall not make changes to the document that are not directed by the environmental coordinator unless such changes are minor editorial revisions, the changes are necessary to correct inaccuracies or omissions, or the consultant advises the environmental coordinator in advance of making the changes.

The consultant shall track all changes to the document, to facilitate preparation of the redline version of the document.

The consultant shall annotate the original comments to indicate that each comment has been addressed (e.g., to place a check mark by the comment), to respond to simple questions, and to briefly explain how a comment was addressed, if not apparent in the revisions. The consultant shall provide more detailed responses and explanations, as necessary, in the transmittal letter submitted with the revised document. As noted above, if the consultant is unable to understand a comment, is unable to address a comment, disagrees with a comment, or finds conflicting comments, the consultant shall resolve these matters with the environmental coordinator *in advance of* submitting the deliverable.

The consultant shall submit a transmittal letter with each subsequent draft that identifies the date, form (e.g., electronic, memo, hand-written markups), and author(s) of the comments received on the previous draft; that affirms that the deliverable addresses the comments received on the previous draft; that explains the reasons for any comments that were not ultimately addressed; that explains the reasons for any changes made to the document that were not in response to comments; and that highlights issues requiring particular attention or further resolution. The transmittal letter shall be included with each hard

copy and electronic copy of the document. The original, annotated comments shall be returned with the submittal of the subsequent draft.

6.1.5 NUMBER OF ROUNDS OF REVIEW

The consultant shall prepare, submit, and revise as many administrative draft documents as are necessary in order to achieve a document approved as final by the environmental coordinator, and ultimately the environmental review officer (ERO). The number of cycles of review in order reach this milestone generally includes:

- two administrative drafts plus a third administrative draft, referred to as the “screen check,” plus
- the final “print check” version of the document, suitable for publishing, which is submitted for review and signature by the ERO.

If the ERO has comments on the print check, the consultant shall submit a second print check (or replacement pages) and so on until the ERO deems it final and suitable for signature.

A print check copy is generally not required for technical studies, as these are not signed by the ERO. In addition, screen checks and print checks are not required for project management-related items, such as SOWs, meeting agendas, schedules, etc.

Additional administrative drafts may be required due to changes in the project description, partial submittals, poor document quality, or other reasons. The consultant shall describe in writing any circumstance requiring more than two administrative drafts, a screen check, and a print check.

When the environmental coordinator determines that the document is acceptable for publication or issuance, the Planning Department becomes the legal author.

6.1.6 LATE SUBMITTALS

The consultant shall not submit a deliverable past the scheduled deadline unless an exception is granted by the environmental coordinator in advance. The consultant shall send notice to the environmental review team as soon as possible in advance of a late submittal and shall describe in writing the circumstances resulting in the late submittal. In such instances, the consultant shall also communicate appropriate solutions to maintain the overall project schedule wherever possible. See Section 7.2.2, Ongoing Project Activities, for a discussion of the schedule implications of late submittals.

6.2 Final Documents

6.2.1 DOCUMENT SUBMISSION

Distribution

The consultant shall distribute final documents as instructed by the environmental coordinator.

Format

The consultant shall submit final documents in both hard copy and electronic format. Both formats shall include all portions of the document, including cover pages, title pages, and appendices.

Hard copies of final documents shall be printed as clean, double-sided versions.

Electronic copies of administrative draft documents shall be provided in two formats. One shall be an electronic file of the document in the native format in which it was produced (e.g., Microsoft Word, Microsoft Excel). The second shall be an electronic file of the document in a searchable PDF format. Electronic files of documents to be posted on the Planning Department's website shall be formatted with consideration to ease of downloading and accessibility. Larger documents shall be separated into smaller segments, as needed.

Larger documents, such as EIRs, shall also be provided on compact disc (CD).

Number of Copies

The environmental coordinator will specify the number of hard copies and CD copies required of final documents.

6.3 Late or Incomplete Submittals

If the consultant does not adhere to the EP Guidelines or to the performance standards specified in its contract, as described above in Section 2.4.2, the environmental coordinator reserves the right to reject a deliverable. The environmental coordinator will return the deliverable unreviewed, or partially reviewed, with a *Consultant Feedback Letter* (see Appendix EE) explaining the basis for the rejection. A copy of the letter will be sent to the project sponsor and a copy will be retained in the Planning Department's consultant pool file. The consultant shall attend a meeting with the environmental coordinator, project sponsor, and others, such as the ERO, if requested. The meeting will provide an opportunity for the environmental coordinator to discuss the basis for the document rejection and for the consultant to explain how it will meet quality expectations moving forward.

Rejection of a deliverable is a serious matter. A consultant whose deliverable is rejected or who otherwise fails to adhere to the EP Guidelines may be skipped in a rotation of the applicable consultant pool. Continued unsatisfactory performance by a consultant could result in the consultant's removal from the consultant pool and will be a factor considered in determination of a consultant's eligibility for inclusion in future consultant pool updates.

The consultant shall adjust the project schedule to account for the additional review cycle.

Please refer to Section 7.3.4, Consultant Evaluation Form and Feedback Letter, for a discussion of project management tools to address consultant work quality.

6.4 Reference and Background Materials

Written materials may not be cited in published documents unless they are reasonably available for reference in the project file, at public libraries, or on the Internet. Data or methodologies used in support of the environmental analysis but not included in published reports or background materials shall be documented in technical studies or memoranda that shall be cited in the environmental document. Unpublished reports generally shall not be cited except for those reports specifically prepared for the project that have been deemed final by the environmental coordinator. The consultant shall receive authorization from the environmental coordinator prior to citing unpublished material.

The consultant shall submit reference and background materials, including information cited on the Internet, with the associated deliverable, unless previously submitted. The consultant shall print out information obtained via the Internet on the day it was accessed, since web pages change frequently. The consultant shall organize such materials by topic and, if voluminous, place them in separate folders or tabbed binders for transmittal to the environmental coordinator.

Widely available reference materials, such as the *San Francisco General Plan*, need not be submitted in their entirety. Instead, a slip sheet with a description of where the document may be obtained shall suffice.

6.5 Administrative Record

The consultant shall maintain the administrative record for the project in accordance with CEQA and Planning Department guidance. The administrative record shall include: the Environmental Evaluation (EE) Application and related materials; the publicly issued environmental review documents, including appendices, reference materials and relevant communications; public hearing transcripts; public notices; and written comments received on the project from the public and public agencies. The administrative record shall not include administrative draft documents or comments by the environmental review team on administrative draft documents. The consultant shall assemble and catalogue the administrative record throughout the environmental review process.

The consultant shall submit both a hard copy and an electronic copy of the administrative record to the environmental coordinator prior to publication of a preliminary MND (PMND), notice of preparation (NOP)/IS, and draft EIR (DEIR). Prior to publication of a final MND (FMND) or Responses to Comments (RTC) document, or distribution of a PMND, FMND, or EIR appeal packet, the consultant shall update the administrative record as necessary with any new reference materials. The consultant shall confirm the adequacy of the administrative record prior to completing work on the project and shall provide the administrative record both in hardcopy (double-sided) and electronic (e.g., PDF) form.

The consultant shall retain an electronic copy of the administrative record for five years, during which time the Planning Department reserves the right to request a copy.

6.6 Recycled Content and Waste Minimization

To the maximum extent possible, documents shall be printed double-sided on recycled paper and be bound using materials that are recyclable in the City and County of San Francisco (e.g., clear plastic report covers should be avoided). Consultants shall coordinate with the environmental coordinator regarding the number of hard copies and CD copies of documents to be submitted and distributed. All notices regarding the availability of MNDs, EIRs, and related documents shall note the availability of such documents for electronic download from the Planning Department's website. Large documents, such as DEIRs, shall be distributed in CD format whenever possible.

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7. PROJECT MANAGEMENT

As noted in Chapter 1, Introduction, the goal of this Environmental Planning's *Environmental Review Guidelines* (EP Guidelines) document is to assist in the preparation of useful, organized, consistent, and legally adequate documents in a timely and cost-effective manner. Previous chapters of this document specify the procedural and substantive requirements for initial studies (IS's), mitigated negative declarations (MNDs) and environmental impact reports (EIRs) (refer to Chapter 3, Initial Studies; Chapter 4, Negative Declarations; and Chapter 5, Environmental Impact Reports, respectively). This chapter describes project management techniques to be employed by consultants and EP staff, as applicable, throughout the environmental review process for projects for which a consultant is preparing the MND or EIR. These tools and procedures, however, can easily be applied to other types of California Environmental Quality Act (CEQA) documents that may be prepared by consultants, such as community plan exemptions. Moreover, the project management tools discussed herein will be employed, as applicable, even in cases where no consultant is involved.

7.1 Project Management Goals

Project management, as discussed herein, is the discipline of planning, organizing, securing, and managing resources to bring about the successful completion of the environmental review process, from start to finish. The goals of project management are:

- To ensure that high-quality deliverables are completed within the contractual scope of work (SOW), schedule, and budget;
- To provide a clear understanding of the environmental review team members' responsibilities; and
- To manage changes to the project SOW and/or team while maintaining accepted protocols and responsibilities.

Project management gives us the tools to do these things.

7.2 Project Management Phases

The project management process can be broken down into three primary phases: 1) project initiation, 2) ongoing project activities, and 3) project completion and case closure.

7.2.1 PROJECT INITIATION

Scope of Work

It is critical that the entire environmental review team have a clear understanding of the project procedural and technical requirements so that high-quality project deliverables can be completed on schedule and within budget. Among other things, the project SOW describes the primary tasks, major deliverables, and analytical approach to each IS checklist topic and phase of the environmental review

process, identifies potential responsible and trustee agencies to be consulted during the preparation of the environmental document, and explains data needs and sources. The SOW shall be informed by the Planning Department's preliminary project assessment (PPA) letter, which identifies additional data or technical studies that may be required in order to make a determination of whether the project could have a significant environmental effect and identifies the steps required to complete the environmental review process. The SOW shall be consistent with the applicable procedural and substantive requirements specified in the EP Guidelines, including task descriptions, unless the environmental coordinator grants an exception.

In some cases, the project sponsor will request that the consultant prepare a SOW to assist in the sponsor's selection of a consultant from the Planning Department's consultant pool. In other cases, the sponsor may select a consultant without requiring a SOW and then request one in order to get the consultant under contract. Regardless, the SOW shall not be considered final until it is approved by the environmental coordinator.

Prior to preparing a first draft SOW for submittal to the environmental coordinator, the consultant shall discuss overall assumptions for the SOW with key members of the environmental review team, under the direction of the environmental coordinator. The consultant shall then prepare and submit a first draft SOW (SOW-1) to EP's environmental coordinator, the project sponsor, and technical consultants, prior to a project kick-off meeting. The project sponsor shall submit comments on the SOW directly to the environmental coordinator without copying the consultant. The environmental coordinator shall provide comments to the consultant and copy the project sponsor. This protocol shall continue to be followed until the SOW is approved by all environmental review team members. Changes to the SOW throughout the environmental review process shall also follow this same review protocol. The consultant shall distribute a second draft of the SOW (SOW-2) at or prior to the kick-off meeting and then finalize the SOW to reflect comments from the environmental team at the meeting.

Schedule

The consultant shall be responsible for overall schedule management and, in consultation with the environmental coordinator, shall prepare a schedule for review at the kick-off meeting. The schedule represents the tasks and deliverables that need to be completed to deliver the project in a timely manner. In addition, the schedule provides the environmental team with a guide for project execution and provides a baseline for tracking progress and managing change.

The project schedule shall establish a realistic timeline for completing project milestones throughout the environmental review process while maintaining adequate quality assurance/quality control (QA/QC). The schedule shall identify all of the primary tasks, major deliverables, key milestones, and activities assigned to each team member, for use in tracking the progress of work. The schedule shall include tasks related to technical study preparation and reflect the timing of completion of these studies relative to submittal of administrative drafts of the primary CEQA documents.

EP does not prescribe use of any particular software for preparation of the project schedules. In our experience, however, Microsoft's Project software is an effective tool for creating schedules that satisfy these EP Guidelines. Nonetheless, a schedule satisfies the requirements established in these EP Guidelines, including the ability to be promptly updated as necessary, shall be acceptable regardless of the software platform used in its creation.

All members of the environmental review team are responsible for reaching agreement on key milestones prior to starting work on the project.

