BRANSON

The Branson School Transportation Demand Management Plan (2022)

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FINAL PLAN – FEBRUARY 15, 2022

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 of 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 270-367 trips per day.

To ensure the efficacy of this plan, Branson has committed to a traffic monitoring program with annual compliance.

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.

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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 an 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, The Branson School 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 Catholic Youth Organization (CYO) 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, shuttle, or parent pick-up. Student carpools are less feasible in the afternoon due to students' different after school schedules and destinations. However, Branson provides 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)

Travel Mode	Morning Arrival			Afterschool 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 & 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)

Travel Mode	Morning Arrival			Afterschool Departure		
	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 TDMP 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 per 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 CYO basketball league using the Branson campus.

The next sections present various transportation demand management strategies available to Branson to accomplish the necessary reductions. 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 Branson 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		
			Net-neutral	Better than Net-neutral	Difference
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)		

#	TDM Strategy	Total Trips Reduced
	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
	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 TDMP describe elements of the various strategies that would successfully decrease vehicle-trips to and from the Branson campus.

Strategy 1: Creation of 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 which shall be open to all households residing on Circle Drive, Fernhill Avenue, Glenwood Avenue, Norwood Avenue, Hillgirt Drive, and Bolinas Avenue and representatives of the Town of Ross. Branson commits to meetings with the Neighborhood Partnership Group once each semester, following the Fall Monitoring Period and Spring Monitoring Period, and shall use best efforts to publicize the meetings on their website and other online tools and notify the Town Manager, Town Police Chief and Town Planning Director at least one week in advance of the date, time and location of the meetings.
- 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 one half hour before and one half hour after the beginning of the regular school day
- No parent pick-ups of solo students on campus between one half hour before and one hour after the end of the regular school day

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 pick-up 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 the College of Marin 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 cars 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 pick-up 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.

Strategies 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 $1,000 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 who 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 at all times to student carpools 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:

- Hold the number of on-campus events to current baseline levels, as shown in the 2018-2019 school calendar.
- 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 3. The Director of Parking, Traffic and Safety will implement this plan and will provide the Town each fall with access to an online 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 TDMP will be implemented by the Branson Administration subject to the review and oversight of the Town of Ross, at the sole cost and expense of The Branson School, in accordance with the Amended and Restated Conditions of Approval approved by the Ross Town Council pursuant to Resolution No. 2233, adopted February 15, 2022 ("Conditions of Approval") (Appendix 4). Defined terms as set forth in the Conditions of Approval shall have the same meaning as and are hereby incorporated into this TDMP by this reference.

Quantitative Monitoring and Annual Enrollment

An Annual Monitoring Report will be prepared to assess the TDMP in accordance with Condition No. 18 of the Conditions of Approval. For the purposes of the Annual Monitoring Report, a violation of the "Average Daily Trip Limit" is defined as follows:

- An average Monday through Friday daily trip count above 912 trips (i.e., the average of 860 trips plus a 6 percent buffer, approximately one-half standard deviation).

In the event the Annual Monitoring Report identifies a violation of the Average Daily Trip Limit defined above, the Annual Enrollment Maximum shall be adjusted as provided pursuant to Condition No. 1 of the Conditions of Approval.

Additional Monitoring Methods

In addition to quantitative trip count monitoring outlined above and at the suggestion of the neighborhood working group, Branson shall deploy a minimum of three qualified traffic monitors to patrol neighborhood streets impacted by School traffic and campus vehicle access points, including but not limited to the Schools front gate and back parking lot entrance, the intersection of Fernhill and Shady Lane, the intersection of Bolinas and Shady Lane, and the intersection of Bolinas and Waverly to enforce parking limitations and transportation demand management measures during the morning and afternoon peak period Monday through Friday and during all weekend special events. Branson may deploy more than three monitors to the extent it is deemed necessary by Branson. Monitors shall park on property owned or otherwise controlled by The Branson School.

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.

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.

The 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 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 Definitions

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.

Scenario Comparison

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.[2] 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 2 provides the detailed methodology outlining the process and assumptions made for residential addresses and commute modes.

2 Steinberg, 2013.

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

	Existing Conditions		Future Conditions	
Travel Mode	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

	Existing Conditions		Future Conditions	
Travel Mode	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).[3] 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, 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 trips 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.

3 Fehr & Peers, 2020. "2015 & 2040 TAMDM Marin County VMT Estimates". https://2b0kd44aw6t-b3js4ja3jprp6-wpengine.netdna-ssl.com/wp-content/uploads/2021/01/TAMDM_Development_Report_9-1-2020.pdf

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 ease traffic not only 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 TDMP 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

Appendix 1: Sample Trip Reduction Outcome

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: Branson VMT Data Analysis Methodology

Appendix 2: 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

Appendix 3: Special Events Plan

The Branson School
Special Events - Parking & Transportation

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 of students, employees and visitors at Branson. 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.

