

Attachment B

May 4, 2015

since 1887

VIA E-MAIL AND FEDEX

Ms. Heather Klein
Planning & Zoning Division
250 Frank H. Ogawa Plaza
Suite 2114
Oakland, CA 94612

Re: Application to Amend Permit No. PUD04-400,
PUDF05-339, ER04-0014 and Permit No. PUDF07-520

Dear Ms. Klein:

Head-Royce School ("HRS") is seeking to revise the conditions of approval for its existing Planned Unit Development permits (PUDs). As revised, the PUDs would:

- allow Head Royce to institute "Phase III enrollment" (up to 906 students); and
- introduce a Traffic Demand Management (TDM) plan as a condition of approval (**Attachment A**);

This application supersedes any previous applications for an amendment allowing Phase III enrollment. Specifically, Head Royce is withdrawing its prior application seeking to use Building 9 at 4368 Lincoln Avenue for Head Royce business office purposes or to amend the use permit granted for the operation of a residential care program for at 4368 Lincoln Avenue.

A. Consistency with PUD Findings. As explained below, the proposed revisions would continue to meet the required PUD findings:

The location, design, size, and uses are consistent with the Oakland General Plan and with any other applicable plan, development control map, design guidelines, or ordinance adopted by the City Council or Planning Commission:

Head Royce's existing PUD allows the school to enroll up to 906 students in phases, with the final phase (Phase III) starting 15 years from the approval for the Master Plan (2006) for the campus. The phasing plan was a product of an agreement with several of the school's neighbors. As noted on page 8 of its January 4, 2006 staff report to the Planning Commission, "the conditions outlined in these agreements and the timeframes for implementation are independent of the timeframes permitted by the Planning and Zoning Department." Nonetheless, these agreements were ultimately included as conditions of approval. As conditions of approval, the City has discretion to amend the phasing requirement to the same extent as it has discretion to amend any other condition.

Attachment C

The proposal to accelerate the timing for Phase III enrollment conforms to the General Plan, the zoning and the 2006 Master Plan. In particular, the proposal conforms with the maximum enrollment approved in the existing PUD. The City's prior approvals contemplated that the school would provide 157 off-street spaces, either on or off site at maximum enrollment. As confirmed by a recent inspection by the City, Head Royce currently has more than 157 off-street parking spaces.

The location, design, and size are such that the development can be well integrated with its surroundings, and, in the case of a departure in character from surrounding uses, the location and design will adequately reduce the impact of the development:

No new development is proposed. Head Royce School has been continuously operating at its current location since the 1960s. Head Royce School is proposing to go to Phase III enrollment, the maximum already authorized under its existing PUD permits.

The location, design, size, and uses are such that traffic generated by the development can be accommodated safely and without congestion on major streets and will avoid traversing other local streets.

Adequate off-street parking exists to accommodate the increased enrollment. In addition, measures in the proposed TDM will address traffic safety and congestion.

The location, design, size, and uses are such that the residents or establishments to be accommodated will be adequately served by existing or proposed facilities and services;

Since 2006, sufficient classroom and other facilities have been constructed and Head Royce has sufficient parking needed to support the approved maximum student population of 906.

The location, design, size, and uses will result in an attractive, healthful, efficient, and stable environment for living, shopping, or working, the beneficial effects of which environment could not otherwise be achieved under the zoning regulations:

No new development is proposed.

Head-Royce is committed to being a good neighbor and to providing creative solutions to maintaining a healthful, efficient, and stable environment for itself and its neighbors. The proposed Traffic Demand Management Plan in **Attachment A** contains strategies to manage vehicle congestion on Lincoln Avenue, educate staff, parents and students about driving rules, and minimize impacts of the school activities on the neighborhood.

The development will be well integrated into its setting, will not require excessive earth moving or destroy desirable natural features, will not be visually obtrusive and will harmonize with surrounding areas and facilities, will not substantially harm major views for surrounding residents, and will provide sufficient buffering in the form of spatial separation, vegetation, topographic features, or other devices:

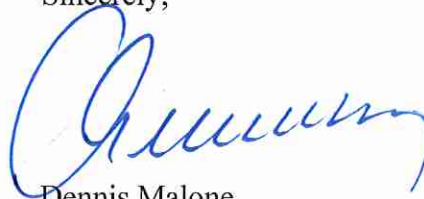
B. CEQA Compliance.

CEQA Guidelines § 15314 (Class 14) exempts from CEQA review “minor additions to existing schools within existing school grounds where the addition does not increase original student capacity by more than 25% or ten classrooms, whichever is less.” Here, the difference between Phase II (845) and Phase III (906) enrollment is approximately 7%. No new classrooms would be constructed. Maximum enrollment of 906 students was also contemplated under the existing PUD.

Based on the above considerations, Head Royce respectfully requests that the City amend Head Royce’s permits to allow Phase III enrollment and incorporate into the permit the proposed TDM attached as **Attachment A**.

Thank you for your consideration of this request.

Sincerely,



Dennis Malone
Head-Royce School
CFO/Director of Operations

Attachments

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HEAD ROYCE TRANSPORTATION DEMAND MANAGEMENT PLAN

October 20, 2015



TRANSPORTATION DEMAND MANAGEMENT PLAN
The Head Royce School

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INTRODUCTION

Head Royce School is a private kindergarten through 12th grade school located at 4315 Lincoln Avenue in Oakland, CA. It is located on a 14-acre campus on the north side of Lincoln Avenue between Alida Street and Lincoln Way in the Oakland hills, just below Highway 13. The school shares the neighborhood with single family residences, religious institutions and specialized centers. The school is divided into a Lower School (K-5), Middle School (6-8), and Upper School (9-12).

Head Royce operates under a planned use development permit (PUD 04-400 and PUD 07-520) from the City of Oakland that allows the school to enroll up to 906 students. The City has requested that the school hire a qualified firm to complete a Transportation Demand Management (TDM) Plan to ensure that traffic and circulation impacts are minimized and that the requirements of the use permit are met.

The overall goals of this plan, consistent with the goals of the City of Oakland are:

1. Reduce total vehicle trips by students, guardians, faculty, and staff during peak periods.
2. Better manage the available on-site parking spaces.
3. Reduce congestion on Lincoln Avenue by managing parking, drop-off and pick-up conditions.
4. Promote safe and neighborhood-friendly driving behavior among all Head Royce affiliates.
5. Facilitate the student drop-off and pick-up process to ease traffic congestion and enhance student and driver safety.
6. Ensure that special events held at Head Royce School do not interfere with the livability of the surrounding neighborhood.
7. Promote the City of Oakland's Transit First and Complete Street policies.

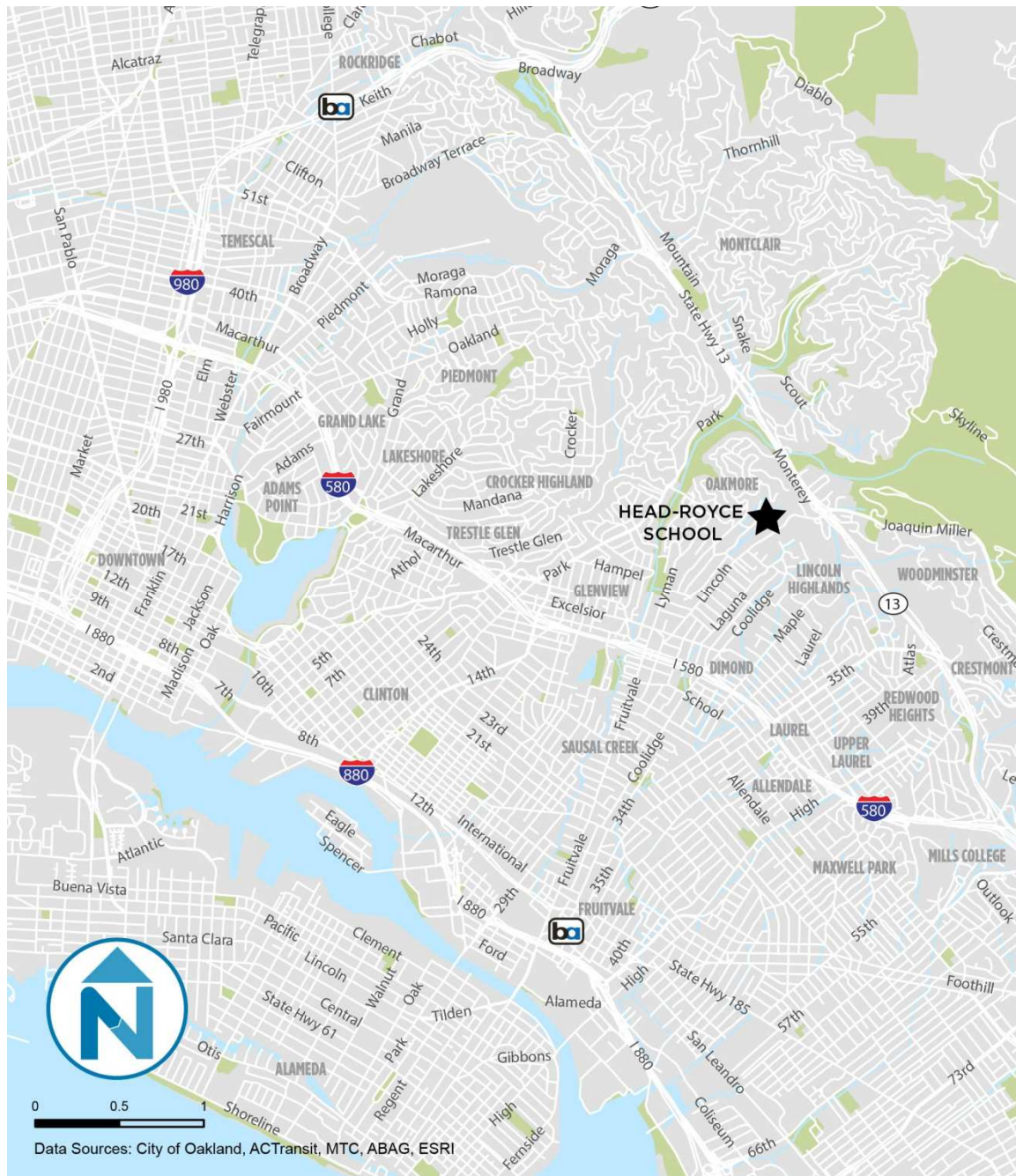
This TDM program is divided into six sections which both meet and exceed the requirements identified by the City of Oakland, demonstrating the school's commitment to the principals of stewardship in the community:

1. Traffic and Circulation Management
2. Parking Management
3. Auto Trip Reduction Programs
4. Special Events
5. Communication and Enforcement
6. Compliance Reporting

TRANSPORTATION DEMAND MANAGEMENT PLAN

The Head Royce School

Figure 1 Head Royce Campus Location



1. TRAFFIC & CIRCULATION MANAGEMENT

GOALS

Head Royce shall manage circulation associated with school operations in order to:

- Ensure that all motor vehicle traffic generated by the school, especially during the morning pick-up and drop-off, is managed efficiently and effectively.
- Minimize traffic on neighborhood streets.
- Encourage safe and respectful driving behavior by Head Royce drivers.
- Ensure that the morning and afternoon queues do not extend above the Head Royce upper driveway on the north side of Lincoln Avenue or past the upper driveway of 4368 Lincoln Avenue on the south side of Lincoln Avenue.

1.A Encourage Off-Peak Drop-Off and Pick-Up

To limit auto trips generated at the peak drop-off and pick-up periods, Head Royce shall implement or maintain the following policies:

- Head Royce School shall maintain supervised before-school care for lower school students for the regular school year and the Summer Enrichment program to allow guardians to safely drop off students before school hours.
- Head Royce School shall maintain its after-school childcare program.
- Head Royce School shall open its cafeteria at least 50 minutes before the start of middle and upper school classes to encourage students to arrive before the peak period to eat breakfast and socialize.
- Head Royce School shall release students who are taking the bus before other students to allow the buses to depart the queue before car pick-ups begin and incentivizes use of the school buses.

1.B Transportation Policy Guide

Head Royce shall compile its parking and transportation policies described in this TDM program into one Transportation Policy Guide. The Guide contains detailed, written instructions of the vehicle pick-up and drop-off process for the purpose of increasing efficiency in the pick-up and drop-off operation. These procedures, which will be incorporated into the Transportation Policy Guide, shall include, but are not limited to, how to access the vehicle drop-off/pick-up lane from each direction (loops), a map showing the specific area where vehicle drop-off and pick-up is permitted, rules regarding safe practices for entering and exiting vehicles, and the area that queue cannot exceed. The Handbook shall specifically discourage early arrival for afternoon pickup. The summer program shall follow the Guide. The current Guide is included as Appendix B of this report.

1.C Operation of “The “Loop”

To avoid disrupting neighborhood streets unnecessarily during drop-off and pick-up, parents are requested to follow a specific route called “the Loop” if they need to change direction on Lincoln Avenue. The Transportation Policy Guide, includes detailed instructions on the use of the Loop and emphasizes safe and respectful driving behavior when using the “Loop.” Proper use of the loop and proper pick-up and drop-off behavior is monitored as described under 1.C below. The School shall make substantial compliance with the Guide a condition of employment and enrollment. Progressive steps to discourage violation are described in Section 5 of this TDM Plan.

1.D Mormon Temple Staging Area

Head Royce has secured the use of the Mormon Temple Lot as a staging area for afternoon pick up. For the procedures governing afternoon pick up, see the Transportation Policy Guide (Appendix B). If the Mormon Temple Staging Area becomes unavailable for use during the pick up or drop off process, the School shall promptly institute one of the alternative means of maintaining the queue. If an off-site staging area continues to be the preferred method to control the queue, the School shall institute that alternative within 30 days of the unavailability of the Mormon Temple in consultation with City staff. The City has identified the following potential alternative staging areas, recognizing that the use of these areas could require negotiations with other property owners and that other areas may also be appropriate: the Greek Orthodox Church, the Cerebral Palsy Center, and/or the School’s property at 4368 Lincoln.

If use of the Mormon Temple Upper Parking Lot as an off-site staging area to meter the flow and volume of morning or afternoon traffic to the Lincoln Avenue queues becomes unavailable and the queue length cannot be controlled in accordance with this condition by other means, consult with the City’s Bureau of Planning, Transportation Services and Oakland Traffic Safety Divisions to find another off-site staging area. City staff shall ensure that use of another site as a staging area does not compromise the existing use of that site.

1.E Monitoring the Queue on Lincoln Avenue

This TDM Plan incorporates the requirements of the School’s use permit regarding monitoring the queue on Lincoln Avenue.

Mitigation T1 states:

The project sponsor shall monitor the morning drop-off and afternoon pick-up queue during the school year as well as during any summer program operations. The procedures and monitoring forms are included in the TDM Plan. The project sponsor shall implement the monitoring procedures by either: 1) retaining a qualified independent traffic consultant to monitor the extent of the queue along Lincoln Avenue or 2) hire a qualified independent traffic consultant, approved by the Bureau of Planning, to train at least two (2) supervising monitors to implement and supervise the monitoring procedures. Any new supervising monitor must be trained directly by the independent traffic consultant.

If the school’s drop-off or pick-up queue extends for more than 60 seconds in any single monitoring period (excluding delays due to extenuating circumstances such as a traffic accident) past the school’s upper driveway and the red “no parking” zone above the driveway along the north side of Lincoln Avenue and extending into the “Keep Clear” zone, the school shall implement as many of the following actions and continue to implement these actions as would be necessary to accomplish the necessary reduction in the length of the queue:

- Implement staggered morning drop-off and afterschool pickup times.

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- Stagger the afterschool bus pick-up times so that the buses are loaded and leave prior to the start of pickup.
- Discourage early arrival for pickup within the Transportation Policy Guide and during an annual back to school traffic presentation.
- Increase public and private bus ridership in addition to those already in effect at the time of the queuing violation.
- If the previous measures do not reduce the queue, work with the City to restrict on-street parking during morning drop-off and afternoon pickup on Lincoln Avenue to allow for a longer queue. The School shall retain a qualified traffic consultant to prepare an analysis of the queue extension for review by the City's Transportation Services and Oakland Police Department Traffic Safety Divisions. The School shall pay any required review fee. The City may decline to restrict on-street parking to allow a longer queue, in which case other measures noted above must be pursued.
- Retain a qualified traffic consultant to analyze the installation of a bulb out on Lincoln Avenue for a specified length to prevent vehicles from entering and extending the queue beyond the School's upper driveway. The School shall pay the required review fee and if approved, the School will implement the bulb out for the length specified by the City's Transportation Services and Oakland Traffic Safety Divisions.
- Other measures as approved by the City's Bureau of Planning, Transportation Services, and Oakland Traffic Safety Divisions.