See Section 7.3.2, Project Schedule, below, for standard review timelines for MNDs and EIRs.

Kick-off Meeting

Following authorization to proceed, the environmental coordinator may instruct the consultant to arrange a kick-off meeting. Please refer to Section 4.1.1, Task 1: Project Initiation, and Section 5.1.1, Task 1: Project Initiation, for further discussion of kick-off meetings for MNDs and EIRs, respectively.

If a kick-off meeting will be held, the consultant shall prepare and submit a draft *Kick-off Meeting Agenda* (see Appendix E) a minimum of five business days prior to the kick-off meeting and shall revise it to address meeting participant comments until deemed final by the environmental coordinator.

See Section 7.3.1, Meeting Agenda, for detailed guidelines on the preparation of meeting agenda.

7.2.2 ONGOING PROJECT ACTIVITIES

This section provides direction on ongoing project management activities once environmental review of the proposed project is underway.

Progress Meetings

The environmental review team shall meet on a monthly basis, at a minimum, to discuss the status of the environmental review process. Weekly or bi-weekly progress meetings may be more suitable for large, complex projects or during periods of more intense work activity. Progress meetings may be face-to-face or via a conference call, depending on the agenda and needs of the environmental review team. The environmental coordinator may cancel a progress meeting that is deemed to be unnecessary. In such instances, the consultant shall nonetheless submit a progress update to the environmental review team via email and the project sponsor shall confirm by email whether there are any planned revisions to the project description that could affect environmental review.

Progress meeting participants shall typically include the primary representatives from the environmental review team, as well as additional team members working on current project tasks, as determined by the environmental coordinator.

The consultant shall prepare and distribute a draft *Progress Meeting Agenda* (see Appendix FF) one week prior to the progress meeting and shall revise it to address meeting participant comments until deemed final by the environmental coordinator. Agenda topics at progress meetings shall typically include:

- Review of Outstanding Action Items
- Project Description Update
- Comments on Recent Submittals
- Upcoming Deliverables
- Schedule

- Review of New Action Items
- Agenda for Next Progress Meeting

The consultant shall facilitate the meeting and prepare meeting notes/action items. The consultant shall distribute the meeting notes to the environmental review team within three business days following the meeting and revise them, as necessary, after receiving comments. The environmental coordinator will determine when meeting notes are finalized, at which time the consultant shall distribute the final notes to all meeting attendees.

See Section 7.3.1, Meeting Agenda for further discussion of the preparation of meeting agenda.

Monitoring Milestones and Updating the Schedule

All members of the environmental review team are responsible for monitoring progress against the agreed-upon milestone dates in order to maintain the schedule and address any problems that may arise. The consultant shall promptly update the schedule to reflect any adjustments, unless authorized by the environmental coordinator to wait to do so. The consultant shall submit draft schedules to the environmental coordinator and the project sponsor at the same time and then distribute the final schedule and updates to the environmental review team upon authorization by the environmental coordinator. All members of the environmental review team are responsible for reaching agreement on the schedule, including timeframes for review cycles, each and every time the schedule is updated.

Should a member of the environmental review team anticipate being late in reviewing or submitting a deliverable, that member shall send notice to the environmental review team as soon as possible. As necessary, the environmental team shall identify solutions for meeting overall schedule milestones and the consultant shall prepare a revised schedule reflecting the modified milestones. No member of the environmental review team shall miss a milestone deadline, including submission of incomplete reviews or deliverables, without proper advance notice to the team.

If a deliverable is late, or the submittal date must be adjusted to take into account a delayed review cycle, the duration of time for document review in successive tasks shall remain the same. It is not acceptable to make up time by reducing document review cycles, unless approved by the environmental coordinator.

Quality Assurance and Quality Control

The consultant is responsible for assuring a high level of professional quality and technical accuracy of all deliverables, also known as QA/QC. Prior to submitting a deliverable, the consultant shall ensure that the document satisfies all of the requirements of CEQA, the CEQA Guidelines, Chapter 31 of the Administrative Code, the EP Guidelines, the Planning Department's *Transportation Impact Analysis Guidelines for Environmental Review*,⁹ the Planning Department's *CEQA Review Procedures for Historic Resources*, and any other applicable guidance documents as determined by the environmental coordinator. Prior to submittal, the consultant shall also ensure that the deliverable is accurate, complete, and objective; that it is well organized, logical, concise, and comprehensible to the lay reader; that it is free from errors and omissions; and that it meets professional standards. In addition, the principal-in-charge for the consultant shall ensure that the document satisfies the requirements indicated in the

⁹ <http://www.sf-planning.org/Modules/ShowDocument.aspx?documentid=6753>.

Consultant's Checklist for Document Submittal (see Appendix J). The consultant shall submit a completed copy of the appropriate checklist with each deliverable submitted. Any draft document that does not meet these requirements will be deemed unacceptable and will be returned to the consultant without review.

Performance measures for effective QA/QC are further discussed in Section 7.3.4, Consultant Evaluation Form and Feedback Letter.

The consultant shall submit a QA/QC Plan to the environmental coordinator and project sponsor within five business days after the kick-off meeting for review. A QA/QC Plan template is included in Appendix D.

Implementation of the QA/QC Plan is the responsibility of the consultant, but will require coordinated performance among the entire environmental review team. Commitment to a project schedule assumes timely and satisfactory submittal of complete deliverables by the consultant and timely communication of project changes by the project sponsor.

7.2.3 PROJECT COMPLETION AND CASE CLOSURE

Once the environmental review process is completed, the environmental coordinator will direct Finance division staff to produce a final bill and will close out the Environmental Evaluation Application case. Closure of the project's administrative billing code and handoff to another division typically follows.

7.3 Project Management Tools

7.3.1 MEETING AGENDA

Preparation of an agenda is the cornerstone of a productive meeting or conference call. It allows the meeting participants to agree on the goals and discussion topics in advance and gives the meeting facilitator a tool for keeping discussion on track and determining when the meeting can be adjourned. The consultant shall prepare agenda for all project meetings.

Two agenda templates are provided in the EP Guidelines: 1) *Kick-off Meeting Agenda* (see Appendix E) and 2) *Progress Meeting Agenda* (see Appendix FF).

The main components of a meeting agenda will typically include:

- Meeting date, time, and location
- Attendees
- List of topics for discussion, including:
 - Reporting on past action items
 - Needed background information

- Scope and schedule issues
- Project description changes
- Confirmation of future action items and next meeting

7.3.2 PROJECT SCHEDULE

This section contains guidelines for the preparation and review of schedules for MNDs and EIRs. Note that these guidelines are not intended to cover every aspect of the environmental review process, since each project involves a unique set of circumstances. The project schedule, however, shall account for such individual circumstances and contingencies. For example, using the predecessor function of the Microsoft Project software, the schedule shall include instances where the submittal of a deliverable is dependent upon the completion of a technical study or submission of a particular data set. Schedules for preparation of technical studies shall be included in the schedule.

The amount of time required for the consultant to produce the first deliverable after the kick-off meeting will depend on a variety of factors, including the type of deliverable to be produced, the amount and type of background data collection and report preparation required, and the time required for Planning Department staff to review any technical reports that must be completed prior to submittal of the first deliverable. An accurate, advance schedule of deliverable due dates will facilitate a more timely review by the environmental coordinator.

At a minimum, the consultant shall submit the first administrative draft document no later than six months after the consultant SOW is finalized. The second administrative draft document shall be submitted no later than six months after the receipt of comments. Exceptions may be permitted for unusually complex projects, with prior mutual agreement between the consultant and environmental coordinator, or delays due to project redesign or other factors beyond the control of the consultant, for which advance written notification by the consultant is provided.

Standard Document Review Times

This section describes the Planning Department's standard document review times for key consultant-prepared deliverables that are part of the environmental review process. Refer to Chapter 4, Negative Declarations, and Chapter 5, Environmental Impact Reports, for a more detailed explanation of the tasks associated with preparation of MNDs and EIRs.

The time required for the environmental coordinator and other reviewers to comment on a consultant-prepared document depends on a variety of factors including the document type, length, complexity, and quality; the number of reviewers; and the workload and competing priorities of the environmental coordinator.

Certain aspects of the project schedule shall be maintained as standard assumptions. These include:

- The final print check version of all environmental review documents for review by the ERO shall be submitted to the ERO by 4:00 p.m. on the Thursday preceding the week of publication. "Final print check" means a publishable version of the document.

- Preliminary MNDs (PMNDs), notices of preparation/initial studies (NOP/IS's), and draft EIRs (DEIRs) shall be published on Wednesdays, to coincide with the Planning Department's standard schedule for placement of legal notices in the newspaper on Wednesdays.
- Legal notices in the newspaper regarding publication of environmental review documents and PMND appeals are placed on Wednesdays. The final legal notice language shall be submitted to the EP legal notice coordinator by noon on the Monday prior to the Wednesday notice placement.
- Public review periods start on the Thursday after the Wednesday publication (i.e., the day after publication and placement of the legal notice is the first day of the public review period).
- The Planning Commission needs two weeks to review a responses to comments (RTC) document prior to the certification hearing.
- For all documents intended for publication, review of two drafts plus a screen check draft of the entirety of the document is required prior to submittal of the final print check to the ERO for review and sign-off.
- If a partial draft of a document is submitted, the schedule shall be revised to provide the same opportunity for review of the section(s) that are not submitted initially as for all other sections of the document (i.e., review of two drafts plus a screen check draft of the later-submitted portions of the document prior to submittal of the final print check to the ERO for review and sign-off).
- The standard document review times noted in this chapter are presented in business days. The actual project schedule shall be adjusted to take into account Planning Department legal holidays, the availability of document reviewers in light of their workloads and planned time out of the office, and other factors. Wherever possible, Planning Department staff assigned to the environmental review team will schedule vacations and other personal time off that do not conflict with document review times. When unavoidable, the standard review times will need to be adjusted accordingly.
- The time allotted for document review by individuals other than the environmental coordinator shall be shorter than the environmental coordinator's review time in order to allow for the environmental coordinator to review, reconcile, and compile comments prior to transmitting comments to the consultant.

Mitigated Negative Declaration Schedule

Table 7-1, below, provides the standard tasks and EP document review times for the MND-related consultant deliverables described in Chapter 4, Negative Declarations.

Environmental Impact Report Schedule

Table 7-2, below, includes standard tasks and EP document review times for the EIR-related deliverables described in Chapter 5, Environmental Impact Reports.

**TABLE 7-1
STANDARD REVIEW TIMES FOR MNDs**

Task	Deliverable	EP Review Time
PMND (including NOA, cover page, and NOC, if applicable)	NN-1 Screen check NN PMND-1 PMND-2 Screen check PMND Print check PMND	10 business days 5 business days 30 business days 20 business days 10 business days 3 business days
MMRP	MMRP-1 (submitted with PMND-2) Final MMRP (submitted with Screen check PMND)	20 business days (concurrent with PMND-2 review) 10 business days (concurrent with Screen check PMND review)
FMND (no appeal and no comments on PMND)	FMND-1 Screen check FMND Print check FMND	10 business days 5 business days 3 business days
FMND (no appeal, but after comments on PMND requiring revision of IS)	FMND-1 FMND-2 Screen check FMND Print check FMND	15 business days 10 business days 5 business days 3 business days
PMND Appeal Response Packet	Appeal Response-1 Appeal Response-2 Screen check Appeal Response Print check Appeal Response	30 business days 20 business days 10 business days 3 business days
FMND (after PMND appeal)	FMND-1 FMND-2 Screen check FMND Print check FMND	30 business days 20 business days 10 business days 3 business days
FMND Appeal Response Packet	Appeal Response-1 Appeal Response-2 Screen check Appeal Response Print check Appeal Response	5 business days* 2 business days* 1 business day* 1 business day*

* Note: Deadlines for submittal of FMND Appeal Response Packets to the Board of Supervisors are established by the Clerk of the Board. The EP review time must be adjusted accordingly.

