ATTACHMENT B

# AGREEMENT TO IMPLEMENT MITIGATION MONITORING AND REPORTING PROGRAM

*Record No.:* **2017-007468ENV**
*Project Title:* **SFO Recommended Airport Development Plan**
*Project Sponsor:* San Francisco International Airport
*Lead Agency:* San Francisco Planning Department
*Staff Contact:* Kei Zushi – 628.652.7495

The table below indicates when compliance with each mitigation measure must occur. Some mitigation measures span multiple phases. Substantive descriptions of each mitigation measure's requirements are provided on the following pages in the Mitigation Monitoring and Reporting Program.

| | Period of Compliance | | | |
|---|---|---|---|---|
| Adopted Mitigation Measure | Prior to the Start of Construction* | During Construction** | Post-Construction or Operational | Compliance with Mitigation Measure Completed? |
| Mitigation Measure M-NO-1: Nighttime Construction Noise Control | X | X | | |
| Mitigation Measure M-NO-2: Protection of Adjacent Buildings/Structures and Vibration Monitoring during Construction | X | X | | |
| Mitigation Measure M-AQ-3a: Clean Off-Road Construction Equipment | X | X | | |
| Mitigation Measure M-AQ-3b: Super-Compliant VOC Architectural Coatings during Construction | X | X | | |
| Mitigation Measure M-AQ-4a: Best Available Emissions Controls for Stationary Emergency Generators | X | | X | |
| Mitigation Measure M-AQ-4b: Operational Truck Emissions Reduction | X | | X | |
| Mitigation Measure M-AQ-4c: Education of Tenants and Vendors Concerning Low-VOC Consumer Products | | | X | |
| Mitigation Measure M-AQ-4d: Super-Compliant VOC Architectural Coatings during Operations | | X | X | |
| Mitigation Measure M-AQ-4e: Electric Landscaping Equipment | | | X | |
| Mitigation Measure M-AQ-4f: Offset of Remaining ROG Emissions | | | X | |

| Adopted Mitigation Measure | Period of Compliance | | | |
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| | Prior to the Start of Construction* | During Construction** | Post-Construction or Operational | Compliance with Mitigation Measure Completed? |
| **Mitigation Measure M-CR-1a: Identification and Minimization Measure** | X | | | |
| **Mitigation Measure M-CR-1b: Documentation** | X | | | |
| **Mitigation Measure M-CR-1c: Salvage Plan** | X | | | |
| **Mitigation Measure M-CR-1d: Interpretation** | X | | X | |
| **Mitigation Measure M-CR-2a: Accidental Discovery** | X | X | | |
| **Mitigation Measure M-CR-2b: Archeological Testing** | X | X | | |
| **Mitigation Measure M-CR-2c: Treatment of Submerged and Deeply Buried Resources** | X | X | | |
| **Mitigation Measure M-TCR-1a: Tribal Cultural Resources Public Interpretation Program** | X | X | X | |
| **Mitigation Measure M-TCR-1b: Tribal Cultural Resources Sensitivity Training** | X | X | X | |
| **Mitigation Measure M-BI-1a: Nesting Bird Protection Measures** | X | X | | |
| **Mitigation Measure M-BI-1b: Avoidance and Minimization Measures for Bats** | X | X | | |

NOTES:

* Prior to any ground disturbing activities at the project site.

** Construction is broadly defined to include any physical activities associated with construction of a development project, including but not limited to site preparation, clearing, demolition, excavation, shoring, foundation installation, and building construction.

Note to sponsor: Please contact CPC.EnvironmentalMonitoring@sfgov.org to begin the environmental monitoring process.

# MITIGATION MONITORING AND REPORTING PROGRAM

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
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| **MITIGATION MEASURES AGREED TO BY SFO** | | | | |
| **EIR Section 3.B, Noise and Vibration** | | | | |
| **Mitigation Measure M-NO-1: Nighttime Construction Noise Control.** For all nighttime construction staging activities associated with RADP projects taking place at the Aviador Lot, before issuance of a building permit, or prior to start of construction, the project sponsor shall submit a project-specific construction noise control plan to the Environmental Review Officer (ERO) or the ERO's designee for approval. The construction noise control plan shall be prepared by a qualified acoustical engineer, with input from the construction contractor, and include all feasible measures to reduce construction noise. The construction noise control plan shall identify noise control measures to meet a performance target for nighttime staging activities at the Aviador Lot to not result in interior noise levels greater than 45 dBA at noise sensitive receptors during the nighttime period. The project sponsor shall ensure that requirements of the construction noise control plan are included in contract specifications.<br><br>If nighttime construction is required, the plan shall include specific measures to reduce nighttime construction noise. The plan shall also include measures for notifying the public of construction activities, complaint procedures, and a plan for monitoring construction noise levels in the event complaints are received.<br><br>The construction noise control plan shall include the following measures to the degree feasible, or other effective measures, to reduce construction noise levels:<br>• Use construction equipment that is in good working order, and inspect mufflers for proper functionality; | SFO, SFO's qualified acoustical engineer, construction contractor | Prior to issuance of a building permit or prior to start of construction for all nighttime construction staging activities associated with RADP projects taking place at the Aviador Lot | Planning department | Considered complete upon implementation of ERO-approved project-specific construction noise control plan and following completion of all nighttime construction staging activities associated with RADP projects taking place at the Aviador Lot |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| • Select "quiet" construction methods and equipment (e.g., improved mufflers, use of intake silencers, engine enclosures);<br>• Use construction equipment with lower noise emission ratings whenever possible, particularly for air compressors;<br>• Prohibit the idling of inactive construction equipment for more than five minutes;<br>• Locate stationary noise sources (such as compressors) as far from nearby noise sensitive receptors as possible, muffle such noise sources, and construct barriers around such sources and/or the construction site;<br>• Avoid placing stationary noise-generating equipment (e.g., generators, compressors) within noise-sensitive buffer areas (as determined by the acoustical engineer) immediately adjacent to neighbors;<br>• Enclose or shield stationary noise sources from neighboring noise-sensitive properties with noise barriers to the extent feasible. To further reduce noise, locate stationary equipment in pit areas or excavated areas, if feasible; and<br>• Install temporary barriers, barrier-backed sound curtains and/or acoustical panels around working powered impact equipment and, if necessary, around the project site perimeter. When temporary barrier units are joined together, the mating surfaces shall be flush with each other. Gaps between barrier units, and between the bottom edge of the barrier panels and the ground, shall be closed with material that completely closes the gaps, and dense enough to attenuate noise.<br>The construction noise control plan shall include the following measures for notifying the public of construction activities, complaint procedures and monitoring of construction noise levels:<br>• Designation of an on-site construction noise manager for the project;<br>• Notification of neighboring noise sensitive receptors within 300 feet of the Aviador Lot at least 30 days in advance of nighttime staging activities that may generate exterior noise levels greater than 80 dBA or interior noise levels greater than 45 dBA at noise sensitive receptors during the nighttime period about the estimated duration of the activity; | | | | |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| • A sign posted on-site describing noise complaint procedures and a complaint hotline number that shall always be answered during construction;<br>• A procedure for notifying the planning department of any noise complaints within one week of receiving a complaint;<br>• Conduct noise monitoring (measurements) during high-intensity construction activities to determine the effectiveness of noise attenuation measures and, if necessary, implement additional noise control measures; and<br>• A list of measures for responding to and tracking complaints pertaining to construction noise. Such measures may include the evaluation and implementation of additional noise controls at sensitive receptors. | | | | |
| **Mitigation Measure M-NO-2: Protection of Adjacent Buildings/ Structures and Vibration Monitoring during Construction.** *Should a screening-level analysis comparing vibration levels for various pieces of equipment with the distance to adjacent buildings or structures for a subsequent RADP project determine that potential for building damage could occur, SFO would implement this mitigation measure or conduct a detailed vibration study demonstrating that groundborne vibration would not result in building damage.* Before issuance of a building permit or prior to start of construction, the project sponsor shall submit a project-specific Pre-construction Survey and Vibration Management and Monitoring Plan to the ERO or the ERO's designee for approval. The plan shall identify all feasible means to avoid damage to potentially affected buildings at. The project sponsor shall ensure that the following requirements of the Pre-Construction Survey and Vibration Management and Monitoring Plan are included in contract specifications, as necessary.<br><br>*Pre-construction Survey.* Prior to the start of any ground-disturbing activity, the project sponsor shall engage a consultant to undertake a pre-construction survey of potentially affected buildings. If potentially affected buildings and/or structures are not potentially historic, a structural engineer or other professional with similar qualifications shall document and photograph the existing conditions of the potentially affected buildings and/or structures. The project sponsor shall submit | SFO, qualified structural engineer, qualified historic preservation professional | Prior to issuance of a building permit or prior to start of construction for subsequent RADP projects for which a screening-level analysis determines that potential for building damage could occur as a result of construction-related vibration<br><br>Vibration monitoring and periodic inspections by structural engineer and/or historic preservation professional during vibration-generating construction | Planning department | Considered complete upon implementation of ERO-approved project-specific Pre-construction Survey and Vibration Management and Monitoring Plan, including ERO approval of the final Vibration Monitoring Results Report and following completion of all construction activities (including all corrective actions taken to restore damaged |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| the survey to the ERO or the officer's designee for review and approval prior to the start of vibration-generating construction activity.<br><br>If nearby affected buildings are potentially historic, the project sponsor shall engage a qualified historic preservation professional and a structural engineer or other professional with similar qualifications to undertake a pre-construction survey of potentially affected historic buildings. The pre-construction survey shall include descriptions and photographs of all identified historic buildings, including all facades, roofs, and details of the character-defining features that could be damaged during construction, and shall document existing damage, such as cracks and loose or damaged features (as allowed by property owners). The report shall also include pre-construction drawings that record the pre-construction condition of the buildings and identify cracks and other features to be monitored during construction. The qualified historic preservation professional shall be the lead author of the pre-construction survey if historic buildings and/or structures could be affected by the project. The pre-construction survey shall be submitted to the ERO for review and approval prior to the start of vibration-generating construction activity.<br><br>*Vibration Management and Monitoring Plan.* The project sponsor shall undertake a monitoring plan to avoid or reduce project-related construction vibration damage to adjacent buildings and/or structures and to ensure that any such damage is documented and repaired. Prior to issuance of the Pre-Construction Environmental Compliance letter, the project sponsor shall submit the Plan to the ERO for review and approval.<br><br>The Vibration Management and Monitoring Plan shall include, at a minimum, the following components, as applicable:<br>• *Maximum Vibration Level.* Based on the anticipated construction and condition of the affected buildings and/or structures on adjacent properties, a qualified acoustical/vibration consultant in coordination with a structural engineer (or professional with similar qualifications) and, in the case of potentially affected historic buildings/structures, a qualified historic preservation professional, shall establish a maximum vibration level that shall not be exceeded at each building/structure on adjacent properties, based on existing | | activities as applicable | | buildings and structures) |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| conditions, character-defining features, soil conditions, and anticipated construction practices (common standards are a peak particle velocity [PPV] of 0.25 inch per second for historic and some old buildings, a PPV of 0.3 inch per second for older residential structures, and a PPV of 0.5 inch per second for new residential structures and modern industrial/commercial buildings).<br>• *Vibration-generating Equipment.* The plan shall identify all vibration-generating equipment to be used during construction (including but not limited to site preparation, clearing, demolition, excavation, shoring, foundation installation, and building construction).<br>• *Alternative Construction Equipment and Techniques.* The plan shall identify potential alternative equipment and techniques that could be implemented if construction vibration levels are observed in excess of the established standard (e.g., drilled shafts [caissons] could be substituted for driven piles, if feasible, based on soil conditions, or smaller, lighter equipment could be used in some cases).<br>• *Pile Driving Requirements.* For projects that would require pile driving, the project sponsor shall incorporate into construction specifications for the project a requirement that the construction contractor(s) use all feasible means to avoid or reduce damage to potentially affected buildings. Such methods may include one or more of the following:<br>– Incorporate "quiet" pile-driving technologies into project construction (such as drilled shafts, using sonic pile drivers, auger cast-in-place, or drilled-displacement), as feasible; and/or<br>– Ensure appropriate excavation shoring methods to prevent the movement of adjacent structures<br>• *Buffer Distances.* The plan shall identify buffer distances to be maintained based on vibration levels and site constraints between the operation of vibration-generating construction equipment and the potentially affected building and/or structure to avoid damage to the extent possible.<br>• *Vibration Monitoring.* The plan shall identify the method and equipment for vibration monitoring to ensure that construction vibration levels do not exceed the established standards identified in the plan. | | | | |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| – Should construction vibration levels be observed in excess of the standards established in the plan, the contractor(s) shall halt construction and put alternative construction techniques identified in the plan into practice, to the extent feasible.<br>– The qualified historic preservation professional (for effects on historic buildings and/or structures) and/or structural engineer (for effects on historic and non-historic buildings and/or structures) shall inspect each affected building and/or structure (as allowed by property owners) in the event the construction activities exceed the vibration levels identified in the plan.<br>– The structural engineer and/or historic preservation professional shall submit monthly reports to the ERO during vibration-inducing activity periods that identify and summarize any vibration level exceedances and describe the actions taken to reduce vibration.<br>– If vibration has damaged nearby buildings and/or structures that are not historic, the structural engineer shall immediately notify the ERO and prepare a damage report documenting the features of the building and/or structure that has been damaged.<br>– If vibration has damaged nearby buildings and/or structures that are historic, the historic preservation consultant shall immediately notify the ERO and prepare a damage report documenting the features of the building and/or structure that has been damaged.<br>– Following incorporation of the alternative construction techniques and/or planning department review of the damage report, vibration monitoring shall recommence to ensure that vibration levels at each affected building and/or structure on adjacent properties are not exceeded.<br>• *Periodic Inspections.* The plan shall identify the intervals and parties responsible for periodic inspections. The qualified historic preservation professional (for effects on historic buildings and/or structures) and/or structural engineer (for effects on historic and non-historic buildings and/or structures) shall conduct regular periodic inspections of each affected building and/or structure on adjacent properties (as allowed by property owners) during vibration- | | | | |