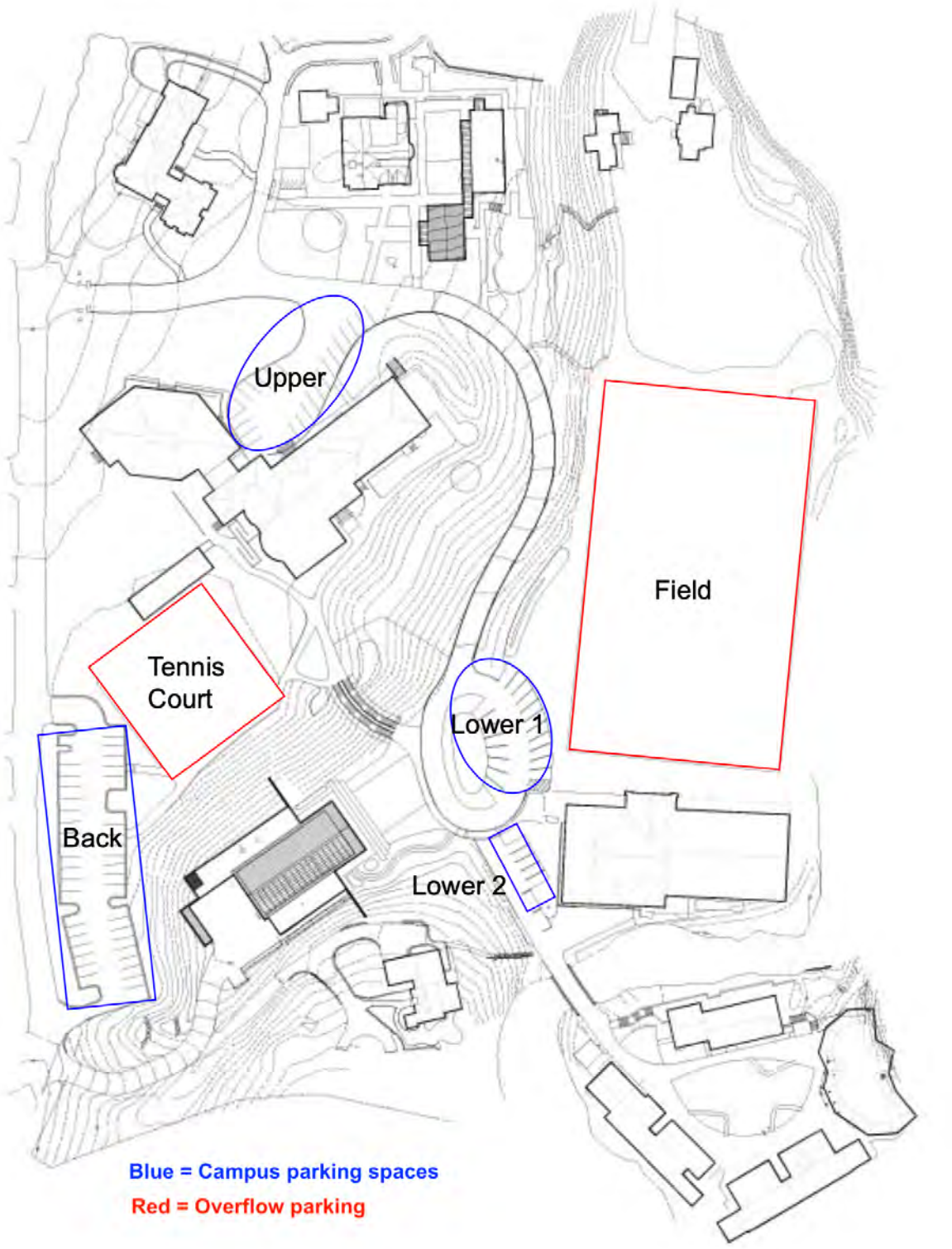
Day of Event: Branson School staff are present to manage arrival, parking, and departure on the day of any large event needing extra support. There are two types of special events - those that require only on-campus parking and those that require parking in excess of what is available on campus.

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 the College of Marin and special shuttle service is provided.