1.F Circulation Assistants and Traffic Monitors

Head Royce uses an integrated network of traffic monitors to ensure a smooth and safe drop-off and pick-up process. There are two types of monitors: circulation assistants and traffic monitors. Circulation assistants manage the pick-up and drop-off of students, control the sidewalks, report incidents, and ensure the safety of both pedestrians and drivers. Traffic monitors report incidents and patrol certain key intersections to ensure parents are following appropriate procedures. Circulation assistants and traffic monitors shall ensure that the queue along Lincoln Avenue does not extend beyond the school's upper driveway and the red "no parking zone" above the driveway along the north side of Lincoln Avenue for more than 60 seconds in any monitoring period.

Both circulation assistants and traffic monitors wear orange vests and are stationed at locations that maximize their visibility and contribute to maintaining traffic flow in the neighborhood. Circulation assistants will also carry flags for better visibility and effectiveness managing circulation. Traffic monitors also carry digital cameras to record violations.

At minimum, two (2) of these assistants/monitors shall be designated as supervisors and will have training by an independent traffic consultant on both the monitoring process for the morning and afternoon periods and procedures for special events as described in further detail in the following sections. Currently, the two lead circulation assistants have received training from Kittelson & Associates, a traffic consulting firm with experience with the City of Oakland. These supervisors have in turn trained the other circulation assistants and traffic monitors.

To ensure proper management of the pick-up and drop-off process, Head Royce School shall maintain a trained force of a minimum of:

- 8 adults consisting of five (5) circulation assistants and three (3) traffic monitors for morning drop-off and

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- 10 adults consisting of seven (7) adult circulation assistants and three (3) traffic monitors for afternoon pick-up.

Approximate locations for circulation assistants and monitors are detailed below. The summer program shall have the same number of assistants and monitors as during the school year.

Morning Drop-Off

In the morning, parents drop-off their children along a designated portion of Lincoln Avenue in front of the school. Kindergarten students may be escorted to the entrance by their parents and parents of older children may choose to do this as well. Parents can also park in designated areas on Lincoln Avenue and then walk their children on to campus. School starts at 8:20 a.m., however many students arrive in advance of the start of school to take advantage of child care and social opportunities provided by the school.

To facilitate arrivals, Head Royce School shall temporarily restrict parking on the north side of Lincoln Avenue to the upper driveway and provide the following circulation assistants and traffic monitors beginning 30 minutes prior to the start of school and extending to the start of classes.

Monitors shall be stationed at locations that maximize their visibility and contribute to maintaining traffic flow in the neighborhood.

Recommended locations and duties for morning circulation monitors include:

1. One **circulation assistant** Lincoln Avenue crosswalk at the signal in front of the Gatehouse
Duties: Supervises the safe crossing of students and families across Lincoln Avenue; monitor carries hand-held stop sign and reinforces crossing signals.
2. One **circulation assistant** at the bus loading zone on the north side of Lincoln Avenue
Duties: Guides cars to stop at the double white line painted on the street so that cars do not enter the bus loading zone. Carries flag(s) to signal cars. After all AC Transit buses have arrived, the circulation assistant moves down to the single white line which allows approximately 3 more cars to be in the drop-off queue..
3. One **circulation assistant** at the middle school gate entrance above the bus loading zone on the north side of Lincoln
Duties: Guides cars down the street to avoid having gaps between cars; monitor coordinates by walk-talkie with circulation assistant in the bus loading zone and carries flag for better visibility and effectiveness managing circulation.
4. One **circulation assistant** at the crosswalk on the south side of Lincoln
Duties: Supervises the safe crossing of students and families across Lincoln Avenue; monitors bus unloading on the south side of Lincoln
5. One **circulation assistant** between the upper driveway and the top of the queue on the north side of Lincoln.
Duties: Guides cars into the queue and out of the travel lane. Carries flag for better visibility and effectiveness managing circulation.

Recommended locations and duties for morning traffic monitors include:

1. One **traffic monitor** along the westbound loop
Duties: The monitor patrols the westbound loop and records violations of the Good Neighbor Rules for School (not City) enforcement.
2. One **traffic monitor** at the Whittle gate

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Duties: Monitor stands at the back gate to keep unauthorized drivers from entering through Whittle Gate; requires each pedestrian entering through this gate to confirm they have not parked in a residential permit parking area; enforces no drop-off or pick-up of students or employees at Whittle Gate.

3. Two **traffic monitors** for Lincoln Avenue between the main entrance and upper driveway

Duties: Monitors stand on Lincoln Avenue between the main entrance and upper driveway to ensure parents are following appropriate procedures, engaging in safe driving behavior, and not making U-terms on Lincoln. Monitors also ensure students are not jaywalking and report incidents if any observed.

Afternoon Pick-Up

In the afternoon, kindergarten gets out at 2:00 pm and all other grades let out at 3:20 pm. Dismissal preference is given to students who ride the bus because buses depart promptly at 3:30 pm. Car pickups primarily occur on the westbound (downhill) side of Lincoln Avenue between the main driveway and the gatehouse. Until buses depart, the area closest to the main gate is reserved for buses only; after the buses depart, the full area is available for car pickups.

Parents start arriving as early as 2:30 to pick up their students. As a result, a queue forms in the curbside lane by the time school lets out. In order to avoid cars lining up above the main driveway and blocking downhill traffic on Lincoln, Head Royce temporarily restricts parking on the north side of Lincoln along its frontage and currently has an agreement with the Mormon temple to use their parking lot as a staging area for the afternoon pick-up between 2:30 pm and 4:00 pm. Once the pick-up area along Lincoln Avenue is full, parents must queue in the staging area at the Mormon temple. Monitors are present to ensure that parents follow this protocol as described below.

During the afternoon dismissal time, Head Royce shall maintain the following circulation assistants and traffic monitors from the primary school dismissal time for a period of no less than 20 minutes, or until the queue has been eliminated. Locations and duties for monitors are as follows:

Same as morning with additional assistants/duties as follows:

1. One **circulation assistant** at the top of the main gate stairs

Duties: Matching parent vehicles to waiting students for pick-up.

2. One **circulation assistant** at the upper driveway to manage the queue (This is the same circulation as #5 above in the morning but with expanded duties).

Duties: Ensures that the pick-up queue does not extend above the Head Royce driveway and ensures that vehicles do not stop in the traffic lane blocking traffic while waiting to pull into the curb. This monitor has a walkie-talkie to communicate with the monitor in the Mormon Temple staging area. When the queue is full, monitor informs the staging area monitor that cars must start being held, and when space has opened up in the queue, monitor informs the staging area monitor how many cars can be sent down. Coordination between these 2 monitors ensures that the queue does not extend beyond the upper driveway.

3. One **circulation assistant** at staging area in the Mormon Temple's overflow parking lot (or alternative)

Duties: Places sign on the street directing Head Royce parents to wait in the staging area because curb space alongside the school is full. Directs cars into the staging area lot and put popsicle sticks under windshield wipers to indicate that a car has been released from the staging area; send cars down to queue as room allows, through communication with the monitor at the top of the Head Royce driveway.

Pick-up and drop-off policies, along with all other transportation demand management policies shall continue to be documented in a Transportation Policy Guide disseminated to parents and all affiliates on an annual basis. The School shall make substantial compliance with the Guide a condition of employment and enrollment. Progressive steps to discourage violation are described in Section 5 of this TDM Plan.

Forms to be used by monitors are included as Appendix A of this report.

Compliance Monitoring

To ensure compliance with the queuing restrictions in the City's conditions of approval, Head Royce School shall monitor the effectiveness of its queue management. The monitoring shall occur for two weeks during September, two weeks during January and for a week at the beginning of the summer program. After 2016, the number of monitoring sessions and the duration of the monitoring period for each school year shall be determined by the City of Oakland's Transportation Services Division based on the record of compliance in maintaining the queue. Monitoring shall be conducted either by a qualified independent traffic consultant or by two (2) trained monitors. Monitoring of the effectiveness of queue management shall occur during after-school pick-up (3:20 to 3:45 p.m.) and morning drop-off (8:00 to 8:30 a.m.) by recording observations of the length of the each queue, reporting on the number of vehicles in the queue every 15 minutes, and the maximum number of vehicles in the queue during the daily monitoring period. The monitoring persons shall also note the number of buses in the queue at each monitoring time. Monitoring forms are attached as Appendix A. Based on these monitoring forms, the school shall prepare a report every week during each two (2) week period based on the information gathered, sign the report, and submit to the Bureau of Planning and Oakland Public Works, Traffic Engineering Division.

Should the monitoring show that the pick-up or drop-off conditions violate the queuing requirements, the school shall implement and maintain actions as necessary to accomplish the necessary reduction in the length of the queue, as required in Mitigation T1 of the Conditions of Approval.

In addition, Head Royce School shall provide an independent annual audit of pick-up and drop-off procedures as well as other procedures described in this TDM Plan, described in Section 6 of the TDM Plan. This audit will be completed by a qualified independent party and will be submitted to the City of Oakland and will be made publicly available.

1.D Deliveries/Vendor Management

Head Royce is committed to managing vendors and other deliveries to campus to reduce impacts on the neighborhoods surrounding campus. To support this policy, the School shall advise vendors in writing on an annual basis and shall submit in writing to any new vendors, information related to deliveries on campus including appropriate delivery hours, locations, and procedures. Written communications shall reinforce the fact that repeat violations of established procedures will result in contract termination.

The following procedures for vendor deliveries to campus are recommended and currently enforced:

- The School directs vendors to make bulk deliveries in trucks via the Whittle gate where they are unloaded on campus.
- The School directs large, refrigerated trucks delivering fresh food to campus to make deliveries outside of peak congestion periods. Deliveries may not occur earlier than 7 a.m.

2. PARKING MANAGEMENT

GOALS

Head Royce is committed managing its parking supply and the parking behavior of school affiliates in order to:

- Minimize school-related parking on neighborhood streets.
- Ensure that school-related parking behavior does not disrupt traffic flow.
- Ensure that the availability of parking does not induce additional driving to campus, in part by providing incentives to reduce single-occupancy vehicles (“single occupancy” means a vehicle with only one student or employee).¹

2.A Parking Facilities

Head Royce has adequate off-street parking facilities, exceeding the City’s zoning code requirement for parking on site. Oakland Planning Code requires one (1) space for each three employees and one (1) space for each 10 high school students of planned capacity. For an enrollment of 906 and planned potential regular full and part time employees of approximately 180 (including after school childcare staff) , this is equivalent to 99 required parking spaces.²

Currently Head Royce parking facilities include:

- 157 parking spaces on campus (135 in the main lot accessed via the main Head Royce driveway and 22 located behind the Pavilion building accessed from Whittle Ave).
- 44 parking spaces at the 4638 Lincoln Avenue (former Lincoln Child Center site) are available currently for Head Royce affiliate parking.

On-street parking is available on both sides of Lincoln Avenue in front of Head Royce for short-term parking. Additional facilities available for special events are described in section 4.

2.B Parking Policies

Head Royce School has formalized its parking policies and incorporated them into the Transportation Policy Guide which is distributed to all faculty, staff, parents, and students. Compliance with the Transportation Policy Guide shall be a condition of enrollment and employment contracts. The School has already assisted the neighborhood in implementing a restricted neighborhood parking system which is in place on Alida Street, Alida Court, and Linnet Avenue streets. The School shall continue to pay for a Residential Permit Parking program on

¹ Under this definition, a vehicle driven by a non-employee parent with a single student passenger is a “single-occupancy vehicle.” A vehicle driven by an employee or student with an employee or student passenger is not a “single-occupancy vehicle.” A vehicle driven by a non-employee parent with more than one student passenger is not a “single occupancy vehicle.”

² 390= total high school enrollment at 906 total enrollment; 180= full and part time faculty and staff at 906 total enrollment; $(390/10) + (180/3) = 99$ spaces. These numbers are illustrative.

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Alida Avenue, Alida Court, and Linette Court through the City of Oakland unless the neighbors on these streets withdraw their request to maintain this permit program.

Progressive steps to encourage adherence to the parking policies are described in Section 5 of this TDM Plan.

Student, staff, faculty, and parent drivers are requested to follow the following policies when parking as part of a “Park Here First” directive to be included in the Transportation Policy Guide:

- Staff/Faculty: Park in Head Royce lot, at 4368 Lincoln Ave. lot, or as assigned in the 20 spaces on Clemens. Faculty and staff are requested not to park on neighborhood streets even for less than the maximum amount of time allowed under any applicable Residential Parking Permit program.
- Upper School Students: Park in the main Head Royce lot in unassigned spaces. Additional parking for students may be available on Lincoln Avenue or at the 4638 Lincoln lot. Students are not permitted to park on neighborhood streets even for less than the maximum amount of time allowed under any applicable Residential Parking Permit Program.
- Parents/Visitors: Park in the main Head Royce lot or at the 4638 Lincoln lot if spaces are available. Parents and visitors may also park along Lincoln Avenue during drop-off and pick-up and/or if visiting during the school day for less than 2 hours, abiding by all posted regulations and not blocking driveways. Parents are requested not park on neighborhood streets during normal school day operations.
- Head Royce shall establish an overarching “Park Here First” directive that includes a hierarchy of parking locations directing all affiliates to the best places to park. Assigning specific spaces to specific users is not encouraged, as shared parking will maximize the utilization of spaces:
 - Head Royce Campus (faculty, upper school students, visitors during the school day)
 - 4638 Lincoln Avenue (faculty, staff, parents, parents, students)
 - Lincoln Avenue
 - Greek Church, Cerebral Palsy Center and Mormon Temple by arrangement or for special events as directed by Head Royce Staff.
- In conjunction with parking policies, Head Royce shall direct its affiliates not to park on neighborhood streets other than Lincoln Avenue.
- Head Royce shall provide preferential parking for student and faculty carpools on campus.
- Head Royce shall maintain a data base of license plate numbers of all affiliates associated with the school. Cars in the Head Royce data base found to be violating parking policy shall be subject to progressive discipline as described in the Transportation Policy Guide as further described in the Enforcement section.
- Special event parking policies are further described in Section 4 of the TDM Plan.
- The School shall maintain the required number of parking spaces per City Code section 17.116.070(C) (one space for each three employees plus one space for each 10 high school students of planned capacity) at all times, including during the Summer Program.

3. AUTO TRIP REDUCTION PROGRAMS

GOALS

Head Royce has established several TDM programs in order to:

- Encourage use of transit, school buses, carpooling, biking, and walking to maintain an average of 27% of its school-year student enrollment traveling to school by modes other than single-occupancy vehicles as long as AC Transit maintains the bus routes that serve the School.
- Once the School achieves a maximum student enrollment of 906 students, the School will maintain an average of 30% of its school-year student enrollment traveling by modes other than single occupancy vehicles as long as AC Transit maintains the bus routes that serve the School.

3.A Promotion of Non-Drive Alone Modes

Head Royce shall discourage single-student and single non-employee parent/student driving in the Transportation Policy Guide and through other transportation-related school communications.

3.B Private School Bus Service

Head-Royce currently contracts with Michael's Transportation to provide five dedicated school buses, Monday through Friday to supplement AC Transit bus service, described in Section 3.B below. There is an annual fee of \$500 per family, regardless of the number of children, to use the service. Daily ride tickets are also available in booklets of 10 at a cost of \$5 per ride.

The five bus routes are as follows (illustrated in Figure 4):

- "Local" Oakland areas including Montclair, Upper Rockridge, Piedmont Pines, Diamond Canyon Park District, and Redwood Heights
- City of Alameda & the Glenview District
- Contra Costa County
- North Berkeley & El Cerrito
- Southern Alameda County

The Michael's School Bus service is subsidized by the school and actively promoted to all Head Royce families as described in the section on communication with families.

Head Royce shall evaluate their school bus routes and schedules at least every other year and shall adjust services as needed to maintain their traffic and circulation requirements and continue to support its goal to reduce single occupancy vehicle trips.

3.C AC Transit

AC Transit operates three dedicated school bus routes (604, 605 & 606), as well as a non-dedicated bus route (39) that runs all day to connect Head-Royce to the Fruitvale BART station and Skyline High School. A map of these bus routes is shown in Figure 5. Students are eligible for the AC Transit 31-Day Youth bus pass which costs \$20/month for unlimited local rides. There is a one-time process to create a personalized AC Transit Youth pass that includes the student's photo. Students can also ride AC Transit without a pass by paying \$1.05 per ride in cash or \$1.00 per ride if using a Clipper card.

Head Royce encourages use of the AC Transit service and shall provide information to families about the AC Transit routes, fares, and process required to purchase a student bus pass as part of its Transportation Policy Guide. Head Royce shall also give dismissal preference to students who ride the bus and shall provide traffic monitors to facilitate efficient loading and unloading of AC Transit buses along the curb in the morning and afternoon.

AC Transit is an independent agency that makes its own business decisions. If AC Transit chooses to discontinue one or more of the routes that service the School, the average percentage of school-year students required to travel to school by modes other than single-occupancy vehicles will be lowered by the percent of students who used the discontinued transit line. The School and the City will then work together to determine transportation alternatives and a new, appropriate percentage of school-year students that should be traveling to school by means other than single-occupancy vehicles.