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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| generating construction activity on the project site. The plan will specify how often inspections shall occur.<br>• *Repair Damage.* The plan shall also identify provisions to be followed should damage to any building and/or structure occur due to construction-related vibration. The building(s) and/or structure(s) shall be remediated to their pre-construction condition (as allowed by property owners) at the conclusion of vibration-generating activity on the site. For historic resources, should damage occur to any building and/or structure, the building and/or structure shall be restored to its pre-construction condition in consultation with the qualified historic preservation professional and planning department preservation staff, and in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstruction Historic Buildings.<br>• *Vibration Monitoring Results Report.* After construction is complete the project sponsor shall submit to the ERO a final report from the qualified historic preservation professional (for effects on historic buildings and/or structures) and/or structural engineer (for effects on historic and non-historic buildings and/or structures). The report shall include, at a minimum, collected monitoring records, building and/or structure condition summaries, descriptions of all instances of vibration level exceedance, identification of damage incurred due to vibration, and corrective actions taken to restore damaged buildings and structures. The ERO shall review and approve the Vibration Monitoring Results Report. | | | | |

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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| **EIR Section 3.C, Air Quality** | | | | |
| **Mitigation Measure M-AQ-3a: Clean Off-Road Construction Equipment.** *Should a project-specific analysis determine that a medium or large project would result in a significant criteria air pollutant impact, this mitigation measure would be required.* The project sponsor shall comply with the following:<br>1. *Engine Requirements.* All off-road equipment greater than 25 horsepower (hp) and operating for more than 20 total hours over the duration of construction shall meet the following requirements:<br>a. All off-road equipment greater than 25 horsepower and operating for more than 20 total hours over the entire duration of construction activities shall have engines that meet or exceed either U.S. Environmental Protection Agency (U.S. EPA) or California Air Resources Board (air board) Tier 4 Final off-road emission standards.<br>b. Where access to grid power is available, portable diesel engines (less than 25 horsepower) shall be prohibited.<br>c. Diesel engines, whether for off-road or on-road equipment, shall not be left idling for more than 2 minutes at any location, except as provided in exceptions to the applicable state regulations regarding idling for off-road and on-road equipment (e.g., traffic conditions, safe operating conditions). The project sponsor shall post legible and visible signs in English, Spanish, and Chinese in designated queuing areas and at the construction site to remind operators of the 2-minute idling limit. If the majority of the project sponsor's construction staff speak a language other than these, then the signs shall be posted in that language as well.<br>d. The project sponsor shall instruct construction workers and equipment operators on the maintenance and tuning of construction equipment and require that such workers and operators properly maintain and tune equipment in accordance with manufacturers' specifications.<br>e. Any other best available technology in the future may be included, provided that the project sponsor submits documentation to the department demonstrating that (1) the technology would result in | SFO, construction contractor | Prior to issuance of a building permit or prior to start of construction for subsequent medium or large RADP projects for which a project-specific analysis determines that the project would result in a significant criteria air pollutant impact<br>After start of construction activities, the SFO shall submit reports every six months to the ERO documenting compliance with the construction emissions minimization plan | Planning department | Considered complete upon ERO review and acceptance of construction emissions minimization plan, implementation of the plan, and submittal of final report summarizing construction activities, including the start and end dates, duration of each construction phase, and the specific information required in the plan |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| emissions reductions and (2) it would not increase other pollutant emissions or result in other additional impacts, such as noise. This may include new alternative fuels or engine technology for off-road or other construction equipment (such as electric or hydrogen fuel cell equipment) that is not available as of 2025. | | | | |
| 2. *Waivers.* The ERO may waive the requirement of subsection (1)(b) regarding an alternative source of power if an alternative source is limited or infeasible at the project site. If the ERO grants the waiver, the project sponsor must submit documentation that the equipment used for onsite power generation meets the engine requirements of subsection (1)(a). | | | | |
| The ERO may waive the equipment requirements of subsection (1)(a) if a particular piece of Tier 4 Final off-road equipment is technically not feasible, the equipment would not produce the desired emissions reduction because of expected operating modes, or a compelling emergency requires the use off-road equipment that is not Tier 4 Final compliant. In seeking a waiver, the project sponsor shall demonstrate that the project shall use the cleanest piece of construction equipment available and feasible and submit documentation that average daily construction emissions of reactive organic gases (ROG), oxides of nitrogen ($NO_x$), particulate matter of 2.5 microns in diameter or less ($PM_{2.5}$) would not exceed 54 pounds per day, and particulate matter of 10 microns in diameter or less ($PM_{10}$) emissions would not exceed 82 pounds per day. | | | | |
| 3. *Construction Emissions Minimization Plan.* Before starting onsite construction activities, the project sponsor shall submit a construction emissions minimization plan to the ERO for review and approval. The plan shall state, in reasonable detail, how the contractor will meet the requirements of item 1. | | | | |
| – The Plan shall include estimates of the construction timeline by phase, with a description of each piece of off-road equipment required for every construction phase. The description may include, but is not limited to, equipment type, equipment manufacturer, equipment identification number, engine model year, engine certification (tier rating), horsepower, engine serial number, and expected fuel use and hours of operation. For off- | | | | |