**TABLE 7-2
STANDARD REVIEW TIMES FOR EIRs**

Task	Deliverable	EP Review Time
NOP/Initial Study	NOP/IS-1	30 business days
	NOP/IS-2	20 business days
	Screen check NOP/IS	10 business days
	Print check NOP/IS	3 business days
Draft EIR	DEIR-1	30 business days
	DEIR-2	20 business days
	Screen check DEIR	10 business days
	Print check DEIR	3 business days
Response to Comments	RTC-1	30 business days
	RTC-2	20 business days
	Screen check RTC	10 business days
	Print check RTC	3 business days
FEIR Appeal Response Packet	Appeal Response-1	5 business days*
	Appeal Response-2	2 business days*
	Screen check Appeal Response	1 business day*
	Print check Appeal Response	1 business day*

* Note: Deadlines for submittal of FEIR Appeal Response Packets to the Board of Supervisors are established by the Clerk of the Board. The EP review time must be adjusted accordingly.

7.3.3 QUALITY ASSURANCE/QUALITY CONTROL PLAN

The consultant shall prepare a QA/QC Plan for every project for which the consultant is retained to prepare a MND or EIR. The QA/QC Plan shall be written to assure a high level of professional quality and technical accuracy of each deliverable. Appendix D includes a *Quality Assurance/Quality Control Plan* template.

Prior to submitting a deliverable, the consultant shall ensure that the document satisfies all of the requirements of CEQA, the CEQA Guidelines, Chapter 31 of the Administrative Code, the Planning Department's *Transportation Impact Analysis Guidelines for Environmental Review*,¹⁰ the Planning Department's *CEQA Review Procedures for Historic Resources*, the EP Guidelines, and any other applicable guidance documents as determined by the environmental coordinator assigned to the project. Prior to submittal, the consultant shall also ensure that the deliverable is accurate, complete, and objective; that it is well organized, logical, concise, and comprehensible to the lay reader; and that it is free from errors and omissions. In addition, the consultant shall ensure that the document satisfies the requirements indicated in the *Consultant's Checklist for Document Submittal*. The consultant shall submit a completed copy of the appropriate checklist with each deliverable submitted. Any draft document that does not

¹⁰ <http://www.sf-planning.org/Modules/ShowDocument.aspx?documentid=6753>.

meet these requirements will be deemed unacceptable and will be returned to the consultant without review.

The consultant shall include the date and the Planning Department case number on all correspondence and submissions for the project.

7.3.4 CONSULTANT EVALUATION FORM AND FEEDBACK LETTER

As described above, the consultant shall be responsible for overall management of the QA/QC process. The consultant shall ensure the highest level of technical accuracy and quality of each deliverable through its internal QA/QC procedures and communicate promptly to the environmental coordinator and project sponsor if there appear to be any circumstances that would interfere with submittal of high-quality deliverables on time and within budget.

The environmental coordinator will complete a *Consultant Evaluation Form* after review of each major deliverable (see Appendix GG). For each item listed on the form, the environmental coordinator will mark “yes” or “no” to indicate whether each performance standard has been met. In the event that a particular deliverable does not satisfy one or more performance standards, the environmental coordinator will send a *Consultant Feedback Letter* (see Appendix EE) to the consultant describing the reasons why the deliverable does not meet the performance standards and the type(s) of actions that will be taken to remedy the unsatisfactory performance. Possible actions to be taken include a meeting with the environmental coordinator and consultant to redefine expectations or penalties associated with the consultant pool selection process. If a deliverable is rejected due to failure to meet one of more performance standards, a meeting with the consultant shall be considered mandatory. Penalties for not meeting one or more performance standards could include skipping the consultant in a rotation of the consultant pool or removing the consultant from the consultant pool entirely. The *Consultant Evaluation Form* and *Consultant Feedback Letter* will be kept in the applicable consultant pool file.

8. ACKNOWLEDGEMENTS

SAN FRANCISCO PLANNING DEPARTMENT

Lisa Gibson, Primary Author
Joy Navarrete, Contributing Author
Diana Sokolove, Contributing Author
Bill Wycko, Environmental Review Officer, Technical Reviewer
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Viktoriya Wise, Technical Reviewer

SAN FRANCISCO OFFICE OF THE CITY ATTORNEY

Andrea Ruiz-Esquide, Technical Reviewer

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APPENDICES

- A. EP Guidelines Exception Agreement
- B. Initial Study Checklist
- C. Initial Study Table of Contents
- D. Quality Assurance/Quality Control Plan
- E. Kick-off Meeting Agenda
- F. Notification of Project Receiving Environmental Review
- G. Affidavit of Mailing
- H. PMND Cover Page
- I. Notice of Availability and Intent to Adopt a MND
- J. Consultant's Checklist for Document Submittal
- K. Agreement to Implement Mitigation Measures
- L. Mitigation Monitoring and Reporting Program
- M. FMND Cover Page
- N. Notice of Determination
- O. Notice of Preparation of an EIR
- P. Notice of Availability of the NOP
- Q. Scoping Meeting Materials
- R. Notice of Availability of DEIR
- S. DEIR Declaration of Posting
- T. DEIR Cover
- U. DEIR Distribution Notice
- V. DEIR Table of Contents
- W. Summary of Impacts of Proposed Project
- X. Comparison of Significant Impacts of the Project and Alternatives
- Y. FEIR Request Postcard
- Z. Responses to comments Cover
- AA. Responses to Comments Distribution Notice
- BB. Responses to Comments Table of Contents
- CC. FEIR Cover
- DD. FEIR Table of Contents
- EE. Consultant Feedback Letter
- FF. Progress Meeting Agenda
- GG. Consultant Evaluation Form



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX A

EP Guidelines Exception Agreement

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

Date: [Date]
Case No. 20XX.XXXE
Project Address: [Project Address/Title]
Block/Lot: [xxxx/xxx]
City and County: San Francisco
Project Sponsor: [Name]
CEQA Consultant: [Name], [Firm]
EP Environmental Coordinator: [Name]
EP Supervisor: [Name]

PURPOSE

This agreement between the CEQA consultant and the Planning Department environmental coordinator for the above project establishes the allowable exceptions to Environmental Planning's *Environmental Review Guidelines* (EP Guidelines) for the above project. The agreement specifies the extenuating circumstances that warrant such exceptions. Deviations from the EP Guidelines shall not occur unless specified in this agreement.

PRIMARY CEQA DOCUMENTS TO BE PREPARED

[DELETE ALL THAT DO NOT APPLY; AMEND AS NECESSARY]

ND/MND

- PND/PMND, Initial Study Attached
- FND/FMND, Initial Study Attached
- MMRP
- PND/PMND Appeal Packet
- FND/FMND Appeal Packet

EIR

- Notice of Preparation, Initial Study Attached
- Notice of Preparation, No Initial Study Attached
- Initial Study, subsequent to Notice of Preparation
- Draft EIR
- Comments and Responses Document
- Final EIR
- MMRP
- EIR Appeal Packet

Other (Specify): _____

EXCEPTIONS

The consultant will adhere to the EP Guidelines for all of the deliverables, with the following exceptions, for the reasons stated below.

[EXPLAIN EXCEPTIONS AND THE EXTENUATING CIRCUMSTANCES THAT WARRANT SUCH EXCEPTIONS]s

AGREEMENT

I agree to the above terms regarding compliance with the EP Guidelines for the proposed project.

CEQA Consultant Signature

Date

EP Environmental Coordinator Signature

Date

EP Supervisor Signature

Date

Initial Study
Project Address/Title
Planning Department Case No. 20XX.XXXXE

A. PROJECT DESCRIPTION

B. PROJECT SETTING

C. COMPATIBILITY WITH EXISTING ZONING AND PLANS

	<i>Applicable</i>	<i>Not Applicable</i>
Discuss any variances, special authorizations, or changes proposed to the Planning Code or Zoning Map, if applicable.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Discuss any conflicts with any adopted plans and goals of the City or Region, if applicable.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Discuss any approvals and/or permits from City departments other than the Planning Department or the Department of Building Inspection, or from Regional, State, or Federal Agencies.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

D. SUMMARY OF ENVIRONMENTAL EFFECTS

The proposed project could potentially affect the environmental factor(s) checked below. The following pages present a more detailed checklist and discussion of each environmental factor.

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Land Use | <input type="checkbox"/> Air Quality | <input type="checkbox"/> Biological Resources |
| <input type="checkbox"/> Aesthetics | <input type="checkbox"/> Greenhouse Gas Emissions | <input type="checkbox"/> Geology and Soils |
| <input type="checkbox"/> Population and Housing | <input type="checkbox"/> Wind and Shadow | <input type="checkbox"/> Hydrology and Water Quality |
| <input type="checkbox"/> Cultural and Paleo. Resources | <input type="checkbox"/> Recreation | <input type="checkbox"/> Hazards/Hazardous Materials |
| <input type="checkbox"/> Transportation and Circulation | <input type="checkbox"/> Utilities and Service Systems | <input type="checkbox"/> Mineral/Energy Resources |
| <input type="checkbox"/> Noise | <input type="checkbox"/> Public Services | <input type="checkbox"/> Agricultural and Forest Resources |
| | | <input type="checkbox"/> Mandatory Findings of Significance |

