From:	Alex Kugelman
To:	TAM Info
Cc:	Lauren Kugelman
Subject:	Public Comment // Agenda Item 6 // Recommended Crossing Guard Location
Date:	Wednesday, April 26, 2023 4:29:09 PM

We are writing to express our support of existing crossing guards situated on SFD Blvd. It is our belief each crossing guard is vital for safety.

First, SFD is a heavily travelled thoroughfare for much of Central Marin. It is often congested with commuters. Many travel in excess of the speed limit and will proceed through yellow / red lights to speed the commute. A crossing guard is better equipped to assess motorists travelling outside safe norms and safely lead students / pedestrians across SFD.

Second, the intersection of SFD and Laurel Grove is a dangerous one. As stated above, many commuters travelling west will run yellow / red lights in order to proceed to the next traffic signal. Pedestrians and cars crossing have limited visibility due to high walls on the NE property. I have personally almost been hit when driving by cars running that light twice. And I have seen one occasion where a pedestrian was nearly hit.

Third, school mornings have substantial pedestrian and bike traffic for both Bacich Elementary and Hall Middle School students. Students on bikes often ride on sidewalks and move quickly. The presence of a crossing guard makes those students cross by walking their bikes rather than riding across. This adds to the value of having a crossing guard present.

Fourth, for certain periods of the year, travelling east on SFD can have low visibility due to the angle / height of the sun. Even cars travelling safely can have limited visibility due to these conditions. Again, a crossing guard increases visibility of pedestrian crossing and keeps those crossings organized.

Finally, Bacich elementary students residing off of Laurel Grove do not have the alternative of taking a bus. Removing the crossing guard will force more parents to drive students for safety reasons and add to existing congestion.

Thank you for your consideration.

Lauren and Alex Kugelman

From: [redacted] [Allyson Peracca]
To: TAM Info
Subject: Agenda #6
Date: Wednesday, April 26, 2023 5:00:39 PM

Hi,
This is for agenda #6.
Name: allyson peracca
Concern statement:
I am deeply concerned that you are planning to eliminate the crossing guard at Laurel Grove and Sir Francis Drake. My second grade son walks home every day. Tom, the guard, is critical for this high traffic area where cars turn very quickly and I have seen many run the red lights. Many students from Greenbrae bike to Kent and use this cross walk as well. It is integral to community safety.
Thanks

Sent from my iPhone

From: Amy Johns
To: TAM Info
Subject: Do Not Remove Bacich Crossing Guards
Date: Thursday, April 27, 2023 7:58:26 AM

Hello Transportation Authority Board,

Please retain school crossing guards at Bacich and Kent schools in Marin. These guards provide vital safe passage for hundreds of school children each day.

Thanks,
Amy Johns
Parent
Greenbrae, CA

April 27, 2023; 10:16 a.m.
Voicemail from Ann Cohen

[Transcription]

Hello, my name is Ann Cohen. My phone number is [redacted]. I'm calling regarding the list of proposed TAM crossing guard program locations. I have grandchildren that cross Sir Francis Drake at Laurel Grove every day. I have lived in Marin County for 52 years and I am very concerned that that crossing not be eliminated, it needs to be there.

I don't live in Kentfield. I live further down Sir Francis Drake in Fairfax but I go up and down that road a lot over the last 52 years and that crosswalk needs to be monitored by a crossing guard.

May 4, 2023

Dear TAM Board of Commissioners,

My name is Annalyn Chargualaf-Peluso and I am a resident of Greenbrae who spoke during public comments regarding Crossing Guard Locations last Thursday, April 27. Over the last 8 years, I've also heavily advocated for the safety of all children in the Kentfield School District in various roles as a parent volunteer and member of the District Safety Committee, the District Communications Committee, Strategic Planning Committee, and Local Control Accountability Plan Committee. Most importantly, I am a parent of school-aged children who consistently walk and/or ride their bikes to and from school, over the last 11 years.

I write to you in spite of the board's vote to move forward in approving the Recommended Crossing Guard Location Selection. While at the meeting, I was quite impressed with the healthy discussion and clarifying questions asked by the board of the project group. It seemed hopeful that the board was considering an extended discovery period to ask more questions regarding the scoring / methodology used by the project group before approving the list. At least several board members expressed concern about how the scoring was determined as some scores seemed hard to believe. It seems plausible that an audit of the scoring methodology itself was, and is still, warranted given that the safety of the community, especially children, is at risk. Further inquiry and discovery might have determined whether the 97 locations (and the additional, provisional 98-103 sites) are indeed the rightfully determined crosswalks.

At the meeting, I asked the board to consider delaying a decision to approve or accept the recommended list of crossing guard locations and to take a closer look at both quantitative data and qualitative information to validate the scores and sites on the list. Because three minutes is simply not enough to share all points about two sites in particular, I submit the following for further consideration:

Bon Air Rd. & S. Eliseo Rd. - ranked #131
Sir Francis Drake Blvd. & Bon Air Rd - ranked #132

- **Both sites are denoted in red on the recommended list as they are currently funded** with crossing guards and fell below the #96 funding cutoff in this scoring iteration of the list.
- **Both sites are part of the SafeRoutes paths that service Pedestrians, Bikers, and Scooters — regardless of age — that commute to several schools in the area** including: Ross Valley Nursery, Marin Enrichment, Bacich Elementary, Kent Middle School, Marin Catholic High School, Redwood High School, and College of Marin.

- **Both sites service Pedestrians, Bikers, and Scooters — regardless of age — to a county hospital** and are arteries that directly connect commuters to the ***county's* mass transit systems including buses, ferries, and the SMART train**. The streets also lead to a ***county* park** (located directly across from the hospital) open space, walking/bike path along the Corte Madera Creek. Locations #131 and #132 experience a high volume of community use throughout the entire day, particularly at peak times.
- **Both crosswalks scored a "3," likely well below their actual utilization numbers.** While the Scoring Criteria for locations has been utilized and updated in past years, the definition for Criterion 2 "Pedestrian" is school-aged pedestrian, TK-8th grade, which is limiting for #131 and #132 crosswalks as this is clearly a county-used artery to county-run / owned sites and should consider all ages utilizing these crosswalks.
- **Site #132 scored a "0" for Criterion 8 "Other Factors"** when, in fact, one of those factors include whether the intersection crosses over more than 4 lanes. When including right- and left-turning lanes –which ARE lanes– both Sir Francis Drake Blvd. and Bon Air Rd. at this intersection cross over 5 lanes.
- **Questions regarding the Video Count** utilized for scoring (some of which were asked by the board during the meeting):
    - **How are pedestrians truly being defined?** And why should this only count for school children grades TK-8? Shouldn't all ages be considered and counted in an area heavily trafficked by all populations to various county services and parks/outdoor space and mass transit? The Marin County Unincorporated Area Bicycle and Pedestrian Master Plan outlines what the goals are and on page 1-3 under "Pedestrians" cites challenges:

      *Marin County's beautiful scenery has long attracted pedestrians, but getting from housing areas to employment areas or transit **by foot can be challenging**. Many streets in Marin's unincorporated villages have discontinuous sidewalks and **crossing streets can be intimidating**. In some cases, adding sidewalks is expensive and is seen as taking away from a street's rustic quality. On the other hand, the trade-off in choosing to retain 'rustic' or 'rural' road characteristics **may be adverse to pedestrian and bicycle safety**.*
    - **Were bikers and scooters included in the count?** Shouldn't bikers and those on alternative modes of transportation also be included since this is also a major goal of the county – to encourage less vehicular traffic? This was not clarified in the meeting.

  - **When were the video cameras installed and for how long?** One answer given was late October / possibly November and then again "sometime in February," but this varied by site, and it was unclear for how many days. If quantitative data is paramount to scoring, then it would seem a clearly defined and easily explained set of metrics. Late fall and mid-late winter saw record rain and cold temperatures, therefore **the numbers gathered for pedestrians appear unreliable, at minimum questionable (and acknowledged as such by the board). And yet the list was approved**.
  - **How is it possible that Sir Francis Drake and Bon Air Rd. #132 — the primary artery to MarinHealth—would score a ZERO for vehicular volume?** How many angles were captured by the video cameras? And were both streets of the intersections captured with equal number of angles? If so, how can it be possible that Sir Francis Drake and Bon Air Rd. #132 — and really almost anywhere along SFD—would score a ZERO? Highly questionable. Please reference the Environmental Impact Report conducted by MarinHealth (referenced below).

- **Both sites flank MarinHealth Medical Center** — the only ***county hospital*** and the largest of the three major hospitals in the area — located at 250 Bon Air Rd. in Greenbrae, CA. Given supporting information provided later in this letter on traffic, transportation and congestion adjacent to the hospital, it seems a questionable scoring methodology was utilized given that Bon Air Rd. and S. Eliseo surprisingly scored a "3" and that Sir Francis Drake Blvd. and Bon Air Rd. scored an egregious "0."
- **MarinHealth Medical Center quick notes**
  - It is THE **county hospital** in Marin
  - **Largest hospital of the three major hospital**s in Marin with 327 beds (second largest has approximately 120 beds)
  - **24-hour operation**
  - 1400 full time employees; **800 daytime employees with shift changes occur between 6:00-8:00 am**, prime commute time for school-aged children
  - Average patient occupancy is approximately 160, which has increased over the last 3 years since the hospital opened its new wing in 2020. Therefore, **while school enrollment may have decreased, patient occupancy and related traffic has only increased**.

- Simply said, more beds equates to more patients, more trips to the hospital, more employees needed to service patients and the facility, therefore more traffic impacting pedestrian and biker safety. These equate to a major hospital flanked by primary and secondary arterial streets that are characterized by exceptional factors.

- **Please consider the following citations /references to the MarinHealth (Marin General Hospital) Environmental Impact Report.** They illustrate that there is *exceptionally* more to the qualitative story regarding #131 and #132 crosswalks, since these two sites are egress routes directly adjacent to the largest, busiest hospital in the county:

MarinHealth Draft Environmental Impact Report

Sir Francis Drake Blvd. and Bon Air Rd. intersection (#132) and Bon Air Rd. and S. Eliseo intersection (#131) as cited in the ***Transportation and Circulation Section***, starting on page 4.M:

[page 4.M-3]

- ***Sir Francis Drake Boulevard is classified as a primary arterial street and is a major east-west travel corridor through Marin County.*** *Starting from Interstate 580 in the east, Sir Francis Drake Boulevard extends west through U.S. 101 and extends all the way to State Route 1 on the Point Reyes Peninsula. In the project area,* ***the roadway passes through the communities of Larkspur, Greenbrae, and Kentfield providing access to a variety of institutional, transit, commercial, and residential uses.*** *The roadway is primarily a four-lane arterial street with raised, landscaped medians through the study area. East of U.S. 101, the roadway temporarily widens to six travel lanes near Larkspur Landing Circle until narrowing back down to two travel lanes as it nears I-580. Sir Francis Drake Boulevard is also identified as a principal county arterial portion of the CMP roadway network.*

- ***Bon Air Road extends between Magnolia Avenue and Sir Francis Drake Boulevard and provides direct access to the project site*** **[MarinHealth Medical Center]**. *From Sir Francis Drake Boulevard, Bon Air Road extends south with four travel lanes until reaching the northerly driveway of the Marin General Hospital. At this access point, the roadway becomes a two-lane divided roadway with a wide, raised landscaped median and vehicle parking on both sides of the street. Continuing south past the Marin General Hospital's southern-most driveway, Bon Air Road narrows to two travel lanes before crossing over Corte Madera Creek and extending to Magnolia Avenue; no*

vehicle parking is allowed in this segment. Bon Air Road is considered a secondary arterial street in the Marin Countywide Plan.

page, 4.M-7, Table 4.M-1]

- DEFINITIONS FOR INTERSECTION LEVEL OF SERVICE (LOS) - Levels are graded from A - F, with F being the most trafficked level of service.

[page, 4.M-12, Table 4.M-2]

- LEVEL OF SERVICE GRADES DURING PEAK HOURS - 7-9am: AM Peak hours / 12-2pm: Midday Peak hours / 4-6pm: PM Peak hours
  - Bon Air Rd. / Sir Francis Drake Blvd (#5 in table) - AM Peak : C grade / Midday Peak: C grade / PM Peak: B grade
  - S. Eliseo Rd. / Bon Air Rd. (#18 in table) - AM Peak : C grade / Midday Peak: not graded / PM Peak: C grade
  - As a comparison, Laurel Grove / Sir Francis Drake Blvd (#3 in table) - AM Peak : B grade / Midday Peak: C grade / PM Peak: B grade
  - [page 4.M-19]: *Sir Francis Drake Boulevard has a level of service standard of LOS D, and the LOS standard for freeways (I-580, U.S. 101) is LOS E.*
- The illustration of graded intersections above indicates that “C” LOS Grades during peak times for #131 and #132 Crosswalks when the study was reported in 2012 will only show continued impact from the opening of the new hospital wing and projected increase of traffic over time (more evidence from EIR provided below). Furthermore, Laurel Grove / Sir Francis Drake scored higher in the Recommended Crosswalks list and ranked #101 and that intersection was graded a “B” in two of three of the observed peak hours in comparison to #131 and #132 Crosswalks grading a “C” in two of three peak hours.

[page, 4.M-50, Table 4.M-13]

- CUMULATIVE **YEAR 2035 PROJECTION** OF LEVEL OF SERVICE GRADES DURING PEAK HOURS - 7-9am: AM Peak hours / 12-2pm: Midday Peak hours / 4-6pm: PM Peak hours
  - Bon Air Rd. / Sir Francis Drake Blvd (#5 in table) - AM Peak : C grade / Midday Peak: D grade / PM Peak: D grade

- S. Eliseo Rd. / Bon Air Rd. (#18 in table) -
  AM Peak : D grade / Midday Peak: not graded / PM Peak: D grade
- As a comparison, there is no change to Laurel Grove / Sir Francis Drake Blvd (#3 in table) - AM Peak : B grade / Midday Peak: C grade / PM Peak: B grade

- Despite an LOS D grade as deemed "acceptable," this continues to show the projected increase in traffic by year 2035. Traffic volume isn't going to get any better. Given we are currently 14 years after the base year of 2009 when this study was developed, we are on the path of lowered grades, increased traffic, and therefore, higher percentages of traffic impact to pedestrian / biker safety.
- While these LOS grades are a reflection of how long vehicles wait and eventually "stack up," it is also a reflection on vehicular volume as well as pedestrian volume as longer traffic light waits means pedestrians are accessing crosswalks and traffic lights take longer to push vehicles through. More traffic and impatient/ erratic drivers impact the safety of more pedestrians and bikers and is the reason LOS grades should be taken into consideration particularly along intersections that ALSO experience ambulance / emergency vehicles at higher speeds at unpredictable times, which are *exceptional* conditions.

[page, 4.M-7, Table 4.M-9 through 4.M-14]

- ***Existing Intersection Levels of Service Weekday AM and PM Peak Hour*** - *Three of the 24 study intersections are currently operating at unacceptable conditions during both peak periods evaluated. The signalized intersections on Sir Francis Drake Boulevard at Wolfe Grade, La Cuesta Drive, and Eliseo Drive are operating at LOS E or F during the a.m. and p.m. peak hours. The other 21 intersections currently operate as acceptable LOS during both peak periods. The existing levels of service for the intersections are presented in Table 4.M-2, and LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR). Field observations indicate that, during peak commute periods, there are generally long vehicle queues on Sir Francis Drake Boulevard in both east-west directions. These vehicle queues typically clear intersections within one signal cycle length, but minor (side-street) traffic can take longer to clear the intersections under the most congested conditions. Peak-hour traffic along Bon Air Road generally operates under non-congested conditions. However, at unsignalized intersections on Bon Air Road between Sir Francis Drake Boulevard and South Eliseo Road, there can be long delays for*

minor street (stop-sign) controlled traffic leaving the hospital campus. This is particularly true at the Bon Air Road/Marin General Hospital south driveway.

- My question: Could it be that longer queues mean more vehicles as well as more pedestrian (no matter the age) crossings? Highly likely. Looking at this closely and auditing the scoring methodology for the Recommended Crosswalks List is worth the effort in finding out. Further review is warranted of the *transportation impact analysis report (Appendix B to this Draft EIR)* as a documented reference point.

- ***Weekday Peak Hour Vehicle Queuing - Bon Air Road/Sir Francis Drake Boulevard***
  When intersections are closely spaced and/or experience high traffic volumes, vehicle queuing can occur when existing storage capacity for turning lanes (or through traffic) is not adequate. In response to County concerns, a vehicle queuing analysis was conducted for the westbound leftturn movement at the Bon Air Road / Sir Francis Drake Boulevard intersection. Based on field observations and other reports from County Department of Public Works, the westbound left-turn lane(s) from Sir Francis Drake Boulevard can exceed their storage capacity during peak commute periods. This study has evaluated the existing a.m. peak hour (the worst case period for this condition) for adequate storage capacity Vehicular queuing projections were estimated utilizing SimTraffic micro-simulation software, which is part of the Synchro/Simtraffic analysis software program, and which simulate traffic flows through the study intersections and corridor. Vehicle queuing projections are provided in terms of the 95th percentile queue lengths, which are used to design intersections. The available storage lengths for vehicle turn lanes is based on field measurements and signal cycle lengths recorded in the field during the a.m. peak commute periods and corroborated from aerial photographs of the corridor (via Google earth). The westbound left-turn movement from Sir Francis Drake Boulevard onto Bon Air Road currently has two left-turn lanes, each with a storage capacity of 285 feet. Based on SimTraffic microsimulation for the intersection, the queuing analysis indicates that westbound left turn lanes are currently at or exceed their existing storage capacity with a 95th percentile vehicle queue of 279 feet and maximum vehicle queue of 308 feet.

  - Even in 2012, traffic backing up on Sir Francis Drake far exceeded storage capacity for turning onto Bon Air Rd. during the peak AM period. Even with capital improvements (not much has changed, if at all at that

intersection) along SFD, an argument can be made that traffic has only increased in the 11 years since and an analysis as cited below will project a percentage of increased traffic between 2009-2035. Less school enrollment alone does not predict less use of these roadways for vehicular and pedestrian traffic.

[page 4.M-18]

- ***Marin Countywide Plan***

  Marin Countywide Plan The Transportation Element, of the Marin Countywide Plan provides guiding principles for maintaining and managing the County's transportation network. Goals, policies, and programs pertaining to transportation and circulation that are relevant to the proposed project include the following:

  - *Goal TR-1. Safe and Efficient Movement of People and Goods. Provide a range of transportation options that meets the needs of residents, businesses, and travelers.*
  - *Goal TR-2, Increased Bicycle and Pedestrian Access. Expand bicycle and pedestrian facilities and access in and between neighborhoods, employment centers, shopping areas, schools, and recreational uses.*

    Policy TR-2.2, Provide New Bicycle and Pedestrian Facilities. Where appropriate, require new development to provide trails or roadways and paths for use by bicycles and/or on-street bicycle and pedestrian facilities. In-lieu fees may be accepted if warranted in certain cases.

    Program TR-2b, Adopt Standards for Pedestrian and Bicycle Access. As appropriate, require new development and redevelopment projects to address the following: bicycle and pedestrian access internally and to other areas through easements; safe access to public transportation and construction of paths that connect with other non-motorized routes; safe road crossings at major intersections for school children and seniors; and secure, weatherproof bicycle storage facilities and shower/changing room facilities for bicycle commuters. Ensure that such facilities will have ongoing maintenance.

[page 4.M-22 to page 4.M-51, Table 4.M-9 through 4.M-14]

- ***Impact Analysis Scenarios summary***

  TAM travel demand model projections were applied in developing Year 2018 and Year 2035 traffic growth projections for project study roadways. The TAM travel demand includes traffic data for a base year (Year 2009) and a forecasted year (Year 2035). For project study roadways, the overall growth in traffic volumes averaged between two and seven percent from Year 2009 to Year 2018. The overall growth in traffic volumes averaged 13.5 percent (weighted average) over the 26-year period (2009-2035). The annual growth rate in traffic volumes was between 0.5 and one percent. The annual traffic growth projections were applied to a.m., mid-day, and p.m. peak hour existing traffic volumes. Detailed descriptions of travel demand forecasting methodologies per study scenario are presented in the transportation impact analysis report (Appendix B to this Draft EIR). Figure 4.M-4 presents the overall traffic growth along project study roadways.

  As described above (in Existing Traffic Conditions section), the Marin County recently completed the PASS Signal Timing Project for the Sir Francis Drake Boulevard corridor between U.S. 101 and College Avenue, and the resulting signal timing and intersection LOS inputs have been incorporated into this analysis to be consistent with new corridor settings and volumes.

[page 4.M-23, Figure 4.M-4]

- Travel Demand Model Average Daily Traffic (ADT) Growth 2009-2035: shows traffic growth on Sir Francis Drake at 14% and 20% at Bon Air Rd by year 2035

[page 4.M-38]

- *The County's Unincorporated Area Bicycle and Pedestrian Master Plan contains goals and policies aimed at improving bicycle and pedestrian safety, accessibility; reduce traffic congestion, promote exercise, increase the use of alternative transportation, and develop programs to enhance the overall quality of life for the County's population (Marin County Department of Public Works, 2008). Specific goals and objectives in the Plan that apply to proposed project include the following:*

  Objective B: Complete a network of bikeways that are feasible, fundable, and that serve bicyclist's needs, especially for travel to employment centers, schools, commercial districts, transit stations and institutions;

Objective C: Complete a network of walkways that serves pedestrian needs, especially for short trips to employment centers, schools, commercial districts, transit stations and institutions;

Objective F: Increase the number of bicycle-transit trips; and

Objective G: Develop and implement education and encouragement plans aimed at youth, adult cyclists, pedestrians, and motorists. Increase public awareness of the benefits of bicycling and walking and of available resources and facilities.

CONSIDERATIONS & ACTIONS

Given the above citations, questions, and supporting evidence, there is strong suggestion that the Recommended Crosswalks List contains erroneous scoring and ranking based on MarinHealth's EIR, an extensive, detailed, years-long study captured in a public document on behalf of the county's medical center. And yet even *if* the scoring followed a strict methodology with all variables held constant, the justification here is that #131 and #132 warrant a look beyond the criteria set forth for scoring. While Criterion No. 8 is listed as "Other Factors," #131 and #132 should be characterized as having "**Exceptional Factors**" with truly unique conditions.

Please consider the following for action:

- Auditing the Recommended Crosswalks List and asking more clarifying questions and requiring clarifying answers. Consider that there aren't likely two crosswalks with more detailed reports (MarinHealth EIR, Traffic Impact Report);
- Grandfathering #131 and #132 outside of any list with an "EXCEPTIONS FACTORS" clause that counts—and funds— them outside of, and in addition to, the ranked list of 96;
- By grandfathering these crosswalks, the county has an opportunity to make a very public statement of all the "core beliefs" that are well- documented in various county documents, programs and master plans;
- The cost for two exceptional sites is nominal in the grand scale of many applicable county initiatives. Surely, budgets across programs can be re-examined to find dollars for funding sites #131 and #132, since they would likely meet other county program criteria;
- Creative solutions like working with the City of Larkspur to help fund Bon Air Rd. and S. Eliseo since it falls within its lines;
- Adding a "No Right Turn On Red" sign from S. Eliseo Dr. entering onto Bon Air Rd.;

- In light of EIR information, please also consider scrutiny of site #113, SFD & Eliseo, consistently rated an LOS “E” or “F” grade;
- The public outreach timeframe seemed extremely short as only Kentfield School District representatives and parents were able to quickly turnaround to provide public feedback on what is surely an important issue across all Marin communities. Was there a lens to equity with communication? Consider ongoing outreach to ensure equity in representation and allow more communities to provide feedback and questions on this critical program;
- I believe it was Supervisor Moulton-Peters who made the profound statement, paraphrased here, that the presence of Crossing Guards go beyond numbers as they are a human cornerstone of the county’s commitment to community and safety. **Simply profound. A very human way to think beyond the quantitative line.**

Crossing Guards are a very visible, human touchstone of many of the core beliefs that the county and its residents are working hard to implement, to create a more quality and safe community life for all. Why not invest in them? Why not particularly at the two, possibly most visible—and risk-vulnerable— sites that lead to the county’s hospital?

There is likely no better, more human statement. Thank you in advance for your consideration.

Respectfully,

Annalyn Chargualaf-Peluso

(*char-gwa-loff peh-loo-so*)

[redacted] | [redacted]

MARIN GENERAL HOSPITAL REPLACEMENT BUILDING PROJECT

Draft Environmental Impact Report
State Clearinghouse #2011092057

Prepared for
Marin Healthcare District

August 2012

ESA

4.M Transportation and Circulation[1]

This section describes and evaluates issues related to Transportation and Circulation in the context of the proposed project. Discussed are the physical and regulatory setting; the baseline for determining environmental impacts; the criteria used for determining the significance of environmental impacts; and potential impacts and appropriate mitigation measures when necessary.

Setting

The existing transportation-related context for the proposed project is described below, beginning with a description of the street network that serves the project area. Existing transit service, bicycle and pedestrian facilities, and on- and off-street parking in the vicinity of the project are also described. Intersection and freeway levels of service are then defined and current conditions for roadways and intersections in the project area vicinity are summarized.