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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| road equipment using alternative fuels, the description shall also specify the type of alternative fuel being used.<br>– The project sponsor shall ensure that all applicable requirements of the Plan have been incorporated into the project sponsor's contract specifications. The Plan shall include a certification statement that the project sponsor agrees to comply fully with the Plan.<br>– The project sponsor shall make the Plan available to the public for review onsite during working hours. The project sponsor shall post at the construction site a legible and visible sign summarizing the Plan. The sign shall also state that the public may ask to inspect the Plan for the project at any time during working hours and shall explain how to request to inspect the Plan. The project sponsor shall post at least one copy of the sign in a visible location on each side of the construction site facing a public right-of-way.<br>4. Monitoring: After start of construction activities, the project sponsor shall submit reports every six months to the ERO documenting compliance with the Plan. After completion of construction activities and prior to receiving a final certificate of occupancy, the project sponsor shall submit to the ERO a final report summarizing construction activities, including the start and end dates, duration of each construction phase, and the specific information required in the Plan. | | | | |
| **Mitigation Measure M-AQ-3b: Super-Compliant VOC Architectural Coatings during Construction.** *Should a project-specific analysis determine that a medium or large project would result in a significant ROG impact, the following mitigation measure would be required.* The project sponsor shall use "super-compliant" volatile organic compound (VOC) architectural coatings during construction for all interior and exterior spaces and shall include this requirement in plans submitted for review to the planning department. The project sponsor shall submit a signed certification statement that this requirement has been incorporated into contract specifications. "Super-compliant" refers to paints that meet the more stringent regulatory limits in South Coast Air Quality Management District rule 1113, which requires a limit of 10 grams VOC per liter (http://www.aqmd.gov/home/regulations/compliance/architectural-coatings/super-compliant-coatings). | SFO | Prior to issuance of a building permit or prior to start of construction for subsequent medium or large RADP projects for which a project-specific analysis determines that the project would result in a significant ROG impact | Planning department | Considered complete upon SFO submittal of signed certification statement |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| **Mitigation Measure M-AQ-4a: Best Available Emissions Controls for Stationary Emergency Generators.** *Should a project-specific analysis determine that a subsequent RADP project would result in a significant operational criteria air pollutants impact, the project sponsor would be required to implement this mitigation measure.* These features shall be submitted to the ERO for review and approval, and shall be included on the project drawings submitted for the construction-related permit(s) or on other documentation submitted to the City before the issuance of any building permits:<br>1. Permanent stationary emergency generators installed onsite shall have engines that meet or exceed California Air Resources Board Tier 4 Final Off-Road Compression-Ignition Engine Standards (California Code of Regulations title 13, section 2423). If the air board adopts future emissions standards that exceed the Tier 4 Final requirement, the emissions standards resulting in the lowest ROG emissions shall apply.<br>2. Non-diesel-fueled emergency generator technology (e.g., battery technology) shall be installed in new buildings, subject to the review and approval of the City fire department for safety purposes, provided that alternative fuels used in generators are demonstrated to reduce ROG emissions compared to diesel fuel.<br>3. For each new diesel backup generator permit submitted to the Bay Area Air Quality Management District (air district) for the RADP, the project sponsor shall submit the anticipated location and engine specifications to the planning department ERO for review and approval before the issuance of a permit for the generator. Once operational, all diesel backup generators shall be maintained in good working order for the life of the equipment, and any future replacement of the diesel backup generators must be consistent with these emissions specifications. The operator of the facility at which the generator is located shall maintain records of the testing schedule for each diesel backup generator for the life of that diesel backup generator and shall provide this information for review to the planning department within three months of requesting such information. | SFO | Prior to issuance of a building permit for subsequent RADP projects for which a project-specific analysis determines that the project would result in a significant operational criteria air pollutants impact<br>Prior to issuance of permits for new and replacement diesel backup generators | Planning department<br>San Francisco Fire Department – Airport Division, Fire Marshal (as needed) | Considered complete upon approval of plans and related specifications by the planning department and San Francisco Fire Department (as needed) |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| **Mitigation Measure M-AQ-4b: Operational Truck Emissions Reduction.** *Should a project-specific analysis determine that a subsequent RADP project would result in a significant criteria air pollutants impact, this mitigation measure would be required.* The project sponsor shall comply with the following requirements:<br>1. Prohibit transport refrigeration units (TRUs) from operating at loading docks for more than 30 minutes. Post signs at each loading dock identifying this TRU limit.<br>2. Prohibit trucks from idling for more than two minutes. Post "no idling" signs at the site entry point, at all loading locations, and throughout the project site.<br>3. Encourage the use of trucks equipped with TRUs that meet U.S. EPA Tier 4 emission standards.<br>4. Equip all newly constructed loading docks that can accommodate trucks with TRUs with electric vehicle charging equipment for heavy-duty trucks. This measure does not apply to temporary street parking for loading or unloading. | SFO | Prior to issuance of a building permit for subsequent RADP projects for which a project-specific analysis determines that the project would result in a significant criteria air pollutants impact | Planning department | Considered complete when the measures are included in the project drawings and approved by the ERO |
| **Mitigation Measure M-AQ-4c: Education of Tenants and Vendors Concerning Low-VOC Consumer Products.** *Should a project-specific analysis determine that a subsequent RADP project would result in a significant criteria air pollutants impact, this mitigation measure would be required.* Before the receipt of any building permit and every five years thereafter, the project sponsor shall develop electronic correspondence to be distributed by email or posted onsite annually to tenants of the project, encouraging the purchase of consumer products and paints that generate fewer VOC emissions. The correspondence shall encourage environmentally preferable purchasing and shall include contact information and links to SF Approved (https://www.sfapproved.org/). | SFO | Prior to receipt of any building permit and every five years thereafter for subsequent RADP projects for which a project-specific analysis determines that the project would result in a significant criteria air pollutants impact | SFO shall distribute correspondence to tenants of the project | Ongoing |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| **Mitigation Measure M-AQ-4d: Super-Compliant VOC Architectural Coatings during Operations.** *Should a project-specific analysis determine that a subsequent RADP project would result in a significant criteria air pollutants impact, this mitigation measure would be required.* The project sponsor shall use "super-compliant" VOC architectural coatings during building maintenance for all interior and exterior spaces and shall include this requirement in plans submitted for review to the planning department. The project sponsor shall submit a signed certification statement that this requirement has been incorporated into contract specifications. "Super-compliant" refers to paints that meet the more stringent regulatory limits in South Coast Air Quality Management District rule 1113, which requires a limit of 10 grams VOC per liter (http://www.aqmd.gov/home/regulations/compliance/architectural-coatings/super-compliant-coatings). | SFO | Prior to issuance of a building permit for subsequent RADP projects for which a project-specific analysis determines that the project would result in a significant criteria air pollutants impact | Planning department | Considered complete upon approval of plans by the planning department |
| **Mitigation Measure M-AQ-4e: Electric Landscaping Equipment.** *Should a project-specific analysis determine that a subsequent RADP project would result in a significant criteria air pollutants impact, this mitigation measure would be required.* To reduce ROG emissions associated with the project, the project sponsor shall use only electric landscaping equipment. No landscaping equipment powered by gasoline, diesel, propane, or other fossil fuels shall be used. The project sponsor shall incorporate this requirement into the project design and tenant contracts (as applicable). | SFO | Prior to issuance of a building permit for subsequent RADP projects for which a project-specific analysis determines that the project would result in a significant criteria air pollutants impact | Planning department | Considered complete upon approval of plans by the planning department |
| **Mitigation Measure M-AQ-4f: Offset of Remaining ROG Emissions.** Should a project-specific analysis determine that the subsequent RADP project would result in operational-related ROG emissions that exceed the air district threshold of 10 tons per year (54 pounds per day on average) after implementation of Mitigation Measures M-AQ-4a, M-AQ-4b, M-AQ-4c, M-AQ-4d, and M-AQ-4e, the project sponsor, with the oversight of the planning department, shall implement one or more of the following measures. Alternatively, the project sponsor may submit documentation to the planning department demonstrating that the project has not exceeded the ROG emissions performance standard of 10 tons per year (or 54 lb/day) for each year, or that the required emissions offset is lower than that calculated herein. Such documentation would | SFO | Prior to issuance of a building permit for subsequent RADP projects for which a project-specific analysis determines that the project would result in operational-related ROG emissions that exceed the air district threshold of | Planning department | Considered complete upon planning department approval of documentation of compliance with the measure |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| include a recalculation of the project's ROG emissions from all sources (including the emissions reductions achieved by the project or mitigation measures) using methods generally consistent with those used in the EIR. The following identifies potential mechanisms to offset ROG emissions that exceed the 10 tons per year performance standard.<br>1. *Directly fund or implement a specific offset project within the air basin.* Emission reduction projects shall occur in the following locations in order of priority to the extent available and feasible: (1) at the Airport; (2) offsite within the neighborhood surrounding the Airport; (3) within the city and county of San Francisco; and (4) within the air basin. Any offsite emission reduction projects are subject to approval by the City. Such projects could include strategies and control measures such as using zero-emission trucks, upgrading locomotives with cleaner engines, replacing existing diesel stationary and standby engines with Tier 4 diesel or cleaner engines, or expanding or installing energy storage systems (e.g., batteries, fuel cells) to replace stationary sources of pollution. Before the offset project is implemented, it must be approved by the planning department, as consistent with the requirements of this mitigation measure.<br>2. *Pay mitigation offset fees* to an independent third party approved by the planning department. The mitigation offset fee shall fund one or more emissions reduction projects within the air basin. Emission reduction projects shall occur in the following locations in order of priority to the extent available and feasible: (1) at the Airport; (2) offsite within the neighborhood surrounding the Airport; (3) within the city of South San Francisco, San Bruno, or Millbrae; (4) within San Mateo County; and (5) within the air basin. The fee will be determined through consultation between the project sponsor and the entity and will be based on the type of projects available at the time of the payment.<br>3. *Memorandum of Understanding.* When paying a mitigation offset fee as described under item (2), the project sponsor shall enter into a memorandum of understanding (MOU) or other binding agreement with the independent third party. The MOU or agreement shall include details regarding the funds to be paid, the administrative fee, and the timing of the emissions reductions project(s). Acceptance of | | 10 tons per year (54 pounds per day on average) after implementation of Mitigation Measures M-AQ-4a, M-AQ-4b, M-AQ-4c, M-AQ-4d, and M-AQ-4e | | |

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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| this fee by the independent third party shall serve as acknowledgment and a commitment to implement the emissions reduction project(s) within a time frame agreed upon in the MOU or agreement based on the type of project(s) selected, after receipt of the mitigation fee to achieve the emissions reduction objectives specified above. | | | | |
| 4. *Waivers.* The ERO or designee may waive the requirement to achieve annual reductions or offsets of ROG equal to the amount required to reduce emissions below 10 tons per year (54 lb/day) after implementation of Mitigation Measures M-AQ-4a through MM-AQ-4e, and after all feasible offset projects are implemented and offset fees are paid as described above for a specific year of operational ROG emissions, if (1) sufficient ROG emission offset projects within the air basin, as described in item (1), are not available to reduce ROG emissions below 10 tons per year (54 lb/day) when they occur during project operations; (2) the offset projects or the mitigation offset fees, as described in item (3), are determined to be infeasible as defined under CEQA; or (3) the Federal Aviation Administration determines that funding offsets would violate the Airport's grant obligations. | | | | |
| 5. *Offset Verification Report.* The project sponsor shall prepare an annual offset verification report as follows: | | | | |
| a. *Offset Project Documentation:* Any offset project implemented, or offset fee paid, must result in ROG emission reductions within the air basin that are real, permanent, quantifiable, enforceable, and surplus as defined in the air district Regulation 2, Rule 2: New Source Review, sections 2-3-301, 2-2-211, 2-2-603, and 2-2-605. The project sponsor shall certify that each specific emission reduction offset project meets these requirements. | | | | |
| The documentation shall quantify the ROG reduction(s) achieved by all offset projects to demonstrate that the gap between the project's mitigated emissions and the significance threshold of 10 tons per year (54 lb/day) of ROG has been met through the offset project(s). Each annual offset verification report shall demonstrate, based on substantial evidence, that the project has | | | | |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| reduced ROG emissions below the thresholds of significance of 10 tons per year (54 lb/day) for each year of operations.<br><br>Should the project sponsor choose to recalculate the project's annual ROG emissions and ROG offset requirement to achieve the performance standard of 10 tons per year (54 lb/day on average), the documentation shall quantify the ROG reduction(s) achieved by all offset projects to demonstrate that the gap between the project's mitigated emissions and the significance threshold of 10 tons per year (54 lb/day) of ROG has been met through the offset project(s). For this option, each offset verification report shall demonstrate, based on substantial evidence, that the project has reduced annual ROG emissions below the threshold of significance of 10 tons per year (54 lb/day). The requirement to fund an offset project(s) described in item (1) above and/or to pay mitigation offset fees through the MOU described in items (2) and (3) above shall terminate if the project sponsor is able to demonstrate that the project's operational emissions are less than 10 tons per year (54 lb/day).<br>b. *Report Submittal.* The report shall be prepared by the project sponsor and submitted to the planning department for review and verification. Documentation of offset projects and mitigation offset payments, as applicable, shall be provided to the planning department for review and approval before the start of operation for the first year when project ROG emissions are predicted to exceed 10 tons per year (54 lb/day). If the planning department determines that the report is reasonably accurate, it shall approve the report; otherwise, the planning department shall identify deficiencies and direct the project sponsor to correct and resubmit the report for approval. | | | | |

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| **Initial Study Section E.4, Cultural Resources** | | | | |
| **Mitigation Measure M-CR-1a: Identification and Minimization Measure.** *Applicable if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA.* Prior to implementation of a subsequent project, the project sponsor shall consult with the planning department to determine the historic status of any building proposed to be demolished or altered that meets the 45-year age criterion but has not been previously evaluated. Buildings shall be evaluated for eligibility for listing in the California Register and a determination shall be made regarding significance and integrity, and a list of character-defining features shall be identified.<br>If a historic resource is identified, the project sponsor shall consult with the planning department's preservation and design staff on feasible means for avoiding or reducing significant adverse effects to identified historic resources. This could include, but is not limited to, retaining a portion of the existing building or retaining specific character-defining features and incorporating them into the project in a manner that is in conformance with the *Secretary of the Interior's Standards for Rehabilitation* (Secretary's Standards). If it is not possible to modify the project to be in conformance with the Secretary's Standards, the project sponsor and planning department will determine if there are modifications to the project that can be made to avoid causing material impairment to the historic resource. This may include changes to the project along with implementation of one or more of the following mitigation measures: M-CR-1b, Documentation; M-CR-1c, Salvage Plan; and M-CR-1d, Interpretation. If it is not possible to modify the project to avoid causing material impairment to the identified historic resource, additional environmental review will be required. | SFO in consultation with the planning department, including the planning department's preservation and design staff as applicable | Prior to the issuance of demolition, building, or site permits if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA | Planning department preservation staff | Considered complete when planning department preservation staff verify that measures to avoid or reduce significant impact have been implemented or if planning department preservation staff determine that additional environmental review will be required |

