CHAPTER 5. COMMUNITY FACILITIES AND SERVICES

This Element addresses public facilities owned by the City and other public entities, and the services related to those facilities, including recreation, education, child care, library, law enforcement, and city government. Firefighting and prevention is discussed in detail in Chapter 7, Health and Safety.

The intent of the Community Facilities and Services Element is to **provide information about public facilities and their related level of services available, and provide policies to guide their development in the future.** To develop a consistent, implementable set of goals, policies, and programs for Larkspur, the following factors were considered:

- **Public facilities and services for all community members.** Larkspur's community is filled with people of all backgrounds, ages and abilities which the City must consider when providing public facilities and services. The City emphasizes the provision of services that accommodate the elderly and very young and ensures that its services and facilities comply with the Americans with Disabilities Act. As the senior and youth populations grow over the next twenty years, the need for senior and children's/youth services provided by the City will grow as well.
- **Cooperation between the City and local school districts.** The City's land use decisions have a direct impact on school enrollment and vehicular and pedestrian traffic in school areas. The City must recognize the changing needs of school districts and provide both flexibility and structure to adequately meet future needs, such as pedestrian and bicycle routes to schools. The joint use of facilities between the City and school districts is also integral to maintaining the breadth of facilities and services the City provides.

- **Potential for Facilities and Services Consolidation.** The City has longstanding joint-use agreements with the Larkspur-Corte Madera School District for shared facility use, and the Twin Cities Police Authority has jointly served the City of Larkspur and Town of Corte Madera since its formation in 1980. As evidenced by the success of these agreements, consolidation of facilities and services presents the opportunity for more efficient and cost-effective delivery of services to Larkspur's citizens.

- **Reliability of public buildings.** Both Larkspur City Hall and the Downtown fire station are over 100 years old. Without substantial seismic rehabilitation and retrofitting, these essential administrative and emergency service buildings are likely to fail in the event of a major earthquake. The City has made the rehabilitation and seismic retrofitting of these two buildings a top capital improvement priority.

The Community Facilities and Services Element goals, policies and programs seek to address the factors listed above, as well as any other factors pertinent to City's land use decisions that impact such facilities and services.

COMMUNITY FACILITIES AND SERVICES GOALS

Parks and Recreation

FAC-1: Provide park and recreation facilities and programs for all community members.

Schools

FAC-2: Preserve all existing school sites for future public use, with school use having the highest priority.

FAC-3: Continue cooperation between the City and the school districts in sharing resources.

Child Care

FAC-4: Ensure that quality child care is available to Larkspur children.

Public Facilities

FAC-5: Provide for a high level of public use (cultural and recreational activities, community meetings) of public buildings and lands.

FAC-6: Renovate and modify public buildings to meet current and future demands for safety and public use.

Parks and Recreation

FAC-1: Provide park and recreation facilities and programs for all community members.

Policy FAC-1.1: Maintain, upgrade, and improve the City's parks.

Action Program FAC-1.1.a: Require the dedication of parkland or payment of a parks fee as a condition of development approval to mitigate project impacts on park and recreation facilities.

Action Program FAC-1.1.b: Periodically review and update, as appropriate, the City's various park planning documents, including the Mini-Park Master Plan, Piper Park Master Plan, and any subsequent planning documents.

Policy FAC-1.2: Continue to maintain Piper Park as a recreation area with a balance of organized play facilities and natural areas.

Action Program FAC-1.2.a: Continue to provide administrative support to the many users of at Piper Park (e.g., the Larkspur Community Garden, Canine Commons, sports fields, playground, picnic area, and tennis courts) through the Recreation Department.

Policy FAC-1.3: Provide park and recreation facilities and programs for children in a variety of locations.

Action Program FAC-1.3.a: Provide "tot lots" with imaginative play equipment that meets safety standards established by the U.S. Consumer Protection Commission, where space is available in City parks.

Action Program FAC-1.3.b: Explore providing a teen/preteen center.

Action Program FAC-1.3.c: Continue to allow youth sports teams to use the City's park and recreation facilities, as appropriate and within terms of use established by the City.

Action Program FAC-1.3.d: Continue to provide and administer summer school programs for children through the Recreation Department.

Policy FAC-1.4: Provide recreation facilities and programs for seniors.

Action Program FAC-1.4.a: Work with the Larkspur Larks Club (for seniors), the Larkspur Walkers (comprised mostly of seniors), the Recreation Department, the Marin County Division of Aging and Adult Services, and other private and public organizations to identify the programs and facilities available

for seniors within the City and the County, provide information on available programs to senior residents in Larkspur, and identify ways to augment existing programs or add new programs where appropriate.

Action Program FAC-1.4.b: Recognize seniors as community resources and maximize use of their expertise, talents, and time for benefit of the community through the creation of a civic volunteer program.

Policy FAC-1.5: Ensure that recreation programs and facilities are accessible to community members with disabilities.

Action Program FAC-1.5.a: Update park and recreation facilities to comply with current accessibility standards established by the Americans with Disabilities Act.

Action Program FAC-1.5.b: Continue to provide programs for the disabled through the Recreation Department.

Policy FAC-1.6: If San Quentin Prison closes, support retaining its Bay frontage as open space and parkland.