Existing Roadway Network

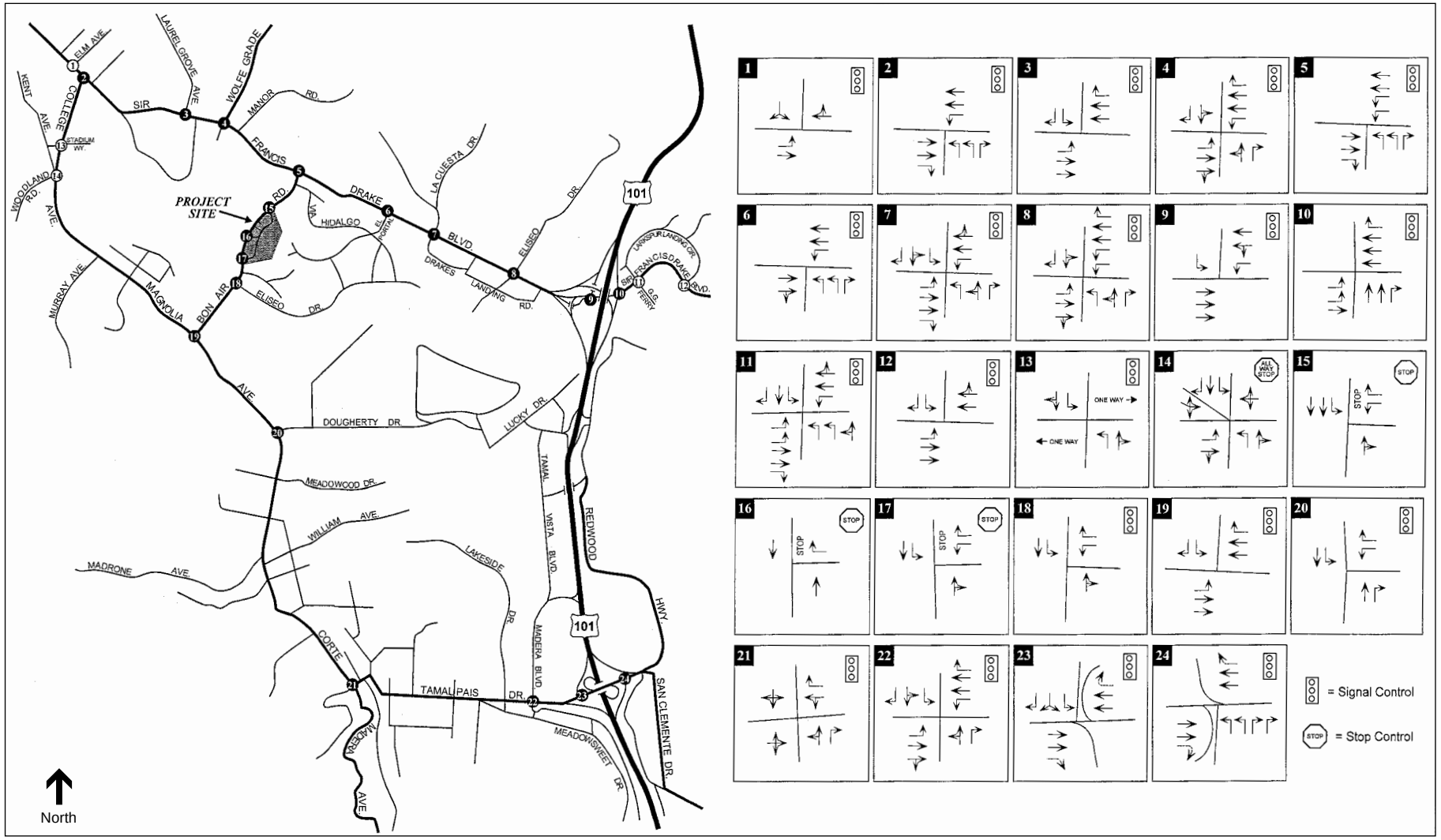
The project site is located at 250 Bon Air Road in Greenbrae, California. The project site is bounded by Bon Air Road to the west and south, Sir Francis Drake Boulevard to the north, South Eliseo Drive to the south and east, and Magnolia Avenue to the southwest. The project site is surrounded by a mix of transportation resources that provide local and regional access to the site, including U.S. Highway 101, Interstate 580, Sir Francis Drake Boulevard, and local streets, bicycle lanes, sidewalks, and transit. Primary access to the project site is via Bon Air Road. See **Figure 4.M-1** for roadways in the project area.

Regional Roadways

U.S. Highway 101 (U.S. 101) is the main north-south freeway facility in Marin County. In the project study area, U.S. 101 has eight travel lanes with major north-south interchanges located at Sir Francis Drake Boulevard and Tamalpais Drive. Partial interchange on- and off-ramps are located at Fifer Avenue (southbound on/off) and Industrial Way (northbound on/off). U.S. 101 is designated as a State Highway portion of the Marin County Congestion Management Plan (CMP) roadway network from the San Francisco County line to the Sonoma County line (TAM, 2009a). On a regional basis, U.S. 101 provides access south to cities such as San Francisco, San Jose, and Gilroy and beyond and north to Novato, Santa Rosa, and Ukiah and beyond. U.S. 101 intersects Interstate 580 approximately 1.5 miles north of Sir Francis Drake Boulevard.

Interstate 580 (I-580) extends in an east-west direction from Marin County through Contra Costa County to Alameda County. In the project study area, I-580 connects with U.S. 101 about 1.5 miles north of Sir Francis Drake Boulevard. Extending east from U.S. 101, I-580 has four travel lanes through the Richmond-San Rafael Bridge. I-580 is designated as the State Highway portion of the CMP roadway network from U.S. 101 to the Contra Costa County Line.

[1] This section was prepared on the basis of the *Marin General Hospital Replacement Project Traffic Impact Analysis Final Report* (Omni-Means, August 2012), which is available in Appendix B, to this Draft EIR.



SOURCE: Omni-Means

Marin General Hospital . 210606

Figure 4.M-1
Study Intersections

4.M-2

Local Roadways

Sir Francis Drake Boulevard is classified as a primary arterial street and is a major east-west travel corridor through Marin County. Starting from Interstate 580 in the east, Sir Francis Drake Boulevard extends west through U.S. 101 and extends all the way to State Route 1 on the Point Reyes Peninsula. In the project area, the roadway passes through the communities of Larkspur, Greenbrae, and Kentfield providing access to a variety of institutional, transit, commercial, and residential uses. The roadway is primarily a four-lane arterial street with raised, landscaped medians through the study area. East of U.S. 101, the roadway temporarily widens to six travel lanes near Larkspur Landing Circle until narrowing back down to two travel lanes as it nears I-580. Sir Francis Drake Boulevard is also identified as a principal county arterial portion of the CMP roadway network.

College Avenue extends south from Sir Francis Drake Boulevard west of the project site and becomes Magnolia Avenue at the Larkspur City limit. In this segment, College Avenue varies from four travel lanes to two travel lanes with a two-way-left-turn-lane (TWLTL) and provides access to residential, institutional (College of Marin) and commercial areas. College Avenue is designated as a secondary arterial street as part of the Marin *Countywide Plan Technical Report* (Marin County, Department of Public Works, 2002).

Magnolia Avenue extends from College Avenue in a southerly direction through portions of Larkspur and Greenbrae. From Estelle Avenue, Magnolia Avenue continues as a wide two-lane roadway with a TWLTL to Murray Avenue. The roadway then widens to four travel lanes with a raised median to Bon Air Road. South of Bon Air Road, Magnolia Avenue continues as a two-lane street past Doherty Drive into the City of Larkspur. In the project area, Magnolia Avenue provides access to residential and commercial-retail areas in Larkspur. Magnolia Avenue is designated as a secondary arterial street as part of the Marin *Countywide Plan* (MCCDA, 2007a).

Corte Madera Avenue extends from Magnolia Avenue in a southerly direction, just south of Branch Avenue. As a two-lane roadway, Corte Madera Avenue intersects Tamalpais Drive before continuing south to provide access to residential, commercial, and open-space areas. Within the community of Corte Madera, the roadway is narrow and winding before proceeding south to Mill Valley. Corte Madera Avenue is designated as a secondary arterial street as part of the *Marin Countywide Plan*.

Wolfe Grade extends in a north-south direction between Sir Francis Drake Boulevard and 2nd-5th Streets in San Rafael. Wolfe Grade is a two-lane roadway that provides access primarily to residential areas in Greenbrae and Kentfield before extending north in San Rafael and accessing commercial-retail areas. Wolfe Grade is classified as a secondary arterial street as part of the *Marin Countywide Plan*.

Laurel Grove Avenue has both an easterly connection to Sir Francis Drake Boulevard (in Greenbrae) and a westerly connection (in Ross). Located west of the Wolfe Grade, Laurel Grove Avenue extends in a northwest direction from Sir Francis Drake Boulevard providing access

primarily to residential areas in Kentfield and Ross. A two-lane roadway, Laurel Grove Avenue is designated as a residential collector street as part of the Marin *Countywide Plan*.

Bon Air Road extends between Magnolia Avenue and Sir Francis Drake Boulevard and provides direct access to the project site. From Sir Francis Drake Boulevard, Bon Air Road extends south with four travel lanes until reaching the northerly driveway of the Marin General Hospital. At this access point, the roadway becomes a two-lane divided roadway with a wide, raised landscaped median and vehicle parking on both sides of the street. Continuing south past the Marin General Hospital's southern-most driveway, Bon Air Road narrows to two travel lanes before crossing over Corte Madera Creek and extending to Magnolia Avenue; no vehicle parking is allowed in this segment. Bon Air Road is considered a secondary arterial street in the *Marin Countywide Plan*.

Doherty Drive extends in an east-west direction between Magnolia Avenue and Lucky Drive and has two travel lanes. Providing access to institutional, recreational, and commercial uses, Doherty Drive provides a direct link to U.S. 101 for southbound-only on- and off-ramp access from Magnolia Avenue in the City of Larkspur. This roadway is classified as a commercial collector street in the *Marin Countywide Plan*.

Tamalpais Drive extends east-west between Redwood Avenue and Redwood Highway-San Clementine Drive just east of U.S. 101 in the Town of Corte Madera. Tamalpais Drive is a major commute corridor that provides access to U.S. 101 via a full interchange as well as major commercial-retail centers (The Corte Madera Towne Center/The Village at Corte Madera) adjacent to the highway. The roadway is a primary arterial street with four travel lanes, and has raised landscaped medians between Chapman Drive and the Corte Madera Towne Center driveway. The roadway extends east over U.S. 101 with four travel lanes to Redwood Highway. This roadway is classified as a primary roadway in the *Marin Countywide Plan*.

El Portal Drive is a relatively short connector street (800 feet) that extends in a north-south direction between Via Casitas and Sir Francis Drake Boulevard just east of the proposed project site. As a residential collector street, El Portal Drive has two wide travel lanes, raised landscaped medians, and vehicle parking on both sides of the street.

La Cuesta Drive is located east of El Portal Drive and intersects Sir Francis Drake Boulevard in a north-south direction. South of Sir Francis Drake Boulevard, La Cuesta Drive serves to provide access through a major commercial-retail center and parking areas (Bon Air Center) and has two travel lanes. North of Sir Francis Drake Boulevard, the roadway extends as a two-lane divided street then as a two-lane street providing access to residential neighborhoods.

Eliseo Drive-Barry Way is a wide, two-lane divided street that extends north from Sir Francis Drake Boulevard east of the proposed project site. Providing access to residential areas in Larkspur and Greenbrae, Eliseo Drive forms the north leg of the intersection with Sir Francis Drake Boulevard. Barry Way forms the southern leg of the intersection extending south from Sir Francis Drake Boulevard to Laderman Lane. Barry Way has four travel lanes between Sir Francis Drake Boulevard and Drakes Landing Road. Continuing south, the roadway narrows to two travel lanes

as it approaches Laderman Lane. Barry Way provides access to commercial-retail and residential areas south of Sir Francis Drake Boulevard.

Transit Service

Transit service in the project area is provided by Golden Gate Transit (GGT) and Marin County Transit District (MT). Golden Gate Transit operates bus service along Sir Francis Drake Boulevard. Marin Transit serves local routes throughout Marin County through contracting with other transit service providers that include Golden Gate Transit, MV Transportation, and Marin Airporter. Overall, transit operations are served by large bus and/or shuttle services. Transit routes that serve the project site are outlined below.

GGT Route 29 operates between the San Rafael Transit Center and Ross-San Anselmo areas (GGT, 2011). Route 29 provides direct access to the Marin General Hospital site. Route 29 operates primarily on Sir Francis Drake Boulevard in the study area between 6:30 a.m. and 9:10 p.m. with frequencies every 30-60 minutes.

MT Route 222 (Twin Cities Shuttle) operates between San Clemente Park on Paradise Drive and the Larkspur Ferry Terminal (Marin Transit, 2011). Route 222 operates between 7:05 and 9:55 a.m. during the morning commute period and 3:10 and 7:04 p.m. during the afternoon commute period, weekdays only. Bus frequencies are approximately every hour. Route 222 travels on Tamalpais Drive, Tamal Vista Boulevard, Doherty Drive, Magnolia Avenue, Bon Air Road, South Eliseo Drive, El Portal Drive, and Sir Francis Drake Boulevard in the project study area. MT Route 222 serves the Marin General Hospital campus directly off existing transit stops on Bon Air Road.

In addition to transit services, above, Marin General Hospital operates its own shuttle service between the main parking areas fronting the existing hospital buildings and off-site satellite parking lot. Specifically, this hospital shuttle operates during peak commute periods between the main campus and the satellite parking lot at the St. Sebastian's Church to assist employees and visitors/patrons. A transit shelter is located in front of the main hospital building (west wing) to serve transit riders. Shuttle services also provide access to adjacent off-campus medical facilities related to hospital uses.

Bicycle and Pedestrian Facilities

According to the County of Marin *Countywide Plan*, bikeways are classified as Class I (bicycle paths separated from roads), Class II (striped bicycle lanes within the paved areas of roadways), or Class III (signed bike routes that allow cyclists to share streets with vehicles). Pedestrian facilities generally include sidewalks, crosswalks, curb ramps, pedestrian signals, and streetscape amenities (e.g., benches, tree-lined buffers, etc). Existing bicycle and pedestrian facilities in the area are generally comprised of sidewalks, pedestrian crosswalks, Class I bike path, or Class II bike lanes, signalized intersections, and dedicated bicycle/pedestrian paths. Specific bicycle and pedestrian facilities serving the project site can be described as follows:

Pedestrian sidewalks and a Class I path are located on both sides of Bon Air Road directly in front of the project site. These facilities provide links to both Sir Francis Drake Boulevard to the north and Eliseo Avenue and Magnolia Avenue to the south. Along Sir Francis Drake Boulevard, there is a dedicated Class I path that extends along the northern side of the street between Barry Way-Eliseo Drive near U.S. 101 and Wolfe Grade. At the Wolfe Grade and Sir Francis Drake Boulevard intersection, a pedestrian and bicycle bridge extends north-south over Sir Francis Drake to provide access to schools and other pedestrian sidewalks along the south side of the street. West of the project site, a Class I path extends through Creekside Park and along Corte Madera Creek in an east-west direction providing access through to Kentfield and south to Larkspur and Corte Madera areas. Southwest of South Eliseo Drive, there is a Class I path along the west side of Bon Air Road that connects to the bridge crossing over Corte Madera Creek. Southwest of this bridge, Class II bike lanes and pedestrian sidewalks exist on Bon Air Road to Magnolia Avenue. Class II bicycle lanes extend north and south on Magnolia Avenue between Bon Air Road and Dartmouth Drive. South of Bon Air Road, there is a dedicated Class II lane that extends along the east side of the roadway to Doherty Drive.

A Class I path extends along the entire western frontage of the project site, between the north and south main access project site driveways paralleling Bon Air Road. The northerly driveway also has a pedestrian sidewalk that extends east from Bon Air Road along the north side of the driveway for approximately 270 feet. It is noted that there are no east-west pedestrian crosswalks on Bon Air Road at the northerly project driveway to provide a safe crossing of the roadway. The southern access driveway at Bon Air Road has pedestrian sidewalks on both sides of its entrance that connect to existing pedestrian sidewalks at Bon Air Road. As with the northern access driveway, a dedicated Class I path extends in a northwest direction from the driveway along the entire project site frontage along Bon Air Road. Pedestrian sidewalks also extend from the southerly driveway east into the project site for a short distance. There are no east-west pedestrian crosswalks on Bon Air Road at its intersection with the south access driveway.

The project site provides bicycle racks and bicycle parking stalls on-site for employees and visitors.

Existing Traffic Conditions

Intersection Level of Service Analysis Methodologies

The operation of a local roadway network is commonly measured and described using a grading system called Level of Service (LOS). The LOS grading system qualitatively characterizes traffic conditions associated with varying levels of vehicle traffic, ranging from LOS A (indicating free-flow traffic conditions with little or no delay experienced by motorists) to LOS F (indicating congested conditions where traffic flows exceed design capacity and result in long delays). This LOS grading system applies to both roadway segments and intersections. **Table 4.M-1** summarizes the relationship between delay and LOS for signalized and unsignalized intersections.

TABLE 4.M-1
DEFINITIONS FOR INTERSECTION LEVEL OF SERVICE

Unsignalized Intersections		Level of Service Grade	Signalized Intersections	
Description	**Average Total Vehicle Delay (Seconds)**		**Average Control Vehicle Delay (Seconds)**	**Description**
No delay for stop-controlled approaches.	≤10.0	A	≤10.0	Free Flow or Insignificant Delays: Operations with very low delay, when signal progression is extremely favorable and most vehicles arrive during the green light phase. Most vehicles do not stop at all.
Operations with minor delay.	>10.0 and ≤15.0	B	>10.0 and ≤20.0	Stable Operation or Minimal Delays: Generally occurs with good signal progression and/or short cycle lengths. More vehicles stop than with LOS A, causing higher levels of average delay. An occasional approach phase is fully utilized.
Operations with moderate delays.	>15.0 and ≤25.0	C	>20.0 and ≤35.0	Stable Operation or Acceptable Delays: Higher delays resulting from fair signal progression and/or longer cycle lengths. Drivers begin having to wait through more than one red light. Most drivers feel somewhat restricted.
Operations with increasingly unacceptable delays.	>25.0 and ≤35.0	D	>35.0 and ≤55.0	Approaching Unstable or Tolerable Delays: Influence of congestion becomes more noticeable. Longer delays result from unfavorable signal progression, long cycle lengths, or high volume to capacity ratios. Many vehicles stop. Drivers may have to wait through more than one red light. Queues may develop, but dissipate rapidly, without excessive delays.
Operations with high delays, and long queues.	>35.0 and ≤50.0	E	>55.0 and ≤80.0	Unstable Operation or Significant Delays: Considered to be the limit of acceptable delay. High delays indicate poor signal progression, long cycle lengths and high volume to capacity ratios. Individual cycle failures are frequent occurrences. Vehicles may wait through several signal cycles. Long queues form upstream from intersection.
Operations with extreme congestion, and with very high delays and long queues unacceptable to most drivers.	>50.0	F	>80.0	Forced Flow or Excessive Delays: Occurs with oversaturation when flows exceed the intersection capacity. Represents jammed conditions. Many cycle failures. Queues may block upstream intersections.

SOURCE: TRB, 2000.

Signalized Intersections

At signalized intersections, traffic conditions are evaluated using the 2000 *Highway Capacity Manual* (HCM) operations methodology (Transportation Research Board, 2000) and the Synchro/Simtraffic analysis software program. The operation analysis uses various intersection characteristics (e.g., traffic volumes, lane geometry, and signal phasing/timing) to estimate the average control delay experienced by motorists traveling through an intersection.

Marin County recently completed a corridor analysis for Sir Francis Drake Boulevard between U.S. 101 and College Avenue. Specifically, the Program for Arterial System Synchronization (PASS) signal timing project evaluated signalized intersections between College Avenue and U.S. 101 to improve overall vehicle progression and reduce delays (Haile, 2012). The signalized study intersections along Sir Francis Drake Boulevard affected by this new timing analysis are Wolfe Grade, La Cuesta Drive, and Eliseo Drive. All County signal timing data (including volume data) were incorporated into existing intersection analyses to be consistent with current studies. Remaining study intersections along Sir Francis Drake Boulevard were deemed to be consistent with current County operations including signal timing and overall intersection LOS.

Unsignalized Intersections

For unsignalized (all-way stop-controlled and side-street stop-controlled) intersections, traffic conditions are evaluated using the HCM operations methodology and the Synchro/Simtraffic analysis software program. With this methodology, the LOS is related to the total delay per vehicle for the intersection as a whole (for all-way stop-controlled intersections), and for each stop-controlled movement or approach only (for side-street stop-controlled intersections). Total delay is defined as the total elapsed time from when a vehicle stops at the end of the queue until the vehicle departs from the stop line. This time includes the time required for a vehicle to travel from the last-in-queue position to the first-in-queue position.

Study Intersections

Peak-hour intersection operations at 19 study intersections were evaluated during weekday morning (a.m.) and afternoon (p.m.) peak traffic periods (7:00-9:00 a.m. and 4:00-6:00 p.m.) (Omni-Means, 2012). Selected mid-day peak period (12:00 Noon – 2:00 p.m.) intersection turning movement counts were obtained and/or conducted at 14 project study intersections (including five not evaluated during the a.m. and p.m. peak periods) (Omni-Means, 2012).[2] The location and configuration of the following 24 study intersections are presented in Figure 4.M-1. The 24 study intersections are listed below.

[2] Newer counts (year 2010) were compared to (year 2006) counts, and the higher volumes (2006) were used to provide a conservative analysis.

Intersections	Control	Count Period *
1. Elm Avenue/Sir Francis Drake Boulevard	Signal	MD only
2. College Avenue/Sir Francis Drake Boulevard	Signal	AM, MD, PM
3. Laurel Grove Avenue/Sir Francis Drake Boulevard	Signal	AM, MD, PM
4. Wolfe Grade/Sir Francis Drake Boulevard	Signal	AM, MD, PM
5. Bon Air Road/Sir Francis Drake Boulevard	Signal	AM, MD, PM
6. El Portal Drive/Sir Francis Drake Boulevard	Signal	AM, MD, PM
7. La Cuesta Drive/Sir Francis Drake Boulevard	Signal	AM, MD, PM
8. Eliseo Drive/Sir Francis Drake Boulevard	Signal	AM, MD, PM
9. U.S. 101 Southbound Ramps/Sir Francis Drake Boulevard	Signal	AM, MD, PM
10. U.S. 101 Northbound Ramps/Sir Francis Drake Boulevard	Signal	AM, MD, PM
11. Larkspur Landing West/Sir Francis Drake Boulevard	Signal	MD only
12. Larkspur Landing East/Sir Francis Drake Boulevard	Signal	MD only
13. Stadium Way/College Avenue	Signal	MD only
14. Kent Avenue-Woodland Road/College Avenue	Stop-Sign	MD only
15. Marin General Hospital North Driveway/Bon Air Road	Stop-Sign	AM / PM only
16. Marin General Hospital Mid-Site Driveway/Bon Air Road	Stop-Sign	AM / PM only
17. Marin General Hospital South Driveway/Bon Air Road	Stop-Sign	AM / PM only
18. Eliseo Drive/Bon Air Road	Signal	AM / PM only
19. Bon Air Road/Magnolia Avenue	Signal	AM / PM only
20. Doherty Drive/Magnolia Avenue	Signal	AM / PM only
21. Corte Madera Avenue/Tamalpais Drive	Signal	AM / PM only
22. Madera Boulevard/Tamalpais Drive	Signal	AM / PM only
23. U.S. 101 Southbound Off-Ramp/Tamalpais Drive	Signal	AM / PM only
24. U.S. 101 Northbound Off-Ramp/Tamalpais Drive	Signal	AM / PM only

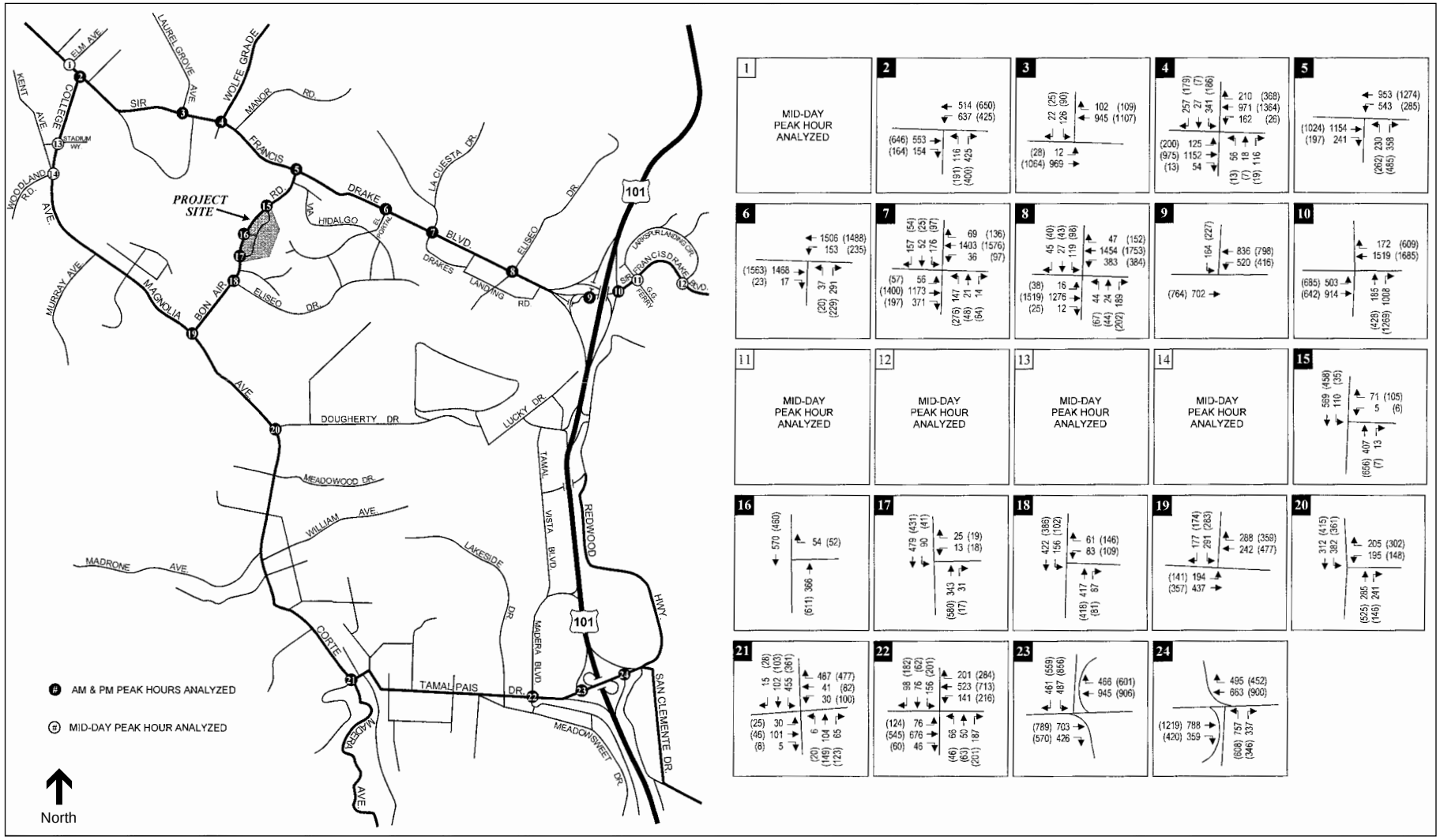
* MD = Mid-day

Existing study intersections a.m. and p.m. peak-hour traffic volumes are shown on **Figure 4.M-2** and existing mid-day peak-hour intersection volumes are shown in **Figure 4.M-3**.