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| **Mitigation Measure M-CR-1b: Documentation.** *Applicable if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA.* Prior to the issuance of demolition, building, or site permits, the project sponsor shall submit to the department for review photographic and narrative documentation of the subject building, structure, object, material, and landscaping. Documentation may apply to individually significant resources as well as district contributors and shall focus on the elements of the property that the project proposes to demolish or alter. The documentation shall be funded by the project sponsor and undertaken by a qualified professional who meets the standards for history, architectural history, or architecture (as deemed appropriate by the department's preservation staff), as set forth by the Secretary of the Interior's Professional Qualification Standards (36 Code of Federal Regulations, part 61). The department's preservation staff will determine the specific scope of the documentation depending upon the individual property's character-defining features and reasons for significance. The documentation scope shall be reviewed and approved by the department prior to any work on the documentation. A documentation package shall consist of the required forms of documentation and shall include a summary of the historic resource, and an overview of the documentation provided. The types and level of documentation will be determined by department staff and may include any of the following formats:<br>• *HABS/HAER/HALS-Like Measured Drawings* – A set of Historic American Building Survey/Historic American Engineering Record/Historic American Landscape Survey-like (HABS/HAER/HALS-like) measured drawings that depict the existing size, scale, and dimension of the subject property. The department's preservation staff will accept the original architectural drawings or an as-built set of architectural drawings (plan, section, elevation, etc.). The department's preservation staff will assist the consultant in determining the appropriate level of measured drawings. A cover sheet may be required that describes the historic significance of the property.<br>• *HABS/HAER/HALS-Like Photographs* – Digital photographs of the interior and the exterior of the subject property. Large-format negatives are not required. The scope of the digital photographs shall | SFO, qualified historic consultant | Prior to the issuance of demolition, building, or site permits if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA | Planning department preservation staff | Considered complete upon distribution by the SFO of completed documentation approved by planning department preservation staff |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| be reviewed by the department's preservation staff for concurrence, and all digital photography shall be conducted according to current National Park Service standards. The photography shall be undertaken by a qualified professional with demonstrated experience in HABS photography.<br>• *HABS/HAER/HALS-Like Historical Report* – If the department determines that existing survey information or historic resource evaluations of a property do not sufficiently document the historic resource's significant associations, a written historical narrative and report shall be provided in accordance with the HABS/HALS Historical Report Guidelines. The written history shall follow an outline format that begins with a statement of significance supported by the development of the architectural and historical context in which the structure was built and subsequently evolved. The report shall also include architectural description and bibliographic information.<br>• *Download or Print-on-Demand Book* – The Download or Print-on-Demand book shall be made available to the public for distribution by the project sponsor. The project sponsor shall make the content from the historical report, historical photographs, HABS photography, measured drawings, and field notes available to the public through a preexisting print-on-demand book service or downloadable through the project sponsor's or a third-party website. Hard copy bound books will be provided to SF Planning and SF Public Library at a minimum.<br>• *Digital Recordation* – In coordination with the department's preservation staff, the project sponsor may be required to prepare some other form of digital recordation of the historic resource. The most commonly requested digital recordation is video documentation but other forms of digital recordation, include 3D laser scan models or 3D virtual tours, high-resolution immersive panoramic photography, time-lapse photography, photogrammetry, audio/olfactory recording, or other ephemeral documentation of the historic resource may be required. The purpose of these digital records is to supplement other recordation measures and enhance the collection of reference materials that would be available to the public and inform future research. This digital recordation could also | | | | |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| be incorporated into the public interpretation program. Digital recordation shall be conducted by individuals with demonstrated experience in the requested type of digital recordation. If video documentation is required, it shall be conducted by a professional videographer with experience recording architectural resources. The professional videographer shall provide a storyboard of the proposed video recordation for review and approval by the department's preservation staff.<br>• The project sponsor, in consultation with the department, shall conduct outreach to determine which repositories may be interested in receiving copies of the documentation. Potential repositories include but are not limited to, the San Francisco Public Library, the Environmental Design Library at the University of California, Berkeley, the Northwest Information Center, San Francisco Architectural Heritage, the California Historical Society, the SFO Museum, and Archive.org. The final approved documentation shall be provided in electronic form to the department and the interested repositories unless hard copies are requested. The department will make electronic versions of the documentation available to the public for their use at no charge.<br>The professional(s) shall submit the completed documentation for review and approval by the department's preservation staff. All documentation must be reviewed and approved by the department prior to the issuance of any demolition, building or site permit is approved for a proposed project. | | | | |

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| **Mitigation Measure M-CR-1c: Salvage Plan.** *Applicable if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA.* Prior to the issuance of demolition, building, or site permits that would remove character-defining features of a built environment historic resource that would have a significant impact, the project sponsor shall consult with the planning department's preservation staff as to whether any such features may be salvaged, in whole or in part, during demolition or alteration. The project sponsor shall make a good faith effort to salvage and protect materials of historical interest to be used as part of the interpretive program (if required), incorporated into the architecture of the new building that will be constructed on the site, or offered to non-profit or cultural affiliated groups. If this proves infeasible, the sponsor shall attempt to donate significant character-defining features or features of interpretive or historical interest to a historical organization or other educational or artistic group. The project sponsor shall prepare a salvage plan for review and approval by the department's preservation staff prior to issuance of any site demolition permit. If transfer or donation of salvaged materials are declined by groups, then SFO shall have met the intent of the Salvage Plan. | SFO, qualified historic consultant | Prior to the issuance of demolition, building, or site permits if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA | Planning department preservation staff | Considered complete after salvage program is complete |
| **Mitigation Measure M-CR-1d: Interpretation.** *Applicable if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA.* The project sponsor shall facilitate the development of a public interpretive program focused on the history of the project site, its identified historic resources, and its significant historic context. Subject to SFO's procurement protocol, the interpretive program should be developed and implemented by a qualified design professional, historian or architectural historian, community group, or local artist with demonstrated experience in displaying information and graphics to the public in a visually interesting manner. Additionally, it may be beneficial to the interpretive project to conduct oral histories with select individuals to supplement the interpretive program. The primary goal of the program is to educate visitors and future residents about the property's historical themes, associations, and lost contributing features within broader historical, social, and physical landscape contexts. | SFO, qualified design professional, qualified historian or architectural historian, or community group | Prior to the issuance of demolition, building, or site permits if a building proposed to be altered or demolished meets the 45-year age criterion and is determined to be a historic resource for purposes of CEQA | Planning department preservation staff | Considered complete when planning department preservation staff approve the installation of interpretative program; maintenance of interpretative program ongoing |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| The interpretive program shall be initially outlined in an interpretive plan subject to review and approval by the department's preservation staff prior to approval of demolition, building, or site permits for the project. The plan shall include the general parameters of the interpretive program including the substance, media, and other elements of the interpretive program. The interpretive program shall include within publicly accessible areas of the terminals permanent display(s) of interpretive materials concerning the history and design features of the affected historic resource. The display shall be placed in a prominent, public setting within, on the exterior of, or in the vicinity of the airport terminals. The interpretive material(s) shall be made of durable all-weather materials and may also include digital media in addition to a permanent display. The interpretive material(s) shall be of high quality and installed to allow for public visibility. Content developed for other mitigation measures, as applicable, including the salvage and documentation programs, may be used to inform and provide content for the interpretive program. The interpretive program may also incorporate documentation completed under Mitigation Measure M-CR-2, Documentation, as applicable to provide a narrated video that describes the materials, construction methods, current condition, historical use, historic context and cultural significance of the historic resource.<br><br>The detailed content, media, and other characteristics of such an interpretive program shall be coordinated and approved by the department's preservation staff. The final components of the public interpretation program shall be constructed and an agreed upon schedule for their installation and a plan for their maintenance shall be finalized prior to installation.<br><br>The interpretive program shall be developed in coordination with the other interpretive programs as relevant, such as interpretation required under archeological resource mitigation measures and tribal cultural resource mitigation measures, Native American land acknowledgments, or other public interpretation programs. | | | | |

