Agenda Item No. 14.

Staff Report

Date: January 13, 2022

To: Mayor Robbins and Council Members

From: Patrick Streeter, Planning and Building Director
Meredith Rupp, Contract Planner

Subject: Resolution of the Ross Town Council (i) Determining that Approval of a Use Permit Allowing an Increase in Student Enrollment at The Branson School, 39 Fernhill Avenue, Ross, California, from 320 to 420 Students Is Exempt from Environmental Review Under the California Environmental Quality Act (CEQA) Pursuant to State CEQA Guidelines Section 15314, (ii) Approving a Use Permit Pursuant to Section 18.16.030 of the Ross Municipal Code to Authorize the Increase in the Total Maximum Allowed Full-Time and Part-Time Enrollment at The Branson School, 39 Fernhill Avenue, Ross, California, From 320 to 420 Students, and (iii) Imposing Amended and Restated Conditions of Approval

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Recommendation

It is recommended that the Town Council adopt the attached Resolution (Attachment 1) which will effectuate three (3) actions. First, the Resolution finds and determines that approval of a use permit allowing an increase in student enrollment at The Branson School, 39 Fernhill Avenue, Ross, California ("Project Site"), from 320 to 420 students, and implementation of a Transportation Demand Management Plan ("TDMP") (Parisi Transportation Consulting; December 2021) (Attachment 4) (collectively, the "Project"), is exempt from environmental review under the California Environmental Quality Act (CEQA), pursuant to State CEQA Guidelines Section 15314. Next, the Town Council will be approving a use permit for the Project pursuant to Section 18.16.030 of the Ross Municipal Code to authorize an increase in the total maximum allowed student enrollment at the Project Site, from 320 to 420 students, and implementation of the TDMP. Finally, in connection with the approval of the use permit, the Town Council will adopt and impose amended and restated conditions of approval on the Project (See Exhibit A to Attachment 1) which will amend, restate and replace the conditions of approval imposed by the Town pursuant to Resolution 1042, adopted May 11, 1978, which approved a use permit (Use Permit No. 50) allowing the current total maximum enrollment of 320 students ("1978 Use Permit") (Attachment 2).

Background

The Branson School History

The Branson School (also known as Branson, Katherine Branson School, or KBS) is a coeducational college-preparatory high school for students in grades 9-12. The Branson School has been in existence in Ross since 1920 and has operated as both a primary and secondary school throughout the years. Up until 1972, the school was known as the Katherine Branson School and was a school for girls. In 1972, the school's board of trustees established Mount Tamalpais School (MTS), a day school for boys on the Branson School campus. The boys' school used the upper part of the KBS campus for their first years in operation, while the girls' classes took place on the lower part of the campus.

1978 Ballot Measure D

In 1976, the KBS/MTS approached the Town regarding plans to allow the renovation and rehabilitation of the campus to address their growing enrollment. In order to facilitate the proposed renovation and expansion plans, two competing ballot measures were qualified for the 1978 ballot for Ross residents to consider: Measure C, allowing a maximum enrollment of 264 students, and Measure D, allowing a maximum enrollment of 320 students. On March 7, 1978, the voters of Ross voted to approve Measure D to allow public or private schools in the Single Family Residence (R-1) zoning district, subject to issuance of a discretionary use permit approved by the Town Council following a noticed public hearing, which measure went into effect on March 24, 1978.

1978 Use Permit

Subsequent to the effectiveness of Measure D, on May 11, 1978, the Town Council approved the 1978 Use Permit, allowing a maximum total enrollment of 320 student, subject to certain enumerated conditions of approval. Several years later, in July of 1985, KBS and MTS formally merged their operations under the name The Branson School.

Since the approval of the 1978 Use Permit, the Town Council has approved a variety of land use entitlements to allow the renovation and new construction of facilities on the Project Site without any resulting increase in student enrollment.

2020 Ballot Measure F

In the ensuing years since the issuance of the 1978 Use Permit, The Branson School has continued to thrive as a college preparatory educational institution in an increasingly competitive market. Nevertheless, the Project Applicant believes it can operate more efficiently, and hence more competitively, with an increase in the allowable student enrollment since many of their classes and programs operate under capacity due to the enrollment limit of 320 students. Accordingly, commencing in 2018, The Branson School began to explore community support for a ballot measure to increase the allowable student enrollment under the Town's Municipal Code from 320 students to 420 students. Thereafter, in March 2020, Ballot Measure F was presented to and passed by Ross voters.

Measure F passed with approximately 60 percent of the vote, and thereafter Ross Municipal Code Section 18.16.030 was amended to allow total student enrollment up to 420 students, subject to the approval of a use permit by the Town Council following a noticed, public hearing.

The Project

For purposes of this use permit application, The Branson School ("**Project Applicant**"), seeks approval from the Town Council of its proposal to increase student enrollment from its current permitted enrollment of 320 students in increments of 25 students per academic calendar year, over a period of 4 academic calendar years, to a total of 420 students, along with the TDMP that will be implemented by the Project Applicant to maintain vehicular traffic at the Project Site from exceeding current levels based on an enrollment of 320 students ("**Project**"). To be clear, the TDMP is an integral component of the Project which the Project Applicant must continue to implement throughout the life of the Project, regardless of any decision a subsequent Town Council might make regarding monitoring of the TDMP, as will be discussed later.

Note that the Project does not include the construction of any new buildings or physical expansion of any existing buildings, no change to the school's hours of operation, nor the frequency or number of events compared to existing conditions.

The 1978 Use Permit included 15 conditions of approval which The Branson School must adhere to in order to remain in compliance with the terms of the 1978 Use Permit. The currently operative conditions of approval are listed in Exhibit A to the 1978 Use Permit (See **Exhibit A** to **Attachment 2**). In connection with staff's recommendation to approve the Project, it is further recommended that the aforementioned conditions of approval to the 1978 Use Permit be amended and restated, as are reflected in Exhibit A to the Resolution (See **Exhibit A** to **Attachment 1**). In particular, condition of approval No. 3 is to be deleted[1] and conditions of approval Nos. 1, 11, and 12, are to be amended and revised as discussed further below.

The proposed Project seeks to modify Condition of Approval No. 1 to increase student enrollment from 320 students to 420 students. Additionally, the Project Applicant seeks to amend and modify Conditions of Approval Nos. 11 and 12 which relate to on-campus events. In connection with staff's recommendation of approval of the Project and the findings required by Section 18.44.030 of the Ross Municipal Code[2], it is desirable to amend and revise Conditions of Approval Nos. 11 and 12 in order to address potential effects of the increased enrollment on the number of events and resulting impacts, as well as the need for conditions that can be more effectively

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[1] Condition of approval No. 3 provides that the 1978 Use Permit "shall terminate upon the sale, lease or disposition by KBS/MTS of the present campus site or a change in the corporate structure of KBS/MTS from a non-profit institution." Long standing case law has established that uses run with the land, not the land owner, and hence said condition is unenforceable and will be removed.

[2] "Before granting any use permit, the council must find that the establishment, maintenance, or conducting of the use for which the use permit is sought will not, under the circumstances of the particular case, be detrimental to the health, safety, morals, comfort, convenience, or general welfare of persons residing or working in the neighborhood of the use and will not, under the circumstances of the particular case, be detrimental to the public welfare or injurious to property or improvements in the neighborhood."

enforced with more objective standards. Additionally, existing Condition of Approval No. 13 is being amended to clarify matters related to amplified sound. As noted above, Condition of Approval No. 3 is being deleted, and is being replaced with a condition requiring ongoing implementation of the TDMP as long as The Branson School operates in reliance upon the use permit. Further, Condition of Approval No. 16 is added to address defense and indemnity obligations of The Branson School for the benefit of the Town in connection with the approval of the Project.

Each component of the Project is briefly described below.

Student Enrollment Increase

Approval of the Project would result in a 100-student increase in student enrollment over 4 years, and ongoing implementation of the TDMP that seeks to keep traffic net-neutral compared to existing conditions. As a direct result of the student increase, The Branson School expects to hire up to 16 new staff members over 4 years. The proposed Project seeks to amend the 1978 Use Permit, Condition No. 1, to increase the maximum enrollment from 320 to 420 students. Specifically, the request from The Branson School is to revise existing Condition of Approval No. 1 as follows:

> *1. That the total full and part-time student enrollment of the School shall at no time exceed ~~320~~ **420** students.*

However, as is reflected in the amended and restated conditions of approval attached to the Resolution (See **Exhibit A** to **Attachment 1**), it is recommended that Condition of Approval No. 1 read as follows to better account for the gradual enrollment increase:

> *"1. That the total full and part-time student enrollment ~~of the School~~ allowed at the Project Site shall at no time exceed ~~320~~ 345 students during the 2022/2023 academic calendar year, 370 students during the 2023/2024 academic calendar year, 395 students during the 2024/2025 academic calendar year, and 420 students during the 2024/2025 and all subsequent academic calendar years."*

As will be discussed further below, the current physical capacity of educational facilities at The Branson School can accommodate the increase in enrollment to 420 students; no physical expansion or new construction is needed to accommodate 100 additional students. As previously noted, and thus reflected in the proposed revision to Condition of Approval No. 1 as presented by staff, the enrollment increase would be phased over a four-year period, adding 25 students per year.

New Hires

The Branson School currently has 86 staff members (i.e., teachers, administrators, support staff, and grounds crew). The school would incrementally hire up to 16 new staff members over four

years[3] in response to the enrollment increase, including, in Year 4, a full-time Transportation, Parking and Security Director for the first time in the school's history. According to the Project Applicant, the new employees would enable Branson to achieve a more effective student-teacher ratio: the current student-teacher ratio is 8:1, whereas a ratio of 12:1 is preferable for financial and competitive reasons. Branson intends to grow their current average class size from 12 students to between 15-18 students before adding new employees. The addition of new employees will take place incrementally over four years, in conjunction with student growth.

Attachment 3 shows Branson's preliminary, draft hiring plan. This draft hiring plan is based on Branson's current projections and is subject to change, but offers an illustration of how Branson contemplates the addition of part-time and full-time employees as the phased enrollment increase continues. The current hiring plan accounts for 14 new, full-time employees by year four. However, for purposes of analysis in the transportation study, the addition of sixteen (16) new staff members were assumed.

Transportation Demand Management Plan (TDMP)
Working in collaboration with Town staff and technical experts, the proposed TDMP (**Attachment 4**) would be implemented by the Project Applicant as part of the Project. The TDMP is designed to keep Branson's vehicular traffic to and from the Project Site from exceeding the daily and Saturday traffic volumes that currently exist under its 320-student enrollment. Analysis from transportation experts suggests that implementation of the TDMP is anticipated to result in no net increase in Branson's campus traffic over existing conditions. Furthermore, less conservative estimates suggest that the TDMP could even reduce traffic to levels below the current conditions. Current conditions were defined using data from 2016, 2018, and 2019. (Traffic counts were not conducted in 2020 given the Covid-19 pandemic.)

The TDMP relies heavily on remote pick-up and drop-off with school bus and shuttle service to reduce trips. (See TDMP, Chapter 3: Transportation Demand Management Measures; Strategy 2A and 2B). Other strategies include working with a Neighborhood Partnership Group to liaise with nearby residents (Strategy 1), further incentivizing biking and creating employee incentives to use non-car travel modes (Strategy 3 and 4), formalizing carpooling requirements (Strategy 5), and proactively managing parking and transportation for weekend and special events (Strategy 6).

Of particular importance, the TDMP includes a monitoring program that would ensure The Branson School and the Town are able to understand whether TDMP implementation is indeed effectively capping vehicle trips at the current 320-student enrollment level. (See TDMP, Chapter 4: TDMP Monitoring Plan). If the twice-yearly monitoring conducted in the fall (September/October) and spring (March/April) for a two-week period indicates that trips to the campus exceed allowable levels, Branson would be responsible for bringing the traffic conditions into compliance within a 60-day cure period, otherwise it will be subject to escalating monetary penalties, and eventually a roll-back in allowable enrollment if non-compliance continues. As

noted in the TDMP, the twice-yearly monitoring will continue unless, after a noticed, public hearing, the monitoring plan set forth in Chapter 4 of the TDMP is deferred, reduced, or terminated by the Town. It must be noted for the sake of clarity that, regardless of the decision that a subsequent Town Council might make at that time in relation to ongoing monitoring, The Branson School will still be obligated to implement the TDM Measures set forth in the TDMP.

Discussion

The anticipated changes to school operations as a result of the increase in enrollment are listed in Table 1 below. The information in this table is based on data provided by Branson and staff analysis.

Table 1

Characteristic	Existing Conditions	With CUP Amendment (by Year 4)
Number of students	320	420
Number of staff	86	102
Max. number of people on site[1]	416	532
Hours of operation	Core academic day: 8:30 am-3:15 pm Core extracurricular hours: 4-9 pm	No Change
Peak traffic periods	Morning traffic peak: 7-9 am Afternoon traffic peak: 2-4 pm	No Change
Frequency of special events (50 people or more)	Approximately 45-55/year (some variability for non-recurring events and non-Branson local organizations using Branson facilities)	No Change
Attendance at special events[2]	Average of 248 people/event Highest attendance at all-school BBQ (600 people), Parents Day (640) and Graduation (700).	Anticipated that 24 events would experience increased attendance. The average increase is 47 people. Four events would increase by more than 150 people: All School BBQ (increase of 186 people), Parents Day (increase of 200 people), Sophomore Parent College Night (increase of 155 people), and Graduation (increase of 217 people).
Frequency of Branson athletic events[3]	2019-2020 School Year: 118 home games	No change

Frequency and nature of deliveries	• US Foods delivers food Monday and Thursday between 6:30 am-12:30 pm • Marin Sonoma delivers produce 4x per week on either M,T,W,Th or F by 6:30 am • Palo Alto Foods delivers paperware, compostable silverware on Mondays and delivery time varies. • Mobile knife sharpening happens once per month • Grease trap pumping happens twice per year • Marin Sanitary trash pickup is on Tuesdays and Fridays and times vary • Marin Sanitary recycling (e.g., glass, metal, plastic) pick-up is on Wednesdays and times vary • Marin Sanitary green can pick up is on Wednesdays and times vary • Marin Sanitary cardboard pick up is on Wednesdays and times vary • UPS normally delivers once per day to the facilities department (center of campus) • FedEx normally delivers once per day to main office building • Janitorial supply deliveries are random, as needed, roughly once per month • Alhambra delivers large water bottles for office dispensers every two weeks	No change
Noise levels	Outdoor Branson Events with Amplified Sound: All School Welcome BBQ, Convocation, Branson's annual fundraiser, Alumni reunion weekend, Graduation	No change, however, there is an existing condition that prohibits the use of amplified sound in connection with athletic events and thus the proposed conditions of approval will introduce

	Indoor Events with Amplified Sound: Junior Talent Show, Fall Dance, Fall Musical, Gospel Night, Body Talk Dance Performance, Winter Concert, Spring Play, Festival of Arts at Branson Branson Athletics Competitions with Cheering	language to clarify the use of amplified sound for these limited outdoor events. There would be increased attendance at many of these events, but the school is not seeking to increase the number of events with amplified sound. It is anticipated that the voices/cheering of additional attendees would not result in a discernable increase over the existing conditions, especially when the events already use amplified sound.
Paths of travel	See **Attachment 5**	The path of travel for vehicles entering campus would not change and the number of vehicles is not projected to change with implementation of the TDMP. Remote drop-off and pick-up locations would be utilized, which would decrease the number of vehicles coming through the front gates.

Notes:

[1] Includes all staff and students and up to 10 visitors. There are some exceptions when this number could be greater, such as increased visitors on student visit days or parent association meetings.

[2] Note that these are number of attendees and not cars. Slight changes are made to the schools' events calendar each year, but the information provided here is based on the 2018-2019 calendar given the disruption of the 2019-2020 school year from Covid-19.

[3] Non-regularly scheduled Branson athletic games can bring more than 50 parents or visitors to campus when Branson advances to the North Coast Sectional playoffs in the following sports: Girls Varsity Volleyball, Boys and Girls Varsity Soccer, Boys and Girls Varsity Lacrosse. There is considerable variability in play-off games year over year.

Areas of Concern

Considering the changes highlighted above and input from the community, the primary areas of concern are the school's existing capacity, the nature of events, and traffic/implementation of the TDMP. These issues are each discussed below.

School Capacity

Branson asserts that no new construction or expansion of existing buildings is needed to accommodate the enrollment increase. In order to ensure The Branson School would not need

to come back to the Town after approval of the enrollment increase for approval of construction of additional facilities, Town staff analyzed Branson's existing physical classroom capacity to ensure it could support the proposed increase in student enrollment. K2A Architecture + Interiors, an architecture firm that specialize in schools, was consulted for this analysis.

The California Building Code uses a load factor of 20 square feet per student for standard classrooms. The California Department of Education recommends a standard classroom size of 960 square feet for public school constructed with State funding. If a standard public school classroom has a capacity of 32 students, then the square foot per student ratio is 30.[4] Therefore, classrooms should be ideally sized at 30 square per student or great, but in no case less than 20 square foot per student. Using classroom square footages provided by Branson,[5] Town staff calculated the square foot to student ratio and found the average square foot per student was 39 square per student, which is well above the 30 square per student that is ideal and the 20 square foot per student required. Therefore, Branson's statement that the school has more than adequate capacity to serve the 420 students is accurate. As will be noted later, this finding is critical to the utilization of the exemption from CEQA pursuant to State CEQA Guidelines Section 15314.

Use of Athletic Facilities

Condition of Approval No. 11 of the original 1978 Use Permit is poorly written, which makes it hard to interpret and enforce. The Condition reads as follows:

> *That the use of the KBS/MTS athletic facilities for practice or play at all times during any calendar year be limited to KBS/MTS students, faculty and staff; visiting teams engaged in regularly scheduled, inter-scholastic events with KBS/MTS and official athletic teams sponsored by the Ross Recreation Association, Ross Little League and Ross Soccer Program and other groups which have previously used these facilities, provided that the number of events or amount of use by such groups shall not exceed in any calendar year any such uses or events in any year prior to 1978.*

The language is ambiguous on various grounds, but primarily because it is unclear which groups are subject to the limitation on the "number of events or amount of use" that such groups may have used the facilities "in any year prior to 1978". One interpretation is that only official athletic teams sponsored by the Ross Recreation Association, Ross Little League, and Ross Soccer Program are subject to the 1978 limitation. Another interpretation is that the limitation applies

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[4] Kolm, Steve, Principal, K2A Architecture + Interiors. 2021. Written communication with Urban Planning Partners. August 24.

[5] The calculations excluded the square footages of the Commons Main Space, Library Main Space, Computer Room, or Rand Center. These spaces total approximately 4,310 square feet and further support the finding that Branson has ample capacity to accommodate 100 additional students. Furthermore, Branson constructed the Student Commons and Fine Arts Building in 2010. Even without these recent buildings, the student capacity is sufficient.

to all groups listed after the semicolon, which notably includes visiting teams engaged in regularly scheduled games with KBS/MTS. Since the number of visiting teams engaged in regularly scheduled games with KBS/MTS requires a KBS/MTS team to be the home team, the number of home games that KBS/MTS could hold would then be limited to pre-1978 levels as well.

Further, in an attempt to determine the numerical limit that Condition of Approval No. 11 imposes on the use of Branson athletic facilities, Town staff consulted yearbooks and other data from 1977. Branson also tried to gather anecdotal information from alumni. Given the incomplete record keeping and the length of time that has passed since 1977, the picture we have is incomplete. However, based on an analysis of the information we do have, it is evident that the school's athletic facilities are currently being used more today than they were in 1977. Our analysis indicates that there has been an approximately 87 percent increase in home games between the 1976-1977 school year and 2019-2020 school year.