Action Program FAC-1.6.a: Continue to follow planning for the potential reuse of the San Quentin site to ensure that public access is a priority.

Policy FAC-1.7: Continue to work with the school districts serving Larkspur children to expand community use of their facilities during non-school hours.

Action Program FAC-1.7.a: Establish a liaison between senior citizen groups and the schools to provide access to school buildings for senior citizen educational or recreational opportunities.

Action Program FAC-1.7.b: Investigate joint powers agreements that would enable the City to make public use of school sites in return for the City maintaining them, such as the existing joint powers agreement between the City and the Larkspur-Corte Madera School District for shared use of Hall Middle School facilities.

Action Program FAC-1.7.c: Work with school districts to see that school playing fields, gymnasiums, meeting halls, and auditoriums are retained for public use even though school buildings may be leased for other than public school purposes.

Policy FAC-1.8: Continue to coordinate park and recreation facility planning with neighboring communities, public agencies, and school districts to identify opportunities for joint-use facilities and programs.

Schools

FAC-2: Preserve all existing school sites for future public use, with school use having the highest priority.

Policy FAC-2.1: Encourage school districts not to sell school sites, but to preserve them for community and future school use. Where the opportunity presents itself, the school districts also should be encouraged to consider the development of affordable housing on surplus properties to serve the needs of teachers and other school employees.

Policy FAC-2.2: Look for ways to ease the financial burden on school districts so that school sites can be retained in public ownership.

Action Program FAC-2.2.a: Work with the school districts to examine alternatives to school closure and sale early in the process of responding to declining school enrollments.

Policy FAC-2.3: When school districts apply for interim reuse of surplus facilities, encourage that school playing fields, gymnasiums, meeting halls, and auditoriums be retained for public use.

Policy FAC-2.4: Allow non-school uses in school buildings only if they are compatible with the neighboring areas and in exchange for (1) retention of the school sites in District ownership, and (2) use of the schools' cultural and recreational facilities by the public.

Policy FAC-2.5: If privatization of a former school facility occurs, the City shall require a conditional use permit and shall review the proposed private use for General Plan and zoning code compliance.

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FAC-3: Achieve greater cooperation between the City and the school districts in sharing resources.

Policy FAC-3.1: Encourage school boards to work with Larkspur and recreation departments of other cities to expand community use of school facilities (pools, gyms) during non-school hours.

Action Program FAC-3.1.a: Identify City staff, facilities, and programs that can be shared with the school districts for educational purposes (e.g., use of the City Library).

Policy FAC-3.2: Public safety and other City staff members will continue to provide students in Larkspur schools with information and educational presentations about fire prevention, CPR, drug abuse, bicycle safety, and other subjects.

Policy FAC-3.3: Continue to share information with the school districts regarding land use planning efforts in the City that will impact school district services, including anticipated residential development, infrastructure projects, and population and demographic trends.

Policy FAC-3.4: Continue to verify the payment of school impact fees with project applicants and the school districts prior to issuing building permits.

Child Care

FAC-4: Ensure that quality child care is available to Larkspur children.

Policy FAC-4.1: Continue to cooperate with the Town of Corte Madera to operate a child care center at Neil Cummins School or any other suitable site.

Policy FAC-4.2: Coordinate with the school districts serving Larkspur children to provide after-school programs.

Policy FAC-4.3: Encourage school districts serving Larkspur children to provide preschool and child care programs.

Policy FAC-4.4: Encourage the development of private child care facilities in Larkspur.

Action Program FAC-4.4.a: Review development regulations for private child care facilities and consider updates, as appropriate, to facilitate their development.

Public Facilities

FAC-5: Provide for a high level of public use (cultural and recreational activities, community meetings) of public buildings and lands.

Policy FAC-5.1: Consolidate like functions (for example, corporation yards) of several public agencies on one site, if feasible.

Action Program FAC-5.1.a: Investigate the feasibility of consolidating Larkspur's corporation yard with that of another public agency.

Action Program FAC-5.1.b: Accommodate multiple uses when designing new public buildings or when remodeling existing public buildings.

Action Program FAC-5.1.c: Survey Larkspur residents to determine priorities prior to planning new public facilities.

Policy FAC-5.2: Promote the use of public buildings and lands for events that foster community interaction and togetherness for all community members.

See Chapter 3, Community Character, for additional policies regarding communitywide events and activities.

Action Program FAC-5.2.a: Explore the feasibility of entering into private-public partnerships to fund public events and programs.

Policy FAC-5.3: As opportunities arise, support consolidation of municipal functions (police, fire, land use, sewage, storm drainage, school districts, etc.) to improve efficiencies and cost effectiveness.

Action Program FAC-5.3.a: Pursue annexations and de-annexations as necessary to foster more logical service area boundaries. Appropriate environmental analyses should be undertaken for all annexations and de-annexations pursuant to this program.

■■■

FAC-6: Renovate and modify public buildings to meet current and future demands for safety and public use.

Policy FAC-6.1: Renovate public buildings to conform to seismic safety requirements, space needs, and use of new technology, while respecting the historic value and integrity of existing historic structures.

Action Program FAC-6.1.a: Rehabilitate City Hall and Fire Station #1 to comply with seismic safety standards and capacity improvement needs.