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| **Mitigation Measure M-CR-2a: Accidental Discovery.** *Alert Sheet.* The project sponsor shall distribute the planning department archeological resource "ALERT" sheet to the project prime contractor; to any project subcontractor (including demolition, excavation, grading, foundation, pile driving, etc. firms); or utilities firm involved in soils-disturbing activities within the project site. Prior to any soils-disturbing activities being undertaken, each contractor is responsible for ensuring that the "ALERT" sheet is circulated to all field personnel, including machine operators, field crew, pile drivers, supervisory personnel, etc. The project sponsor shall provide the Environmental Review Officer (ERO) with a signed affidavit from the responsible parties (prime contractor, subcontractor(s), and utilities firm) confirming that all field personnel have received copies of the Alert Sheet. | SFO | Prior to and during soils-disturbing activities | SFO shall distribute Alert sheet and shall submit a signed affidavit confirming the distribution to the ERO | Considered complete upon ERO receiving signed affidavit |
| *Stop Work and Notification Upon Discovery.* Should any indication of an archeological resource be encountered during any soils-disturbing activity of the project, the project Head Foreman and/or project sponsor shall immediately notify the ERO and shall immediately suspend any soils-disturbing activities in the vicinity of the discovery until the ERO has determined what additional measures should be undertaken.<br><br>*Discovery Identification, Evaluation, and Treatment Determination.* If the ERO determines that an archeological resource may be present within the project site, the project sponsor shall retain the services of an archeological consultant from the Qualified Archeological Consultant List maintained by the planning department. The archeological consultant shall advise the ERO as to whether the discovery is an archeological resource as well as if it retains sufficient integrity and is of potential scientific/historical/cultural significance. If an archeological resource is present, the archeological consultant shall identify, document, and evaluate the archeological resource. The archeological consultant shall make a recommendation as to what action, if any, is warranted. Based on this information, the ERO may require, if warranted, specific additional measures to be implemented by the project sponsor.<br><br>Measures might include preservation in situ of the archeological resource; an archeological monitoring program; an archeological testing program; and/or an archeological interpretation program. If an | SFO, archeological consultant at the direction of the ERO | Upon accidental discovery | In the event of accidental discovery, the SFO shall suspend soils-disturbing activities and notify the ERO. The sponsor shall retain a qualified archeological consultant at the direction of the ERO. The archeological consultant shall identify and evaluate the archeological resources and recommend actions for review and approval by the ERO | If preservation in place is feasible, complete when approved cultural resource preservation plan is implemented<br><br>Considered complete when archeological consultant completes additional measures as directed by the ERO as warranted |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| archeological interpretive, monitoring, and/or testing program is required, it shall be consistent with the Environmental Planning Division guidelines for such programs and shall be implemented immediately. The ERO may also require that the project sponsor immediately implement a site security program if the archeological resource is at risk from vandalism, looting, or other damaging actions. | | | | |
| *Consultation with Descendant Communities.* On discovery of an archeological site associated with descendant Native Americans, the Overseas Chinese, or other potentially interested descendant group an appropriate representative of the descendant group and the ERO shall be contacted. The representative of the descendant group shall be given the opportunity to monitor archeological field investigations of the site and to offer recommendations to the ERO regarding appropriate archeological treatment of the site, of recovered data from the site, and, if applicable, any interpretive treatment of the associated archeological site. The local Native American representative or appropriate representative of the descendant group at their discretion shall provide a cultural sensitivity training to all project contractors. As described below in Mitigation Measure M-CR-2b, if a Native American archeological site is discovered, local Native American representative(s) at their discretion may conduct a ceremony that acknowledges the importance of the land to local Native American representatives. This would occur in tandem with the cultural sensitivity training. The ERO and project sponsor shall work with the tribal representative or other representatives of descendant communities to identify the scope of work to fulfill the requirements of this mitigation measure, which may include participation in preparation and review of deliverables (e.g., plans, interpretive materials, artwork). Representatives shall be compensated for their work as identified in the agreed upon scope of work. A copy of the Archeological Resources Report (ARR) shall be provided to the representative of the descendant group. | SFO's archeological consultant, SFO's project contractor | During archeological treatment of resource associated with descendant community | Consultation with ERO on identified descendant group. Descendant group provides recommendations, offered opportunity to monitor, and is given a copy of the Archeological Resources Report | Considered complete upon implementation of measures agreed upon during consultation |
| *Archeological Data Recovery Plan.* An archeological data recovery program shall be conducted in accordance with an Archeological Data Recovery Plan (ADRP) if all three of the following apply: (1) a resource has potential to be significant, (2) preservation in place is not feasible, and (3) the ERO determines that an archeological data recovery program is | SFO's qualified archeological consultant | Upon ERO's determination that data recovery is required in the event an archeological | Planning department/ SFO | Considered complete upon approval of Final Archeological |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| warranted. The project archeological consultant, project sponsor, and ERO shall meet and consult on the scope of the ADRP. The archeological consultant shall prepare a draft ADRP that shall be submitted to the ERO for review and approval.<br><br>The ADRP shall identify how the proposed data recovery program will preserve the significant information the archeological resource is expected to contain. That is, the ADRP will identify what scientific/ historical research questions are applicable to the expected resource, what data classes the resource is expected to possess, and how the expected data classes would address the applicable research questions. Data recovery, in general, should be limited to the portions of the historical property that could be adversely affected by the proposed project. Destructive data recovery methods shall not be applied to portions of the archeological resources if nondestructive methods are practical.<br><br>The scope of the ADRP shall include the following elements:<br>• *Field Methods and Procedures.* Descriptions of proposed field strategies, procedures, and operations.<br>• *Cataloguing and Laboratory Analysis.* Description of selected cataloguing system and artifact analysis procedures.<br>• *Discard and Deaccession Policy.* Description of and rationale for field and post-field discard and deaccession policies.<br>• *Security Measures.* Recommended security measures to protect the archeological resource from vandalism, looting, and non-intentionally damaging activities.<br>• *Final Report.* Description of proposed report format and distribution of results.<br>• *Curation.* Description of the procedures and recommendations for the curation of any recovered data having potential research value, identification of appropriate curation facilities, and a summary of the accession policies of the curation facilities.<br>• *Coordination of Archeological Data Recovery Investigations.* In cases in which the same resource has been or is being affected by another project for which data recovery has been conducted, is in progress, or is planned, in order to maximize the scientific and interpretive value | | resource is discovered | | Results Report by ERO |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| of the data recovered from both archeological investigations, the following measures shall be implemented:<br>a) In cases where neither investigation has not yet begun, both archeological consultants and the ERO shall consult on coordinating and collaboration on archeological research design, data recovery methods, analytical methods, reporting, curation and interpretation to ensure consistent data recovery and treatment of the resource.<br>b) In cases where archeological data recovery investigation is already under way or has been completed for a prior project, the archeological consultant for the subsequent project shall consult with the prior archeological consultant, if available; review prior treatment plans, findings and reporting; and inspect and assess existing archeological collections/inventories from the site prior to preparation of the archeological treatment plan for the subsequent discovery, and shall incorporate prior findings in the final report of the subsequent investigation. The objectives of this coordination and review of prior methods and findings will be to identify refined research questions; determine appropriate data recovery methods and analyses; assess new findings relative to prior research findings; and integrate prior findings into subsequent reporting and interpretation. | | | | |
| *Human Remains and Funerary Objects.* The treatment of human remains and funerary objects Human Remains and Funerary Objects. discovered during any soil-disturbing activity shall comply with applicable State and Federal laws. This shall include immediate notification of the San Mateo County Coroner's Office (county coroner). The ERO also shall be notified immediately upon the discovery of human remains. As required by Section 7050.5 of the Health and Safety Code, in the event of the county coroner's determination that the human remains are Native American remains, the county coroner shall notify the California State Native American Heritage Commission (NAHC), which will appoint a Most Likely Descendant (MLD). The MLD will complete his or her inspection of the remains and make recommendations or preferences for treatment within 48 hours of being granted access to the site (Public Resources Code section 5097.98(a)). | SFO's archeological consultant in consultation with the ERO, Medical Examiner, NAHC, and MLD as warranted | In the event that human remains are uncovered during the construction period | Medical Examiner, NAHC and MLD as warranted, planning department and SFO | Considered complete on finding by ERO that all State laws regarding human remains/burial objects have been adhered to, consultation with MLD is completed as warranted, approval of Archeological Results Report, and |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| The landowner may consult with the project archeologist and project sponsor and shall consult with the MLD and ERO on preservation in place or recovery of the remains and any scientific treatment alternatives. The landowner shall then make all reasonable efforts to develop an Agreement with the MLD, as expeditiously as possible, for the treatment and disposition, with appropriate dignity, of human remains and funerary objects (as detailed in CEQA Guidelines section 15064.5(d)). Per Public Resources Code section 5097.98(b)(1), the Agreement shall address and take into consideration, as applicable and to the degree consistent with the wishes of the MLD, the appropriate excavation, removal, recordation, scientific analysis, custodianship prior to reinterment or curation, and final disposition of the human remains and funerary objects. If the MLD agrees to scientific analyses of the remains and/or funerary objects, the archeological consultant shall retain possession of the remains and funerary objects until completion of any such analyses unless otherwise specified in the Agreement, after which the remains and funerary objects shall be reinterred or curated as specified in the Agreement.<br><br>Both parties are expected to make a concerted and good faith effort to arrive at an Agreement, consistent with the provisions of Public Resources Code section 5097.98. However, if the landowner and the MLD are unable to reach an Agreement, the landowner, ERO, and project sponsor shall ensure that the remains and/or mortuary materials are stored securely and respectfully until they can be reinterred on the property, with appropriate dignity, in a location not subject to further or future subsurface disturbance, consistent with state law.<br><br>Treatment of historic-period human remains and of associated or unassociated funerary objects discovered during any soil-disturbing activity, additionally, shall follow protocols laid out in the project's archeological treatment documents, and in any related agreement established between the Medical Examiner and the ERO. The project archeologist shall retain custody of the remains and associated materials while any scientific study scoped in the treatment document is conducted and the remains shall then be curated or respectfully reinterred by arrangement on a case-by case-basis. | | | | disposition of human remains has occurred as specified in Agreement |

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| *Cultural Resources Public Interpretation Plan.* The project archeological consultant shall submit a Cultural Resources Public Interpretation Plan (CRPIP) if a significant archeological resource is discovered during a project. As directed by the ERO, a qualified design professional with demonstrated experience in displaying information and graphics to the public in a visually interesting manner, local artists, or community group may also be required to assist the project archeological consultant in preparation of the CRPIP. If the resource to be interpreted is a tribal cultural resource, the CRPIP shall be prepared in consultation with and developed with the participation of local Native American tribal representatives. The CRPIP shall describe the interpretive product(s), locations or distribution of interpretive materials or displays, the proposed content and materials, the producers or artists of the displays or installation, and a long-term maintenance program. The CRPIP shall be sent to the ERO for review and approval. The CRPIP shall be implemented prior to occupancy of the project. | SFO's qualified archeological consultant at the direction of the ERO will prepare CRPIP. Measure laid out in CRPIP are implemented by sponsor and consultant | Following completion of treatment and analysis of significant archeological resource by archeological consultant | Planning department/ SFO | CRPIP is complete on review and approval of ERO. Interpretive program is complete on notification to ERO from the SFO that program has been implemented |
| *Curation.* Significant archeological collections and paleoenvironmental samples of future research value shall be permanently curated at an established curatorial facility or Native American cultural material shall be returned to local Native American tribal representatives at their discretion. The facility shall be selected in consultation with the ERO. Upon submittal of the collection for curation the sponsor or archeologist shall provide a copy of the signed curatorial agreement to the ERO. | SFO's qualified archeologist prepares collection for curation and SFO pays for curation costs | In the event a significant archeological resource is discovered and upon acceptance by the ERO of the ARR | Planning department/ SFO | Considered complete upon acceptance of the collection by the curatorial facility |
| **Mitigation Measure M-CR-2b: Archeological Testing.** *Archeological Testing Program.* The purpose of the archeological testing program will be to determine to the extent possible the presence or absence of archeological resources and to identify and to evaluate whether any archeological resource encountered on the site constitutes an historical resource under CEQA. The SFO shall retain the services of an archeological consultant from the Qualified Archeological Consultants List (QACL) maintained by the planning department or an archeological consultant approved by planning department archeologist. The archeological consultant shall undertake an archeological testing program as specified herein. The archeological consultant's work shall be conducted in accordance with this measure at the direction of the | SFO, SFO's qualified archeological consultant, in consultation with ERO | Prior to issuance of the Pre-Construction Environmental Compliance Letter | Planning department/ SFO | Complete when SFO retains qualified archeological consultant |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
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| Environmental Review Officer (ERO). All plans and reports prepared by the consultant as specified herein shall be submitted first and directly to the ERO for review and comment and shall be considered draft reports subject to revision until final approval by the ERO. In addition, the consultant shall be available to conduct an archeological monitoring and/or data recovery program if required pursuant to this measure. Archeological monitoring and/or data recovery programs required by this measure could suspend construction of the project for up to a maximum of four weeks. At the direction of the ERO, the suspension of construction can be extended beyond four weeks only if such a suspension is the only feasible means to reduce to a less than significant level potential effects on a significant archeological resource as defined in CEQA Guidelines section 15064.5(a)(c).<br><br>*Native American Monitoring.* A local Native American representative shall be present during the archeological testing program if the project area is determined to be sensitive for Native American resources. | | | | |
| *Archeological Testing Plan.* The archeological testing program shall be conducted in accordance with the approved Archeological Testing Plan (ATP). The archeological consultant and the ERO shall consult on the scope of the ATP, which shall be approved by the ERO prior to any project-related soils disturbing activities commencing. The ATP shall be submitted first and directly to the ERO for review and comment and shall be considered a draft subject to revision until final approval by the ERO. The archeologist shall implement the testing as specified in the approved ATP prior to and/or during construction.<br><br>A Programmatic ATP shall be developed for the RADP to identify the property types of the expected archeological resource(s) that potentially could be adversely affected by the proposed project, lay out what scientific/historical research questions are applicable to the expected resource, what data classes the resource is expected to possess, how the expected data classes would address the applicable research questions, and to summarize previous archeological sensitivity analysis and testing programs undertaken at SFO. The programmatic ATP shall primarily focus on identification of archeologically sensitive areas, primarily Native American archeological sensitivity, within the RADP that require | SFO's qualified archeological consultant, construction contractor | Prior to any project-related soils disturbing activities commencing | Planning department/ SFO | Considered complete after implementation of ATP approved by ERO |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
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| archeological testing programs. RADP project site ATPs shall tier off the programmatic RADP and shall identify the testing method to be used, the depth or horizonal extent of testing, and the locations recommended for testing and shall identify archeological monitoring requirements for construction soil disturbance as warranted. | | | | |
| *Paleoenvironmental Analysis of Paleosols.* When a submerged paleosol is identified, irrespective of whether cultural material is present, samples shall be extracted and processed for dating, flotation for paleobotanical analysis, and other applicable special analyses pertinent to identification of possible cultural soils and for environmental reconstruction. The results of analysis of collected samples shall be reported in results reports. | SFO's qualified archeological consultant | During construction | Planning department/ SFO | Considered complete when samples are collected, processed, analyzed, and reported |
| *Discovery Treatment Determination.* At the completion of the archeological testing program, the archeological consultant shall submit a written summary of the findings to the ERO. The findings memo shall describe and identify each resource and provide an initial assessment of the integrity and significance of encountered archeological deposits.<br><br>If the ERO in consultation with the archeological consultant determines that a significant archeological resource is present and that the resource could be adversely affected by the proposed project, the ERO, in consultation with the project sponsor, shall determine whether preservation of the resource in place is feasible. If so, the proposed project shall be re-designed so as to avoid any adverse effect on the significant archeological resource and the archeological consultant shall prepare an archeological resource preservation plan (ARPP), which shall be implemented by the project sponsor during construction. The consultant shall submit a draft ARPP to the planning department for review and approval.<br><br>If preservation in place is not feasible, a data recovery program shall be implemented, unless the ERO determines that the archeological resource is of greater interpretive than research significance and that interpretive use of the resource is feasible. The ERO, in consultation with the archeological consultant, shall also determine if additional treatment is | SFO's qualified archaeological consultant | During construction | Archaeological consultant provides summary to ERO. ERO consults with the SFO to determine if preservation in place is possible. If so, consultant prepares ARPP. If not, ERO consults with archeological consultant to determine if additional treatment is needed | Considered completed after review and approval of archeological testing results memo by ERO; or ARPP is approve; or it's determined that treatment is needed |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
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| warranted, which may include additional testing and/or construction monitoring. | | | | |
| *Archeological and Cultural Sensitivity Training.* If it is determined that the project would require ongoing archeological monitoring, the archeological consultant shall provide a training to the prime contractor; to any project subcontractor (including demolition, excavation, grading, foundation, pile driving, etc. firms); or utilities firm involved in soils-disturbing activities within the project site. The training shall advise all project contractors to be on the alert for evidence of the presence of the expected archeological resource(s), of how to identify the evidence of the expected resource(s), and of the appropriate protocol in the event of apparent discovery of an archeological resource by the construction crew.<br><br>If the project site is determined to be sensitive for Native American archeological resources or tribal cultural resources, a local Native American representative at their discretion shall provide a Native American cultural sensitivity training to all project contractors. Local Native American representative(s) at their discretion may conduct a ceremony that acknowledges the importance of the land to local Native American representatives. The ceremony would be approximately less than 15 minutes and would occur in tandem with the cultural sensitivity training f. Ceremonies opted on the airfield are subject to airport operations bulletin and SFO Rules & Regulations due to federal regulations and safety requirements. | SFO's qualified archeological consultant | Prior to any soils-disturbing activities | Planning department/ SFO | Considered complete when training is provided |
| *Consultation with Descendant Communities.* On discovery of an archeological site associated with descendant Native Americans, the Overseas Chinese, or other potentially interested descendant group an appropriate representative of the descendant group and the ERO shall be contacted. The representative of the descendant group shall be given the opportunity to monitor archeological field investigations of the site and to offer recommendations to the ERO regarding appropriate archeological treatment of the site, of recovered data from the site, and, if applicable, any interpretive treatment of the associated archeological site. The local Native American representative or appropriate representative of the descendant group at their discretion shall provide a | SFO and SFO's qualified archeological consultant, descendant group, SFOERO | After discovery of significant resource associated with a descendant group | Archaeological consultant contacts descendant group(s). Archeological consultant, ERO, and SFO, and representative(s) determine scope of work for deliverables. SFO is responsible | Considered completed after descendant group has received ARR and been compensated for work on deliverables |