Given the confusion surrounding the interpretation of Condition of Approval No. 11, and the difficulty to track and enforce it, Town staff recommends revising Condition of Approval No. 11 to be clearer, more enforceable, and based on hours of operation as opposed to number of events. In reviewing news article about the 1978 Use Permit, it appears that Condition of Approval No. 11 was imposed in order to limit impacts on neighbors. It is with that intent in mind that Town staff propose a revised condition that use of Branson's athletic facilities be regulated by time of day and days of the week during the academic calendar year and summer (See **Exhibit A** to **Attachment 1**). The revised Condition of Approval No. 11 reads as follows:

> *11. Use of the outdoor athletic field facilities by Branson teams for regularly scheduled practice and by Branson teams and their competitors for regularly scheduled games shall be subject to the following conditions:*
>
> *a. Hours of use shall be limited to 8 a.m. to 7:30 p.m. on Monday through Friday, and 9 am to 6 p.m. on Saturday and Sunday during the academic calendar year.*
>
> *b. Hours of use shall be limited to 9 a.m. to 6 p.m. Monday through Sunday during the summer.*
>
> *Use of the indoor gym facilities by Branson teams for regularly scheduled practice and by Branson teams and their competitors for regularly scheduled games shall be subject to the following conditions:*
>
> *a. Hours of use shall be limited to 7 a.m. to 9 p.m. Mondays through Fridays, 8 a.m. to 9 p.m. on Saturdays, and 9 a.m. to 5 p.m. on Sundays during the academic calendar year.*
>
> b. *Hours of use shall be limited to 8 a.m. to 9 p.m. Monday through Friday during the summer.*
>
> c. *No use of the indoor gym facilities shall occur on Saturdays or Sundays during the summer.*

Additionally, it is believed that there is a desire within the community for greater freedom to use Branson's facilities. Accordingly, it is proposed that Condition of Approval No. 12 be

amended to provide greater flexibility regarding the approval process for use of said facilities by youth-oriented athletic organizations. Condition of Approval No. 12 currently reads as follows:

> *12. That any other use of the School's athletic facilities by any group or individuals be by Town permission.*

The proposed modification would limit use of facilities by youth-oriented athletic organizations by time of day and days of the week during the academic calendar year and summer, as shown under the recommended conditions of approval (See **Exhibit A** to **Attachment 1**). The revised Condition of Approval No. 12 reads as follows:

> *12. Use of the athletic facilities by outside organizations shall be subject to the following conditions:*
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> *a. The use of the field and gyms by outside organizations shall be limited to youth-oriented (school-aged, i.e. 18 years of age and under) athletics organizations. If in question, the determination as to whether an organization is considered youth-oriented will be made by the Ross Town Planner in consultation with the Branson Athletic Director.*
>
> *b. Users of the field or gyms will be directed to use Branson parking spaces and to not park on public streets.*
>
> *c. Use of the outdoor athletic field facilities by outside organizations will be limited to 3:30 p.m. to 7:30 p.m. on Monday through Friday and from 9 a.m. to 5 p.m. on Saturday and Sunday during the academic calendar year.*
>
> *d. Use of the indoor gym facilities by outside organizations will be limited to 3:30 p.m. to 8 p.m. on Monday through Friday and 9 a.m. to 5 p.m. on Saturday and Sunday during the academic calendar year.*
>
> *e. No use of the athletic facilities by outside organizations shall occur during the summer.*

Noise

Existing Condition of Approval No. 13 currently provides as follows:

> *13. That no temporary or permanent grandstands or bleachers, amplifying equipment or outside lighting be constructed, maintained or used in connection with any athletic events held on the Project Site.*

As noted in the underlined language, the restriction on use of amplified sound is limited to athletic events, and yet The Branson School has other events on its campus that are not athletic events which do use amplified sound. Accordingly, to provide greater clarity on this topic, Condition of Approval No. 13 is revised as follows (See **Exhibit A** to **Attachment 1**):

> 13. *That no temporary or permanent grandstands or bleachers, amplifying equipment or sound systems, including megaphones and portable stereo systems, or temporary or permanent outside lighting be constructed, maintained or used in connection with any athletic*

events held on the Project Site or any other use of facilities on the Project Site unless otherwise stated below.

a. *Amplified equipment or sound systems, including megaphones and portable stereo systems, shall be allowed during use of facilities on the Project Site for the following limited events: All School Welcome BBQ, Convocation, Annual Fundraiser, Alumni Reunion Weekend, Graduation, Junior Talent Show, Fall Dance, Fall Musical, Gospel Night, Body Talk Dance Performance, Winter Concert, Spring Play, and Festival of Arts at Branson.*
b. *The foregoing notwithstanding, The Branson School's existing emergency sound systems, including amplified speakers inside buildings and a megaphone on the field, may be used in time of emergencies and emergency drills.*

Traffic and Safety

To understand the potential effects of the Project, Parisi Transportation Consulting prepared a transportation analysis on behalf of The Branson School, which Town staff had peer-revised by W-Trans. The transportation analysis is all contained within the TDMP found in **Attachment 4**. The TDMP includes analysis of Branson's existing trip generation, proposed transportation demand management (TDM) measures, TDM monitoring program, transportation safety improvements, VMT, emergency access, and level of service (LOS). The analysis found that vehicle trips under the enrollment increase are estimated to be net-neutral with implementation of the TDMP and trips would remain below required VMT levels. Similarly, the Project would not significantly impact traffic delay or emergency access.

This section describes the existing vehicle trips and transportation demand measures the school implements. It then describes the proposed TDMP and analyzes the future conditions with implementation of the TDMP. This section also discusses analysis conducted related to vehicle miles of travel (VMT), traffic delay, and emergency access.

Existing Conditions

The Branson School currently generates an average of 860 weekday vehicle trips, or 2.69 weekday trips per student, according to vehicle counts collected in 2016, 2018, and 2019.[6] The addition of 100 students therefore represents the potential for 270 additional weekday trips. The campus also generates an average of 346 daily trips on the typical Saturday, or 1.08 trips per student. Typical Saturday activities include athletic practices, theater rehearsals, and CYO basketball.

[6] Counts were recorded by automatic vehicle counters on campus driveways. The vehicle trips include those of students, staff, faculty, facility support, deliveries, and visitors who accessed Branson via campus driveways. Vehicle counts were conducted over fifteen separate survey days for five continuous weekdays. St. Anselm's lot, where 50 parking spots are available to students, are not captured in the counts.

According to mode share surveys undertaken in 2016, 2018, and 2019, most Branson students take student-driven carpools to arrive at school in the morning. In the afternoon, the share of student carpools decreases, with students shifting to bus or shuttle or parent pick-up due to different after-school schedules and destinations. Parent pickup trips are the most significant driver of campus trip generation because each drop-off or pick-up trip accounts for two trip ends (arrival and departure). Table 2 shows the current mode split in the AM and PM commute times to/from school.

Table 2: Average Student Trips and Mode Share

Travel Mode	Morning Arrival			After-School Departure		
	Mode Share	Person Trips	Vehicle Trips	Mode Share	Person Trips	Vehicle Trips
Walk/Bike	3.7%	11.0	0.0	3.0%	10.3	0.0
Bus/Long-distance shuttle	9.0%	28.7	4.0	19.3%	61.7	4.0
Drive and Park	31.7%	102.0	102.0	33%	103.0	103.0
Ride and Park[1]	39.7%	127.3	0.0	19.0%	61.0	0.0
Drop-Off/Pick-up (Alone)	9.3%	30.0	60.0	17.0%	54.3	108.0
Drop-off/Pick-up (Carpool)	6.7%	20.7	20.7	8.7%	28.3	28.3
Total	100%	320	187	100%	320	243

Notes:
[1] Captures students who are passengers in a student-driven carpool that parks on campus or at the St. Anselm's lot.
Source: Parisi Transportation Consulting, 2018, 2018, and 2019.

The majority of Branson faculty and staff arrive (77 percent) and depart (78 percent) by driving alone, although a small and growing number walk or bike to campus (13-14 percent).

Transportation Demand Management Plan (TDMP)
The TDMP proposed as a component of the Project is designed to, at a minimum, result in no net increase in traffic as 100 additional students and up to 16 staff are phased in over 4 years. Given the preferences of the community and the large number of trips generated by single student on-campus parent drop-off and pick-up, the TDMP focuses on increased remote drop-off and pick-up paired with increased shuttle and bus service. The TDMP contains six broad strategies, which are listed and described below.

1. **Creation of a Neighborhood Partnership Group.** Establishing and meeting with a group of neighborhood stakeholders once per semester, improving communications to and from Branson and the community through creation of a traffic hotline and an online presence, twice annual traffic communications to ensure Branson families are aware of rules and resources, and signed acknowledgements from student drivers that they will adhere to rules.

2. **Increased Remote Drop-Off and Pick-Up.** Restrictions on parent drop-offs and pick-ups of solo students so they cannot be dropped off during the peak arrival and departure times and folding bus/shuttle fees into overall tuition. In Year 3 of the phased enrollment increase,[7] a Marin bus would be added in addition to the existing San Francisco bus. Existing and planning bus service would be routed to pick up and drop off students on Sir Francis Drake Blvd. at Golden Gate Transit stops. Afternoon bus service would be routed to the College of Marin after school for sports practice and remote pick up. Looping shuttles would be added to service St. Anselm's parking lot between 5 and 6 pm to deter students from moving their cars to campus after school.
3. **Investments in Bike Program.** Providing financial assistance up to $750 to assist students and employees purchase a bike that is ridden to school and prohibiting students who live within two miles of campus from driving to school (unless a compelling justification is provided).
4. **Creating Employee Incentives.** Increasing the reward from $600 to $1,000 annually for employees who give up their parking space. Marketing the Transportation Authority of Marin (TAM) Emergency Ride Home (ERH) Program, which offers free reimbursement to employees in Marin County who do not commute in a drive-alone vehicle to return home if an unexpected situation arises.
5. **Formalizing Carpooling Requirements.** Formalizing the current, voluntary on-campus parking restrictions that have proven effective, including restriction of on-campus parking to student carpools of three or more students; prohibiting sophomore drivers or driver with fewer than 12 months with a driver's license from driving carpools; and facilitating carpool matches, including introducing a year-round carpooling app. School personnel would be placed at the front gate and key intersections to monitor compliance.
6. **Weekend and Special Event Management.** Establishing a special events policy and plan that will: communicate details about special events and transportation resources and restrictions to neighbors, the Town, and Neighborhood Partnership Group; providing day of event staffing and shuttles from remote parking locations such as COM and St Anselm's; and promoting carpooling for sporting and special events.

Implementation of the six strategies above are anticipated to reduce The Branson School's weekday trip average by at least 270 trips, which will hold the school to its current trip levels and achieve net-neutral traffic. These projections were calculated using conservative assumptions, such as including trips that may not necessarily increase proportionally with enrollment, like delivery trips, and assuming adoption rates on the low end. Using less conservative estimates, the TDMP could reduce up to 367 trips, resulting in net reduction of nearly 100 daily trips compared to the current conditions.

Of particular importance, the TDMP includes a monitoring program that would ensure The Branson School and the Town are able to understand whether TDMP implementation is indeed effectively capping vehicle trips at the current 320-student enrollment level. (See TDMP, Chapter

[7] Exact timing will depend on the student enrollment and ridership demand, but it is anticipated in Year 3.

4: TDMP Monitoring Plan). As provided in the TDMP, if twice-yearly monitoring conducted in the fall (September/October) and spring (March/April) for a two-week period indicates that trips to the campus exceed allowable levels established in the TDMP, Branson would be responsible for bringing the traffic conditions into compliance within a 60-day cure period, otherwise Branson will be subject to escalating monetary penalties, and eventually a roll-back in allowable enrollment if non-compliance continues. As noted in the TDMP, the twice-yearly monitoring will continue unless, after a noticed, public hearing, the monitoring plan set forth in Chapter 4 of the TDMP is deferred, reduced, or terminated by the Town. It must be noted for the sake of clarity that, regardless of the decision that a subsequent Town Council might make at that time in relation to ongoing monitoring, The Branson School will still be obligated to implement the TDM Measures set forth in the TDMP. And for purposes of further clarification on this point, Condition of Approval No. 3 has been added to read as follows (See **Exhibit A** to **Attachment 1**):

3. *That The Branson School shall, at its sole cost and expense, take all steps required to fully implement all provisions of the Transportation Demand Management Plan, dated December 2021, prepared by Parisi Transportation Consulting, as long as the Project Site is being used in reliance upon the terms and conditions of this use permit.*

Vehicle Miles Traveled (VMT)

In 2018, the State of California adopted VMT as the environmental impact standard for transportation within the California Environmental Quality Act (CEQA). Vehicle miles traveled are calculated as the product of vehicle trips and their associated travel distances. Land uses that generate or attract vehicle trips from far away generate high VMTs, whereas land uses that attract local trips or non-driving trips generate low VMT. VMT replaced Level of Service (LOS) as the criterion for transportation-related environmental impact. LOS is calculated based on vehicle delay on roadways and at intersections, but tended to encourage development in less dense areas and to promote growth in roadway capacity, both of which tend to increase VMT.

The Town of Ross currently does not include criteria for when a VMT analysis is required. However, CEQA guidance for new developments states that projects that generate fewer than 110 trips per day may be assumed to cause a less-than-significant transportation impact and do not require a VMT analysis. This Project is designed to produce no new trips and with implementation of the TDMP, the Project would result in fewer than 110 trips. Furthermore, the proposed Project is categorically exempt from CEQA analysis pursuant to State CEQA Guidelines Section 15314, and thus no VMT analysis would be warranted. Nevertheless, a VMT analysis was performed to understand the Project's actual impacts on VMT and to ensure that they would be minimal.

The VMT analysis is included at Chapter 7 of the TDMP. Consistent with State guidance, a threshold of 15 percent of the per capita VMT was used to determine whether the Project's impacts on VMT would be substantial; projects generating a per capita VMT that is at least 15 percent below the regional or jurisdiction per capita VMT are considered to have a less-than-significant impact for the purpose of CEQA.

Daily and per capita VMT were estimated using current data on the student and employee locations and transportation modes. The additional 100 students and 16 employees were assumed to be distributed across main regions of the Bay Area (i.e., East Bay, Marin County, San Francisco, and North of Marin) following existing patterns and using city centroids in each region. Modes were assigned proportionally based on existing modes for staff and student from each city or area of residence and then adjusted to reflect the TDMP strategies that would increase biking, carpooling, remote drop-off and pick-up, and shuttle/bus use.

The future growth in student enrollment in conjunction with TDM strategies will lead to a small reduction in overall daily campus VMT and a substantial reduction in per capita VMT due to strategies to shift staff and students away from private vehicle trips, especially single-occupancy trips. The TDMP would eliminate all parent trips to the main campus, instead directing them to remote drop off locations in Ross, College of Marin, and Bon Air Greenbrae shopping center. Under future conditions with implementation of the TDMP, carpooling would account for the highest percentage of student VMT (34 percent), following by parent trips to remote drop off locations (32 percent) and driving alone (22 percent). Buses and shuttles would grow to serve 25 percent of students, which accounts for only 12 percent of Branson's VMT. VMT for employees would see a minor decline as incentives from the TDMP would lead to several staff shifting away from driving alone to carpooling or active transportation.

According to the Transportation Authority of Marin Demand Model (TAMDM), the Town of Ross has an existing (2015) per resident VMT of 14.1 and per employee VMT of 23.0. In 2040, with changes in land use and transportation, these VMT are expected to decrease to 12.0 per resident and 12.8 per employee. Branson's estimated existing per capita VMT is 13.2. As shown in Table 3, analysis found that the per capita VMT for students and staff would fall from an average of 13.2 under existing conditions to 10.2 with implementation of the TDMP.

Table 3: Current and Forecasted Per Capita VMT

Scenario	Total Students and Staff	Daily VMT	Per Capita VMT
Branson Existing Conditions	407	5,385	13.2
Branson Future Conditions	523	5,360	10.2

Source: Parisi Transportation Consulting, 2021.

Table 4 compares the Branson per capita VMT to the CEQA threshold of 15 percent below the Town's per capita 2040 VMT. The VMT thresholds for 2040 per capita resident and employee are

more conservative than the 2015 averages (14.1 and 23.0, respectively) as well as the 2015 and 2040 VMT per service population (29.0 and 26.2, respectively).

Branson's projected VMT per capita (10.2) would be exactly 15 percent below Ross' 2040 per capita resident (12.0) VMT and more than 15 percent below the town's 2040 per capita employee VMT (12.8). Therefore, the Project would not have a negative impact on VMT.

Table 4: VMT and CEQA Thresholds

Branson Future Per Capita VMT	**10.2**
Ross 2040 Per Capita Resident VMT	12.0
CEQA Threshold: 15% Below Per Capita Resident VMT	**10.2**
Branson Future Conditions below Threshold?	Yes
Ross 2040 Per Capita Employee VMT	12.8
CEQA Threshold: 15% Below Per Capita Resident VMT	**10.88**
Branson Future Conditions below Threshold?	Yes

Grey shading identifies the metrics that are being compared.
Source: Parisi Transportation Consulting, 2021.

Emergency Access and Safety
According to analysis conducted by Parisi and peer-reviewed by W-Trans, Branson's enrollment increase would not affect emergency response times on Ross' roadways. The implementation of the TDMP is considered part and parcel to the enrollment increase, and the TDMP would keep Branson's vehicular traffic to and from the main campus from exceeding current levels.

Level of Service (LOS)
In addition to the average number of trips, analysis was conducted to understand the effect of the enrollment increase on level of service (LOS), which is a measure of average vehicular delay. To be clear, level of service analysis is no longer a component of CEQA, but can be evaluated for purposes of general plan consistency. The Town of Ross General Plan, Policy 7.2, establishes a minimum LOS of "D" (i.e., moderate delay) on Sir Francis Drake Boulevard and LOS "C" (i.e., some delay) on local streets during weekday morning and evening peak hours. Traffic analysis was conducted to identify if the enrollment increase would comply with the Town's General Plan. Tests were conducted under two scenarios: one with no additional vehicle trips, as expected with implementation of the TDMP, and another with additional vehicle trips generated by the enrollment increase using the status quo trip rates. The LOS analysis, found in Chapter 6 of the TDMP (**Attachment 4**), indicates that LOS would continue to operate at LOS "C" or better at study intersections and thus the enrollment increase would result in no changes to the existing service levels even in the absence of the TDMP. Accordingly, the proposed Project is consistent with the Town of Ross General Plan policies related to transportation levels of service.

Fiscal, Resource and Timeline Impacts

The Town has used a cost recovery approach for staff and consultant time and so there are no fiscal impacts associated with the processing of this use permit application. If the proposed use permit is approved, Town staff may need to coordinate with The Branson School on special events management and implementation of monitoring the TDMP. However, The Branson School will be required to engage the third party consultant needed to conduct the vehicle counts and prepare the monitoring reports. Further, The Branson School will be subject to financial penalties should the school fall out of compliance with the TDMP and not cure the offense. Fines would start at $50,000 for a first and second violation and then increase to $100,000 for a third and fourth violation; thereafter, continued violations would result in a rollback on allowable student enrollment. If the TDMP is successful, as the analysis suggests, these financial penalties will not come into play.

Finally, if the use permit is approved, Branson intends to hire a full-time Director of Transportation, Parking, and Security (Transportation Director). The Transportation Director would oversee the school's safe and efficient day-to-day parking and transportation operations and serve as the school's primary liaison to the Town and neighborhood. They would also manage the implementation of the TDMP and keep accurate records related to planning, accountability, transit and bus operations, ridership, and other performance measures found in the TDMP. It is possible that the addition of this full-time position could reduce Town's expenditures related to Police service and staff time for Planning and Public Works given security improvements, improved record keeping, and smoother coordination with the school.

Environmental Review

The proposed Project is categorically exempt from further environmental review under the California Environmental Quality Act ("**CEQA**") pursuant to State CEQA Guideline Section 15314, which exempts the following types of projects:

> *"minor additions to existing schools within existing school grounds where the addition does not increase original school capacity by more than 25% or ten classrooms, whichever is less."*

Case law[8] has established that the Class 14 exemption set forth in Section 15314 applies to enrollment increases as well as projects that propose physical changes at a school. Case law emphasizes that there must be substantial evidence in the record to verify a school's physical ability to accommodate students (i.e., its "original student capacity"). In this context, ***original student capacity*** means the school's preexisting physical ability to house students. *San Lorenzo*, at 1388. Stated slightly differently, the phrase "***original student capacity***" means the school's enrollment capacity, "physical space for housing students" or "number of students that can be accommodated physically at the receptor school". As discussed above in relation to *School*

[8] *Save Our Schools v. Barstow Unified School District Board of Education* (2015) 240 Cal. App. 4th 128 and *San Lorenzo Valley Community Advocates for Responsible Education v. San Lorenzo Valley Unified School District* (2006) 139 Cal. App 4th 1356, 1387-1389.

Capacity, the proposed Project does not propose any physical changes and The Branson School already has the physical capacity to accommodate more than the proposed 100 additional students. Therefore, no changes in the physical capacity at The Branson School are needed or proposed at the Project Site and thus the "original student capacity" would not be increased by more than 25 percent nor would classrooms be increased by more than 10 classrooms. Therefore, the Project is eligible for a Class 14 CEQA exemption set forth in State CEQA Guidelines Section 15314.

Exceptions to the Exemptions

In order to qualify for a CEQA exemption, a project must not fall into any of the six exceptions to the exemptions found in Section 15300.2 of the CEQA Guidelines. These exceptions are related to sensitive environments, cumulative impacts, unusual circumstances, scenic highways, hazardous waste sites, and historical resources. The Project location is not in a sensitive environment, on a hazardous waste site, and would not affect a historical resource or scenic highway. These exceptions objectively do not apply. The school does not have any pending projects beyond the enrollment increase and therefore there are not any reasonably foreseeable consequences of the enrollment increase that would create cumulative impacts from successive projects of the "same type in the same place, over time."

The Project's location in a single-family neighborhood with small, constrained local streets and the school's status attracting students from all over the region could be considered unusual circumstances that result in significant impacts to VMT, traffic safety hazards, or inadequate emergency access. However, the TDMP proactively incorporated as part of the Project indicates that there would be no net increase in vehicle trips as a result of the enrollment increase. Similarly, the analysis included in the TDMP found that the enrollment increase would not affect emergency response times on Ross' roadways. Finally, the Project would generate fewer than 110 trips per day and would have a per capita VMT that is at least 15 percent below the Ross per capita VMT, and therefore VMT impacts would be less-than-significant. The implementation of the TDMP is considered part and parcel to the enrollment increase, and the TDMP would keep Branson's vehicular traffic to and from the main campus from exceeding current levels.

For the reasons outlined above, the proposed Project is eligible for a Class 14 CEQA exemption pursuant to State CEQA Guidelines Section 15314 and no additional environmental review is required.

Public Comment

Written public comments received over the course of review of this application and prior to the publication of this report are included in **Attachment 6**.