Action Program FAC-6.1.b: Explore the relocation of Fire Station #1 based on regionalization of fire services in the Ross Valley.

COMMUNITY FACILITIES AND SERVICES BACKGROUND

Parks and Recreation

This section discusses Larkspur's urban parks and their use for passive and active recreation. It does not address designated open space lands, the detailed discussion of which is reserved for Chapter 6, Natural Environment and Resources.

Parkland and Recreational Facilities

Larkspur's parks are well distributed considering the topography and opportunities for park acquisition and development. The City owns and maintains thirteen public parks and recreational facilities, totaling approximately 48 acres. This yields a public parkland-to-population ratio of 4.03 acres per thousand residents.[1] An additional 24.4 acres of park and recreation facilities owned by the Larkspur-Corte Madera School District and the Tamalpais Union High School District are conditionally available for public use, yielding an overall parkland-to-population ratio of 6.07 acres per thousand residents. Figure 5-2 shows the locations of both City-owned and school district-owned parks and recreational facilities.

Figure 5-1. Larkspur Parks and Recreational Facilities

Park	Total Size (acres)	Available Facilities	Ownership
City-Owned Parks and Facilities			
Bon Air Park	0.75	Fishing dock, sitting area, and picnic facilities.	City of Larkspur
Doherty Park	0.15	Sitting area.	City of Larkspur
Dolliver Park	2.5	Play equipment, picnic facilities, and restroom.	City of Larkspur
Greenbrae School Park	1.5	Tot lot, basketball facilities, sitting area, and turf.	City of Larkspur
Hamilton Park	0.33	Sitting area and picnic facilities.	City of Larkspur
Heatherwood Park	0.75	Play equipment, picnic facilities, and basketball facilities.	City of Larkspur
Hillview Park	1.5	Multi-use path.	City of Larkspur
Miwok Park	13.2	Tubb Lake (undeveloped).	City of Larkspur
Neighborhood Park	2	Picnic facilities, turf, and parcourse.	City of Larkspur
Niven Park	1.5	Sitting area, turf, playground, walkway.	City of Larkspur
Piper Park	22.0	Tennis courts, picnic facilities, softball, soccer, and cricket fields,	City of Larkspur

[1] Based on a population of 11,926. U.S. Census Bureau, 2010.

Park	Total Size (acres)	Available Facilities	Ownership
		volleyball facilities, fishing dock, restrooms, community garden, dog park, onsite parking.	
Remillard Park	7.0	Picnic tables, beach, fresh water marsh, wild life sanctuary, fishing in the Bay.	City of Larkspur
Total City-Owned Acres:	48		
School District-Owned Parks and Facilities			
Centennial Park*	5	Tennis courts, hard court, mini-basketball facilities, picnic facilities, Little League baseball field. Children's playground owned by Marin Primary (tenant).	Larkspur-Corte Madera School District
Hall Middle School	9	2.4 acres conditionally available for public use: basketball court, asphalt and turf play area	Larkspur-Corte Madera School District
Redwood High School	60	17 acres conditionally available for public use: baseball field, three softball fields, and a soccer field. Gym, football field, two baseball fields, swimming pool, court games facility, and tennis courts have restricted access.	Tamalpais Union High School District
Total School-District Owned Acres:	74		

*Centennial Park was formerly referred to as "Larkspur-Corte Madera School Park." It was renamed Centennial Park to commemorate the City's 100th birthday in 2008. Centennial Park is maintained by the City.
Source: City of Larkspur Recreation Department, 2011.

The Larkspur Mini Parks Master Plan is the master planning document for City-owned and maintained parks, with the exception of Piper Park, which is governed by the Piper Park Master Plan.

In addition to recreational facilities and parks, the Larkspur Recreation Department provides numerous year-round recreational activities for residents of all ages and abilities. Ongoing activities include a summer school program, activities for individuals with developmental and physical disabilities, a walking group, senior activities, child care, adult sports, after-school enrichment classes, and special events. The Recreation Department also publishes a biannual newsletter advertising the programs it offers, as well as those offered by other community members and organizations.

In a unique public/private partnership, the City of Larkspur also offers residents the opportunity to learn and participate in rowing through the private Marin Rowing Club. A Joint Powers Agreement between the City and the Club enables the Club to maintain a

clubhouse and boat dock on City-owned property (located on Corte Madera Creek behind the Drake's Landing Office Center). In exchange for use of City-owned land, the Club provides rowing lessons to the public on Corte Madera Creek through the Recreation Department.

Figure 5-2. Location of Public Facilities in Larkspur
To be added.

The Parks and Recreation Commission

The Parks and Recreation Commission is an advisory body comprised of five City residents appointed by the City Council that plans for the development of park and recreation areas and facilities. The Commission makes recommendations to the City Council on matters in their jurisdiction, and processes appeals of staff approval for certain heritage tree removal applications.

Schools Serving Larkspur

Four public school districts serve Larkspur students. The Larkspur-Corte Madera School District provides primary education (K-8) in the area generally south of Corte Madera Creek, while the Kentfield School District serves primary school students living north of the creek and west of Highway 101 and in the Murray Park neighborhood. Primary school students living north of the creek and east of 101 (the San Quentin Peninsula, including Larkspur Landing) are served by the San Rafael City School District. Most secondary students in Larkspur (9-12) are in the Tamalpais Union High School District, but those living on the San Quentin Peninsula are in the San Rafael City School District.