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| cultural sensitivity training to all project contractors. The ERO and project sponsor shall work with the tribal representative or other representatives of descendant communities to identify the scope of work to fulfill the requirements of this mitigation measure, which may include participation in preparation and review of deliverables (e.g., plans, interpretive materials, artwork). Representatives shall be compensated for their work as identified in the agreed upon scope of work. A copy of the Archeological Resources Report (ARR) shall be provided to the representative of the descendant group. | | | for compensating descendant(s) for work in preparation and review of deliverables. Archaeological consultant sends ARR to descendant(s). | |
| *Archeological Data Recovery Plan.* An archeological data recovery program shall be conducted in accordance with an Archeological Data Recovery Plan (ADRP) if all three of the following apply: (1) a resource has potential to be significant, (2) preservation in place is not feasible, and (3) the ERO determines that an archeological data recovery program is warranted. The archeological consultant, project sponsor, and ERO shall meet and consult on the scope of the ADRP prior to preparation of a draft ADRP. The archeological consultant shall submit a draft ADRP to the ERO. The ADRP shall identify how the proposed data recovery program will preserve the significant information the archeological resource is expected to contain. That is, the ADRP will identify what scientific/ historical research questions are applicable to the expected resource, what data classes the resource is expected to possess, and how the expected data classes would address the applicable research questions. Data recovery, in general, should be limited to the portions of the historical property that could be adversely affected by the proposed project. Destructive data recovery methods shall not be applied to portions of the archeological resources if nondestructive methods are practical.<br><br>The scope of the ADRP shall include the following elements:<br>• *Field Methods and Procedures.* Descriptions of proposed field strategies, procedures, and operations.<br>• *Cataloguing and Laboratory Analysis.* Description of selected cataloguing system and artifact analysis procedures.<br>• *Discard and Deaccession Policy.* Description of and rationale for field and post-field discard and deaccession policies. | SFO's qualified archeological consultant | Upon ERO's determination that data recovery is required in the event an archeological resource is discovered | Planning department/ SFO | Considered complete approval of Final Archeological Results Report by ERO |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| • *Security Measures.* Recommended security measures to protect the archeological resource from vandalism, looting, and non-intentionally damaging activities.<br>• *Final Report.* Description of proposed report format and distribution of results.<br>• *Curation. Description of the procedures and recommendations for the curation of any recovered data having potential research value, identification of appropriate curation facilities, and a summary of the accession policies of the curation facilities.* | | | | |
| *Coordination of Archeological Data Recovery Investigations.* In cases in which the same resource has been or is being affected by another project for which data recovery has been conducted, is in progress, or is planned, in order to maximize the scientific and interpretive value of the data recovered from both archeological investigations, the following measures shall be implemented:<br>a) In cases where neither investigation has not yet begun, both archeological consultants and the ERO shall consult on coordinating and collaboration on archeological research design, data recovery methods, analytical methods, reporting, curation, and interpretation to ensure consistent data recovery and treatment of the resource.<br>b) In cases where archeological data recovery investigation is already under way or has been completed for a prior project, the archeological consultant for the subsequent project shall consult with the prior archeological consultant, if available; review prior treatment plans, findings and reporting; and inspect and assess existing archeological collections/inventories from the site prior to preparation of the archeological treatment plan for the subsequent discovery, and shall incorporate prior findings in the final report of the subsequent investigation. The objectives of this coordination and review of prior methods and findings will be to identify refined research questions; determine appropriate data recovery methods and analyses; assess new findings relative to prior research findings; and integrate prior findings into subsequent reporting and interpretation. | SFO's qualified archeological consultant in consultation with ERO | At initiation of preparation of ADRP | Planning department/ SFO | Considered complete approval of Final Archeological Results Report |

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| *Human Remains and Funerary Objects.* The treatment of human remains and funerary objects Human Remains and Funerary Objects. discovered during any soil-disturbing activity shall comply with applicable State and Federal laws. This shall include immediate notification of the San Mateo County Coroner's Office (county coroner). The ERO also shall be notified immediately upon the discovery of human remains. As required by Section 7050.5 of the Health and Safety Code, in the event of the county coroner's determination that the human remains are Native American remains, the county coroner shall notify the California State Native American Heritage Commission (NAHC), which will appoint a Most Likely Descendant (MLD). The MLD will complete his or her inspection of the remains and make recommendations or preferences for treatment within 48 hours of being granted access to the site (Public Resources Code section 5097.98(a)).<br><br>The landowner may consult with the project archeologist and project sponsor and shall consult with the MLD and ERO on preservation in place or recovery of the remains and any scientific treatment alternatives. The landowner shall then make all reasonable efforts to develop an Agreement with the MLD, as expeditiously as possible, for the treatment and disposition, with appropriate dignity, of human remains and funerary objects (as detailed in CEQA Guidelines section 15064.5(d)). Per Public Resources Code section 5097.98 (b)(1), the Agreement shall address and take into consideration, as applicable and to the degree consistent with the wishes of the MLD, the appropriate excavation, removal, recordation, scientific analysis, custodianship prior to reinterment or curation, and final disposition of the human remains and funerary objects. If the MLD agrees to scientific analyses of the remains and/or funerary objects, the archeological consultant shall retain possession of the remains and funerary objects until completion of any such analyses unless otherwise specified in the Agreement, after which the remains and funerary objects shall be reinterred or curated as specified in the Agreement.<br><br>Both parties are expected to make a concerted and good faith effort to arrive at an Agreement, consistent with the provisions of Public Resources Code section 5097.98. However, if the landowner and the MLD are unable to reach an Agreement, the landowner, ERO, and project | SFO, SFO's qualified archeological consultant in consultation with the ERO, Medical Examiner, NAHC, and MLD as warranted | Discovery of human remains | Project archeologist or SFO shall notify ERO and the San Mateo County Coroner, who will contact NAHC as warranted | Considered complete on finding by ERO that all state laws regarding human remains/burial objects have been adhered to, consultation with MLD is completed as warranted, that sufficient opportunity has been provided to the archeological consultant for any scientific/historical analysis of remains/funerary objects specified in the Agreement, and the agreed-upon disposition of the remains has occurred |

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| sponsor shall ensure that the remains and/or mortuary materials are stored securely and respectfully until they can be reinterred on the property, with appropriate dignity, in a location not subject to further or future subsurface disturbance, consistent with state law.<br><br>Treatment of historic-period human remains and of associated or unassociated funerary objects discovered during any soil-disturbing activity, additionally, shall follow protocols laid out in the project's archeological treatment documents, and in any related agreement established between the county coroner and the ERO.<br><br>The project archeologist shall retain custody of the remains and associated materials while any scientific study scoped in the treatment document is conducted and the remains shall then be curated or respectfully reinterred by arrangement on a case-by case-basis. | | | | |
| *Cultural Resources Public Interpretation Plan.* The project archeological consultant shall submit a Cultural Resources Public Interpretation Plan (CRPIP) if a significant archeological resource is discovered during a project. As directed by the ERO, a qualified design professional with demonstrated experience in displaying information and graphics to the public in a visually interesting manner, local artists, or community group may also be required to assist the project archeological consultant in preparation of the CRPIP. If the resource to be interpreted is a tribal cultural resource, the CRPIP shall be prepared in consultation with and developed with the participation of local Native American tribal representatives. The CRPIP shall describe the interpretive product(s), locations or distribution of interpretive materials or displays, the proposed content and materials, the producers or artists of the displays or installation, and a long-term maintenance program. The CRPIP shall be sent to the ERO for review and approval. The CRPIP shall be implemented prior to occupancy of the project. | SFO's qualified archeological consultant at the direction of the ERO will prepare CRPIP. Measure laid out in CRPIP are implemented by sponsor and consultant | Following completion of treatment and analysis of significant archeological resource by archeological consultant | Planning department/ SFO | CRPIP is complete on review and approval of ERO. Interpretive program is complete on notification to ERO from the SFO that program has been implemented. |
| *Archeological Resources Report.* Whether or not significant archeological resources are encountered, the archeological consultant shall submit a written report of the findings of the testing program to the ERO. The archeological consultant shall submit a draft Archeological Resources Report (ARR) to the ERO that evaluates the historical significance of any discovered archeological resource and describes the archeological, | SFO's qualified archeological consultant at the direction of the ERO | Following completion of treatment by archeological consultant as | Planning department/ SFO | Complete on certification to ERO that copies of the approved ARR have been distributed |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
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| historical research methods employed in the archeological testing/ monitoring/data recovery program(s) undertaken, and if applicable, discusses curation arrangements. Formal site recordation forms (CA DPR 523 series) shall be attached to the ARR as an appendix.<br><br>Once approved by the ERO, copies of the ARR shall be distributed as follows: California Archeological Site Survey Northwest Information Center (NWIC) shall receive one (1) electronic copy and the ERO shall receive a copy of the transmittal of the ARR to the NWIC. The environmental planning division of the planning department shall receive one (1) bound hardcopy of the ARR. Digital files that shall be submitted to the environmental division include an unlocked, searchable PDF version of the ARR, GIS shapefiles of the site and feature locations, any formal site recordation forms (CA DPR 523 series), and/or documentation for nomination to the National Register of Historic Places/California Register of Historical Resources. The PDF ARR, GIS files, recordation forms, and/or nomination documentation should be submitted via USB or other stable storage device. If a descendant group was consulted during archeological treatment, a PDF of the ARR shall be provided to the representative of the descendant group. | | determined by the ERO | | |
| *Curation.* Significant archeological collections and paleoenvironmental samples of future research value shall be permanently curated at an established curatorial facility or Native American cultural material shall be returned to local Native American tribal representatives at their discretion. The facility shall be selected in consultation with the ERO. Upon submittal of the collection for curation the sponsor or archeologist shall provide a copy of the signed curatorial agreement to the ERO. | SFO's qualified archeologist prepares collection for curation and SFO pays for curation costs | In the event a significant archeological resource is discovered and upon acceptance by the ERO of the ARR | Planning department/ SFO | Considered complete upon acceptance of the collection by the curatorial facility |
| **Mitigation Measure M-CR-2c: Treatment of Submerged and Deeply Buried Resources.** Based on a reasonable presumption that submerged or deeply buried archeological resources may be present within the project site and may be encountered during archeological investigations or construction-related soil disturbance, the following measures shall be undertaken upon discovery of a potentially significant deeply buried or submerged resource to minimize significant effects from deep project excavations, soil improvements, pile construction, or construction of other deep foundation systems. | SFO, tribal representative (as applicable), SFO's qualified archeological consultant | In the event that a potentially significant deeply buried or submerged resource is discovered during the construction period | SFO shall contact the ERO in the event of discovery.<br><br>Archeological consultant to conduct data recovery in accordance with Mitigation Measure | Considered complete when treatment determination has been approved by the ERO and treatment has been completed in |