Attachments

1. Resolution of Town Council Approving Use Permit
   Exhibit A to Resolution – Amended and Restated Conditions of Approval
2. 1978 Use Permit (Resolution No. 1042)
3. Branson Draft Preliminary Hiring Plan

4. The Branson School Transportation Demand Management Plan
5. Paths of Travel
6. Public Comments

ATTACHMENT 1

TOWN OF ROSS

RESOLUTION NO. 2233

A RESOLUTION OF THE TOWN OF ROSS TOWN COUNCIL DETERMINING THAT APPROVAL OF A USE PERMIT ALLOWING AN INCREASE IN STUDENT ENROLLMENT AT THE BRANSON SCHOOL, 39 FERNHILL AVENUE, ROSS, CALIFORNIA, FROM 320 TO 420 STUDENTS IS EXEMPT FROM ENVIRONMENTAL REVIEW UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA) PURSUANT TO STATE CEQA GUIDELINES SECTION 15314, APPROVING A USE PERMIT PURSUANT TO SECTION 18.16.030 OF THE ROSS MUNICIPAL CODE TO AUTHORIZE THE INCREASE IN THE TOTAL MAXIMUM ALLOWED FULL-TIME AND PART-TIME ENROLLMENT AT THE BRANSON SCHOOL, 39 FERNHILL AVENUE, ROSS, CALIFORNIA, FROM 320 TO 420 STUDENTS, AND IMPOSING AMENDED AND RESTATED CONDITIONS OF APPROVAL

WHEREAS, The Branson School, is the owner of certain real property located at 39 Fernhill Avenue, Ross, California ("Project Site");

WHEREAS, on May 11, 1978, the Ross Town Council adopted Resolution No. 1042 approving a use permit which allowed the expansion of a private school at the Project Site (the "1978 Use Permit"), subject to certain conditions of approval, including Condition of Approval No. 1 which limited enrollment in a manner consistent with the terms of the Ross Municipal Code Section 18.16.030 (b) to 320 students; and

WHEREAS, on March 3, 2020, a majority of the electorate of the Town of Ross approved Measure F, a voter initiative measure which effectuated an amendment to Ross Municipal Code Section 18.16.030 (b) to increase the allowable enrollment of any public or private school in the R-1 zoning district from 320 to 420 students; and

WHEREAS, subsequent to the approval of Measure F and the resulting amendment to Ross Municipal Code Section 18.16.030 (b), The Branson School submitted an application for a use permit amending Condition of Approval Nos. 1 to increase student enrollment from its current permitted enrollment of 320 students in increments of 25 students per academic calendar year, over a period of 4 academic calendar years, to a total of 420 students, along with the approval of a Transportation Demand Management Plan ("TDMP") (Parisi Transportation Consulting; December 2021) to be implemented by The Branson School (collectively, the "Project"); and

WHEREAS, in accordance with the provisions of the California Environmental Quality Act ("**CEQA**"), the Project was evaluated to determine if it is exempt from further environmental review pursuant to State CEQA Guidelines Section 15314, which exempts minor additions to existing schools within existing school grounds where the addition does not increase original student capacity by more than 25 percent; and

WHEREAS, case law has established that the exemption set forth in Section 15314 applies to enrollment increases as well as projects that propose physical changes at a school, and that "original student capacity" means the school's preexisting physical ability to house students, or stated slightly differently, the phrase "original student capacity" means the school's enrollment capacity, "physical space for housing students" or "number of students that can be accommodated physically at the receptor school"; and

WHEREAS, as discussed in the staff report accompanying this Resolution, the proposed Project does not propose any physical changes to the Project Site and The Branson School already has the physical capacity to accommodate more than the proposed 100 additional students; therefore, no changes in the physical capacity at The Branson School are needed or proposed at the Project Site, the "original student capacity" would not be increased by more than 25 percent nor would classrooms be increased by more than 10 classrooms, and therefore, the Project is eligible for a Class 14 CEQA exemption set forth in State CEQA Guidelines Section 15314; and

WHEREAS, notwithstanding the preliminary determination that the Project falls within an exemption to CEQA, a project must not fall into any of the six exceptions to the exemptions set forth in Section 15300.2 of the State CEQA Guidelines; and

WHEREAS, the only objective exception that could conceivably be applicable is related to "unusual circumstances" as a result of the location of the Project Site within a single-family neighborhood with small, constrained local streets and the school's status attracting students from all over the region that result in significant impacts to vehicle miles traveled ("VMT"), traffic safety hazards, or inadequate emergency access; and

WHEREAS, as set forth in greater detail in the TDMP, which is a component of the Project, there is no indication that there would be a net increase in vehicle trips as a result of the enrollment increase; the Project would generate fewer than 110 trips per day and would have a per capita VMT that is at least 15 percent below the Ross per capita VMT, and therefore VMT impacts would be less-than-significant; and there is no indication of any effect on traffic safety or emergency response times; and

WHEREAS, for the reasons outlined above, the proposed Project is eligible for a Class 14 CEQA exemption pursuant to State CEQA Guidelines Section 15314 and no additional environmental review is required; and

WHEREAS, on January 13, 2022, in accordance with the requirement of Section 18.44.020, the Town Council held a duly noticed public hearing to consider the proposed Project; now, therefore, be it

NOW, THEREFORE, BE IT RESOLVED, that the Town Council of the Town of Ross, having carefully reviewed and considered the staff report and this Resolution and all attachments thereto, any and all timely submitted correspondence, all information submitted at or prior to the public

hearing, and all public comment and testimony presented at the public hearing (collectively, the "Record"), does hereby find and determine based upon the aforementioned Record as follows:

1. That the Project is exempt from environmental review under the California Environmental Quality Act ("CEQA") pursuant to State CEQA Guidelines Section 15314, and that said exemption is not subject to any exception set forth in State CEQA Guidelines Section 15300.2. The Planning and Building Director is hereby directed to file a Notice of Exemption with the County of Marin County Clerk in accordance with State CEQA Guidelines Section 15062;

2. Consistent with the requirements of Section 18.44.030 of the Ross Municipal Code, the Project, as conditioned to substantially secure the objective of protecting the public welfare and property or improvements in the neighborhood surrounding the Project Site, as more particularly set forth in the Amended And Restated Conditions of Approval, attached hereto as Exhibit A, will not be detrimental to the health, safety, morals, comfort, convenience, or general welfare of persons residing or working in the vicinity of the Project Site and will not be detrimental to the public welfare or injurious to property or improvements in the neighborhood surrounding the Project Site;

3. As permitted by Section 18.16.030 (b) of the Ross Municipal Code, the Project, subject to the Amended And Restated Conditions of Approval, attached hereto as Exhibit A and incorporated herein by this reference, is hereby approved;

4. The Amended And Restated Conditions of Approval, attached hereto as Exhibit A, shall hereby repeal and replace the conditions of approval adopted and imposed by the Town Council on the 1978 Use Permit pursuant to Resolution No. 1042, approved on May 11, 1978. However, in addition to the Amended And Restated Conditions of Approval, attached hereto as Exhibit A, The Branson School and the Project Site shall remain subject to all other conditions of approval associated with all other land use approvals approved by the Town for the Project Site to date, which remain unaffected by the approval of the Project pursuant to this Resolution, excepting those conditions imposed pursuant to Resolution No. 1042;

5. The Branson School and/or owners of the Project Site shall defend, indemnify, and hold the Town harmless along with the Town Council and Town boards, commissions, agents, officers, employees, and consultants from any claim, action, or proceeding ("action") against the Town, its boards, commissions, agents, officers, employees, and consultants attacking or seeking to set aside, declare void, or annul the approval(s) of the Project or alleging any other liability or damages based upon, caused by, or related to the approval of the Project. The Town shall promptly notify The Branson School and the owners of the Project Site of any action. The Town, in its sole discretion, may tender the defense of the action to The Branson School and/or owners of the Project Site or the Town may defend the action with its attorneys with all attorneys' fees and litigation costs incurred by the Town in either case paid for by The Branson School and/or owners of the Project Site; and, be it

FURTHER RESOLVED, THAT THIS RESOLUTION IS HEREBY APPROVED AND ADOPTED, by the Ross Town Council following a duly noticed public hearing held at its regular meeting on Thursday, the 13th day of January 2022, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

_____
Elizabeth Robbins, Mayor

ATTEST:

_____
Linda Lopez, Town Clerk

EXHIBIT A

Amended And Restated Conditions of Approval

1. That the total full and part-time student enrollment allowed at The Branson School, 39 Fernhill Avenue, Ross, California ("**Project Site**") shall at no time exceed 345 students during the 2022/2023 academic calendar year, 370 students during the 2023/2024 academic calendar year, 395 students during the 2024/2025 academic calendar year, and 420 students during the 2024/2025 and all subsequent academic calendar years.

2. That no building permit, except as may be required for the ordinary maintenance or repair of existing facilities, shall be issued for any construction at the Project Site which is not described and identified in the master plan for The Branson School, as amended on April 3, 1978.

3. That The Branson School shall, at its sole cost and expense, take all steps required to fully implement all provisions of the Transportation Demand Management Plan, dated December 2021, prepared by Parisi Transportation Consulting, as long as the Project Site is being used in reliance upon the terms and conditions of this use permit.

4. That The Branson School shall use its best efforts to operate the school in such manner as to prevent disruption or disturbance of the peace, quiet, comfort and safety of the immediate neighborhood.

5. That by October 15th of each year, a qualified representative of The Branson School shall provide and file with the Town a statement indicating the number of students enrolled in The Branson School and the number of said students who are residents of the Town; a schedule of the approximate dates of all special events planned for the academic calendar year, and for the summer, insofar as they are known; a schedule of the games for each Branson School athletic team for the academic calendar year insofar as known; and a copy of a memorandum, letter, or directive to students, employees, and parents, advising them of the terms and conditions of the use permit, insofar as applicable, and requesting their compliance with each of the terms of said use permit.

6. That The Branson School construct not more than ten (10) additional parking spaces, in accordance with a plan to be submitted to and approved by the Town.

7. That The Branson School mark and clearly designate at least five (5) parking spaces on the Project Site for visitor's parking only.

8. That The Branson School continue to use its best efforts to discourage parking on public streets adjacent to The Branson School by students, parents, employees and faculty.

9. That The Branson School use its best efforts to discourage access to the Project Site via Hillgirt Drive through memorandum and communications to students, parents, guests, employees and faculty advising them of such policy.

10. That weather permitting, The Branson School provide temporary on-campus parking on the athletic playing field for all special events expected to draw a large number of visitors to the Project Site through the use of special officers or traffic monitors to direct traffic to those areas through The Branson School's main entrance.

11. Use of the outdoor athletic field facilities by Branson teams for regularly scheduled practice and by Branson teams and their competitors for regularly scheduled games shall be subject to the following conditions:

    a. Hours of use shall be limited to 8 a.m. to 7:30 p.m. on Monday through Friday, and 9 am to 6 p.m. on Saturday and Sunday during the academic calendar year.

    b. Hours of use shall be limited to 9 am to 6 p.m. Monday through Sunday during the summer.

    Use of the indoor gym facilities by Branson teams for regularly scheduled practice and by Branson teams and their competitors for regularly scheduled games shall be subject to the following conditions:

    a. Hours of use shall be limited to 7 a.m. to 9 p.m. Monday through Friday, 8 a.m. to 9 p.m. on Saturday, and 9 a.m. to 5 p.m. on Sunday during the academic calendar year.

    b. Hours of use shall be limited to 8 a.m. to 9 p.m. Monday through Friday during the summer.

    c. No use of the indoor gym facilities shall occur on Saturday or Sunday during the summer.

12. Use of athletic facilities by outside organizations shall be subject to the following conditions:

    a. The use of the field and gyms by outside organizations shall be limited to youth-oriented (school-aged, i.e. 18 years of age and under) athletics organizations. If in question, the determination as to whether an organization is considered youth-oriented will be made by the Ross Town Planner in consultation with the Branson Athletic Director.

    b. Users of the field or gyms will be directed to use Branson parking spaces and to not park on public streets.

    c. Use of the outdoor athletic field facilities by outside organizations will be limited to 3:30 p.m. to 7:30 p.m. on Monday through Friday and from 9 a.m. to 5 p.m. on Saturday and Sunday during the academic calendar year.

    d. Use of the indoor gym facilities by outside organizations will be limited to 3:30 p.m. to 8 p.m. on Monday through Friday and 9 a.m. to 5 p.m. on Saturday and Sunday during the academic calendar year.

e. No use of the athletic facilities by outside organizations shall occur during the summer.

13. That no temporary or permanent grandstands or bleachers, amplifying equipment or sound systems, including megaphones and portable stereo systems, or temporary or permanent outside lighting be constructed, maintained or used in connection with any athletic events held on the Project Site or any other use of facilities on the Project Site unless otherwise stated below.
    a. Amplified equipment or sound systems, including megaphones and portable stereo systems, shall be allowed during use of facilities on the Project Site for the following limited events: All School Welcome BBQ, Convocation, Annual Fundraiser, Alumni Reunion Weekend, Graduation, Junior Talent Show, Fall Dance, Fall Musical, Gospel Night, Body Talk Dance Performance, Winter Concert, Spring Play, and Festival of Arts at Branson.
    b. The foregoing notwithstanding, The Branson School's existing emergency sound systems, including amplified speakers inside buildings and a megaphone on the field, may be used in time of emergencies and emergency drills.

14. That the tennis courts constructed adjacent to the parking lot shall be restricted to use by students and faculty of The Branson School, officially sponsored groups or teams of Ross Recreation, Ross Valley Little League or Ross Valley Soccer League, that use of the tennis courts be restricted to the hours of 8:15 A.M. to 8:00 P.M., Monday through Sunday, and that appropriate signs be constructed and maintained on said tennis courts regarding these restrictions.

15. That the auditorium be restricted to use for The Branson School assemblies, special alumni, faculty, parents and friends of The Branson School, but in no event, for the scheduling of special events to which members of the general public or outside guests unassociated with The Branson School are invited.

16. The Branson School and/or owners of the Project Site shall defend, indemnify, and hold the Town harmless along with the Town Council and Town boards, commissions, agents, officers, employees, and consultants from any claim, action, or proceeding ("action") against the Town, its boards, commissions, agents, officers, employees, and consultants attacking or seeking to set aside, declare void, or annul the approval(s) of the Project or alleging any other liability or damages based upon, caused by, or related to the approval of the Project. The Town shall promptly notify The Branson School and the owners of the Project Site, if different, of any action. The Town, in its sole discretion, may tender the defense of the action to The Branson School and/or owners of the Project Site or the Town may defend the action with its attorneys with all attorneys' fees and litigation costs incurred by the Town in either case paid for by The Branson School and/or owners of the Project Site.

ATTACHMENT 2

T O W N O F R O S S

RESOLUTION NO. 1014

A RESOLUTION OT THE TOWN OF ROSS
GRANTING USE PERMIT NO. 50 TO
THE KATHERINE BRANSON SCHOOL/MOUNT
TAMALPAIS SCHOOL

WHEREAS, The Katherine Branson School/Mount Tamalpais School (hereinafter "the School") has made an application for a use permit to allow in a R-1 district, a private, coeducational secondary school having an enrollment not exceeding 320 students; and

WHEREAS, due notice of a public hearing on such application was given as required by law by publication of notice in the INDEPENDENT JOURNAL and by mailing notice to property owners in accordance with Section 18.44.020 of the Ross Municipal Code (hereinafter "the Code"); and

WHEREAS, a final Environmental Impact Report (hereinafter "EIR") concerning the Master Plan for the School was prepared pursuant to the provisions of the California Environmental Quality Act of 1970, as amended, and the State EIR Guidelines, and has been certified in Resolution No. 1023;

NOW, THEREFORE, BE IT RESOLVED as follows:

1. The application of the School is for the use specified in the preamble above. The location of the site, the present and proposed buildings, and the other improvements thereon, are more particularly described and delineated in the documents entitled Draft EIR (March 1977) and Final EIR (July 1977).

2. It is hereby found and determined that the establishment, maintenance and conducting of the use for which the above use permit is sought will not, under the circumstances of this particular case and the conditions imposed herein, be detrimental to the health, safety, morals, comfort, convenience, or general welfare of persons residing or

working in the neighborhood of the use and will not, under the circumstances of this particular case and the conditions imposed herein, be detrimental to the public welfare or injurious to property or improvements in the neighborhood.

3. Specifically, the present zoning of the property is R-1: B-A (single family residence with minimum permitted area of one acre). One of the permitted uses in a R-1 district is that of a private school. The adopted General Plan of the Town classifies the property of the School as PS-L (Public Service, Limited). Listed uses in such classification include that of a private school. Accordingly, the use for which the use permit is sought is in conformity and compatible with both the zoning law and the General Plan of the Town.

4. The use of the property as a private school predated the adoption of the Code and the School is therefore a legal nonconforming use. Such nonconforming use is required to be removed or altered or converted to a conforming use in accordance with the time periods specified in Section 18.52.010(c) of the Code. Since the use for which the use permit is sought is identical to the existing use of the property, consideration of the nonconforming status of the School is appropriate at this time.

5. The present enrollment at the School is approximately 320 students and the application is for a private school with an enrollment not to exceed 320 students. Section 18.16.030(b) of the Code, as adopted by the voters at the March 7, 1978 General Municipal Election, permits the issuance of a use permit for a public or private school whose total full and part-time enrollment does not exceed 320 students. As a result thereof, there will be no increase or intensification of the existing use to which the property is made.

EXHIBIT A

1. That the total full and part-time student enrollment of the School shall at no time exceed 320 students.

2. That no building permit (except as a permit may be required for the ordinary maintenance or repair of existing facilities) shall be issued for any construction at the property which is not described and identified in the master plan for the School, as amended on April 3, 1978.

3. That such permit shall terminate upon the sale, lease or disposition by KBS/MTS of the present campus site or a change in the corporate structure of KBS/MTS from a non-profit institution, provided that the relocation of MTS will not cause a termination.

4. That the School use its best efforts to operate the School in such a manner as to prevent disruption or disturbance of the peace, quiet, comfort and safety of the immediate neighborhood.

5. That by October 15th of each year, the School shall provide and file with the Town a statement indicating the number of students enrolled in the School and the number of said students who are residents of the Town, a schedule of the approximate dates of all special events planned for the School year, and for the summer, insofar as they are known, and a scholastic games schedule insofar as known, and a copy of a memorandum, letter or directive to students, employees and parents, advising them of the terms of this Use Permit, insofar as applicable, and requesting their compliance with each of the terms of said permit.

6. That the School construct not more than ten (10) additional parking spaces, in accordance with a plan to be submitted to and approved by the Town.

7. That the School mark and clearly designate at least five (5) spaces for visitor's parking only, on campus.

8. That the School continue to use its best efforts to discourage parking on streets adjacent to the School by students, employees and faculty.

9. That the School use its best efforts to discourage access to the School by Hillgirt Drive through memorandum and communications to students, parents and guests advising them of such policy.

10. That weather permitting, the School provide temporary on-campus parking on the playing field for all special events expected to draw a large number of visitors to the campus through the use of special officers or traffic monitors to direct traffic to those areas through the School's main entrance.

11. That the use of the KBS/MTS athletic facilities for practice or play at all times during any calendar year be limited to KBS/MTS students, faculty and staff; visiting teams engaged in regularly scheduled, inter-scholastic events with KBS/MTS and official athletic teams sponsored by the Ross Recreation Association, Ross Little League and Ross Soccer Program

and other groups which have previously used these facilities, provided that the number of events or amount of use by such groups shall not exceed in any calendar year any such uses or events in any year prior to 1978.

12. That any other use of the School's athletic facilities by any other group or individuals be by Town permission.

13. That no temporary or permanent grandstands or bleachers, amplifying equipment or outside lighting be constructed, maintained or used in connection with any athletic events held on campus.

14. That the new tennis courts constructed adjacent to the parking lot be restricted to use by students and faculty of KBS/MTS, officially sponsored groups or teams of the Ross Recreation Association, Ross Little League or Ross Soccer League, between the hours of 8:15 A.M. and 8:00 P.M. and that the appropriate signs be constructed and maintained on said tennis courts regarding this.

15. That the auditorium be restricted to use for School assemblies, special alumni, faculty, parents and friends of the School, but in no event, for the scheduling of special events to which the public or outside guests unassociated with KBS/MTS are invited.

ATTACHMENT 3

Possible Staffing Plan Given Enrollment Increase (DRAFT)

Year 1 (25 new students)	Year 2 (50 new students)	Year 3 (75 new students)	Year 4 (100 new students)
Add 1.0 FTE Spanish teacher	Add 0.5 FTE English (0.5 hired in year 1 becomes full-time)	Add 1.0 FTE English teacher	Add 1.0 FTE Language teacher
Add 0.5 FTE English teacher	Add 0.5 History teacher (0.5 hired in year 1 becomes full-time)	Add 1.0 FTE History teacher	Add 1.0 FTE Math teacher
Add 0.5 FTE History teacher	Add 1.0 FTE Math teacher	Add 1.0 FTE College Counselor	Add 1.0 FTE Science teacher
Add 0.5 FTE Art teacher	Add 1.0 FTE Science teacher	Add 0.5 FTE Art teacher (.5 hired in year 2 becomes full-time	Add 1.0 FTE English teacher
	Add 0.5 FTE Art teacher	Subtract 1.0 FTE Italian teacher (phase out)	Add 1.0 FTE History teacher
	Add 0.5 FTE Counselor		Subtract 1.0 FTE (determine which program to phase out)
	Add 1.0 FTE Admission Officer		
Total Net Add = 2.5 FTE new employe	Total Net Add = 5.0 FTE new employees	Total Net Add = 2.5 FTE new employees	Total Net Add = 4.0 FTE new employees

Note: Net total new employees planned over 4-year period is estimated to be 14.0 FTE.

ATTACHMENT 4

Transportation Demand Management Plan

BRANSON

Final Plan - December 2021

Prepared for:

The Branson School

Prepared by:

Parisi
TRANSPORTATION CONSULTING

Executive Summary

This report presents Branson's proposed Transportation Demand Management Plan (TDMP), which is designed, at a minimum, to result in no net increase in traffic when Branson phases in 100 additional students. This TDMP would be implemented upon approval of the 100-student increase, and would keep Branson's vehicular traffic at its main campus from exceeding current levels with a 320-student enrollment.

The Branson campus generates on average 2.69 total trips per enrolled student on weekdays. With the proposed 100-student expansion, there is a potential for up to 270 additional weekday trips, all of which can be mitigated using the measures discussed herein.