E. EVALUATION OF ENVIRONMENTAL EFFECTS

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
1. LAND USE AND LAND USE PLANNING— Would the project:					
a) Physically divide an established community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Conflict with any applicable land use plan, policy, or regulation of an agency with jurisdiction over the project (including, but not limited to the general plan, specific plan, local coastal program, or zoning ordinance) adopted for the purpose of avoiding or mitigating an environmental effect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Have a substantial impact upon the existing character of the vicinity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
2. AESTHETICS—Would the project:					
a) Have a substantial adverse effect on a scenic vista?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Substantially damage scenic resources, including, but not limited to, trees, rock outcroppings, and other features of the built or natural environment which contribute to a scenic public setting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Substantially degrade the existing visual character or quality of the site and its surroundings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Create a new source of substantial light or glare which would adversely affect day or nighttime views in the area or which would substantially impact other people or properties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
3. POPULATION AND HOUSING— Would the project:					
a) Induce substantial population growth in an area, either directly (for example, by proposing new homes and businesses) or indirectly (for example, through extension of roads or other infrastructure)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Displace substantial numbers of existing housing units or create demand for additional housing, necessitating the construction of replacement housing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Displace substantial numbers of people, necessitating the construction of replacement housing elsewhere?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
4. CULTURAL AND PALEONTOLOGICAL RESOURCES—Would the project:					
a) Cause a substantial adverse change in the significance of a historical resource as defined in §15064.5, including those resources listed in Article 10 or Article 11 of the San Francisco Planning Code?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Cause a substantial adverse change in the significance of an archaeological resource pursuant to §15064.5?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Directly or indirectly destroy a unique paleontological resource or site or unique geologic feature?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Disturb any human remains, including those interred outside of formal cemeteries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<u>Topics:</u>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
5. TRANSPORTATION AND CIRCULATION—Would the project:					
a) Conflict with an applicable plan, ordinance or policy establishing measures of effectiveness for the performance of the circulation system, taking into account all modes of transportation including mass transit and non-motorized travel and relevant components of the circulation system, including but not limited to intersections, streets, highways and freeways, pedestrian and bicycle paths, and mass transit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Conflict with an applicable congestion management program, including but not limited to level of service standards and travel demand measures, or other standards established by the county congestion management agency for designated roads or highways?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Result in a change in air traffic patterns, including either an increase in traffic levels or a change in location, that results in substantial safety risks?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Substantially increase hazards due to a design feature (e.g., sharp curves or dangerous intersections) or incompatible uses?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Result in inadequate emergency access?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Conflict with adopted policies, plans, or programs regarding public transit, bicycle, or pedestrian facilities, or otherwise decrease the performance or safety of such facilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<u>Topics:</u>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
6. NOISE—Would the project:					
a) Result in exposure of persons to or generation of noise levels in excess of standards established in the local general plan or noise ordinance, or applicable standards of other agencies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Result in exposure of persons to or generation of excessive groundborne vibration or groundborne noise levels?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Result in a substantial permanent increase in ambient noise levels in the project vicinity above levels existing without the project?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Topics:	Potentially Significant Impact	Less Than Significant with Mitigation Incorporated	Less Than Significant Impact	No Impact	Not Applicable
d) Result in a substantial temporary or periodic increase in ambient noise levels in the project vicinity above levels existing without the project?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) For a project located within an airport land use plan area, or, where such a plan has not been adopted, in an area within two miles of a public airport or public use airport, would the project expose people residing or working in the area to excessive noise levels?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) For a project located in the vicinity of a private airstrip, would the project expose people residing or working in the project area to excessive noise levels?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Be substantially affected by existing noise levels?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Topics:	Potentially Significant Impact	Less Than Significant with Mitigation Incorporated	Less Than Significant Impact	No Impact	Not Applicable
7. AIR QUALITY—Would the project:					
a) Conflict with or obstruct implementation of the applicable air quality plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Violate any air quality standard or contribute substantially to an existing or projected air quality violation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Result in a cumulatively considerable net increase of any criteria pollutant for which the project region is non-attainment under an applicable federal, state, or regional ambient air quality standard (including releasing emissions which exceed quantitative thresholds for ozone precursors)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Expose sensitive receptors to substantial pollutant concentrations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Create objectionable odors affecting a substantial number of people?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
8. GREENHOUSE GAS EMISSIONS— Would the project:					
a) Generate greenhouse gas emissions, either directly or indirectly, that may have a significant impact on the environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Conflict with any applicable plan, policy, or regulation adopted for the purpose of reducing the emissions of greenhouse gases?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
9. WIND AND SHADOW—Would the project:					
a) Alter wind in a manner that substantially affects public areas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Create new shadow in a manner that substantially affects outdoor recreation facilities or other public areas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
10. RECREATION—Would the project:					
a) Increase the use of existing neighborhood and regional parks or other recreational facilities such that substantial physical deterioration of the facilities would occur or be accelerated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Include recreational facilities or require the construction or expansion of recreational facilities that might have an adverse physical effect on the environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Physically degrade existing recreational resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
11. UTILITIES AND SERVICE SYSTEMS— Would the project:					
a) Exceed wastewater treatment requirements of the applicable Regional Water Quality Control Board?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Require or result in the construction of new water or wastewater treatment facilities or expansion of existing facilities, the construction of which could cause significant environmental effects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Require or result in the construction of new storm water drainage facilities or expansion of existing facilities, the construction of which could cause significant environmental effects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Have sufficient water supply available to serve the project from existing entitlements and resources, or require new or expanded water supply resources or entitlements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Result in a determination by the wastewater treatment provider that would serve the project that it has inadequate capacity to serve the project's projected demand in addition to the provider's existing commitments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Be served by a landfill with sufficient permitted capacity to accommodate the project's solid waste disposal needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Comply with federal, state, and local statutes and regulations related to solid waste?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
12. PUBLIC SERVICES— Would the project:					
a) Result in substantial adverse physical impacts associated with the provision of, or the need for, new or physically altered governmental facilities, the construction of which could cause significant environmental impacts, in order to maintain acceptable service ratios, response times, or other performance objectives for any public services such as fire protection, police protection, schools, parks, or other services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
13. BIOLOGICAL RESOURCES— Would the project:					
a) Have a substantial adverse effect, either directly or through habitat modifications, on any species identified as a candidate, sensitive, or special-status species in local or regional plans, policies, or regulations, or by the California Department of Fish and Game or U.S. Fish and Wildlife Service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Have a substantial adverse effect on any riparian habitat or other sensitive natural community identified in local or regional plans, policies, regulations or by the California Department of Fish and Game or U.S. Fish and Wildlife Service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Have a substantial adverse effect on federally protected wetlands as defined by Section 404 of the Clean Water Act (including, but not limited to, marsh, vernal pool, coastal, etc.) through direct removal, filling, hydrological interruption, or other means?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Interfere substantially with the movement of any native resident or migratory fish or wildlife species or with established native resident or migratory wildlife corridors, or impede the use of native wildlife nursery sites?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Conflict with any local policies or ordinances protecting biological resources, such as a tree preservation policy or ordinance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Conflict with the provisions of an adopted Habitat Conservation Plan, Natural Community Conservation Plan, or other approved local, regional, or state habitat conservation plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
14. GEOLOGY AND SOILS— Would the project:					
a) Expose people or structures to potential substantial adverse effects, including the risk of loss, injury, or death involving:					

Topics:	Potentially Significant Impact	Less Than Significant with Mitigation Incorporated	Less Than Significant Impact	No Impact	Not Applicable
i) Rupture of a known earthquake fault, as delineated on the most recent Alquist-Priolo Earthquake Fault Zoning Map issued by the State Geologist for the area or based on other substantial evidence of a known fault? (Refer to Division of Mines and Geology Special Publication 42.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ii) Strong seismic ground shaking?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
iii) Seismic-related ground failure, including liquefaction?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
iv) Landslides?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Result in substantial soil erosion or the loss of topsoil?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Be located on geologic unit or soil that is unstable, or that would become unstable as a result of the project, and potentially result in on- or off-site landslide, lateral spreading, subsidence, liquefaction, or collapse?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Be located on expansive soil, as defined in Table 18-1-B of the Uniform Building Code, creating substantial risks to life or property?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Have soils incapable of adequately supporting the use of septic tanks or alternative wastewater disposal systems where sewers are not available for the disposal of wastewater?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Change substantially the topography or any unique geologic or physical features of the site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Topics:	Potentially Significant Impact	Less Than Significant with Mitigation Incorporated	Less Than Significant Impact	No Impact	Not Applicable
15. HYDROLOGY AND WATER QUALITY— Would the project:					
a) Violate any water quality standards or waste discharge requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Topics:	Potentially Significant Impact	Less Than Significant with Mitigation Incorporated	Less Than Significant Impact	No Impact	Not Applicable
b) Substantially deplete groundwater supplies or interfere substantially with groundwater recharge such that there would be a net deficit in aquifer volume or a lowering of the local groundwater table level (e.g., the production rate of pre-existing nearby wells would drop to a level which would not support existing land uses or planned uses for which permits have been granted)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Substantially alter the existing drainage pattern of the site or area, including through the alteration of the course of a stream or river, in a manner that would result in substantial erosion of siltation on- or off-site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Substantially alter the existing drainage pattern of the site or area, including through the alteration of the course of a stream or river, or substantially increase the rate or amount of surface runoff in a manner that would result in flooding on- or off-site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Create or contribute runoff water which would exceed the capacity of existing or planned stormwater drainage systems or provide substantial additional sources of polluted runoff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) Otherwise substantially degrade water quality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Place housing within a 100-year flood hazard area as mapped on a federal Flood Hazard Boundary or Flood Insurance Rate Map or other authoritative flood hazard delineation map?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
h) Place within a 100-year flood hazard area structures that would impede or redirect flood flows?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i) Expose people or structures to a significant risk of loss, injury or death involving flooding, including flooding as a result of the failure of a levee or dam?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
j) Expose people or structures to a significant risk of loss, injury or death involving inundation by seiche, tsunami, or mudflow?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<u>Topics:</u>	<u>Potentially Significant Impact</u>	<u>Less Than Significant with Mitigation Incorporated</u>	<u>Less Than Significant Impact</u>	<u>No Impact</u>	<u>Not Applicable</u>
16. HAZARDS AND HAZARDOUS MATERIALS— Would the project:					
a) Create a significant hazard to the public or the environment through the routine transport, use, or disposal of hazardous materials?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Create a significant hazard to the public or the environment through reasonably foreseeable upset and accident conditions involving the release of hazardous materials into the environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Emit hazardous emissions or handle hazardous or acutely hazardous materials, substances, or waste within one-quarter mile of an existing or proposed school?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Be located on a site which is included on a list of hazardous materials sites compiled pursuant to Government Code Section 65962.5 and, as a result, would it create a significant hazard to the public or the environment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) For a project located within an airport land use plan or, where such a plan has not been adopted, within two miles of a public airport or public use airport, would the project result in a safety hazard for people residing or working in the project area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f) For a project within the vicinity of a private airstrip, would the project result in a safety hazard for people residing or working in the project area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g) Impair implementation of or physically interfere with an adopted emergency response plan or emergency evacuation plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
h) Expose people or structures to a significant risk of loss, injury or death involving fires?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<u>Topics:</u>	<u>Potentially Significant Impact</u>	<u>Less Than Significant with Mitigation Incorporated</u>	<u>Less Than Significant Impact</u>	<u>No Impact</u>	<u>Not Applicable</u>
17. MINERAL AND ENERGY RESOURCES— Would the project:					
a) Result in the loss of availability of a known mineral resource that would be of value to the region and the residents of the state?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
b) Result in the loss of availability of a locally-important mineral resource recovery site delineated on a local general plan, specific plan or other land use plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Encourage activities which result in the use of large amounts of fuel, water, or energy, or use these in a wasteful manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<i>Topics:</i>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
----------------	---------------------------------------	---	-------------------------------------	------------------	-----------------------

18. AGRICULTURE AND FOREST RESOURCES: In determining whether impacts to agricultural resources are significant environmental effects, lead agencies may refer to the California Agricultural Land Evaluation and Site Assessment Model (1997) prepared by the California Dept. of Conservation as an optional model to use in assessing impacts on agriculture and farmland. In determining whether impacts to forest resources, including timberland, are significant environmental effects, lead agencies may refer to information compiled by the California Department of Forestry and Fire Protection regarding the state's inventory of forest land, including the Forest and Range Assessment Project and the Forest Legacy Assessment project; and forest carbon measurement methodology provided in Forest Protocols adopted by the California Air Resources Board.

—Would the project

a) Convert Prime Farmland, Unique Farmland, or Farmland of Statewide Importance, as shown on the maps prepared pursuant to the Farmland Mapping and Monitoring Program of the California Resources Agency, to non-agricultural use?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Conflict with existing zoning for agricultural use, or a Williamson Act contract?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Conflict with existing zoning for, or cause rezoning of, forest land (as defined in Public Resources Code Section 12220(g)) or timberland (as defined by Public Resources Code Section 4526)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d) Result in the loss of forest land or conversion of forest land to non-forest use?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e) Involve other changes in the existing environment which, due to their location or nature, could result in conversion of Farmland to non-agricultural use or forest land to non-forest use?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<u>Topics:</u>	<i>Potentially Significant Impact</i>	<i>Less Than Significant with Mitigation Incorporated</i>	<i>Less Than Significant Impact</i>	<i>No Impact</i>	<i>Not Applicable</i>
19. MANDATORY FINDINGS OF SIGNIFICANCE— Would the project:					
a) Have the potential to degrade the quality of the environment, substantially reduce the habitat of a fish or wildlife species, cause a fish or wildlife population to drop below self-sustaining levels, threaten to eliminate a plant or animal community, reduce the number or restrict the range of a rare or endangered plant or animal, or eliminate important examples of the major periods of California history or prehistory?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b) Have impacts that would be individually limited, but cumulatively considerable? (“Cumulatively considerable” means that the incremental effects of a project are considerable when viewed in connection with the effects of past projects, the effects of other current projects, and the effects of probable future projects.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c) Have environmental effects that would cause substantial adverse effects on human beings, either directly or indirectly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

F. MITIGATION MEASURES AND IMPROVEMENT MEASURES

G. PUBLIC NOTICE AND COMMENT

H. DETERMINATION

On the basis of this Initial Study:

- I find that the proposed project COULD NOT have a significant effect on the environment, and a NEGATIVE DECLARATION will be prepared.
- I find that although the proposed project could have a significant effect on the environment, there will not be a significant effect in this case because revisions in the project have been made by or agreed to by the project proponent. A MITIGATED NEGATIVE DECLARATION will be prepared.

- I find that the proposed project MAY have a significant effect on the environment, and an ENVIRONMENTAL IMPACT REPORT is required.
- I find that the proposed project MAY have a “potentially significant impact” or “potentially significant unless mitigated” impact on the environment, but at least one effect 1) has been adequately analyzed in an earlier document pursuant to applicable legal standards, and 2) has been addressed by mitigation measures based on the earlier analysis as described on attached sheets. An ENVIRONMENTAL IMPACT REPORT is required, but it must analyze only the effects that remain to be addressed.
- I find that although the proposed project could have a significant effect on the environment, because all potentially significant effects (a) have been analyzed adequately in an earlier EIR or NEGATIVE DECLARATION pursuant to applicable standards, and (b) have been avoided or mitigated pursuant to that earlier EIR or NEGATIVE DECLARATION, including revisions or mitigation measures that are imposed upon the proposed project, no further environmental documentation is required.