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| *Treatment Determination.* The preferred treatment for a buried or submerged resource encountered during archeological testing or project construction is preservation in place. When such a resource is identified during construction, the ERO and the project sponsor shall consult to determine whether preservation of all or a part of the resource in place is feasible, as detailed under Mitigation Measure M-CR-2a, above. If the resource cannot feasibly or adequately be preserved in place, in situ documentation and/or archeological data recovery shall be conducted, as described in Mitigation Measures M-CR-2a, Accidental Discovery, and M-CR-2b, Archeological Testing Program, above. However, by definition, such resources sometimes are located deeper than the maximum anticipated depth of project mass excavations and/or under water or may otherwise pose substantial access, safety, or other logistical constraints for data recovery; or the cost of providing archeological access to the resource may demonstrably be prohibitive.<br><br>In such cases, where physical documentation and data recovery will be limited by the constraints identified above, the ERO, project sponsor, archeological consultant, and descendant/ local Native American representative identified as described above, shall consult to explore alternative documentation and treatment options to be implemented in concert with any feasible archeological data recovery. The appropriate treatment elements, which would be expected to vary with the type of resource and the circumstances of discovery, shall be identified by the ERO based on the results of consultation from among the measures listed below. Additional treatment options may be developed and agreed upon through consultation if it can be demonstrated that they would be effective in amplifying the value of the data recovered from physical investigation of the affected resources by addressing applicable archeological research questions and in disseminating those data and meaningfully interpreting the resource to the public.<br><br>Each treatment measure or a combination of these treatment measures, in concert with any feasible standard data recovery methods applied as described above, would be effective in mitigating significant impacts to submerged and buried resources. However, some measures are more applicable to one type of resource than the other; to a specific | | | M-CR-2. If physical access is constrained, ERO, SFO, project archeologist, and tribal representative (for Native American archeological resources) to implement treatment options or compensatory treatment. | consultation with ERO |

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| construction method; to the specific circumstances of discovery; and to the stratigraphic position of the resource.<br><br>Additional treatment options may be considered and shall be adopted, subject to ERO approval, if it can be demonstrated that they would provide further data relevant to the understanding and interpretation of the resource on the project site or to the affected class of resources (e.g., rare submerged and deeply buried prehistoric resources of Early or Middle Holocene age); or that would otherwise enhance the scientific or historical research value of any data recovered directly from the resource; protect and promote the cultural value of the resource; and/or would enhance public interpretation of the resource, as detailed below.<br><br>The archeological consultant in coordination with local Native American representative shall document the results of the treatment program consultation with respect to the agreed upon scope of treatment in a treatment program memo, for ERO review and approval. Upon approval by the ERO, the project sponsor shall ensure that treatment program is implemented prior to and during subsequent construction, as applicable. Reporting, interpretive, curation and review requirements are the same as delineated under Archeological Data Recovery Plan in Mitigation Measures M-CR-2a and M-CR-2b, above. The project sponsor shall be responsible for ensuring the implementation of applicable measures, as identified in the treatment program memo.<br><br>• *Modification of Contractor's Excavation Methods.* As needed to prevent damage to the resource before it has been documented; to assist in exposure and facilitate observation and documentation; and potentially to assist in data recovery; at the request of the ERO the project sponsor shall consult with the project archeologist and the ERO to identify modifications to the contractor's excavation and shoring methods. Examples include improved dewatering during excavation; use of a smaller excavator bucket or toothless bucket; discontinuing immediate offhaul of spoils and providing a location where spoils can be spread out and examined by the archeologist prior to being offhauled; and phasing or benching of deep excavations to facilitate observation and/or deeper archeological trenching. | | | | |

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| • *Data Recovery through Open Excavation.* If the project will include mass excavation to the depth of the buried/submerged deposit, archeological data recovery shall include manual (preferred) or controlled mechanical sampling of the deposit. If project construction would not include mass excavation to the depth of the deposit but would impact the deposit through deep foundation systems or soil improvements, the ERO and the project sponsor shall consult to consider whether there are feasible means of providing direct archeological access to the deposit (for example, excavation of portion of the site that overlies the deposit to the subject depth so that a sample can be recovered). The feasibility consideration shall include an estimate of the project cost of excavating to the necessary depth and of providing shoring and dewatering sufficient to allow archeological access to the deposit for manual or mechanical recovery.<br>• *Mechanical Recovery.* If site circumstances limit access to the find in situ, the ERO, archeological consultant, local Native American representative, and project sponsor shall consider the feasibility of mechanically removing the feature or portion of a feature intact for off-site documentation and analysis, preservation, and interpretive use. The consultation above shall include consideration as to whether such recovery is logistically feasible and can be accomplished without major data loss. The specific means and methods and the type and size of the sample shall be identified, and the recovery shall be implemented if determined feasible by the ERO. The sponsor shall assist with mechanical recovery and transport and curation of recovered materials and shall provide for an appropriate and secure off-site location for archeological documentation and storage as needed.<br>• *Data Recovery using Geoarcheological Cores.* If, subsequent to identification and boundary definition of a buried/ submerged resource, it is deemed infeasible to expose the resource for archeological data recovery, geoarcheological coring of the identified deposit shall be conducted. The maximum feasible core diameter shall be used for data recovery coring. However, while geoarcheological coring can provide basic data about a resource (e.g., food sources exploited, date), due to the of the small size of the sample recoverable through geoarcheological coring the | | | | |

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| recovered sample, even from numerous cores, this method generally cannot recover a sufficient quantity of data to adequately characterize the range of activities that took place at the site. For this reason, if the coring sample constitutes less than 5 percent of the estimated volume of material within the boundaries of the resource that will be directly impacted by project construction, the following additional measures shall be implemented in concert with geoarcheological coring in order to fully mitigate significant impacts to such a resource.<br>• *Scientific Analysis of Data from Comparable Archeological Sites/ "Orphaned Collections."* The ERO and the project archeologist shall consult to identify a known archeological site or curated collections or samples recovered during prior investigation of similar sites or features are available for further analysis; and for which site-specific or comparative analyses would be expected to provide data relevant to the interpretation or context reconstruction for the affected site. Appropriate analyses, to be identified in consultation between the ERO, the consultant and the local Native American representative(s), may include reanalysis or comparative analysis of artifacts or archival records; faunal or paleobotanical analyses; dating; isotopes studies; or such other relevant studies as may be proposed by members of the project team based on the research design developed for the affected site and on data available from affected resource and comparative collections. The scope of analyses would be determined by the ERO based on consultation with the project archeologist, the project sponsor, and local Native American representatives.<br>• *Historical and Paleoenvironmental Reconstruction.* The ERO and project archeologist shall identify existing geoarcheological data and geotechnical coring records; and/or cores extracted and preserved during prior geotechnical or geoarcheological investigations that could contribute to reconstruction of the environmental setting in the vicinity of the identified resource, to enhance the historical and scientific value of recovered data by providing additional data about paleoenvironmental setting and stratigraphic sensitivity; and/or would provide information pertinent to the public interpretation of the significant resource. Objectives of such analyses, depending on the resource type | | | | |

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| could include: 1) placement of known and as-yet undiscovered prehistoric resources more securely in their environmental and chronological contexts; 2) more accurate prediction of locations that are sensitive for Middle Holocene and earlier resources; 3) increased understanding of changes in San Francisco's historical environmental setting (such as the distribution of inland marshes and ponds and forested areas), and of the chronology of both historic period and prehistoric environmental change and human use. Relevant data may also be obtained through geoarcheological coring at accessible sites identified by the ERO through consultation with San Francisco public agencies and private project sponsors. | | | | |
| **Initial Study Section E.5, Tribal Cultural Resources** | | | | |
| **Mitigation Measure M-TCR-1a: Tribal Cultural Resources Public Interpretation Program.** *Preservation in Place. In the event of the identification or discovery of a tribal cultural resource, the Environmental Review Officer (ERO), the project sponsor, and the local Native American representative, shall consult to determine whether preservation in place would be feasible and effective.* If it is determined that preservation-in-place of the tribal cultural resource would be both feasible and effective, then the project sponsor in consultation with local Native American representatives and the ERO shall prepare a tribal cultural resource preservation plan (TCRPP). If the tribal cultural resource is an archeological resource of Native American origin, the archeological consultant shall prepare an archeological resource preservation plan (ARPP) in consultation with the local Native American representative, which shall be implemented by the project sponsor during construction. The consultant shall submit a draft ARPP to the planning department for review and approval. | SFO, SFO's archeological consultant, ERO, in consultation with California Native American tribes traditionally and culturally affiliated with a geographic area of the project | Prior to issuance of the Pre-Construction Environmental Compliance Letter or during construction if tribal cultural resource is identified during construction | Planning department/ SFO | Considered complete upon completion and approval of TCRPP and ARPP, as required, and project redesign if required. |
| *Interpretive Program.* In the event of the identification or discovery of a tribal cultural resource, the project sponsor, in consultation with local Native American representatives shall prepare a Tribal Cultural Resources Public Interpretation Plan (TCRIP) to guide Tribal Cultural Resource interpretive program. The TCRIP may be prepared in tandem with the Cultural Resources Public Interpretation Plan (CRPIP) if required. The TCRIP shall be submitted to ERO for review and approval prior to | SFO in consultation with California Native American tribes traditionally and culturally affiliated with a | TCRIP prior to issuance of the Pre-Construction Environmental Compliance Letter or during construction if tribal | Planning department/ SFO | TCRIP is complete on review and approval of ERO. Interpretive program is complete on notification to ERO |