Below are six broad strategies, each with a variety of more-specific transportation demand management measures, all of which will be implemented upon the initial increase of students:

- Strategy 1: Creation of a Neighborhood Partnership Group
- Strategy 2A: Increased Remote Drop Off and Pick Up (Remote Parent Drop Off and Pick Up)
- Strategy 2B: Increased Remote Drop Off and Pick Up (School Bus and Shuttle & Marin Bus Starting Year 3)
- Strategy 3: Investments in Bike Program
- Strategy 4: Creating Employee Incentives (To Use Alternative Modes)
- Strategy 5: Formalizing Carpooling Requirements
- Strategy 6: Weekend and Special Event Management

Under the most conservative estimates, the use of these strategies will result in net-neutral traffic after the student increase compared to current conditions. Less conservative estimates suggest that these measures will actually reduce traffic to a level below current conditions. Specifically, the anticipated range of trip reduction resulting from these measures is from 270 to 367 trips per day. To ensure the efficacy of this plan, Branson has committed to a traffic monitoring program with annual independent compliance reviews for 10 years. Thereafter, the monitoring shall continue unless otherwise deferred, reduced or terminated by the Town, following a meeting with the Town Council and Branson.

Rolling bus/shuttle fees into overall tuition is a near-term strategy that can yield increased shuttle and bus ridership and is one of the strategies expected to be most effective in reducing Branson vehicle trips.

The Branson School Transportation Demand Management Plan (2021)

This TDMP was developed by Branson in consultation with a Neighborhood Working Group made up of Ross residents that live in close proximity to the school. Through a series of meetings held in October and November of 2020, the school was able to ascertain, and respond to, specific concerns of the working group. The recommendations from the group that are now incorporated into this Plan include Branson's commitment to increases in monitoring, more off-campus student drop-offs and pickups, additional shuttles and buses, closer neighbor coordination, and greater incentives for those who bike, walk, or carpool to school, and, perhaps most significantly, the immediate implementation of all of the trip reduction measures, as opposed to a previously considered phased approach.

Table of Contents

1. Introduction and Purpose 1
2. Existing Campus Trip Generation 2
Daily Trip Generation 2
Student Travel Modes 4
Staff and Faculty Travel Modes 5
Forecast Trip Generation With Enrollment Expansion 6
3. Transportation Demand Management Measures 7
Strategy 1: Create a Neighborhood Partnership Group 11
Strategy 2A: Increased Remote Drop Off and Pick Up (Remote Parent Drop-off & Pick-up) 11
Strategy 2B: Increased Remote Drop Off and Pick Up (School Bus and Shuttle Ridership & Marin Bus Starting Year 3) 12
Strategy 3 & 4: Investments in Bike Program / Creating Employee Incentives 13
Strategy 5: Formalizing Carpooling Requirements 14
Strategy 6: Weekend and Special Event Management 15
4. TDM Monitoring Plan 16
Quantitative Monitoring 16
Additional Monitoring Methods 18
5. Transportation Safety Improvements 19
6. Level of Service Analysis 20
7. Vehicle Miles Traveled Analysis 22
Vehicle Miles Traveled Standards 22
Methodology for Calculating VMT 22
Existing & Future Travel Modes 23
Existing and Future VMT 24
Conclusion 27
Appendix 1: Sample Trip Reduction Outcomes A1
Appendix 2: Special Events Plan A3
Appendix 3: Branson VMT Data Analysis Methodology A7

1. Introduction and Purpose

The Branson School (Branson) is located at 39 Fernhill Avenue and situated on 16 acres within the Town of Ross. Branson has been in Ross since 1920, and has operated as both a primary and secondary school throughout the years. The school now serves as a coeducational preparatory high school for students in grades 9-12.

On May 11, 1978, the Town Council adopted Resolution L042 approving a Use Permit for the operation of Branson as a private, coeducation secondary school with an enrollment of up to 320 students.

In 2020, an Initiative was approved by the voters of Ross to allow Branson to seek to increase of the student enrollment cap up to 420 students. Branson now seeks an enrollment increase of 100 students phased over four years at 25 students each year.

This report presents Branson's proposed Transportation Demand Management Plan (TDMP), which would be implemented upon approval of the phased 100-student increase, in order to keep Branson's vehicular traffic to and from the main campus from exceeding daily baseline traffic volumes under its current 320 student enrollment. At a minimum, implementation of this TDMP will result in no net increase in Branson campus traffic over existing conditions. Less conservative estimates suggest that this plan will actually reduce traffic to a level below current conditions.

This document also proposes a monitoring plan for Branson to demonstrate that the reduction strategies utilized are resulting in trip counts equal to those measured prior to the enrollment increase, thereby keeping traffic net neutral. This report also presents additional measures that Branson, with neighborhood approval and in conjunction with the Town, could implement to further improve traffic safety near its campus.

2. Existing Campus Trip Generation

For years, Branson has voluntarily employed measures to limit vehicular traffic volumes on local streets near the school. Branson collected comprehensive travel data on trips to and from its campus in 2016, 2018 and 2019. The school's current trip generation was assessed using two methods: vehicle counts collected over five continuous weekdays and on various Saturdays, and travel mode surveys administered to students, staff, and faculty.

Daily Trip Generation

The trip count methodology from the prior years' studies included vehicle counts at both the Branson main campus and at the St. Anselm's parking lot. It should be noted that a vehicle arriving and then departing is counted as two separate vehicle trips. The three-year average of trips to and from both sites is approximately 1,000 daily vehicle trips, with the Branson main campus comprising an average of 860 trips.

Table 1 presents the results of the weekday counts collected since 2016 to and from the Branson main campus. Over the course of 15 separate survey days, Branson generated between 648 and 1,068 vehicle trips, with an average of 860 daily trips to and from its main campus. It is noted that two-thirds of the daily traffic counts were generally between 759 and 961 daily trips, i.e., approximately 12 percent or one standard deviation below and above the average.[1]

Table 1. Branson Main Campus Weekday Trip Generation (2016, 2018 & 2019)

Weekday	2019	2018	2016
Monday	836	786	648
Tuesday	852	830	793
Wednesday	853	914	817
Thursday	827	1,042	844
Friday	915	1,068	880
Weekday Average			**860**
Standard Deviation Range (+/- 12%)			**759-961**

Source: Parisi Transportation Consulting, 2016, 2018 & 2019.
1. 2016 counts occurred on February 29-March 4.
2. 2018 counts occurred on February 26-March 2.
3. 2019 counts occurred on March 18-22.

[1] The standard deviation is a measure of the amount of variation or dispersion of a set of values. A low standard deviation indicates that the values tend to be close to the mean of the set, while a high standard deviation indicates that the values are spread out over a wider range.

The average weekday vehicle trip generation rate is 2.69 trips per student. Providing a trip rate on a per student basis is typical in the traffic planning practice for school land uses. The average rate accounts for the overall sum of students driving, carpooling, being dropped off and picked up by parents, and after school trips, as well as all staff, faculty, facility support, maintenance, and delivery trips.

Table 2 shows the average breakdown of the main campus vehicle trips by time of day. The morning and afternoon commute periods comprise about one half the campus daily trips, while the evenings (after 4 p.m.) generally make up another one-third of the daily trips.

Table 2. Branson Main Campus Weekday Trip Generation by Period (2019)

Time Period	Avg Trips	% of Daily Trips
Before 7 AM ("Morning")	14	1.6%
7-9 AM ("School Commute")	230	26.8%
9-2 PM ("Midday"	110	12.8%
2-4 PM ("Afterschool Commute")	211	24.6%
4-6 PM ("PM Commute")	150	17.5%
After 6 PM ("Evening")	142	16.6%
Totals	**857**	**100%**

Source: Parisi Transportation Consulting, 2019.

Saturday traffic counts were also collected in 2016, 2018 and 2019. Branson generates 346 daily trips on an average Saturday, with two-thirds of daily traffic counts between 243 and 449 daily trips (i.e., approximately 30 percent or one standard deviation below and above the average). Saturday events typically consist of athletic practices, theater rehearsals, and CYO youth basketball practice. The average trip generation rate on Saturdays is 1.08 trips per student.

Table 3. Branson Main Campus Saturday Trip Generation (2016, 2018 & 2019)

Saturday	2016	2018	2019
Saturday 1	458	332	348
Saturday 2	--	378	204
Saturday 3	--	--	474
Saturday 4	--	--	228
Average			346
Standard Deviation Range (+/- 30%)			243-449

Source: Parisi Transportation Consulting, 2016, 2018 & 2019.
1. 2016 Saturday count occurred on March 19.

2. 2018 Saturday counts occurred on March 3 and17.
3. 2019 Saturday counts occurred on March 2, 9, 16 and 23.

The two dates included in the Saturday trip counts (Table 3) that had more than 450 trips occurred on the final dates of the school play. The school play is a regularly occurring school event and was therefore included in the Saturday trip generation analysis. However, neither count should be considered as "typical," because of the special event that day.

Not included in the data listed in Table 3 are Saturday counts for February 20, 2016, and March 10, 2018. On both days, Branson hosted an on-campus soccer playoff game in addition to other regular events. Neither of these days' counts are included in the average typical Saturday trip generation analysis above because athletic playoff games are not a regularly occurring event. The February 20, 2016 count recorded 850 total vehicle trips. Apart from the soccer playoff game, other events on campus that day included CYO youth basketball practices, and Branson basketball practice. The March 10, 2018 count recorded 778 total vehicle trips. Apart from the soccer playoff game, other events on campus that day included CYO basketball practice and a Branson play rehearsal. The goal of this study was to identify average typical Saturday trip generation and mitigate these trips to neutral or better. Accordingly, outlier events were not included.

Student Travel Modes

Table 4 summarizes the results from student mode share surveys undertaken from 2016 through 2019. Most Branson students arrive in the morning via student-driven carpool trips. The share of student carpools decreases in the afternoon, with students shifting to bus or shuttle or parent pick-up. Student carpools are less feasible in the afternoon due to students' different after school schedules and destinations, however, Branson is providing both an early and late bus to service students with afterschool activities. Parent pickup trips are the most significant in terms of campus trip generation because each drop-off or pick-up trip accounts for two trip ends; a later section of this report proposes remote pickup to reduce afternoon parent pick-up trips.

Table 4. Average Student Mode Share and Commute Trips (2016, 2018 & 2019)

	Morning Arrival			Afterschool Departure		
Travel Mode	Mode Share	Person Trips	Vehicle Trips	Mode Share	Person Trips	Vehicle Trips
Walk / Bike	3.7%	11.0	0.0	3.0%	10.3	0.0
Bus / Long-distance shuttle	9.0%	28.7	4.0	19.3%	61.7	4.0
Drive & Park	31.7%	102.0	102.0	33.0%	103.0	103.0
Ride & Park[1]	39.7%	127.3	0.0	19.0%	61.0	0.0
Drop-Off / Pick-up (Alone)	9.3%	30.0	60.0	17.0%	54.3	108.0
Drop-off / Pick-up (Carpool)	6.7%	20.7	20.7	8.7%	28.3	28.3
Total	100%	320	187	100%	320	243

Source: Parisi Transportation Consulting, 2016, 2018 & 2019.

1. Student was a passenger in a student-driven carpool that parked on campus or at the St. Anselm's lot.

STAFF AND FACULTY TRAVEL MODES

Table 5 presents the faculty and staff commute mode shares from 2016 through 2019. Most Branson staff arrive and depart by driving alone, although a small and growing number of staff walk or bike to campus.

Table 5. Average Faculty & Staff Mode Share and Commute Trips (2016, 2018 & 2019)

	Morning Arrival			Afterschool Departure		
Travel Mode	Mode Share	Person Trips	Vehicle Trips	Mode Share	Person Trips	Vehicle Trips
Walk / Bike	14%	11.7	0.0	13%	11.3	0.0
Bus / Long-distance shuttle	3%	2.7	0.0	3%	2.3	0.0
Drive & Park	77%	67.0	67.0	78%	67.7	67.7
Ride & Park	5%	4.0	0.0	4%	3.3	0.0
Drop-Off / Pick-up (Alone)	1%	1.0	2.0	2%	1.7	3.3
Drop-off / Pick-up (Carpool)	0%	0.0	1.0	0%	0.0	0.7
Total	100%	87	70	100%	90	72

Source: Parisi Transportation Consulting, 2016, 2018 & 2019.

Forecast Trip Generation With Enrollment Expansion

As noted in a prior section, the Branson campus generates on average 2.69 trips per enrolled student on weekdays and 1.08 trips per student on Saturdays. The average rate conservatively includes trips that may not necessarily increase proportionally with enrollment, such as faculty, staff, and facility support and delivery trips. Branson is projecting between 10 and 16 additional faculty and/or staff at full expanded enrollment.

With the proposed 100-student expansion, a successful Transportation Demand Management Plan would need to mitigate the potential for up to 270 additional weekday trips in order to result in a net zero increase in vehicle trips. This number is determined as follows for weekdays: 2.69 trips / student x 100 students (or 135 inbound and 135 outbound trips). For Saturdays, the plan needs to mitigate the potential for up to 108 additional Saturday trips (i.e., 54 inbound and 54 outbound). It should be noted that the Saturday trip generation rate is also conservatively high because some recorded trips are associated with the Catholic Youth Organization (CYO) basketball league using the Branson campus.

Various transportation demand management strategies available to Branson to accomplish the necessary reductions are presented in the next sections. As shown below, the potential exists for these measures to reduce trips even beyond net-neutral.

3. Transportation Demand Management Measures

Broadly, transportation demand management (TDM) consists of specific programs, information, encouragement, and incentives by an organization to educate people on available transportation options and ensure said options are utilized. TDM programs are typically designed to encourage modes other than driving alone, and to counterbalance the incentives to drive, like free parking and vehicle-oriented roadway design. There are both traditional and innovative technology-based methods to provide TDM measures. Several private schools throughout Marin County deploy TDM programs to balance traffic demands. These programs have proven themselves to be quite successful.

Current voluntary transportation demand management strategies used at the school include:

- Branson changed its school start time to 8:45 AM in 2017 to reduce vehicle traffic at the typical morning commute peak.
- The school has a limited number of guest parking spots in the upper parking lot and overflow parking is made available on the Branson campus tennis courts when necessary.
- Branson has 100 parking spaces reserved for student drivers. These consist of 50 spaces on the main campus reserved for carpools of three or more and 50 in the St. Anselm's parking lot. Branson's juniors and seniors can drive to campus and are the only students eligible to obtain parking permits. Branson encourages students to form carpools, defined as a driver and at least two passengers. Parking permits for carpools cost less than for single drivers, and preferred parking spots are assigned to carpools that demonstrate higher than typical occupancy (e.g., four or more members).
- Branson provides morning and afternoon shuttles between the St. Anselm's parking lot and the main campus for students who park or are dropped off in the St. Anselm's lot.
- Parent drop-offs and pickups occur at the Branson School back parking lot.
- Branson pays faculty and staff who give up their parking spots on campus $600 per year.

Branson proposes to implement further TDM measures, in addition to those listed above, to ensure that there are no additional vehicle-trips generated with the school's phased increase of 100 additional students and associated staff/faculty. Branson will use all the measures and strategies listed in the menu below to ensure that vehicle-trips do not increase beyond the 2016-2019 baseline volumes.

Six broad strategies, each with a variety of specific transportation demand management measures, will be implemented:

- Strategy 1: Creation of a Neighborhood Partnership Group
- Strategy 2A: Increased Remote Drop Off and Pick Up (Remote Parent Drop Off and Pick Up)
- Strategy 2B: Increased Remote Drop Off and Pick Up (School Bus and Shuttle & Marin Bus Starting Year 3)
- Strategy 3: Investments in Bike Program
- Strategy 4: Creating Employee Incentives (To Use Alternative Modes)
- Strategy 5: Formalizing Carpooling Requirements
- Strategy 6: Weekend and Special Event Management

As stated in a prior section, if Branson increased enrollment by 100 students and associated staff/faculty without any new or expanded transportation demand mitigation measures in place, the projected result could be the addition of up to 270 vehicle-trips (135 inbound and 135 outbound) over the course of a weekday. Based on the forecasts shown on Table 6 and Table 7, the Branson TDMP would reduce at a minimum approximately 270 daily trips, which would hold the vehicle trips equal to the 2016-2019 average. Less conservative estimates suggest these measures could reduce up to 367 trips per day, resulting in a net reduction from existing conditions of nearly 100 daily trips.

Table 6 presents a summary of the projected four-year trip reduction ranges resulting from the TDMP.

Table 6. TDMP Trip Reduction Summary

	Additional Students	Trips to Reduce (2.7 trips / student)	Potential Trip Reduction Outcomes		Difference
			Net-neutral	Better than Net-neutral	
Year 1	25	68	68	112	Up to 44 fewer than existing
Year 2	50	135	144	222	Up to 87 fewer than existing
Year 3	75	203	212	292	Up to 89 fewer than existing
Year 4	100	270	279	367	Up to 97 fewer than existing

Source: Parisi Transportation Consulting.

Table 7 illustrates the efficacy of the various measures that will be used to achieve net-neutral traffic at a minimum. Not all Strategies listed in this plan are quantified for trip reduction effect; some, like Strategy 1 Create a Neighborhood Partnership Group, are supportive measures to ensure compliance with other Strategies. A more detailed version of this table is provided in the

appendix that includes details such as estimated participants, the trip reduction factor for each measure and trips reduced by time of day.

Table 7. Sample TDM Strategies to Reduce Vehicle Trips with Proposed Enrollment Increase

#	TDM Strategy	Total Trips Reduced
Year 1 (25 additional students)		
	Trips to Reduce (25 students x 2.7 trips / student)	68
Net-neutral TDMP Measures		
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use)	68-81
	Net-neutral Trip Reduction Total	**68-81**
Net-neutral Plus TDMP Measures		
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	10
3	Investments in bike program	14
4	Creating employee incentives	10
5	Formalizing carpool requirements	10
	Net-neutral Plus Trip Reduction Total	**112**
	Net-neutral Plus Trips Reduced Beyond Student Increase	**44**
Year 2 (50 additional students)		
	Trips to Reduce (50 students x 2.7 trips / student)	135
Net-neutral TDMP Measures		
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use)	135
	Net-neutral Trip Reduction Total	**135**
Net-neutral Plus TDMP Measures		
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	20
3	Investments in bike program	27
4	Creating employee incentives	20
5	Formalizing carpool requirements	20
	Net-neutral Plus Trip Reduction Total	**222**
	Net-neutral Plus Trips Reduced Beyond Student Increase	**87**
Year 3 (75 additional students)		
	Trips to Reduce (75 students x 2.7 trips / student)	203
Net-neutral TDMP Measures		
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use, additional Marin bus)	176
3	Investments in bike program	32

#	TDM Strategy	Total Trips Reduced
	Net-neutral Trip Reduction Total	**208**
Net-neutral Plus TDMP Measures		
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	30
4	Creating employee incentives	24
5	Formalizing carpool requirements	30
	Net-neutral Plus Trip Reduction Total	**292**
	Net-neutral Plus Trips Reduced Beyond Student Increase	**89**
Year 4 (100 additional students)		
	Trips to Reduce (100 students x 2.7 trips / student)	270
Net-neutral TDMP Measures		
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use, additional Marin bus)	216
3	Investments in bike program	41
4	Creating employee incentives	30
	Net-neutral Trip Reduction Total	**287**
Net-neutral Plus TDMP Measures		
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	40
5	Formalizing carpool requirements	40
	Net-neutral Plus Trip Reduction Total	**367**
	Net-neutral Plus Trips Reduced Beyond Student Increase	**97**

Note: Branson's student forecasts indicate the need to run a second Marin bus at the beginning of the third expansion year, which would result in more students riding the bus exclusively or as part of a drop-off/pick-up trip.

The next sections of this Transportation Demand Management Plan describe elements of the various strategies that would successfully decrease vehicle-trips to and from the Branson campus.

Strategy 1: Create a Neighborhood Partnership Group

In response to feedback relating to ongoing neighbor engagement and communication, Branson is committed to creating and helping to facilitate a new Neighborhood Partnership Group via the following measures.

- Organize an ongoing Neighborhood Partnership Group to enhance community relations and communications. Branson commits to meetings with the Neighborhood Partnership Group once each semester, following the fall and spring traffic monitoring.
- Create a new, full-time employment position at the school, i.e., Director of Transportation, Parking and Security who will oversee the school's safe and efficient day-to-day parking and transportation operations. Serving as the school's primary liaison to the Town and neighborhood, this individual will manage the implementation of the TDMP and keep accurate records related to planning, accountability, transit and bus operations, ridership, and other performance measures found within the school's comprehensive TDMP.
- Establish a traffic hotline to facilitate communications to the Director of Transportation, Parking and Security.
- Create an online presence that provides relevant information and timely updates to the community. Branson will work with its neighbors to determine the most effective online tool for this purpose.
- Provide traffic communications to Branson families twice annually to communicate traffic rules and regulations. Require student drivers to e-sign acknowledgment and adhere to rules with appropriate penalties. Share these communications with the Neighborhood Partnership Group.
- Commit to actively participate with neighbors, the Neighborhood Partnership Group and Town of Ross to identify and support new traffic safety measures. See Chapter 5 for potential safety measures identified by Branson.

Strategy 2A: Increased Remote Drop Off and Pick Up (Remote Parent Drop-off & Pick-up)

Based on 2016-2019 data, approximately 50 students are dropped off by a parent in the morning and 80 are picked up in the afternoon (Table 4). Single-student morning drop-off trips are 50 percent higher than parent carpool drop-offs (30 vs. 20 students). In the afternoon, single-student pickup trips are nearly double the number of parent carpool pickup trips (54 vs 28 students). As previously mentioned, single student on-campus parent drop-off and pick-up trips are the most impactful on a vehicle trip generation basis because each drop-off or pick-up trip constitutes two recorded vehicle trip ends (arrival and departure).