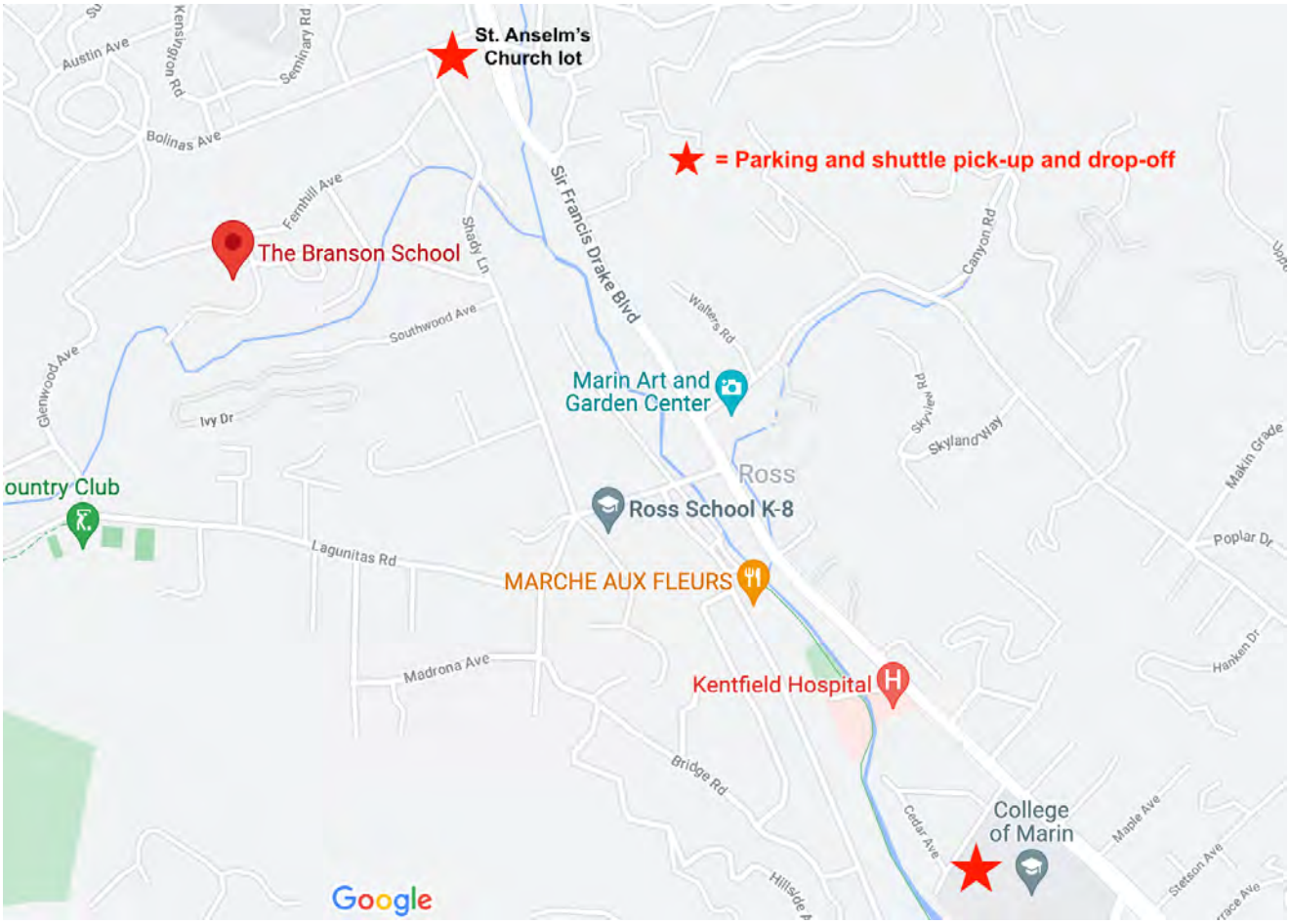
Addendum 1 to this document is an on-campus parking map indicating these areas and the number of cars each area can accommodate. Should the event exceed the capacity of campus parking, a licensed shuttle service will be engaged to shuttle attendees to and from off-site parking locations which include the nearby St. Anselm's Church lot on the corner of Bolinas and Sir Francis Drake Blvd. and a parking lot at the 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 4: Ross Town Council Resolution No. 2233

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; Final Plan - 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 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 with the *successful implementation* of the TDMP strategies there would be a net increase in vehicle trips to the Project Site 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, which includes the implementation of the TDMP, is eligible for a Class 14 CEQA exemption pursuant to State CEQA Guidelines Section 15314 and no additional environmental review is required, however, the Town Council has identified concerns related to the TDMP monitoring protocol, TDMP strategies, and remedies for violation of the Average Daily Trip Limit set forth in the TDMP; and

WHEREAS, in connection with the consideration of the Project application for a use permit to increase the allowable student enrollment by 100 students and implementation of the TDMP,

Section 18.44.030 of the Ross Municipal Code requires the Town Council to find that the Project *"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, under the circumstances of the particular case, be detrimental to the public welfare or injurious to property or improvements in the neighborhood"* surrounding the Project Site; and

WHEREAS, the requested enrollment of 420 students represents an increase of 31.25% over the existing enrollment, and beyond issues related to the efficacy of the TDMP monitoring protocols, TDMP strategies, and remedies for violation of the Average Daily Trip Limit as a means to maintain net neutral traffic notwithstanding the increased enrollment, the 31.25% increase in enrollment will also affect the level of use of on-site athletic facilities and related increases in noise and activity at the Project Site extending into the evening hours, which collectively represent potential impediments to the peace, comfort, convenience and general welfare of persons residing in the vicinity of the Project Site; and