3.D Carpooling

To support formation of carpools, the school provides a ridematching service for parents. Head-Royce families who are interested in connecting with other families to create carpools can access a detailed map of the home locations of all school families on the access-restricted Parent Portal.

To encourage carpooling, Head Royce makes preferential parking spaces available to staff or students who drive a carpool of 3 or more students/staff. Upper School student drivers who are interested in carpooling with fellow HRS students must complete a carpooling agreement and return it to the Upper School office.

3.E Walking and Bicycling

To promote walking and biking, Head Royce offers physical education credits for students who walk or bike to school. Head Royce also provides on-campus bicycle-parking racks and allows for pedestrian and bicyclist access through the Whittle Avenue gate by request in order to shorten the commute to school.

TRANSPORTATION DEMAND MANAGEMENT PLAN

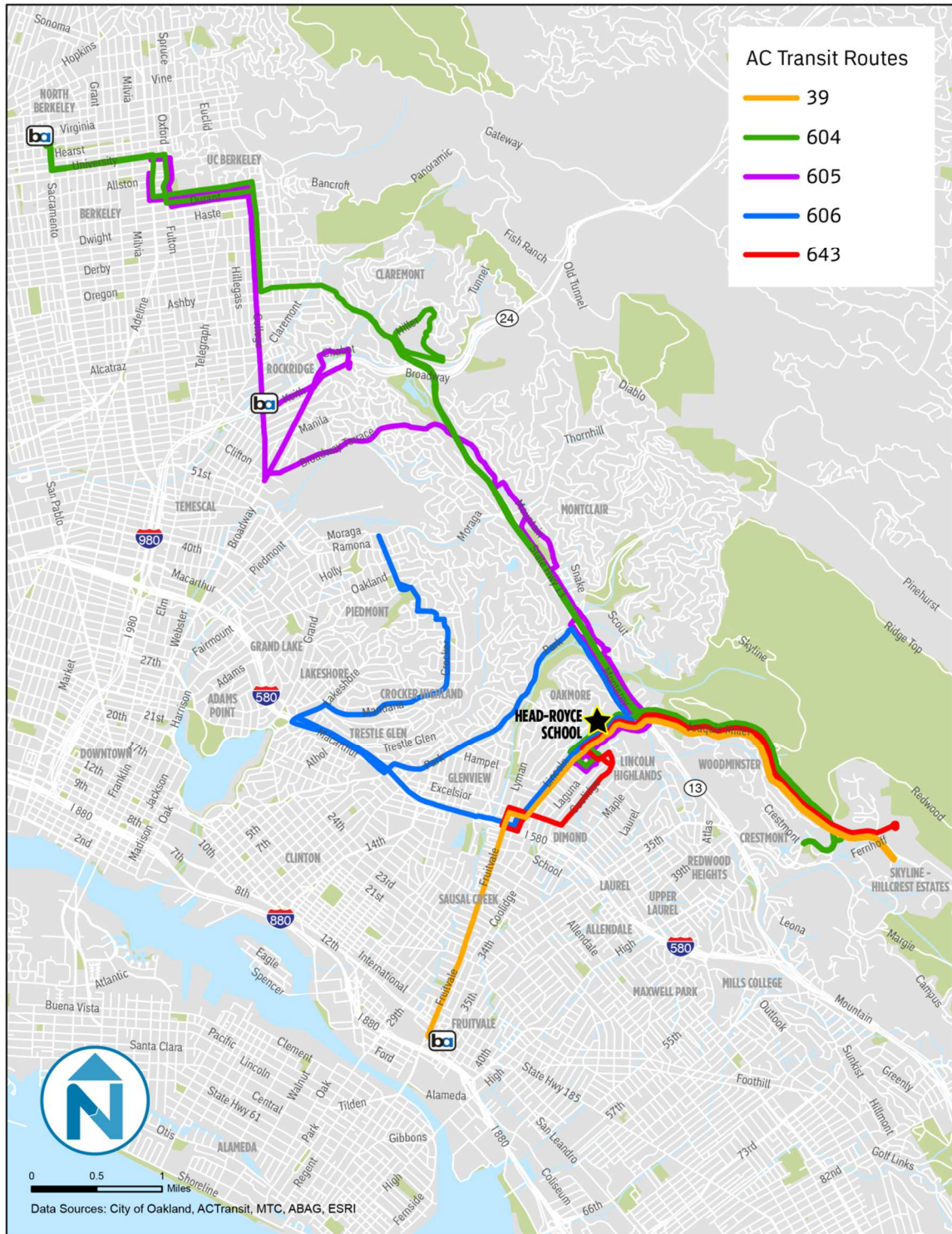
The Head Royce School

Figure 2 Michael's School Bus Stop Locations



TRANSPORTATION DEMAND MANAGEMENT PLAN The Head Royce School

Figure 3 AC Transit Route Map



4. SPECIAL EVENTS

A Special Event is defined as a daytime, weekend, or evening event to which more than 50 visitor vehicles are expected, such as Grandparents day, Graduation, and the Holiday Program.

GOALS

Head Royce has adopted the following special events traffic and parking protocols in order to:

- Minimize parking and traffic impacts on the neighborhood caused by special events held at the Head Royce campus.
- Ensure that motor vehicle traffic generated by special events is managed efficiently and effectively.

4.A Information Regarding Special Events

Head Royce School shall post an annual calendar of special events in a publicly accessible area of its website at the beginning of the School year listing all Special Events and the number of visitor vehicles that are anticipated for each event, and where parking will be made available. Neighbors may request to be on an email list to be notified of special events on campus that may impact parking and traffic. Two weeks before each event the school shall notify visitors of the parking locations and restrictions and copy neighbors who have requested such notice.

The number of special events is contained in the School's use permit.

4.B Parking and Transportation Plans for Special Events

Once a special event has been posted as required by the School's Use Permit, the campus calendar scheduler, Director of Community Relations, and maintenance team shall develop an appropriate parking and transportation plan for each event. The following elements shall be included in each special event plan:

- Driving and parking directions shall be posted on the website for any event held on campus with a link to the Big 10 Driving Rules (see Section 5 for further details).
- All guests shall be directed to the driving and parking directions on the website.
- "Sandwich board" type parking signs or other appropriate signage shall be posted along Lincoln Avenue at Head Royce and other key intersections to direct drivers to available parking for that event.
- Traffic monitoring for special events is related to the expected attendance for a particular event. Traffic monitors are posted for events of over 50 people as described below.
- Valet parking is also provided for the four most attended events on campus – the three annual school promotions for the Lower, Middle, and Upper Schools (in June) along with the Holiday Program (in December). This is in addition to the monitors and parking signs.
- Neighbors are notified according to the communications policies described in Section 5 of the TDM Plan.
- Two weeks before the event, visitors are notified of appropriate parking locations and restrictions.

TRANSPORTATION DEMAND MANAGEMENT PLAN
The Head Royce School

Available parking facilities for special events include:

- Head Royce's upper lot is available for special events if not otherwise occupied (e.g. non-school hours).
- 4638 Lincoln parking lots.
- Spaces may be reserved in the Greek Orthodox Church, Cerebral Palsy and Mormon Temple parking facilities for events as needed.
- Lincoln Avenue above the gatehouse.

The following is the parking provision required for events based on attendance:

- *< 50 people* – This is not a “special event.” However, the School will provide sufficient parking on-site parking either at the main campus, 4368 Lincoln Ave or Lincoln Ave. above the gatehouse.
- *50-150 people* – School shall provide sufficient parking on-site parking either at the main campus, 4368 Lincoln Ave or Lincoln Ave. above the gatehouse.
- *150-400 people* – School shall provide sufficient parking on-site, at 4368 Lincoln Avenue, on Lincoln Avenue above the gatehouse, the Mormon Temple, the Greek Orthodox Church and/or Cerebral Palsy Center.
- *Over 400 people* – School shall provide an off-site alternative with a shuttle or valet system.

The following is the signage and monitoring requirements for events based on attendance:

- *< 50 people* – Does not require a traffic monitor; parking signs shall be posted along Lincoln Avenue.
- *50-125 people* - There must be one traffic monitor on Lincoln Avenue at the corner of Alida Street and another monitor at the Whittle Gate; school parking signs shall be posted.
- *125-200 people* – There must be four (4) monitors stationed at the following streets to direct cars to parking provided for the event: Whittle Gate , Lincoln Avenue south of the gate house, Alida Street between Lincoln and Laguna Avenue, and Alida Court; school parking signs shall be posted.
- *< 200 people* – There must be six (6) monitors, unless an off-site shuttle service is used. In addition to the streets listed for events of 125-200 above, monitors must be stationed at the following streets: Tiffin Avenue between Whittle and Lincoln Avenue, and Burlington Street; school parking signs shall be posted.

The traffic monitors shall wear a safety vest, carry digital cameras, and be trained to identify and report traffic and parking violations. Monitors shall be stationed at their posts 30 minutes prior to any event.

4.C Enforcement of Parking and Transportation Plan for Special Events

In addition to providing monitors for all special events, Head Royce shall identify a Community Liaison and shall provide neighbors with a hotline telephone number that can be used to report violations or complaints during special events. The name of the Community Liaison shall be provided to the Neighborhood Committee at the start of the school year and shall be clearly designated in a publicly available place on the School's website, along with the hotline number. The hotline shall not simply be a recording, but shall be a live telephone number.

5. COMMUNICATION & ENFORCEMENT

GOALS

Head Royce has established the following communication mechanisms and protocols in order to:

- Institutionalize and encourage good neighbor parking and driving practices.
- Instill a culture of safe and courteous driving behavior in all campus affiliates.
- Raise consciousness of the entire school community regarding the importance of the school's transportation policies and protocols.
- Ensure that the rules and consequences are clearly communicated.

5.A Traffic Safety and Good Neighbor Driving Rules

In order to minimize the traffic impacts of the school on the surrounding neighborhood and maintain a smooth and efficient pick-up and drop-off process, Head Royce has established a list of ten driving rules (the Big 10) that it expects parents and students to observe as part of a condition of enrollment. These 10 rules have been divided into six general traffic-safety rules and four good-neighbor rules to ensure safety of driving behavior and decrease impacts on neighbors.

To stay in compliance with its Conditions of Approval, Head Royce is required to communicate and enforce these rules. To ensure that parents are aware of their importance, the Big 10 Driving Rules (i.e., the 6 Traffic Safety Rules and the 4 Good Neighbor Driving Rules) shall be:

- Included as a condition of the enrollment and employment contract.
- Mailed to parents at the start of every school year.
- Presented as part of Back-to-School Night.
- Posted outside the Lincoln Avenue entrance during drop-off and pick-up.
- Posted at the main gate.

Traffic Safety Rules

The 6 Traffic Safety Rules are:

1. Observe the traffic laws in our school zone, including no jaywalking on Lincoln Avenue (Jayhawks don't jaywalk!).
2. Respect the traffic monitors.
3. Remain in your vehicle during drop-off and pick-up on Lincoln Ave.
4. Do not double park to drop-off or pick-up.
5. Be extra careful loading and unloading the trunk during peak times.
6. Do not allow the drop-off or pick-up queue on Lincoln Avenue to extend above the upper driveway.

Good Neighbor Driving Rules

The 4 Good Neighbor Driving Rules are:

1. Do not drop-off or pick-up students below the gatehouse on Lincoln Avenue.
2. Do not make U-turns on Lincoln, Alida, Burlington, Laguna or in the courts.
3. Do not use private driveways for turns, parking, waiting or pick-up or drop-off.
4. Do not use Whittle Ave. to drop-off or pick-up.

5.B Transportation Policy Guide

The Transportation Policy Guide, included as Appendix B, shall be sent to each family and staff member and shall be published on the school website. Communication of the Big 10 Driving Rules and other transportation policies is also a central theme of the School's Back-to-School Night address to parents.

The School requires a signed acknowledgement of receipt of the Guide from all families every year and substantial compliance with the Guide is a condition of employment and enrollment at Head Royce. The School enforces compliance with the Guide with progressive discipline which may lead to dismissal of faculty or students who refuse to comply.

5.C Enforcement of the Driving Rules

Violations of the Traffic Rules

Head Royce considers violations of any of the traffic safety rules listed above to warrant reporting, enforcement and consequences:

Reporting Procedures and License Plate Database

Head Royce shall collect and maintain a data base of license plate numbers from all Head Royce affiliates who may use a car to access campus – parents, faculty, and 11th and 12th grade students. When a violation is reported, Head Royce shall verify that the violator is affiliated with the school. If the violator's license plate number is in the database, the Director of Community Relations shall record the violation in an on-going log that notes date, time, violation, license plate number, name of violator, and who reported it (this database covers 2012 to present). Appropriate follow up steps are taken according to the number of violations that driver has incurred, as described below.

Head Royce has two primary avenues for learning of violations:

1. All violations observed by the traffic monitors are reported to the Director of Community Relations. Each time that a Traffic Monitor observes a violation, the monitor records the license plate number of the violator's car and submits it at the end of each shift.
2. Neighbors are also encouraged to report violations to the school. Violations may be reported by e-mail, phone, or in person. To assist in routine reporting of neighborhood concerns, the School shall establish a hotline, where neighbors can report violations by phone or by email and will receive a response from the Director of Community Relations or a designed Compliance Manager within two working days.

Violation Consequences

In the event of a traffic violation by a Head Royce affiliate, the following progressive steps are taken:

- 1st violation

TRANSPORTATION DEMAND MANAGEMENT PLAN
The Head Royce School

Action: If positively identified as being part of the Head Royce community, Director of Community Relations shall send a letter to the employee/family within three day of the date of the violation. The letter shall denote the violation, details the steps if another violation occurs and also includes the Big 10 Driving Rules and an explanation of the process.

- 2nd violation

Action: If there is a 2nd violation, employee/family shall be required to meet with their child's Division Head within two weeks of the date of the violation. Division Head reviews the Big 10 Driving Rules with the employee/family and reinforces that following the rules is a condition of the enrollment and employment contract.

- 3rd violation

Action: If there is a 3rd violation, the family shall be required to meet with the Head of School to discuss potential consequences including revocation of drive-to-school privileges for student drivers and/or non-renewal of employment or enrollment contract.

5.D Policy Involvement in Traffic Safety Matters

To ensure that traffic safety is part of the Head Royce Board of Trustees oversight, the School has taken the following steps:

- Added traffic safety to the responsibilities of the Facilities Committee (a Board-level committee)
- Added traffic safety and neighborhood relations to the Board of Trustee's review of the Head of School's performance.

This ensures that traffic and parking issues receive appropriate attention by the Board of Trustees.

6. COMPLIANCE REPORTING

GOALS

Head Royce is committed to meeting the goals of its TDM Plan and has adopted the following reporting procedures in order to:

- Demonstrate to neighbors and the City of Oakland its good faith efforts to limit traffic and parking impacts.
- Keep the City of Oakland and neighbors apprised of Head Royce's performance.
- Understand when increased monitoring or other alterations to the TDM Plan are needed based on performance.

6.A Annual Compliance Reporting

In addition to the monitoring of the queues on Lincoln Avenue as described in Section 1, Head Royce shall hire an independent traffic firm to conduct an independent review to verify compliance by doing the following:

- Count the number of circulation assistants present during drop-off and pick-up periods.
- Count the number of traffic monitors present during drop-off and pick-up periods.
- Observe the drop-off and pick-up traffic flow to ensure smooth operations.
- Review the length of the queue and check if it extends above the upper driveway.
- Collect the number of violations that have been reported from Head Royce's database and track how they have been addressed.
- Record parking occupancy in all Head Royce parking lots.
- Monitor Whittle Avenue to ensure it is not being used for parking.
- Maintenance of efforts to meet the Auto Trip Reduction goal.

The independent monitor shall come four times per year: once each semester, once during the Summer Program and once during a Special Event involving over 100 cars. During the two semester monitoring events, the independent monitors will count the percentage of students arriving by modes other than single-occupancy vehicles. After the second event, the monitors will calculate the average between the two counts. The School may elect to conduct additional third-party monitoring during the semesters, and the counts taken during such monitoring events would then be averaged with the results of the other semester monitoring events.

The independent traffic consultant will submit a written report within two weeks of each monitoring session summarizing the results of the session. The report for the second semester monitoring will contain both results from the second semester and the overall average percentage of students traveling by modes other than single-occupancy vehicle for the entire year (including first and second semester results). This information shall be provided in a report to the Bureau of Planning and shall be made publicly available to the Neighborhood Committee and posted on the School's website. Head Royce also will provide a summary of any traffic safety violations as part of its annual submission of compliance with its use permit conditions.