In response to the working group's preference for increased remote drop-offs and pick-ups, Branson is committed to requiring more campus restrictions, off-campus options, and shuttles. New restrictions would include the following:

- No parent drop-offs of solo student trips to campus between 8:00 am and 9:00 am
- No parent pick-ups of solo students on campus between 2:30 pm and 3:30 pm

See Strategy 2B for related measures that could be used by Branson to reduce parent drop-off and pick-up trips. Remote parent drop-off and pickup is one of the strategies expected to be most effective in reducing Branson vehicle trips in combination with rolling bus/shuttle fees into overall tuition.

To illustrate the potential effect of one or more of these management strategies, if 30 Branson families pick up students at a remote location, the number of daily vehicle trips would be reduced by 80 trips per day on average.

Strategy 2B: Increased Remote Drop Off and Pick Up (School Bus and Shuttle Ridership & Marin Bus Starting Year 3)

Based on 2016-2019, approximately 29 students ride a bus or long-distance shuttle in the morning, and 62 students make the return trip in the afternoon on either the early afternoon or evening buses. The long-distance bus services students in San Francisco and makes one stop at Strawberry in the morning, and two stops in Marin at College of Marin and Strawberry in the afternoon. Branson also provides an East Bay shuttle that picks up from several BART stations and a shuttle from the San Rafael SMART train station; both shuttles are used by students, faculty, and staff. According to Branson, approximately 150 students and 35 staff live in an area serviced by the Branson buses or shuttles (San Francisco, Kentfield and the East Bay), meaning that the share of students using these modes could be substantially increased.

In response to the working group's preference for increased remote drop-offs and pick-ups, the school is committed to requiring more campus restrictions, off-campus options, and shuttles using the following management strategies.

- Route the San Francisco and/or Marin bus to pick up and drop off students on Sir Francis Drake Blvd. at Golden Gate Transit stops near the corners of Bon Air, Laurel Grove, and Lagunitas.
- Route the San Francisco and/or Marin bus to COM for sports practice and remote pick up in afternoon
- Add evening shuttles from campus to St. Anselm's parking lot between 5:00 - 6:00pm service (looping, similar to morning/afternoon shuttles) to deter students from moving car up to campus at 3:30pm

In year 3 of the annually phased 25 student increase and beyond, Branson is dedicated to introducing a Marin bus in addition to the existing San Francisco bus with one morning route, and two afternoon routes

Branson plans to incorporate part or all of bus/shuttle fees into tuition to encourage more bus ridership. In 2019, the cost to ride the San Francisco bus was $3,000 if busing was the students' full-time commute mode. Rolling bus/shuttle fees into overall tuition is a near-term strategy that can yield increased shuttle and bus ridership and is one of the strategies expected to be most effective in reducing Branson vehicle trips. Bus and shuttle ridership would further increase when Branson provides a new Marin bus/shuttle route; the timing for this measure will depend on student enrollment and ridership demand but is anticipated at year 3.

To illustrate the potential effect of one or more of these management strategies, increasing student bus and shuttle ridership by 20 percent of the student population, either as a primary mode trip or as part of a remote parent drop-off or pickup trip (Strategy 2A), would constitute an increase of more than 80 students riding buses or shuttles. This ridership increase would constitute an increase of up to 120 percent over the current bus and shuttle ridership, depending on time of day (Table 4). Eighty additional students riding the bus or shuttle would result in a trip reduction of more than 200 daily trips. Some of these trips would be diverted from existing student carpools, but also have the potential to result in long-term behavior changes where students from outlying areas defer driving and ride the bus or shuttle instead.

STRATEGY 3 & 4: INVESTMENTS IN BIKE PROGRAM / CREATING EMPLOYEE INCENTIVES

Based on recent data, 10 students and 12 staff currently walk or bike to school (Table 4 and Table 5). Branson's enrollment records indicate that between 20 and 28 students and 14 staff live in Ross, meaning that the share of students walking or biking could substantially increase. As a way to get students and employees out of their cars, particularly those living close to the campus, Branson is investing in a bike program with the following strategies:

- Invest in a bike program by providing up to $750 to help students and employees purchase a bike that must be ridden to school for most school commute trips.
- Increase the payment to faculty/staff for giving up their parking space from $600 to $1000 annually.
- Publicize the Transportation Authority of Marin (TAM) Emergency Ride Home (ERH) Program on its transportation website and other means to inform our employees of this resource. The ERH program offers free reimbursement to employees in Marin County who do not commute in a drive-alone vehicle to return home if an unexpected situation arises. Each employee can be reimbursed up to four trips per year, up to $125 per trip.
- Prohibit students that live within two miles of campus from driving to school except when they present a compelling justification.

To illustrate the potential effect of one or more of these management strategies,

- Fifteen more students walking or cycling each day would result in a reduction of 40 or more vehicle trips on average.
- Fifteen more faculty/staff walking or cycling on a daily basis, as a result of travel or housing incentives, would result in 30 fewer vehicle-trips on average.

Strategy 5: Formalizing Carpooling Requirements

Branson has 100 parking spaces reserved for student drivers. These consist of 50 spaces on the Branson campus and 50 in the St. Anselm's parking lot. Branson's juniors and seniors can drive to campus and are the only students eligible to obtain parking permits. Parking permits for carpools cost less than for single drivers, and preferred parking spots are assigned to carpools that demonstrate higher than typical occupancy (e.g., four or more members). Annual fees for on-campus parking permits are $550 for cars of three, $275 for cars of four and free for cars of five or more. Only vehicles with parking permits can park on campus in assigned spaces; this regulation is heavily monitored and strictly enforced by the school. Overflow carpools, as well as single student drivers, are assigned to the St. Anselm Church's parking lot. Staff and faculty are provided free parking on campus.

Based on recent data, between 160 and 230 students (afternoon and morning peak, respectively) and approximately 67 Branson staff drive and/or carpool to campus (Table 4 and Table 5); this equates to an average carpool occupancy of 2.47 students per vehicle in the morning and 1.72 students in the afternoon. Most staff and faculty are single-occupant drivers.

Branson's voluntary carpool requirements have proven effective and, as part of the application process, the school will formalize these measures within the TDMP.

- Restrict on-campus parking to student carpools at all times of three or more drivers. See related Strategy 2B (evening shuttles to St. Anselm's).
- No sophomore drivers or drivers with fewer than 12 months with a driver's license may drive a carpool.
- Select and publicize a carpool app for use by parents, visitors, students and employees.

Branson currently assists families to organize carpools by providing all families with access to contact information for all Branson families, with the ability to search for families in their geographical area. Branson also currently assists students and families with carpooling by administering interest surveys and working to link those in need to find a carpool partner. The recommended carpool matching app will further improve the carpool participation rate by facilitating matches by student residences and afternoon schedules.

Driving restrictions to prohibit sophomore student drivers would also shift students into buses and shuttles.

To illustrate the potential effect of one or more of these management strategies, increasing the number of students carpooling by 20 (five percent of the expanded enrollment) during each commute period would modestly increase carpool occupancy to 2.9 students per vehicle in the morning and to 1.9 students per vehicle in the afternoon. The resulting trip reduction would be more than 40 vehicle trips per day on average.

Increasing the student carpooling share will be more attainable in the final year of the proposed enrollment expansion because at that point the initial cohort of additional students will be seniors eligible to drive other students.

STRATEGY 6: WEEKEND AND SPECIAL EVENT MANAGEMENT

Branson generally does not restrict driving onto campus for evening events or on weekends except for graduation when Branson provides a bus service onto campus. Branson's largest special event days are typically their open houses and Parents' Day during the fall semester; during these events, Branson allows parking on the athletic field.

The following measures will be used by Branson to reduce driving trips during special and weekend events:

- Maintain the number of on-campus non-athletic special events at the current baseline level, approximately 45-55 per year, as demonstrated in the 2018-19 school calendar which listed 49 events.
- Promote carpooling by students and parents for sporting and special events using a carpool matching app.

To illustrate the potential effect of one or more of these management strategies, if 15 Branson families commit to traveling to evening and weekend events in carpools, the number of daily vehicle trips would be reduced by 30 trips per day on average. Whether family carpools are successful depends on residence matching, vehicle size, and family size.

In addition, Branson will adopt a Special Events Plan for parking and managing traffic for its special events. The Special Events Plan is attached as Appendix 2. The Director of Parking, Traffic and Safety will implement this plan and will provide the Town each fall with access to a calendar of Special Events that reflects the days, times, number of people expected, and approximate length of these events. Branson will update the calendar throughout the year. The Director will also inform the Town of any athletic play-off games that are only added to the calendar at the conclusion of the sports season. The Director will send a notice to neighbors prior to every Special Event.

4. TDM Monitoring Plan

This Transportation Demand Management Plan will be implemented by the Branson administration. An annual evaluation will be conducted to assess the TDMP's success in achieving its goals. Each year a report will be prepared and submitted by Branson to the Town reporting the following:

1. Current student enrollment,
2. Numbers of faculty and staff,
3. Academic calendar and calendar of afterschool and weekend events,
4. TDM measures deployed the prior year, and
5. Campus vehicle trip generation via a campus-wide count.

QUANTITATIVE MONITORING

Branson's campus-wide vehicle trip count shall be conducted twice per year in October/November and March/April for 14 days for each monitoring period. This bi-annual monitoring process will commence upon implementation of the phase-in of the increased enrollment at Branson (i.e., beyond 320 students) and will continue for 10 years following the initial increase of student enrollment. Thereafter, the Town will determine whether monitoring should continue.

A third-party transportation consultant will be employed to conduct the monitoring counts. The Town shall have input into the consultant used for the monitoring and trip analysis, with consideration for the cost to Branson and the reputation of such consultant. The Town shall review and approve the vehicle trip monitoring protocol or methodology used by the consultant. The consultant shall provide a Monitoring Report on the vehicle trip counts to Branson and the Town simultaneously following each monitoring period. The data collected will not be deemed confidential, privileged or a trade secret.

For the purposes of monitoring, the average Monday through Friday daily count of 860 trips, and weekend daily count of 346 trips, shall be considered as net neutral, and a trip limit violation would be defined as follows:

- A five-day weekday average above 912 daily school-related trips (i.e., the 3-year average of 860 trips plus a 6 percent buffer, approximately one-half standard deviation).

- A Saturday daily count above 398 daily school-related trips (i.e., the 3-year average of 346 trips plus a 15 percent buffer, approximately one-half a standard deviation).[2]

Should a violation occur during a scheduled monitoring period, Branson shall have a cure and correct period of 60 days to bring the trip counts back into compliance with the TDMP. At the end of the 60 days, a 7-day monitoring period would then occur.

Should an uncured violation occur during the first monitoring period following any of the proposed four additions of 25 new students, then Branson would not be entitled to add the next tranche of 25 students until Branson is without uncured violations for a one-year period.

If Branson is unable to bring the trip counts back into compliance with the TDMP during any particular 60-day cure period, then the following penalties would be imposed on the school:

- The first violation would be a $50,000 fine payable to the Town.
- If during the next monitoring period and following the 60-day cure period, there is a second violation, the fine would be $50,000 payable to the Town.
- If during the next monitoring period and following the 60-day cure period, there is a third violation, the fine would increase to $100,000 payable to the Town.
- If during the next monitoring period and following the 60-day cure period, there is a fourth violation, the fine would be$100,000 payable to the Town.
- If, during the next monitoring period and following the 60-day cure period, there is a fifth violation, there would be an enrollment rollback of up to 25 students following a hearing with the Town Council. The actual rollback amount would be equal to the number of students necessary to bring the traffic trips back to the buffered limits of a five-day weekday average of 912 daily trips and/or a Saturday daily count of 398 daily trips. E.g., if Branson is over by 20 trips assuming 2.67 trips/student (per the TDMP), then Branson would lose 7 students in the following school year. To regain those students, the school would need to have one full school year of no uncured violations.
- Any penalty or enrollment roll-back may be appealed to the Town Council at a public hearing at which time Branson may present extenuating circumstances and factors that led to the violation, e.g., community or other use of the campus. If any Saturday count exceeds the 398 daily trip threshold, Branson may demonstrate to the Town how the counted Saturday is not reflective of typical conditions and perform a second Saturday count before a violation is deemed to have occurred. Should the Town ever permit

[2] Traffic counting is not a perfect science, and the possibility of miscounted trips exists during the monitoring period. More importantly, the historic counts at the school show a 12% range of deviation over the years. Accordingly, some modest buffer is appropriate. Because the weekend limit is so much lower, and because the weekend time is more likely to involve uncontrolled community access to the campus, a higher percent buffer is warranted.

additional non-Branson use of the school campus in the future, the maximum daily trip limits shall be adjusted accordingly.

ADDITIONAL MONITORING METHODS

In addition to quantitative trip count monitoring and at the suggestion of the neighborhood working group, Branson will implement a system that places school personnel at the following key points for monitoring purposes:

- Front gate monitor
- Back parking lot entrance
- Fernhill/Shady Lane intersection
- Bolinas/Shady Lane intersection
- Bolinas/Waverly monitor in the mornings to enforce Branson penalties during first week of semester and monthly spot checks

Furthermore, Branson will meet with the Neighborhood Partnership Group once each semester to receive neighborhood concerns and develop measures to address their issues (Strategy 1).

5. Transportation Safety Improvements

Branson recognizes that school-related traffic uses local streets, including Fernhill Avenue and Glenwood Avenue. These roadways, like many in the Town of Ross, are peripheral to residential uses and serve multiple uses, including vehicle travel, walking and cycling, and some on-street parking.

Branson, as a neighbor that generates traffic using these streets, will not increase traffic loads through the implementation of this TDMP. However, the school would like to coordinate with the Town of Ross and nearby neighbors of the school to consider the implementation of potential traffic safety measures that would benefit all street users. These include, but are not limited to ideas such as:

- Updating required school area warning signage
- Consider posted speed reductions down to 15 MPH in school areas
- Calming traffic through use of pavement markings and/or speed reduction measures, which could potentially include speed humps
- Exploring additional stop sign controls at intersections
- Installing low profile pedestrian-scale lighting along parts of Fernhill Avenue
- Constructing a pedestrian pathway along one side of Fernhill Avenue

The above measures, as well as potential other ideas, are located within the Town of Ross right-of-way and the implementation of any would require approval by the Town. Branson is committed to working with the Town and its neighbors to identify and implement measures to improve traffic safety measures.

6. Level of Service Analysis

This section compares intersection level of service and average vehicular delays for existing conditions (pre-Covid) to levels of vehicular traffic from the proposed 100-student Branson School enrollment increase. Three signalized intersections were studied along Sir Francis Drake Boulevard: Bolinas Avenue, Laurel Grove Avenue, and Lagunitas Road.

Branson School's proposed 100-student increase, from 320 to 420 students, was tested under two scenarios: 1) no additional vehicle trips, as expected upon implementation of the school's proposed Transportation Demand Management Plan (TDMP), and 2) some additional vehicle trips, if the TDMP were not implemented and trip-making followed the status quo trip rates.

Level of service is used to analyze an intersection's quality of traffic flow and is based upon performance measures. Table 8 summarizes signalized intersection level of service definitions in relationship to average motorist delays.

Table 8. Level of Service Description and Delay Criteria for Signalized Intersections

Level of Service (LOS)	Description	Average Vehicle Delay (Seconds)
A	Highest driver comfort; free flowing	≤ 10
B	High degree of driver comfort; little delay	10 – 20
C	Acceptable level of driver comfort; some delay	20 – 35
D	Some driver frustration; moderate delay	35 – 55
E	High level of driver frustration; high levels of delay	55 – 80
F	Highest level of driver frustration; excessive delays	> 80

According to the Town of Ross' General Plan, Level of Service "D" is the established standard for Sir Francis Drake Boulevard intersections.

Existing conditions were represented by the most recent non-Covid traffic conditions data from 2018. School day traffic counts were balanced for weekday AM and PM commute peak hour conditions at each of the intersections.

Under successful implementation of the TDMP, the 100 additional students would result in no increase in school-related traffic through the study intersections in the Town of Ross. As shown in Table 9 and Table 10, each of the study intersections would continue to operate similar to existing conditions, with no changes in service levels or average vehicular delays. Each intersection would continue to operate at level of service "C" or better conditions.

Table 9. Weekday AM Peak Hour Comparison of Results

	Existing: 320 Students		Proposed w/TDMP: 420 Students		No TDMP: 420 Students	
Intersection	Delay (s)	LOS	Delay (s)	LOS	Delay (s)	LOS
Bolinas Avenue*	29.4	C	29.4	C	32.6	C
Laurel Grove Ave.	13.7	B	13.7	B	14.1	B
Lagunitas Road	14.7	B	14.7	B	14.1**	B

* Note: Overall delay calculated based on considering Sir Francis Drake Blvd./Bolinas Ave. and San Anselmo Ave./Bolinas Ave. as one intersection.

** Delay slightly decreases due to additional vehicles added to major through traffic movements experiencing the least amount of delay, therefore decreasing overall average delay.

Table 10. Weekday PM Peak Hour Comparison of Results

	Existing: 320 Students		Proposed w/TDMP: 420 Students		No TDMP: 420 Students	
Intersection	Delay (s)	LOS	Delay (s)	LOS	Delay (s)	LOS
Bolinas Avenue*	25.3	C	25.3	C	26.5	C
Laurel Grove Ave.	9.6	A	9.6	A	9.8	A
Lagunitas Road	21.0	C	21.0	C	21.2	C

* Note: Overall delay calculated based on considering Sir Francis Drake Blvd./Bolinas Ave. and San Anselmo Ave./Bolinas Ave. as one intersection.

To assess a hypothetical "worst-case" condition for each of the study intersections, a scenario was tested assuming the 100-student increase, but without implementation of the proposed TDMP. Based on Branson School's current trip generation rates, under this scenario the student increase would theoretically result in 77 additional AM peak hour vehicle trips (55 inbound and 22 outbound) and 32 additional PM peak hour vehicle trips (14 inbound and 18 outbound).

Under this hypothetical condition, each intersection would continue to function at its current acceptable service level. Overall delays would slightly increase at each study intersection, with the largest increase of 3.2 seconds at the Sir Francis Drake Boulevard/Bolinas Avenue intersection during the weekday AM peak hour.

7. Vehicle Miles Traveled Analysis

This analysis was conducted to estimate daily and per capita vehicle miles travelled (VMT) for staff and students for two scenarios: existing conditions and future conditions incorporating TDM strategies and an increased student enrollment. References to "Existing" conditions in this section refer to pre-COVID 19 pandemic conditions.

Vehicle Miles Traveled Standards

In 2013 the State of California established VMT as the environmental impact standard for transportation within the California Environmental Quality Act (CEQA); VMT was adopted as the statewide standard in 2018.[3] Vehicle miles traveled are calculated as the product of vehicle trips and their associated travel distances. Land uses that generate or attract vehicle trips from far away generate high VMTs, whereas land uses that attract local trips or non-driving trips generate low VMT. VMT replaced Level of Service (LOS) as the criterion for transportation-related environmental impact. LOS was calculated based on vehicle delay on roadways and at intersections but tended to encourage development in less dense areas and to promote growth in roadway capacity, both of which tend to increase VMT.

The Town of Ross's General Plan currently does not include criteria for when a VMT analysis is required. However, CEQA guidance for new developments states that projects that generate fewer than 110 trips per day may be assumed to cause a less-than-significant transportation impact and do not require a VMT analysis. Projects generating a per capita VMT that is at least 15% below regional or city per capita VMT are considered to have less than significant transportation impacts and do not require mitigation measures. The Branson School expansion is expected to meet these criteria for less-than-significant transportation impact. The following analysis was nevertheless carried out to confirm that the project's VMT impacts would be minimal.

Methodology for Calculating VMT

This analysis considers daily VMT, or the number of miles traveled each day by all vehicles used when traveling to Branson, and per capita VMT, or the daily VMT divided by the total number of Branson students and staff. The analysis considers regular commute hours only, and does not include special events, meetings, or other circumstances.

Daily and per capita VMT were estimated using Branson school staff and student residential addresses and considering their transportation modes for the 2020/2021 school year. The future year analysis accounts for an additional 100 students and 12 staff members at year four of Branson's proposed expansion using travel modes per the TDM plan. Appendix A2 provides the

[3] Steinberg, 2013.

detailed methodology outlining the process and assumptions made for residential addresses and commute modes.

Existing & Future Travel Modes

Table 11 shows estimated existing and future student mode shares based on students' planned commute modes prior to the COVID-19 pandemic. Table 11's data are for a daily average and differ slightly from Table 4 and Table 5, which differentiate between the morning and afternoon periods across three sample years.

Table 11. Estimated Student Mode Shares

Travel Mode	Existing Conditions		Future Conditions	
	Number of Students	Percent	Number of Students	Percent
Walk/Bike/Skateboard	18	5.6%	25	5.7%
Bus/SMART Shuttle	44	13.8%	106	25.2%
Carpool Driver	50	15.6%	62	14.8%
Carpool Passenger	102	31.9%	150	35.7%
Drive Alone	48	15.0%	36	8.6%
Employee Driven	4	1.3%	4	1.0%
Parent Driven – To Branson	54	16.9%	0	0.0%
Parent Driven – Remote Drop-Off	0	0.0%	37	8.8%
Total	320	100.0%	420	100.0%

Source: Parisi Transportation Consulting, 2021.

Under the TDMP, Branson would enact policies to direct students towards active transportation, buses, and increased carpooling. A new Marin bus route would reduce the number of students driving alone or being driven by their parents. Additionally, the TDMP would eliminate all parent trips to the Branson campus, instead directing them to remote drop-off locations located in Ross, at the College of Marin, and at the Bon Air Greenbrae shopping center.