Figure 5-3. Public Schools Serving Larkspur Children

School District	Grade levels	Region Served	Schools	Enrollment [a]		Capacity [b]	
				School	District Total	School	District Total
Kentfield School District	K-8	North of Corte Madera Creek, Murray Park neighborhood	Anthony G. Bacich School (K-5)	629	**1,133**		
			Adaline E. Kent Middle School (6-8)	504			
Larkspur-Corte Madera School District	K-8	South of Corte Madera Creek	Neil Cummins Elementary School (K-4)	763	**1,330**	845	**1,420**
			Henry C. Hall Middle School (5-8)	567		575	
San Rafael City Elementary [c]	K-8	San Quentin Peninsula (North of Corte Madera Creek, east of Highway 101)	Bahia Vista Elementary School (K-5)	539	**4,003**	550	**n/a**
			James B. Davidson Middle (6-8)	846		1,110	

San Rafael City High [c]	9-12	San Quentin Peninsula (North of Corte Madera Creek, east of Highway 101)	San Rafael High (9-12)	896	**2,090**	1,400	**n/a**
Tamalpais Union High School District [c]	9-12	Entire City (except San Quentin Peninsula)	Redwood High	1,458	**3,836**	1,900	
			San Andreas High (Continuation)	84			
			Tamiscal High (Alternative)	95			

[a] 2010-2011 academic year. Source: California Department of Education, 2011.
[b] Information received via conversations between City staff and school district officials; **estimates only**.
[c] School enrollment includes only schools attended by Larkspur students; total district enrollment includes all schools in the District.

Schools in the Larkspur-Corte Madera School District include Neil Cummins Elementary School (grades K-4) located in Corte Madera, and Henry C. Hall Middle School (grades 5-8) located in Larkspur on Doherty Drive, next to Piper Park. Schools in the Kentfield School District include Anthony G. Bacich Elementary School (grades K-4) and Kent Middle School (grades 5-8), both located in Kentfield just beyond Larkspur's City limits. Larkspur children in the San Rafael City Elementary and High School Districts attend Bahia Vista Elementary School (grades K-5), Davidson Middle School (grades 6-8), and San Rafael High School (grades 9-12).

Larkspur children in the Tamalpais Union High School District (TUHSD) attend Redwood High School. TUSHD also operates two alternative high schools operated by adjacent to the Redwood High campus on Doherty Drive: Tamiscal High School, which provides an independent-study based high school program; and San Andreas High School, a continuing education program for students who have difficulty attending a traditional high school. Students at Tamiscal and San Andreas come from throughout the district's attendance area, which extends over most of central and southern Marin.

In 1989, property owners in the TUHSD attendance area approved an annual parcel tax to fund education programs and services, including teacher salaries (exemptions available for senior homeowners). Voters renewed the parcel tax in 1997 and 2004. The District asked voters for a third extension in November of 2011.[2]

Two private schools are located within the City: Marin Primary and Middle School (MPMS), serving students from preschool to eighth grade; and Saint Patrick School, a Catholic school open to students from kindergarten to eighth grade. MPMS has leased the former Larkspur-Corte Madera School site since 1980 from the Larkspur-Cote Madera School District, which retains ownership of the site, after declining enrollment led to the closure of the public school in 1979. The school is directly adjacent to Centennial Park, which is owned by the Larkspur-Corte Madera School District and maintained by the City.

[2] Rob Rogers. "Tamalpais Union High School District seeks parcel tax extension." Marin Independent Journal. March 29, 2011.

Figure 5-4: School Districts Serving Larkspur Children
To be added.