TRANSPORTATION DEMAND MANAGEMENT PLAN
The Head Royce School

If results of the monitoring by the independent monitor show failure to comply with the policies of this TDM Plan, including the Transportation Policy Guide, the independent traffic firm shall recommend protocols for regaining compliance including, but not limited to the following possible measures:

- More traffic monitors and more frequent independent monitoring.
- Staggered morning drop-off and afternoon pick-up times.
- Stagger afterschool bus pick-up times so that buses are loaded and leave prior to the start of pickup.
- Increase public and private bus ridership beyond the amount already in effect at the time compliance review.
- Use off-site parking as a staging area to meter the flow and volume of morning or afternoon traffic to reduce queues on Lincoln Avenue.
- Institute a program to charge parents for curbside access as a means of discouraging auto arrivals.
- Retain, at the School's expense, a qualified traffic consultant to analyze the installation of a bulb-out or other control device on Lincoln Avenue to prevent vehicles from entering and extending the queue beyond the School's upper driveway.
- Implement other measures as approved the City's Bureau of Planning, Transportation Services and Oakland Safety Division.

APPENDIX A:

Monitoring Form

Location: _____

Maximum Number of Vehicles in Queue between 2:45 pm and 4:00 pm: _____

If YES, for how long (in seconds/minutes) did the queue persist above the driveway? _____

NOTES *Please record any illegal movements and discouraged behaviors that would obstruct traffic or delay pick-up, i.e. mid-block U-turn, use of Lincoln Child Center for turn-around, double parking, large gaps between vehicles in queue.

[illegible]

APPENDIX B:

Transportation Policy Guide



Head-Royce School

TRANSPORTATION POLICY GUIDE 2015-2016

Overview	2
Bus Options	3
Carpooling, Biking or Walking to School	4
Driving to Campus: The Loop	5
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How the Queue and Loop Work When Approaching from the East	9
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Special Event Parking	12
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Head-Royce School is located in a residential neighborhood and this Transportation Policy Guide (TPG) outlines procedures intended to mitigate the impact of the school on our neighbors' quality of life. Students, parents and faculty members who drive to campus must follow these guidelines about parking, pick-up and drop-off procedures. This guide also provides information about carpooling and bus options, as one of the greatest ways to reduce our impact on the neighborhood is to reduce the number of single-car trips made to campus daily.

We ask that all members of the HRS community demonstrate responsible and thoughtful citizenship by following the traffic and parking rules outlined in this guide.

Transportation Program Objectives

- Create a safe and efficient transportation program.
- Clearly communicate the school's expectations for those who drive to school.
- Minimize on-street parking.
- Encourage students to take the bus or carpool.



AC Transit operates three dedicated school bus routes (604, 605 & 606), as well as a nondedicated bus route (39) that runs all day to connect Head-Royce to the Fruitvale BART station and Skyline High School.

Head-Royce has contracted with Michael's Transportation to provide five subsidized school buses to supplement the AC Transit service.

For detailed accurate route descriptions, see AC Transit: actransit.org and Michael's: headroyce.org/transportation

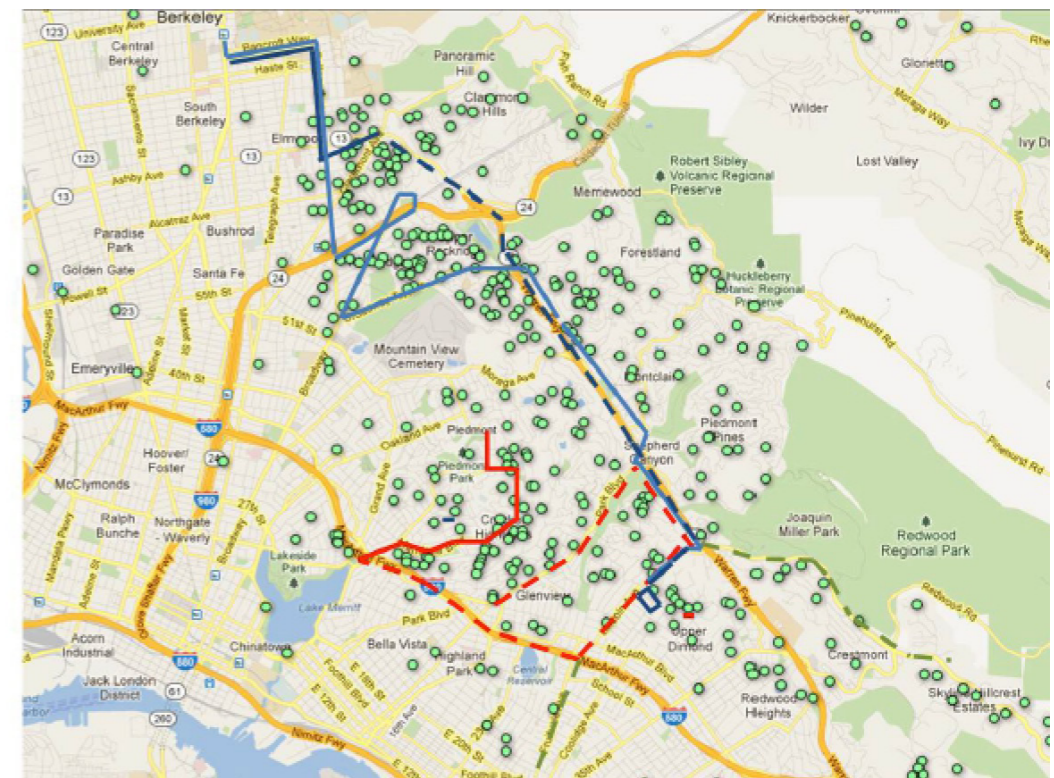
Michael's Transportation

- The school has contracted with Michael's Transportation to operate five bus routes serving: Contra Costa, Local/Danville, Berkeley/El Cerrito, Southern Alameda County, and Alameda/Glenview.
- Yearly rate is \$500 per family.
- Daily ride tickets are also available in booklets of 10 at a cost of \$5 per ride. These are available for purchase at the Head-Royce gatehouse.
- Sign up forms are available on the Head-Royce website: headroyce.org/transportation

AC Transit Clipper Youth Cards

- The AC Transit 31-Day Youth bus pass is \$20/month for unlimited local rides. There is a one-time process to create a personalized AC Transit Youth pass that includes your child's photo. For more details on how to obtain a Youth bus pass visit actransit.org
- Once established, it is easy to reload your child's Clipper Card online with a credit card.
- Students can also ride AC Transit without a pass by paying \$1.05 per ride.

605 blue
604 dk blue
606 red
39 green
Dashed = no stops



Carpooling

- Carpooling is encouraged for families not served by buses.
- The school provides preferential parking for student and faculty carpools in the Upper Lot.
- Head-Royce families interested in connecting with other families for carpooling can access a detailed map of all school families on the Parent Portal.
- Upper School student drivers interested in carpooling with fellow HRS students must complete a carpooling agreement and return it to the Upper School office.

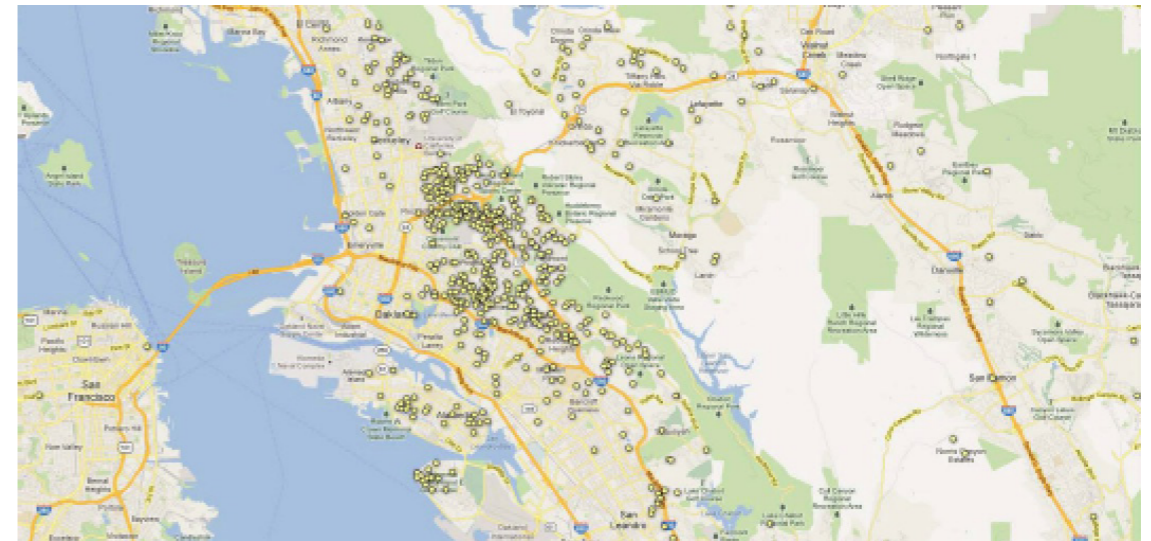
Biking or Walking

- The Whittle Avenue gate provides a less hilly route than Lincoln Avenue for students who live nearby to walk or bike to school.
- Students who bike or walk may obtain a cardkey from the business office to enter the back gate. No student may ever exit a car and enter the back gate.
- The school offers Physical Education Optional Credit for students who walk or bike to school.
- For details on PE credits please contact Director of Athletics Brendan Blakeley (bblakeley@headroyce.org)

HRS Carpool Map

To access, login to HRS Parent Portal, click link to HRS Carpool Google Map on the top of the main Parent Portal Page.

Zoom in, click on dots for name and address.

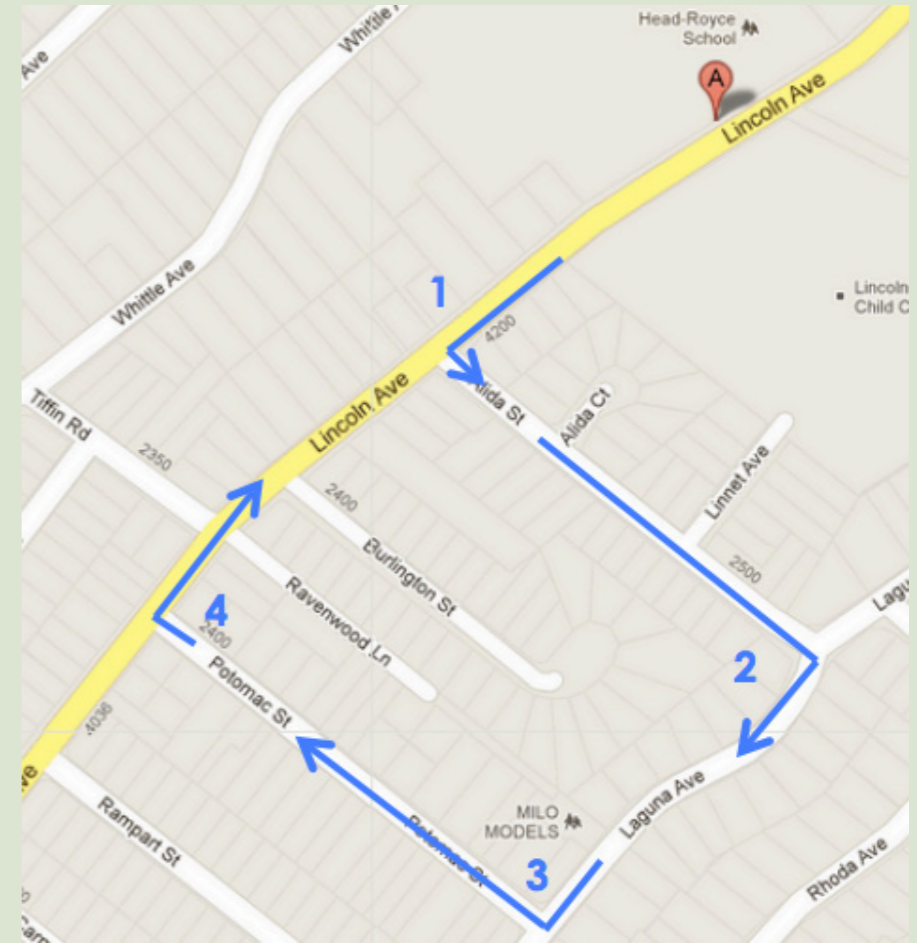


How to Change Direction on Lincoln Avenue

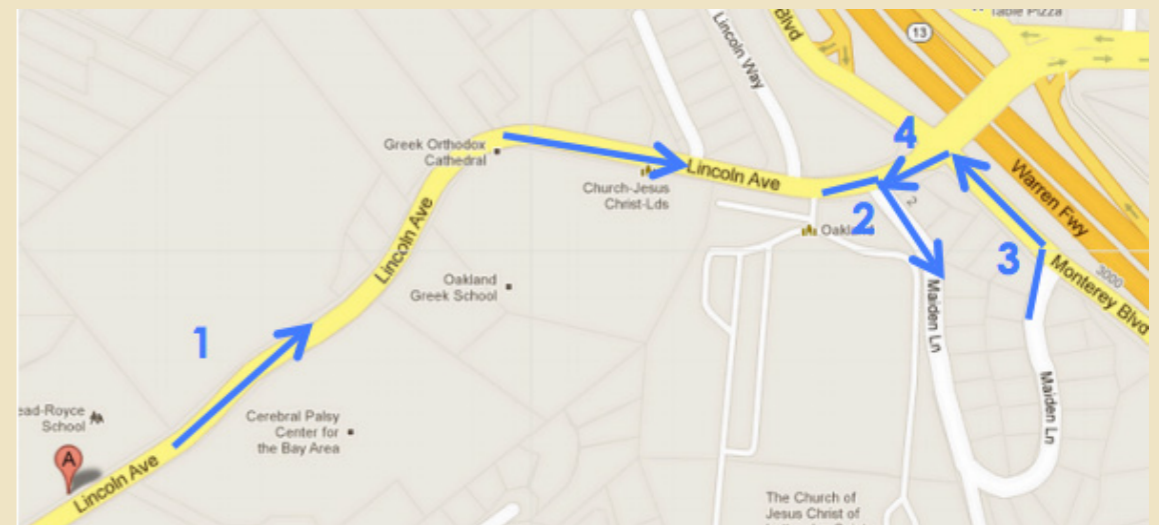
To change direction on Lincoln Ave you must use **The Loop**. You may not make U-turns on Lincoln Ave or surrounding surface streets.

- Downhill (west-bound) drop-offs who want to return up Lincoln Ave towards Highway 13 must turn left on **Alida St**, then right on **Laguna St**, right on **Potomac Street** and then right on **Lincoln Ave** to head uphill (east).
- Uphill (east-bound) drivers who want to return down Lincoln Ave towards 580 must turn right on **Maiden Lane**, then left on **Monterey Boulevard** before heading down on **Lincoln Ave**.
- The Loop takes about 3-5 minutes.
- Your enrollment contract requires that you follow this traffic route. You will see counselors and monitors located along The Loop citing infractions and reporting them back to the School.

The only way to change direction to head **back uphill** on Lincoln



The only way to change direction to head **back down-hill** on Lincoln



There is a limited amount of space in front of Head-Royce for pick-up and drop-off. Cars are not allowed to extend past the upper driveway during drop-off and pick-up times; detailed instructions, including diagrams, are included here to demonstrate where the queue is located and how to use the "staging area" during peak traffic times.

Morning Drop-Off

Do not allow any part of your car to protrude into traffic.

Don't pull in until you have a full car length. If there is insufficient room in the queue, you must do "the Loop."

Pull as far forward as possible. Once stopped, kids must immediately exit your vehicle. There is no need to get to the front of the queue.

Children must exit vehicles on the sidewalk side, not into the street.

Keep backpacks, instruments and other items where the kids can reach them inside the car.

Do not retrieve backpacks from a trunk while in queue.

You may park legally and walk your child to school.

You may not drop off a child of any age anywhere below the main gate to campus.

Yield for emergency vehicles by pulling over to the right.

The Afternoon Queue

Kindergarten classes end at 2:00pm. All other grades end at 3:20pm.

Dismissal gives preference to students riding buses. Buses depart promptly at 3:30p.m.

Cars pickup only on the westbound (downhill) side after the buses depart. Please see the detailed instructions on queuing on page 9. You may not have your child walk to your waiting car anywhere below the school's main gate.

If the queue has reached the school driveway, please drive on, do the legal "Loop" and proceed to the new staging area where you will be notified when there is room in the queue for additional vehicles.