 Bill Wycko
 Environmental Review Officer
 for
 John Rahaim
 Director of Planning

DATE _____

I. Initial Study Preparers

Planning Department, City and County of San Francisco
 Environmental Planning Division
 165 Mission Street, Suite 400
 San Francisco, CA 94103
 Environmental Review Officer: Bill Wycko
 Senior Environmental Planner: [Insert Name]
 Environmental Planner [Insert Name]

INITIAL STUDY TABLE OF CONTENTS

TABLE OF CONTENTS

[Project Address/Title]

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D. SUMMARY OF ENVIRONMENTAL EFFECTS	X
E. EVALUATION OF ENVIRONMENTAL EFFECTS	X
E.1 Land Use and Land Use Planning	X
E.2 Aesthetics	X
E.3 Population and Housing	X
E.4 Cultural and Paleontological Resources	X
E.5 Transportation and Circulation	X
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E.8 Wind and Shadow	X
E.10 Utilities and Service Systems	X
E.11 Public Services	X
E.12 Biological Resources	X
E.13 Geology and Soils	X
E.14 Hydrology and Water Quality	X
E.15 Hazards and Hazardous Materials	X
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<u>List of Figures</u>	<u>Page</u>
1 Project Site Location	X
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List of Tables

1	Project Characteristics
X	Table Title

Page

X
X

[Project Address / Title] [20XX.XXXE]

Quality Assurance/Quality Control Plan

This is the Quality Assurance/Quality (QA/QC) Control Plan for the [INSERT PROJECT NAME] Project. To assure a high level of professional quality and technical accuracy of deliverables, [INSERT PROJECT CONSULTANT MANAGER NAME], will act as overall QA/QC Manager who will ensure that the QA/QC plan has been implemented and will sign off on all major deliverables.

QA/QC TEAM

The QA/QC Team includes the document authors, the QA/QC Manager, the Technical Reviewer(s), and the Technical Editor. The responsibilities of each QA/QC Team member are listed below. The timing of each of the various QA/QC reviews is shown on the attached *QA/QC Plan: Deliverable Review Timeline*. The overall quality achieved on a project is determined by the quality of the work produced by the individual project team members. Each project team member is responsible for the quality of his or her contribution to the project. As each step towards developing a project deliverable (draft chapter, etc.) is completed, the project team member should carefully check for accuracy and completeness before submitting the product to the next- level reviewer.

QA/QC MANAGER

The QA/QC Manager is responsible for the quality of the document delivered to the client. The QA/QC Manager is responsible for:

- Assigning Technical Reviewers to the project, in consultation with the Project Manager.
- Verifying that the project meets the client's requirements as described in the scope of work and associated documents.
- Striving to exceed the City's expectations for quality and service.
- Ensuring that the City's document review comments are addressed.
- Signing off on each completed *Consultant Checklist for Document Submittal* that must accompany each deliverable.

TECHNICAL REVIEWERS

The Technical Reviewers are responsible for the review of the technical aspects of the document at appropriate document preparation milestones. The technical aspects consist of: 1) technical accuracy of the data; 2) completeness; and 3) clarity of presentation. Technical Reviewers will

consist of senior staff who will conduct reviews of particular document sections or technical discussions. The primary Technical Reviewer selects the Technical Editor.

The technical reviewer will focus on:

- Accuracy of project assumptions;
- Appropriateness of assessment methodologies;
- Appropriateness of data sources;
- Completeness of issues identification and evaluation;
- Technical accuracy;
- Compliance with CEQA and the City's Administrative Code; and
- Completeness of responses to comments on draft documents provided by EP; and
- Consistency of EIR sections with the San Francisco Planning Department's *Environmental Review Guidelines*. The Technical Reviewer must initial each checklist item listed under sections titled "General" and "Impact Analysis." The initialed checklist must be attached to the front of the draft document.

PRIMARY AUTHOR

The primary author is responsible for:

- Preparing a technically accurate and complete document in accordance with CEQA and City Administrative Code and that is consistent with the San Francisco Planning Department's *Environmental Review Guidelines*;
- Adhering to project deliverable schedule;
- Citing all references used and individuals contacted, and completion of records of communication;
- Coordinating graphics preparation;
- Maintaining hard copies of all references for the CEQA Administrative Record; and
- Addressing City comments on draft documents.

TECHNICAL EDITOR

The Technical Editor is responsible for reviewing the document for internal consistency, correct formatting, grammar, presentation, and print quality. The Technical Editor must check for consistency with *Consultant Checklist for Document Submittal*. The Technical Editor must initial each checklist item listed under the section titled "Format/Grammar." The initialed checklist must be attached to the front of the draft document.

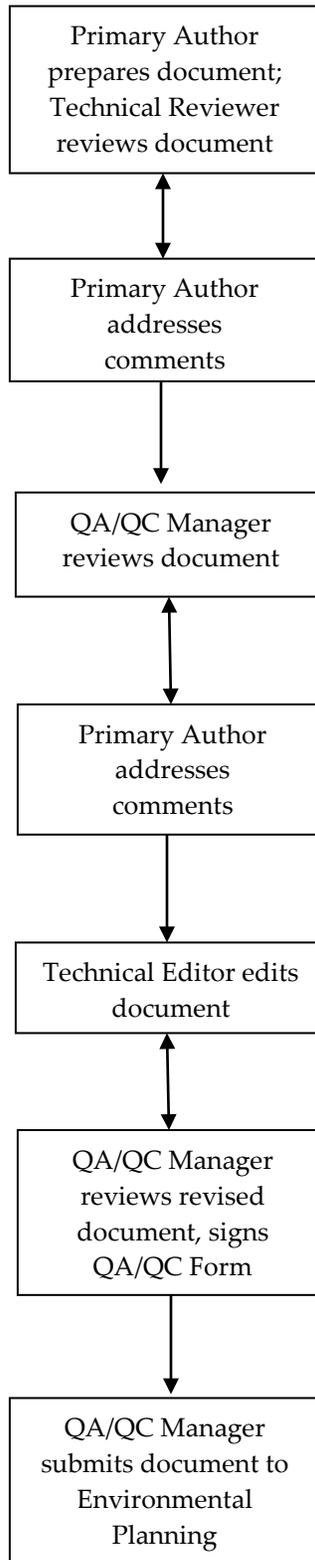
SUBCONSULTANT DELIVERABLE REVIEW

Subconsultants will be responsible for the quality and technical accuracy of the submittals to the prime consultant and must be prepared to respond to comments from the prime consultant. The prime consultant is ultimately responsible for the quality of subconsultant deliverables.

QA/QC DOCUMENTATION

A QA/QC form will be completed for each QA/QC review performed. The *QA/QC Review Form* is attached. A completed and signed form will be submitted to Environmental Planning by the consultant for all major deliverables. In addition, a signed *Consultant Checklist for Document Submittal* will accompany each deliverable to Environmental Planning.

QA/QC PLAN: DELIVERABLE REVIEW TIMELINE



QA/QC REVIEW FORM

Deliverable:
Review Due Date:
Deliverable Due Date:
Author:

Reviewer/Role	Name (Firm)	Date Review(s) Completed
Technical Reviewer(s)	Senior Staff as assigned	
Technical Editor	Staff as assigned	
QA/QC Reviewer	Staff as assigned	



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX E

Kickoff Meeting AGENDA

[Project Address / Title - Case No.]

[DATE AND TIME]
[LOCATION]

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

Invited Participants

Name	Affiliation	In attendance?

1. Introductions
2. Roles and Responsibilities
3. Communication Protocols
4. Project Description
5. Scope of Work
6. Schedule
7. Field Visit and Site Access
8. Upcoming Deliverables
 - Task 1: [DELIVERABLE] - due [DATE]
 - Task 2: [DELIVERABLE] - due [DATE]
 - Task 3: [DELIVERABLE] - due [DATE]
9. Tracking Action Items
10. Confirmation of Next Meeting on [DATE AND TIME]



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX F

Notification of Project Receiving Environmental Review

Date: [Date]
Case No.: 20XX.XXXXE
Project Address: [Project Address/Title]
Zoning: xxx (district name) Use District
 xxx Height and Bulk District
Block/Lot: [block]/[lot]
Lot Size: xxxx square feet
Staff Contact: [name] – (415) xxx-xxxx
 [email address]

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

PROJECT DESCRIPTION:

(Brief description of proposed project)

PURPOSE OF NOTICE:

The project is being studied by the Planning Department’s Environmental Planning Division to determine its potential environmental effects. No environmental documents have been issued for this project. Public comments concerning the potential environmental effects of this project are welcomed. In order for your concerns to be fully considered or to ensure your receipt of future environmental review documents for this project, **please contact the staff identified above by [2 weeks from date of notice]**. This notice is routinely sent to [for site-specific projects: community organizations, tenants of the affected property and properties adjacent to the project site, and those persons who own property within 300 feet of the project site.] [if project is larger than site-specific: potentially interested parties.] Anyone receiving this notice is encouraged to pass on this information to others who may have an interest in the project.

Environmental review provides information on physical environmental effects and does not make recommendations on the project itself. Other review or approval actions may be required for the project. These actions may involve further public notification and public hearings. If you have comments on the proposed project that pertain to matters other than physical environmental effects, please note the file number and call [neighborhood planner and # or PIC (415) 558-6377 if no neighborhood planner yet].



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX G

Affidavit of Mailing

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

I, _____ have mailed the attached document:
(please print name)

- ___ Notification of Project Receiving Environmental Review (Neighborhood Notice)
- ___ Notice of Availability of Environmental Review Document (NOA)
- ___ Notice of Scoping Meeting for an Environmental Impact Report
- ___ Notice of Preparation of an Environmental Impact Report
- ___ Notice of Availability of Draft Environmental Impact Report
- ___ Preliminary Negative Declaration (PND) and Standard Neg Dec Cover Letter
- ___ Final Negative Declaration (FND)
- ___ Notice of Availability of Preliminary Negative Declaration
- ___ Notice of Hearing on Appeal After Initial Evaluation of a Project
- ___ Certificate of Determination of Exemption/Exclusion From Environmental Review

Other : _____

on _____ for Project File No. & Title _____
(Date)

Also attached is a copy of the mailing list/ mailing labels to which the document was mailed.

(Signature)

(Date)



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX H

Preliminary Mitigated Negative Declaration

Date: [Publication Date]
Case No.: 20XX.XXXE
Project Title: [Project Address/ Title]
BPA Nos.: [building permit application numbers, if applicable]
Zoning: xxx [district name] Use District
 xxx Height and Bulk District
Block/Lot: [block]/[lot]
Lot Size: xxxx square feet
Project Sponsor [project sponsor name, affiliation]
 [telephone number]
Lead Agency: San Francisco Planning Department
Staff Contact: [name] – (415) xxx-xxxx
 [email address]

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

PROJECT DESCRIPTION:

(Brief description of proposed project)

FINDING:

This project could not have a significant effect on the environment. This finding is based upon the criteria of the Guidelines of the State Secretary for Resources, Sections 15064 (Determining Significant Effect), 15065 (Mandatory Findings of Significance), and 15070 (Decision to prepare a Negative Declaration), and the following reasons as documented in the Initial Evaluation (Initial Study) for the project, which is attached.

Mitigation measures are included in this project to avoid potentially significant effects. See pages ____.

cc:



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX I

Notice of Availability of and Intent to Adopt a Mitigated Negative Declaration

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

Date: [publication date]
Case No.: 201X.XXXXE
Project Title: [Project Address/Title]
Zoning: xxx [district name] Use District
xxx Height and Bulk District
Block/Lot: [block]/[lot]
Project Sponsor: [name, organization, phone]
Staff Contact: [name] – (415) xxx-xxxx
[email address]

To Whom It May Concern:

This notice is to inform you of the availability of the environmental review document concerning the proposed project as described below. The document is a preliminary mitigated negative declaration (PMND), containing information about the possible environmental effects of the proposed project. The PMND documents the determination of the Planning Department that the proposed project could not have a significant adverse effect on the environment. Preparation of a mitigated negative declaration does not indicate a decision by the City to carry out or not to carry out the proposed project.

Project Description: [Describe proposed project, location, required approvals]

The PMND is available to view or download from the Planning Department’s [Negative Declarations and EIRs web page (<http://tinyurl.com/sfceqadocs>)] [SFPUC Negative Declarations and EIRs web page (<http://tinyurl.com/puccases>)]. Paper copies are also available at the Planning Information Center (PIC) counter on the ground floor of 1660 Mission Street, San Francisco.