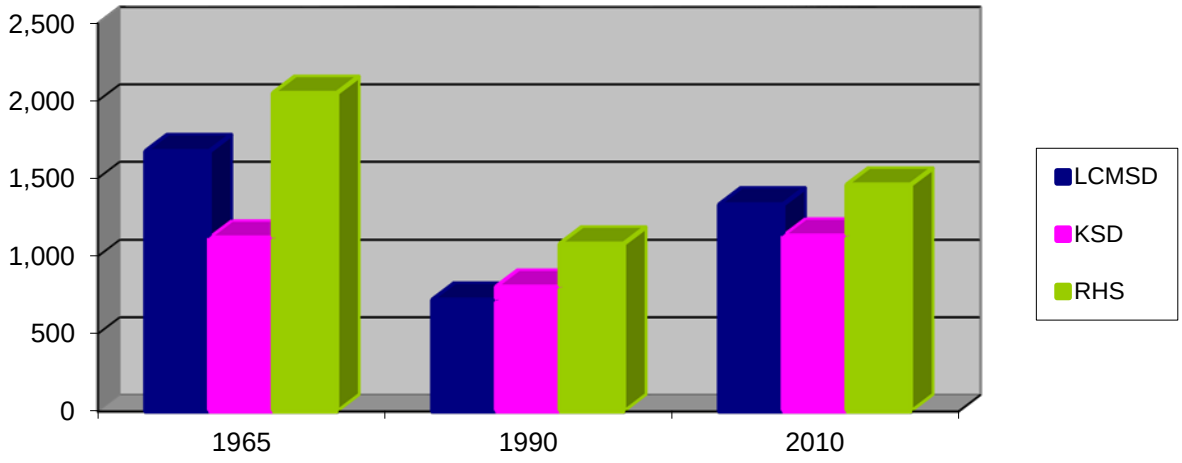
Enrollment Trends

Public School Enrollment

Enrollment at Larkspur public schools declined significantly from the 1960's to the late 1980's (see Figure 5-5). Between 1965 and 1990, enrollment at Redwood High School, the Larkspur-Corte Madera School District (LCMSD), and the Kentfield School District (KSD) declined by 47 percent, 25 percent, and 10 percent, respectively. The decline in enrollment paralleled a decline in the City's population, which until the 1980's had steadily increased each decade. The City's population fell from a high of 11,604 in 1980 to 11,070 in 1990.

When the City's population began to grow again in the late 1990's, school enrollment similarly increased. Between 1990 and 2010, enrollment at LCMSD increased by 85 percent, at KSD by 41 percent, and at Redwood High School by 35 percent. These enrollment increases correlated with an eight percent increase in the City's population over the same time period.

Figure 5-5. Larkspur Schools Enrollment Trends 1965-2010



LCMSD= Larkspur-Corte Madera School District; includes Neil Cummins Elementary and Hall Middle School.
KSD= Kentfield School District; includes Anthony G. Bacich Elementary School and Kent Middle School.
RHS = Redwood High School.
Sources: 1965 Larkspur General Plan; 1990 Larkspur General Plan; California Department of Education, 2011.

In 2011, the Larkspur School District began to study the potential for expanding school sites to accommodate the rapidly growing student population at Hall Middle School and Neil Cummins Elementary School, which was nearing enrollment capacity. The District's Facilities Expansion Committee was charged with reviewing options for facilities expansion (i.e., number of campuses and grade-level configuration) and recommend to

the District Board necessary amendments to the District's Facilities Master Plan. At its May 12, 2011 meeting the Facilities Expansion Committee recommended to the District Board that an elementary school be opened on the San Clemente School site, which was owned by the District and had been leased to a private school for several decades. The District Board will consider the Committee's recommendation during the summer of 2011.

Enrollment projections for Larkspur schools beginning with the 2011-2012 school year are shown in Figure 5-6.

Figure 5-6. Ten-year Enrollment Projections for Larkspur Public Schools

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Larkspur-Corte Madera School District[1]	1,378	1,423	1,440	1,444	1,445	1,457	1,477	1,524	1,536	1,564
Kentfield School District	1,221	1,236	1,245	1,278						
Tamalpais Union High School District										
Redwood High School										
San Rafael City School District										
San Rafael High										
Davidson Middle School										
Bahia Vista Elementary										

[1] The Larkspur-Corte Madera School District generates three tiers of enrollment projections that assume a Low, Medium, or High growth rate. Included here are the District's enrollment projections for High enrollment growth.

Private School Enrollment

In 2010, Marin Primary and Middle School (MPMS) had a total enrollment of 354 students, and Saint Patrick School had a total enrollment of 240 students. Enrollment at MPMS grew considerably since 1990, when it was limited to elementary grade levels (K-5) with a total enrollment of 93 students. Enrollment at Saint Patrick School has remained fairly static since 1990 when total enrollment was 267 students. Both MPMS and Saint Patrick attract students from throughout Marin County and the Bay Area region.[3]

Just outside the City limits is Marin Catholic High School (grades 9-12), located at the intersection of Sir Francis Drake Boulevard and Bon Air Drive. Students from throughout the County and the Bay Area attend the high school, which had an enrollment of 718

[3] 1990 MPMS and Saint Patrick School enrollment data gathered from the 1990 Larkspur General Plan.

students in 2010. Enrollment at the high school has remained relatively static since 1990 when 800 students were enrolled.

Child Care Facilities

Working parents of children of all ages, ranging from infants through elementary school, need day care services for the entire day and throughout the year. Child care can be informal (a hired babysitter) or formal (a licensed family day care provider or day care center).

In cooperation with the Town of Corte Madera, the City has operated the Twin Cities Children's Center at Neil Cummins Elementary school since 1975, providing before and after school programs for students in kindergarten through fourth grade, as well as a preschool program. Fees are assessed according to the length of care, and in 2011 ranged from $5 per day for before-school care to $40 per day for full-day care. The City provides the Children's Center staff (seven full time employees, two temporary/hourly employees) and facilities (two portable classrooms). The school year program provides care to over 100 children annually. During the summer, the Children's Center operates an eight-week summer camp open to children throughout Marin County. The Larkspur Recreation Department also provides after-school programs at several schools serving Larkspur children, including Hall Middle School and Bacich Elementary School.

There are two private day-care centers that operate within the City limits:

- The Children's Cottage Cooperative: This small cooperative located on Larkspur Landing Circle provides preschool curriculum and care to children from two to five years of age. The facility had a capacity of 25 children. The Cooperative is operated in the historic Remillard Cottage, owned by the City and leased by the Cooperative.
- Marin Primary and Middle School: This private school offers preschool programs and after-school care to registered students. The program had a capacity of 105 children.