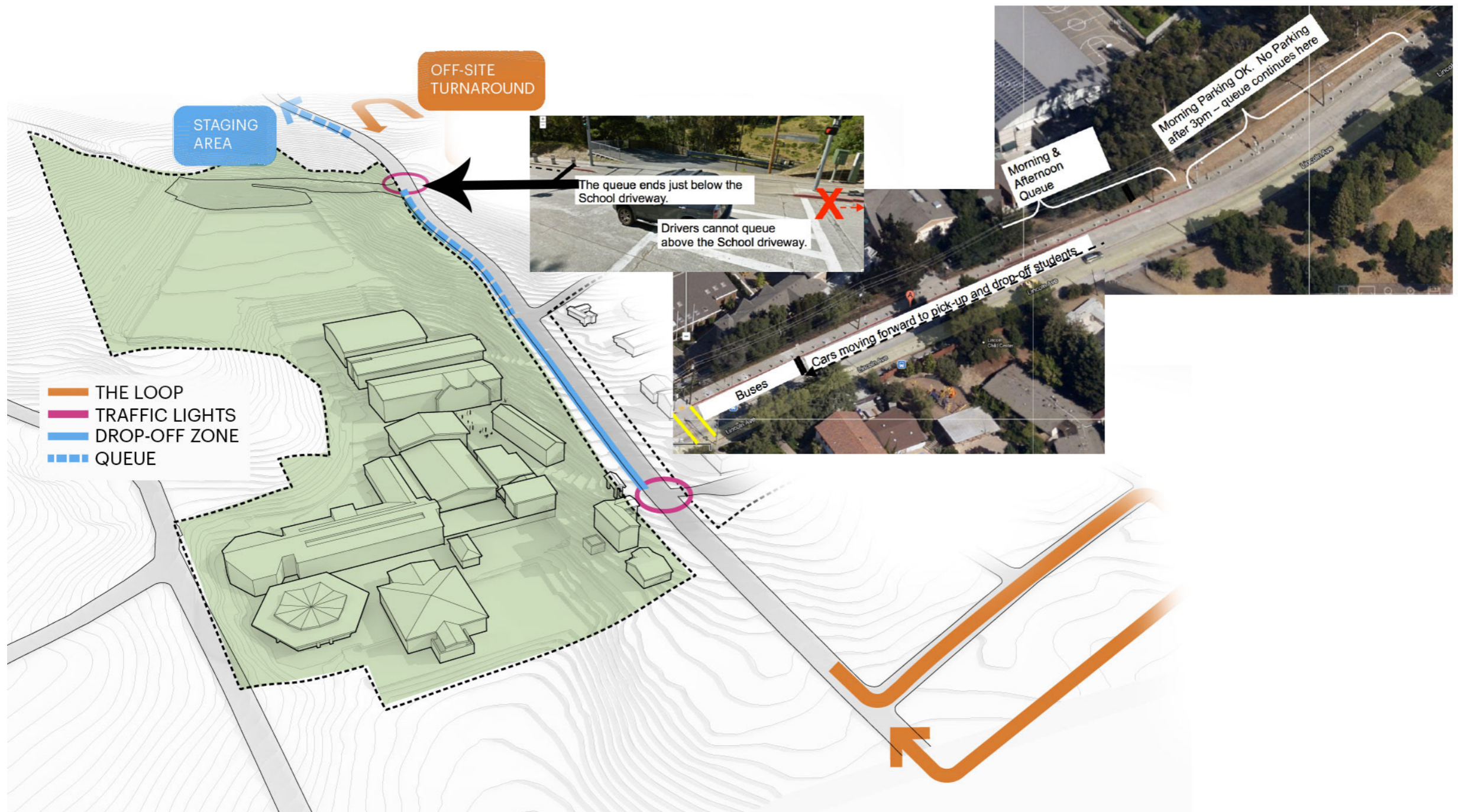
Do not allow your car to block traffic in the travel lane while waiting to enter the queue.

Yield for emergency vehicles by pulling over to the right.



What is the Queue?

7







The Queue - Tips

- Morning care on campus is free. Teachers will tell you how much kids benefit by arriving before 8:05 a.m. so they can socialize and play before they begin the school day.
- If your child has an appointment right after school, arrive early, park legally and walk to the school to meet your child.
- Afternoon pickup is faster if you arrive later or use the Staging Area.
- For the fastest afternoon pick-up, come down Lincoln at 3:40 pm for lower and middle school students. Come 10 minutes later for upper school students. You will avoid the congestion and hassle and pick-up your child quickly.



The Staging Area

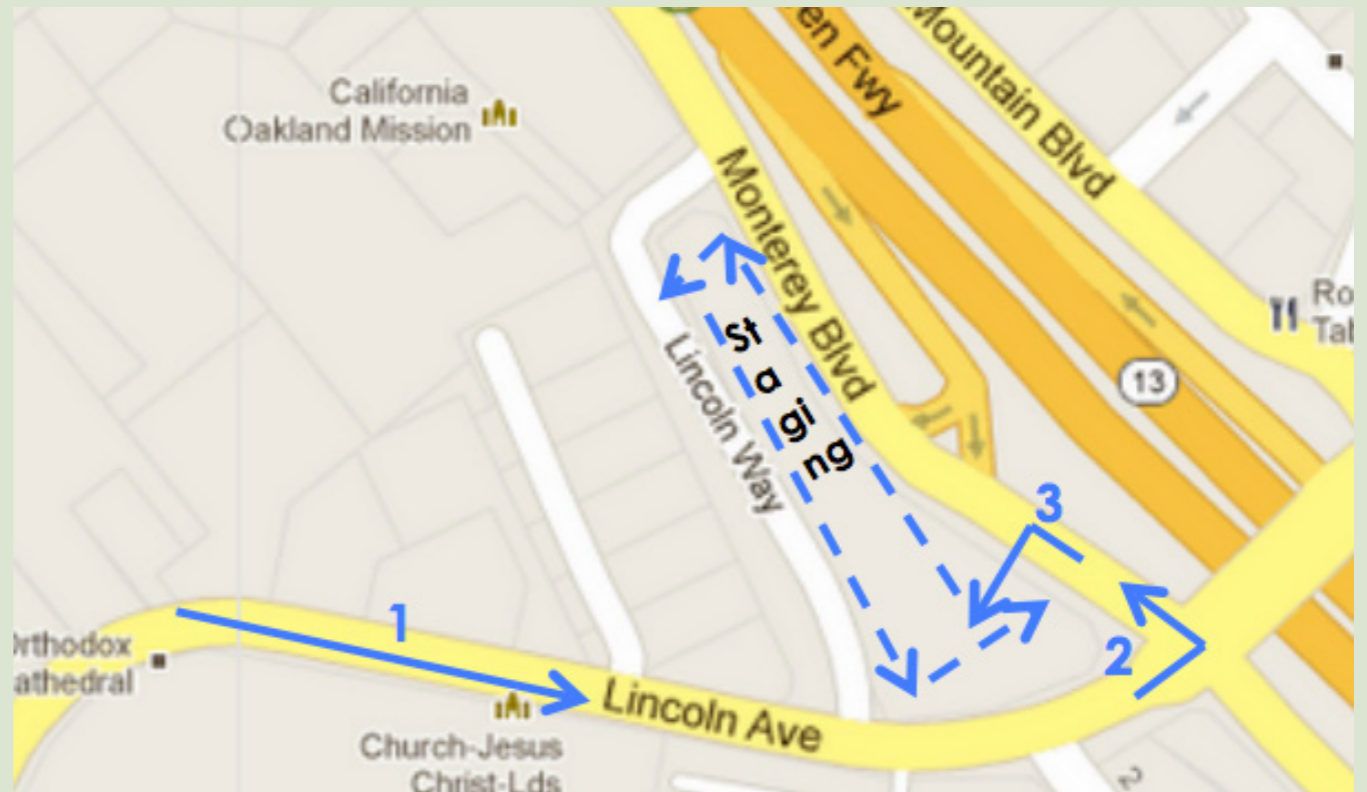
Head-Royce has secured the Mormon Temple overflow parking lot for use by cars arriving after the Lincoln Avenue queue is full.

Cars should not queue above the school driveway. If the queue is full, a school safety monitor will notify drivers with a sign at the corner of Monterey and Lincoln, adjacent to the Staging Area.

Drivers will be instructed to park in a single-file line in the Staging Area and will be sent to the queue when space is available by a school safety monitor. Please follow the directions of the safety monitor.

If you arrive to the queue and it is full, please drive the “Loop” and return to the Staging Area.

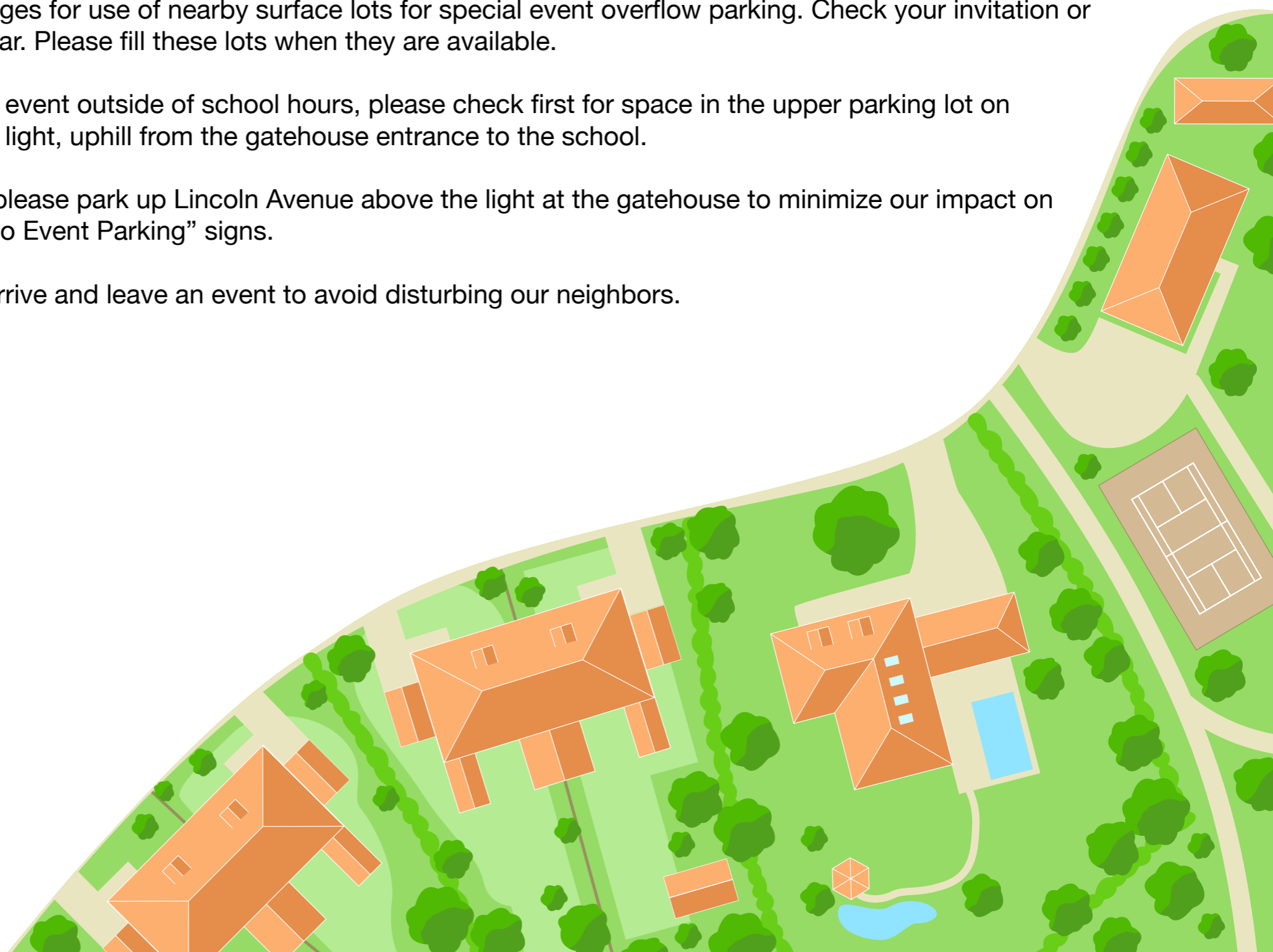
The Mormon Temple kindly requests that our community not smoke or drink coffee or tea while waiting in their lot.



Afternoon Staging Area

The place to wait when you arrive early for PM pickup or when the queue is full to the HRS Driveway.

- The school often arranges for use of nearby surface lots for special event overflow parking. Check your invitation or the schoolwide calendar. Please fill these lots when they are available.
- If you are attending an event outside of school hours, please check first for space in the upper parking lot on campus located at the light, uphill from the gatehouse entrance to the school.
- Once the lots are full, please park up Lincoln Avenue above the light at the gatehouse to minimize our impact on neighbors. Obey all “No Event Parking” signs.
- Use courtesy as you arrive and leave an event to avoid disturbing our neighbors.



The Big 10 Driving Rules

Obeying the following rules is a condition of enrollment and employment at Head-Royce School.

1. Observe the traffic laws in our school zone, including no jaywalking on Lincoln Avenue (Jayhawks don't jaywalk!).
2. Respect the traffic monitors.
3. Do not drop-off or pick-up below the gatehouse on Lincoln Ave.
4. Remain in your vehicle during drop-off and pick-up on Lincoln Ave.
5. Do not make U-turns on Lincoln, Alida, Burlington, Laguna or in the cul-de-sac.
6. Do not use private driveways for turns, parking, waiting or pick-up or drop-off.
7. Do not double park to drop-off or pick-up.
8. Do not allow the queue on Lincoln Ave. to extend above the upper driveway.
9. Be extra careful of loading and unloading the truck during peak times.
10. Do not use Whittle Avenue to drop-off or pick-up.



Consequences

The school places trained safety monitors throughout the neighborhood to report violations. Violations will be treated as follows:

- First offense: You will receive a citation in the mail.
- Second offense: You will be required to meet with your child's Division Head.
- Third offense: You will be required to meet with the Head of School.
- Fourth offense: If the family and the Head of School cannot resolve recurring violations, the Student's enrollment agreement and/or an Employee's employment agreement will be withheld.



**CITY RECOMMENDED REVISED
HEAD ROYCE CONDITIONS OF APPROVAL**

Redline version - October 27, 2015

Modifications to the Conditions of Approval approved by the Planning Commission on March 5, 2008 (Case File PUDF07-520) are indicated in underlined type for additions and ~~cross-out~~ type for deletions. The **bold italic double underline** gives the reason for the revision or deletion of a previous Condition of Approval.

1. Approved Use.

Ongoing

The project shall be constructed and operated in accordance with the authorized use as described in the application materials, attached staff report, the preliminary PUD plans approved January 4, 2006, ~~and the final PUD approved plans dated October 29, 2007, and submitted on February 15, 2008;~~ the approved plans dated July 28, 2009, and the plans submitted on September 11, 2014 to correct striping and make other minor improvements on existing parking spaces as amended by the following conditions. Any additional uses or facilities other than those approved with this permit, as described in the project description and the approved plans, will require a separate application and approval. ~~Any deviation from the approved drawings, Conditions of Approval or use shall required prior written approval from the Director of City Planning or designee.~~

- a) ~~This~~ the action by the City Planning Commission (~~“this Approval”~~) (PUDF07-520) ~~includes the approvals set forth below. This Approval which includes:~~
 - i. Approval of a Final Planned Unit Development (~~“FPUD”~~) for the Head Royce Master Plan PUD, under Oakland Municipal Code Section 17.140.
 - ii. Approval of a Conditional Use Permit for 20 tandem parking spaces on the parking level extension.
- b) The action by the City Planning staff (DS09-224) approving construction of parking improvements to the existing east parking lot at the Head Royce School to accommodate 126 parking spaces (including restriping, paving, grading, and construction of retaining walls, and construction of a drilled pier supported retaining wall for tandem parking approved by the Planning Commission as part of PUDF07-520).
- c) The action by Building Permit PZ1400021 to provide an additional 31 parking spaces on campus for a total of 157 spaces.
- d) This action by the City (“this Approval”) (REV13-0003) includes the amendments to the PUD and the Conditions of Approval set forth below which includes but is not limited to clarifications for:
 - i. School Enrollment
 - ii. Hours of Academic and Childcare Operation
 - iii. Summer Program Enrollment / Operations
 - iv. Number of Special Events / Days and Hours of Operation, and
 - v. Implementation of a Transportation Demand Management Program.

e) The Conditions of Approval for REV13-003 supersede the previous Conditions of Approval for PUD04-400, PUDF07-520 and DS09-224.

This Condition has been revised to reflect the current requested permit, the previous approvals, and the proposed revised Conditions of Approval.

2. Effective Date, Expiration.

~~Entire Master Plan Expiration~~

These approvals for the entire master plan shall expire on January 4, 2011 unless a development agreement is reached with the City to extend the approvals. Planning, Building, and P job permits must be issued for the entire master plan by this date and the expiration date includes any project extensions per condition #3 below.

Phase	Expiration Date
Entire Master Plan approval	January 4, 2011

Ongoing

Unless a different termination date is prescribed, this Approval shall expire two years from the approval date, unless within such period the authorized activities have commenced. Upon written request and payment of appropriate fees submitted no later than the expiration date of this permit, the Director of City Planning or designee may grant a one-year extension of this date, with additional extensions subject to approval by the approving body.

This Condition has been revised to reflect the current requested permit and completion of the entire master plan.

~~3. Extensions and Phasing Requirements~~

~~a. Final PUD Extension for Later Phases~~

~~Provided further, that upon written request, the Planning and Zoning Division may grant a one year extension of the deadline, with additional extensions subject to approval by the City Planning Commission.~~

~~b. Entire Master Plan Extension~~

~~No extensions for the entire master plan shall be granted without either a development agreement reached with the City or upon the approval of a new Planned Unit Development application.~~

Phase	Extension Date
Entire Master Plan approval	January 4, 2011 — No extensions (Development agreement or a new PUD permit application must be submitted)

This Condition has been deleted as the entire master plan has been completed.