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| implementation of the program. The plan shall identify, as appropriate, proposed locations for installations or displays, the proposed content and materials of those displays or installation, the producers or artists of the displays or installation, and a long-term maintenance program. The interpretive program may include artist installations, preferably by local Native American artists, oral histories with local Native Americans, cultural displays, educational panels, or other interpretive elements agreed upon by the ERO, sponsor, and local Native American representatives. Upon approval of the TCRIP and prior to project occupancy, the interpretive program shall be implemented by the project sponsor. The ERO and project sponsor shall work with the tribal representative to identify the scope of work to fulfill the requirements of this mitigation measure, which may include participation in preparation and review of deliverables (e.g., plans, interpretive materials, artwork). Tribal representatives shall be compensated for their work as identified in the agreed upon scope of work. | geographic area of the project | cultural resource is identified during construction; prior to issuance of an occupancy permit for installation and maintenance of interpretation program | | by the SFO that program has been implemented |
| **Mitigation Measure M-TCR-1b: Tribal Cultural Resources Sensitivity Training.** *SFO environmental affairs staff involved with implementation of RADP during the duration of the RADP will undergo Tribal Cultural Resources Sensitivity Training provided by a local Native American tribal representative in coordination with planning department cultural resources staff regarding tribal cultural resources.* All SFO environmental affairs staff will receive initial training when RADP project(s) is deemed fiscally feasible by SF Board of Supervisors and approved for implementation by the airport commission. After the initial training, all Environmental Affairs staff will undergo training if/when new environmental affairs staff joins SFO. Otherwise, training will be required every five years (duration of up to two hours). Training curriculum is up to the discretion of the local Native American representative but may include overview of tribal cultural resources in the San Francisco Bay Area, appropriate treatment and information on local Native American history and culture, and land acknowledgment and land honoring. As part of the required five-year sensitivity training, planning department cultural resources staff and SFO Environmental Affairs staff will coordinate with local Native American representatives on updating information on the Alert sheet to ensure it is current (such as updates to types of cultural | SFO Environmental Affairs staff involved with implementation of the RADP in consultation with California Native American tribes traditionally and culturally affiliated with a geographic area of the project | All SFO Environmental Affairs Staff will receive initial training when RADP project(s) is deemed fiscally feasible by SF Board of Supervisors and approved for implementation by the airport commission. After the initial training, all Environmental Affairs staff will undergo training if/when new environmental affairs staff joins SFO. | Planning department/SFO | Considered complete when training is provided |

| Adopted Mitigation Measure | Monitoring and Reporting Program [a] | | | |
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| materials to look for, processes to follow to follow if cultural materials are identified, contact information, etc.) as required above for Mitigation Measures M-CR-2a through M-CR-2c and updates to any tribal cultural resources educational information developed for SFO staff. | | Otherwise, training will be required every five years (duration of up to two hours). | | |
| **Initial Study Section E.15, Biological Resources** | | | | |
| **Mitigation Measure M-BI-1a: Nesting Bird Protection Measures.** Nesting birds and their nests shall be protected during construction by use of the following measures:<br>1. To avoid disruption to nesting birds, initial vegetation removal, ground disturbance, and demolition of buildings shall be performed outside of the bird nesting season (January 15 to August 15), whenever feasible.<br>2. If vegetation removal, ground disturbance, or demolition of existing buildings will occur during the nesting season, a qualified wildlife biologist shall conduct a pre-construction nesting bird survey within 7 days before the start of such activities or after any construction breaks of 14 days or more. Surveys shall be performed for individual RADP project sites, vehicle and equipment staging areas, and areas within 100 feet to locate any active passerine (perching bird) nests and within 500 feet to locate any active raptor (birds of prey) nests within Airport property.<br>3. If an active nest is located during the pre-construction nesting bird surveys, the qualified wildlife biologist shall evaluate whether the schedule of construction activities could affect the nest. The following measures shall be implemented based on the biologist's determination:<br>a. If project actions are unlikely to affect the active nest, construction may proceed without restriction; however, at the discretion of the qualified wildlife biologist, the nest may be monitored to confirm that there is no adverse effect from ongoing activities. The frequency of spot-check monitoring shall consider the scale and duration of the proposed activity, proximity to the nest, and presence of any physical barriers that may screen the nest from | SFO, SFO's qualified biologist | Pre-construction surveys during the avian nesting breeding season would occur within 7 days prior to the start of construction; implementation ongoing during construction if active nests are observed | Qualified biologist if active nests are observed | Ongoing during construction if active nests are observed |

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| the activity. The qualified biologist may revise their determination at any time during the nesting season in coordination with SFO.<br>b. If project actions may affect an active nest, the qualified biologist shall establish a no-disturbance buffer around the nest and all project work shall halt within the buffer until the qualified biologist determines that the nest is no longer in use. Typically, these buffer distances are 50–150 feet for passerines and 150–500 feet for raptors; however, the buffers may be adjusted if an obstruction, such as a building, is within the line of sight between the nest and construction or if the biologist observes that the nesting bird is tolerant of a smaller buffer due to habituation or other circumstances.<br>c. Modification of nest buffer distances, certain construction activities within the buffer, and/or modification of construction methods near active nests shall occur at the discretion of the qualified biologist and in coordination with SFO, which shall notify the U.S. Fish and Wildlife Service and/or California Department of Fish and Wildlife if necessary.<br>d. Any work that must occur within established no-disturbance buffers around active nests shall be monitored by a qualified biologist. If the biologist observes adverse effects in response to project work within the buffer and such effects could compromise the nest, work within the no-disturbance buffer shall halt until the nest occupants have fledged.<br>4. Any birds that begin nesting within the project site and survey buffers amid demolition or construction activities shall be assumed to be habituated to construction-related or similar noise and disturbance levels. In those cases, no work exclusion zones shall be established around active nests. However, should birds nesting nearby begin to show disturbance associated with construction activities, or should the sound levels from the construction activity change substantially, no-disturbance buffers shall be established as determined by the qualified biologist. | | | | |

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| | Implementation Responsibility | Mitigation Schedule | Monitoring/Reporting Responsibility | Monitoring Actions/ Completion Criteria |
| **Mitigation Measure M-BI-1b: Avoidance and Minimization Measures for Bats.** A qualified biologist who is experienced with bat surveying techniques, behavior, roosting habitat, and identification of local bat species shall be consulted before initiation of demolition/construction activities to conduct a pre-construction habitat assessment of the RADP project site to characterize potential bat habitat and identify potentially active roost sites.[1] Should the pre-construction habitat assessment not identify bat habitat or signs of potentially active bat roosts within the RADP project site (e.g., guano, urine staining, dead bats), no further action shall be required.<br><br>Should potential roosting habitat or potentially active bat roosts be identified during the habitat assessment within or near the project site, including trees that could be trimmed or removed, the following measures shall be implemented at the individual RADP project site that provides bat habitat:<br>1. Removal of or disturbance to trees, structures, or buildings identified as potential bat roosting habitat or active roosts shall occur when bats are active, approximately between March 1 and April 15 and between August 15 and October 15, to the extent feasible. These dates avoid bat maternity roosting season (approximately April 15–August 31) and period of winter torpor (approximately October 15–February 28).<br>2. If removing or disturbing trees, structures, or buildings identified as potential bat roosting habitat or active roosts when bats are active is not feasible, a qualified biologist shall conduct pre-construction surveys within 14 days before disturbance to further evaluate bat activity within the potential habitat or roost site.<br>a. If active bat roosts are not identified in potential habitat during the pre-construction surveys, no further action shall be required before removal of or disturbance to trees and structures in the pre-construction survey area. | SFO, SFO's qualified biologist | Prior to demolition, building relocation, or tree work for the pre-construction habitat assessment | Qualified biologist if active roost sites are observed | Considered complete at end of construction |

[1] Typical qualifications include four years of academic training and a minimum of two years of experience conducting bat surveys that resulted in detections of relevant species, and experience with relevant equipment used to conduct bat surveys.

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| b. If active bat roosts or evidence of roosting is identified during the pre-construction surveys, the qualified biologist shall determine, if possible, the type of roost and species:<br>i. If special-status bat species or maternity or hibernation roosts are detected during these surveys, the qualified biologist shall develop appropriate species- and roost-specific avoidance and protection measures in coordination with the California Department of Fish and Wildlife. Such measures may include postponing the removal of structures or trees, or establishing exclusionary work buffers while the roost is active. A minimum 100-foot no-disturbance buffer shall be established around maternity or hibernation roosts until the qualified biologist determines that they are no longer active. The qualified biologist may adjust the size of the no-disturbance buffer in coordination with the California Department of Fish and Wildlife, depending on the species present, roost type, existing screening around the roost site (such as dense vegetation or a building), and the type of construction activity to occur around the roost site, and if construction would not alter the behavior of the adult or young in a way that would cause injury or death to those individuals.<br>Active maternity roosts shall not be disturbed until the conclusion of the maternity roosting season, or until they become inactive based on the professional assessment of a qualified biologist.<br>ii. If a common species' non-maternity roost (e.g., bachelor daytime roost) or hibernation roost is identified, disturbance to or removal of trees, structures, or buildings may occur under the supervision of a qualified biologist as described under part 3 of this mitigation measure, below.<br>3. The qualified biologist shall be present during disturbance to or removal of a tree, structure, or building if active non-maternity or hibernation bat roosts or potential roosting habitat are present. Trees, structures, or buildings with active non-maternity or hibernation roosts of common species or potential habitat shall be disturbed or removed only under clear weather conditions when | | | | |

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| precipitation is not forecast for three days and when nighttime temperatures are at least 50 degrees Fahrenheit, and when wind speeds are less than 15 mph.<br>a. Trimming or removal of trees with active (non-maternity or hibernation) or potentially active roost sites of common bat species shall follow a two-step removal process:<br>i. For removal, use either hand tools or other equipment (e.g., excavator or backhoe).<br>ii. Leave all felled trees on the ground for at least 24 hours before chipping, offsite removal, or other processing to allow any bats to escape, or inspect the trees once felled by the qualified biologist to ensure that no bats remain within the trees and/or branches.<br>b. Disturbance to or removal of structures or buildings containing or suspected to contain active (non-maternity or hibernation) or potentially active common bat roosts shall occur in the evening and after bats have emerged from the roost to forage. Structures or buildings shall be partially dismantled to substantially change the roost conditions, causing bats to abandon and not return to the roost. Removal shall be completed the subsequent day. | | | | |

NOTES:

a. Definitions of MMRP Column Headings:
- *Adopted Mitigation Measures:* Full text of the mitigation measure(s) copied verbatim from the final CEQA document.
- *Implementation Responsibility:* Entity who is responsible for implementing the mitigation measure. In most cases this is the SFO and/or project's sponsor's contractor/consultant and at times under the direction of the planning department.
- *Mitigation Schedule:* Identifies milestones for when the actions in the mitigation measure need to be implemented.
- *Monitoring/Reporting Responsibility:* Identifies who is responsible for monitoring compliance with the mitigation measure and any reporting responsibilities. In most cases it is the planning department who is responsible for monitoring compliance with the mitigation measure. If a department or agency other than the planning department is identified as responsible for monitoring, there should be an expressed agreement between the planning department and that other department/agency. In most cases the SFO, their contractor, or consultant are responsible for any reporting requirements.
- *Monitoring Actions/Completion Criteria:* Identifies the milestone at which the mitigation measure is considered complete. This may also identify requirements for verifying compliance.

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