Other child care facilities operating in the Larkspur area include: the Twin Cities Cooperative Preschool, located next to Neil Cummins Elementary School; Marin Enrichment Preschool, operated at Anthony G. Bacich Elementary School; and the College of Marin Children's Center (care available only to children of registered college students).

The City allows small home-based care centers (providing care to up to eight children or adults) as a permitted use in the R-1, First Residential, and R-2, Second Residential zoning districts, and as a conditionally permitted use in the R-3, Third Residential district. A large home-based day care center (providing care to up to 14 children or adults) requires a conditional use permit in the R-1, R-2, and R-3 districts. The State Department of Social Services, Community Care Licensing Division maintains a public directory of all licensed child care facilities in the State. There are several registered home-based child care centers in the City.

Public Facilities

Larkspur 2050 Capital Expenditure Plan

The Larkspur 2050 Capital Expenditure Plan (the 2050 Plan), adopted in 2001, describes a long-term vision of capital improvements to protect public safety and maintain the City's high quality of life. The 2050 Plan prioritizes infrastructure improvement projects necessary to protect public health and safety. Major infrastructure improvement projects are ranked in the following order:

1. Police Station and City Hall. The recommended projects include a new Twin Cities Police Authority Station to replace the (at the time of the 2050 Plan's adoption) substandard facilities on Doherty Drive, and seismic retrofitting and remodeling of City Hall. The needs for these two projects were deemed to be of equal urgency, hence their joint ranking as the first priority in capital improvements.

2. Streets, Bridges, and Drainage. The 2050 Plan recommends that the City develop and implement a long-term funding strategy to complete all improvements to streets, bridges, and drainage within a 20-year timeframe.

3. Fire Stations.[4] The 2050 Plan recommends a seismic retrofit of Larkspur Station #1, built in 1939, and the installation of a sprinkler system, and remodeling of the second-floor living and meeting areas. No safety improvements have been identified for Larkspur Station #2, which was constructed in 1991.

4. Library. The 2050 Plan recommends relocating the Library out of City Hall to an offsite location.

5. Downtown Parking. The 2050 Plan recommends providing 50 to 100 new parking spaces in the downtown area, either on the Niven or Nazari properties (as set forth in the Downtown Parking Plan). The Central Larkspur Specific Plan, adopted in September of 2006, provides design guidelines for redesigning the existing City parking lot to accommodate more parking spaces**.**

6. Parks. The 2050 Plan recommends adopting updating the Piper Park Master Plan and adopting a Mini Park Master Plan. The Recreation Department initiated the Piper Park Master Plan update in the summer of 2010. The Mini Park Master Plan was completed in 2000.

7. Transportation System. The 2050 Plan recommends updating the General Plan transportation policies, which are needed to guide future improvements to the transportation system.

Police

[4] The two stations are referred to as Station 15 and 16 in the Marin County Fire Service station system.

Services

The Twin Cities Police Authority (TCPA) is a joint powers authority providing law enforcement services to the Town of Corte Madera and the City of Larkspur. The TCPA was formed in 1980 with the consolidation of the Larkspur Police Department and the Corte Madera Police Department.

In 2011, the TCPA employed 31 sworn officers and operated under a $6.5 million annual budget. TCPA policy is established by the Twin Cities Police Council, which is comprised of two representatives each from the Corte Madera Town Council and the City of Larkspur City Council. The Chief of Police manages TCPA operations. The TCPA received approximately 20,000 calls for service in 2010.

Facilities

Until 2010, TCPA operations were divided between two locations: a station in Larkspur on Doherty Drive which served as the TCPA's headquarters; and an office in Corte Madera on Paradise Drive where administrative and juvenile services were located. The 2050 Plan made replacing the TCPA's Doherty Drive station (substandard "temporary" buildings unable to meet safety standards or the TCPA's staffing and space needs) the community's first capital improvement priority (shared jointly with the rehabilitation and retrofitting of City Hall). In 2007, the City of Larkspur granted approvals for a TCPA facility at the same site. The building was completed and operational in the spring of 2012.

The new facility is considerably larger than the previous structures (17,970 square feet compared to the previous buildings' combined 5,017 square feet), and houses all TCPA personnel and services, modern dispatch operations, and the City's Emergency Operations Center.

Fire

The Larkspur Fire Department provides fire and medical emergency services from two stations:

- Station #1, 420 Magnolia Avenue (next to Larkspur City Hall). Station #1 (Station #15 in the Countywide fire station system) was built in 1939 and houses half of the Department's fire suppression and emergency response personnel and all of its administrative and management personnel. It does not meet current seismic safety standards and does not have a sprinkler system, leaving personnel and equipment vulnerable in an emergency situation when they are needed most. Additionally, the dormitory-style sleeping area on the second floor prevents gender integration. The 2050 Plan designated seismic retrofit, sprinkler system installation, and second floor remodeling as the fourth capital improvement priority.
- Station #2, 15 Barry Way. Station #2 (Station #16 in the Countywide fire station system) was built in 1991. No necessary improvements to the station have been identified.

With of the completion of retrofitting and rehabilitation for Station #1, the two stations will be adequate to meet present and future demand for fire and emergency services.