If you have questions concerning environmental review of the proposed project, contact the Planning Department staff contact listed above.

Within [20 or 30] calendar days following publication of the PMND (i.e., by 5:00 p.m. on [date], any person may:

- 1) Review the PMND as an informational item and take no action;
- 2) Make recommendations for amending the text of the document. The text of the PMND may be amended to clarify or correct statements and may be expanded to include additional relevant issues or to cover issues in greater depth. This may be done **without** the appeal described below; **OR**
- 3) Appeal the determination of no significant effect on the environment to the Planning Commission in a letter which specifies the grounds for such appeal, accompanied by a \$510 check payable to the San

Francisco Planning Department.¹ An appeal requires the Planning Commission to determine whether or not an Environmental Impact Report must be prepared based upon whether or not the proposed project could cause a substantial adverse change in the environment. Send the appeal letter to the Planning Department, Attention: Bill Wycko, 1650 Mission Street, Suite 400, San Francisco, CA 94103. **The letter must be accompanied by a check in the amount of \$510.00 payable to the San Francisco Planning Department, and must be received by 5:00 p.m. on [date].** The appeal letter and check may also be presented in person at the PIC counter on the first floor of 1660 Mission Street, San Francisco.

In the absence of an appeal, the mitigated negative declaration shall be made final, subject to necessary modifications, after [20 or 30] days from the date of publication of the PMND.

¹ Upon review by the Planning Department, the appeal fee may be reimbursed for neighborhood organizations that have been in existence for a minimum of 24 months.

APPENDIX J

SAN FRANCISCO PLANNING DEPARTMENT
CONSULTANT CHECKLIST FOR DOCUMENT SUBMITTAL

File Number: _____

Project Title: _____

This checklist must be filled in by the consultant and a signed copy must accompany each administrative draft document submitted to Environmental Planning (EP). Exceptions to any checklist item must be approved in advance. Items that are not applicable should be marked "NA" (not applicable) with an explanation. If any of the items are not addressed, the document may be returned unread for revision and resubmittal.

- _____ 1. Document complies with EP's *Environmental Review Guidelines*.
- _____ 2. Document has not been reviewed by sponsor, sponsor's representatives, or other environmental team members in advance of submittal to EP.
- _____ 3. Transmittal sent to others instructs that comments are to be submitted to EP.
- _____ 4. Document is edited for grammatical and typographical errors, clarity, and format.
- _____ 5. Document is neutral in tone and does not advocate the project.
- _____ 7. Document cover/first page identifies the number of the draft (e.g., 1, 2, 3), project number and title, date of submittal, and State Clearinghouse Number, if applicable.
- _____ 8. Each page contains header or footer stating "Administrative Draft - Subject to Change" (except for the final print check).
- _____ 9. All document sections, tables, figures, appendices, etc. are submitted.
- _____ 10. Footnotes are on same page as the reference (no endnotes).
- _____ 11. Tables and figures are checked for accuracy, figures include a north arrow, each table and figure includes a source.
- _____ 12. Text references to tables, figures, and to other text refer to the correct pages, tables, figures, or text.
- _____ 13. Data in tables and figures are cross-checked with text.
- _____ 14. Consultant firm logos do not appear in the document.
- _____ 15. Project-specific and cumulative impacts are analyzed for each environmental topic (unless previously screened out in an Initial Study).
- _____ 16. Operational and construction-period impacts are analyzed for each environmental topic (unless previously screened out in an Initial Study).
- _____ 17. Analysis of each environmental topic and subtopic explicitly states whether or not the impact is significant.
- _____ 18. Mitigation measures are identified in the environmental analysis for significant impacts only (not insignificant impacts) together with a statement of whether the measure would reduce the impact to a less-than-significant level.
- _____ 19. Mitigation measures are listed separately from improvement measures.
- _____ 20. Changes made in response to comments on previous administrative draft are clearly marked in new text with strikethrough and underline.

- _____ 21. Changes *not* made in response to comments on previous administrative drafts are explained in writing on annotated comments or accompanying memo.
- _____ 22. Raw data and assumptions (background material) for all calculations are submitted in a file folder with the administrative draft document, unless previously submitted.
- _____ 23. All document background reports are finalized and included with the submittal packet.

Notes:

Consultant Signature: _____

Date: _____



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX K

Agreement to Implement Mitigation Measure(s)

Case No.: 20XX.XXXXXE
 Project Title: [Project Address / Title]
 BPA Nos.:
 Zoning: xx Use District
 xx Height and Bulk District
 Block/Lot: [Block] / [Lot]
 Lot Size: xx Square Feet
 Project Sponsor: [Name / Number]
 Lead Agency: San Francisco Planning Department
 Staff Contact: xx – 415 575-xxxx
 xxx@sfgov.org

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

MITIGATION MEASURES

[Insert Mitigation Measures]

_____ I agree to implement the above mitigation measure(s) as a condition of project approval.

 Property Owner or Legal Agent Signature

 Date

EXHIBIT 2: MITIGATION MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	MONITORING AND REPORTING PROGRAM				
	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/Reporting Responsibility	Monitoring Schedule
MITIGATION MEASURES AGREED TO BY PROJECT SPONSOR					
ENVIRONMENTAL TOPIC					
<p>Mitigation Measure XX-# [Give exact title/number of mitigation measure as noted in IS, MND, or EIR.] Insert verbatim text of mitigation measure.</p>	<p>List the specific entity or responsible parties for implementing the mitigation measure.</p>	<p>Describe timing for mitigation implementation, e.g. before, during or after construction. Provide specifics to the extent possible (e.g., prior to earth-moving activities, during excavation activities etc.</p>	<p>Describe action(s) required to implement and report on the measure.</p>	<p>List the entity or entities responsible for reviewing and approving mitigation implementation.</p>	<p>Describe timing for monitoring mitigation action, and frequency of monitoring or reporting to the responsible body.</p>
MITIGATION MEASURES <u>NOT</u> AGREED TO BY PROJECT SPONSOR AND/OR FEASIBILITY OF IMPLEMENTATION UNCERTAIN					
ENVIRONMENTAL TOPIC					
<p>Mitigation Measure XX-# [Give exact title/number of mitigation measure as noted in IS, MND, or EIR.] Insert verbatim text of mitigation measure.</p>	<p>List the specific entity or responsible parties for implementing the mitigation measure.</p>	<p>Describe timing for mitigation implementation, e.g. before, during or after construction. Provide specifics to the extent possible (e.g., prior to earth-moving activities, during excavation activities etc.</p>	<p>Describe action(s) required to implement and report on the measure.</p>	<p>List the entity or entities responsible for reviewing and approving mitigation implementation.</p>	<p>Describe timing for monitoring mitigation action, and frequency of monitoring or reporting to the responsible body.</p>
PROJECT ADDRESS/TITLE			CASE NO. 20XX.XXXXE		
MITIGATION MONITORING AND REPORTING PROGRAM			[DATE]		

MONITORING AND REPORTING PROGRAM

Adopted Mitigation Measures	Responsibility for Implementation	Mitigation Schedule	Mitigation Action	Monitoring/Reporting Responsibility	Monitoring Schedule
------------------------------------	--	----------------------------	--------------------------	--	----------------------------

EXAMPLE

NOISE

Mitigation Measure NO-2: Pile Driving Noise Reduction

Should pile driving be necessary for installation of pile foundations as part of project construction, the project sponsor shall require the project sponsor to predrill holes to the maximum depth feasible on the basis of soil conditions. Project contractors shall also be required to use construction equipment with state-of-the-art noise shielding and muffling devices. The project sponsor shall also require that contractors schedule pile driving activity for times of the day that are consistent with the San Francisco Noise Ordinance, to disturb the fewest people.

Project sponsor and contractor

During subsurface construction.

Project contractor to predrill holes for pile driving, use noise shielding and muffling devices during pile driving, and schedule pile driving activity consistent with the Noise Ordinance.

Department of Public Works to monitor project contractor compliance.

Considered complete after construction activities have ended.



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX M

Mitigated Negative Declaration

PMND Date: [PMND publication date]; amended on [amendment date, if applicable]
Case No.: **20XX.XXXE**
Project Title: **[Project Address/Title]**
BPA Nos.: [building permit application numbers, if applicable]
Zoning: xxx [district name] Use District
 xxx Height and Bulk District

Block/Lot: [block]/[lot]
Lot Size: xxxx square feet
Project Sponsor: [project sponsor name, affiliation]
 [telephone number]

Lead Agency: San Francisco Planning Department
Staff Contact: [name] – (415) xxx-xxxx
 [email address]

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

PROJECT DESCRIPTION:

[Brief description of proposed project]

FINDING:

This project could not have a significant effect on the environment. This finding is based upon the criteria of the Guidelines of the State Secretary for Resources, Sections 15064 (Determining Significant Effect), 15065 (Mandatory Findings of Significance), and 15070 (Decision to prepare a Negative Declaration), and the following reasons as documented in the Initial Evaluation (Initial Study) for the project, which is attached. Mitigation measures are included in this project to avoid potentially significant effects. See pages ____.

In the independent judgment of the Planning Department, there is no substantial evidence that the project could have a significant effect on the environment.

 BILL WYCKO
 Environmental Review Officer

 Date of Adoption of Final Mitigated
 Negative Declaration

cc: [project sponsor, neighborhood planner], M.D.F



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX N

Notice of Determination

Approval Date: [date of approval action or when the appeal period expires]
Case No.: **20XX.XXXE**
Project Title: **[Project Address / Title]**
Zoning: xxx [district name]
 xxx Height and Bulk District
Block/Lot: [block] / [lot]
Lot Size: xxxx square feet
Lead Agency: San Francisco Planning Department
Project Sponsor: [project sponsor name, affiliation]
 [telephone number]
Staff Contact: [name] – (415) xxx-xxxx
 [email address]

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

<p>To: County Clerk, City and County of San Francisco City Hall Room 168 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102</p>	<p>State of California Office of Planning and Research PO Box 3044 Sacramento, CA 95812-3044</p>
---	---

Pursuant to the California Environmental Quality Act (CEQA), the Guidelines of the Secretary for Resources, and San Francisco requirements, this Notice of Determination is transmitted to you for filing. At the end of the posting period, please return this Notice to the Staff Contact with a notation of the period it was posted.

Attached fee:
 \$50 filing fee AND \$ 2,101.50 Negative Declaration Fee][\$ 2,919.00 EIR Fee] **OR**
 No Effect Determination (From CDFG)

PROJECT DESCRIPTION:

(Brief description of proposed project)

DETERMINATION:

The City and County of San Francisco decided to carry out or approve the project on [DATE]. A copy of the document(s) may be examined at [Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103], [Board of Supervisors, City Hall, 1 Carlton B. Goodlett Place Room 244, San Francisco, CA, 94102 in file no [FILE NUMBER]][Board of Permit Appeals, 1650 Mission Street, Suite 304, San Francisco, CA, 94103 in file no [FILE NUMBER]] [Central Permit Bureau, 1660 Mission Street, San Francisco, CA, 94103 in file no [FILE NUMBER]][the above address in file no. [Case File no.]].

Notice of Determination

[Date]

CASE NO. 20XX.XXXE

[Address]

1. [An Environmental Impact Report][A Negative Declaration] has been prepared pursuant to the provisions of CEQA. It is available to the public and may be examined at the Planning Department at the above address.
2. A determination has been made that the project in its approved form [will not have a significant effect on the environment][will have a significant effect on the environment and findings were made pursuant to Section 15091 and a statement of overriding considerations was adopted].
3. Mitigation measures [were][were not] made a condition of project approval.

John Rahaim
Planning Director

By Bill Wycko
Environmental Review Officer

cc: [project sponsor]
[other interested parties]



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX O

Notice of Preparation of an Environmental Impact Report

Date: [publication date]
Case No.: 20XX.XXXE
Project Title: [Project Address/Title]
BPA Nos.: [building permit application numbers, if applicable]
Zoning: xxx [district name] Use District
xxx Height and Bulk District
Block/Lot: [block/lot]
Lot Size: xxxx square feet
Project Sponsor [project sponsor name, affiliation]
[telephone number]
Lead Agency: San Francisco Planning Department
Staff Contact: [name] – (415) xxx-xxxx
[email address]

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

PROJECT DESCRIPTION

[Brief description of proposed project]

FINDING

This project may have a significant effect on the environment and an Environmental Impact Report is required. This determination is based upon the criteria of the State CEQA Guidelines, Sections 15063 (Initial Study), 15064 (Determining Significant Effect), and 15065 (Mandatory Findings of Significance), and for the reasons documented in the Environmental Evaluation (Initial Study) for the project, which is attached.