Existing Intersection Levels of Service

Weekday AM and PM Peak Hour

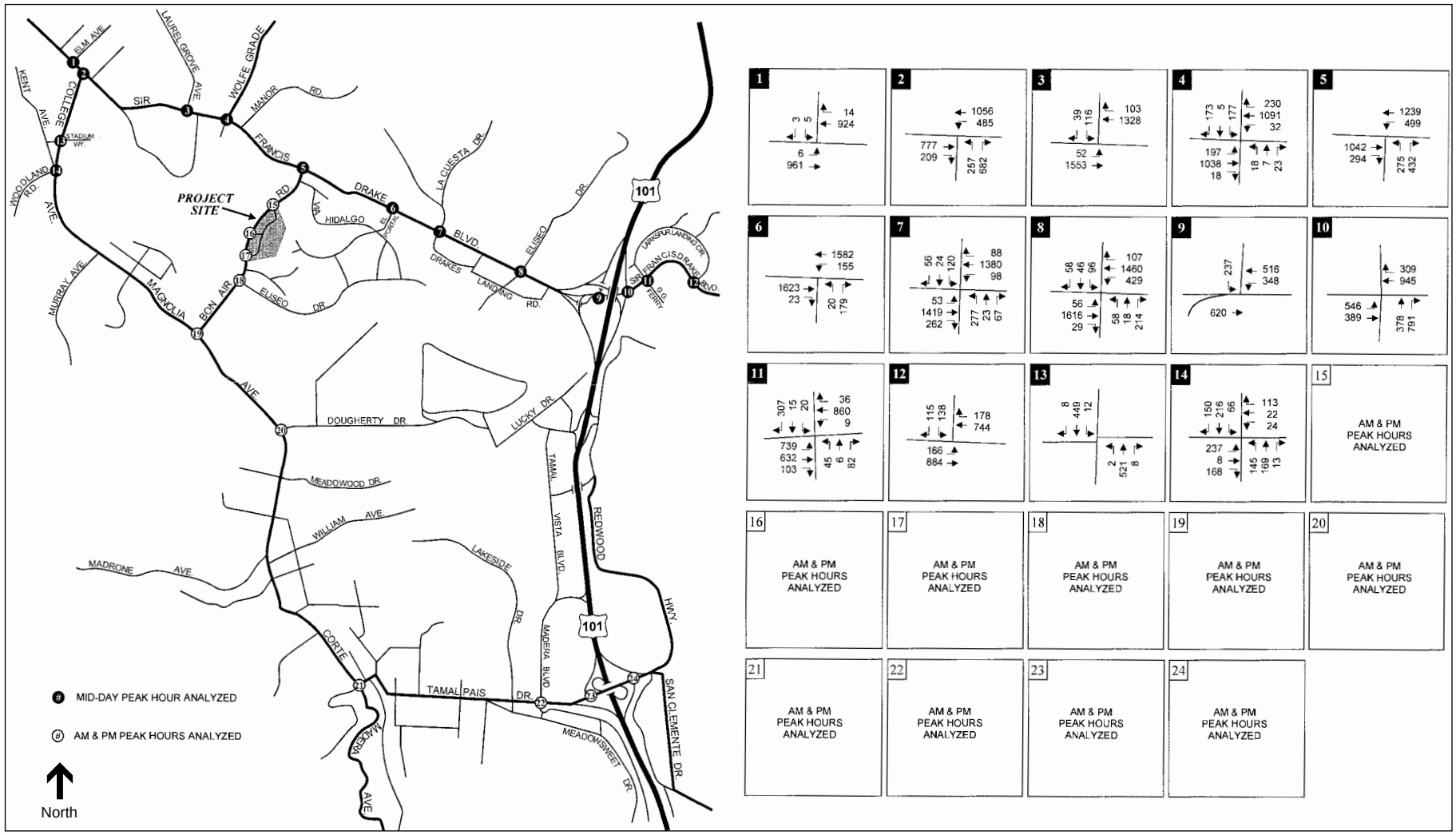
Three of the 24 study intersections are currently operating at unacceptable conditions during both peak periods evaluated. The signalized intersections on Sir Francis Drake Boulevard at Wolfe Grade, La Cuesta Drive, and Eliseo Drive are operating at LOS E or F during the a.m. and p.m. peak hours. The other 21 intersections currently operate as acceptable LOS during both peak periods. The existing levels of service for the intersections are presented in **Table 4.M-2**, and LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR). Field observations indicate that, during peak commute periods, there are generally long vehicle queues on Sir Francis Drake Boulevard in both east-west directions. These vehicle queues typically clear intersections within one signal cycle length, but minor (side-street) traffic can take longer to clear the intersections under the most congested conditions. Peak-hour traffic along Bon Air Road generally operates under non-congested conditions. However, at unsignalized intersections on Bon Air Road between Sir Francis Drake Boulevard and South Eliseo Road, there



SOURCE: Omni-Means

Marin General Hospital . 210606

Figure 4.M-2
Existing AM and PM Peak Hour Volumes



SOURCE: Omni-Means

Marin General Hospital . 210606

Figure 4.M-3
Existing Mid-Day Peak Hour Volumes

TABLE 4.M-2
EXISTING INTERSECTION LEVELS OF SERVICE (LOS)
WEEKDAY AM AND PM PEAK HOUR

Intersection [a]	Control Type [b]	AM Peak		PM Peak	
		Delay [c]	LOS	Delay [c]	LOS
1. Elm Avenue/Sir Francis Drake (SFD) Blvd.	Signal	MDO [d]	MDO	MDO	MDO
2. College Avenue/ SFD Boulevard	Signal	29.6	C	22.4	C
3. Laurel Grove Avenue/ SFD Boulevard	Signal	17.7	B	18.4	B
4. Wolfe Grade/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**	**>80.0**	**F**
5. Bon Air Road/Sir Francis Drake Blvd.	Signal	24.9	C	19.8	B
6. El Portal Drive/ SFD Boulevard	Signal	20.4	C	24.4	C
7. La Cuesta Drive/ SFD Boulevard	Signal	**58.8**	**E**	**>80.0**	**F**
8. Eliseo Drive/Sir Francis Drake Blvd.	Signal	**59.3**	**E**	**55.6**	**E**
9. U.S. 101 SB Ramps/ SFD Boulevard	Signal	10.8	B	10.3	B
10. U.S. 101 NB Ramps/ SFD Boulevard	Signal	16.8	B	25.2	C
11. Larkspur Landing W./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
12. Larkspur Landing E./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
13. Stadium Way/College Ave.	Signal	MDO	MDO	MDO	MDO
14. Kent Ave.-Woodland Rd./College Ave.	AWSC	MDO	MDO	MDO	MDO
15. MGH North Driveway/Bon Air Rd.	SSSC	22.2	C	22.2	C
16. MGH Mid-Driveway/Bon Air Rd.	SSSC	11.2	B	15.1	C
17. MGH South Driveway/Bon Air Rd.	SSSC	17.1	C	22.9	C
18. Eliseo Drive/Bon Air Road	Signal	29.6	C	31.5	C
19. Bon Air Road/Magnolia Boulevard	Signal	13.4	B	14.8	B
20. Doherty Drive/Magnolia Avenue	Signal	22.2	C	21.8	C
21. Corte Madera Avenue/Tamalpais Drive	Signal	34.7	C	27.8	C
22. Madera Boulevard/Tamalpais Drive	Signal	32.0	C	43.7	D
23. U.S. 101 SB Off-ramp/Tamalpais Drive	Signal	18.0	B	18.2	B
24. U.S. 101 NB Off-ramp/Tamalpais Drive	Signal	18.4	B	19.0	B

[a] MGH = Marin General Hospital; SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
[b] Signal = Signalized; AWSC = All-Way Stop-Controlled; SSSC = Side-Street Stop-Controlled.
[c] Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle). For two-way stop controlled intersections, delays for worst approach are shown.
[d] MDO = mid-day only.

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

can be long delays for minor street (stop-sign) controlled traffic leaving the hospital campus. This is particularly true at the Bon Air Road/Marin General Hospital south driveway.

Weekday Mid-Day Peak Hour

Two of the study intersections are currently operating at unacceptable conditions during the weekday mid-day hour. The signalized intersections on Sir Francis Drake Boulevard at La Cuesta Drive and Eliseo Drive are operating at LOS F. The other study intersections are currently operating acceptably during the weekday mid-day peak period. The existing levels of service for the intersections are presented in **Table 4.M-3**, and LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

TABLE 4.M-3
EXISTING INTERSECTION LEVELS OF SERVICE (LOS)
WEEKDAY MID-DAY PEAK HOUR

Intersection [a]	Control Type[b]	MID Peak	
		Delay[c]	LOS
1. Elm Avenue/Sir Francis Drake Boulevard	Signal	21.7	C
2. College Avenue/Sir Francis Drake Boulevard	Signal	26.6	C
3. Laurel Grove Avenue/Sir Francis Drake Boulevard	Signal	20.2	C
4. Wolfe Grade/Sir Francis Drake Boulevard	Signal	31.9	C
5. Bon Air Road/Sir Francis Drake Boulevard	Signal	21.9	C
6. El Portal Drive/Sir Francis Drake Boulevard	Signal	21.8	C
7. La Cuesta Drive/Sir Francis Drake Boulevard	Signal	**>80.0**	**F**
8. Eliseo Drive/Sir Francis Drake Boulevard	Signal	**>80.0**	**F**
9. U.S. 101 SB Ramps/Sir Francis Drake Boulevard	Signal	9.3	A
10. U.S. 101 NB Ramps/Sir Francis Drake Boulevard	Signal	16.0	B
11. Larkspur Landing W./ Sir Francis Drake Boulevard	Signal	40.2	D
12. Larkspur Landing E./ Sir Francis Drake Boulevard	Signal	16.9	B
13. Stadium Way/College Avenue	Signal	0.4	A
14. Kent Avenue-Woodland Road/College Avenue	AWSC	16.9	C

[a] MGH = Marin General Hospital; SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
[b] Signal = Signalized; AWSC = All-Way Stop-Controlled.
[c] Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle). For two-way stop controlled intersections, delays for worst approach are shown.

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

The Woodland Road-Kent Avenue/College Avenue intersection experiences local vehicle queuing during the mid-day peak hour. This all-way-stop-controlled intersection is non-standard in design in that it has five approach legs. In addition, motorists traveling southbound on Kent Avenue or westbound on Woodland Road must stop twice if they wish to access the Farmer's Market parking lot or northbound onto College Avenue. For these reasons, some motorists may experience longer delays at this intersection due to unbalanced approach volumes combined with the nature of all-way-stop-control; however, the overall intersection operates at an acceptable LOS during the mid-day peak hour.

Weekday Peak Hour Vehicle Queuing - Bon Air Road/Sir Francis Drake Boulevard

When intersections are closely spaced and/or experience high traffic volumes, vehicle queuing can occur when existing storage capacity for turning lanes (or through traffic) is not adequate. In response to County concerns, a vehicle queuing analysis was conducted for the westbound left-turn movement at the Bon Air Road / Sir Francis Drake Boulevard intersection. Based on field observations and other reports from County Department of Public Works, the westbound left-turn lane(s) from Sir Francis Drake Boulevard can exceed their storage capacity during peak commute periods. This study has evaluated the existing a.m. peak hour (the worst case period for this condition) for adequate storage capacity

Vehicular queuing projections were estimated utilizing *SimTraffic* micro-simulation software, which is part of the Synchro/Simtraffic analysis software program, and which simulate traffic flows through the study intersections and corridor. Vehicle queuing projections are provided in terms of the 95th percentile queue lengths, which are used to design intersections. The available storage lengths for vehicle turn lanes is based on field measurements and signal cycle lengths recorded in the field during the a.m. peak commute periods and corroborated from aerial photographs of the corridor (via Google earth).

The westbound left-turn movement from Sir Francis Drake Boulevard onto Bon Air Road currently has two left-turn lanes, each with a storage capacity of 285 feet. Based on SimTraffic microsimulation for the intersection, the queuing analysis indicates that westbound left turn lanes are currently at or exceed their existing storage capacity with a 95th percentile vehicle queue of 279 feet and maximum vehicle queue of 308 feet.

Traffic Signal Warrant Analysis

A traffic signal warrant analysis has been completed to determine whether existing unsignalized study intersections may require or benefit from the installation of a traffic signal. The term "signal warrant" refers to any of the eight established methods used by Caltrans to quantify the need for a traffic signal at an unsignalized intersection, described in the latest edition of the *California Manual on Uniform Traffic Control Devises* (MUTCD) (Caltrans, 2010). The California MUTCD indicates that the installation of a traffic signal should be considered only if one or more of the eight signal warrants are met. This study performed the peak-hour volume-based Warrant #3 on all three side-street stop-controlled study intersections during the weekday peak hour.

Based on MUTCD's peak-hour warrant #3 criteria, none of the three side-street stop-controlled project study intersections would qualify for signalization with existing traffic volumes during the weekday peak hours.

Freeway Segment Operations Analysis Methodology

Existing U.S.101 freeway segment operations have been based on available Caltrans volume data and recent transportation studies conducted for U.S. 101 Greenbrae corridor. U.S. 101 is part of the County of Marin Congestion Management Program's (CMP) roadway system (TAM, 2009a). The CMP roadway system includes all major highways and arterial streets in Marin County. Mainline freeway volumes were obtained for the following segments in the southbound and northbound directions:

1. U.S. 101 north of Sir Francis Drake Boulevard Interchange
2. U.S. 101 between Sir Francis Drake Boulevard Interchange and Tamalpais Drive Interchange
3. U.S. 101 south of Tamalpais Drive Interchange

Based on the established CMP, the LOS standard for basic freeway segments is LOS E. This LOS standard is based on the p.m. peak-hour commute direction volume-to-capacity (V/C) ratios. However, certain freeway segments that operated at LOS F when the CMP was first initiated have been "grandfathered" into the system. For U.S. 101 freeway segments, this includes the segment between Sir Francis Drake Boulevard and I-580 (TAM, 2009a). **Table 4.M-4** summarizes the level of service criteria for evaluating freeway segments.

TABLE 4.M-4
LEVEL OF SERVICE CRITERIA FOR FREEWAY SEGMENTS

Level of Service	Maximum Density Range[a]
A	≤ 11
B	> 11-18
C	> 18-26
D	> 26-35
E	> 35-45
F	> 45

[a] Maximum density based on passenger cars per hour per travel lane (pc/h/ln).

SOURCE: TRB, 2000.

Freeway segment LOS calculations have been based on mainline directional volumes (excluding high-occupancy vehicle [HOV] lanes) using HCM 2000 methodology for basic freeway segments, which differs from current TAM calculations that use the segment distance and measured travel time to obtain a vehicle speed. However, the HCM method is consistent for measuring proposed project impacts and has been used by TAM in previous monitoring studies.

Existing Freeway Segment Levels of Service

As presented in **Table 4.M-5**, the northbound segment of U.S. 101 between Tamalpais Drive and Sir Francis Drake Boulevard is currently operating at LOS F during the p.m. peak hour. All other segments are operating at LOS D or better during the p.m. peak hour. Freeway segment LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

TABLE 4.M-5
EXISTING FREEWAY SEGMENT PM PEAK-HOUR LEVELS OF SERVICE (LOS)

U.S. 101 Freeway Segment	Direction[a] / # of Lanes	Volume	Density [b]	LOS	LOS Standard
North of Sir Francis Drake Blvd	NB / 4	5,459	25.9	D	E
	SB / 3	4,452	28.2	D	E
Sir Francis Drake Blvd to Tamalpais Dr	**NB / 3**	**6,063**	**>45**	**F**	**E**
	SB / 3	5,429	26.4	D	E
South of Tamalpais Drive	NB / 4	6,358	31.1	D	E
	SB / 4	5,052	24.6	C	E

[a] NB = Northbound; SB = Southbound
[b] Density calculated by maximum service flow rate (passenger cars per hour per travel lane [pc/h/ln]).

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

Parking Conditions

Vehicle parking for existing Marin General Hospital uses is currently provided by on-site surface lots and an off-site satellite lot, for a combined total of 695 parking spaces. On-site surface parking lots provide the majority of the parking spaces serving the hospital, with 605 parking spaces in lots located primarily along the western portion of the project site (bordering Bon Air Road) and select lots located further within the campus hillside adjacent to hospital and non- hospital buildings. Marin General Hospital has a parking agreement with St. Sebastian's Church located just northwest of the Campus on Bon Air Road to provide 90 parking spaces dedicated to hospital employees. In addition, there are 73 on-street parking spaces along Bon Air Road (both sides) along the project site frontage. These off-site parking spaces are available to the general public, patrons, and residents of other nearby uses as well as visitors/employees of Marin General Hospital, and cannot be included in a count of overall supply of parking spaces at Marin General Hospital. Observations indicate that the majority of these off-site parking spaces are filled primarily by hospital employees prior to and/or by 7:00 a.m. Therefore the project has considered the 73 on-street parking spaces in determining the demand associated with our site. The parking supply numbers only consider the on-site parking spaces in the amount of 605 in calculating parking need. The hospital acknowledges the fact that the 73 on-street spaces are available to the general public and patrons and residents of other nearby uses will compete with the hospital users for their use.

Primary access to the on-site parking facilities is provided by southwest and northwest full-access driveway entrances. The majority of parking spaces can be accessed by employees and visitors, and designated emergency and service vehicle parking lots are clearly marked (restricted).

Existing Parking Demand

A comprehensive parking study was conducted for Marin General Hospital in 2010 (WSA, 2010). This study indicates that overall parking demand occupancy averages 88 percent throughout all hospital parking areas between 10:30 a.m. and 5:30 p.m. The peak parking demand was observed between 12:30 and 1:30 p.m., when overall parking occupancy reached 95 percent, or 733 occupied parking spaces. A key finding of the parking analysis indicates that on-site spaces (605 spaces) are 99 percent occupied between 11:30 a.m. and 12:30 p.m. A portion of the overall existing hospital parking demand includes ancillary uses not directly related to hospital. The surveyed 733-space parking demand includes on-site uses attributed to the Marin Clinic as well as the Marin County Health and Human Services buildings. Specific parking surveys for these on-site uses were not conducted other than to include the supply and demand as part of the total parking analysis. Therefore, as part of this updated parking analysis for existing and proposed hospital uses, overall existing parking demand has been based on the following three sources:

- Wilbur Smith and Associates parking study for Marin General Hospital;
- Count of Marin General Hospital full-time equivalent (FTE) employees (Peluso, 2011a);
- Institute of Transportation Engineers (ITE) parking research on “Clinic” and “Government Office Building” uses (ITE, 2010).

Existing total hospital parking demand currently reflects the 1,126 full-time equivalent (FTE) hospital employees, 8,000 square-foot Marin Clinic, and the existing 18,417 square-foot Marin County Health and Human Services (HHS) facility. The total peak campus demand has been determined by using the parking surveys conducted as part of the *Marin General Hospital Parking Study*. Specifically, the peak surveyed demand of 733 spaces includes all parking demand by hospital employees, patients, visitors, as well as other existing non-hospital uses; the Marin Clinic and the County HHS facility. The portion of the existing peak demand attributed to the Clinic and HHS facility has been estimated based on parking demand rates established by ITE. Barring other available information on parking demand for these non-hospital facilities (or the amount of hospital parking demand “spilling over” into these areas and/or dedicated spaces for these facilities), it is reasonable to assume a conservative parking demand for these uses. The existing parking demand solely for Marin General Hospital could be estimated as follows:

- 733-space total peak parking demand (based on parking surveys)
- (35)-space demand attributed to Marin Clinic (8,000 sq. ft. @ 4.43 spaces/1,000 sq.ft.)
- (76)-space demand attributed to Marin HHS facility (18,417sq.ft. @ 4.15 spaces/ 1,000 sq.ft.)
- 622-space total peak demand attributed to dedicated Marin General Hospital facilities

As calculated above, the total peak demand attributed to dedicated hospital uses equates to 622 spaces. This produces a parking ratio of 0.55 spaces/FTE hospital employee (622 spaces / 1,226 FTE). It is noted that the Marin General Hospital parking demand rate per employee is within the range cited for suburban hospitals in the ITE reference (0.31-1.71 vehicles per employee).

Regulatory Setting

State

California Department of Transportation

The California Department of Transportation (Caltrans) manages interregional transportation, including management and construction of the California highway system. In addition, Caltrans is responsible for permitting and regulation of the use of state roadways. Within proximity of the project site, there are two facilities that fall under Caltrans' jurisdiction: U.S. 101 and I-580.

Regional

Marin Countywide Plan

The *Transportation Element*, of the Marin Countywide Plan provides guiding principles for maintaining and managing the County's transportation network. Goals, policies, and programs pertaining to transportation and circulation that are relevant to the proposed project include the following:

> ***Goal TR-1. Safe and Efficient Movement of People and Goods.*** Provide a range of transportation options that meets the needs of residents, businesses, and travelers.
>
> > *Policy TR-1.1, Manage Travel Demand*. Improve the operation efficiency of the transportation system by reducing vehicle travel demand and provide opportunities for other modes of travel.
> >
> > *Policy TR-1.2, Maintain Service Standards*. Establish level of service standards for vehicles on streets and highways and performance standards for transit, bicycles, pedestrians, and other modes of transportation.
> >
> > > *Program TR-1e, Uphold Vehicle Level of Service Standards*. Uphold peak-hour vehicle level of service standard of LOS D or better for urban and suburban arterials and LOS E or better for freeways and rural expressway. Level of service standards should adhere to established standards for designated roadways in the Congestion Management Program system.
> > >
> > > *Program TR-1g, Determine Appropriate Mitigation*. Work with the Transportation Authority of Marin to monitor traffic impacts of development and identify mitigation requirements for proposed development that would cause a drop below adopted LOS, including transportation system improvements, impact fees, Transportation Demand Management strategies, direct support of alternative travel modes, or redesign the development of projects for transportation improvements.

Program TR-1s, Vehicle Miles Traveled (VMT) Reduction Monitoring and Implementation and Transportation Demand Management Program. Identify and require in new developments specific transportation demand management (TDM) strategies for reducing the VMT below levels that would otherwise occur.

Goal TR-2, Increased Bicycle and Pedestrian Access. Expand bicycle and pedestrian facilities and access in and between neighborhoods, employment centers, shopping areas, schools, and recreational uses.

Policy TR-2.2, Provide New Bicycle and Pedestrian Facilities. Where appropriate, require new development to provide trails or roadways and paths for use by bicycles and/or on-street bicycle and pedestrian facilities. In-lieu fees may be accepted if warranted in certain cases.

Program TR-2b, Adopt Standards for Pedestrian and Bicycle Access. As appropriate, require new development and redevelopment projects to address the following: bicycle and pedestrian access internally and to other areas through easements; safe access to public transportation and construction of paths that connect with other non-motorized routes; safe road crossings at major intersections for school children and seniors; and secure, weatherproof bicycle storage facilities and shower/changing room facilities for bicycle commuters. Ensure that such facilities will have ongoing maintenance.

Transportation Authority of Marin

The Transportation Authority of Marin (TAM) serves as the Congestion Management Agency (CMA) of Marin County. As the County's CMA, TAM is responsible for managing the county's blueprint to reduce congestion and improve air quality. TAM is authorized to set state and federal funding priorities for transportation improvements affecting the Marin County Congestion Management Program (CMP) transportation system (TAM, 2009a). Roadways in proximity to the project site that are designated in the CMP roadway system include U.S. 101, I-580, and Sir Francis Drake Boulevard. TAM forwards on the County's prioritized list of projects to the Metropolitan Transportation Commission (Metropolitan Planning Organization [MPO] for the San Francisco Bay Area) for incorporation into the regional list to receive state and federal funding. Programs and plans administered by TAM that are relevant to the proposed project are discussed below.

Congestion Management Program

The CMP specifies a system of highways and roadways for which traffic level of service standards are established. The CMP system includes all freeways, state highways, and principal arterials in the county. The program sets level of service standards for all CMP roadway segments and intersections. Sir Francis Drake Boulevard has a level of service standard of LOS D, and the LOS standard for freeways (I-580, U.S. 101) is LOS E. The CMP also contains an element promoting the use of alternative transportation modes and ways to reduce future travel demand. Improving the county's jobs/housing balance and implementing travel demand management strategies are specifically mentioned as ways of attaining the objectives of this element of the CMP. TAM requires local jurisdictions to analyze impacts of new developments or land use policy changes on CMP facilities. TAM has adopted an annual schedule for monitoring the CMP Roadway System. The last monitoring report was completed in 2008 (TAM, 2009b).

Impacts and Mitigation Measures

Significance Criteria

Consistent with CEQA *Guidelines* Appendix G (Environmental Checklist), the project could have a significant impact if it would:

a) Conflict with an applicable plan, ordinance, or policy establishing measures of effectiveness for the performance of the circulation system, taking into account all modes of transportation, including mass transit, non-motorized travel, and relevant components of the circulation system (including but not limited to intersections, streets, highways and freeways, pedestrian and bicycle paths, and mass transit);

b) Conflict with an applicable congestion management program (CMP), including, but not limited to, level of service (LOS) standards and travel demand measures, or other standards established by the county congestion management agency for designated roads or highways;

c) Result in a change in air traffic patterns, including either an increase in traffic levels or a change in locations that results in substantial safety risks;

d) Substantially increase hazards due to a design feature (e.g., sharp curves or dangerous intersections) or incompatible uses (e.g., farm equipment);

e) Result in inadequate emergency access; or

f) Conflict with adopted policies, plans, or programs regarding public transit, bicycle, or pedestrian facilities, or otherwise decrease the performance or safety of such facilities.