~~4. Conformance with other Requirements~~

~~Prior to issuance of a demolition, grading, P-job, or other construction related permit~~

- a) ~~The project applicant shall comply with all other applicable federal, state, regional and/or local codes, requirements, regulations, and guidelines, including but not limited to those imposed by the City's Building Services Division, the City's Fire Marshal, and the City's Public Works Agency.~~
- b) ~~The applicant shall submit approved building plans for project specific needs related to fire protection to the Fire Services Division for review and approval, including, but not limited to automatic extinguishing systems, water supply improvements and hydrants, fire department access, and vegetation management for preventing fires and soil erosion.~~

~~This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.~~

5. Scope of This Approval; Major and Minor Changes.

Ongoing

The project is approved pursuant to the Planning Code only. Minor changes to approved plans, conditions of approval, facilities or use may be approved administratively by the Director of City Planning or designee. Major changes to approved plans, conditions of approval, facilities or use shall be reviewed by the ~~Director of City Planning or designee to determine whether such changes require submittal and approval of a revision to the approved project by the approving body or a new, completely independent permit~~ City Planning Commission as a revision to the Major CUP PUD. Major changes shall include increases in the academic or summer program enrollment, number of summer program sessions or merger of residential lots with the campus. The Planning Director or designee shall, in his or her discretion, determine whether other proposed changes in conditions, facilities or uses constitutes a minor or major change upon submission of an application for such change. A determination of whether a change is minor or major is subject to appeal pursuant to the Oakland Planning Code.

~~This Condition has been revised to reflect the current standard Condition of Approval language and that City Staff is proposing that major changes, including the academic and summer program enrollment, number of summer program sessions and merger of lots shall be reviewed by the Planning Commission.~~

6. Conformance to Approved Plans; Modification of Conditions or Revocation.

Ongoing

- a) Site shall be kept in a blight/nuisance-free condition. Any existing blight or nuisance shall be abated within ~~60-90~~ days of approval, unless an earlier date is specified elsewhere-, or the applicant demonstrates to the satisfaction of the Planning Director that abatement requires more than 60 days to implement.
- b) ~~The City of Oakland reserves the right at any time during construction to require certification by a licensed professional that the as built project conforms to all applicable zoning requirements, including but not limited to approved maximum heights and minimum setbacks. Failure to construct the project in accordance with approved plans may result in~~

~~remedial reconstruction, permit revocation, permit modification, stop work, permit suspension or other corrective action.~~

- c) Violation of any term, Conditions/ Mitigation Measures or project description relating to the Approvals is unlawful, prohibited, and a violation of the Oakland Municipal Code. The City of Oakland reserves the right to initiate civil and/or criminal enforcement and/or abatement proceedings, or after notice and public hearing, to revoke the Approvals or alter these Conditions/ Mitigation Measures if it is found that there is violation of any of the Conditions/ Mitigation Measures or the provisions of the Planning Code or Municipal Code, or the project operates as or causes a public nuisance. This provision is not intended to, nor does it, limit in any manner whatsoever the ability of the City to take appropriate enforcement actions including but not limited to the imposition of financial penalties. The project applicant shall be responsible for paying fees in accordance with the City's Master Fee Schedule for inspections conducted by the City or a City-designated third-party to investigate alleged violations of the Conditions of Approval.

This Condition has been revised to reflect current standard Condition of Approval language and completion of master plan construction, that financial penalties may be applied as part of enforcement procedures and that the applicant will pay all fees in accordance with the City's Master Fee Schedule for inspections conducted by the City or a City designated third-party of violations.

7. Signed Copy of the Conditions/Mitigation Measures.

With submittal of a demolition, grading, and building permit

A copy of the approval letter and Conditions/ Mitigation Measures shall be signed by the property owner, notarized, and submitted with each set of permit plans to the appropriate City agency for this project.

8. Compliance with Conditions of Approval.

Ongoing

The project applicant shall be responsible for compliance with the recommendations in any submitted and approved technical report and all the Conditions of Approval and in all applicable adopted mitigation measures set forth below ~~and in the Preliminary PUD conditions of approval~~ at its sole cost and expense, and subject to review and approval of the City of Oakland.

This Condition has been revised to reflect current standard Condition of Approval language.

9. Indemnification.

Ongoing

- a) To the maximum extent permitted by law, the applicant shall defend (with counsel reasonably acceptable to the City), indemnify, and hold harmless the City of Oakland, Oakland City Council, the City of Oakland Redevelopment Agency the Oakland City Planning Commission and its respective agents, officers, and employees (hereafter collectively called City) from any liability, damages, claim, judgment, loss, (direct or indirect) action, causes of action, or proceeding (including legal costs, attorneys' fees, expert witness or consultant fees, City Attorney or staff time, expenses or costs) (collectively called "Action") against the City to attack, set aside, void or annul, (1) this approval or (2) implementation of this

- ~~approval. any related approval by the City.~~ The City shall promptly notify the project applicant of any claim, action or proceeding, ~~and the City shall cooperate fully in such defense. The City may elect, in its sole discretion, to participate in the defense of said claim, action, or proceeding. The project~~ The City may elect, in its sole discretion, to participate in the defense of said Action and the applicant shall reimburse the City for its reasonable legal costs and attorney's fees.
- b) Within ten (10) calendar days of the filing of ~~any claim, Action, or proceeding to attack, set aside, void, or annul this Approval, or any related approval by the City~~ as specified in subsection a above, the ~~project~~ applicant shall execute a Letter Agreement with the City, acceptable to the Office of the City Attorney, which memorializes the above obligations ~~and this condition of approval. Thisese condition/obligations and the Letter of Agreement shall survive termination, extinguishment or invalidation of theis, or any related approval. Failure to timely execute the Letter Agreement does not relieve the applicant of any of the obligations contained in 7(a) above, or any other condition contained in this condition or other requirements or conditions of approval that may be imposed by the City.~~

This Condition has been revised to reflect current standard Condition of Approval language.

10. Severability.

Ongoing

Approval of the project would not have been granted but for the applicability and validity of each and every one of the specified conditions and/or mitigations, and if one or more of such conditions and/or mitigations is found to be invalid by a court of competent jurisdiction this Approval would not have been granted without requiring other valid conditions and/or mitigations consistent with achieving the same purpose and intent of such Approval.

11. Job Site Plans

Ongoing throughout demolition, grading, and/or construction

At least one (1) copy of the stamped approved plans, along with the Approval Letter and Conditions of Approval and mitigations, shall be available for review at the job site at all times.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

12. Waste Reduction and Recycling

a. Prior to issuance of a building or demolition permit.

The project applicant will submit a Construction & Demolition Waste Reduction and Recycling Plan (WRRP) and an Operational Diversion Plan (ODP) for review and approval by the Public Works Agency.

Prior to issuance of demolition, grading, or building permit

Chapter 15.34 of the Oakland Municipal Code outlines requirements for reducing waste and optimizing construction and demolition (C&D) recycling. Affected projects include all new construction, renovations/alterations/modifications with construction values of \$50,000 or more (except R-3), and all demolition (including soft demo). The WRRP must specify the methods by which the development will divert C&D debris waste generated by the proposed project from landfill disposal in accordance with current City requirements. Current standards, FAQs, and

forms are available at www.oaklandpw.com/Page39.aspx or in the Green Building Resource Center. After approval of the plan, the project applicant shall implement the plan.

Ongoing

The ODP will identify how the project complies with the Recycling Space Allocation Ordinance, (Chapter 17.118 of the Oakland Municipal Code), including capacity calculations, and specify the methods by which the development will meet the current diversion of solid waste generated by operation of the proposed project from landfill disposal in accordance with current City requirements. The proposed program shall be implemented and maintained for the duration of the proposed activity or facility. Changes to the plan may be re-submitted to the Environmental Services Division of the Public Works Agency for review and approval. Any incentive programs shall remain fully operational as long as residents and businesses exist at the project site.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

13. Subsequent Conditions or Requirements.

Ongoing

This approval shall be subject to the conditions of approval contained in any subsequent Tentative Tract Map, Tentative Parcel Map or mitigation measures contained in the approved environmental document for this project.

14. Electrical Facilities

~~a. Prior to installation.~~

~~Prior to issuance of a building permit~~

The project applicant shall submit plans for review and approval by the Building Services Division and the Public Works Agency, and other relevant agencies as appropriate, that show all new electric and telephone facilities; fire alarm conduits; street light wiring; and other wiring, conduits, and similar facilities placed underground. The new facilities shall be placed underground along the project applicant's street frontage and from the project applicant's structures to the point of service. The plans shall show all electric, telephone, water service, fire water service, cable, and fire alarm facilities installed in accordance with standard specifications of the serving utilities.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

15. Improvements in the Public Right-of-Way

~~Approved prior to the issuance of a P-job or building permit~~

a) ~~The project applicant shall submit Public Improvement Plans to Building Services Division for adjacent public rights of way (ROW) showing all proposed improvements and compliance with the conditions and mitigations and City requirements including but not limited to curbs, gutters, sewer laterals, storm drains, street trees, paving details, locations of transformers and other above ground utility structures, the design specifications and locations of facilities required by the East Bay Municipal Utility District (EBMUD), street lighting, on-street parking and accessibility improvements compliant with applicable standards and any other improvements or requirements for the project as provided for in this Approval. Eneachment permits shall be obtained as necessary for any applicable improvements located within the public ROW.~~

- ~~b) Review and confirmation of the street trees by the City's Tree Services Division is required as part of this condition and mitigations.~~
- ~~c) The Planning and Zoning Division and the Public Works Agency will review and approve designs and specifications for the improvements. Improvements shall be completed prior to the issuance of the final building permit.~~
- ~~d) The Fire Services Division will review and approve fire crew and apparatus access, water supply availability and distribution to current codes and standards.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

16. Payment for Public Improvements

~~Prior to issuance of a final inspection of the building permit.~~

~~The project applicant shall pay for and install public improvements made necessary by the project including damage caused by construction activity.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

17. Phased Public Improvement Plan

~~a. Prior to issuance of building permit for work in the public right-of-way~~

~~The applicant shall submit Public Improvement Plans for improvements to be installed with each phase of the development.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

18. Fire Safety Phasing Plan

~~Prior to issuance of a demolition, grading, and/or construction and concurrent with any p job submittal permit~~

~~The project applicant shall submit a separate fire safety phasing plan to the Planning and Zoning Division and Fire Services Division for their review and approval. The fire safety plan shall include all of the fire safety features incorporated into the project and the schedule for implementation of the features. Fire Services Division may require changes to the plan or may reject the plan if it does not adequately address fire hazards associated with the project as a whole or the individual phase.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

19. Compliance Plan Matrix

~~Prior to issuance of a demolition, grading, or building permit Ongoing~~

~~On October 1 of each year, t~~The project applicant shall submit to the Planning and Zoning Division and the Building Services Division a Conditions/ Mitigation Measures/~~Neighborhood Agreement~~ compliance plan matrix that lists each condition of approval and mitigation measure,

~~including those addressing the summer program, the City agency or division responsible for review, and how/when the project applicant has met or intends to meet the conditions and mitigations. The applicant will sign the Conditions of Approval attached to the approval letter and submit that with the compliance plan matrix for review and approval. The compliance plan matrix shall be organized per step in the plancheck/construction process unless another format is acceptable to the Planning and Zoning Division and the Building Services Division. The project applicant shall update the compliance plan and provide it with each item submittal.~~

This Condition has been revised as the entire master plan has been completed and no further construction is proposed. This Condition requires the Compliance Matrix to include Compliance pertaining to the summer program.

20. Construction Phasing and Management Plan

a) ~~Prior to issuance of building permit~~

~~The project sponsor shall submit a Construction Phasing and Management Plan, incorporating all applicable conditions of approval. The plan shall also include a site security and safety plan to assure that grading and construction activities are adequately secured during off work hours.~~

b) ~~Prior to issuance of certificate of occupancy.~~

~~Final inspection and a certificate of occupancy for any unit or other structure within a phase, as set forth above, shall not be issued until (a) all landscaping and on and off site improvements for that phase are completed in accordance with this Approval, or (b) until cash, an acceptably rated bond, a certificate of deposit, an irrevocable standby letter of credit or other form of security (collectively "security"), acceptable to the City Attorney, has been posted to cover all costs of any unfinished work related to landscaping and public improvements plus 25 percent within that phase, unless already secured by a subdivision improvement agreement approved by the City. For purposes of these Conditions of Approval, a certificate of occupancy shall mean a final certificate of occupancy, not temporary or conditional, except as the City determines may be necessary to test utilities and services prior to issuance of the final certificate of occupancy.~~

c) ~~Prior to issuance of certificate of occupancy.~~

~~Final inspection and a certificate of occupancy for any unit or other structure within a phase, as set forth above, shall not be issued until (a) parking and traffic management plan is submitted that includes the traffic mitigations measures per condition #36.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

21. Days/Hours of Construction Operation

Ongoing throughout demolition, grading, and/or construction

The project applicant shall require construction contractors to limit standard construction activities as follows:

- a) ~~Construction activities are limited to between 7:00 AM and 7:00 PM Monday through Friday, except that pile driving and/or other extreme noise generating activities greater than 90 dBA shall be limited to between 8:00 a.m. and 4:00 p.m. Monday through Friday.~~
- b) ~~Any construction activity proposed to occur outside of the standard hours of 7:00 am to 7:00 pm Monday through Friday for special activities (such as concrete pouring which may require more continuous amounts of time) shall be evaluated on a case by case basis,~~

~~with criteria including the proximity of residential uses and a consideration of resident's preferences for whether the activity is acceptable if the overall duration of construction is shortened and such construction activities shall only be allowed with the prior written authorization of the Building Services Division.~~

- e) ~~Construction activity shall not occur on Saturdays, with the following possible exceptions:~~
- ~~i. Prior to the building being enclosed, requests for Saturday construction for special activities (such as concrete pouring which may require more continuous amounts of time), shall be evaluated on a case by case basis, with criteria including the proximity of residential uses and a consideration of resident's preferences for whether the activity is acceptable if the overall duration of construction is shortened. Such construction activities shall only be allowed on Saturdays with the prior written authorization of the Building Services Division.~~
 - ~~ii. After the building is enclosed, requests for Saturday construction activities shall only be allowed on Saturdays with the prior written authorization of the Building Services Division, and only then within the interior of the building with the doors and windows closed.~~
 - ~~iii. No extreme noise generating activities (greater than 90 dBA) shall be allowed on Saturdays, with no exceptions.~~
 - ~~iv. No construction activity shall take place on Sundays or Federal holidays.~~
 - ~~v. Construction activities include but are not limited to: truck idling, moving equipment (including trucks, elevators, etc) or materials, deliveries, and construction meetings held on site in a non-enclosed area.~~
 - ~~vi. Applicant shall use temporary power poles instead of generators where feasible.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

22. Construction Emissions

Prior to issuance of a demolition, grading or building permit

To minimize construction equipment emissions during construction, the project applicant shall require the construction contractor to:

- a) ~~Demonstrate compliance with Bay Area Air Quality Management District (BAAQMD) Regulation 2, Rule 1 (General Requirements) for all portable construction equipment subject to that rule. BAAQMD Regulation 2, Rule 1 provides the issuance of authorities to construct and permits to operate certain types of portable equipment used for construction purposes (e.g., gasoline or diesel powered engines used in conjunction with power generation, pumps, compressors, and cranes) unless such equipment complies with all applicable requirements of the "CAPCOA" Portable Equipment Registration Rule" or with all applicable requirements of the Statewide Portable Equipment Registration Program. This exemption is provided in BAAQMD Rule 2-1-105.~~

- ~~b) Perform low NOx tune-ups on all diesel-powered construction equipment greater than 50 horsepower (no more than 30 days prior to the start of use of that equipment). Periodic tune-ups (every 90 days) shall be performed for such equipment used continuously during the construction period.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

23. Noise Complaint Procedures

Ongoing throughout demolition, grading, and/or construction

Prior to the issuance of each building permit, along with the submission of construction documents, the project applicant shall submit to the Building Services Division a list of measures to respond to and track complaints pertaining to construction noise. These measures shall include:

- ~~a) A procedure and phone numbers for notifying the Building Services Division staff and Oakland Police Department; (during regular construction hours and off hours);~~
- ~~b) A sign posted on site pertaining with permitted construction days and hours and complaint procedures and who to notify in the event of a problem. The sign shall also include a listing of both the City and construction contractor's telephone numbers (during regular construction hours and off hours);~~
- ~~c) The designation of an on-site construction complaint and enforcement manager for the project;~~
- ~~d) Notification of neighbors and occupants within 300 feet of the project construction area at least 30 days in advance of extreme noise generating activities about the estimated duration of the activity; and~~
- ~~e) A preconstruction meeting shall be held with the job inspectors and the general contractor/on-site project manager to confirm that noise measures and practices (including construction hours, neighborhood notification, posted signs, etc.) are completed.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