PUBLIC SCOPING PROCESS

[Use this paragraph if scoping is required]. Pursuant to the State of California Public Resources Code Section 21083.9 and California Environmental Quality Act Guidelines Section 15206, a public scoping meeting will be held to receive oral comments concerning the scope of the EIR. The meeting will be held on [date and time] at [location]. Written comments will also be accepted at this meeting and until 5:00 p.m. on [month day, year]. Written comments should be sent to Bill Wycko, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103.

[Use this paragraph if no scoping is required]. Written comments will be accepted until 5:00 p.m. on [month day, year]. Written comments should be sent to Bill Wycko, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103.

If you work for a responsible State agency, we need to know the views of your agency regarding the scope and content of the environmental information that is germane to your agency's statutory responsibilities in connection with the proposed project. Your agency may need to use the EIR when

considering a permit or other approval for this project. Please include the name of a contact person in your agency.

Date

Bill Wycko
Environmental Review Officer



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX P

PUBLIC NOTICE Availability of Notice of Preparation of Environmental Impact Report

Date: [publication date]
Case No.: 201X.XXXXE
Project Title: [Project Address/Title]
Zoning: xxx [district name] Use District
 xxx Height and Bulk District
Block/Lot: [block]/[lot]
Project Sponsor: [name, organization, phone]
Staff Contact: [name] – (415) xxx-xxxx
 [email address]

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

A notice of preparation (NOP) of an environmental impact report (EIR) has been prepared by the San Francisco Planning Department in connection with this project. The report is available for public review and comment on the Planning Department’s [Negative Declarations and EIRs web page (<http://tinyurl.com/sfceqadocs>)] [SFPUC Negative Declarations and EIRs web page (<http://tinyurl.com/puccases>)]. CDs and paper copies are also available at the Planning Information Center (PIC) counter on the first floor of 1660 Mission Street, San Francisco. Referenced materials are available for review by appointment at the Planning Department's office on the fourth floor of 1650 Mission Street. (Call (415) 575-XXXX)

Project Description: [add text]

The Planning Department has determined that an EIR must be prepared for the proposed project prior to any final decision regarding whether to approve the project. The purpose of the EIR is to provide information about potential significant physical environmental effects of the proposed project, to identify possible ways to minimize the significant effects, and to describe and analyze possible alternatives to the proposed project. Preparation of an NOP or EIR does not indicate a decision by the City to approve or to disapprove the project. However, prior to making any such decision, the decision makers must review and consider the information contained in the EIR.

The Planning Department will hold a **PUBLIC SCOPING MEETING** on [day, date, time] at [location, address]. The purpose of this meeting is to receive oral comments to assist the Planning Department in reviewing the scope and content of the environmental impact analysis and information to be contained in the EIR for the project. Written comments will also be accepted until 5:00 p.m. on [date]. Written comments should be sent to Bill Wycko, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103. Referenced materials are available for review by appointment at the Planning Department's office on the fourth floor of 1650 Mission Street. (Call (415) 575-XXXX).

If you work for an agency that is a Responsible or a Trustee Agency, we need to know the views of your agency as to the scope and content of the environmental information that is relevant to your agency's statutory responsibilities in connection with the proposed project. Your agency may need to use the EIR when considering a permit or other approval for this project. We will also need the name of the contact person for your agency. If you have questions concerning environmental review of the proposed project, please contact **[Planner Name]** at **(415) 575-xxxx**.



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX Q

Agenda [Project Address / Title] Environmental Impact Report Public Scoping Meeting

[Location]
[Date and Time]

I. Introduction

- Introductions to EIR Preparers and Project Sponsor
 - Name – SF Planning Department (EIR Coordinator)
 - Name – [Organization/Company] (Project Sponsor)
 - Name – [Consulting Firm] (EIR Consultant)
- Purpose of meeting
- Meeting format

II. Brief Overview of Proposed Project

III. Summary of California Environmental Quality Act (CEQA) Process

- Notice of Preparation/IS (30-day public review period)
- Scoping Meeting
- Draft EIR (45-day public review period, Planning Commission hearing)
- Comments and Responses Document (approx. 14-day review)
- Final EIR Certification (Planning Commission hearing)

IV. Public Comment

- Comments on environmental review issues from speakers who fill out a speaker card
- Three minutes per speaker

V. Final Reminders

- Submit written comments to **Environmental Review Officer, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103**, by 5:00 p.m., [date and time].
- If you have questions or comments regarding the proposed project and the environmental process, please contact [EIR Coordinator] at (415) xxx-xxxx.

San Francisco Planning Department Speaker Card

To aid in the preparation of minutes or a transcript, you are requested, but not required, to provide this information:

Please **PRINT** then give to meeting moderator

Name: _____

Organization (if any): _____

Address: _____



SAN FRANCISCO PLANNING DEPARTMENT

EIR Public Scoping Meeting Sign-In Sheet

[Project Address / Title]

[Meeting Date]

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

PRINT NAME	ADDRESS	TELEPHONE
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		

**San Francisco Planning Department
EIR Public Scoping Meeting Written Comment Form**

**[Project Address/ Title]
Case # _____**

If you wish to submit written comments on the above project, you may do so on this sheet (although use of this form is not required). Please submit written comments in person to [Planner Name] at today's public scoping meeting, or by mail to Bill Wycko, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103. **All comments must be submitted no later than 5 P.M., [END OF COMMENT PERIOD].**

Write your comments regarding the environmental review for the project here. Use the back of the sheet or additional pages if necessary.

Name: _____

Organization (if any): _____

Address: _____



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX R

PUBLIC NOTICE Availability of Draft Environmental Impact Report

Date: [publication date]
Case No.: 201X.XXXXE
Project Title: [Project Address/Title]
Zoning: xxx [district name] Use District
 xxx Height and Bulk District
Block/Lot: [block]/[lot]
Project Sponsor: [name, organization, phone]
Staff Contact: [name] – (415) xxx-xxxx
 [email address]

1650 Mission St.
 Suite 400
 San Francisco,
 CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
 Information:
415.558.6377

A draft environmental impact report (EIR) has been prepared by the San Francisco Planning Department in connection with this project. The report is available for public review and comment on the Planning Department's [Negative Declarations and EIRs web page (<http://tinyurl.com/sfceqadocs>)] [SFPU Negative Declarations and EIRs web page (<http://tinyurl.com/puccases>)]. CDs and paper copies are also available at the Planning Information Center (PIC) counter on the first floor of 1660 Mission Street, San Francisco. Referenced materials are available for review by appointment at the Planning Department's office on the fourth floor of 1650 Mission Street. (Call (415) 575-XXXX)

Project Description: [add project description]

The Draft EIR found that implementation of the proposed project would lead to significant unavoidable impacts related to [identify appropriate topic areas]. If there is hazmat on project site, include the following: The project site contains hazardous materials as defined under Section 65962.5 of the Government Code.

A **public hearing** on this draft EIR and other matters has been scheduled by the City Planning Commission for **Month, Day, 201X**, in Room 400, City Hall, 1 Dr. Carlton B. Goodlett Place, (Call (415) 558-6422 the week of the hearing for a recorded message giving a more specific time.)

Public comments will be accepted from **Month Day, 201X** to 5:00 p.m. on **Month Day, 201X**. Written comments should be addressed to Bill Wycko, Environmental Review Officer, San Francisco Planning Department, 1650 Mission Street, Suite 400, San Francisco, CA 94103. Comments received at the public hearing and in writing will be responded to in a draft EIR comments and responses document.

If you have any questions about the **environmental review** of the proposed project, please call **Planner Name** at (415) 575-xxxx.



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX S

Declaration of Posting for a Draft Environmental Impact Report

Date: [publication date]
Case No.: 20XX.XXXE
Project Title: [Address/Project Title]
BPA Nos.: [building permit application numbers, if applicable]
Zoning: xxx [district name] Use District
 xxx Height and Bulk District
Block/Lot: [block]/ [lot]
Lot Size: xxxx square feet
Project Sponsor [project sponsor name, affiliation]
 [telephone number]
Lead Agency: San Francisco Planning Department
Staff Contact: [name] – (415) xxx-xxxx
 [email address]

I, _____, do hereby declare as follows:

1. On _____, I posted public notice on the project site stating the availability of the environmental document for the above project. The public notice forms were furnished to me by the Planning Department, and posting was accomplished according to the instructions provided by the Planning Department.
2. Attached to this declaration is a site map indicating precise locations of the postings and photographs of each notice showing the duly posted public notices at the project site.
3. After posting the aforementioned notices, I personally inspected the posted notice on _____ (specify date within one week of the initial posting) and on _____ (specify date within one week of the end of the notice period) and determined that the required notice was posted at these times, which were within the requisite posting period between _____ and _____.

I declare under the penalty of perjury under the laws of the State of California that the foregoing is true and correct. Executed on this day _____ at San Francisco, California.

Signature

Name (Printed or Typed)

Relationship to Project Sponsor
(e.g., owner, attorney, architect, etc.)

www.sfplanning.org

EIR



DRAFT ENVIRONMENTAL IMPACT REPORT

[Project Address/Title]

PLANNING DEPARTMENT
CASE NO. [20XX.XXXE]

STATE CLEARINGHOUSE NO. [xxxxxxxxxx]



**SAN FRANCISCO
PLANNING
DEPARTMENT**

Administrative Draft Number 01	Draft EIR Publication Date:	MONTH XX, 20XX
	Draft EIR Public Hearing Date:	MONTH XX, 20XX
	Draft EIR Public Comment Period:	MONTH XX, 20XX - MONTH XX, 20XX

Written comments should be sent to:

Bill Wycko Environmental Review Officer | 1650 Mission Street, Suite 400 | San Francisco, CA 94103
or Bill.Wycko@sfgov.org



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX U

DATE: [DEIR PUBLICATION DATE]
TO: Distribution List for the [PROJECT NAME] Draft EIR
FROM: Bill Wycko, Environmental Review Officer
SUBJECT: Request for the Final Environmental Impact Report for the [PROJECT NAME] Project (Planning Department File No. [CASE NUMBER])

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

This is the Draft of the Environmental Impact Report (EIR) for the [PROJECT NAME] Project. A public hearing will be held on the adequacy and accuracy of this document. After the public hearing, our office will prepare and publish a document titled "Comments and Responses," which will contain [a summary of] all relevant comments on this Draft EIR and our responses to those comments. It may also specify changes to this Draft EIR. Those who testify at the hearing on the Draft EIR will automatically receive a copy of the Comments and Responses document, along with notice of the date reserved for certification; others may receive a copy of the Comments and Responses and notice by request or by visiting our office. This Draft EIR together with the Comments and Responses document will be considered by the Planning Commission in an advertised public meeting and will be certified as a Final EIR if deemed adequate.

After certification, we will modify the Draft EIR as specified by the Comments and Responses document and print both documents in a single publication called the Final EIR. The Final EIR will add no new information to the combination of the two documents except to reproduce the certification resolution. It will simply provide the information in one document, rather than two. Therefore, if you receive a copy of the Comments and Responses document in addition to this copy of the Draft EIR, you will technically have a copy of the Final EIR.

We are aware that many people who receive the Draft EIR and Comments and Responses have no interest in receiving virtually the same information after the EIR has been certified. To avoid expending money and paper needlessly, we would like to send copies of the Final EIR [in Adobe Acrobat format on a CD] to private individuals only if they request them. Therefore, if you would like a copy of the Final EIR, please fill out and mail the postcard provided inside the back cover to the Major Environmental Analysis division of the Planning Department within two weeks after certification of the EIR. Any private party not requesting a Final EIR by that time will not be mailed a copy. Public agencies on the distribution list will automatically receive a copy of the Final EIR.

Thank you for your interest in this project.