In addition to the criteria, above, the following standards were used to identify significant impacts of the proposed project:

County of Marin Standards of Significance

As defined in the Transportation section of the Countywide Plan Update Final EIR (MCCDA, 2007b), significance criteria for freeways, arterials, intersections, bicycle, pedestrian, and transit would be as follows:

Major Freeways: LOS E is the threshold level of service established by the Marin County CMP (TAM, 2009) for U.S. 101 and I-580 for the p.m. peak period. Therefore, the project would have a significant traffic and circulation impact if it:

- Caused a freeway segment with baseline traffic volumes operating at an acceptable level of service (LOS E or better) to deteriorate to an unacceptable operation (LOS F); and/or
- For a freeway segment with baseline traffic volumes already operating unacceptably at LOS F, caused an increase in the V/C ratio of 0.01 or more.

Major Arterials: The County level of service standard established by the Marin County CMP (TAM, 2009a) is LOS D for urban and suburban arterials including highways that serve as arterials

(i.e., Sir Francis Drake Boulevard). Therefore, the project would have a significant traffic and circulation impact if it:

- Caused an arterial with baseline traffic volumes operating at an acceptable level of service (i.e., LOS D or better) to deteriorate to an unacceptable operation (i.e., LOS E or F); and/or
- For an arterial with baseline traffic volumes already at an unacceptable LOS, caused an increase in the calculated average V/C ratio of 0.05 or more.

Intersections: The project would have a significant impact on intersection operations if:

- If an intersection with baseline traffic volumes operating at an acceptable LOS (LOS D or better) deteriorates to an unacceptable LOS E or LOS F, the increase in intersection delay is a significant impact; or
- For intersections that already have an unacceptable LOS, any increase in delay at the intersection is considered a significant impact.

Bicycle/Pedestrian: Bicycle/pedestrian impacts would be significant if the project:

- Substantially reduced bicycle or pedestrian access; and/or
- Substantially reduced safety for bicyclists or pedestrians.

Public Transportation: Transit impacts would be significant if the project:

- Increased demand for public transit service to such a degree that accepted service standards are not maintained; and/or
- Reduced availability of public transit to users, or interfered with existing transit users.

Emergency Access: Significant impacts of the project would occur based on the following standards:

- Result in less than two emergency access routes for streets exceeding 600 feet in length unless otherwise determined to be acceptable by the Fire Chief, or his/her designee, in specific instances due to climatic, geographic, topographic, or other conditions.

Approach to Analysis

The project's potential effects on key intersections, freeway segments along U.S. 101, pedestrian, bicycle, and transit facilities as well as emergency access, and traffic safety, and measures necessary to mitigate significant impacts were identified. Three impact analysis scenarios were analyzed to determine the extent to which the project may affect the surrounding transportation environment. These impact analysis scenarios are summarized below:

1. ***Existing Plus Project Conditions.*** This scenario represents the full buildout of the proposed Marin General Hospital project (Phases 1 and 2) added to existing traffic volumes. This scenario analyzes the extent to which project-related traffic would affect the existing circulation system; no transportation improvements are included in this scenario.

2a. ***Near-Term (Year 2018) No Project Conditions.*** This scenario represents traffic operations following distribution of approved project trips on the short-term future roadway network system between the Years 2010-2018. Traffic data from the TAM transportation model was used and includes all approved, pending, and potential projects (the latter being those not formally applied for, but which have a reasonable probability of being constructed) in the overall study area. Short-term (no project) volumes were developed from a yearly growth rate based on the TAM transportation model. In addition, any specific approved developments identified by the County or adjacent communities in the study area are included as part of short-term traffic growth. These developments represent either approved projects, approved projects under construction, and/or approved projects completed but not yet occupied. Short-term traffic volumes were projected by applying the yearly growth rate and/or approved project trips to existing a.m. and p.m. peak-hour intersection volumes. Project-related traffic was not included in the scenario.

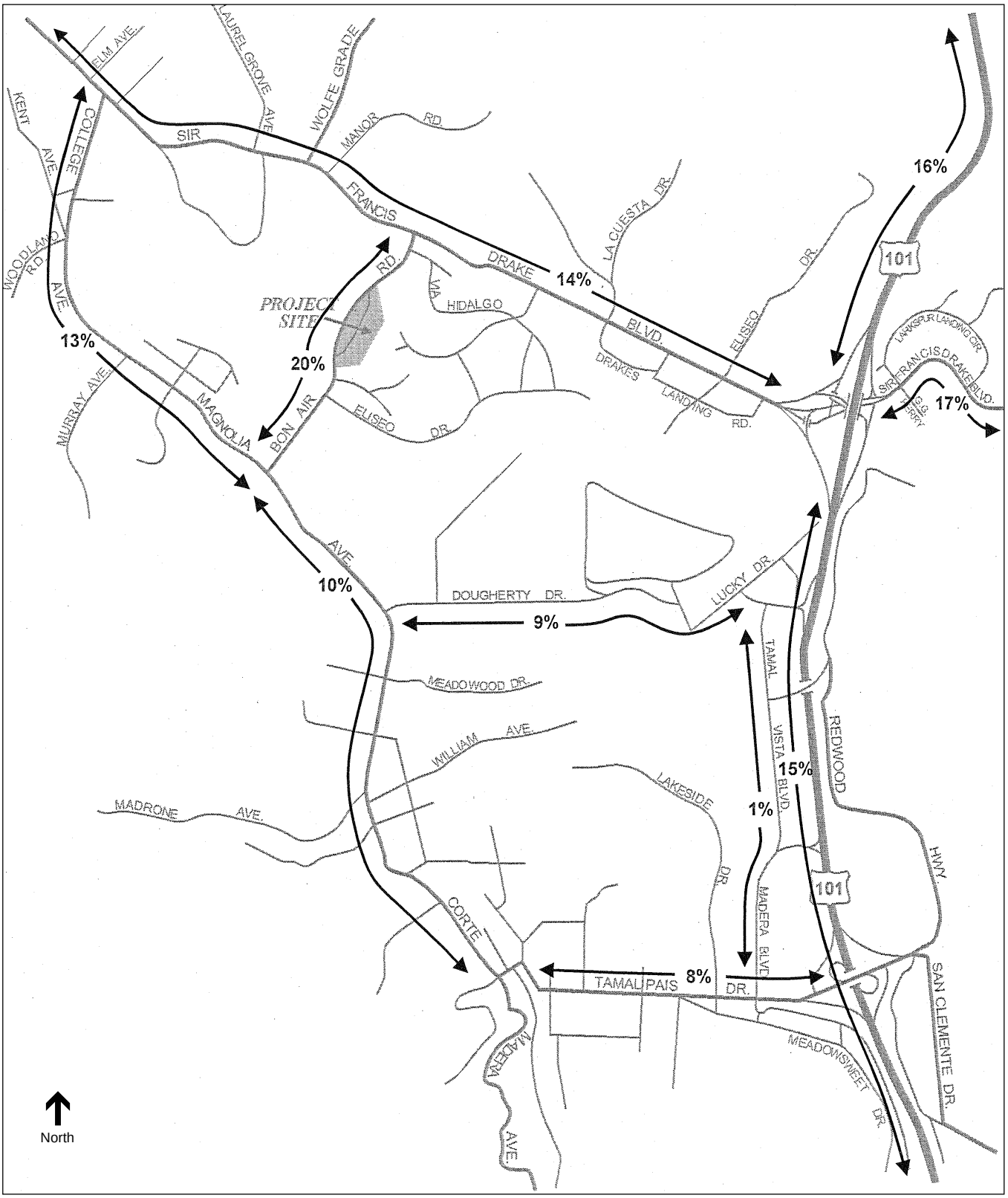
2b. ***Near-Term (Year 2018) plus Project Conditions.*** This scenario represents proposed Near-Term (Year 2018) project trips added into short-term no project volumes on the short-term future roadway network.

3a. ***Cumulative Year 2035 No Project Conditions.*** This scenario represents conditions that have been based on available TAM model projections for Year 2035. Intersection capacity analyses have been completed using future year 2035 volumes at all project study intersections without proposed project traffic. Project-related traffic was not included in the scenario.

3b. ***Cumulative Year 2035 plus Project Conditions.*** This scenario represents build-out of proposed project trips added into Year 2035 No Project volumes on the roadway network. As part of this task, TAM transportation model volumes were reviewed to determine what, if any, Marin General Hospital land uses are assumed in the model. The differences between the model assumptions and actual trip generation will be compared and quantified.

TAM travel demand model projections were applied in developing Year 2018 and Year 2035 traffic growth projections for project study roadways. The TAM travel demand includes traffic data for a base year (Year 2009) and a forecasted year (Year 2035). For project study roadways, the overall growth in traffic volumes averaged between two and seven percent from Year 2009 to Year 2018. The overall growth in traffic volumes averaged 13.5 percent (weighted average) over the 26-year period (2009-2035). The annual growth rate in traffic volumes was between 0.5 and one percent. The annual traffic growth projections were applied to a.m., mid-day, and p.m. peak-hour existing traffic volumes. Detailed descriptions of travel demand forecasting methodologies per study scenario are presented in the transportation impact analysis report (Appendix B to this Draft EIR). **Figure 4.M-4** presents the overall traffic growth along project study roadways.

As described above (in Existing Traffic Conditions section), the Marin County recently completed the PASS Signal Timing Project for the Sir Francis Drake Boulevard corridor between U.S. 101 and College Avenue, and the resulting signal timing and intersection LOS inputs have been incorporated into this analysis to be consistent with new corridor settings and volumes.



SOURCE: Omni-Means

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Figure 4.M-4
Travel Demand Model Average Daily Traffic (ADT) Growth 2009-2035

Future Transportation Improvements

The City of Larkspur has indicated that the vehicle and pedestrian bridge on Bon Air Road between Magnolia Avenue and South Eliseo Drive will be demolished and re-constructed as part of an overall seismic upgrade project. Based on discussions with City of Larkspur Engineering staff, the bridge project is entering into final designs as of late 2011 and is currently funded. Construction of the bridge would likely begin in 2013 with completion in 2014. The bridge will be slightly wider than the existing bridge with two travel lanes and improved pedestrian/bicycle facilities. Construction of the bridge is expected to be completed before the proposed project construction would begin. However, any conflicts between the Bon Air Bridge project and proposed project construction, if there is overlap, would be addressed as part of the proposed project's construction management plan (see *Site Construction Traffic* discussion).

No other planned or funded roadway improvements were identified under existing conditions or Year 2018 condition scenarios (Haile, 2011).

Under Year 2035 conditions, the following roadway improvement projects were included consistent with recent studies conducted in the area and TAM input (Fehr & Peers, 2009):

- U.S. 101 Gap Closure Project—complete HOV lanes for all segments of northbound and southbound U.S. 101 from N. San Pedro Road to Corte Madera;
- U.S. 101 Marin City Interchange—rebuild the Marin City Interchange bridge structure to comply with current Caltrans standards;
- Tiburon Interchange Improvements—Three lanes for both eastbound and westbound directions;
- U.S. 101/I-580 interchange improvements—widen southbound to eastbound and westbound to northbound connections from one to two lanes;
- I-580 to Shoreline Parkway/Anderson Drive connection—crossing under Bernardi Bump;
- Capacity improvements for Bel Marin Keys Boulevard and Atherton Avenue;
- U.S. 101 SB auxiliary lane—between Miller Creek and N. San Pedro Road;
- South Novato Road improvement—four lanes from Center Road to U.S. 101;
- McInnis Parkway extension—from current terminus to Miller Creek.

TAM is currently developing various circulation improvement studies for the U.S. 101 Greenbrae / Twin Cities Corridor, including transportation improvements along Sir Francis Drake Boulevard, and multi-modal improvements that would improve the operations and safety of the U.S. 101 Greenbrae / Twin Cities Corridor for all users and all modes of transportation (Fay, 2010). Specifically, a new eastbound through lane would be added to Sir Francis Drake Boulevard starting west of Eliseo Drive (at the Bon Air Shopping Center Driveway) and extend east through Eliseo Drive to the U.S. 101 southbound on-ramp. The preliminary design requires additional engineering studies and may not be feasible due to right-of-way constraints. However, should the circulation

improvement be deemed appropriate for cumulative year 2035 (no project) conditions, it likely would improve traffic flow and reduce vehicle delay at the Sir Francis Drake Boulevard / Eliseo Drive intersection.

Project On-Site Improvements

With proposed project uses, the existing northern driveway at Bon Air Road would be signalized. Based on MUTCD's peak-hour Warrant #3 criteria, the northern project driveway intersection would qualify for signalization with Existing "Plus-Project" and Near-Term (Year 2018) "Plus-Project" traffic volumes during the weekday p.m. peak hour. The southern project driveway intersection would not qualify for signalization with Existing "Plus-Project" or Near-Term (Year 2018) "Plus-Project" traffic volumes during the weekday a.m. or p.m. peak hour. Based on the TAM transportation model's yearly traffic growth projections along Bon Air Road and "Plus-Project" traffic volumes at the southern driveway, the intersection would qualify for signalization in the Year 2023 during the weekday p.m. peak hour. Until such time when the peak-hour signal warrant is met at the southern driveway, a left-turn refuge lane will be installed on Bon Air Road for outbound traffic. This painted refuge lane on Bon Air Road, designed to meet County standards, would require just 25 feet of storage (one vehicle) length, would be accommodated within the existing curb-to-curb width, and would not alter the travel path of northbound traffic.[3] See Appendix B for signal warrant calculations.

Based on discussions with Marin County Department of Public Works Transportation staff, installation of signals at the proposed project northern and southern driveways would require an encroachment permit through the County (Goralka, 2012). It is likely that the project applicant would enter into a cooperative agreement with the County and pay a yearly fee to have the County maintain signal operation and upkeep at the two project driveway signals.

Impacts Not Further Evaluated

Results in a change in air traffic patterns, including either an increase in traffic levels or a change in locations that result in substantial safety risks. Due to the nature of the proposed project, there would be no impacts related to air traffic patterns as the project would not introduce new air traffic or interfere with existing air traffic. The nearest public airport is San Rafael Airport, about five miles north of the project site. This impact category, listed in the significance criteria above as an impact topic to consider in a CEQA evaluation, is therefore not further examined.

Impacts and Mitigation Measures

Impact TRA-1: The Project would increase traffic volumes on area roadways and affect levels of service at the local and CMP study intersections and freeways under Existing plus Project Conditions. (Significant)

[3] The pavement width for southbound traffic (through and left-turn) is 24 to 26 feet in the affected area, which is sufficient for a southbound through lane plus refuge lane.

Trip Generation

Project trip generation estimates are presented in **Table 4.M-6**, and a complete description of trip generation methodologies is presented in the transportation impact analysis report (Appendix B to this Draft EIR). On the basis of 59 new beds to be added to the current average daily census (ADC) of 148 beds by Year 2018, and 28 beds to be added by Year 2035 (for a total of 235 beds), plus a new 100,000 square-foot ambulatory services building, the proposed project would generate about 4,440 daily trips with 310 a.m. peak-hour trips, 344 mid-day peak-hour trips, and 374 p.m. peak-hour trips for the horizon year 2018. At year 2035 build-out, the proposed project would generate about 4,771 daily trips, with 342 a.m. peak-hour trips, 377 mid-day peak-hour trips, and 410 p.m. peak-hour trips. These estimates conservatively assume 100 percent daily usage of the new beds (full occupancy).

Trip Distribution and Assignment

Trip distribution information of current hospital employees and patients was used to determine the distribution of project trips (Peluso, 2011b). Consideration was given to residential distributions, primary access routes in the vicinity of the hospital campus and peak-period directional traffic counts at all hospital driveways. **Figure 4.M-5** illustrates the project vehicle trip distribution throughout the roadway network.

TABLE 4.M-6
PROJECT TRIP GENERATION SUMMARY

Project Component	Daily		AM Peak Hour				Mid-Day Peak Hour [a]			PM Peak Hour			
	Rate	Trips	Rate	Trips	In	Out	Trips	In	Out	Rate	Trips	In	Out
Near-Term (Year 2018) [b]													
Hospital Beds [c]	11.81 [c]	827	1.14 [c]	80	57	23	85	42	43	1.31 [c]	92	33	59
Ambulatory Building [d]	36.13 [d]	3,613	2.30 [d]	230	182	48	259	127	132	2.82 [d]	282	76	206
Near-Term Total		**4,440**		**310**	**239**	**71**	**344**	**169**	**175**		**374**	**109**	**265**
Cumulative (Year 2035) [e]													
Hospital Beds	11.81 [c]	331	1.14 [c]	32	23	9	33	16	17	1.31 [c]	36	13	23
Buildout Total		**4,771**		**342**	**262**	**80**	**377**	**185**	**192**		**410**	**122**	**288**

[a] Mid-day project trips were derived from driveway counts at Marin General Hospital. These counts indicated that mid-day peak-hour volumes were about 92% of the p.m. peak-hour volumes with an inbound (49%) and outbound (51%) split.

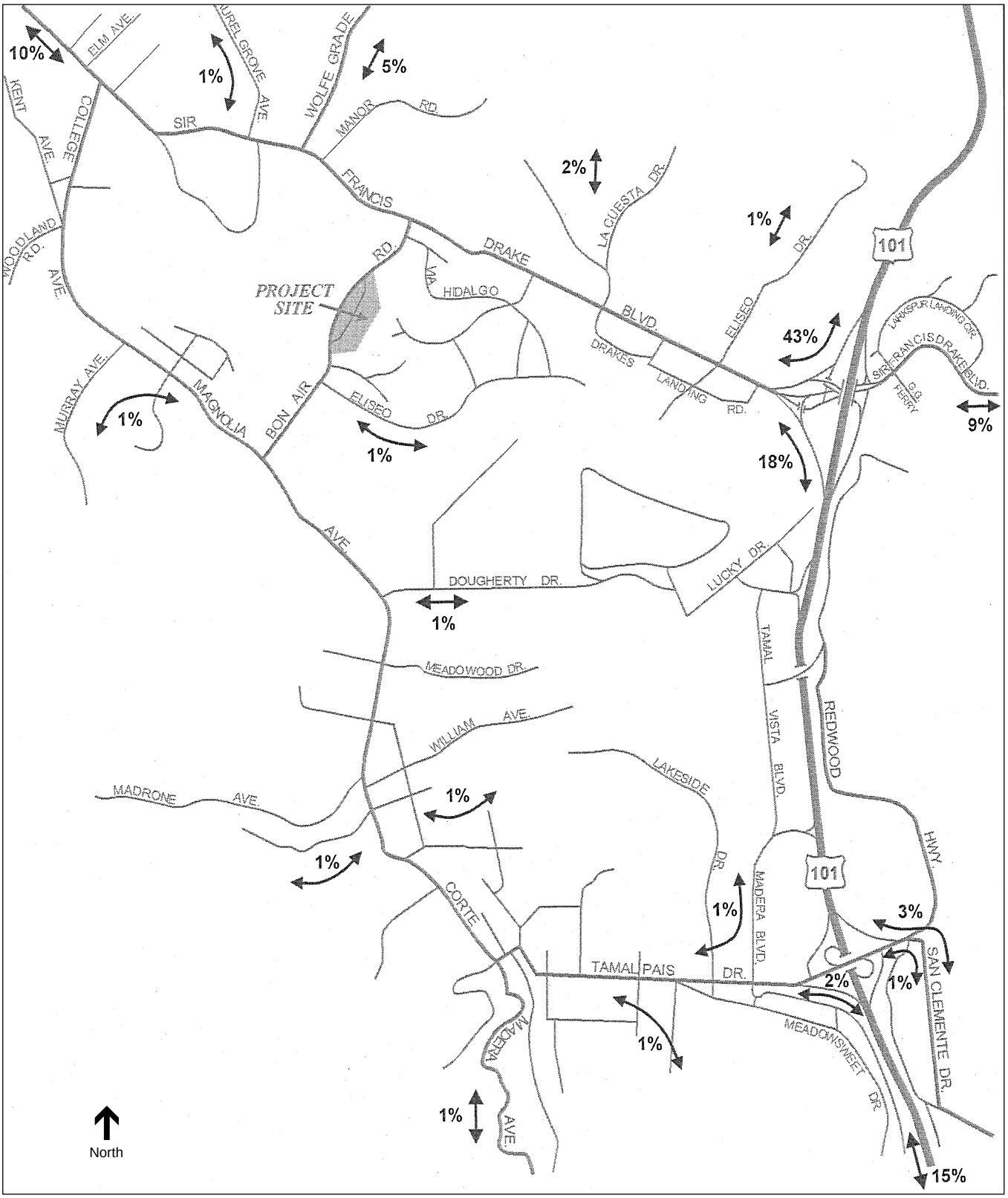
[b] Near-Term (Year 2018) includes the proposed 100,000 square-foot Ambulatory Building (to be operational by Year 2015), and 70 additional hospital beds (reflecting that at the time of the traffic counts, the daily bed count was 11 below the typical average).

[c] Trip rates were derived from the Institute of Transportation Engineers (ITE), Trip Generation, 8th Edition (2008) for Land Use Code:610 "Hospital." Trip rates were estimated by the number of hospital beds.

[d] Land use size represented in thousand square feet. The Ambulatory Building calculations were derived from ITE Trip Generation (2008) rates for a "Medical-Office Building" Land Use Code: 720. Project trips are derived from fitted curve equation because the land use generates trips at different rates depending on the size (square footage) of the space. In this case, 100,000 square-foot Ambulatory Building versus 32,000 square-foot average ITE survey site.

[e] Cumulative (Year 2035) includes an additional 28 hospital beds beyond the proposed development to be operational by Year 2018.

SOURCE: ITE, 2008; Omni-Means, 2012.



SOURCE: Omni-Means

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Figure 4.M-5
Project Trip Distribution

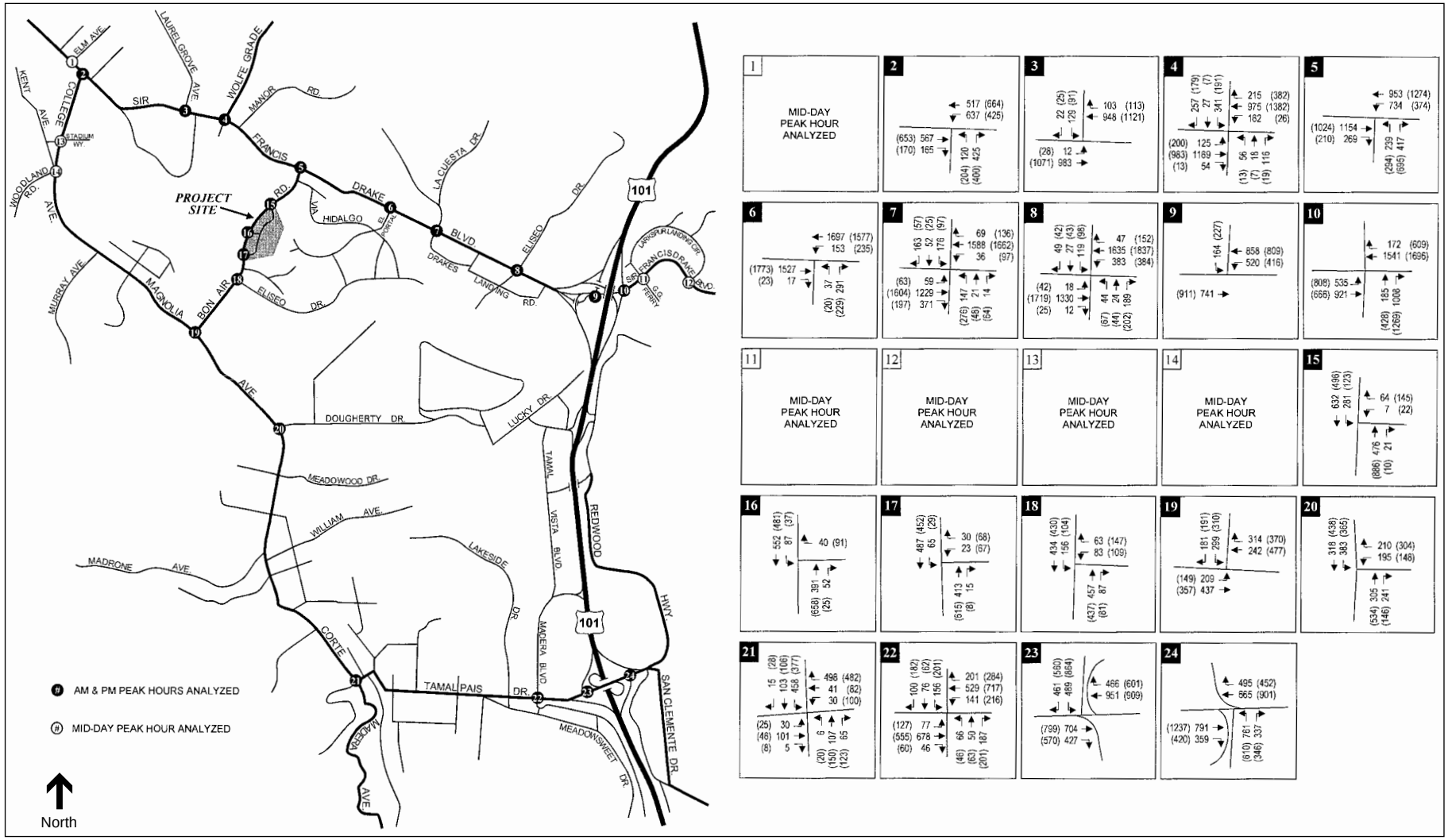
Peak-hour and mid-day vehicle trips associated with existing hospital uses were re-distributed at proposed project driveways to account for changes in vehicle access associated with changes in project site access and parking garage locations. Existing plus project buildout trips for the weekday a.m. and p.m. peak hour are shown in **Figure 4.M-6**; mid-day peak-hour trips are shown in **Figure 4.M-7**.