Table 12 shows estimated existing and future mode share for staff based on based on staff's planned commute modes prior to the COVID-19 pandemic. While approximately two-thirds of staff drive alone to Branson, incentives under the TDMP would encourage drivers to shift to carpooling and active transportation. The proportions of these modes would increase while driving alone would decrease to account for approximately 55% of staff travel modes.

Table 12. Estimated Staff Mode Shares

Travel Mode	Existing Conditions		Future Conditions	
	Number of Staff	Percent	Number of Staff	Percent
Carpool Driver	5	5.7%	5	5.1%
Carpool Passenger	5	5.7%	11	11.1%
Drive Alone	58	66.7%	55	55.6%
Walk/Bike/Skateboard	18	20.7%	27	27.3%
Bus/SMART Shuttle	1	1.1%	1	1.0%
Total	87	100.0%	99	100.0%

Source: Parisi Transportation Consulting, 2021.

EXISTING AND FUTURE VMT

Overall per capita VMT for students and staff would fall from an average of 13.2 under existing conditions to 10.2 under the implementable actions in the TDMP. This is more than 15% below the Town of Ross's office VMT per capita for both 2015 (23.0) and 2040 (12.8).[4] The following sections provide more detailed breakdowns for student and staff.

Table 13. Overall Branson Daily & Per Capita VMT

Scenario	Total Students & Staff	Daily VMT	Per Capita VMT
Existing Conditions	407	5,385	13.2
Future Conditions	519	5,291	10.2

Source: Parisi Transportation Consulting, 2021.

STUDENT VMT

Table 14 shows student VMT under existing and future conditions. Under current conditions, Branson School students are responsible for over 3,600 miles driven – equivalent to a per capita VMT of 12.7. Forty percent of students' daily VMT is due to parent-driven trips to campus. Carpool trips account for 27% of daily VMT, while students driving alone make up 24%.

Under future conditions, Branson students would be responsible for approximately 3,500 miles driven each day, with an overall per capita daily VMT of 9.6. This would mark a slight decline in VMT – 157 fewer vehicle miles traveled – from existing conditions. Most notably, the number of parent-driven trips to the Branson campus during regular commute hours would fall to zero,

[4] Fehr & Peers, 2020. "2015 & 2040 TAMDM Marin County VMT Estimates". https://2b0kd44aw6tb3js4ja3jprp6-wpengine.netdna-ssl.com/wp-content/uploads/2021/01/TAMDM_Development_Report_9-1-2020.pdf

instead replaced by fewer, shorter trips to remote drop-off locations. Note that a small number of parent-driven trips would still be made directly to campus under special circumstances, such as for doctor's appointments: these were not included in this analysis.

Per capita VMT for students would decline as TDM strategies encourage the use of other modes. Student trips would shift to carpooling, active transportation, and an increase in bus service due to the new Marin bus route. Under future conditions, carpooling would account for the highest percentage of student VMT (34%), followed by parent trips to remote drop-off locations (32%) and driving alone (22%). Buses and shuttles, which would serve 25% of students, would account for only 12% of Branson's VMT.

Table 14. Existing & Future Student VMT

Mode	Existing		Future	
	Students	VMT	Students	VMT
Carpool Driver	50	1,108	62	1,353
Carpool Passenger	102	0	150	0
Drive Alone	48	953	36	845
Employee Driven	4	0	4	0
Parent Driven – To Branson	54	1,602	0	0
Parent Driven – Remote Drop-Off	0	0	37	1,308
Walk/Bike/ Skateboard	18	0	25	0
Bus/SMART Shuttle	44	0	106	0
Student Driver Total	**320**	**3,663**	**420**	**3,506**
Shuttle VMT	**417**		**531**	
Total Student VMT	**4,080**		**4,037**	
Student Per Capita VMT	**12.7**		**9.6**	

Source: Parisi Transportation Consulting, 2021.

Staff & Faculty VMT

Table 15 presents staff estimated VMT for existing and future conditions. Under existing conditions, staff are responsible for over 1,300 vehicle miles traveled per day, amounting to a per capita VMT of 15.0. Driving alone accounts for 92% of VMT, while the remaining 8% is from carpooling.

The future scenario would see a minor decline in daily and per capita VMT despite an increase in staff. While the proportion of staff driving alone would remain approximately the same, incentives from the TDMP would lead to several staff shifting away from driving alone to carpooling or active transportation.

Table 15. Existing & Future Staff VMT

Mode	Existing		Future	
	Staff	VMT	Staff	VMT
Carpool Driver	5	108	5	108
Carpool Passenger	5	0	11	0
Drive Alone	58	1198	55	1146
Walk/Bike/ Skateboard	18	0	27	0
Bus/SMART Shuttle	1	0	1	0
Total Staff VMT	**87**	**1,306**	**99**	**1,254**
Staff Per Capita VMT	**15.0**		**12.7**	

Source: Parisi Transportation Consulting, 2021.

CHANGES TO NUMBER OF TRIPS TO AND FROM BRANSON

Table 16 shows the changes in private vehicle trips to Branson as a result of the proposed expansion and implementation of TDM strategies. Currently, on average 538 student and staff trips are made to or from Branson in a private vehicle per day. This includes 326 trips that either end or begin at the Branson campus itself, while the remaining 212 trips are to or from the St Anselm's lot. This number would be reduced to 316 trips under the future scenario, a decrease of 41%.

Notably, the number of trips to campus would drop significantly as most parent-driven trips during regular commute hours would be shifted to remote drop-off locations; exceptions for special trips like doctor's appointment would be exempt from the remote drop-off or pick-up requirement. This would not only ease traffic in the neighborhood, but also along Sir Francis Drake Boulevard.

While the number of carpool trips would increase, this would result from some students shifting from driving alone or being driven by a parent and would ultimately contribute to the reduction in overall private vehicles and private vehicle trips to Branson.

Table 16. Daily Private Vehicle Trips Beginning or Ending at Branson

Mode	Existing		Future		Trip Difference	Trip Percent Change
	Number of Private Vehicles	Daily Trips	Number of Private Vehicles	Daily Trips		
Drive Alone	106	212	91	182	-30	-14.2%
Carpool	55	110	67	134	+12	+21.8%
Parent-Driven	54	216	0	0	-216	-100.0%
Total	**215**	**538**	**158**	**316**	**-222**	**-41.3%**

Source: Parisi Transportation Consulting 2021

CONCLUSION

This analysis demonstrates that the Branson School would be able to effectively mitigate future expansion through TDM strategies. Under future conditions, an additional 112 students and staff would lead to a small reduction in overall daily campus VMT and a substantial reduction in per capita VMT due to strategies to shift staff and students away from private vehicle trips, especially single-occupancy trips. Instead, most Branson students and staff will commute to campus using carpooling, bus, and active transportation.

Branson's proposed expansion with its Transportation Demand Management Program would generate fewer than 110 trips per day and Branson students and staff would generate a per capita VMT that is at least 15% below regional or city per capita VMT. As such, Branson's proposed expansion would have less than a significant transportation impact.

Appendix 1: Sample Trip Reduction Outcomes

Table A1. Sample TDM Strategies to Reduce Vehicle Trips with Proposed Enrollment Increase

#	TDM Strategy	Partici-pants	Trip Factor	Trips Reduced			
				Total Trips	Morn-ing	After School	Even-ing
Year 1 (25 additional students)							
	Trips to Reduce (25 students x 2.7 trips / student)			68	--	--	--
Net-neutral TDMP Measures							
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use)	25-30	2.7	68-81	34-41	34-40	--
	Net-neutral Trip Reduction Total	**25**		**68-81**	**34-41**	**34-40**	**--**
Net-neutral Plus TDMP Measures							
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	5	2	10	5	2	2
3	Investments in bike program	0-5	2.7	14	7	7	--
4	Creating employee incentives	5	2	10	5	5	--
5	Formalizing carpool requirements	5	2	10	5	5	--
	Net-neutral Plus Trip Reduction Total	**45**		**112**	**56**	**53**	**2**
	Net-neutral Plus Trips Reduced Beyond Student Increase			**44**	**--**	**--**	**--**
Year 2 (50 additional students)							
	Trips to Reduce (50 students x 2.7 trips / student)			135	--	--	--
Net-neutral TDMP Measures							
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use)	50	2.7	135	68	67	--
	Net-neutral Trip Reduction Total	**50**		**135**	**68**	**67**	**--**
Net-neutral Plus TDMP Measures							
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	10	2	20	10	5	5
3	Investments in bike program	10	2.7	27	14	13	--
4	Creating employee incentives	10	2	20	10	10	--
5	Formalizing carpool requirements	10	2	20	10	10	--
	Net-neutral Plus Trip Reduction Total	**90**		**222**	**112**	**105**	**5**
	Net-neutral Plus Trips Reduced Beyond Student Increase			**87**	**--**	**--**	**--**
Year 3 (75 additional students)							
	Trips to Reduce (75 students x 2.7 trips / student)			203	--	--	--
Net-neutral TDMP Measures							
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup;	65	2.7	176	88	88	--

#	TDM Strategy	Partici-pants	Trip Factor	Trips Reduced			
				Total Trips	Morn-ing	After School	Even-ing
	increased bus & shuttle use, additional Marin bus)						
3	Investments in bike program	12	2.7	32	16	16	--
	Net-neutral Trip Reduction Total	**77**		**208**	**104**	**104**	**--**
Net-neutral Plus TDMP Measures							
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	15	2	30	15	8	7
4	Creating employee incentives	12	2	24	12	12	--
5	Formalizing carpool requirements	15	2	30	15	15	--
	Net-neutral Plus Trip Reduction Total	**119**		**292**	**146**	**139**	**7**
	Net-neutral Plus Trips Reduced Beyond Student Increase			**89**	**--**	**--**	**--**
Year 4 (100 additional students)							
	Trips to Reduce (100 students x 2.7 trips / student)			270	--	--	--
Net-neutral TDMP Measures							
2A/ 2B.1	Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use, additional Marin bus)	80	2.7	216	108	108	--
3	Investments in bike program	15	2.7	41	21	20	--
4	Creating employee incentives	15	2	30	15	15	--
	Net-neutral Trip Reduction Total	**110**		**287**	**144**	**143**	**--**
Net-neutral Plus TDMP Measures							
2B.2	Increased remote drop-off & pickup (St. Anselm's shuttle)	20	2	40	20	10	10
5	Formalizing carpool requirements	20	2	40	20	20	--
	Net-neutral Plus Trip Reduction Total	**150**		**367**	**184**	**173**	**10**
	Net-neutral Plus Trips Reduced Beyond Student Increase			**97**	**--**	**--**	**--**

Note: Branson's student forecasts indicate the need to run a second Marin bus at the beginning of the third expansion year, which would result in more students riding the bus exclusively or as part of a drop-off/pick-up trip.

Appendix 2: Special Events Plan

Special events are defined as any large-scale event that takes place on the Branson School campus involving large numbers of attendees beyond the normal average daily attendance at Branson, which is on average 400-425 students, employees, and visitors. Examples include graduation, admissions open house events, large sporting events, performances, etc.

Communication: Prior to any special event, the following communications are sent to potential attendees and the neighbors, as well as Town of Ross management:

- A communication to neighbors to let them know the pertinent details about the event (e.g., date, time, location, parking, etc.)
- Update the Neighborhood Partnership Group
- Update the Town of Ross management (i.e., Town Planner, Town Manager)
- Communications to attendees:
    - When possible, please consider carpooling in order to reduce the traffic coming into Ross. To facilitate this, The Branson School promotes a carpool matching app for use by attendees for all events, athletic and non-athletic.
    - Please do not drive on Norwood Avenue.
    - Please do not park on the residential side of Fernhill Avenue across from campus.

Additionally, detailed communication is sent regarding the arrival time for the event and instructions for on-site or off-site parking, which entrances to campus should be used and reminders to drive with care in the local community.

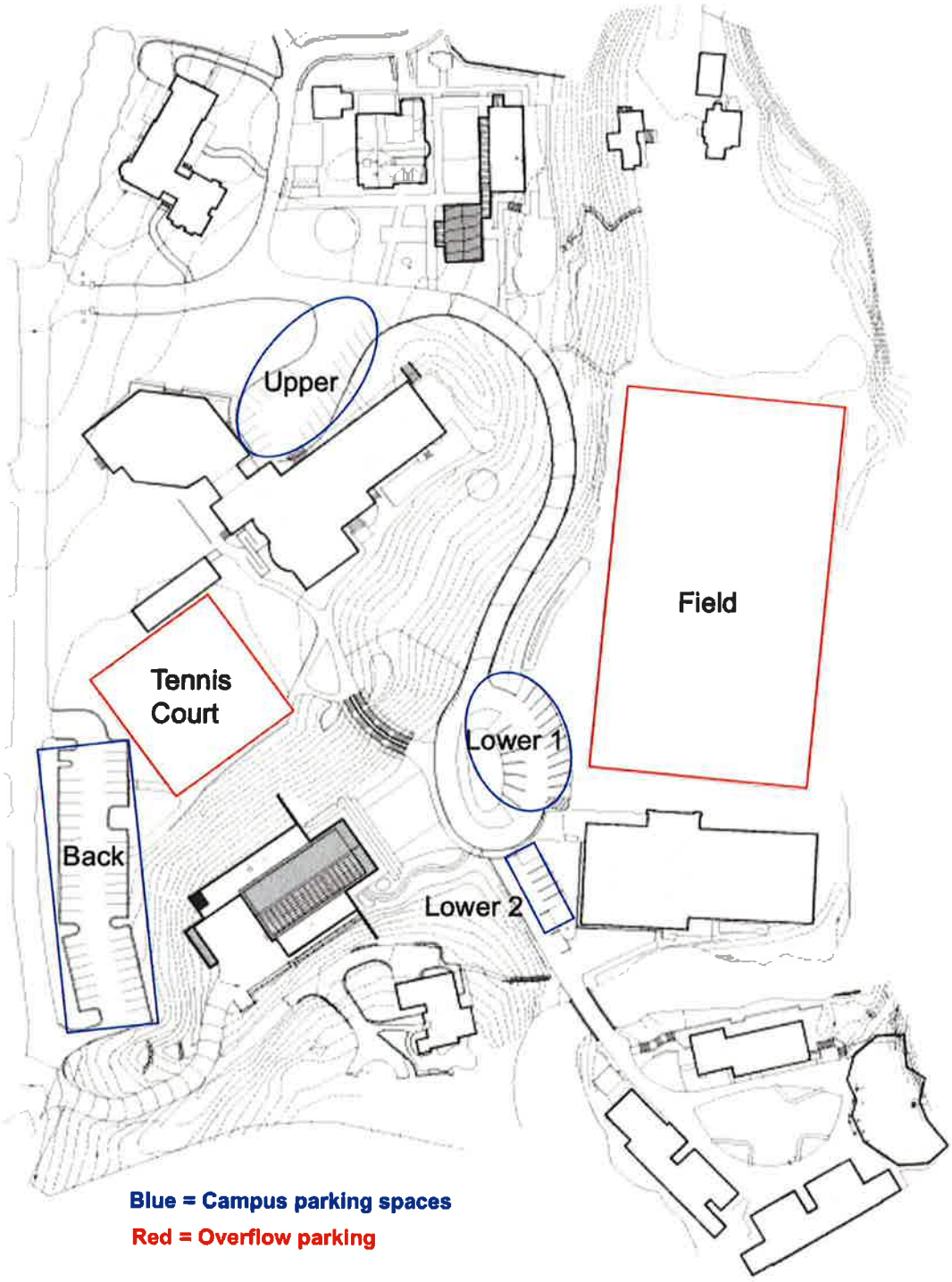
Day of Event: Branson School staff are present to manage arrival, parking and departure on the day of any large event needing extra support. There are two types of special events - those that require only on-campus parking and those that require parking in excess of what is available on campus.

Parking Capacity: The largest events that happen on The Branson School campus are open houses and parents' day during the fall semester and graduation in the spring. Between the athletic field and tennis courts, Branson has the capacity to park over 350 vehicles on campus. For graduation, parking for families and guests is at College of Marin and special shuttle service is provided.

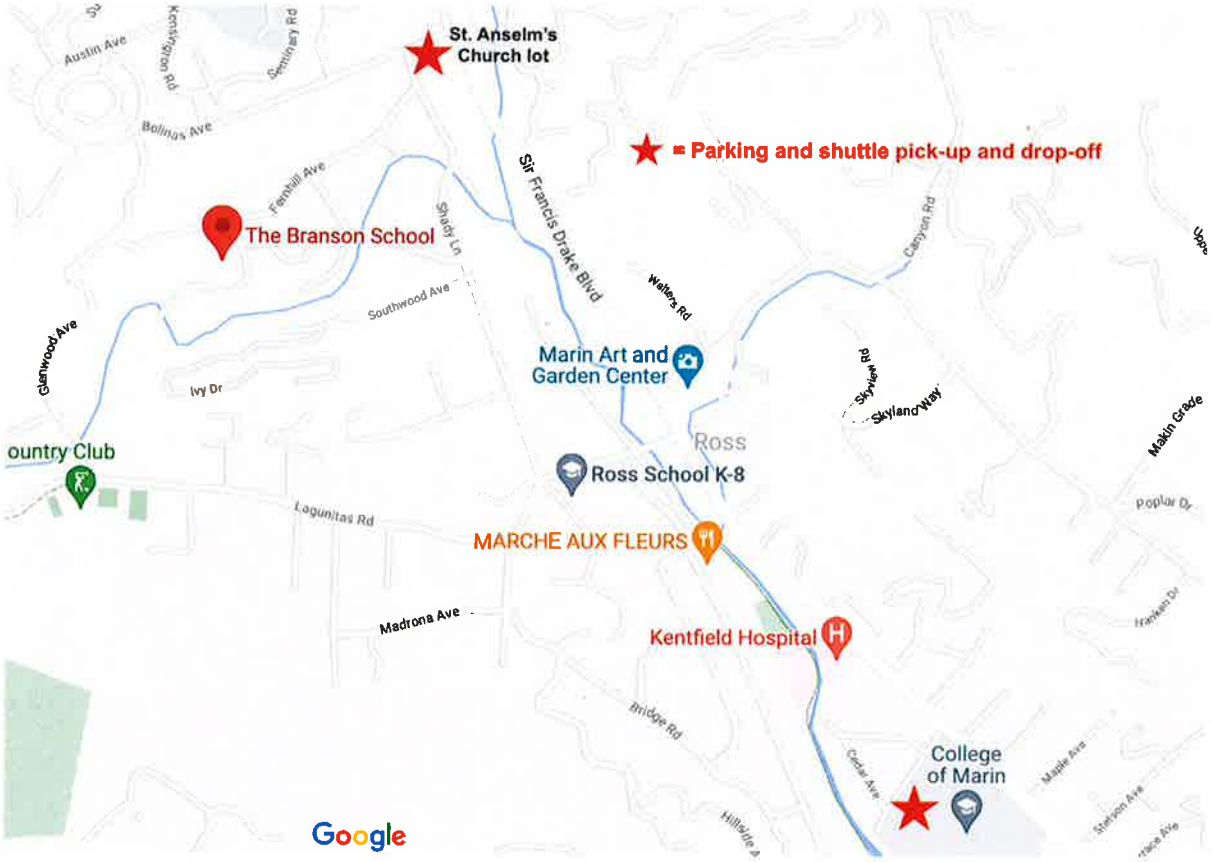
Addendum 1 to this document is an on-campus parking map indicating these areas and the number of cars each area can accommodate. Should the event exceed the capacity of campus parking, a licensed shuttle service will be engaged to shuttle attendees to and from off-site parking locations which include the nearby St. Anselm's Church lot on the corner of Bolinas and Sir Francis Drake Blvd. and a parking lot at College of Marin. **Addendum 2** to this document shows these two locations.

Staffing Event Parking: When the expansion of the student body is approved, Branson will be able to hire a full time Transportation, Parking and Security Director for the first time. This individual's responsibilities will include supervising staff and communications for special events. In addition to the Director, special events will be staffed by facilities employees wearing bright vests and using walkie talkies to coordinate the arrival and direction of cars and a variety of signs and cones.

ADDENDUM 1 - Parking on Campus



ADDENDUM 2 - Off-site parking and shuttle stops



Appendix 3: Branson VMT Data Analysis Methodology

1. Introduction

This document provides a detailed methodology for the Branson School VMT analysis. Data on current student and staff home addresses and transportation modes were provided by the Branson School. The methodology is provided for analysis of existing conditions as of the 2020/2021 school year, and future conditions incorporating transportation demand management (TDM) strategies and an increased student enrollment.

2. Existing Conditions

2.1 Data Cleaning and Assumptions

Transportation Mode Standardization

Modes were standardized for simplification. Dual modes (e.g., carpool passenger AM/Marin Bus PM) were assigned to the first mode listed. As most were combinations of non-private vehicle modes, this did not affect the analysis. The following were the Assigned Modes:

- Carpool Driver
- Carpool Passenger
- Drive Alone
- Employee Driven
- Parent Driven
- EB Bus
- SF Bus
- SMART/Transit
- Walk/Bike/Skateboard
- Work from Home

"Part Time" students were assigned Drive Alone mode.

"Staying Home" students were assigned WFH.

Students who were registered as Marin Bus riders were labeled as SF Bus, as Marin bus stops are served via the San Francisco route.

Staff Address Assignments for Existing Conditions

87 staff were listed in the Master spreadsheet: none of these included addresses. Meanwhile, 86 anonymized staff addresses were listed in the Employee Address list for CUP 20210112 spreadsheet. The following assumptions were made when assigning addresses to staff:

- Two staff with Parking Spot # 71 Fernhill were given San Rafael addresses, as this was the most common city of residence for staff
- All unassigned walk/bike/skateboard and e-bike users (18) were given Ross addresses
- Part-time staff (3) were given Coach persona addresses
- East Bay Shuttle staff (1) was given a Berkeley address
- The remaining staff were randomly assigned addresses from the Employee Address list for CUP 20210112 spreadsheet.