24. Interior Noise

Prior to issuance of a building permit

If necessary to comply with the interior noise requirements of the City of Oakland's General Plan Noise Element and achieve an acceptable interior noise level, noise reduction in the form of sound-rated assemblies (i.e., windows, exterior doors, and walls) shall be incorporated into project building design, based upon recommendations of a qualified acoustical engineer and submitted to the Building Services Division for review and approval. Final recommendations for sound-rated assemblies will depend on the specific building designs and layout of buildings on the site and shall be determined during the design phase.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

25. Construction Traffic and Parking

Prior to the issuance of a demolition, grading or building permit

~~The project applicant and construction contractor shall meet with appropriate City of Oakland agencies to determine traffic management strategies to reduce, to the maximum extent feasible, traffic congestion and the effects of parking demand by construction workers during construction of this project and other nearby projects that could be simultaneously under construction. The project applicant shall develop a construction management plan for review and approval by the Planning and Zoning Division, the Building Services Division, and the Transportation Services Division. The plan shall include at least the following items and requirements:~~

- ~~a) A set of comprehensive traffic control measures, including scheduling of major truck trips and deliveries to avoid peak traffic hours, detour signs if required, lane closure procedures, signs, cones for drivers, and designated construction access routes.~~
- ~~b) Notification procedures for adjacent property owners, Neighborhood Liaison Committee, and public safety personnel regarding when major deliveries, detours, and lane closures will occur.~~
- ~~c) Location of construction staging areas for materials, equipment, and vehicles at an approved location.~~
- ~~d) A process for responding to, and tracking, complaints pertaining to construction activity, including identification of an onsite complaint manager. The manager shall determine the cause of the complaints and shall take prompt action to correct the problem. Planning and Zoning shall be informed who the Manager is prior to the issuance of the first permit issued by Building Services.~~
- ~~e) Provision for accommodation of pedestrian flow.~~
- ~~f) Provision for parking management and spaces for all construction workers to ensure that construction workers do not park in on street spaces.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

26. Dust Control Measures.

Prior to issuance of a demolition, grading or building permit

During construction, the project applicant shall require the construction contractor to implement the following measures required as part of Bay Area Air Quality Management District's (BAAQMD) basic and enhanced dust control procedures required for construction sites. These include:

- ~~a) Water all active construction areas at least twice daily. Watering should be sufficient to prevent airborne dust from leaving the site. Increased watering frequency may be necessary whenever wind speeds exceed 15 miles per hour. Reclaimed water should be used whenever possible.~~
- ~~b) Cover all trucks hauling soil, sand, and other loose materials or require all trucks to maintain at least two feet of freeboard (i.e., the minimum required space between the top of the load and the top of the trailer).~~
- ~~c) Pave, apply water three times daily, or apply (non-toxic) soil stabilizers on all unpaved access roads, parking areas and staging areas at construction sites.~~
- ~~d) Sweep daily (with water sweepers using reclaimed water if possible) all paved access roads, parking areas and staging areas at construction sites.~~
- ~~e) Sweep streets (with water sweepers using reclaimed water if possible) at the end of each day if visible soil material is carried onto adjacent paved roads.~~
- ~~f) Limit the amount of the disturbed area at any one time, where feasible.~~
- ~~g) Suspend excavation and grading activity when winds (instantaneous gusts) exceed 25 mph.~~

- ~~h) Pave all roadways, driveways, sidewalks, etc. as soon as feasible. In addition, building pads should be laid as soon as possible after grading unless seeding or soil binders are used.~~
- ~~i) Replant vegetation in disturbed areas as quickly as feasible.~~
- ~~j) Enclose, cover, water twice daily or apply (non-toxic) soil stabilizers to exposed stockpiles (dirt, sand, etc.).~~
- ~~k) Limit traffic speeds on unpaved roads to 15 miles per hour.~~
- ~~l) Clean off the tires or tracks of all trucks and equipment leaving any unpaved construction areas.~~
- ~~m) All "Basic" controls listed above, plus:~~
- ~~n) Install sandbags or other erosion control measures to prevent silt runoff to public roadways.~~
- ~~o) Hydroseed or apply (non-toxic) soil stabilizers to inactive construction areas (previously graded areas inactive for one month or more).~~
- ~~p) Designate a person or persons to monitor the dust control program and to order increased watering, as necessary, to prevent transport of dust offsite. Their duties shall include holidays and weekend periods when work may not be in progress. The name and telephone number of such persons shall be provided to the BAAQMD prior to the start of construction as well as posted on site over the duration of construction.~~
- ~~q) Install appropriate wind breaks at the construction site to minimize wind blown dust.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

27. Construction Related Noise Control,

Ongoing throughout demolition, grading, and/or construction

To reduce noise impacts due to construction, the project applicant shall require construction contractors to implement a site-specific noise reduction program, subject to the Planning and Zoning Division and the Building Services Division review and approval, which includes the following measures:

- ~~a) Equipment and trucks used for project construction shall utilize the best available noise control techniques (e.g., improved mufflers, equipment redesign, use of intake silencers, ducts, engine enclosures and acoustically attenuating shields or shrouds, wherever feasible).~~
- ~~b) Except as provided herein, Impact tools (e.g., jack hammers, pavement breakers, and rock drills) used for project construction shall be hydraulically or electrically powered to avoid noise associated with compressed air exhaust from pneumatically powered tools. However, where use of pneumatic tools is unavoidable, an exhaust muffler on the compressed air exhaust shall be used; this muffler can lower noise levels from the exhaust by up to about 10 dBA. External jackets on the tools themselves shall be used, if such jackets are commercially available and this could achieve a reduction of 5 dBA. Quieter procedures shall be used, such as drills rather than impact equipment, whenever such procedures are available and consistent with construction procedures.~~
- ~~c) Stationary noise sources shall be located as far from adjacent receptors as possible, and they shall be muffled and enclosed within temporary sheds, incorporate insulation barriers, or use other measures as determined by the City to provide equivalent noise reduction.~~
- ~~d) The noisiest phases of construction shall be limited to less than 10 days at a time. Exceptions may be allowed if the City determines an extension is necessary and all available noise reduction controls are implemented.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

28. Site Maintenance.

~~*During all construction activities.*~~

~~The applicant shall ensure that debris and garbage is collected and removed from the site daily.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

29. Archaeological Resources

~~*Ongoing throughout demolition, grading, and/or construction*~~

- ~~a) Pursuant to CEQA Guidelines section 15064.5 (f), “provisions for historical or unique archaeological resources accidentally discovered during construction” should be instituted. Therefore, in the event that any prehistoric or historic subsurface cultural resources are discovered during ground disturbing activities, all work within 50 feet of the resources shall be halted and the project applicant and/or lead agency shall consult with a qualified archaeologist or paleontologist to assess the significance of the find. If any find is determined to be significant, representatives of the project proponent and/or lead agency and the qualified archaeologist would meet to determine the appropriate avoidance measures or other appropriate measure, with the ultimate determination to be made by the City of Oakland. All significant cultural materials recovered shall be subject to scientific analysis, professional museum curation, and a report prepared by the qualified archaeologist according to current professional standards.~~
- ~~b) In considering any suggested measure proposed by the consulting archaeologist in order to mitigate impacts to historical resources or unique archaeological resources, the project applicant shall determine whether avoidance is necessary and feasible in light of factors such as the nature of the find, project design, costs, and other considerations. If avoidance is unnecessary or infeasible, other appropriate measures (e.g., data recovery) shall be instituted. Work may proceed on other parts of the project site while measure for historical resources or unique archaeological resources is carried out.~~
- ~~c) Should an archaeological artifact or feature be discovered on site during project construction, all activities within a 50 foot radius of the find would be halted until the findings can be fully investigated by a qualified archaeologist to evaluate the find and assess the significance of the find according to the CEQA definition of a historical or unique archaeological resource. If the deposit is determined to be significant, the project applicant and the qualified archaeologist shall meet to determine the appropriate avoidance measures or other appropriate measure, subject to approval by the City of Oakland, which shall assure implementation of appropriate measure measures recommended by the archaeologist. Should archaeologically significant materials be recovered, the qualified archaeologist shall recommend appropriate analysis and treatment, and shall prepare a report on the findings for submittal to the Northwest Information Center.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

30. Human Remains

Ongoing throughout demolition, grading, and/or construction

In the event that human skeletal remains are uncovered at the project site during construction or ground-breaking activities, all work shall immediately halt and the Alameda County Coroner shall be contacted to evaluate the remains, and following the procedures and protocols pursuant to Section 15064.5 (e)(1) of the CEQA Guidelines. If the County Coroner determines that the remains are Native American, the City shall contact the California Native American Heritage Commission (NAHC), pursuant to subdivision (c) of Section 7050.5 of the Health and Safety Code, and all excavation and site preparation activities shall cease within a 50-foot radius of the find until appropriate arrangements are made. If the agencies determine that avoidance is not feasible, then an alternative plan shall be prepared with specific steps and timeframe required to resume construction activities. Monitoring, data recovery, determination of significance and avoidance measures (if applicable) shall be completed expeditiously.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

31. Paleontological Resources

Ongoing throughout demolition, grading, and/or construction

In the event of an unanticipated discovery of a paleontological resource during construction, excavations within 50 feet of the find shall be temporarily halted or diverted until the discovery is examined by a qualified paleontologist (per Society of Vertebrate Paleontology standards (SVP 1995, 1996)). The qualified paleontologist shall document the discovery as needed, evaluate the potential resource, and assess the significance of the find under the criteria set forth in Section 15064.5 of the CEQA Guidelines. The paleontologist shall notify the appropriate agencies to determine procedures that would be followed before construction is allowed to resume at the location of the find. If the City determines that avoidance is not feasible, the paleontologist shall prepare an excavation plan for mitigating the effect of the project on the qualities that make the resource important, and such plan shall be implemented. The plan shall be submitted to the City for review and approval.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

32. Erosion and Sedimentation Control [When no grading permit is required.]

Ongoing throughout demolition, grading, and/or construction activities

The project applicant shall implement Best Management Practices (BMPs) to reduce erosion, sedimentation, and water quality impacts during construction to the maximum extent practicable. Plans demonstrating the Best Management Practices shall be submitted for review and approval by the Planning and Zoning Division and the Building Services Division. At a minimum, the project applicant shall provide filter materials deemed acceptable to the City at nearby catch basins to prevent any debris and dirt from flowing into the City's storm drain system and creeks.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

33. Erosion and Sedimentation Control Plan [When grading is required]

Prior to any grading activities

- a) ~~The project applicant shall obtain a grading permit if required by the Oakland Grading Regulations pursuant to Section 15.04.780 of the Oakland Municipal Code. The grading permit application shall include an erosion and sedimentation control plan for review and approval by the Building Services Division. The erosion and sedimentation control plan shall include all necessary measures to be taken to prevent excessive stormwater runoff or carrying by stormwater runoff of solid materials on to lands of adjacent property owners, public streets, or to creeks as a result of conditions created by grading operations. The plan shall include, but not be limited to, such measures as short-term erosion control planting, waterproof slope covering, check dams, interceptor ditches, benches, storm drains, dissipation structures, diversion dikes, retarding berms and barriers, devices to trap, store and filter out sediment, and stormwater retention basins. Off-site work by the project applicant may be necessary. The project applicant shall obtain permission or easements necessary for off-site work. There shall be a clear notation that the plan is subject to changes as changing conditions occur. Calculations of anticipated stormwater runoff and sediment volumes shall be included, if required by the Director of Development or designee. The plan shall specify that, after construction is complete, the project applicant shall ensure that the storm drain system shall be inspected and that the project applicant shall clear the system of any debris or sediment.~~

Ongoing throughout grading and construction activities

- b) ~~The project applicant shall implement the approved erosion and sedimentation plan. No grading shall occur during the wet weather season (October 15 through April 15) unless specifically authorized in writing by the Building Services Division.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

34. Hazards Best Management Practices

Prior to commencement of demolition, grading, or construction

~~The project applicant and construction contractor shall ensure that construction best management practices are implemented as part of construction to minimize the potential negative effects to groundwater and soils. These shall include the following:~~

- a) ~~Follow manufacture's recommendations on use, storage, and disposal of chemical products used in construction;~~
- b) ~~Avoid overtopping construction equipment fuel gas tanks;~~
- c) ~~During routine maintenance of construction equipment, properly contain and remove grease and oils;~~
- d) ~~Properly dispose of discarded containers of fuels and other chemicals.~~
- e) ~~Ensure that construction would not have a significant impact on the environment or pose a substantial health risk to construction workers and the occupants of the proposed development. Soil sampling and chemical analyses of samples shall be performed to determine the extent of potential contamination beneath all UST's, elevator shafts, clarifiers, and subsurface hydraulic lifts when on-site demolition, or construction activities would potentially affect a particular development or building.~~
- f) ~~If soil, groundwater or other environmental medium with suspected contamination is encountered unexpectedly during construction activities (e.g., identified by odor or visual staining, or if any underground storage tanks, abandoned drums or other hazardous materials or wastes are encountered), the applicant shall cease work in the vicinity of the suspect material, the area shall be secured as necessary, and the applicant shall take all~~

~~appropriate measures to protect human health and the environment. Appropriate measures shall include notification of regulatory agency(ies) and implementation of the actions described in Standard Conditions of Approval 50 and 52, as necessary, to identify the nature and extent of contamination. Work shall not resume in the area(s) affected until the measures have been implemented under the oversight of the City or regulatory agency, as appropriate.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

35. Mitigation Monitoring and Reporting Program.

Ongoing

The following mitigation measures shall be incorporated into the project. The measures are taken ~~directly~~ from the Mitigated Negative Declaration for the Head Royce Master Plan Project (2006). In addition, the applicant has proposed other measures as part of a Transportation Demand Management Plan. For each measure, this Mitigation Monitoring and Reporting Program (MMRP) indicates the entity (generally, an agency or department within the City of Oakland) that is responsible for carrying out the measure (“**Responsible Implementing Entity**”); the actions necessary to ensure compliance with the applicable measure (“**Monitoring Action(s)**”) and the entity responsible for monitoring this compliance (“**Monitoring Responsibility**”); and the time frame during which monitoring must occur (“**Monitoring Timeframe**”).

TRAFFIC AND CIRCULATION

Impact T1: The increase in enrollment at the completion of the 2006 Master Plan could result in extension of the parking queue (defined as the cars waiting curb-side along Lincoln) during the morning drop-off and the after-school pickup period.

Mitigation T1: The project sponsor shall monitor the morning drop-off and afternoon pick-up queue during the school year as well as during any summer program operations. The procedures and monitoring forms are included in the TDM Plan. The project sponsor shall implement the monitoring procedures by either: 1) retaining a qualified independent traffic consultant to~~would~~monitor the extent of the after-school pickup queue along Lincoln Avenue or 2) hire a qualified independent traffic consultant, approved by the City’s Planning and Zoning Division Bureau of Planning, to train at least two (2) supervising monitors to implement and supervise the monitoring procedures. Any new supervising monitor must be trained directly by the independent traffic consultant. If the school’s drop-off or pick-up queue extends for more than 60 seconds in any single monitoring period (excluding delays due to extenuating circumstances such as a traffic accident) past the school’s upper driveway and the red “no parking” zone above the driveway along the north side of Lincoln Avenue and extending into the “Keep Clear” zone, the school shall~~would~~implement as many of the following actions and continue to implement these actions as would be necessary to accomplish the necessary reduction in the length of the queue:

- Implement staggered morning drop-off and afterschool pickup times.
- Stagger the afterschool bus pick-up times so that the buses are loaded and leave prior to the start of pickup.
- Discourage early arrival for pickup within the Transportation Policy Guide and during an annual back to school traffic presentation.

- ~~Actively encourage carpools or school buses as an alternative with an incentive for use of these alternatives. Increase public and private bus ridership in addition to those already in effect at the time of the queueing violation.~~
- Monitoring and reporting shall continue for at least six weeks following implementation of each of the above actions to show that it has been effective in reducing the length of the queue. If the queue continues to extend beyond the upper driveway, the Director of Operations shall: If the previous measures do not reduce the queue, work with the City to restrict on-street parking during morning drop-off and afternoon pickup on Lincoln Avenue above the upper driveway to allow for a longer queue. The School shall retain a qualified traffic consultant to prepare an analysis of the queue extension for review by the City's Transportation Services and Oakland Police Department Traffic Safety Divisions. The School shall pay any required review fee. The City may decline to restrict on-street parking to allow a longer queue, in which case other measures noted above must be pursued.