Existing plus Project Conditions Intersection Levels of Service

As shown in **Table 4.M-7** and **Table 4.M-8**, under Existing plus Project Conditions, the signalized intersections on Sir Francis Drake Boulevard at Wolfe Grade (a.m. and p.m. peak hours), and La Cuesta Drive and Eliseo Drive (a.m., p.m. and mid-day) would continue to operate at unacceptable service levels (LOS E-F) as under existing conditions. Based on the significance criteria (which stipulates that for intersections already operating at an unacceptable LOS without the project, any increase in delay is considered a significant impact), the project would have a significant impact at those three intersections under existing plus project conditions. The remaining study intersections would continue to operate at acceptable levels of service (LOS D or better) during the a.m., mid-day, and p.m. peak periods evaluated. LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

The Marin *Countywide Plan Updated Final EIR* indicates that to provide viable, results-oriented transportation relief to Sir Francis Drake Boulevard between Wolfe Grade and U.S. 101 under existing plus project traffic conditions, the corridor would need to be widened (MCCDA, 2007b). Specifically, the *Countywide Plan* includes the widening of Sir Francis Drake Boulevard from two to three lanes in the westbound direction, between Bon Air Road and Wolfe Grade, and between Eliseo Drive and U.S. 101. This same improvement would be necessary to improve the La Cuesta/Sir Francis Drake Boulevard intersection west of Eliseo Drive. However, the widening improvements would be constrained by existing residential and commercial development, and therefore may be infeasible. In addition, these improvements are currently unfunded. For those reasons, these improvements cannot be considered a feasible mitigation measure, and the above-described impacts would be significant and unavoidable.

As described more-fully below (see Impact TRA-4), the existing Marin General Hospital Travel Demand Management (TDM) program includes the use of valet services and shuttle transit service. In addition, as required by Mitigation Measure GHG-2 (in Section 4.F, *Greenhouse Gases and Climate Change)* the hospital will continue to coordinate with the *511 Rideshare,* TAM, or similar organization and implement TDM measures to reduce drive alone mode for employees and visitors as well as to improve pedestrian and bicycle access. Based on employee survey results from the current *511 Rideshare* program, additional TDM strategies are specified in Mitigation Measure GHG-2 and will be implemented by the project. Those TDM strategies include an employee commute program, on-site information to employees about commute alternatives, carpool and vanpool matching for employees, employee showers and additional secure bicycle parking facilities, and participation in the County's Emergency Ride Home (ERH) program.



SOURCE: Omni-Means

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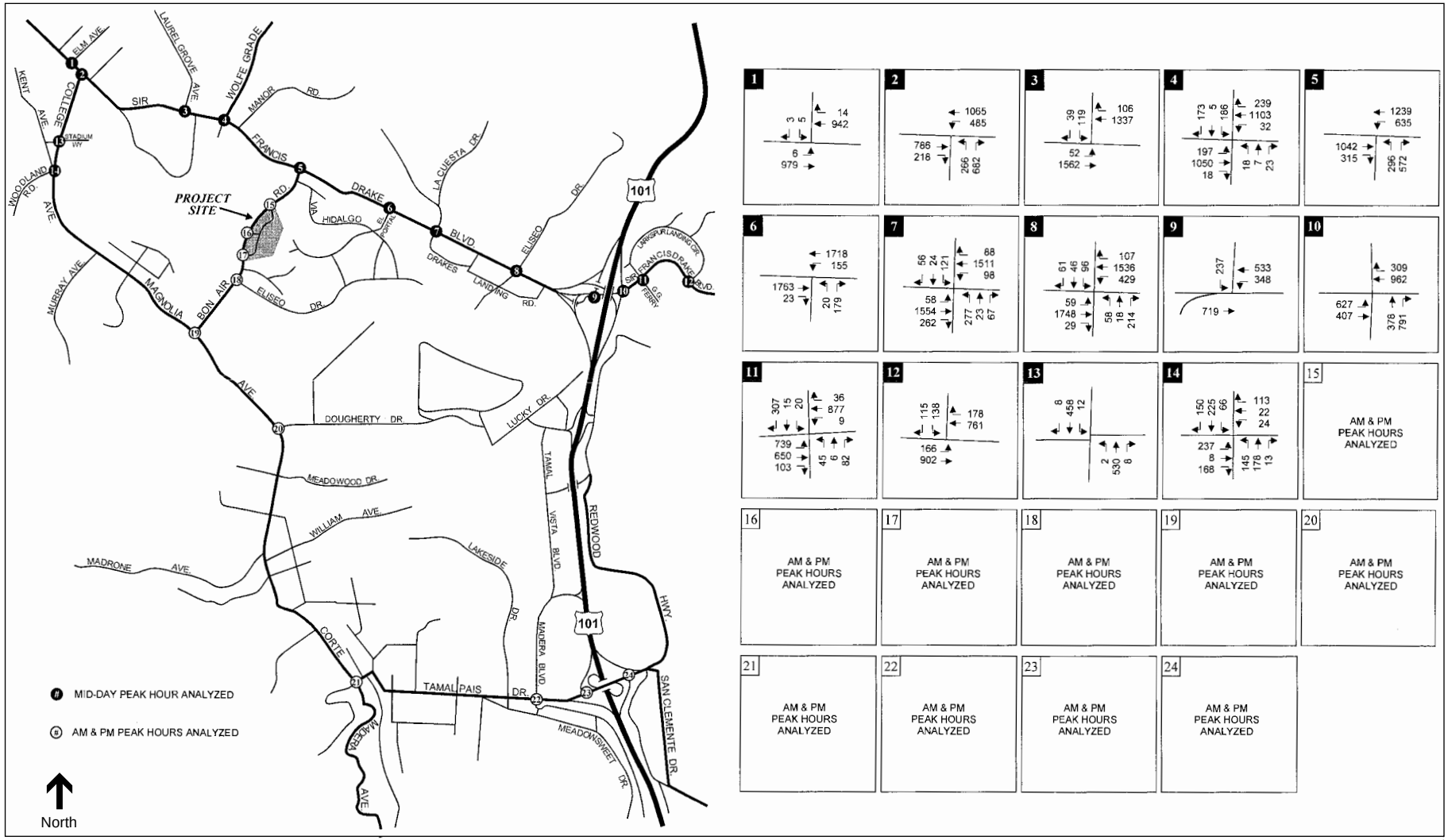
Figure 4.M-6

Existing + Year 2035 Project AM and (PM) Peak Hour Volumes



SOURCE: Omni-Means

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Figure 4.M-7

Existing + Year 2035 Project Mid-Day Peak Hour Volumes

TABLE 4.M-7
EXISTING PLUS PROJECT CONDITIONS
INTERSECTION LEVELS OF SERVICE (LOS) WEEKDAY AM AND PM PEAK HOUR

Intersection[a]	Control Type[b]	AM Peak		PM Peak	
		Delay[c]	LOS	Delay[c]	LOS
1. Elm Ave./Sir Francis Drake Blvd.	Signal	MDO[d]	MDO	MDO	MDO
2. College Ave./Sir Francis Drake Blvd.	Signal	29.8	C	22.4	C
3. Laurel Ave./Sir Francis Drake Blvd.	Signal	17.7	B	18.4	B
4. Wolfe Grade/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**	**>80.0**	**F**
5. Bon Air Rd./Sir Francis Drake Blvd.	Signal	49.1	D	53.8	D
6. El Portal/Sir Francis Drake Blvd.	Signal	21.0	C	33.4	D
7. La Cuesta/Sir Francis Drake Blvd.	Signal	**78.3**	**E**	**>80.0**	**F**
8. Eliseo Dr./Sir Francis Drake Blvd.	Signal	**66.3**	**E**	**58.7**	**E**
9. US101 SB Ramps/Sir Francis Drake Blvd.	Signal	10.7	B	10.4	B
10. US101 NB Ramps/Sir Francis Drake Blvd.	Signal	17.4	B	32.5	C
11. Larkspur Landing W./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
12. Larkspur Landing E./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
13. Stadium Way/College Ave.	Signal	MDO	MDO	MDO	MDO
14. Kent Ave.-Woodland Rd./College Ave.	AWSC	MDO	MDO	MDO	MDO
15. MGH North Driveway/Bon Air Rd.	Signal	10.4	B	20.4	C
16. MGH Mid-Driveway/Bon Air Rd.	SSSC	11.7	B	19.0	C
17. MGH South Driveway/Bon Air Rd.	SSSC	18.2	C	23.0	C
18. Eliseo Dr./Bon Air Rd.	Signal	31.7	C	32.6	C
19. Bon Air Rd./Magnolia Blvd.	Signal	13.5	B	14.9	B
20. Doherty Dr./Magnolia Ave.	Signal	22.2	C	21.8	C
21. Corte Madera Ave./Tamalpais Dr.	Signal	35.1	D	29.8	C
22. Madera Blvd./Tamalpais Dr.	Signal	32.1	C	44.2	D
23. US101 SB Off-ramp/Tamalpais Dr.	Signal	18.0	B	18.3	B
24. US101 NB Off-ramp/Tamalpais Dr.	Signal	18.5	B	19.1	B

[a] MGH = Marin General Hospital; SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
[b] Signal = Signalized; AWSC = All-Way Stop-Controlled; SSSC = Side-Street Stop-Controlled.
[c] Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle). For two-way stop controlled intersections, delays for worst approach are shown.
[d] MDO = mid-day only.

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

TABLE 4.M-8
EXISTING PLUS PROJECT CONDITIONS
INTERSECTION LEVELS OF SERVICE (LOS) WEEKDAY MID-DAY PEAK HOUR

Intersection[a]	Control Type[b]	MID Peak	
		Delay[c]	LOS
1. Elm Ave./Sir Francis Drake Blvd.	Signal	21.7	C
2. College Ave./Sir Francis Drake Blvd.	Signal	27.0	C
3. Laurel Ave./Sir Francis Drake Blvd.	Signal	20.3	C
4. Wolfe Grade/Sir Francis Drake Blvd.	Signal	33.0	C
5. Bon Air Rd./Sir Francis Drake Blvd.	Signal	38.6	D
6. El Portal/Sir Francis Drake Blvd.	Signal	26.4	C
7. La Cuesta/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**
8. Eliseo Dr./Sir Francis Drake Blvd.	Signal	**>80.0**	**F**
9. US101 SB Ramps/Sir Francis Drake Blvd.	Signal	9.5	A
10. US101 NB Ramps/Sir Francis Drake Blvd.	Signal	17.1	B
11. Larkspur Landing W./SFD Boulevard	Signal	40.8	D
12. Larkspur Landing E./SFD Boulevard	Signal	17.1	B
13. Stadium Way/College Ave.	Signal	0.4	A
14. Kent Ave.-Woodland Rd./College Ave.	AWSC	17.7	C

[a] SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
[b] Signal = Signalized; AWSC = All-Way Stop-Controlled
[c] Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle).

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

As discussed for Impact and Mitigation Measure GHG-2, these TDM strategies would reduce project trips (based on the quantified reasoning provided therein), and would subsequently lessen potential traffic impacts to the surrounding circulation system. However, the estimated project trip reduction associated with the implementation of the aforementioned TDM strategies are conservatively not assumed in this analysis. This is in part because the associated reduction in project vehicle trips would not reduce this impact to less than significant, and moreover because expansion of Sir Francis Drake Boulevard would be infeasible, thus the impact would remain significant and unavoidable.

> **Mitigation:** There are no additional feasible measures to mitigate the project impact to a less-than-significant level.

Significance after Consideration of Mitigation Measure: Significant and Unavoidable

Existing plus Project Conditions Freeway Segment Levels of Service

As stated above, under existing conditions, the northbound segment of U.S. 101 between Tamalpais Drive and Sir Francis Drake Boulevard is currently operating at LOS F during the p.m. peak hour. All other segments are operating at LOS D or better during the p.m. peak hour.

As shown in **Table 4.M-9**, under Existing plus Project Conditions, the northbound segment of U.S. 101 between Tamalpais Drive and Sir Francis Drake Boulevard would continue to operate at LOS F during the p.m. peak hour. Project-generated traffic increases would add about 23 trips to this segment, which equates to an increase in v/c ratio of 0.004, much less than the County's significance criteria for freeway segments (an increase in v/c ratio of 0.01 or more) to p.m. peak-hour volumes. Therefore, the proposed project impacts would be considered less than significant. All other segments are operating at LOS D or better during the p.m. peak hour. Freeway segment LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

Mitigation: None required

TABLE 4.M-9
EXISTING PLUS PROJECT CONDITIONS
FREEWAY SEGMENT PM PEAK-HOUR LEVELS OF SERVICE (LOS)

U.S. 101 Freeway Segment	Direction [a] / # of Lanes	Volume	Density [b]	LOS	LOS Standard
North of Sir Francis Drake Blvd	NB / 4	5,582	26.5	D	E
	SB / 3	4,504	28.5	D	E
Sir Francis Drake Blvd to Tamalpais Dr	**NB / 3**	**6,090**	**>45**	**F**	**E**
	SB / 3	5,481	26.7	D	E
South of Tamalpais Drive	NB / 4	6,376	31.2	D	E
	SB / 4	5,095	24.8	C	E

[a] NB = Northbound; SB = Southbound
[b] Density calculated by maximum service flow rate (passenger cars per hour per travel lane [pc/h/ln]).

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

Existing plus Project Conditions Vehicle Queuing - Bon Air Road/Sir Francis Drake Boulevard

With existing plus project volumes, the westbound left-turn movement from Sir Francis Drake Boulevard to Bon Air Road would continue to exceed the existing storage length of 290 feet. During the a.m. peak hour (worst case), the westbound 95th percentile vehicle queue is projected at 356 feet. This would equate to two to three additional vehicles exceeding the storage lanes based on 25 feet per vehicle with proposed project traffic. Due to physical constraints of adjacent residential and/or commercial property along Sir Francis Drake Boulevard, the westbound left-turn

lanes cannot feasibly be lengthened without acquisition of additional right-of-way. For this reason, described impacts would be significant and unavoidable.

As described more-fully below (see Impact TRA-4), the existing Marin General Hospital TDM program includes the use of valet services and shuttle transit service. As mentioned above, the project will continue to implement the existing TDM program as well as additional TDM strategies specified in Mitigation Measure GHG-2. However, the estimated project trip reduction associated with the additional TDM strategies are conservatively not assumed in this analysis. The TDM strategies are not applied here because the associated reduction in project vehicle trips would not reduce this impact to less than significant and moreover because expansion of Sir Francis Drake Boulevard may be infeasible, thus the impact would remain significant and unavoidable.

It is noted that the proposed project's significant and unavoidable impact for the Sir Francis Drake Boulevard westbound left-turn lane at Bon Air Road (excess vehicle queuing) also would apply to near-term (year 2018) plus project, and cumulative (year 2035) plus project conditions.

> **Mitigation:** There are no additional feasible measures to mitigate the project impact to a less-than-significant level.

Significance after Consideration of Mitigation Measure: Significant and Unavoidable

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Impact TRA-2: The Project would substantially increase traffic safety hazards for vehicles, bicyclists, and pedestrians on public roadways due to roadway design features, incompatible uses, or Project-related vehicles trips. (Potentially Significant)

The project site would be served by two full-access driveways and three limited access driveways, all located off Bon Air Road. As shown in the proposed project site plan (see Figure 3-5, Chapter 3, *Project Description*), vehicle access along Bon Air Road would be largely unchanged from existing conditions with respect to existing driveway access at the far north and south locations. Starting at the project site's main full-access northern driveway at Bon Air Road, intersection lane geometry would remain unchanged from existing conditions, except the northbound shared through/right-turn lane on Bon Air Road would be widened to provide for separate through and right-turn lanes, in order to reduce delays for northbound through traffic. In addition, the northern project driveway intersection on Bon Air Road would be signalized. With signalization, peak-hour intersection operations would be LOS C or better (see Table 4.M-7, above).

Continuing south of the main northern project driveway approximately 140 feet, a new westbound (for outbound traffic) driveway would provide access from a planned parking structure out onto Bon Air Road. This driveway would be right-turn only onto Bon Air Road and provide an additional vehicular exit from the parking structure that does not direct exiting vehicles back onto the project site. Approximately 40 feet south of this limited access driveway, a new inbound-only driveway would provide emergency access into the site for ambulances. A new median break (with

a turn pocket about 60 feet in length) would be installed on Bon Air Road as part of this driveway improvement to allow southbound ambulances to turn left (eastbound) into the campus. The final design for this modification to the median would be coordinated with emergency responders and the Marin County Parks and Open Space Department.

The outbound-only driveway from the planned parking garage would have limited vehicle sight distance (less than 150 feet) due to its location on the northern apex of the curvature on Bon Air Road. This limited sight distance could lead to vehicle conflicts between through-traffic on Bon Air Road and outbound project traffic from the planned parking garage and result in a potentially significant impact. Implementation of **Mitigation Measure TRA-2a** would reduce the impact to traffic safety to a less-than-significant level.

Another project driveway would be located approximately mid-block between the main northern and southern full-access driveways on Bon Air Road. About 250 feet north of the main southern full-access driveway, this project driveway would allow right turns (inbound/outbound) as well as inbound left turns; no outbound left turns would be permitted. Vehicle sight distance would be acceptable with the continued removal of two parking spaces on Bon Air Road (as with existing conditions). This stop-sign controlled driveway is projected to operate at LOS A during all three analyzed time periods.

The main full-access southern driveway would continue to operate at its present location, though an interim left-turn refuge lane would be installed on Bon Air Road for outbound driveway traffic. With this improvement, peak-hour intersection operations would be LOS C (see Table 4.M-7, above). There is very little vehicle storage capacity (less than 50 feet) for outbound left and right-turn movements from the project driveway onto Bon Air Road. This is due to the design of the internal north-south drive aisle where it intersects the project driveway. For this reason, it is likely that outbound vehicles at this project driveway could queue into the internal driveway aisle (northbound) direction and block vehicle parking located immediately northwest of the driveway fronting Bon Air Road. This queuing would be internal to the project site and would be considered potentially significant. Implementation of **Mitigation Measure TRA-2b** would reduce impacts to traffic safety to a less-than-significant level.

> **Mitigation Measure TRA-2a:** To improve vehicle sight distance from the planned parking garage right-turn only westbound driveway onto Bon Air Road, no vehicle parking shall be allowed on the east side of Bon Air Road between the garage's outbound-only driveway and the planned inbound-only ambulance driveway located to the south (which would entail removal of two parking spaces, in addition to the two or three parking spaces removed to accommodate the new driveways). In addition, the landscaped area between the two driveways would consist of low-lying vegetation only to allow for improved vehicle sight distance.
>
> These measures will result in reducing potential vehicle sight distance problems to a less-than-significant level.

Significance after Implementation of Mitigation Measure: Less than Significant

Mitigation Measure TRA-2b: To improve traffic flow and reduce potential queuing impacts at the main full-access southern driveway, it is recommended that a double yellow lane striping shall be installed from the driveway's raised median around the internal curb northbound into the drive aisle to prevent queued vehicles from potentially blocking inbound traffic to the site.

Significance after Implementation of Mitigation Measure: Less than Significant

As an option, pedestrian access and circulation within the project site would be enhanced by an elevated pedestrian walkway/bridge that would link the proposed Bon Air Road parking structure with all on-site medical facilities (see Figure 3-5, Chapter 3, *Project Description*), separating pedestrian flow from vehicle circulation below. From the planned parking structure, the bridge would extend east across the main internal drive aisle to link up with the new ambulatory services building. The raised walkway would then extend south providing access to the existing campus's west wing building before continuing on to the main hospital replacement building on the southeast portion of the campus. Pedestrian sidewalks extend from the main north and south driveways entrances into the project site and would link with internal building walkways within the campus. There would be a main pedestrian crosswalk linking the sidewalk along the Bon Air Road frontage to the hospital's main entrance pick-up/drop-off area just northwest of the main southern driveway. Another pedestrian sidewalk/path would connect the hospital's west wing with parking areas along the east side of the building.

It is noted that pedestrian crosswalks would be installed across each leg of both of the project's main north and south driveway entrances at Bon Air Road (with signalization). These crosswalks would provide pedestrian links across Bon Air Road that would allow access to adjacent pedestrian and bicycle facilities on the west side of the road.

Bicycle access to the project site would continue to be along Bon Air Road, as cyclists can use the dedicated Class I path on both sides of the street to access the project. In addition, the increase in traffic from the proposed project would not result in any increase in traffic hazards to transit facilities or service to and from the project site. Furthermore, the above-mentioned planned pedestrian bridge would enhance on-site accessibility and reduce potential conflicts between vehicles and pedestrians. Therefore, potential traffic safety impacts to cyclists, pedestrian, and transit service would be considered less than significant.

Mitigation: None required

Impact TRA-3: The Project could result in inadequate emergency access. (Potentially Significant)

The proposed project would include a median cut to provide left-turn access from Bon Air Road to the existing ambulance access road, which would improve access and on-site circulation for emergency vehicles by creating a new central emergency response vehicle entrance in front of the West Wing (Emergency Department). In addition, the project would include a median cut to provide

left-turn access (currently an exit-only) from Bon Air Road for general traffic to access the emergency room drop-off, in the front of the West Wing building. Figure 3-5 in Chapter 3, *Project Description*, illustrates these improvements for emergency vehicle access.

The new access road would prohibit patient and visitor vehicles. The new access road would provide a direct connection to the on-site emergency vehicle lane, which permits access to the emergency room loading area in the West Wing. The loading area would also be restricted to emergency response vehicles, and general vehicles (e.g., employees, visitors) would be prohibited. Appropriate signage and markings would be provided to alert and notify non-emergency vehicles.

Although the proposed project would introduce alterations to the existing median along Bon Air Road to improve access for emergency vehicles, the outbound-only driveway from the planned parking garage would have limited vehicle sight distance. Implementation of **Mitigation Measure TRA-2a** would reduce impacts to emergency vehicles and reduce potential conflicts between general traffic and emergency vehicles to a less-than-significant level.

> **Mitigation Measure TRA-3:** Implement Mitigation Measure TRA-2a (improve vehicle sight distance from the planned parking garage right-turn-only westbound driveway onto Bon Air Road).

Significance after Implementation of Mitigation Measure: Less than Significant.

Impact TRA-4: The Project would not be inconsistent with adopted polices, plans, and programs supporting alternative transportation. (Less than Significant)

As noted previously, the proposed project would be considered to have a significant impact if it conflicted with adopted policies, plans or programs supporting alternative transportation facilities (e.g., bicycle paths or lanes, bus routes, sidewalks) or generate pedestrian, bicycle or transit travel demand that would not be accommodated by current pedestrian facilities, bicycle development plans or transit plans.

The project site is well-served by alternative modes of transportation, including transit, bicycle, and pedestrian facility services. As discussed in the *Setting*, transit service to the project site is provided by Golden Gate Transit Bus Route 29 and Marin Transit Bus Route 222. In addition, the hospital operates its own shuttle service between the main parking areas and off-site satellite parking lot (e.g., St. Sebastian's Church).

The proposed project proposes three new bus stops (one relocated from on-site) along Bon Air Road. One proposed north of the main southern driveway entrance on northbound Bon Air Road; one proposed south of the Bon Air Road/southern driveway entrance intersection, on southbound Bon Air Road; and one proposed south of the Bon Air Road/northern driveway entrance intersection, on southbound Bon Air Road. (See Figure 3-5, Proposed Site Plan, in Chapter 3, *Project Description*.) The existing bus stop at the northern driveway entrance would be relocated

about 100 feet toward Sir Francis Drake Boulevard to accommodate the work at the northern access driveway. New or improved sidewalks from the proposed bus stops would be ADA accessible and designed to allow access from the bus stops to the front door of the Hospital Replacement Building. The Marin Healthcare District would continue to coordinate with Marin Transit and Golden Gate Transit District to consider the appropriate and feasible locations for new and relocated facilities and potential adjustments to bus routes, as well as with the Marin County about right-of-way and safety considerations and requirements.

The County's Unincorporated Area *Bicycle and Pedestrian Master Plan* contains goals and policies aimed at improving bicycle and pedestrian safety, accessibility; reduce traffic congestion, promote exercise, increase the use of alternative transportation, and develop programs to enhance the overall quality of life for the County's population (Marin County Department of Public Works, 2008). Specific goals and objectives in the Plan that apply to proposed project include the following:

- ***Objective B*:** Complete a network of bikeways that are feasible, fundable, and that serve bicyclist's needs, especially for travel to employment centers, schools, commercial districts, transit stations and institutions;

- ***Objective C*:** Complete a network of walkways that serves pedestrian needs, especially for short trips to employment centers, schools, commercial districts, transit stations and institutions;

- ***Objective E*:** Provide short-term and long-term bicycle parking in employment and commercial areas, in multi-family housing, at schools, and at transit facilities;

- ***Objective F*:** Increase the number of bicycle-transit trips; and

- ***Objective G*:** Develop and implement education and encouragement plans aimed at youth, adult cyclists, pedestrians, and motorists. Increase public awareness of the benefits of bicycling and walking and of available resources and facilities.

Existing Marin General Hospital TDM strategies include valet parking and the provision of shuttle transit services. Furthermore, the hospital coordinates with *511 Rideshare*, a San Francisco Bay Area organization that provides assistance to employers relative to travel demand management. In this regard, *511 Rideshare* assisted hospital staff in conducting an employee commute survey in April 2011, and the 32 percent response ratio was determined to be a satisfactory sample by *511 Rideshare* (Garland, 2011). The employee survey revealed substantial information regarding commute patterns, commute problems and issues, and employee interest in alternative commute modes. The following points summarize the survey results:

- Marin General Hospital has a relatively high 89 percent "drive alone" ratio by employees. In contrast, Metropolitan Transportation Commission data indicates that overall, Marin County commuters had a drive alone mode of 75-80 percent, about 10-15 percentage points lower than Marin General Hospital employees (MTC, 2008);

- Marin General Hospital employee commute distances are relatively long, with an average commute length of 19.2 miles;

- The longer commute lengths (and comments from employees) suggest that carpools and vanpools would be attractive alternatives for employee commuting;

- About 40 percent of the respondents live within 10 miles of the hospital, and a number of employees expressed interest in biking to work if adequate facilities (showers and secure bike parking) were available;

- Transit use is very low, and employee comments suggest that the available transit schedules and routes are not well-suited for Marin General Hospital employee commuting.