WHEREAS, the Project Site is presently used by The Branson School for varied outdoor non-athletic events, such as the All School Welcome BBQ, attended by students and members of their families (parents, siblings, grandparents, etc.), at which The Branson School is authorized to utilize amplified sound, yet with the 31.25% increase in student enrollment there is the potential for the intensity of these events, both in terms of numbers of people and noise, to increase significantly beyond current levels necessitating the need for increased use of amplified sound systems to communicate with the ever increasing number of attendees to the detriment of the peace, comfort, convenience and general welfare of persons residing in the vicinity of the Project Site; and

WHEREAS, on January 13, 2022, at 6:00 p.m., in accordance with the requirement of Section 18.44.020, the Town Council held a duly noticed public hearing to consider the proposed Project, which, following conclusion of the public hearing, commencement of deliberation by the Town Council and direction to Town staff, was thereafter continued to a noticed special meeting held on Tuesday, February 8, 2022, at 5:00 p.m., and which, following conclusion of public comment and further deliberation by the Town Council and direction to Town staff, was continued to Tuesday, February 15, at 8:30 a.m. (collectively, the "**Public Meetings**"); now, therefore, be it

RESOLVED, that the Town Council of the Town of Ross, having carefully reviewed and considered the staff reports and all attachments thereto presented as part of the agenda for said Public Meetings, including this Resolution and the Amended and Restated Conditions of Approval ("**Conditions of Approval**"), attached hereto as Exhibit A and incorporated herein by this reference, any and all timely submitted correspondence, all information submitted at or prior to the Public Meetings, and all public comment and testimony presented at the Public Meetings (collectively, the "**Record**"), does hereby find and determine based upon the aforementioned Record as follows:

1. The Conditions of Approval are designed to ensure that the Project *"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, under the circumstances of the particular case, be detrimental to the public welfare or injurious to property or improvements in the neighborhood*" surrounding the Project Site, and in particular:

- Condition No. 18 of the Conditions of Approval, which affects the TDMP monitoring protocol, is designed to ensure that the monitoring protocol is sufficiently robust to provide a strong level of comfort to the Town Council that the monitoring data is sufficient, reliable and representative of typical conditions, against which the TDMP's promise of net neutral traffic can be measured, is within the range of current traffic engineering practice, and thus serves to guarantee that any increase in Project related traffic 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; and

- Condition Nos. 1 and 3 of the Conditions of Approval, which affect the TDMP strategies and remedies for violation of the Average Daily Trip Limit as established by the TDMP, are designed to enhance the efficacy of the TDMP strategies, and ensure that the remedy for violations of the Average Daily Trip Limit are proportional to the violation and designed to immediately assist the Project's return to net neutral traffic through proportional reductions to the allowable Annual Enrollment Maximum, while providing The Branson School the ability to return the allowable Annual Enrollment Maximum back to the Maximum Enrollment Cap in the next academic calendar year through correction and cure of the violation as adjudged in the next Annual Monitoring Report, and thus serves to guarantee that any increase in Project related traffic 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; and

- Condition Nos. 11 and 12 of the Conditions of Approval, which establish days and hours of the week that athletic facilities may be used by The Branson School and outside organizations, are designed to ameliorate impacts to noise and general disturbance from increased activities at the Project Site attributable to the increased enrollment, and therefore serve to guarantee that increases in Project related activities will not be detrimental to the quiet enjoyment, peace, comfort, convenience and general welfare of persons residing in the vicinity of the Project Site; and

- Condition No. 13 of the Conditions of Approval, which extends the existing prohibition on use of amplified equipment or sound systems at outdoor athletic events, and limits the use of amplified sound to no more than ten (10) outdoor non-athletic events, seven (7) of which must end no later than 7:00 p.m., and three (3) of which must end no later than 10:00 p.m., are designed to ameliorate impacts to noise and general disturbance from the increased intensity of activities at the Project Site attributable to the increased enrollment, and therefore serve to guarantee that increases in the intensity of Project related activities will

not be detrimental to the quiet enjoyment, peace, comfort, convenience and general welfare of persons residing in the vicinity of the Project Site; and

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 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; and

3. That the Project, inclusive of the TDMP, as amended by the Conditions of Approval, 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; and

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

5. The 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 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; and

6. 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.

FURTHER RESOLVED, THAT THIS RESOLUTION IS HEREBY APPROVED AND ADOPTED, by the Ross Town Council at its continued special meeting held on Tuesday, the 15th day of February 2022, by the following vote:

AYES: Council Members Robbins, Brekhus, Kircher, Kuhl, McMillan

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 2025/2026 academic calendar year and all subsequent academic calendar years (each a "**Maximum Enrollment Cap**"). Commencing with the 2022/2023 academic calendar year and each academic year thereafter, The Branson School may enroll no more students than as provided in the then applicable Maximum Enrollment Cap less the Trip Limit Violation Enrollment Reduction, if applicable, but in no event below 320 students (the "**Annual Enrollment Maximum**"). In the event an enrolled student withdraws or otherwise is dismissed from The Branson School, that enrollment slot may be filled by The Branson School at any grade level and shall be counted towards the then applicable Annual Enrollment Maximum.