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**TABLE S-2
SUMMARY OF IMPACTS OF PROPOSED PROJECT**

Impact	Level of Significance before Mitigation	Mitigation and Improvement Measures	Level of Significance after Mitigation
Environmental Topic			
Impact statement, including alpha-numeric code.	Abbreviated level of significance before mitigation ("NI," "LTS," or "S")	Mitigation measure(s), improvement measure(s), or "None required."	Abbreviated level of significance after mitigation ("LTS," "SU," or "SUM") or "NA."
<i>Example:</i>			
Cultural and Paleontological Resources			
CP-1: The proposed project would result in the demolition of an individual historic architectural resource, causing a substantial adverse change in the significance of a historical resource as defined in CEQA Guidelines Section 15064.5.	S	<p>M-CP-1a: Documentation of a Historical Resource. To document the building more effectively, the project sponsor shall prepare Historic American Buildings Survey (HABS)-level photographs and an accompanying HABS Historical Report, which shall be maintained onsite, as well as in the appropriate repositories. The contents of the report shall include...</p> <p>M-CP-1b: Oral Histories. The project sponsor shall undertake an oral history project that includes interviews of people such as residents, past owners, or former employees. The project shall be conducted...</p> <p>M-CP-1c: Interpretive Program. The project sponsor shall work with a Historic Preservation Technical Specialist or other qualified professional to institute an interpretive program on-site...</p>	SUM
CP-2: The proposed project would cause a substantial adverse change in the significance of an archeological resource as defined in CEQA Guidelines Section 15064.5.	S	M-CP-2: Archeological Testing Plan. Based on a reasonable presumption that archeological resources may be present within the project site, the following measures shall be undertaken to avoid any potentially significant adverse effect from the proposed project on buried or submerged historical resources. The project sponsor shall...	LTS
CP-3: The proposed project would not disturb any human remains, including those interred outside of formal cemeteries.	NI	None required.	NA
C-CP-1: The proposed project, in combination with past, present, and reasonably foreseeable future projects in the vicinity, would not cause a substantial adverse change in the significance of a historical resource as defined in CEQA Guidelines Section 15064.5.	S	Implement M-CP-1a , Documentation of a Historical Resource; M-CP-1b , Oral Histories; M-CP-1c , Interpretive Program; and M-CP-2 , Archeological Testing Plan.	NA

Legend

NI	No impact
LTS	Less than significant or negligible impact; no mitigation required
S	Significant
SU	Significant and unavoidable adverse impact, no feasible mitigation
SUM	Significant and unavoidable adverse impact, after mitigation

**TABLE S-X
COMPARISON OF SIGNIFICANT IMPACTS OF PROJECT TO
IMPACTS OF ALTERNATIVES**

	Proposed Project	No Project Alternative	Alternative A: Title	Alternative B: Title
Description	Brief description of proposed project	Brief description of alternative	Brief description of alternative	Brief description of alternative
Ability to Meet Project Sponsor's Objectives	Brief summary of degree to which proposed project meets sponsor's objectives	Brief summary of degree to which alternative meets sponsor's objectives	Brief summary of degree to which alternative meets sponsor's objectives	Brief summary of degree to which alternative meets sponsor's objectives
Environmental Topic				
Sub-topic	Impact statement. (Level of significance in parentheses)	Brief summary of significance of alternative's unmitigated impact relative to proposed project. (Level of significance in parentheses)	Brief summary of significance of alternative's unmitigated impact relative to proposed project. (Level of significance in parentheses)	Brief summary of significance of alternative's unmitigated impact relative to proposed project. (Level of significance in parentheses)
<i>Example:</i>				
Cultural and Paleontological Resources				
Archeological Resources	Impact CP-4: The proposed project would cause a substantial adverse change in the significant of an archeological resource pursuant to CEQA Guidelines Section 15064.5. (SM)	No impact. (NI)	Substantially less than proposed project. (LTS)	Similar to but less than proposed project. (SM)

Legend

- NI No impact
- LTS Less than significant or negligible impact; no mitigation required
- SM Significant but mitigable
- SU Significant and unavoidable adverse impact, no feasible mitigation
- SUM Significant and unavoidable adverse impact, after mitigation

APPENDIX Y

PLACE
POSTAGE
HERE

[Name of Environmental Coordinator]
San Francisco Planning Department
Environmental Planning Division
1650 Mission Street, Suite 400
San Francisco, CA 94103

PLEASE CUT ALONG DOTTED LINES

PLEASE RETURN THIS POSTCARD TO REQUEST A COPY OF
THE FINAL ENVIRONMENTAL IMPACT REPORT

(NOTE THAT THE DRAFT EIR PLUS THE RESPONSES TO COMMENTS
DOCUMENT CONSTITUTE THE FINAL EIR)

REQUEST FOR FINAL ENVIRONMENTAL IMPACT REPORT

[Project Name], Planning Department Case No. [XXXX.XXXE]

Check one box: Please send me a copy of the Final EIR on CD.
 Please send me a paper copy of the Final EIR.

Signed: _____

Name: _____

Street: _____

City: _____ State: _____ Zip: _____

o
r
t



RESPONSES TO COMMENTS

[Project Address/Title]

CITY AND COUNTY OF SAN FRANCISCO
PLANNING DEPARTMENT
CASE NO. [20XX.XXXE]

STATE CLEARINGHOUSE NO. [xxxxxxxxxx]



**SAN FRANCISCO
PLANNING
DEPARTMENT**

Administrative Draft Number 01	Draft EIR Publication Date:	MONTH XX, 20XX
	Draft EIR Public Hearing Date:	MONTH XX, 20XX
	Draft EIR Public Comment Period:	MONTH XX, 20XX - MONTH XX, 20XX
	Final EIR Certification Hearing Date:	MONTH XX, 20XX

ENVIRONMENTAL PLANNING DIVISION | SAN FRANCISCO PLANNING DEPARTMENT



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX AA

MEMO

DATE: [PUBLICATION DATE]
TO: Members of the Planning Commission and Interested Parties
FROM: Bill Wycko, Environmental Review Officer
Re: **Attached Responses to Comments on Draft Environmental
Impact Report Case No. [20XX.XXXX] [PROJECT NAME]**

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

Attached for your review please find a copy of the Responses to Comments document for the Draft Environmental Impact Report (EIR) for the above-referenced project. **This document, along with the Draft EIR, will be before the Planning Commission for Final EIR certification on [DATE].** Please note that the public review period ended on [DATE]

The Planning Commission does not conduct a hearing to receive comments on the Responses to Comments document, and no such hearing is required by the California Environmental Quality Act. Interested parties, however, may always write to Commission members or to the President of the Commission at 1650 Mission Street and express an opinion on the Comments and Responses document, or the Commission's decision to certify the completion of the Final EIR for this project.

Please note that if you receive the Responses to Comments document in addition to the Draft EIR, you technically have the Final EIR. If you have any questions concerning the Responses to Comments document or the environmental review process, please contact [Environmental Coordinator] 415-575-XXXX.

Thank you for your interest in this project and your consideration of this matter.

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EIR



FINAL ENVIRONMENTAL IMPACT REPORT

[Project Address/Title]

PLANNING DEPARTMENT
CASE NO. [20XX.XXXE]

STATE CLEARINGHOUSE NO. [xxxxxxxxxx]



**SAN FRANCISCO
PLANNING
DEPARTMENT**

<small>Administrative Draft Number</small> 01	Draft EIR Publication Date:	MONTH XX, 20XX
	Draft EIR Public Hearing Date:	MONTH XX, 20XX
	Draft EIR Public Comment Period:	MONTH XX, 20XX - MONTH XX, 20XX
	Final EIR Certification Hearing Date:	MONTH XX, 20XX

ENVIRONMENTAL PLANNING | SAN FRANCISCO PLANNING DEPARTMENT

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SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX EE

[DATE]

[CONSULTANT PROJECT MANAGER]
[CONSULTING FIRM]
[STREET ADDRESS]
[CITY], CA, [ZIP CODE]

Subject: [SUBMITTAL NAME, PROJECT NAME, PROJECT CASE NUMBER]

Dear [CONSULTANT PROJECT MANAGER]:

On [DATE], your firm submitted [INSERT SUBMITTAL NAME] for the [INSERT PROJECT NAME]. As explained on the attached Consultant Evaluation Form, the submittal did not meet one or more of the Planning Department's performance measures for environmental documents. [BRIEFLY SUMMARIZE WHY THE SUBMITTAL DID NOT MEET EXPECTATIONS.]

[INDICATE ACTION(S) THAT WILL BE TAKEN DUE TO UNSATISFACTORY PERFORMANCE.]

If you have any questions about this evaluation or the actions that will be taken as a result of this evaluation, please contact me at [PHONE NUMBER] or [EMAIL ADDRESS]. We hope that this feedback has been helpful and that it will facilitate your improved performance on future submittals.

Sincerely,

[ENVIRONMENTAL COORDINATOR NAME]
[TITLE]

enclosure

cc: Bill Wycko, Environmental Review Officer
[CASE SUPERVISOR], Project Supervisor
Sarah Jones, Consultant Pool Manager

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX FF

Progress Meeting AGENDA

[Project Address / Title – Case No.]

[DATE AND TIME]
[LOCATION]

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

Invited Participants

Name	Affiliation	In attendance?

1. Status of Action Items
2. Project Description Update
3. Upcoming Deliverables
 - Task 1: [DELIVERABLE] - due [DATE]
 - Task 2: [DELIVERABLE] - due [DATE]
 - Task 3: [DELIVERABLE] - due [DATE]
4. Schedule
5. Scope of Work
6. Action Items
7. Confirmation of Next Meeting on [DATE AND TIME]

Action Items

Responsible Individual/ Organization	Action Item	Status	Date Completed	Critical Path Item?
Project Sponsor				
[Consulting Firm Name]				
Environmental Planning				



SAN FRANCISCO PLANNING DEPARTMENT

APPENDIX GG

CONSULTANT EVALUATION FORM

Date:

Environmental Coordinator:

Case No.:

Project Name: [Project Address / Title]

Deliverable:

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

EVALUATION OF CONSULTANT PERFORMANCE		
No.	Performance Measure	Yes, No, or NA
1	Consultant followed communication protocols and timely consulted with the environmental coordinator throughout preparation of the deliverable.	
2	Consultant submitted an accurately completed <i>Consultant's Checklist for Document Submittal</i> .	
3	Consultant submitted deliverable on time (i.e., by close of business on scheduled date). <u>OR</u> Consultant submitted the deliverable after the deadline, but the environmental coordinator agreed to the delay in advance of submittal.	
4	Consultant submitted the appropriate number of hard and electronic copies.	
5	Consultant submitted a complete deliverable (i.e., all sections/chapters of the environmental document were included). <u>OR</u> The environmental coordinator authorized the incomplete submittal in advance.	
6	All background documents and technical reports referenced in the deliverable were approved by the environmental coordinator and finalized before submittal of the deliverable. <u>OR</u> The environmental coordinator authorized submittal of the deliverable in advance of finalization of the background and technical reports.	

Consultant Evaluation Form

[Consultant Name]

[Deliverable]

EVALUATION OF CONSULTANT PERFORMANCE (Continued)		
No.	Performance Measure	Yes, No, or NA
7	Consultant incorporated all environmental team comments forwarded by the environmental coordinator on the previous administrative draft.	
8	Consultant reviewed and finalized the deliverable per the QA/QC Plan.	
9	Consultant otherwise adhered to the applicable procedural and substantive requirements for the deliverable as established in EP's <i>Environmental Review Guidelines</i>	

Explanation of Performance Measures That Were Not Met or Are Not Applicable:

Explain any performance measures that were not met, if applicable .” Wherever possible, reference provisions of the Environmental Review Guidelines that were not met.

If all performance measures were met, state “Not applicable.”

Example:

Performance Measure 5 – The consultant submitted an electronic copy of ADEIR-2 on 3/5/12, two days after the scheduled due date, and hard copies three days after the due date. The consultant did not request or receive authorization for a late submittal, nor did the consultant provide a satisfactory explanation for the delay.

Performance Measure 9 – ADEIR-2 contained numerous typos, inaccuracies, omissions, and internal inconsistencies. For example, [give several examples that best highlight the concern]. The submittal was not reviewed and revised in accordance with the QA/QC Plan.

Consultant Evaluation Form

[Consultant Name]

[Deliverable]

Additional Comments:

Add any comments regarding performance measures that were substantially exceeded, if applicable, or address any key points regarding performance that are not reflected above. If none, state "None."