Although the proposed project would not directly or indirectly eliminate alternative transportation corridors or facilities (e.g., bicycle lanes, crosswalks, etc.), nor would the project include changes in adopted policies, plans, or programs that support alternative transportation, it would be beneficial (manage travel demand, reduce traffic generation, and promote additional safety measures for staff, patients, and visitors). The Marin Healthcare District would continue and expand strategies to encourage the use of alternative transportation facilities near and at the project site. Furthermore, the Marin Healthcare District would continue to coordinate with appropriate agencies and organizations (e.g., TAM, *511 Rideshare*) to support additional TDM practices to reduce the drive-alone travel mode and improve non-motorized access to the project site, as specified in Mitigation Measure GHG-2 (in Section 4.F, *Greenhouse Gases and Climate Change*). As a result, the proposed project would not conflict with adopted polices, plans, and programs supporting alternative transportation, and the project impact would be less than significant

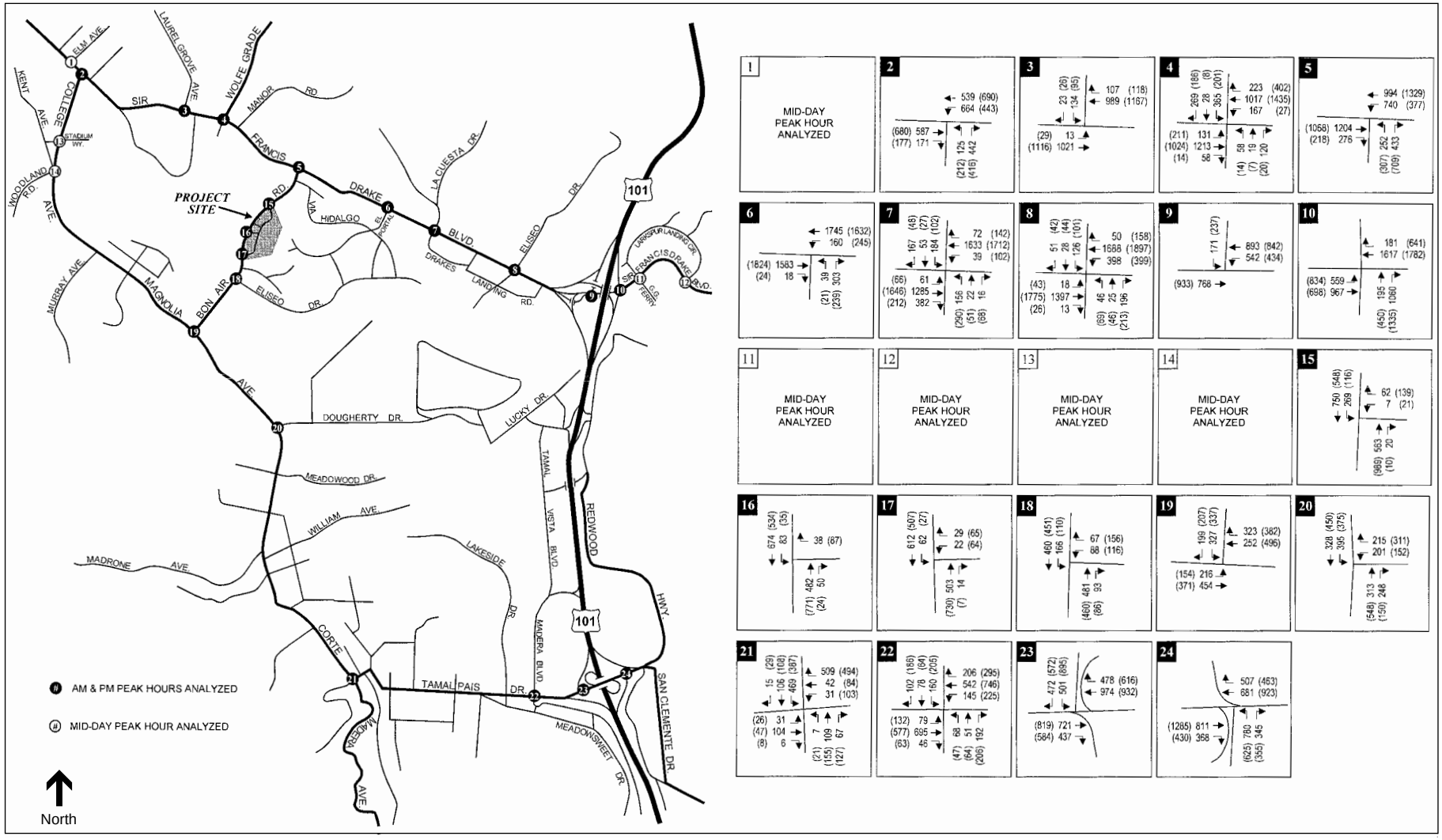
Mitigation: None required

Impact TRA-5: The Near-Term Project would increase traffic volumes on area roadways and affect levels of service at the local and CMP study intersections and freeways under Near-Term (Year 2018) plus Near-Term Project Conditions. (Significant)

Near-Term (Year 2018) plus Near-Term Project Conditions Intersection Levels of Service

Under Near-Term (Year 2018) No Project Conditions, the signalized intersections on Sir Francis Drake Boulevard at Wolfe Grade (a.m. and p.m. peak hours), and La Cuesta Drive, and Eliseo Drive (a.m., p.m. and mid-day) would be operating at unacceptable conditions (LOS E-F). The remaining study intersections would continue to operate at acceptable levels of service (LOS D or better) during the a.m., mid-day, and p.m. peak hours evaluated. LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

Project trip generation, distribution and assignment are described on pages 4.M-26 to 4.M-26. Year 2018 plus Near-Term Project trips for the weekday a.m. and p.m. peak hour are shown in **Figure 4.M-8**; mid-day peak-hour trips are shown in **Figure 4.M-9**. As stated above, with proposed project uses, the existing northern and southern project driveways at Bon Air Road would be signalized.

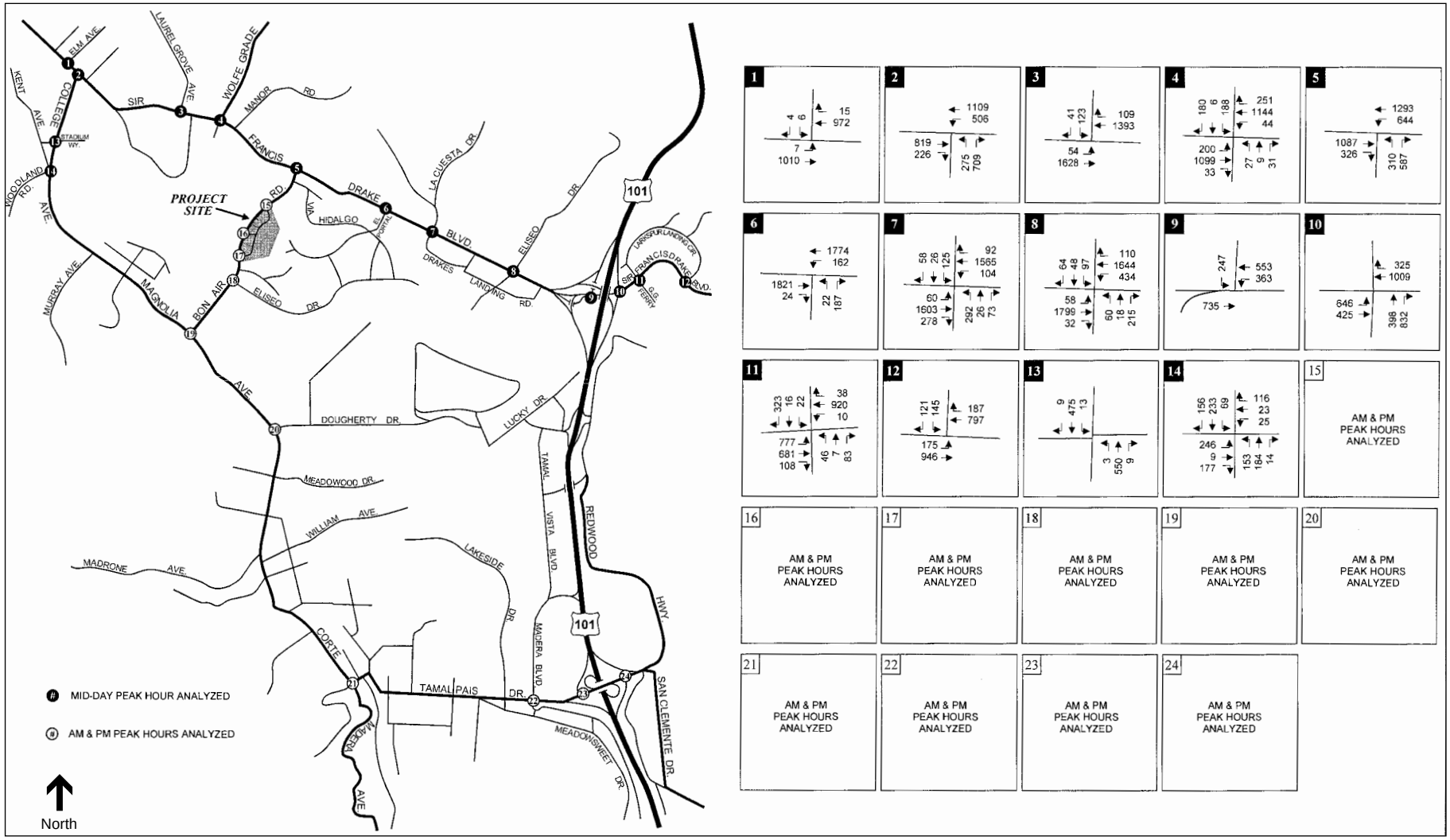


SOURCE: Omni-Means

Marin General Hospital . 210606

Figure 4.M-8

Year 2018 With Project AM and (PM) Peak Hour Volumes



SOURCE: Omni-Means

Marin General Hospital . 210606

Figure 4.M-9
Year 2018 With Project Mid-Day Peak Hour Volumes

As shown in **Table 4.M-10** and **Table 4.M-11**, under Near-Term (Year 2018) plus Near-Term Project Conditions, the signalized intersections on Sir Francis Drake Boulevard at Wolfe Grade, La Cuesta Drive, and Eliseo Drive would continue to operate at unacceptable service levels (LOS E or F) as under 2018 (no project) conditions. Based on the significance criteria (which stipulates that for intersections already operating at an unacceptable LOS without the project, any increase in delay is considered a significant impact), the project would have a significant impact at those three intersections under Near-Term (Year 2018) plus project conditions. The remaining study intersections would continue to operate at acceptable levels of service (LOS D or better) during the peak periods evaluated. LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

As described in Impact TRA-1, to improve the adverse traffic effects along Sir Francis Drake Boulevard at the intersections of Wolfe Grade, La Cuesta Drive, and Eliseo Drive would require roadway widening improvements. However, the widening improvements would be constrained by existing residential and commercial development, and therefore may be infeasible. As previously mentioned (see Impact TRA-1), the project will continue to implement Marin General Hospital's existing TDM program (as described in Impact TRA-4) as well as implement additional TDM strategies specified in Mitigation Measure GHG-2. However, the additional TDM strategies are not applied here because the associated reduction in project vehicle trips would not reduce this impact to less than significant, and moreover, because expansion of Sir Francis Drake Boulevard may be infeasible, and this impact would remain significant and unavoidable.

> **Mitigation:** There are no additional feasible measures to mitigate the project impact to a less-than-significant level.

Significance after Consideration of Mitigation Measure: Significant and Unavoidable

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Near-Term (Year 2018) plus Near-Term Project Conditions Freeway Segment Levels of Service

Under Near-Term (Year 2018) No Project Conditions, the northbound segment of U.S. 101 between Tamalpais Drive and Sir Francis Drake Boulevard would continue to operate at LOS F during the p.m. peak hour. The remaining segments evaluated would operate under acceptable levels of service (LOS D or better). LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

As shown in **Table 4.M-12**, under Near-Term (Year 2018) plus Near-Term Project Conditions, the northbound segment of U.S. 101 between Tamalpais Drive and Sir Francis Drake Boulevard would continue to operate at LOS F during the p.m. peak hour.

Project-generated traffic increases would add about 23 trips to this segment, which equates to an increase in v/c ratio of 0.004, much less than the County's significance criteria for freeway segments (an increase in v/c ratio of 0.01 or more) to p.m. peak-hour volumes. Therefore, the

TABLE 4.M-10
NEAR-TERM (YEAR 2018) PLUS NEAR-TERM PROJECT CONDITIONS
INTERSECTION LEVELS OF SERVICE (LOS) WEEKDAY AM AND PM PEAK HOUR

Intersection[a]	Control Type[b]	AM Peak		PM Peak	
		Delay[c]	LOS	Delay[c]	LOS
1. Elm Ave./Sir Francis Drake Blvd.	Signal	MDO[d]	MDO	MDO	MDO
2. College Ave./Sir Francis Drake Blvd.	Signal	31.5	C	23.2	C
3. Laurel Ave./Sir Francis Drake Blvd.	Signal	17.8	B	18.5	B
4. Wolfe Grade/Sir Francis Drake Blvd.	Signal	**>80.01**	**F**	**>80.0**	**F**
5. Bon Air Rd./Sir Francis Drake Blvd.	Signal	53.4	D	34.9	C
6. El Portal/Sir Francis Drake Blvd.	Signal	22.3	C	38.3	D
7. La Cuesta/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**	**>80.0**	**F**
8. Eliseo Dr./Sir Francis Drake Blvd.	Signal	**75.6**	**E**	**65.7**	**E**
9. US101 SB Ramps/Sir Francis Drake Blvd.	Signal	11.6	B	10.9	B
10. US101 NB Ramps/Sir Francis Drake Blvd.	Signal	18.3	B	37.3	D
11. Larkspur Landing W./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
12. Larkspur Landing E./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
13. Stadium Way/College Ave.	Signal	MDO	MDO	MDO	MDO
14. Kent Ave.-Woodland Rd./College Ave.	AWSC	MDO	MDO	MDO	MDO
15. MGH North Driveway/Bon Air Rd.	Signal	10.2	B	16.4	B
16. MGH Mid-Driveway/Bon Air Rd.	SSSC	13.1	B	21.2	C
17. MGH South Driveway/Bon Air Rd.	SSSC	21.0	C	28.2	D
18. Eliseo Dr./Bon Air Rd.	Signal	33.6	C	34.6	C
19. Bon Air Rd./Magnolia Blvd.	Signal	13.7	B	15.0	B
20. Doherty Dr./Magnolia Ave.	Signal	22.5	C	22.4	C
21. Corte Madera Ave./Tamalpais Dr.	Signal	38.2	D	31.9	C
22. Madera Blvd./Tamalpais Dr.	Signal	33.4	C	47.6	D
23. US101 SB Off-ramp/Tamalpais Dr.	Signal	18.0	B	18.4	B
24. US101 NB Off-ramp/Tamalpais Dr.	Signal	18.4	B	19.6	B

[a] MGH = Marin General Hospital; SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
[b] Signal = Signalized; AWSC = All-Way Stop-Controlled; SSSC = Side-Street Stop-Controlled.
[c] Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle). For two-way stop controlled intersections, delays for worst approach are shown.
[d] MDO = mid-day only.

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

TABLE 4.M-11
NEAR-TERM (YEAR 2018) PLUS PROJECT CONDITIONS
INTERSECTION LEVELS OF SERVICE (LOS) WEEKDAY MID-DAY PEAK HOUR

Intersection[a]	Control Type[b]	MID Peak	
		Delay[c]	LOS
1. Elm Ave./Sir Francis Drake Blvd.	Signal	21.7	C
2. College Ave./Sir Francis Drake Blvd.	Signal	30.7	C
3. Laurel Ave./Sir Francis Drake Blvd.	Signal	20.7	C
4. Wolfe Grade/Sir Francis Drake Blvd.	Signal	35.4	D
5. Bon Air Rd./Sir Francis Drake Blvd.	Signal	45.2	D
6. El Portal/Sir Francis Drake Blvd.	Signal	30.7	C
7. La Cuesta/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**
8. Eliseo Dr./Sir Francis Drake Blvd.	Signal	**>80.0**	**F**
9. US101 SB Ramps/Sir Francis Drake Blvd.	Signal	9.5	A
10. US101 NB Ramps/Sir Francis Drake Blvd.	Signal	17.7	B
11. Larkspur Landing W./SFD Boulevard	Signal	42.9	D
12. Larkspur Landing E./SFD Boulevard	Signal	17.7	B
13. Stadium Way/College Ave.	Signal	0.4	A
14. Kent Ave.-Woodland Rd./College Ave.	AWSC	19.9	C

[a] SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
[b] Signal = Signalized; AWSC = All-Way Stop-Controlled
[c] Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle).

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

TABLE 4.M-12
NEAR-TERM (YEAR 2018) PLUS PROJECT CONDITIONS
FREEWAY SEGMENT PM PEAK-HOUR LEVELS OF SERVICE (LOS)

U.S. 101 Freeway Segment	Direction[a] / # of Lanes	Volume	Density[b]	LOS	LOS Standard
North of Sir Francis Drake Blvd	NB / 4	5,838	27.7	D	E
	SB / 3	4,720	30.0	D	E
Sir Francis Drake Blvd to Tamalpais Dr	**NB / 3**	**6,373**	**>45**	**F**	**E**
	SB / 3	5,726	27.9	D	E
South of Tamalpais Drive	NB / 4	6,675	32.9	D	E
	SB / 4	5,331	25.9	C	E

[a] NB = Northbound; SB = Southbound
[b] Density calculated by maximum service flow rate (passenger cars per hour per travel lane [pc/h/ln]).

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

proposed project impacts would be considered less than significant. All other segments are operating at LOS D or better during the p.m. peak hour. Freeway segment LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

Mitigation: None required

Impact TRA-6: The Project would generate temporary increases in traffic volume and temporary effects on transportation conditions during construction activities. (Less than Significant)

As shown in Table 3-3, *Construction Activities Schedule* (Section 3.7.1, Chapter 3, *Project Description*), construction of the proposed project would occur in phases, with each project component being constructed between Year 2012 and Year 2020. The most intense concentration of heavy truck traffic would occur during grading activities of each phase of development. During construction activities, worker vehicles and haul trucks would commute to and from the project site, and could result in temporary and intermittent transportation impacts from the increase in traffic. Furthermore, the construction-related traffic may temporarily reduce capacities on surrounding roadways because of the slower movements and larger turning radii of construction trucks compared to passenger vehicles. Additionally, any increase in construction traffic that would occur during the peak commute hours (7:00 to 9:00 a.m. and 4:00 to 6:00 p.m.) could result in temporary worse levels of service and higher delays at study intersections during the construction period.

Construction-Related Traffic

It is expected that the project would require a total of 133,000 cubic yards (CY) of excavation during the various construction phases (Peluso, 2011c). The total includes 15,000 CY during the Hillside parking garage construction, 17,000 CY during the Bon Air Road parking garage construction, and 101,000 CY during the hospital construction. The truck trip generation during the most intense hospital construction has been calculated as follows:

- 101,000 CY / 84 work days (4 months) = 1,202 CY per day
- 1,202 CY per day / 20 CY per truck x 2 one-way trips = 120 truck trips per day
- 120 truck trips per day / 8-9 hours = 14 truck trips/hour (7 in/7out)

Because the trucks represent a potential higher traffic impact (due to their greater length and slower acceleration characteristics), a Passenger Car Equivalent factor of 1.5 was applied to the truck trips, consistent with the HCM. The project's Passenger Car Equivalent trip generation increase over existing levels would therefore be about 20 trips (10 in/10 out) during both the a.m. and p.m. peak hours.

During the excavation process, trucks would be arriving empty (and filled trucks would exit) via the project access on Bon Air Road. It is expected that all of the trips would be to and from Sir

Francis Drake Boulevard, resulting in inbound left turns and outbound right turns at the Bon Air Road Access.

These truck trips were added to the Near-Term (Year 2018) traffic volumes at the Bon Air Road and north project access intersection. As shown in Table 4.M-10, the intersection would operate at acceptable levels of service (LOS B) without the project during both peak hours, and the above-described moderate increase in traffic during project construction would have a less-than-significant impact on LOS conditions.

The use of heavy trucks to transport equipment and material to and from the project site could affect road conditions by incrementally increasing the rate of road wear. The project's impact would be minimal on arterials (e.g., Sir Francis Drake Boulevard and Bon Air Road) and other designated truck routes that are designed to accommodate a mix of vehicle types, including heavy trucks. Further, the project would be subject to the same standard requirements or conditions to ensure that any substantial damage to existing roadways from construction traffic is repaired, such as pre- and post-construction documentation of roadway conditions. The above-described moderate increase in truck traffic during project construction would have a less-than-significant impact on the conditions of area roadways' pavement.

Pedestrian and Bicycle Access during Construction

Part 6 of the California MUTCD specifies that "The needs and control of all road users (motorists, bicycles and pedestrians with the highway, including persons with disabilities in accordance with the Americans with Disabilities Act of 1990 (ADA), Title II Paragraph 35.130) through a temporary traffic control (TTC) zone shall be an essential part of highway construction, utility work, maintenance operations, and the management of traffic incidents." Section 6C.01 of the California MUTCD requires provisions for effective continuity of accessible circulation paths for pedestrians should be incorporated into the TTC process.

In accordance with these requirements, information about alternative routes usable by pedestrians with disabilities, particularly those who have visual disabilities, will be provided if existing pedestrian routes are blocked or detoured during construction. Access to temporary bus stops, reasonably safe travel across intersections with accessible pedestrian signals (in accordance with Section 4E.06 of the California MUTCD), and other routing issues will be considered if any temporary pedestrian routes are channelized. Barriers and channelizing devices that are detectable by people with visual disabilities also will be provided.

As discussed in other sections of this Draft EIR (see *Construction Management Plan / Right of Way Activity* in Project Description, Chapter 3; and *Construction Logistics* in Section 4.N, *Utilities and Service Systems*) the project applicant will prepare a construction management plan that describes site logistics for each phase of construction. The plan will include pedestrian and bicycle detours and adequate advance warning signage to be placed to minimize doubling back for pedestrians and bicyclists. All signage type and locations within County right of way will be reviewed by the Department of Public Works prior to approval of a temporary traffic control plan. The installation and maintenance of advance warning signs that may occur outside the immediate

work area but in the County will also obtain an encroachment permit from the County of Marin. The above-described project measures to address potential effects on bicyclists and pedestrians during construction ensure that the project would have a less-than-significant impact.

Mitigation: None required

Cumulative Impacts

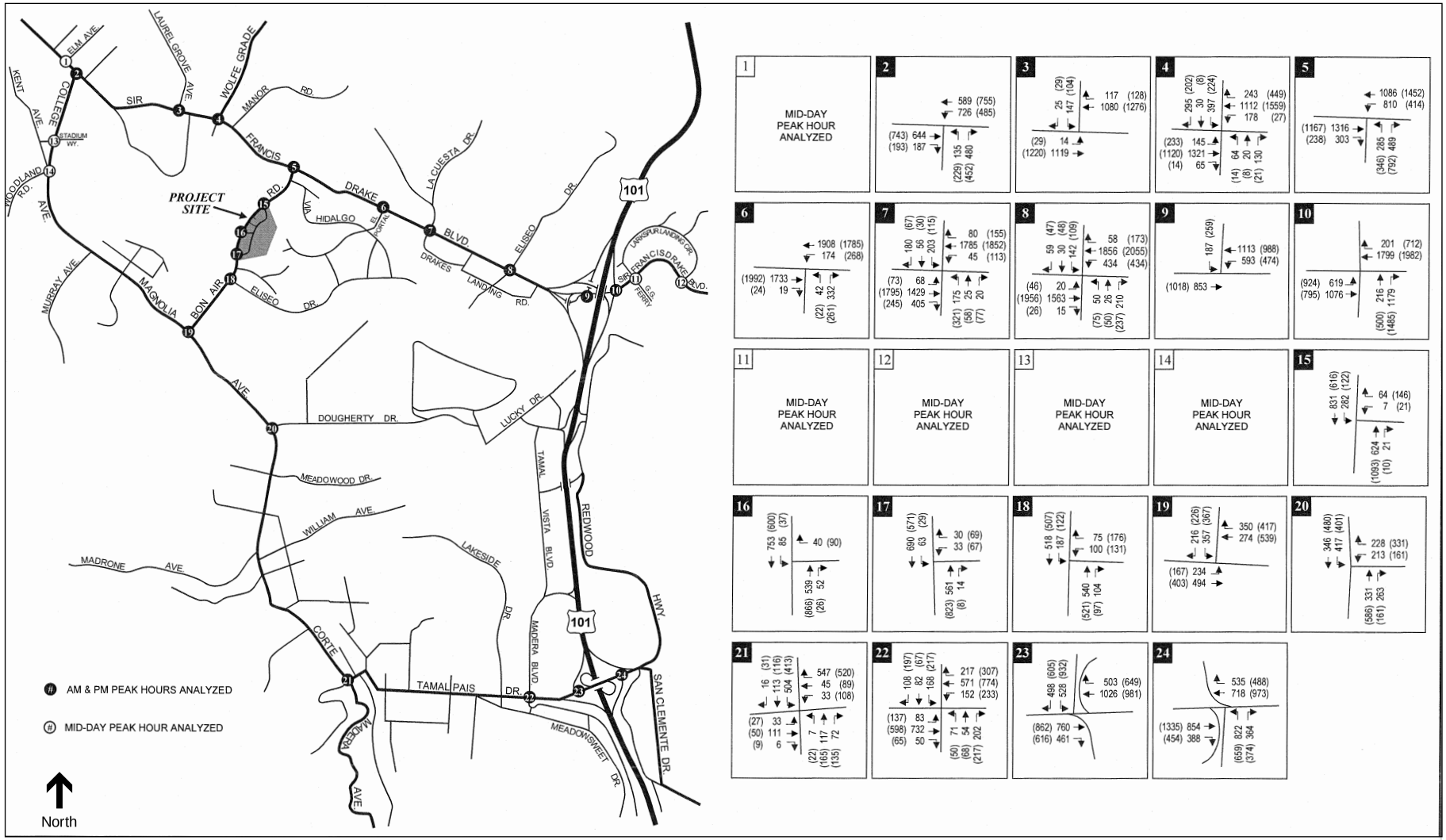
Impact TRA-7: The Project, in conjunction with past, present and other reasonably foreseeable future development in the area, would increase traffic volumes on area roadways and affect levels of service at the local and CMP study intersections and freeways under Cumulative plus Project conditions. (Significant)

Cumulative Year 2035 plus Project Conditions Intersection Levels of Service

Under Cumulative Year 2035 (No Project) Conditions, the majority of study intersections would continue to operate at acceptable levels of service (LOS D or better) during the a.m., mid-day, and p.m. peak periods evaluated. The signalized intersections on Sir Francis Drake Boulevard at Wolfe Grade (a.m. and p.m. peak hours), and La Cuesta Drive, and Eliseo Drive (a.m., p.m. and mid-day) would be operating at unacceptable conditions (LOS E-F). LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

Project trip generation, distribution and assignment are described on pages 4.M-26 to 4.M-26. Year 2035 plus project buildout trips for the a.m. and p.m. peak hour are presented in **Figure 4.M-10**; mid-day peak-hour trips are presented in **Figure 4.M-11**. As stated above, with proposed project uses, the existing northern project driveways at Bon Air Road would be signalized. The southern project driveway would have the interim left-turn refuge lane removed on Bon Air Road, and a signal would be installed based on the weekday p.m. peak hour warrant satisfaction (estimated to occur under Cumulative Year 2023 “Plus-Project” Conditions).