   Commencing February 1, 2023, and each February 1 of each calendar year thereafter, concurrent with the submission of the Annual Monitoring Report to the Town Manager pursuant to Condition of Approval No. 18 below, The Branson School shall submit to the Town Manager its recommendation of the Annual Enrollment Maximum for the upcoming academic calendar year, based upon the findings in the Annual Monitoring Report and calculated as follows:

   a. Commencing with the 2023/2024 academic calendar year and each academic calendar year thereafter, for each 2.69 vehicle trips determined to be in excess of the Average Daily Trip Limit set forth in the TDMP pursuant to the Annual Monitoring Report prepared for the calendar year preceding the calendar year in which the academic calendar year at issue commences, the Maximum Enrollment Cap for the academic calendar year at issue shall be reduced by 1 student, up to a maximum of 25 students ("**Trip Limit Violation Enrollment Reduction**").

   b. Once The Branson School has reached an enrollment of 420 students and operated without a Trip Limit Violation Enrollment Reduction for one year thereafter, in the event The Branson School violates the Average Daily Trip Limit set forth in the TDMP pursuant to an Annual Monitoring Report prepared for the calendar year preceding the calendar year in which the academic calendar year at issue commences, then such violation shall be accounted for as follows[1]:

[1] An example of the application of subsection 1.b.(i) and 1.b.(ii) to a hypothetical set of assumptions is attached as Attachment 1 to these Amended and Restated Conditions of Approval.

(i) for the first violation as indicated in an Annual Monitoring Report, and all subsequent odd numbered (i.e. 3rd, 5th, 7th, etc.) violations thereafter, The Branson School shall pay to the Town a fine of $100,000.00, without deduction or set-off for any amounts due or claimed by The Branson School from the Town, if and only if the immediately following Annual Monitoring Report indicates that The Branson School remains in violation of the Average Daily Trip Limit set forth in the TDMP, and in such event The Branson School shall pay to the Town said fine within sixty (60) calendar days following the date of said following Annual Monitoring Report and will be subject to a Trip Limit Violation Enrollment Reduction against the Maximum Enrollment Cap in accordance with subsection (ii) below; and

(ii) for the second violation as indicated in an Annual Monitoring Report, and all subsequent even numbered (i.e. 4th, 6th, 8th, etc.) violations thereafter, a Trip Limit Violation Enrollment Reduction will be imposed against the Maximum Enrollment Cap and said enrollment reduction shall carry over to subsequent academic calendar years, and any subsequent Trip Limit Violation Enrollment Reductions to the Maximum Enrollment Cap shall apply cumulatively until such time that The Branson School has not violated the Average Daily Trip Limit set forth in the TDMP pursuant to an Annual Monitoring Report prepared for a subsequent calendar year, at which time the Annual Enrollment Maximum shall reset to the Maximum Enrollment Cap.

In the event The Branson School fails to prepare or timely submit the Annual Monitoring Report, or fails to prepare or timely submit its recommendation of the Annual Enrollment Maximum for the Town's review and approval, the Annual Enrollment Maximum for the upcoming academic calendar year shall be the Maximum Enrollment Cap less 25 students. The Town Manager, or her or his designee, with the assistance of a transportation consultant retained by the Town, subject to reimbursement by Branson in accordance with Condition of Approval No. 19 below, shall review the Annual Monitoring Report and The Branson School's recommendation of the Annual Enrollment Maximum and shall, within thirty (30) calendar days of receipt, either approve or modify the Annual Enrollment Maximum recommended by The Branson School and thereafter issue in writing, by March 1 of each year, the Town's determination of the Annual Enrollment Maximum for the upcoming academic calendar year, which determination shall be final.

Actual student enrollment at The Branson School in excess of the then allowable Annual Enrollment Maximum shall constitute a separate and distinct violation of this condition for each and every student enrolled in excess of said Annual Enrollment Maximum and for each and every instructional day of the then applicable academic calendar year that said student or students are enrolled.

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 implement the provisions of the Transportation Demand Management Plan, labeled Final Plan - December 2021, prepared by Parisi Transportation Consulting ("**TDMP**"), as amended by these Amended and Restated Conditions of Approval, to maintain compliance with the Average Daily Trip Limit, as defined in the TDMP as amended, as long as the Project Site is being used in reliance upon the terms and conditions of this use permit. The TDMP is hereby amended as follows:

   a. The Executive Summary of the TDMP is hereby amended to revise the last two sentences of the fourth paragraph in their entirety to read as follows:

      "*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~~.*"

   b. Strategy 1: Create A Neighborhood Partnership Group, within Chapter 3, Transportation Demand Management Measures of the TDMP, is hereby amended to revise the first bullet following the first paragraph in its entirety to read as follows:

      "*Organize an ongoing Neighborhood Partnership Group to enhance community relations and communications which shall be open to all households residing on Circle Drive, Fernhill Avenue, Glenwood Avenue, Norwood Avenue, Hillgirt Drive, and Bolinas Avenue and representatives of the Town of Ross. Branson commits to meetings with the Neighborhood Partnership Group once each semester, following the Fall Monitoring Period and Spring ~~traffic~~ Monitoring Periods~~,~~ and shall use best efforts to publicize the meetings on their website and other online tools and notify the Town Manager, Town Police Chief and Town Planning Director at least one week in advance of the date, time and location of the meetings.*"

   c. Strategy 2A: Increased Remote Drop Off And Pick Up (Remote Parent Drop Off & Pick Up), within Chapter 3, Transportation Demand Management Measures of the TDMP, is hereby amended to revise the first and second bullet following the second paragraph in its entirety to read as follows:

      "*No parent drop offs of solo student trips to campus between ~~8:00 am and 9:00 am~~ one half hour before and one half hour after the beginning of the regular school day.*

No parent pick-ups of solo students on campus between ~~2:30 pm and 3:30 pm~~ one half hour before and one hour after the end of the regular school day."

d. Chapter 4, TDM Monitoring Plan of the TDMP, is hereby amended to delete the Chapter in its entirety and revise it to read as follows:

"4. TDM Monitoring Plan

This Transportation Demand Management Plan ("TDMP") will be implemented by the Branson Administration subject to the review and oversight of the Town of Ross, at the sole cost and expense of The Branson School, in accordance with the Amended and Restated Conditions of Approval approved by the Ross Town Council pursuant to Resolution No. 2233, adopted February 15, 2022 ("Conditions of Approval") (Appendix 4). Defined terms as set forth in the Conditions of Approval shall have the same meaning as and are hereby incorporated into this TDMP by this reference.

QUANTITATIVE MONITORING AND ANNUAL ENROLLMENT

An Annual Monitoring Report will be prepared to assess the TDMP in accordance with Condition No. 18 of the Conditions of Approval. For the purposes of the Annual Monitoring Report, a violation of the "Average Daily Trip Limit" is defined as follows:

- An average Monday through Friday daily trip count above 912 trips (i.e., the average of 860 trips plus a 6 percent buffer, approximately one-half standard deviation).

In the event the Annual Monitoring Report identifies a violation of the Average Daily Trip Limit defined above, the Annual Enrollment Maximum shall be adjusted as provided pursuant to Condition No. 1 of the Conditions of Approval.

ADDITIONAL MONITORING METHODS

In addition to quantitative trip count monitoring outlined above and at the suggestion of the neighborhood working group, Branson shall deploy a minimum of three qualified traffic monitors to patrol neighborhood streets impacted by School traffic and campus vehicle access points, including but not limited to the School's front gate and back parking lot entrance, the intersection of Fernhill and Shady Lane, the intersection of Bolinas and Shady Lane, and the intersection of

Bolinas and Waverly to enforce parking limitations and transportation demand management measures during the morning and afternoon peak period Monday through Friday and during all weekend special events. Branson may deploy more than three monitors to the extent it is deemed necessary by Branson. Monitors shall park on property owned or otherwise controlled by The Branson School.

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)."

Within thirty (30) calendar days following the adoption of Resolution No. 2233 by the Ross Town Council, The Branson School shall revise the TDMP, as amended by this Condition of Approval No. 3, label it "Final Plan – February 15, 2022", amend the Table of Contents to add "Appendix 4: Ross Town Council Resolution No. 2233", add said Resolution No. 2233 as Appendix 4 to the TDMP, and submit the TDMP as revised to Town Staff. Town Staff shall thereafter review the TDMP as revised for conformance with this Condition of Approval No. 3, and upon confirmation that the TDMP as revised conforms to this Condition of Approval No. 3, said TDMP as revised shall constitute the TDMP for the Project Site.

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, The Branson School shall provide and file with the Town a signed affidavit under penalty of perjury that is true and correct indicating the number of students enrolled in The Branson School does not exceed the students as provided in Condition 1, 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. [Intentionally Left Blank]

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 during the academic calendar year.
b. Hours of use shall be limited to 9 am to 7:30 p.m. Monday through Friday 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 and 8 a.m. to 9 p.m. on Saturday during the academic calendar year.
b. Hours of use shall be limited to 8 a.m. to 9 p.m. Monday through Saturday 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 by permission of Town Staff on a case by case basis. If in question, the determination as to whether an organization is considered youth-oriented will be made by the Ross Town Manager 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 outdoor athletic events held on the Project Site or any other use of outdoor 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 outdoor facilities on the Project Site, excluding use related to outdoor athletic events, for no more than ten (10) outdoor special events each year, seven (7) of which may end no later than 7 p.m., and three (3) of which may end no later than 10 pm. The Branson School shall use best efforts to disclose on their website the events that will use amplified sound as soon as the timing of such events is determined.