No PO box addresses were assigned to staff; in some instances, this required duplicating existing addresses. Care was taken to ensure that the assigned employee locations matched the current breakdown provided by Branson School staff:

- 19% East Bay
- 70% Marin
- 11% San Francisco

Staff who commute by means other than private vehicles were assigned addresses so that the overall location distribution could be checked. These addresses were not used in the analysis itself.

Students with Nonstandard Addresses

Twenty-three students had PO boxes listed for addresses, while one did not specify a street or city. Addresses were assigned in the following way:

- Students listed as Carpool Passengers (8), Public Transit (1), and Walk/Bike/Skateboard (8) were not assigned an address, as these would be excluded from the VMT analysis due to not using a private vehicle.
- Students listed as Carpool Driver (1), Drive Alone (4), and Parent Driven (2) were assigned the addresses nearest to the zip code centroid per Google Maps.

Mode Assignments for Existing Conditions

To better approximate normal existing conditions, all students and staff with WFH designations were assigned to other modes based on the existing mode share from the Branson TDM Report.

Five students and 53 staff did not have a transportation mode listed. These were assigned based on the following assumption.

Students:

- One student with a Ross address was assigned to Parent Driven.
- One student with a San Francisco address was assigned to carpool passenger, as this was the most common mode for students from San Francisco.
- One student with a Novato address was assigned to SMART, as this was the most common mode for students from Novato.
- One student from San Rafael was assigned to Parent Driven, as this was the most common mode for students from San Rafael.
- One student from Mill Valley was assigned to Carpool Passenger, as this was the most common mode for students from Mill Valley

Staff:

- Staff with a WFH assignment or without an assigned mode were assigned to different modes based on existing mode share from the Branson TDM Report.

Existing transportation modes provided by the Branson School were validated against existing three-year average mode shares presented in Table 4 and Table 5, aiming for similar mode share percentages.

2.2 Analysis

The existing conditions per capita VMT was calculated using Google Maps to assign the driving routes from each address to Branson School for staff and students who used private vehicles – those who drove alone, drove a carpool, or were driven by a parent. Routes were assessed on a weekday at 11:00AM. Destinations varied depending on the mode of transportation used. The table below shows the destinations by mode for both existing and future conditions.

Mode	Existing Conditions	Future Conditions
Drive Alone (Students)	St. Anselm's Lot	St. Anselm's Lot
Drive Alone (Staff)	Branson Campus	Branson Campus
Carpool Drivers	Branson Campus	Branson Campus
Parent-Driven (To Branson)	Branson Campus	--
Parent-Driven (Remote Drop-Off)	--	Marin Art & Garden Center, College of Marin, or Bon Air Greenbrae
Buses & SMART Shuttle	Branson Campus	Branson Campus

Some special care was taken for records that indicated certain transportation modes. These are discussed below.

Parent-Driven Students

Parent-driven VMT were quadrupled to account for vehicle trips to drop a student off at Branson as well as the parent's return trip. Two Parent-Driven students living at the same address were assumed to be siblings, and only one student was counted for the analysis.

Carpooling

Carpooling Passengers were excluded from the VMT analysis. An additional 10% of each Carpool Driver's mileage was included in the Carpool Drivers' VMT to account for travel to pick up passengers.

Employee-Driven Students

Four students were driven to school by employees. These students were excluded from the analysis, as their trips were accounted for using the employee trips.

Bus/SMART Shuttle

Mileage for buses and the SMART shuttle was not counted per student, but rather per each route as follows. Students listed as Marin Bus were counted as part of the San Francisco bus route.

Route	Round Trip Mileage (Approx.)	AM Frequency	PM Frequency	VMT
East Bay Bus	60	1	2	180
San Francisco Bus	60	1	2	180
SMART Shuttle	6.2	1	2	18.6

St. Anselm's Lot Shuttle

Students driving alone parked at the St. Anselm's off-campus lot and took a shuttle to and from the school. Distances for these students were calculated using the lot location, and additional mileage was added for the shuttle route. It was assumed that the shuttle runs every 10 minutes during the morning commute (7-9AM) and evening commute (4-6PM) periods. Given a round trip of 1.6 miles, this would add an additional 38.4 miles.

Route	Round Trip Mileage (Approx.)	AM Frequency	PM Frequency	Daily VMT
St. Anselm Shuttle	1.6	12	12	38.4

3. Future Conditions

The future scenario includes 100 additional students, 12 additional staff, and implementation of TDM strategies to reduce the number of vehicle trips to the Branson School. The locations and modes of the additional people were first assumed before applying TDM reductions.

3.1 Additional Student Residences

New student residences were estimated based on percentages from the Branson School as follows. Each new student was given a home address corresponding to a city centroid. East Bay students were split between Berkeley and Richmond, as these currently have the highest numbers of East Bay students. Marin students were split between Mill Valley, San Rafael, and Tiburon, the top 3 Marin cities of residence for students. Sonoma was used for North of Marin as several current students from this area reside there.

Location	Percent of Total (Approx.)	Number of New Students	Residence Assignation
East Bay	6%	6	Berkeley centroid (3) Richmond centroid (3)
Marin County	70%	70	Mill Valley centroid (24) San Rafael centroid (23) Tiburon centroid (23)
San Francisco	23%	23	San Francisco centroid
North of Marin	1%	1	Sonoma county centroid
Total	**100%**	**100**	

3.2 Additional Staff Residences

New staff are anticipated to be distributed based on the existing pattern: 19% East Bay, 70% Marin County, and 11% San Francisco. Per school officials, 12 new staff members are expected, residing in the following areas. As with students, city centroid addresses were assigned to new staff.

Location	Percent of Total (Approx.)	Number of New Staff	Residence Assignation
East Bay	19%	3	Berkeley centroid (2) Richmond centroid (3)
Marin County	70%	8	Ross centroid (4) San Rafael centroid (4)
San Francisco	11%	1	San Francisco centroid
Total	**100%**	**12**	

3.3 Initial Mode Assignation

New students and staff were initially assigned travel modes proportionally based on existing modes for staff and students from each city or area of residence. These were then adjusted based on the TDM strategies that will be enacted under the future scenario.

3.4 TDM Participation Assumptions

Participants in Branson TDM strategies were estimated based on the school's Transportation Demand Management Plan (Table A1 Year 4 sample strategies). Strategies and participants are as follows:

Location	Participants
Net-Neutral TDMP Measures	
Increased remote drop-off & pickup (Remote parent drop-off & pickup; increased bus & shuttle use, additional Marin bus)	80
Investments in bike program	15
Creating employee incentives	15
Net-Neutral Plus Trip Reduction Measures	
Increased remote drop-off & pickup (St. Anselm's shuttle)	20
Formalizing carpool requirements	20
Total Participants	**150**

Remote Drop-Off

All parent-driven students will convert to remote drop-off and pick-up. Students were assigned drop-off locations in Ross, College of Marin, and Bon Air Greenbrae based on the closest location to their place of residence.

Shuttle

22 Drive Alone students were reassigned to the new Marin shuttle, which is anticipated to run once in the mornings and twice in the evening.

Bike Program

The analysis assumes that 25 students would bike to school under the new strategy. Seven new students were assigned to Walk/Bike/Skateboard.

Employee Incentives

Fifteen staff who drive alone to work were reassigned to Walk/Bike/Skateboard or carpooling.

Formalizing Carpool Requirements

Branson plans to restrict on-campus parking to carpools of three or more students. Twenty students who drive alone or are parent-driven were reassigned to carpool, and the ratio of carpool drivers to passengers was adjusted to account for all carpools having at least three occupants. As only 93 student parking spaces exist, the number of Drive Alone students was reduced accordingly to ensure that the number of parkers stayed within this limit.

3.5 Analysis

Several considerations were included in the future VMT analysis.

Increased St. Anselm's Remote Drop-Off & Pick-Up

An additional hour of service was added to the VMT calculation and incorporated into per capita VMT for students driving alone. It was assumed that the St. Anselm's shuttle would also pick-up students at the Ross remote drop-off location, increasing the one-way route length to 1-mile round trip and reducing frequency to every 15 minutes.

Route	Round Trip Mileage (Approx.)	AM Frequency	PM Frequency	Daily VMT
St. Anselm Shuttle	2	8	8	32.0

Remote Drop-Off for Parent-Driven Students

Parent-Driven students were divided between three remote lots – Ross, College of Marin, and Bon Air Greenbrae – based on proximity to these locations. Parent using the College of Marin had their one-way trips reduced by 1.8 miles; trips to the Ross remote drop-off location were reduced by one mile each way; and one-way trips to Bon Air Greenbrae were reduced by 3.1 miles. It was assumed that students dropped off in Ross would use the St. Anselm's shuttle, while students arriving at the College of Marin would use the San Francisco bus for the last part of their commute.

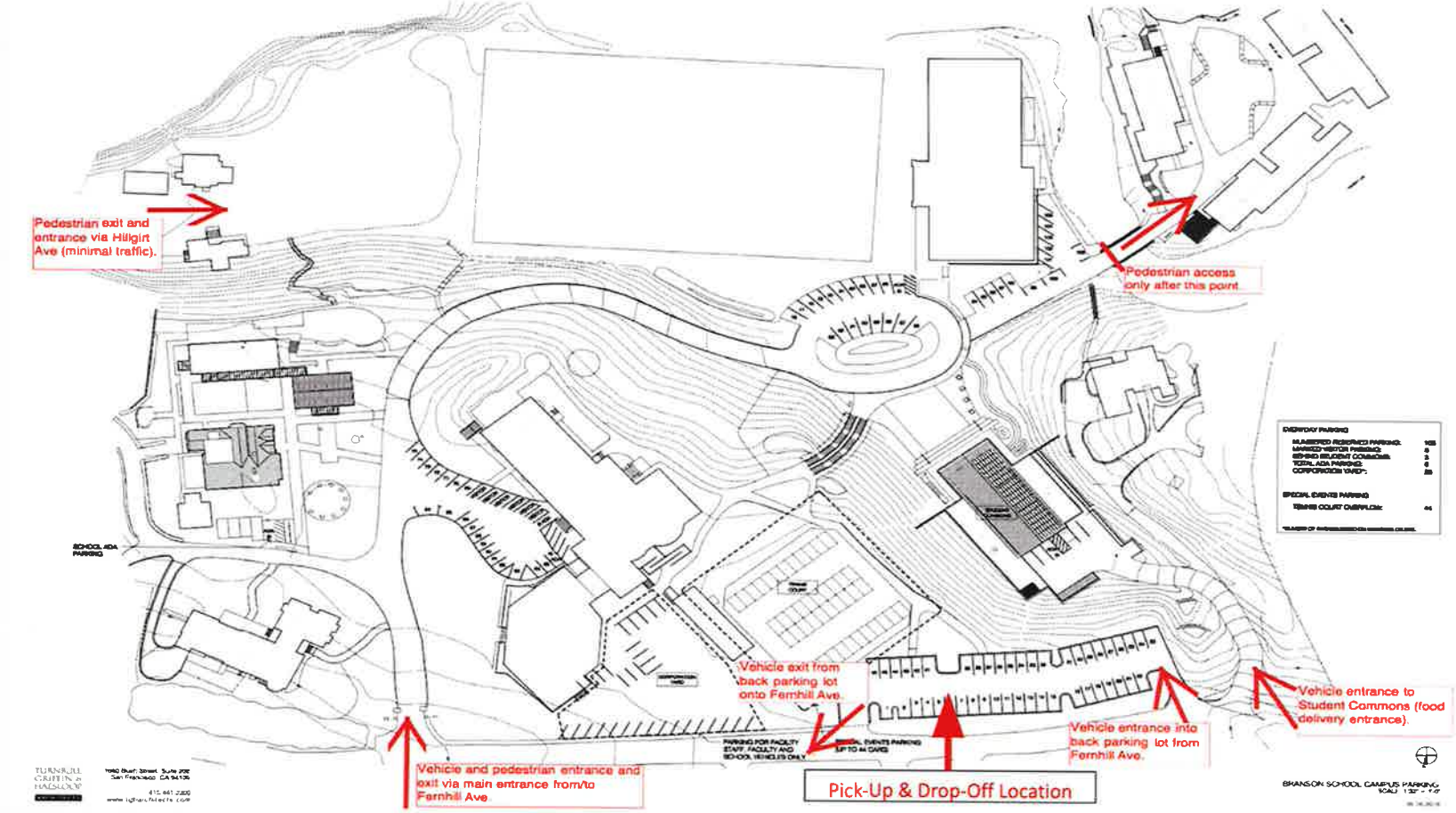
Marin Bus Line

The new Marin bus line was assumed to operate one route in the morning and two in the afternoon, with a one-way mileage of 20 miles and daily VMT of 120 miles.

Route	Round Trip Mileage (Approx.)	AM Frequency	PM Frequency	VMT
East Bay Bus	60	1	2	180
San Francisco Bus	60	1	2	180
SMART/Transit	6.2	1	2	18.6
Marin Bus	40	1	2	120

ATTACHMENT 5

Current Circulation



ATTACHMENT 6

January 28, 2021

Dear Mayor and Town Council Members,

The undersigned Ross residents live on the principal feeder streets to the Branson campus: Bolinas, Fernhill, Norwood, Glenwood and Circle. As such, our streets are the most impacted by school-related traffic and the potential for even more traffic as the school expands. As Branson submits its application for a revised use permit to increase its enrollment by 100 students, we want to share with the Council our recent experience and engagement with the school on traffic issues.

A small group of interested neighbors met with Branson over the past few months to preview and discuss the results and recommendations of Branson's Transportation Demand Management Plan (TDMP). The group met with the school's leadership 3 times between September and November, providing direct and specific feedback to the TDMP as well as sharing broader concerns and thoughts on how to improve the relationship between Branson and the Town of Ross.

Throughout these sessions, the Branson leadership was highly receptive and collaborative. In the third meeting, in direct response to the group's feedback, Branson agreed to the following substantial modifications changes to the TDMP:

-Increase traffic monitoring to 10 years
-Enforce more off-campus student drop-offs and pickups. Specifically, the school will eliminate single student drop offs and pickups during the peak commuter hour. Students will be dropped off and picked up by bus or shuttle on Sir Francis Drake Boulevard, significantly decreasing the number of cars entering and exiting Ross daily.
- Increase the number of shuttles and buses,
-Create more incentives for those who walk, bike or carpool to school.

Over time, the Traffic Engineer believes these reductions have the potential to *lower* the traffic levels by at least 10% from the levels they are today – even after increasing the student enrollment.

In addition, the school has committed to creating an ongoing neighborhood group whereby residents can have an ongoing channel of communication.

The revised traffic plan reflects the spirit with which Branson and town residents can collaborate going forward. Branson leadership eagerly sought feedback and responded with a plan that should result in decreased traffic in the neighborhood.

The undersigned residents support the TDMP Branson is submitting with their application. We also support the formation of a standing neighborhood group of interested residents to work with

Branson on traffic, safety, and other topics that affect our neighborhood and Town. What was clear from the meetings with the school was their strong desire to be a great neighbor and additive to the entire community – an outcome we are all interested in.

Sincerely,

Mark Kruttschnitt, Norwood
Sarah Kruttschnitt, Norwood
Kim Oster, Norwood

Barney Schauble, Fernhill
Temple Schauble, Fernhill

Stephanie DiMarco, Glenwood
Jim Harleen, Glenwood
Kris Kelly, Glenwood
Jim Martling, Glenwood
Lisa Williams, Glenwood
Ted Williams, Glenwood

Jill Baker, Bolinas
Chris Baker, Bolinas
Melanie Deitch, Bolinas
Billie Buck, Bolinas
Trevor Buck, Bolinas

James S. Rosenfield
and
Heather W. Rosenfield

14 Fernhill Avenue
Ross, CA 94957

415 461 5700

cc: Chris Mazzola
Branson Head

From: Melissa Dickerson <mdickerson@gencap.com>
Sent: Wednesday, November 10, 2021 1:00 PM
To: Patrick Streeter <pstreeter@townofross.org>
Cc: transportation@branson.org; rog.dickerson@gmail.com
Subject: Branson

Hi Patrick –

Thanks for all your information last night at the Branson Neighborhood meeting. I am supportive of the projected increase in students and the associated plans regarding traffic and the campus, etc. We live at 105 Bolinas, so are on the traffic route to school for the kids, walking the dogs daily along the route. I've enjoyed the presence of crossing guards and monitors. I also think the proposed changes will improve any traffic related issues (speeding, parking). I'm also supportive of growth to ensure Branson's continued success, as having Branson as part of the Ross community enhances our town generally.

I hope that helps and happy to chat further as needed.

Melissa Dickerson
105 Bolinas Avenue #1504
Ross, CA 94957
(415) 244-8918 cell

-----Original Message-----
From: Rebecca Nessel <rnessel@gmail.com>
Sent: Tuesday, November 30, 2021 6:06 AM
To: CouncilAll <towncouncil@townofross.org>
Subject: Branson expansion. Support.

Dear council members,

I am writing in support of expanding Branson's enrollment charter to 420 students. I am also asking that this is discussed at the next meeting or as soon as possible if it's too late for the 12/9th meeting. It's been so long since we all voted to approve this to de discussed and they are fully ready to present their plans. Time is of the essence as I'm sure you know as the admissions season is wrapping up. Missing another year would be a huge loss for them as well as our community. Branson is a wonderful neighbor and I know it would be a great loss if they had to leave ross.

Thank you for all you do for our town,

Rebecca and Ariel Nessel

14 upper Ames
415-595-6982

From: Traci McCarty <tracimccarty@icloud.com>
Sent: Tuesday, January 4, 2022 3:28 PM
To: CouncilAll <towncouncil@townofross.org>
Subject: Branson traffic is a blight on the safety and quality of life we need you to protect

Download Attachment
Available until Feb 3, 2022

Dear Town Council,

I am in disbelief that the measure to expand Branson has gone this far. In the attached video you will get a sense of a regular day in the life of a Ross resident trying to get home through the Branson traffic. The mornings are more treacherous. How can the Town entertain unleashing this precedent? The Branson a school is already larger than the Ross School. What would you allow more traffic and impact to residents? Glenwood Avenue was not designed for large diesel school buses, speeding teenagers, given the lack of sidewalks and narrowness of the road. Have you observed for yourself the traffic from the school? Why would you support more encroachment on the roads a d quality of life of your residents?

Branson has executed a multi year strategy led by Chris Mazzola, who has been incentivized by her board to "get it done" at any cost. They have hired lawyers, PR firms and traded admission to the school for local support of the measure to grow the school. What's in it for our town except more dangerous streets, noise, lower quality of life, especially for those of us forced to live with the blight of Branson on Glenwood Avenue. How is it fair that the entire town has a say in a situation that impacts a very specific group of us so dramatically? When I built my home in 2005, my immediate neighbors were allowed to weigh in on my project, not people across town for whom there would be zero impact.

Did you know that children who live on Glenwood and attend the Ross school do not bike to school because it is too dangerous? That isn't why we all move to Ross.

Please protect what's left of our small town feel. Chris Mazzola will get this done and move on and those of us who live in Ross will be left to deal with irreversible damage from over growing the school. They are smartly trying to set precedent and "only" increase the student body by 25 kids per year for four years. I respectfully ask you to observe the traffic in front of my home, the large diesel busses that grind up my street, and the racing kids. I've had to jump to the side of the road on multiple occasions to avoid being run over by speeding parents and students, 99% of whom do not live in Ross. Why would we grow a commuter school that is seeking to increase their bottom line? The residents of Strawberry protected their rights and quality of life and I expect our Town Council to do the same for Ross residents.

It would be reasonable for the council to put the measure on hold until those of us who live on Bolinas, Glenwood and Fernhill can vote on whether or not we want to increase the increased traffic on our streets.

Why should the entire town have a say in the impact to my quality of life? Although, adding the additional students, parents, teachers, vendors necessary to support a larger Branson will significantly increase traffic on Sir Francis Drake. Why on earth would this be supported?

Branson has tens of millions of assets in various LLCs and are capable of relocating to a community where they can build the large student body they desire. Once this precedent is enacted, there will be no stopping the expansion of Branson.

Please protect our safety and quality of life. The Branson enterprise has no business in Ross. It just doesn't make sense.

Sincerely, Traci McCarty, Glenwood Avenue resident for 16 years. Please view the video of a typical traffic jam at Branson.

Click to Download

IMG_5640.MOV
0 bytes

Traci McCarty
Vice President, Investor Relations
BioMarin Pharmaceutical Inc.
Direct: 415-455-7558
Cell: 415-827-9367

From: Traci McCarty <TMcCarty@bmrn.com>
Sent: Tuesday, January 4, 2022 3:59 PM
To: CouncilAll <towncouncil@townofross.org>
Subject: No to expansion of Branson

Dear Ross Town Council,

It is vital that you stop the potential expansion of Branson once and for all. By definition, over 99% of students, teachers and vendors involved with Branson are commuters. My street, Glenwood Avenue, has gotten increasingly dangerous and impossible to enjoy during the hours that Branson is in session. They have increased their weekend activities significantly, sending emails that apologize in advance for the increased weekend traffic due to plays, sports and other activities. Take what you want and apologize after the fact? How are we as a Town allowing this to continue to progress? Chris Mazzola has a singular mission, before she departs and after she collects her incentive bonus for growing the school. That is to get the Branson expansion done right under the noses of the Council and residents. How is it fair that the entire town should have the right to vote on increasing the traffic and reducing safety on the street where I live? It's easy to support an increase of Branson if it isn't on your own street. It isn't right and I request that the Town Council put a stop to the advancement of Measure F until residents of the most highly impacted streets can voice their opinion. Has Ross conducted a traffic survey? Have all of you observed the traffic jams and speeding that occurs daily on Bolinas, Glenwood and Fernhill? If you have not, I would argue that it is not appropriate for you to decide the fate of my quality of life and the safety of my street.