As shown in **Table 4.M-13** and **Table 4.M-14**, under Cumulative Year 2035 plus Project Conditions, most of the study intersections would continue to operate at acceptable levels of service (LOS D or better) during the peak periods evaluated. However, the overall vehicle delay at the Sir Francis Drake Boulevard intersections at Wolfe Grade, La Cuesta Drive, and Eliseo Drive would be at LOS F conditions during the a.m. and p.m. peak hours. The U.S.101 northbound ramps at Sir Francis Drake Boulevard would be operating at LOS E during the p.m. peak hour. During the mid-day peak hour, the La Cuesta Drive and Eliseo Drive intersections at Sir Francis Drake Boulevard would be operating at LOS F. Based on the significance criteria, the changes to operating conditions described above for the four intersections would be considered a significant impact. LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

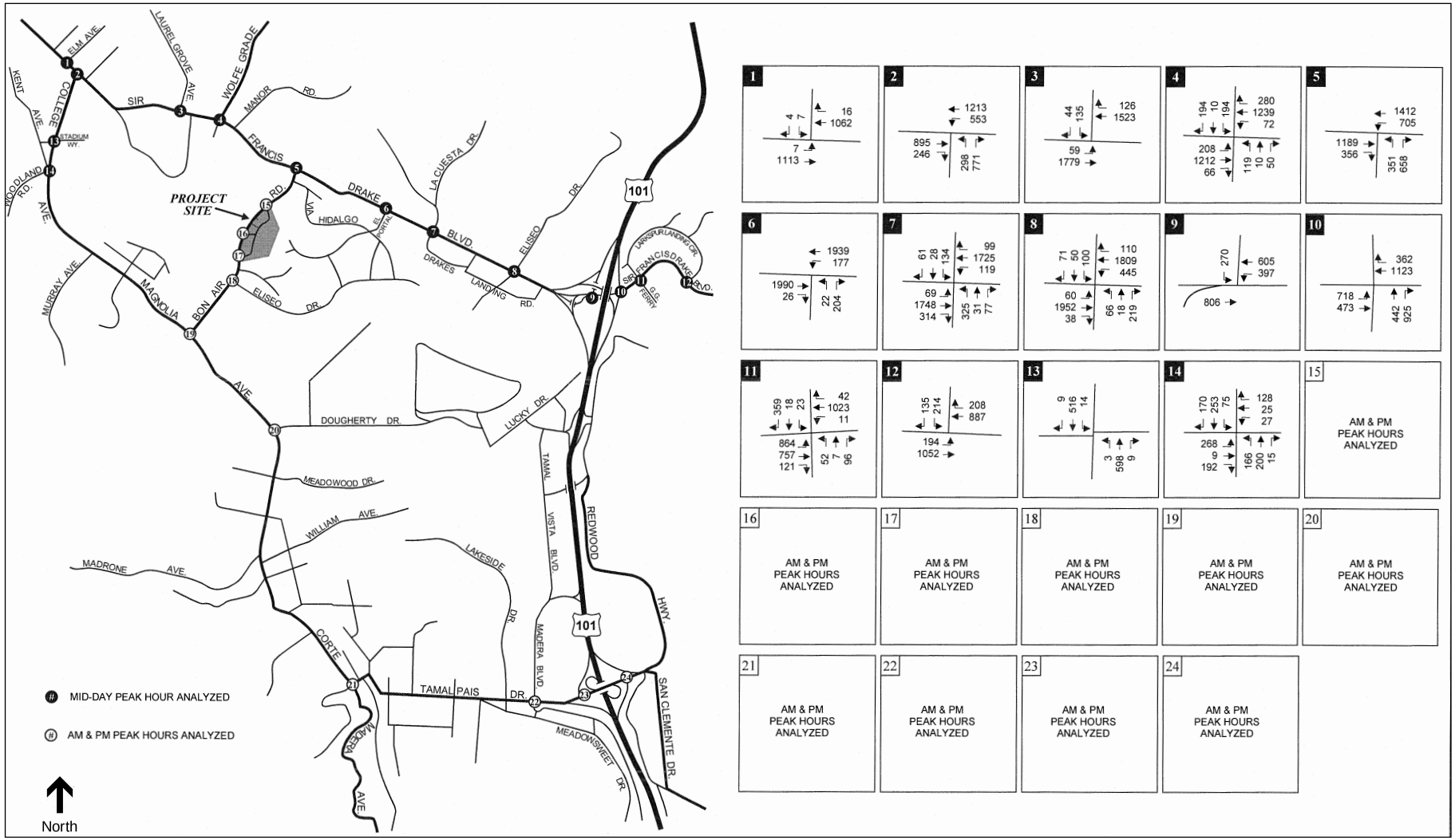


SOURCE: Omni-Means

Marin General Hospital . 210606

Figure 4.N-10

Year 2035 With Project AM and (PM) Peak Hour Volumes



SOURCE: Omni-Means

Marin General Hospital . 210606

Figure 4.M-11

Year 2035 With Project Mid-Day Peak Hour Volumes

TABLE 4.M-13
CUMULATIVE YEAR 2035 PLUS PROJECT CONDITIONS
INTERSECTION LEVELS OF SERVICE (LOS) WEEKDAY AM AND PM PEAK HOUR

Intersection[a]	Control Type[b]	AM Peak		PM Peak	
		Delay[c]	LOS	Delay[c]	LOS
1. Elm Ave./Sir Francis Drake Blvd.	Signal	MDO[d]	MDO	MDO	MDO
2. College Ave./Sir Francis Drake Blvd.	Signal	37.1	D	26.0	C
3. Laurel Ave./Sir Francis Drake Blvd.	Signal	18.0	B	19.1	B
4. Wolfe Grade/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**	**>80.09**	**F**
5. Bon Air Rd./Sir Francis Drake Blvd.	Signal	33.8	C	51.5	D
6. El Portal/Sir Francis Drake Blvd.	Signal	26.9	C	34.4	C
7. La Cuesta/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**	**>80.0**	**F**
8. Eliseo Dr./Sir Francis Drake Blvd.	Signal	**>80.0**	**F**	**>80.0**	**F**
9. US101 SB Ramps/Sir Francis Drake Blvd.	Signal	15.4	B	12.0	B
10. US101 NB Ramps/Sir Francis Drake Blvd.	Signal	21.8	C	**59.6**	**E**
11. Larkspur Landing W./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
12. Larkspur Landing E./SFD Boulevard	Signal	MDO	MDO	MDO	MDO
13. Stadium Way/College Ave.	Signal	MDO	MDO	MDO	MDO
14. Kent Ave.-Woodland Rd./College Ave.	AWSC	MDO	MDO	MDO	MDO
15. MGH North Driveway/Bon Air Rd.	Signal	26.9	D	28.4	D
16. MGH Mid-Driveway/Bon Air Rd.	SSSC	14.5	B	34.2	D
17. MGH South Driveway/Bon Air Rd.	Signal	41.8	E	66.8	F
18. Eliseo Dr./Bon Air Rd.	Signal	40.1	D	41.5	D
19. Bon Air Rd./Magnolia Blvd.	Signal	14.1	B	15.5	B
20. Doherty Dr./Magnolia Ave.	Signal	23.4	C	24.3	C
21. Corte Madera Ave./Tamalpais Dr.	Signal	48.3	D	38.8	D
22. Madera Blvd./Tamalpais Dr.	Signal	36.8	D	37.1	D
23. US101 SB Off-ramp/Tamalpais Dr.	Signal	18.1	B	18.8	B
24. US101 NB Off-ramp/Tamalpais Dr.	Signal	18.4	B	19.6	B

[a] MGH = Marin General Hospital; SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
[e] Signal = Signalized; AWSC = All-Way Stop-Controlled; SSSC = Side-Street Stop-Controlled.
[c] Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle). For two-way stop controlled intersections, delays for worst approach are shown.
[d] MDO = mid-day only.

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

TABLE 4.M-14
CUMULATIVE YEAR 2035 PLUS PROJECT CONDITIONS
INTERSECTION LEVELS OF SERVICE (LOS) WEEKDAY MID-DAY PEAK HOUR

Intersection[a]	Control Type[b]	MID Peak	
		Delay[c]	LOS
1. Elm Ave./Sir Francis Drake Blvd.	Signal	27.4	C
2. College Ave./Sir Francis Drake Blvd.	Signal	42.9	D
3. Laurel Ave./Sir Francis Drake Blvd.	Signal	22.4	C
4. Wolfe Grade/Sir Francis Drake Blvd.	Signal	46.7	D
5. Bon Air Rd./Sir Francis Drake Blvd.	Signal	37.8	D
6. El Portal/Sir Francis Drake Blvd.	Signal	48.7	D
7. La Cuesta/Sir Francis Drake Blvd.	Signal	**>80.0**	**F**
8. Eliseo Dr./Sir Francis Drake Blvd.	Signal	**>80.0**	**F**
9. US101 SB Ramps/Sir Francis Drake Blvd.	Signal	9.7	A
10. US101 NB Ramps/Sir Francis Drake Blvd.	Signal	19.7	B
11. Larkspur Landing W./SFD Boulevard	Signal	50.4	D
12. Larkspur Landing E./SFD Boulevard	Signal	22.3	C
13. Stadium Way/College Ave.	Signal	0.4	A
14. Kent Ave.-Woodland Rd./College Ave.	AWSC	23.0	C

a SFD = Sir Francis Drake Boulevard; NB = Northbound; SB = Southbound.
b Signal = Signalized; AWSC = All-Way Stop-Controlled
c Whole intersection weighted average total delay for signalized and all-way stop-controlled intersections (expressed in seconds per vehicle).

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

As described in Impacts TRA-1 and TRA-5, to improve the adverse traffic effects along Sir Francis Drake Boulevard at the intersections of Wolfe Grade, La Cuesta Drive, and Eliseo Drive would require roadway widening improvements. However, the widening improvements would be constrained by existing residential and commercial development, and therefore may be infeasible. Should the proposed Highway 101 Greenbrae/Twin Cities Corridor Improvement project circulation improvement for Sir Francis Drake Boulevard (eastbound through lane at Eliseo Drive), described on page 4.M-24, be deemed feasible, the proposed project would contribute a "fair share" contribution towards that improvement. Based on the assignment of the project's p.m. peak-hour trips to this intersection, project trips would equate to 5.8% of the total cumulative year 2035 plus project volume at the Sir Francis Drake Boulevard / Eliseo Drive intersection.

The potential physical damage that the project's construction truck traffic could have on existing roadways (Impact TRA-6), combined with that associated with past, present and reasonably foreseeable cumulative projects, would not result in a significant cumulative impact to transportation conditions. Cumulative development in the area of the project site (as listed in Table 4-1, Cumulative Projects and Projections Documents, in Chapter 4 to this Draft EIR) would

be subject to the same standard requirements or conditions to ensure that any substantial damage to existing roadways from construction traffic is repaired, such as pre- and post-construction documentation of roadway conditions. Moreover, very few cumulative development projects are located where the associated construction truck traffic would combine with that of the projects along area roadways, particularly for an extended duration, to cause substantial damage. Thus, no significant cumulative effect would occur. The impact would be less than significant.

As also previously mentioned (see Impacts TRA-1 and TRA-5), the project will continue to implement Marin General Hospital's existing TDM program (as described in Impact TRA-4) as well as implement additional TDM strategies specified in Mitigation Measure GHG-2. However, estimated project trip reduction associated with the additional TDM strategies are conservatively not assumed in this analysis. This is in part because the associated reduction in project vehicle trips would not reduce this impact to less than significant, and moreover because expansion of Sir Francis Drake Boulevard may be infeasible, and thus this impact would remain significant and unavoidable.

> **Mitigation Measure TRA-7:** If the proposed Highway 101 Greenbrae/Twin Cities Corridor Improvement project circulation improvement for Sir Francis Drake Boulevard (eastbound through lane at Eliseo Drive) is deemed feasible, contribute a "fair share" contribution towards that improvement, based on the project's percent contribution to the total cumulative year 2035 plus project volume at the intersection.
>
> There are no additional feasible measures to mitigate the project impact at the other identified intersections to a less-than-significant level.

Significance after Consideration of Mitigation Measure: Significant and Unavoidable

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Cumulative Year 2035 plus Project Conditions Freeway Segment Levels of Service

Under Cumulative Year 2035 No Project Conditions, the northbound segment of U.S. 101 between Tamalpais Drive and Sir Francis Drake Boulevard, the northbound segment of U.S. 101 south of Tamalpais Drive, and the southbound segment of U.S. 101 north Sir Francis Drake Boulevard would operate at LOS F during the p.m. peak hour. The remaining three segments evaluated would operate under acceptable levels of service (at LOS E). Freeway segment LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

As shown in **Table 4.M-15**, under Cumulative Year 2035 plus Project Conditions, the northbound segments of U.S. 101 south of Tamalpais Drive, and between Tamalpais Drive and Sir Francis Drake Boulevard, and the southbound segment north of Sir Francis Drake Boulevard, would continue to operate at LOS F during the p.m. peak hour. Project-generated traffic increases would add less than the County's significance criteria for freeway segments (an increase in v/c ratio of 0.01 or more) to the two northbound segments (a less-than-significant impact), but the addition of project trips would cause an increase of more than 0.01 in v/c ratio to the southbound segment of U.S. 101 north of Sir Francis Drake Boulevard. Therefore, the proposed project would have a

TABLE 4.M-15
CUMULATIVE YEAR 2035 PLUS PROJECT CONDITIONS
FREEWAY SEGMENT PM PEAK-HOUR LEVELS OF SERVICE (LOS)

U.S. 101 Freeway Segment	Direction [a] / # of Lanes	Volume	Density [b]	LOS	LOS Standard
North of Sir Francis Drake Blvd	NB / 4	7,324	36.9	E	E
	SB / 3	**6,902**	**>45**	**F**	E
Sir Francis Drake Blvd to Tamalpais Dr	**NB / 3**	**7,955**	**>45**	**F**	**E**
	SB / 3	8,012	44.8	E	E
South of Tamalpais Drive	**NB / 4**	**8,393**	**>45**	**F**	E
	SB / 4	7,388	38.1	E	E

[a] NB = Northbound; SB = Southbound
[b] Density calculated by maximum service flow rate (passenger cars per hour per travel lane [pc/h/ln]).

Unacceptable operations are indicated in **bold** type.

SOURCE: Omni-Means, 2012.

significant impact on that southbound segment. LOS calculation sheets are provided in the transportation impact analysis report (Appendix B to this Draft EIR).

The southbound segment of U.S. 101 north of Sir Francis Drake Boulevard has three mixed-use travel lanes and one high-occupancy-vehicle lane. Widening of this segment is physically constrained, and therefore, mitigating the LOS F condition by adding another lane is not feasible under Cumulative Year 2035 plus Project Conditions. As discussed above, TAM is currently developing various circulation improvement studies for the U.S. 101 Greenbrae/Twin Cities Corridor, including multi-modal improvements that would improve the operations and safety in the corridor for all users and all modes of transportation. However, no improvements are programmed or funded at this time.

In addition, the project will continue to implement Marin General Hospital's existing TDM program (described in Impact TRA-4, above) as well as implement additional TDM strategies specified in Mitigation Measure GHG-2. However, the estimated project trip reduction associated with the additional TDM strategies are conservatively not assumed in this analysis. This is in part because the associated reduction in project vehicle trips would not reduce this impact to less than significant, and moreover because widening the southbound segment of U.S. 101 north of Sir Francis Drake Boulevard is not feasible, and other improvements in the U.S. 101 Greenbrae/Twin Cities Corridor may be infeasible, and thus this impact would remain significant and unavoidable.

> **Mitigation:** There are no additional feasible measures to mitigate the project impact to a less-than-significant level.

Significance after Consideration of Mitigation Measure: Significant and Unavoidable

Other Planning-Related Non-CEQA Issues

Parking Considerations

The Court of Appeal has held that parking is not part of the permanent physical environment, that parking conditions change over time as people change their travel patterns, and that unmet parking demand created by a project need not be considered a significant environmental impact under CEQA unless it would cause significant secondary impacts.[4] Similarly, the December 2009 amendments to the State CEQA *Guidelines* (effective March 18, 2010) removed parking from the State's Environmental Checklist (Appendix G of the State CEQA *Guidelines*) as an environmental factor to be considered under CEQA. Parking supply/demand varies by time of day, day of week, and seasonally. As parking demand increases faster than the supply, parking prices rise to reach equilibrium between supply and demand. Decreased availability and increased costs result in changes to people's mode and pattern of travel. However, the County of Marin, in its review of the proposed project, wants to ensure that the project's provision of additional parking spaces along with measures to lessen parking demand (by encouraging the use of non-auto travel modes) would result in minimal adverse effects to project occupants and visitors, and that any secondary effects (such as on air quality or traffic due to drivers searching for parking spaces) would be minimized. As such, although not required by CEQA, parking conditions are evaluated in this document.

Parking deficits may be associated with secondary physical environmental impacts, such as air quality and noise effects or traffic, caused by congestion resulting from drivers circling as they look for a parking space. However, the absence of a ready supply of parking spaces, combined with available alternatives to auto travel (e.g., transit service, shuttles, taxis, bicycles or travel by foot), may induce drivers to shift to other modes of travel, or change their overall travel habits. Any such resulting shifts to transit service, in particular, would be in keeping with County policies for non drive-alone modes of travel.

Additionally, regarding potential secondary effects, cars circling and looking for a parking space in areas of limited parking supply is typically a temporary condition, often offset by a reduction in vehicle trips due to others who are aware of constrained parking conditions in a given area. Hence, any secondary environmental impacts that might result from a shortfall in parking in the vicinity of the proposed project are considered less than significant.

The following analysis evaluates if the project's estimated parking demand (both project-generated and project-displaced) would be met by the project's proposed parking supply or by the existing parking supply within a reasonable walking distance of the project site. Project-displaced parking results from the project's removal of standard on-street parking, County or Redevelopment Agency owned/controlled parking and/or legally required off-street parking (non-open-to-the-public parking which is legally required).

[4] *San Franciscans Upholding the Downtown Plan v. City and County of San Francisco* (2002) 102 Cal.App.4th 656.

Project Parking Supply

The proposed project would provide 1,079 total parking spaces for existing and proposed uses. The majority of these parking spaces would be provided in the planned parking structures located in the northwest portion of the site adjacent to Bon Air Road and on the hillside east of the main northerly project drive entrance. The main parking facility immediately adjacent to Bon Air Road would provide 507 parking spaces and would be primarily used by visitors, patients, and outpatients. Vehicle access to/from this structure would be gained by two full-access driveways both located off the hospital's main north-south internal drive aisle. The main northerly garage access driveway would have two inbound lanes and one outbound lane. The southerly garage access driveway would have one inbound lane and one outbound lane. If constructed, the elevated pedestrian bridge/walkway would extend from the garage structure's second level across the main north-south drive aisle to the ambulatory services building immediately north of this lower garage driveway.

The hillside parking structure would provide 412 parking spaces. Although not restricted, the parking structure would primarily be used by employees and County employees in their adjacent hillside office. Vehicle access to this structure would be gained from the main northerly driveway entrance extending east to the perimeter internal drive aisle. At this intersection, motorists would turn left (northbound) and access up a short drive aisle to the garage entrance. There would be one driveway entrance to the hillside garage with one inbound lane and one outbound lane.

The remaining 160 parking spaces would be provided in existing on-site surface lots. Surface parking areas located along the main north-south internal drive would include 96 perpendicular parking spaces that include six diagonal parking spaces in front of west wing's walk-in emergency drop-off area. Other surface parking lots would be located in the rear of the new hospital replacement building, the main existing central wing, and in the northern portion of the campus above the main driveway entrance. The existing valet service serving outpatients and visitors would continue.

Parking Demand Analysis

Near-Term (Year 2018) Parking Analysis

The year 2018 total campus parking demand would be made up of existing and proposed uses as well as departure of the Marin Clinic and these would include the following components:

- +1,126 FTE employees (existing);
- + 18,417 square feet Health/Human Services (existing);
- + 100,000 square feet of Ambulatory Services Building uses (proposed);
- - 8,000 square feet Marin Clinic (removed).

The planned 100,000 square-foot ambulatory services building would require an additional 286 FTE employees. However, because the County of Marin's parking code requirement for the proposed ambulatory services building uses (based on square footage) is being used as a

conservative measure for parking demand calculations, associated FTE's were not added to employee totals.

Based on the above uses, the proposed project's year 2018 parking demand was calculated as follows in **Table 4.M-16** using the same parking rates used to calculate existing parking demand:

TABLE 4.M-16
YEAR 2018 PARKING DEMAND

Planned Employees/Uses	Parking Rate	Parking Spaces
1,126 FTE (Hospital)	0.55 spaces/employee	622
18,417sq.ft. Health/Human Services	4.15 spaces/1,000 sq.ft.	76
100,000sq.ft. of Ambulatory Service Building	4.0 spaces/1,000 sq.ft.	400
	Total Peak Parking Demand	**1,098 spaces**

Based on Year 2018 parking demand, the proposed project would have a calculated peak parking demand of 1,098 spaces. The proposed total supply of 1,079 spaces would result in a parking deficit of 19 spaces.

It is recommended that the Marin Healthcare District continue its present arrangement and enter into a long-term shared parking agreement with the St. Sebastian's Church located just northwest of the campus off Bon Air Road. A long-term agreement would secure an additional 90 parking spaces for employee use and provide a 71-space parking surplus. The church parking lot would continue to be served by hospital shuttle services. By obtaining a long-term parking agreement with St. Sebastian's Church, overall peak project parking demand would be accommodated by supply. Marin Healthcare District has had a relationship with St. Sebastian's Church since 1990, when the first parking lease was executed between it and Marin General Hospital. The hospital's current lease continues to 2013, and the District has an option to extend it one year to June 30, 2014.

Cumulative Year 2035 Parking Analysis

Under Cumulative Year 2035 plus Project conditions, the total campus parking demand would reflect an increase of 140 FTE hospital employees from year 2018 levels, above. These additional 140 FTE employees are not associated with Ambulatory Services Building uses. Consistent with year 2018 conditions, overall parking demand would be made up of existing and proposed uses including FTE employees, Ambulatory Services Building, Health and Human Services Building, and departure of the Marin Clinic. These would include the following components:

- +1,266 FTE employees (existing);
- + 18,417 square feet Health/Human Services (existing);
- + 100,000 square feet of ASB uses (proposed);
- - 8,000 square feet Marin Clinic (removed).

Based on the above uses, the proposed project's year 2035 parking demand was calculated as follows in **Table 4.M-17** using the same parking rates used to calculate existing parking demand:

TABLE 4.M-17
YEAR 2035 PARKING DEMAND

Planned Employees/Uses	Parking Rate	Parking Spaces
1,226 FTE (Hospital)	0.55 spaces/employee	696
18,417sq.ft. Health/Human Services	4.15 spaces/1,000 sq.ft.	76
100,000sq.ft. of Ambulatory Service Building	4.0 spaces/1,000 sq.ft.	400
	Total Peak Parking Demand	**1,172 spaces**

Under Cumulative Year 2035 plus Project Conditions, the proposed project would have a calculated peak parking demand of 1,172 spaces. The proposed total supply of 1,079 spaces would create a parking deficit of 93 spaces. As discussed under Year 2018 conditions, it is recommended that Marin Healthcare District continue its present arrangement and enter into a long-term shared parking agreement with the St. Sebastian's Church to secure an additional 90 parking spaces for employee use and provide an essentially equal parking supply (only a three-space deficit). An agreement would provide ample parking supply to accommodate projected demand.

Comparison with Existing Conditions

The above analysis identifies on-site deficits of 19 parking spaces in 2018 (1,098-space demand versus 1,079-space supply), and 93 spaces in 2035 (1,172-space demand versus 1,079-space supply). While it is recommended to continue leasing 90 spaces from St. Sebastian's Church, those additional spaces cannot be permanently guaranteed. In addition, Mitigation Measure TRA-2a recognizes that up to five on-street parking spaces along Bon Air Road might be eliminated to accommodate the new driveway. By comparison, there currently is an on-site parking deficit of 128 spaces (733-space demand versus 605-space supply). Thus, even without the St. Sebastian's lot and the five on-street spaces, the project would represent a net improvement over current conditions, with fewer employees and visitors using off-site parking spaces in the neighborhood. In addition, the estimates of future demand do not take into consideration TDM measures (e.g., carpooling) that are expected to reduce single-occupancy vehicle trips and lower the parking deficit.