    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, and parents or friends thereof 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.

17. As provided pursuant to Section 18.44.040 of the Ross Municipal Code, the use of the Project Site, as permitted and authorized pursuant to the terms of this use permit, shall be established and conducted in conformity with the terms of this use permit and these Amended and Restated Conditions of Approval. Pursuant to Section 18.64.040 of the Ross Municipal Code, any violation of one or more of these Amended and Restated Conditions of Approval is a public nuisance, as defined in Section 9.04.100 (6) of the Ross Municipal Code, for each such violation, which may be abated as provided by law, including but not limited to the provisions of Chapter 9.04 of the Ross Municipal Code, which provides for the abatement of public nuisances, imposition of administrative penalties, and recovery of costs of abatement and attorneys' fees.

18. Commencing with the 2022/2023 academic calendar year, in order to implement the TDMP, The Branson School shall, at its sole cost and expense, cause an independent third party transportation consultant, approved by the Town, to conduct the monitoring of campus-wide vehicle trips during (i) the fall term of each academic year for a total of forty (40) days between mid-September and mid-November, and in no event later than the last Friday before the week of Thanksgiving holiday ("**Fall Monitoring Period**"), and (ii) the spring term of each academic year for a total of forty (40) days between the beginning of February and end of April ("**Spring Monitoring Period**"), for as long as the Project Site is being used in reliance upon the terms and conditions of this use permit. In no event shall either the Fall Monitoring Period or Spring Monitoring Period include daily trip data from Saturdays, Sundays, or days when The Branson School is not in session, such as during state or federal holidays or extended breaks in instruction implemented by The Branson School, such as, by way of example, winter break, mid-winter break or spring break as currently provided in The Branson School's 2021-2022 academic calendar, as said calendar may be amended by The Branson School from time to time.

    The Town, with the assistance of a transportation consultant to be retained by the Town, subject to reimbursement by Branson in accordance with Condition of Approval No. 19 below, shall approve the vehicle trip monitoring protocol and methodology to be used by the independent transportation consultant retained by Branson, including the locations of collection of trip data which shall generally be consistent with the location(s) forming the basis of the data in Chapter 2, Existing Campus Trip Generation, of the TDMP. Further, the vehicle trip monitoring protocol and methodology shall provide for the independent transportation consultant retained by Branson to release trip monitoring data collected during the Fall Monitoring Period and Spring Monitoring Period to Branson, preferably on a weekly rolling basis, or as soon thereafter as is reasonably feasible, following inspection and review of the data, to provide Branson an opportunity to make adjustments in the implementation of TDMP strategies, as it may deem advisable.

    Commencing February 1, 2023, and each February 1 of each calendar year thereafter, The Branson School shall submit and file with the Town a report, prepared by the independent

third-party transportation consultant retained by Branson, which (i) describes the vehicle trip monitoring protocol and methodology used by the consultant and approved by the Town, (ii) contains all of the vehicle trip monitoring data collected during the most recent Fall Monitoring Period and Spring Monitoring Period, (iii) provides an analysis and determination of the average daily Monday through Friday vehicle trips generated during the combined period of the most recent Fall Monitoring Period and Spring Monitoring Period, excluding ten (10) days from each of said periods with the five (5) highest and five (5) lowest vehicle trips, (iv) identifies any irregularities that occurred with any vehicle trip data collected, whether any such data was or was not included in the determination of the average daily Monday through Friday vehicle trips generated during the combined period of the most recent Fall Monitoring Period and Spring Monitoring Period, and the justification for including or excluding such data, (v) provides a determination of the number of average daily Monday through Friday vehicle trips generated during the combined period of the most recent Fall Monitoring Period and Spring Monitoring Period that are in excess of the Average Daily Trip Limit set forth in the TDMP, if any, and (vi) labels the report as "Calendar Year [Insert Appropriate Year] Annual Monitoring Report" (the "**Annual Monitoring Report**"). It is acknowledged that the Annual Monitoring Report for calendar year 2022 to be provided by The Branson School to the Town by February 1, 2023, shall only contain vehicle trip monitoring data collected during the Fall Monitoring Period of calendar year 2022.

19. On or about January 31st and July 31st of each calendar year, the Town will submit to The Branson School an invoice for the direct costs incurred by the Town for the services of a transportation consultant retained by the Town, as provided in Condition of Approval Nos. 1 and 18, as well as for the cost of Town staff providing oversight of the implementation of the TDMP, for the preceding six (6) month period. The invoice shall provide (i) a breakdown of the direct costs incurred by the Town for the services of the transportation consultant, as supported by invoices received and paid by the Town, as well as (ii) the date, number of hours, name and title of Town staff providing services, a general description of the activities performed, and billing rate. The Town shall not add any markup on the direct costs incurred by the Town for the transportation consultant. The cost for time of Town staff shall be billed at the then applicable cost recovery rate for the applicable staff. Branson shall pay the Town the amount identified in the invoice within forty-five (45) calendar days from the date of the invoice. In the event said invoice remains outstanding, in whole or in part, after the expiration of said forty-five (45) calendar day period, the amount outstanding shall bear interest at the rate of ten percent (10%) per annum, from the date of the invoice until paid in full. Any invoice submitted by the Town to The Branson School pursuant to this Condition of Approval No. 19, on or about July 31, 2022, shall cover the period from the date of the adoption of Resolution No. 2233 by the Ross Town Council, until June 30, 2022.