City Hall

Larkspur City Hall, a Mission Revival style building built in 1913, is recognized by the U.S. Department of the Interior as being a "contributing structure" to the Downtown's designation as a National Historic Register District. City Hall was not built to modern seismic safety standards and does not have a sprinkler system installed. The electrical system is antiquated and has limited the City's ability to adopt new technologies. The approximately 9,300 square foot building is overcrowded, and houses four City departments: Administration, Building, Planning, and Library.

The City Library occupies 4,500 square feet on the first floor of City Hall. The 2050 Plan identifies several deficiencies with the current Library space, including:

- Lack of space to expand collection and provide adequate reference services;
- Inability to comply with the Americans with Disabilities Act;
- Limited space and infrastructure (i.e., dated electrical system) to accommodate new technology;
- Limited seating areas for studying, reading, etc.;
- No public meeting spaces;
- Cramped staff workspace; and
- Inadequate parking.

A Space Needs Assessment for the Larkspur Public Library conducted in 2010 found that 12,400 square feet of building space would be needed to accommodate upgraded library services (including a larger collection volume, more seating for patrons, rooms for group study, additional computers, a meeting room, and enhanced children's services). Additional parking would also be required.[5]

The 2050 Plan ranks seismic retrofitting, other safety improvements, and internal remodels for City Hall as the first capital improvement priority (in addition to the construction of a new police facility). The recommended project includes remodeling the building's interior to provide adequate workspace for Administration, Planning, Building, and Public Works departments (note: since the 2050 Plan was adopted, the Public Works Department has moved from City Hall to temporary facilities in Piper Park). The proposed project also recommends that the Library be moved to an offsite location to accommodate a new meeting space for community groups and an expanded City Council Chambers. The 2050 Committee identified six different rehabilitation and remodeling options and nine variations for the City Hall project.

Barring comprehensive retrofitting, the City has routinely undergone maintenance to prevent significant deterioration. Between 2001 and 2009, the City performed the following maintenance and energy-saving actions:

[5] Larkspur Public Library Space Needs Assessment. Page + Moris, LLC. October 2010.

- Upgraded the panels in the City Council Chambers ceiling to reduce heat loss.
- Installed energy efficient lighting.
- Replaced the Library roof with white Duro-Last roofing, which reflects sunlight
- Upgraded the HVAC system and installed insulated ductwork throughout City Hall.
- Demolished a storage area on the second floor that had been declared a safety hazard and likely to collapse.

Corporation Yard

In November of 2009, the City's corporation yard was moved from its former location at Piper Park, 250 Doherty Drive, to a temporary, shared location at the Tamalpais Union High School District corporation yard, located at 305 Doherty Drive. The City has been in the process of locating a permanent corporation yard location for several years. The construction of a permanent corporation yard located at Piper Park was initially planned in conjunction with the construction of the new Twin Cities Police Authority station; however, that site was deemed inappropriate and construction of the station commenced without the corporation yard as part of the project. As of September of 2010, the City was considering several options for the location of a permanent corporation yard.

Recreation Department Offices/Shared Facilities

The City's Recreation Department is located off-site of City Hall at Hall Middle School, conveniently located adjacent to Piper Park where many of the Department's activities take place. The facility includes a community meeting room, which is shared between the City and Hall Middle School as part of a joint powers agreement between the City and the Larkspur School District. The Joint Powers Agreement also certifies the shared use of the school's multi-purpose room/gymnasium and the school's synthetic field.

Public Facilities in Larkspur's Planning Area

San Quentin Prison

San Quentin Prison is located within the City's Sphere of Influence, located at the tip of San Quentin Peninsula. The 432-acre facility, whose first facilities were built in 1852, is the State's oldest prison and the only prison in California with a Death Row for male inmates. As of the 2008/2009 fiscal year, the prison employed 2,058 custody, support services, and medical staff and had a $184 million operating budget.[6]

Like most California prisons, San Quentin's prison population exceeds the facility's design capacity, with a population of 5,247 in 2008 compared to a designed bed-space capacity of 3,302. The State continues to plan for the prison's ongoing operation, and

[6] California Department of Corrections, 2009.

have made several investments in its infrastructure, including a $136 million Central Health Services Center for inmates that was constructed in 2009. The State also planned to construct a new Condemned Inmate Complex (Death Row), citing overcrowding and security concerns in the existing Death Row facilities. However, in April of 2011, Governor Jerry Brown put the construction of the facility on hold indefinitely, citing State budgetary constraints. The State's future plans for the Death Row project remain uncertain.

U.S. Post Office

The U.S. Post Office located on Ward Street has served the residents of Larkspur for approximately 50 years. The Post Office leases the 1,900-square foot building from the owner of the Blue Rock apartments, and functions primarily as a post office box station (providing approximately 700 post office boxes) and retail/customer service facility. Parking for the facility is limited to street parking, and there is no mail delivery. The Corte Madera Post Office delivers mail to Larkspur residents living south of Corte Madera Creek, while the San Rafael Post Office delivers mail to residents living north of the Creek.

A U.S. Post Office located in Kentfield on College Avenue delivers mail to Greenbrae residents.

Ross Valley Sanitary District Offices

Administrative and maintenance facilities for the Ross Valley Sanitary District were included in the project approvals of the planned development at 2000 Larkspur Landing Circle granted by the City Council in 2007.