Construction Parking

Two new parking garages would be constructed to ensure adequate on-site parking during all construction activities. Development of the Hillside Parking Structure (Phase I) activities would remove 12 existing parking spaces from the supply; however, the departure of the Marin Community Clinic removes a parking demand of 35 spaces from the project site. The Hillside Parking Structure would add 401 spaces within one year (2013-2014). The construction of the new structure would be completed prior to the start of Phase II construction activities, and the

construction of the Bon Air Road Parking Structure. Therefore, the removal of 210 existing parking spaces required for Phase II activities would not result in a parking shortfall from existing conditions. As a result, there would be a net increase of 680 parking spaces on the project site by the end of Year 2014, which includes the completion of Phase II activities, and the completion of the planned Bon Air Parking Structure.

During all phases of construction, the contractor would utilize a 26-space parking lot on the hillside for construction parking. These 26 spaces would accommodate construction parking needs for Phase I activities. For the additional phases (Phases II, III, and IV), additional parking would be provided through the lease of an off-site parking lot and shuttle service for workers. The project anticipates continuing its existing parking lease with the St. Sebastian's Church located north of the project site, across Bon Air Road, for the duration of the construction. The parking supply provided on the hillside lot and St. Sebastian's Church would accommodate parking demand for Phases II, III and IV of construction. Furthermore, the provision of parking for construction workers would prevent conflict between parking for staff and the public during construction phasing, and would allow the contractor to manage parking for the construction workers.

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Wilbur Smith and Associates (WSA), 2010. *Marin General Hospital Parking Study, Marin General Hospital, Final Report,* May 5.

From: Anne Poindexter
To: TAM Info
Subject: Fwd: Agenda item #6: Removal of crucial crossing guards in the Kentfield School District
Date: Wednesday, April 26, 2023 4:35:58 PM

Regarding Agenda Item #6 at tomorrow's Board meeting:

To whom it may concern,

I am concerned with the removal of three critical crossing guards in our Kentfield School District. These three locations (SFD/Bon Air, SFD/S. Eliseo and SFD/Laurel Grove) are heavily trafficked areas with commuters rushing to work in the mornings and not fully paying attention.

Can you please confirm *when* the counts were taken (date and time), over what time period and that it was taken during a normal school day without rain? The counts you present seem impossible based upon what I see when I take my children to school each morning.

This removal of guards will pose a huge safety issue, risking our childrens' physical safety and potentially their lives. It will also heavily affect their return to post-Covid independence and daily healthy activity, and will have a hugely detrimental effect on traffic and the environment should we be forced to drive our kids due to unsafe conditions.

I strongly recommend that you put our children's safety first and reconsider the removal of the three critical crossing guards.

Thank you,

Anne Poindexter
Kentfield School District parent

From: Brittany Wedereit Sahi
To: TAM Info
Subject: Agenda Item #6: Removal of critical crossing guards in KSD
Date: Wednesday, April 26, 2023 3:10:16 PM

Regarding Agenda Item #6 at tomorrow's Board meeting:

To whom it may concern,

I have grave concerns regarding the removal of three critical crossing guards in our Kentfield School District. These three locations (SFD/Bon Air, SFD/S. Eliseo and SFD/Laurel Grove) are heavily trafficked areas with commuters rushing to work in the mornings and not fully paying attention.

We also have the additional factor of Project Homekey opening soon, increasing vehicle and foot traffic at Bon Air and S. Eliseo.

Can you please confirm *when* the counts were taken (date and time), over what time period and that it was taken during a normal school day without rain? The counts you present here seem impossible as I personally know more than 10 children that cross Laurel Grove on the way to and from school—and that is only my children and their friends that ride or walk every day. I see many, many more during school commute hours.

This removal of guards will pose a huge safety issue, risking our childrens' physical safety and potentially their lives. It will also heavily affect their return to post-Covid independence and daily healthy activity, and will have a hugely detrimental effect on traffic and the environment should we be forced to drive our kids due to unsafe conditions. I implore you to reconsider this recommendation.

Best,
Britt Sahi
Kentfield School District parent

From: Sackett, Mary
To: Jennifer Doucette; Dan Cherrier; Molly Graham
Subject: FW: Crossing Guard at Nova Albion and Montecillo road - TAM proposed budget cut
Date: Thursday, April 27, 2023 11:32:22 AM

-----Original Message-----
From: Brooks Nguyen <bnguyen@millercreeksd.org>
Sent: Thursday, April 27, 2023 11:15 AM
To: Sackett, Mary <MSackett@marincounty.org>
Cc: Becky Rosales <brosales@millercreeksd.org>; Wendi Kallins <wkallins@igc.org>; Elizabeth Foehr <efoehr@millercreeksd.org>
Subject: Crossing Guard at Nova Albion and Montecillo road - TAM proposed budget cut

Dear Ms. Sackett,

Thank you for taking the time to consider my message. I am writing to express my concern about the potential budget cuts that could affect our school community, specifically the proposed cut to the crossing guard location at Nova Albion and Montecillo road (TAM's recommendations for Crossing Guard locations #99 dated April 27, 2023) near Vallecito Elementary School, Terra Linda High School, and Kaiser Medical Center.

This crossing guard location is vital to our school community, as it provides a safe crossing for our students who walk or bike to school during high traffic times. With the heavy traffic flow in the area, particularly during peak hours, the crossing guard plays a critical role in ensuring the safety of students and preventing accidents.

Eliminating this crossing guard location would be a significant loss for our community, endangering the safety and well-being of our students. We cannot afford to ignore the potential consequences of removing the crossing guard and must prioritize the safety of our community.

I strongly urge you and the board to reconsider the TAM proposed budget cut and preserve the crossing guard location at Nova Albion and Montecillo road. While I understand that tough budget decisions must be made, we believe that the safety of our community should be the top priority.

Thank you for considering this request.

Sincerely,
Brooks Nguyen

--
Brooks Nguyen
President, Miller Creek School Board
bnguyen@millercreelsd.org

--
Please consider the environment before printing this email.

From: Cari Irwin
To: TAM Info
Subject: Agenda item #6: Removal of crucial crossing guards in the Kentfield School District
Date: Wednesday, April 26, 2023 2:14:05 PM

Regarding Agenda Item #6 at tomorrow's Board meeting:

To whom it may concern,
I have grave concerns regarding the removal of three critical crossing guards in our Kentfield School District. These three locations (SFD/Bon Air, SFD/S. Eliseo and SFD/Laurel Grove) are heavily trafficked areas with commuters rushing to work in the mornings and not fully paying attention.

We also have the additional factor of Project Homekey opening soon, increasing vehicle and foot traffic at Bon Air and S. Eliseo.

Can you please confirm *when* the counts were taken (date and time), over what time period and that it was taken during a normal school day without rain? The counts you present here are physically impossible as I personally know at least 10 children that cross Laurel Grove on the way to and from school—and that is only my child and his friends that ride every day. I see many, many more during school commute hours.

This removal of guards will pose a huge safety issue, risking our childrens' physical safety and potentially their lives. It will also heavily affect their return to post-Covid independence and daily healthy activity, and will have a hugely detrimental effect on traffic and the environment should we be forced to drive our kids due to unsafe conditions. I implore you to reconsider this recommendation.

Best,
Cari Irwin
Kentfield School District parent

From: Colita Wittenkeller
To: TAM Info
Subject: Keep crossing guards!
Date: Wednesday, April 26, 2023 4:56:05 PM

Please for the safety of all!! Keep crossing guards!!

From: Dario Goykovich
To: Jennifer Doucette
Subject: Crossing guards
Date: Tuesday, April 25, 2023 6:52:06 PM

Hello Jennifet

I writing to voice my concern about proposed removal of crossing guard locations which affects all children within Kentfield school district.

I have 11 year old daughter and her 9 year old son who cross the intersection at Bon Air and S. Eliseo every day on their way to Bacich. This is a busy and dangerous intersection especially at the time of day when children go to school. Removing the crossing guard puts everyone at risk at all three intersections. Please reconsider your proposal for the sake of safety of all schoolchildren and pedestrians.

Thank you for your consideration

Regards

Dario Goykovich

From: Elizabeth Adams
To: TAM Info
Subject: Public Comment on proposed crossing guard changes
Date: Wednesday, April 26, 2023 1:42:36 PM

Hello,

I am writing to make my opposition to removing crossing guards at these locations, Sir Francis Drake Blvd. and Laurel Grove Ave (east), Sir Francis Drake Blvd. and Bon Air Road, and Bon Air Road and South Eliseo Drive, known.

There are already incidents of strangers approaching elementary school students with crossing guard oversight in place. I am startled that it would even be considered removing a trusted adult presence in light of Project Homekey and that people with serious mental illness (as detailed in the Project Homekey FAQ) will be living on a SafeRoute to school. The implication is that TAM views elementary school children capable of keeping themselves safe when faced with seriously mentally ill adults and that adults responsible for children's safety don't need to be present in that scenario. This is a dangerous proposition and one I hope does not come to pass.

Thank you,
Beth

From:	Erica Schrey
To:	TAM Info
Subject:	TAM meeting - 4/27/23 - Comment for Agenda Item #6 Crossing Guards
Date:	Wednesday, April 26, 2023 4:16:03 PM

Hello,

My son and I are writing to provide a statement for the public record regarding the proposed elimination of the crossing guard at Sir Francis Drake and Laurel Grove in Kentfield, #6 on the Agenda for 4/27/23.

My son's comments:

Hi,

I am John, a 4th grader at Bacich and I am here to talk about this problem from a student's view. I think we should keep the crossing guard here because it is used by not only Bacich kids but by Kent kids too, plus any other pedestrians who uses that crosswalk including College of Marin and Redwood students.People would also feel lonely without a crossing guard there to chat with while they wait. Why take away a friend?

Not only do a lot of kids use it but it needs to be regulated every day because cars and crossers don't always follow the rules. For example, whenever there is not a crossing guard there, people usually ride their bikes through the intersection. The cars speed through a lot of the lights and people get angry at the turn signal because it takes a while to turn green.

To finish, a special thanks to Safe Routes To School for keeping my school safe, TAM for letting me have this opportunity, the man with a stop sign for being there everyday, and everybody who keeps this school safe.

Sincerely,
John Schrey
[redacted]
Kentfield, CA 94904

P.S. I don't have my own account so I borrowed my mom's account.

My comments:

Dear TAM members,

I am a parent of a 4th grader at Bacich Elementary, and soon to be 5th grader at Kent, who is very thankful there is a crossing guard at the corner of Sir Francis Drake Blvd. and Laurel Grove. The crossing guard has been providing a safe crossing for parents, students, and other local residents and pedestrians as Sir Francis Drake Blvd. has been improved and repaved. Cars now seem to be driving faster with the smoother streets and long changes between the street lights.

I live on Sir Francis Drake Blvd, a few houses away from this intersection and see on a regular basis how many drivers make a right turn on Sir Francis Drake off of Laurel Grove without stopping to see if individuals are crossing or still make the right as individuals are crossing the street. In addition, I also see how many drivers run the red light because the light is so unpredictable or don't see the light as they round the corners down the hill or a turn onto the street from the cross streets.

One of the major concerns is heading east, down the slight hill and increasing speed around the bend. Our crossing guard is always aware of bikers and cars coming through this area to ensure there is a safe crossing, often stopping individuals from crossing and not allowing others from crossing as the timed crossing clock winds down. He directs bikers, scooters and skateboarders to walk their bikes or to stop their mode of transportation when the light turns red as they head east.

I am always thankful our crossing guard, Tom, is present to assist the large number of students and other pedestrians at each light crossing before and after school. This is a major intersection on one of the busiest streets in Marin County that is used by a large number of students and parents from three large schools nearby - Bacich, Kent and Marin Catholic. The crossing needs an individual who is there to ensure a Safe Route to School. I am sure Tom has saved many lives of pedestrians, bikers, scooters, skateboards, and even drivers with his Stop sign and diligent behavior.

Thank you for your time and consideration. I hope this small commitment to our community, and essential member our community, will continue to provide Safe Routes to School.

Sincerely,
Erica Schrey
[redacted]
Kentfield, CA 94904
[redacted]

From: Heather McPhail Sridharan
To: TAM Info
Subject: Appreciation for Crossing Guard discussion at last night"s Board Meeting
Date: Friday, April 28, 2023 3:13:16 PM

Dear Members of the of the TAM Board of Commissioners and TAM staff,

Following up to last night's board meeting, I just wanted to express my appreciation for your courage and willingness to have a comprehensive discussion of the crossing guard proposal. Also, I wanted to provide you with the final part of my public comment last night since I ran into the three minute time constraint and couldn't finish:

Finally, I would be remiss if I did not mention that the Safe Routes to School program is near and dear to my heart since I've seen the countless ways that we in the Kentfield School District have worked together with partners in TAM, at the County, law enforcement, and local safety agencies to make our community safer, livable, and more inclusive. We appreciate all of the ongoing support TAM has provided over the years with the robust crossing guard program and hope to see it continue to thrive in the Kentfield School District to keep our children and community safe.

Respectfully yours,

Heather McPhail Sridharan

From:	Janine Spaulding
To:	TAM Info
Cc:	Janine Spaulding
Subject:	4/27 TAM Board Meeting - Reference Agenda Item 6 - Review of Crossing Guard Location Selection
Date:	Wednesday, April 26, 2023 11:45:42 AM

To whom it may concern,

I am writing to express my deep concern about your proposed removal of three crossing guard locations which affect the Kentfield school district.

My 10.5 YO daughter and 9 YO son cross the intersection at Bon Air and S. Eliseo via bike or walking every day on their way to school. This is an extremely busy intersection and when the bridge light is green cars drive very fast and tend to “race the light” before it turns red. Without crossing guards to monitor the flow it is incredibly dangerous and puts every student’s well being at risk. The other 2 proposed locations at Sir Francis Drake and Bon Air and Sir Francis Drake and Laurel Grove East are also very busy and dangerous.

More disturbingly, on April 5th at approximately 5:15pm, my 10.5 YO daughter was stopped at the Bon Air/S. Eliseo intersection coming home from softball and a man in a truck stopped and asked her to get into his truck! This was outside the crossing guard hours but if we don’t have adults around an area with many children around there could be an increase in nefarious characters. We did make a police report.

Lastly, the Project Home Key complex is scheduled to open at 1251 S. Eliseo shortly. There has been much concern surrounding the tenants and their history of violent crime drug use and the need for increased security not less.

Please put the welfare of our children first before anything else. It would be tragic if any children were hurt if there are no crossing guards at these dangerous intersections.

Thank you for your consideration.

Janine Spaulding

35 Bayview Rd., Kentfield, CA 94904

From: Spaulding, Jean R
To: TAM Info
Subject: Crossing Guards for Kent School District
Date: Tuesday, April 25, 2023 2:15:21 PM

To Whom it may concern,
I writing to express my deep concern about your proposed removal of three crossing guard locations which affect the Kent school district.
My 10.5 year old granddaughter and her 9 year old brother cross the intersection at Bon Air and So. Eliseo via bike or walking every day on their way to school. This is an extremely busy intersection and dangerous. I feel it puts every student's well being at risk if you remove this crossing guard and the ones located at Sir Francis Drake and Bon Air and Sir Francis Drake and Laurel Grove East.
Please put the welfare of our children first before anything else. It would be tragic if my grandchildren were hurt or any other child as a result of having no crossing guards at these dangerous intersections.
Thank you for your time and consideration,
Jean Spaulding

From: Jen
To: TAM Info
Cc: Adam Hafez
Subject: Board of Commisioners Meeting Feedback: Crossing Guards
Date: Wednesday, April 26, 2023 2:47:23 PM

Agenda Item: crossing guards
Name: Jennifer Johns
Address: [redacted]

I'm writing to express my grave concern about eliminating crossing guards. The positions you are proposing to eliminate are exceptionally busy and very dangerous. To eliminate crossing guards would be exceptionally negligent and irresponsible. Without a doubt, someone WILL be hurt or killed. In a community where all children are encouraged to bike or walk to school we are obligated to make sure they can do so safely. I wonder if anyone has bothered to observe any of these intersections during morning or afternoon school times? I can only assume you have not because if you had bothered to do so there is no way that this would even be a consideration. I understand budget constraints but this absolutely cannot be a place where we try to save money. It is quite frankly unacceptable.

I have 2 children who bike to school daily. I have personally witnessed more than 5 incidents where the crossing guards at Laurel Grove prevented accidents and I've heard of many many more. We value our crossing guards very much and consider them an integral part of school safety.

If you care at all about the safety of the kids in this community you will not eliminate the crossing guards that keep them safe.

Jennifer Johns

Sent from my iPhone

From:	Jennifer Mariska
To:	TAM Info
Subject:	Comment re: 4/27 mtg, Agenda item 6 (crossing guards)
Date:	Wednesday, April 26, 2023 4:02:29 PM

Agenda item: #6
Information: Jennifer Mariska, [redacted], Kentfield, CA 94904
Statement:

Hello TAM Board,

I write to you as a parent of a 6-year old first grader at Bacich Elementary in Kentfield, and a 3-year old preschooler at Ross Valley Nursery School (shares a parking lot with Bacich). We live just off of **Laurel Grove, a few hundred yards from the Sir Francis Drake intersection**, and were upset and alarmed to hear that this year's TAM assessment of crossing guard locations across the County placed ours near the bottom of the list.

Our kids walk to and from school on a daily basis, and as they get a little older, we look forward to when they can do that on their own - given our comfort with the close watch of our excellent crossing guard, Tom.

Having a crossing guard at each of the two boundary intersections for the largest dedicated elementary school in the county seems like a clear, necessary step toward ensuring our kids' safety. When the road adjacent to our school is effectively a 4-lane highway (Sir Francis Drake), it becomes essential that we have organized monitoring of kids crossing.

This intersection has an east/west crosswalk (across Laurel Grove) and a north/south crosswalk (across Sir Francis Drake), both carefully monitored and manned by our crossing guard. The neighborhood is full of young children, and some school attendees even drive into our neighborhood to find an easy place to park, and then walk with their kids across Sir Francis Drake to school.

I cannot overstate the safety value that a crossing guard at this intersection brings, and my concerns that the various criteria included in the ranking of intersections in the report understate the vehicle and pedestrian traffic at our busy intersection. I appreciate your consideration of the importance of maintaining a crossing guard at Laurel Grove/Sir Francis Drake in Kentfield, and would be happy to answer any questions.

Best regards,
Jenn

--
Jenn Mariska
[redacted]

From: Matthew Wagner
To: TAM Info
Subject: Sir Francis Drake at Laurel Grove crossing Guard
Date: Wednesday, April 26, 2023 4:37:44 PM

I am writing to let you know about how important I know the Crossing Guard position to be at the intersection of SFD and LG.

This is a spot where kids have crossed successfully for years without much incident. The idea of it being on the chopping block because it has a "zero incident" rating would be using survivor bias to illogically eliminate something that has a proven safety track record. Ever since I grew up locally in San Anselmo I have remembered being jealous of the kids who had Crossing Guards. This position is integral to safety and discourages bullying as well for kids who actually have eyes on them during their walk or ride home.

Significant risk would additionally be on the district were to an incident occur that could even be construed as being due to lack of a Crossing Guard that had been removed for cost reasons. It reminds me of a Japanese train station scheduled to be shut down years ago until they learned 1 girl used that stop to commute to school. The community decided to extend the life of that single stop for that single child until she graduated from that school. This is the example of community raising and community responsibility that has arguably been eroded recently in the American populace. We should hold ourselves to higher standards of ensuring the safety, prosperity, and success of all those around us, children especially.

Please ensure we continue this wonderfully successful program that ensures safety, community, and visibility.

Many thanks for your time on this issue!

Matthew Wagner
[redacted]
San Francisco, CA 94109

From: Meghan (Walsh) Levin
To: Jennifer Doucette
Cc: TAM Info
Subject: Re: April 27 Board Mtg
Date: Wednesday, April 26, 2023 4:23:27 PM

Thank you. I'm rereading the report and have additional comments, can you please use the email below instead?

I am writing in regards to agenda item #6, specifically the intersection of Laurel Grove and Sir Francis Drake Blvd.

Meghan Levin
[redacted] Kentfield, CA 94904

I want to share that there is a very real need for a crossing guard at the intersection of Laurel Grove and Sir Francis Drake Blvd. I have witnessed the crossing guard keep children safe on countless occasions. Just this week, a child began crossing when the signal was red, the crossing guard caught the students attention and prevented them from potential of being hit by a vehicle turning on to Laurel Grove.

- We have families and children from the area bike and walk through the intersection to Bacich, Ross Valley Pre-school, Marin Enrichment, Kent, Branson and Marin Catholic.
- The criteria table shared in the report appears to have incorrect information. Can we please have more information for when the survey / observation was conducted?
    - Criteria 1: There is massive volume along the SFD corridor and it has increased as more and more employers require employees to work in person
    - Criteria 4: Vehicles traveling from west to east on SFD approach a hill before the light. Cars pick up speed as they come down the hill and only see the light once they have reached the peak of the hill and curve.
    - Criteria 8: Should be 3 total, there are other cross walks within 50 feet and they are crossing 5 lanes (2 driving, 1 turning lane)
- The crossing guard is aware of SFD/Laurel Grove traffic behaviors and protects the children from such situations by ensuring they stay away from the corners of the road and that they do not cross until the lights are green.
- Since the pandemic, we have had a LOT of young families move into the area. Children are not developmentally able to predict car driver behaviors. It is imperative we have a crossing guard at that busy intersection.
- I am very concerned about the change from crossing guard to no crossing guard. Our community (and people who drive down SFD for work/to College of Marin) are accustomed to knowing that when a crossing guard is present there are likely children in the vicinity and slow down. When there is not a crossing guard, people will assume there are no children present.

Thank you,
Meghan

From: Meredith Bailey
To: TAM Info
Subject: 4/27 Agenda item #6 - Crosswalk guard at Sir Francis Drake & Laurel Grove
Date: Wednesday, April 26, 2023 4:34:30 PM

Dear TAM Board Members,

This letter is in regards to agenda item #6 at your April 27, 2023 board meeting, specifically in regards to the continued funding and support of a crosswalk guard at Sir Francis Drake & Laurel Grove.

It came to our attention that you are considering removing the crosswalk guard at the heavily trafficked intersection of Sir Francis Drake & Laurel Grove. This is an extremely busy road, especially in the morning rush hours, which poses a safety risk to children who need to cross the road to attend Ross Valley Nursery School, Bacich Elementary School, Kent Middle School and Marin Catholic (all located on the opposite side of Sir Francis Drake). Children cross this intersection every morning and afternoon, often on bikes. Having a crossguard there to ensure cars stop at the light and children of all ages can cross the intersection safely, is imperative.

I read the scoring methodology in agenda item #6, and it seems that the vehicle volume at this crosswalk was ranked as "0," which couldn't possibly be the case given Sir Francis Drake Blvd is one of the main arteries connecting the towns of Greenbrae, Kentfield, Ross, San Anselmo, FairFax and more. It's possible I've read the scoring incorrectly, but I want to make sure the board is aware of how busy this intersection is, and how critical it remains to have a crosswalk guard stationed there before and after school.

Kind regards,
Meredith Bailey
[redacted] Kentfield, CA 94904
[redacted]

From: M. Squires
To: TAM Info
Subject: Kentfield Crossing Guards
Date: Tuesday, April 25, 2023 8:26:50 PM

The crossing guards on S. Eliseo and the other sites in the area are vital to the safety of our children. The traffic along those school crossings is heavy and fast and there is no regard for children trying to cross. Sometime the crossing guards themselves have trouble getting the traffic to stop. Surely the safety and lives of our children is more important than the few dollars that would be saved.

Thank you in advance for reconsidering this action.

Gratefully

Mollie Squires

Sent from Mail for Windows

From: Sarah Bensfield
To: TAM Info
Subject: Agenda Item 6
Date: Wednesday, April 26, 2023 4:26:13 PM

Agenda item #6
Sarah Cohen ([redacted] Kentfield)

I am extremely concerned about removing the crossing guard at Sir Francis Drake and Laurel Grove. We have two young boys and this crossing can be extremely dangerous. I have witnessed several cars that have sped through this intersection and or have stopped part way into the intersection. In the mornings this intersection is filled will kids on foot and on bikes and I have witnessed Tom our crossing guard stop numerous kids from making a risky crossing. It is terrifying to think this intersection would not be covered. Growing up there was a high school student I went to school with that was killed in a very similar intersection. The only time that I have seen a slight decrease in pedestrian traffic to this location was during he rain which we had a lot of this year. I hope the days that were tracked weather is being taken into account. I will be at the meeting tomorrow as the crossing guard at Sir Francis Drake and Laurel Grove is necessary.

Many thanks
Sarah Cohen

--
Sarah Bensfield
[redacted]

From: shaneyms
To: TAM Info
Subject: Removal of Crossing Guards-Agenda Item #6
Date: Wednesday, April 26, 2023 2:23:03 PM

To Board of Commissioners,

I am writing to ask that the Board reconsider the potential removal of crossing guards at 3 key locations in the district. We live in Greenbrae and our daughter bikes to Kent daily. Even with the current crossing guard staffing, she has told us on several occasions (including today) that cars have turned and almost hit her or other children biking. I've witnessed numerous instances myself of distracted drivers, excessive speeding, and disregard for even the crossing guards' signals.

With the rate of traffic incidents and pedestrian and biker-related injuries on the rise, it seems almost unbelievable that this is even a topic of consideration. Surely the budget can be trimmed in other areas that don't directly impact the safety of our children. I trust that the Board will do what is in the best interest of students and our community and not cut these crossing guard positions.

Sincerely,
Shaney Fago
[redacted]
Greenbrae, CA 94904
[redacted]

From: shani higgins
To: TAM Info
Subject: Agenda Item 6 -crossing guards
Date: Wednesday, April 26, 2023 12:32:00 PM

Review of Crossing Guard Location Selection in Greenbrae.

Please help keep our kids safe and keep all the current crossing guard posts in the Kentfield school district. They each play an enormously important role keeping our kids safe as they walk/bike to school. With the new Homeless living facility that is being developed on South Eliseo AND the recent abduction attempt of one our 4th graders right near one the crossing stations on the chopping block (Bon Air), I encourage you to keep the crossguard stations we have and keep protecting our children.

They play an important community part and help tons of our kids each day.

Sincerely,
Shani Higgins, parent of 2 kentfield elementary/middle school kids