Branson has conducted a very strategic campaign to get what they want. Below are emails sent

form a former Ross resident, who moved to Mill Valley in 2018, imploring us to support the measure and to ignore the 'misinformation' about impact to residents from growing Branson. If you allow Branson to increase it student body, and set the precedent for such growth, our Town will never be the same. It simply isn't appropriate to grow Branson's enterprise on the backs of Ross residents. What is the benefit to our town of making the roads more congested and less safe? The Council has the opportunity to shut this down once and for all. It has been very stressful for those of us who live on the most impacted streets. It is time our council make the right choice and take appropriate steps to protect the small town feel of Ross.

Sincerely,

Traci McCarty

Begin forwarded message:

From: Maria Kallmeyer <mkallmeyer@me.com>
Date: January 22, 2020 at 5:56:50 PM PST
To: Home <mkallmeyer@mac.com>
Subject: Postcard regarding Measure F

Hi Ross School '18 Parents,

If you've checked your mailbox this week, you'll find an oversized postcard titled "Vote NO on Branson's Measure F". Unfortunately, the claims included in this piece are full of misinformation and false and misleading claims.

I will keep this brief. No matter what side of this measure you're on, or if you are undecided, if you plan to vote in Ross in March, it's important that you have the CORRECT information about this measure. Please reach out to me directly if you would like to have accurate data regarding Measure F.

Thanks,

Maria Kallmeyer
Gwen and Schuyler's mom

Begin forwarded message:

From: Maria Kallmeyer <mkallmeyer@icloud.com>
Date: August 5, 2019 at 6:04:06 PM PDT
To: Home <mkallmeyer@mac.com>
Cc: Sandy Aley <sandyaley@comcast.net>, Darr Aley <darraley1@gmail.com>, Lisa Wing <lisamariewing@mac.com>, jdalpert@comcast.net, jill baker <jillgisvoldbaker@gmail.com>, Chris Baker <petercb3@hotmail.com>, Kimberly Berger <kimberger@hotmail.com>, albert_berger@hotmail.com, Nadia Tabri <nadia.tabri@gmail.com>, aberkowitz@tpg.com, Genny Biggs <genny.biggs@gmail.com>, Andrew Biggs <andrew.biggs@gmail.com>, "Jordan A. Lavinsky"

<jlavinsky@hansonbridgett.com>, Elizabeth Brekhus <elizabethb@brekhus.com>, Lisa Converse <Lisaconverse1@gmail.com>, converse.mark@gmail.com, Kerry Cooper <kerrywcooper@gmail.com>, encooper@yahoo.com, Jason Deitch <drjason@me.com>, Lindsay Dunham <lindsaygruberdunham@gmail.com>, Chris Dunham <cddunham@yahoo.com>, Shawn Gillam <shawn@shawnmillerassociates.com>, Matt Gillam <Matt.gillam@eeginc.com>, Betsy Hershfield-Cohen <Betsyhershfieldcohen@gmail.com>, Annie <Anniebetsy@comcast.net>, Gary Feazell <feazellgary4@gmail.com>, Kathryn Hohenrieder <khohenrieder@gmail.com>, shohenrieder@gmail.com, Jay Huck <jurgenhuck@gmail.com>, davidkallmeyer@gmail.com, Leah Knight <homrig@aol.com>, Amy Leon <amyleon3666@comcast.net>, Jeff Leon <jleon@hlaventures.com>, Jean Navajas Lindsay <jean@lindsayfamily.org>, Noel Lindsay <noel@lindsayfamily.org>, Traci McCarty <traci.mccarty@gmail.com>, Sara Milani <sarabfiske@yahoo.com>, gmi@stanford.edu, CaJEM Journal <caljem@gmail.com>, Paris Royo <paris@royodev.com>, Martha Royo <martha@royodev.com>, Amy Sagues <asagues@gmail.com>, Matt <msagues@gmail.com>, Jeanine Samuel <jeaninesamuel@yahoo.com>, Dave Samuel <dave@davesamuel.com>, Andria Langenberg & Lyle Shlager <andrialyle@comcast.net>, Caroline Shlain <caroline_shlain@yahoo.com>, jordan@privatemedical.org, Selma Hougeir <saloum21@yahoo.com>, ghassanshuwayhat@gmail.com, Eileen Thau <eileen.thau@gmail.com>, kmthau@gmail.com, Mm Tornga <mmshore@aol.com>, ttornga@gmail.com, Pilar Torresi <pilar12@gmail.com>, torresi@me.com, Alexandra Treene <atreene@sbcglobal.net>, jefftreene@sbcglobal.net, Melanie Deitch <melaniedeitch@gmail.com>
Subject: Branson School - ballot initiative peition

Hello Ross School Class of '18 Parents:

I am following up with you all (minus several who I have been informed have already signed the petition or asked to be removed from this list) regarding an initiative to put a measure on next year's ballot.

I am helping Branson work on a March 2020 ballot measure to incrementally increase enrollment by 100 students. Signing the petition only indicates your support for putting it on the ballot. If you are registered to vote in Ross and are willing to sign the petition, please respond to me directly (no Reply All please!), and I will contact you to set up a time to get the petition to you for signature (note, no esignatures or signing for family members, pen to paper, one signature per person!). I am happy to come to your home or meet you in town, whatever is convenient for you.

Thank you,

Maria Kallmeyer
415-299-0646 cell

Begin forwarded message:

From: Maria Kallmeyer <mkallmeyer@icloud.com>
Date: July 9, 2019 at 12:21:22 PM PDT
Cc: Sandy Aley <sandyaley@comcast.net>, Darr Aley <darraley1@gmail.com>, Lisa Wing <lisamariewing@mac.com>, jdalpert@comcast.net, jill baker <jillgisvoldbaker@gmail.com>, Chris

Baker <petercb3@hotmail.com>, Kimberly Berger <kimberger@hotmail.com>, albert_berger@hotmail.com, Nadia Tabri <nadia.tabri@gmail.com>, aberkowitz@tpg.com, Genny Biggs <genny.biggs@gmail.com>, Andrew Biggs <andrew.biggs@gmail.com>, "Jordan A. Lavinsky" <jlavinsky@hansonbridgett.com>, Elizabeth Brekhus <elizabethb@brekhus.com>, Lisa Converse <Lisaconverse1@gmail.com>, converse.mark@gmail.com, Kerry Cooper <kerrywcooper@gmail.com>, encooper@yahoo.com, Jason Deitch <drjason@me.com>, Lindsay Dunham <lindsaygruberdunham@gmail.com>, Chris Dunham <cddunham@yahoo.com>, Kara Fisher <kara_fisher@mac.com>, Fisher Josh <joshcfisher@gmail.com>, Shawn Gillam <shawn@shawnmillerassociates.com>, Matt Gillam <Matt.gillam@eeginc.com>, James Goodyear <rob@westeye.com>, Betsy Hershfield-Cohen <Betsyhershfieldcohen@gmail.com>, Annie <Anniebetsy@comcast.net>, Gary Feazell <feazellgary4@gmail.com>, Kathryn Hohenrieder <khohenrieder@gmail.com>, Beth Goodyear <beth@brandup.com>, shohenrieder@gmail.com, wendy huck <wendy.huck@gmail.com>, Jay Huck <jurgenhuck@gmail.com>, davidkallmeyer@gmail.com, Leah Knight <homrig@aol.com>, Amy Leon <amyleon3666@comcast.net>, Jeff Leon <jleon@hlaventures.com>, Jean Navajas Lindsay <jean@lindsayfamily.org>, Noel Lindsay <noel@lindsayfamily.org>, Jennifer Maxwell <runningrose@comcast.net>, Traci McCarty <traci.mccarty@gmail.com>, Sara Milani <sarabfiske@yahoo.com>, gmi@stanford.edu, Kim Fullerton <kimmyfullerton@yahoo.com>, CaJEM Journal <caljem@gmail.com>, Paris Royo <paris@royodev.com>, Martha Royo <martha@royodev.com>, Amy Sagues <asagues@gmail.com>, Matt <msagues@gmail.com>, Jeanine Samuel <jeaninesamuel@yahoo.com>, Dave Samuel <dave@davesamuel.com>, Temple Schauble <temple.schauble@gmail.com>, bschauble@gmail.com, Andria Langenberg & Lyle Shlager <andrialyle@comcast.net>, Caroline Shlain <caroline_shlain@yahoo.com>, jordan@privatemedical.org, Selma Hougeir <saloum21@yahoo.com>, ghassanshuwayhat@gmail.com, Marney Solle <msolle@terramb.com>, chris@sollewines.com, Julie Stoll <julstoll@gmail.com>, astoll@stoll-law.com, Eileen Thau <eileen.thau@gmail.com>, kmthau@gmail.com, Mm Tornga <mmshore@aol.com>, ttornga@gmail.com, Pilar Torresi <pilar12@gmail.com>, torresi@me.com, Alexandra Treene <atreene@sbcglobal.net>, jefftreene@sbcglobal.net, Melanie Deitch <melaniedeitch@gmail.com>

Subject: Re: Branson School - invite to a kick-off event on July 18--CORRECTION!

Hi Again!

Thanks to the many of you who responded back to me on this event. Unfortunately, I let the cat out of the bag too soon! The **July 18** event is specifically for *training petition circulators only!* But please stay tuned, Ross resident community/neighborhood gatherings around this initiative will be held soon after the petition campaign is completed and submitted (submission date is August 18), and I will let you know about those events once they are scheduled. Also, if you are interested in hosting such a neighborhood gathering, please reach out to me!

Thanks so much,

Maria Kallmeyer

On July 8, 2019 at 1:21 PM, Maria Kallmeyer <mkallmeyer@mac.com> wrote:

Hi Ross School Class of 2018 Friends,

I hope your summer is off to a great start! I wanted to send you some information about an event coming up on July 18. You can read the details in the attached letter, but in summary, as Branson nears its centennial year, a strategic plan has been put into place that includes an initiative to incrementally increase the size of the student body over the next several years. In order to do so, Branson must go before the voters of Ross with a ballot measure for the March 3, 2020 election to seek their approval for this increase.

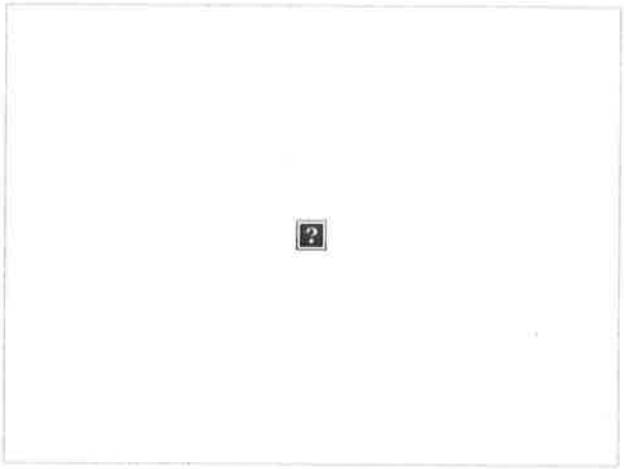
A lot of thought and planning has gone into this, and my email to you is to bring it to your attention and invite you to participate in forthcoming discussions as Ross residents. Our Board Chair, Claudia Lewis, asked me to reach out to my Ross connections and spread the word about upcoming communications regarding this ballot measure in order to facilitate fruitful feedback and conversation.

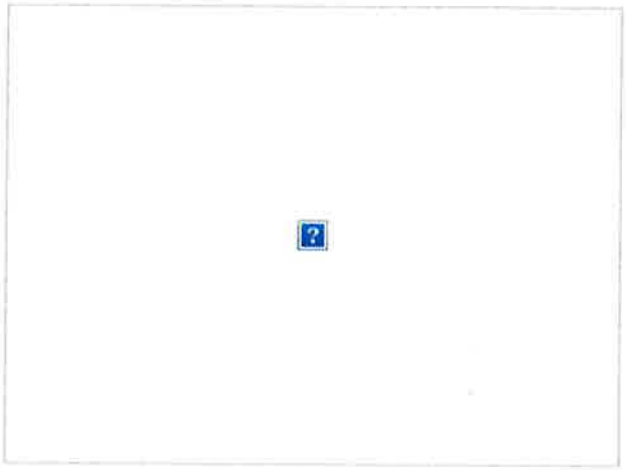
Speaking from personal experience (I've been on staff at Branson for two years), Chris Mazzola, Branson's Head of School, is a fabulous leader with a big heart for the school and its surrounding community; she also is a very approachable and open minded individual. I hope you consider attending the July 18 event to find out more about this and other centennial-related initiatives.

Thank you,

Maria Kallmeyer
Gwen and Schuyler's mom

Daily truck parking on Fernhill near Glenwood Avenue delivering food to Branson campus. This truck causes a very dangerous condition whereby drivers coming from both directions have to go around it. It is only a matter of time before additional accidents happen as a result of oversized vehicles and excessive traffic stemming from Branson. This will only increase with larger student population.





Traci

Traci McCarty
Vice President, Investor Relations
BioMarin Pharmaceutical, Inc.
Direct: 415.455.7558
Cell: 415.827.9367

Gil & Kelli Fleitas
86 Glenwood Avenue #641
Ross, CA 94957
(415) 425-2300
Fleitas@mac.com

January 3, 2022

Dear Ross Town Council:

I am writing in support of the Branson School's request to amend their existing Use Permit to increase their student enrollment from 320 to 420.

Along with my wife (Kelli) and two kids, I have lived at 86 Glenwood Avenue since September 2009, and during that time, our family has never been bothered by the students, or even traffic, associated with the Branson school and its operations.

That said, during my recent participation in a local neighborhood group (led by Molly Gamble) which met a few times with Branson's leadership team, I came to more fully appreciate the valid concerns and different experiences of my Ross neighbors. I also came to fully appreciate Branson's sincere intentions, coupled with their willingness to listen *and act*, to address the school's various impacts on the local and general Ross community.

Having served as a Board member of two private Quaker schools facing similar challenges to Branson's, I do understand the complex institutional requirements faced by a private school to remain competitive and, most importantly, relevant in a society ever evolving. My meetings with Branson have convinced me that their petition for growth is indeed necessary, not optional. Further, if their petition is approved, I do believe the benefits will accrue beyond Branson, but also to the communities into which their students eventually live, work, and serve.

Traffic impacts are the most obvious and immediate issues that need to be addressed. I've seen firsthand Branson's traffic mitigation plans improve over the past year, largely guided by and responsive to community input, and, to be frank, by Branson's true desire to be as good a neighbor as possible. Together, I believe that the Town of Ross and Branson can continue to improve the plan, in an ongoing manner, to balance the interests of both. It is indeed even feasible to go beyond a "net zero" impact by improving the traffic situation from where it stands today.

Addressing the financial impacts on the town budget, an item not covered meaningfully during our neighborhood group meetings with Branson, is perhaps the thorniest of all issues. To be honest, I see both sides of the issue, and while I would hope that some mitigation could be offered by Branson, I also understand the issue of setting such a precedent for a nonprofit. I hope the parties can engage in a mutually productive discussion on the topic and find some common ground.

I'd be remiss if I didn't also mention my desire as a community member that we explore ways to include Branson further into the beautiful Ross community of which it is a part, something I believe they would most welcome. With their facilities and able students, faculty, and administrators, it is a loss to us all that Branson's resources not be deployed where appropriate.

Thank you all for your diligence, thoughtfulness, and openness to listening and working with Branson to find solutions to problems, and to capitalize on opportunities that contribute to the greater good.

Sincerely,

Gil & Kelli Fleitas

PS. While not germane to our decision to support Branson's expansion request, I want to also acknowledge Branson's active participation in our efforts to build out *RossReady*. I believe they can and will become an important pillar and contributor to building community resiliency in the face of mounting concerns over fires, floods, and the ever present threat of earthquakes.

Patrick Streeter

From: Kristen Higgins <krisblynn@aol.com>
Sent: Sunday, November 14, 2021 7:48 PM
To: CouncilAll; Patrick Streeter
Subject: Branson Application to Ross Town Council

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Mr. Patrick Streeter and the members of the Ross Town Council,

My husband, Patrick, and I are writing to you today concerning the application for increased enrollment at The Branson School.
As residents of Ross since 2016, we educated ourselves and subsequently voted in favor of Measure F back in March of 2020. As we have learned, Branson's application to the town was complete in April of 2021. We recently attended a meeting on the Branson campus to update the residents of Ross on the progress of Branson's application. We were very impressed with the level of attention and care that the school has taken in order to assure the neighbors they will not be negatively impacted by the school's expansion. We have been residents of two homes on different streets that both are adjacent to Ross School (Lagunitas Road and now Redwood Drive). We are no strangers to the negative effects of various traffic issues related to school pick up/drop off and parking. However, we weigh the many benefits of Ross School to the small number of inconveniences we experience as neighbors of the school. Branson is doing an excellent job managing traffic with safety being of the utmost concern and with minimal impact on the neighborhood. It seems that Branson has been cooperative with the town's inquiries. We are writing today in hopes that Branson's application will be added to the council meeting scheduled for December 9th, 2021 so that the members of the council can vote on this matter.

Thank you for your attention.

Sincerely,

Kristen and Patrick Higgins
45 Redwood Drive

Patrick Streeter

From: Ted Williams <TedW@SpringbokPartners.com>
Sent: Friday, December 10, 2021 12:24 PM
To: Elizabeth Robbins; Patrick Streeter; Christa Johnson - Town Manager
Subject: Branson application

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Mayor Robbins, Patrick, and Christa,
It has come to my attention that Branson is not on the agenda for the January meeting. My children are too old to go to Branson, so I have no "dog in this hunt". We have been a Branson neighbor (61 Glenwood) for 25 years. It seems to me they have fulfilled their requirements to have their case heard. More importantly, the citizens of Ross have signaled their interest in adjudicating this matter.
Why has this been put off again?
Sincerely,

Ted Williams

Ted Williams
SPRINGBOK PARTNERS
tedw@springbokpartners.com
T - 415-464-9960 | C- 415-602-4560 | F - 415-493-0854
E – tedw@springbokpartners.com

Katrina Russek, Assistant
Direct: 415-464-9963
katrina@springbokpartners.com

80 East Sir Francis Drake Blvd | Suite 4C | Larkspur, CA 94939

Linda Lopez

From: Christa Johnson - Town Manager
Sent: Thursday, January 6, 2022 4:44 PM
To: Patrick Streeter; Linda Lopez
Subject: FW: Branson School

Christa Johnson
Town Manager, Town of Ross
PO Box 320
Ross, CA 94957-0320
415-453-1453 x107
cjohnson@townofross.org

From: John Lennon <chimera22@comcast.net>
Sent: Thursday, January 6, 2022 4:07 PM
To: CouncilAll <towncouncil@townofross.org>
Subject: Branson School

Dear Town Council Members,

My wife and I have lived at 10 Circle Drive since 1995. The Branson School has been a good neighbor for all that time. There has never been an issue with too many students or traffic. We see no reason to deny them the student increase.

Sincerely,
John Lennon
Mary Rathbun

Linda Lopez

From: Christa Johnson - Town Manager
Sent: Friday, January 7, 2022 10:36 AM
To: Patrick Streeter; Linda Lopez
Subject: FW: Support for Branson

Christa Johnson
Town Manager, Town of Ross
PO Box 320
Ross, CA 94957-0320
415-453-1453 x107
cjohnson@townofross.org

-----Original Message-----
From: John <john@bcpartnersinc.com>
Sent: Thursday, January 6, 2022 7:27 PM
To: CouncilAll <towncouncil@townofross.org>
Subject: Support for Branson

Dear town council members,

I own my home and live in Ross and have been for the last 20 years. Both my children went to the Branson school and have had very successful lives and careers following the exceptional education they received there. Branson is a major asset to our town and its residents and should be recognized as such.
The school cannot financially survive with its current enrollment of 320 as evidenced by the fact that most of his peers schools have enrollments of at least 400 or more. If we want to keep a quality private school in our town we need to allow Branson to increase its enrollment. Yes it may cause a little more traffic but the benefits we receive from having such a high-quality educational institution in our own neighborhood is well worth it.

I support the school's application and encourage you to do the same as well. Thank you very much for your consideration .

John Shalavi
122 Winding Way
Ross

Sent from my iPhone

Linda Lopez

From: Christa Johnson - Town Manager
Sent: Friday, January 7, 2022 10:35 AM
To: Patrick Streeter; Linda Lopez
Subject: FW: Approval of The Branson School expansion plan

Christa Johnson
Town Manager, Town of Ross
PO Box 320
Ross, CA 94957-0320
415-453-1453 x107
cjohnson@townofross.org

From: Larry Slayen <lslayen@gmail.com>
Sent: Thursday, January 6, 2022 9:09 PM
To: CouncilAll <towncouncil@townofross.org>
Subject: Approval of The Branson School expansion plan

To Members of the Ross Town Council,

We are residents of Ross and we are both proud and grateful to have a school like The Branson School in our community. Both of our sons and now two of our grandchildren attend classes there, so we see students adding to our community through their volunteer work, plus we enjoy cultural and athletic performances that are open to the public.

We were hesitant about the increased traffic in the area, but The Branson School, with professional planners, has developed a very specific traffic plan that has allayed our concerns.

The increase of one hundred students, over a four year period, will allow The Branson School to expand their curriculum, attract superior teachers and remain the asset that the school is to our community and beyond.

As the voters did with Measure F, please approve The Branson School's expansion plans.

Thank you.

Larry and Jackie Slayen
50 Willow Ave.
Ross, Ca. 94957