Potential Public Facilities

CLASP Subarea 3

The Central Larkspur Specific Plan (CLASP) requires that up to four acres of Subarea 3 (the former Niven Nursery site on Ward Street) be reserved for use as publicly owned community or park facilities. Some of the many facilities suggested by community members include a new City library and community meeting rooms. As the site remains undeveloped, the City has not moved forward with planning for specific facilities.

Windsurfing Launch Site

The strip of beach between Remillard Park and San Quentin Prison (located outside the City limits but within its Sphere of Influence) is a popular site for windsurfers in the Bay Area, though it is not a designated public facility. Windsurfers park at their own risk in the shoulder on either side of Sir Francis Drake Boulevard, which poses a safety risk for those who must cross the busy thoroughfare to get to the beach. While developing this site as a public facility would be desirable, there are inherent problems. One is the difficulty of providing safe, off-road parking. The second is that the windsurfers sail in

the same area as the Golden Gate ferries that travel to and from the Larkspur Ferry Terminal. If the currently unsafe conditions on land are addressed, that may lead to an increase in water sport activity and a consequent increase in danger on the water.

The Final Environmental Impact Report for Expanded Ferry Service (FEIR)[7] for the San Francisco Bay Area Water Emergency Transportation Authority found that "increased numbers of ferry transits in the Bay may increase the risk of incidents (such as collision and near misses) between recreational water users and ferries." The Larkspur Ferry Terminal is the only ferry terminal which is located near a popular windsurfing launching site. Measures to mitigate this potentially significant impact include training ferry vessel crews and designating ferry employees to stand watch for navigational hazards such as windsurfers. However, despite these mitigation measures, the impact was concluded to be significant due to the uncontrollable nature of human error, instrumental error, and equipment failure. The FEIR did note that there have been no collisions between windsurfers and ferries in the vicinity of the Larkspur Ferry Terminal, due mainly to effective communication between ferry operators and windsurfers, slow ferry speeds, and the differing locations of operation (ferries are restricted to a dredged channel that is not favorable to windsurfing).

Due to the heightened risk to windsurfers in the Bay as ferry transit service is augmented, the City does not plan to provide public facilities in this location.

Public Buildings outside of Larkspur's Planning Area

College of Marin

Most of the 77-acre College of Marin (COM) Kentfield Campus is located just outside of the City limits in the unincorporated community of Kentfield, with the main entrance located at the intersection of College Avenue and Sir Francis Drake Boulevard. The college owns several parcels in the City (totaling approximately 26 acres) on Magnolia Avenue, including a large sports field that generates considerable traffic in and out of the North Magnolia commercial area. In addition to the development of the college-owned parcels within the City, Larkspur retains an interest in the future development of the main campus, considering the infrastructure it shares with the City (including major arterials Magnolia/College Ave. and Sir Francis Drake Boulevard). In 2004, the City Council directed study of the college-owned property within the City to determine whether it was a feasible location for affordable faculty or student housing. However, in 2011 the college announced its intent to construct a child care facility and classrooms on the parcels, without a housing component.

Enrollment at the college increased after the economic downturn of 2008 due to a combination of increased interest in higher education, increasing tuition at public and private four-year universities, and increased competition for enrollment in four-year universities. Between the 2008 and 2009, enrollment at the College increased by 13

[7] San Francisco Water Transit Authority Expanded Ferry Service EIR Findings of Fact and Statement of Overriding Considerations. 2007. WETA website. http://www.watertransit.org/files/pubs/IOP%20or%20Programmatic%20EIR/EIR/findings.pdf.

percent - the largest annual increase for the College in almost twenty years and the continuation of a three-year upward trend. In spring of 2011, there were 7,862 students enrolled in credit courses at the College.

A Facility Condition Assessment conducted in 2002 found that the buildings of the Kentfield Campus to be in "poor" condition according to the Facility Condition Index.[8] Based on this finding, the College adopted a Facilities Master Plan in 2004 that proposed significant remodeling and rehabilitation of the Kentfield Campus. The Facilities Master Plan proposes 21 capital improvement projects to replace or modernize existing buildings and better meet the educational needs of the growing student population. As of 2010, construction had commenced on several of the proposed projects.

Marin General Hospital

Marin General Hospital is located just outside the City limits on Bon Air Road at South Eliseo Drive. The Hospital is the largest acute-care hospital in Marin County and is owned by the Marin Healthcare District. It is licensed for 235 acute-care beds. It was managed by Sutter Health from 1996 to 2010. Continued disputes between the Hospital Executive Board and Sutter Health over necessary seismic retrofits and other administrative issues led to a lawsuit in 2006. In a settlement reached in 2009, Sutter agreed to terminate its lease in 2010, five years earlier than the original lease expiration date. The required seismic upgrades must be completed by 2015, with an estimated cost of $400 million.[9] The hospital is owned by the Marin Healthcare District, whose Board of Directors is charged with making policy decisions about patient care, strategic planning, and other aspects of hospital operation.

[8] The Facility Condition Index is a system commonly used by universities and governmental organizations that ranks building condition on a life-cycle basis.
[9] San Francisco Chronicle, "Sutter Transfer of Marin General Hospitals Nears." June 28, 2010.