ATTACHMENT 1

By way of example, assume The Branson School has reached its maximum enrollment of 420 students at the end of the 2025/2026 academic calendar year and has operated without violating the Average Daily Trip Limit for one year thereafter as shown in the 2026 Annual Monitoring Report.

Thereafter, assume the Calendar Year 2030 Annual Monitoring Report identifies a violation of the Average Daily Trip Limit, such violation shall be addressed as follows:

- As this is a first violation, The Branson School shall be subject to the payment of a fine of $100,000 to the Town ***if, and only if***, the Calendar Year 2031 Annual Monitoring Report continues to identify a violation of the Average Daily Trip Limit.
- If the Calendar Year 2031 Annual Monitoring Report does not identify a violation of the Average Daily Trip Limit, then The Branson School shall not be subject to the fine for the violation identified in the Calendar Year 2030 Annual Monitoring Report.
- If the Calendar Year 2031 Annual Monitoring Report identifies a continued violation of the Average Daily Trip Limit, then The Branson School shall pay the fine of $100,000 to the Town within 60 days after the date of the Calendar Year 2031 Annual Monitoring Report.

If, as explained in our example above, the Calendar Year 2031 Annual Monitoring Report identifies a violation of the Average Daily Trip Limit, this will constitute a second violation identified in an Annual Monitoring Report. A second violation of the Average Daily Trip Limit identified in the Calendar Year 2031 Annual Monitoring Report will be subject to a proportional reduction in the maximum enrollment of 420 students for the 2032/2033 academic calendar year as follows:

- Assume that the Calendar Year 2031 Annual Monitoring Report shows a violation of the Average Daily Trip Limit of 912 trips by 27 trips. The enrollment would be reduced by 10 students (i.e. 27 trips in excess of the 912 trips divided by 2.69 trips per student), and the maximum enrollment of 420 students for the 2032/2033 academic calendar year would be reduced by 10 to a total of 410.

If, the Calendar Year 2032 Annual Monitoring Report identifies a violation of the Average Daily Trip Limit, this will constitute a third violation identified in an Annual Monitoring Report, which shall subject The Branson School to the payment of a fine, if and only if, the Calendar Year 2033 Annual Monitoring Report identifies a violation. The maximum enrollment for the 2033/2034 academic calendar year would remain the same as the 2032/2033 academic calendar year as a result of the ongoing violation.

If, the Calendar Year 2032 Annual Monitoring Report does not identify a violation of the Average Daily Trip Limit, The Branson School shall not be subject to the fine for the violation identified in

the Calendar Year 2031 Annual Monitoring Report, and the maximum enrollment for the 2033/2034 academic calendar year would revert to the maximum of 420 students.

If, the Calendar Year 2032 Annual Monitoring Report identifies a violation of the Average Daily Trip Limit, which as noted previously would constitute a third violation, and the Calendar Year 2033 Annual Monitoring Report identifies a continuing violation of the Average Daily Trip Limit, this will constitute a fourth violation identified in an Annual Monitoring Report. This fourth violation would require The Branson School to pay the fine of $100,000 to the Town within 60 days after the date of the Calendar Year 2033 Annual Monitoring Report. Further, the maximum enrollment for the 2034/2035 academic calendar year would be subject to a further proportional reduction in then maximum enrollment of 410 students, as established for the 2032/2033 academic calendar year, as a result of the ongoing violation shown in the Calendar Year 2033 Annual Monitoring Report as follows:

- Assume that the Calendar Year 2033 Annual Monitoring Report shows a violation of the Average Daily Trip Limit of 912 trips by 14 trips. The enrollment would be reduced by 5 students (i.e. 14 trips in excess of the 912 trips divided by 2.69 trips per student), and the maximum enrollment of 410 students, as established for the 2032/2033 academic calendar year, would be reduced by an additional 5 students as a result of the ongoing violation, for a maximum enrollment of 405 students for the 2034/2035 academic calendar year.

If, the Calendar Year 2032 Annual Monitoring Report identifies a violation of the Average Daily Trip Limit, which as noted previously would constitute a third violation, and the Calendar Year 2033 Annual Monitoring Report does not identify violation of the Average Daily Trip Limit, then The Branson School shall not be subject to the fine for the violation identified in the Calendar Year 2032 Annual Monitoring Report, and the maximum enrollment for the 2034/2035 academic calendar year would revert to the maximum of 420 students.

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