Monitoring Responsibility: ~~CEDA, Planning Division and Public Works Agency, Traffic Engineering Division~~

Responsible Implementing Entity: Bureau of Planning and Public Works Agency, Traffic Engineering Division

Monitoring Timeframe: ~~The first Monitoring and Reporting period shall be initiated at the beginning of the first semester following occupancy of the Phase I renovated and new buildings, and shall be carried out for six weeks at the beginning of each semester for two school years. If additional actions are needed, the monitoring period shall be extended for an additional two semesters.~~

~~Additional Monitoring and Reporting periods shall be initiated when Later Phases have been completed and for each 60 student enrollment increase until the school has reached the full planned enrollment of 880 students. As with the first period, monitoring shall be carried out for six weeks at the beginning of each semester for two years. If any of the additional actions listed above are needed, monitoring and reporting shall continue for six weeks following implementation of the action.~~

Monitoring Action(s): Monitoring and reporting shall take place for four one-week periods, once at the beginning of each School semester, and once at the beginning of each Summer Program session. After 2017, the number of monitoring sessions and the duration of the monitoring period for each school year shall be determined by the City of Oakland's Transportation Services Division, Oakland Traffic Safety Division and Bureau of Planning based in part of the school's performance in reducing the queue. In accordance with the TDM, either a qualified independent traffic consultant or two (2) trained monitors shall monitor the Lincoln Avenue queues during after-school pick-up (3:00 to 3:45 p.m.) and morning drop-off (7:55 to 8:30 a.m.) by recording observations of the length of the each queue, reporting on the number of vehicles in the queue every 15 minutes, and the maximum number of vehicles in the queue during the daily monitoring period using the form provided as an appendix to the TDM. The monitoring persons shall also note the number of buses in the queue at each monitoring time. The Director of Operations shall prepare a report at the end of every week during each monitoring period based on the information gathered, sign the report, and submit to the Bureau of Planning. In addition to monitoring forms, the School shall also submit video documentation of the queue during the time periods referenced above eight (8) days each year (two days during each of the four (4) monitoring weeks) for a total of sixteen (16) video clips.

If the results of any of the monitoring periods show that the queue of vehicles extends for a period of 60 seconds or more during each monitoring period past the School's upper driveway, the School shall consult with Bureau of Planning, Transportation Services Division, and Oakland Police Department Safety Division and determine which of the above actions shall be implemented in what order to reduce the length of the queue.

Monitoring and reporting shall continue for an additional three (3) weeks following implementation of each of the above actions and shall continue as long as the City deems necessary to show that it has been effective in reducing the length of the queue.

Monitoring and Reporting Responsibility: Head Royce School

Monitoring and Reporting Review: Bureau of Planning

This Condition has been revised to clarify the mitigation measure language, monitoring and reporting

36. Design Review Requirements

Prior to issuance of building permit

The final design elements listed below shall be submitted for review and approval by the Planning Director prior to issuance of the building permit. The Planning Director may exercise his/her standard authority to refer the final design to the Design Review Committee or to the Planning Commission.

1. Materials and colors are a crucial component of this project. Staff is requesting a sample materials and color board for review. The board should include exterior materials and finishes; a preliminary color palette; roof materials; window type, quality, and style; lattice, trellis, balcony, and railing materials. The applicant shall also submit a profile detail of the windows for further review.
2. Fenestration, window design, and window quality is a critical part of the success of each building on the campus. More detail is required on the window quality and types. In order to insure a high design quality, all windows shall be recessed a minimum of 2", be true divided light windows, and include an appropriate sill. The windows, doors, and other openings should be surrounded by sizable and projecting wood trim. The architect shall revisit the window grouping on the south elevation of the Upper School and include another window proportion for interest on this façade.
3. Rafter or tie beams and other roof members should extend beyond the eaves into plain view if they are integrated into the overall construction of the building and shall not be tacked on. In typical "Shingle" architecture, the protruding end of the beam is finished with a diagonal cut or a set of notches. Braces should be attached to the end of a gable to support the rafters. The gables should extend over the building facades to provide depth and articulation.
4. Trellis, railing, balcony, and lattice elements should be constructed of thick posts to compliment the heavier architectural style. The applicant shall provide staff with details of these elements. Climbing planting and vines are typically trained over these elements. Staff should include this type of planting on the landscape plan.
5. The applicant shall submit to staff which buildings will be composed of stucco.

6. The final colors must be submitted for review and approval.
7. The applicant shall work with the Neighborhood Liaison Committee to reduce the noise volume of the parking lifts operations if applicable.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

37. School Grades/ Student Enrollment / Verification.

Ongoing

The maximum school enrollment at the 4315 Lincoln Avenue campus shall be 880 students. This is the maximum number with an allowed 5% margin for fluctuations due to the admissions process. The enrollment increase shall occur in 3 phases of 60 students each as outlined in the neighborhood agreements.

- a) Head Royce School is permitted to operate a K-12 Community Education Facility.
- b) The School is permitted to increase its enrollment to 875 students with this approval. Enrollment may increase by up to 15 students each year thereafter (e.g. up to 890 students at the start of the 2016-2017 school year and up to 906 students at the start of the 2017-2018 school year provided the School meets and maintains the Auto Trip Reduction outlined in Condition #23c(iii). The maximum school enrollment at Head Royce School is 906 students. No enrollment fluctuation resulting in enrollment above 906 students is allowed.
- c) The school shall submit the enrollment numbers to the Bureau of Planning no later than October 15th each year.
- d) In accordance with state law, the school shall also submit its enrollment figures to the California Department of Education no later than **October 15th of each year.**

This Condition has been revised to address the requested permit and reporting. Enrollment is phased and is predicated on maintaining an Auto Trip Reduction.

38. Student Enrollment for Final Phase

Prior to issuance of a building permit for the final Phase

The project applicant shall submit the current enrollment numbers to confirm that they are within the approved range outlined in the PUD COA's and the neighborhood agreements prior to the issuance of any building permit for the final phase of the master plan.

This Condition has been replaced with Condition 37: School Grades/ Enrollment/ Verification above (Condition 12 of the clean version).

39. Recycling Space Allocation Requirements

Prior to issuance of building permit

The design, location and maintenance of recycling collection and storage areas shall comply with the provision of the Oakland City Planning Commission "Guidelines for the Development and Evaluation of Recycling Collection and Storage Areas", Policy 100-28 and with the recycling space requirements of the Planning Code. The recycling location and area shall be clearly delineated on the building permit plans.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

40. ~~Lighting Plan~~

Prior to issuance of building permit

The proposed lighting fixtures shall be adequately shielded to a point below the light bulb and reflector and that prevent unnecessary glare onto adjacent properties. Plans shall be submitted to the Planning and Zoning Division and the Electrical Services Division of the Public Works Agency for review and approval. All lighting shall be architecturally integrated into the site.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

41. ~~Bicycle Parking~~

Prior to the issuance of first certificate of occupancy

The applicant shall submit for review and approval of the Planning and Zoning Division, plans that show bicycle storage and parking facilities to accommodate 4 short term bicycle parking spaces onsite or on public sidewalk, and 75 long term bicycle parking spaces. The plans shall show the design and location of bicycle racks within the secure bicycle storage areas. The applicant shall pay for the cost and installation of any bicycle racks in the public right of way.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

42. ~~Landscape and Streetscape Plans~~

Prior to issuance of building permit

The project sponsor shall submit a detailed landscaping plan to the Planning Director for review and approval prior to the issuance of any building permits. All landscaping areas and related irrigation shown on the approved plans shall be permanently maintained in neat and safe conditions, and all plants shall be maintained in good growing condition and, whenever necessary, replaced with new plant materials to ensure continued compliance with all applicable landscaping requirements. All landscaping shall be served by an automatic irrigation system. All paving or other impervious surfaces shall occur only on approved areas.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

43. ~~Water, Wastewater and Storm Sewer Service~~

Prior to completing the final design for the project's sewer service

Confirmation of the capacity of the City's surrounding stormwater and sanitary sewer system and state of repair shall be completed by a qualified civil engineer with funding from the project applicant. The project applicant shall be responsible for the necessary stormwater and sanitary sewer infrastructure improvements to accommodate the proposed project. In addition, the applicant shall be required to pay additional fees to improve sanitary sewer infrastructure if required by the Sewer and Stormwater Division. Improvements to the existing sanitary sewer collection system shall specifically include, but are not limited to, mechanisms to control or minimize increases in infiltration/inflow to offset sanitary sewer increases associated with the proposed project. To the maximum extent practicable, the applicant will be required to

implement Best Management Practices to reduce the peak stormwater runoff from the project site. Additionally, the project applicant shall be responsible for payment of the required installation or hook-up fees to the affected service providers.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

44. Special Inspector/Inspections, Independent Technical Review, Project Coordination and Management.

Throughout construction Ongoing

The project applicant may be required to pay for on-call special inspector(s)/inspections as needed during the times of extensive or specialized plancheck review, or construction. The project applicant may be required to cover the full costs of independent technical review and other types of peer review, monitoring and inspection, including without limitation, ~~third-party plan check fees including inspections of violations of Conditions of Approval.~~ The project applicant shall establish a deposit with the Building Services Division, as directed by the Building Official, Director of City Planning or designee.

This Condition has been revised to reflect current standard Condition of Approval language and completion of the master plan construction.

45. Neighborhood Agreements

Ongoing

~~This project approval is subject to the written agreements attached to the preliminary PUD approval. The items in the agreements will effectively become additional conditions of approval for this project.~~

This Condition has been deleted to address language in the agreements which were difficult to enforce by the City since the City was not a party or signatory to the agreements and did not negotiate the terms. Where applicable, portions of the agreements were included as separate Conditions of Approval below.

46. Traffic Rules

Ongoing

- ~~a) The applicant shall distribute a package with the traffic rules clearly outlined in the enrollment contract for that year. The rules should include a written traffic monitoring plan and a graphic showing the correct way to drop off and pick up students. The package will also include a letter that must be signed and returned by each parent/guardian delivering students. Consequences for not following the school rules clearly established and include fines and not renewing the enrollment of the child. Consequences for not following the school rules clearly established and include fines and/or not renewing the enrollment contract of the child.~~
- ~~b) Hold parent meetings at the beginning of each semester to discuss the traffic rules and any changes since the start of the year or semester.~~

This has been deleted and incorporated into Condition 60: Transportation Demand Management below (Condition 23 of the clean version).

47. Proposed Conditions of Approval for the Elevations of the Administration Building facing Whittle Avenue
Ongoing

- 1) Evergreen trees shall be planted behind the building in order to shield the building and its windows from the residents on Whittle Avenue.
- 2) The siding of the building shall be painted or stained a non-reflective, medium brown in order to make the structure recede into the landscape.
- 3) All exterior lighting shall be shielded and downward directed.
- 4) The interior lighting of any cupola shall be located below the sill level of the windows so that the source is not directly visible.
- 5) Interior lighting shall be designed so that the light source is not directly visible through the windows from the exterior.
- 6) The lighting in this portion of the building shall be placed on a timer or other device and shall not be kept on continuously during the evening.

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

48. Neighborhood Liaison Committee
Ongoing

Head Royce School shall preserve the Neighborhood Liaison Committee in order to resolve conflicts and maintain communications between the school and the surrounding neighborhoods. The liaison committee shall include members of Upper Lincoln, Lower Lincoln, Alida Court, and Whittle Ave and additional groups may be added if the impacts of the school on those communities are noticeable. The Committee shall meet at least twice a year to discuss issues. However, the Committee shall hold additional meetings as recommended by the neighborhood participants. Head Royce Administrative staff shall participate in the neighborhood liaison committee meetings.

This Condition has been deleted and revised in Condition 61: Neighborhood Liaison Committee /Point of Contact/Complaints below (Condition 24 of the clean version).

49. Design of Parking Deck Extension
Ongoing

- a) The project applicant shall screen the underside of the parking deck with a trellis, tall landscaping, wall, or other architectural feature that would be consistent with the overall architectural character of the campus. If the choose to use planting as the screening mechanism, the applicant shall install species that will grows to a sufficient size within five (5) years of planting to screen the underside of the parking deck.
- b) The railings chosen for the deck shall also be consistent with the campus design.

- ~~50. Head Royce shall randomly monitor Whittle Ave. and ensure that the students, parents, and teachers are not parking in residential permit parking only spaces.~~

This Condition has been deleted as the entire master plan has been completed and no further construction is proposed.

51. Hours of Operations (Academic, Childcare and After School Program).

Ongoing

Head Royce School's hours of operation, which include academic, childcare and afterschool programs, are from 7:00 a.m. to 6:30 p.m. Monday through Friday. Athletic practices, including outdoor practices may commence at 6:30 a.m. on weekdays. Outdoor athletic practices and games shall end by 7:30 p.m. or sundown whichever is earlier. Indoor activities involving only School students, faculty, staff and members of the board of trustees such as play rehearsals, standardized testing, band practices, and meetings of student organizations, faculty committees and meetings of the board of trustees are not considered Special Events as defined in Condition 16 (see clean version) and may occur after 6:30 p.m. on weekdays and between 8:00 a.m. and 6:00 p.m. on weekends. No field-wide lighting may be installed on the athletic field.

This Condition has been added to clarify the hours of operation of the Academic, Childcare After School Program, and athletic practices. This Condition prohibits installation of field-wide lighting.

52. Summer Program Enrollment / Operations.

Ongoing

- a) Summer Program hours are from 7:30 a.m. to 6:00 p.m. over the summer from Monday through Friday only.
- b) Summer Program includes two, three (3) week sessions spanning six weeks, generally beginning the third week in June through the last week in July.
- c) The Summer Program may have evening or weekend Special Events. However, those Special Events will be included in the maximum number of Special Events listed below.
- d) The maximum Summer Program enrollment is 780 children per session. The Director of Operations shall submit the enrollment numbers to the Planning and Zoning Division 2 weeks prior to each session of the Summer Program.
- e) The playing fields or pool shall not be used prior to 9:00 AM.
- f) The School shall operate the Summer Program and shall not lease, partner, or loan the Summer Program to another operator or organization.
- g) Unless otherwise noted, all Conditions of Approval that apply to School operations apply to the Summer Program.

This Condition has been added to clarify the Summer Program operations.

53. Number of Special Events / Days and Hours of Operation.

Ongoing

The School and the Summer Program shall be permitted to hold Special Events at the Head Royce School campus subject to the following:

- a) A "Special Event" is defined as a gathering in which visitors (including parents) are invited to the campus in conjunction with a School or Summer Program-sponsored event or activity such as a Back to School night, a performance (play or musical), athletic event, dance, walk-

- a-thon, guest speaker, fair, Admissions Open House, promotion or graduation ceremony, associated and carried out by the school (not hosted by an outside group or organization) and for which 50 or more visitor vehicles are expected. If more than one Special Event occurs on a single day, each Special Event shall count as a separate event. Parking rules for Special Events are outlined in Condition 23 (clean version). A Special Event does NOT include indoor activities involving only School students, faculty, staff and members of the board of trustees such as play rehearsals, standardized testing, band practices, and meetings of student organizations, faculty committees and meetings of the board of trustees. In addition, neighborhood meetings required or requested to be held on campus as a condition of this permit or otherwise by the City are not considered to be Special Events.
- b) The school shall post an annual calendar on its website and provide the website link to the Neighborhood Committee described in Condition 24 (clean version) at the beginning of the School year listing all Special Events and the anticipated number of visitor vehicles that will be generated for each event. The School is permitted an additional ten (10) total weekday evening events that are not on identified on the annual calendar, provided that the Neighborhood Committee is provided a 30-day notice of such addition and those events shall not take place during weekends or the summer.
 - c) During school academic, childcare and afterschool program hours of operation, Mondays through Fridays, the School is permitted an unlimited number of Special Events. However, these events for which 50 or more visitors vehicles are expected must follow Condition 23 procedures for Special Events.
 - d) The school shall be permitted a maximum of 85 evening Special Events per school year during the hours of 7:00 p.m. -9:30 p.m. All Special Event participants shall have left the campus and the lot locked by 10:00 p.m. School dances shall end by 10:30 p.m. with all participants leaving by 11:00 p.m.
 - e) The school shall be permitted a maximum of 55 Saturday daytime Special Events per school year during the hours of 9:00 a.m. to 6:00 and 10 Saturday evening Special Events per school year during the hours of 6:00 p.m. to 9:30 p.m. The school shall be permitted a maximum of 10 (10) Sunday Special Events per school year during the hours of 9:00 a.m. - 6:00 p.m. The school shall be permitted a maximum of ten (10) single day summer Special Events during the hours of 9:00 a.m. - 6:00 p.m. and only on weekdays.
 - f) No events shall be held that have not been published on the school calendar or a 30 day in advance or emailed to immediate neighbors one month in advance. The school is not permitted to rent or loan out any of its facilities.
 - g) All Special Events shall be monitored by the School per the Condition of Approval.

This Condition has been added to define a Special Event and clarify the number of Special Events that can be held.

54. Total Number of Employees.

Ongoing

- a) The Project Applicant shall submit the total number of employees to the Bureau of Planning no later than October 15th each year.
- b) In accordance with state law, the school shall also submit their employee numbers to the California Department of Education no later than October 15th of each year.

This Condition has been added to clarify documentation regarding employees.

55. Master Plan May Be Required for Student Enrollment Increase or “Future Construction”.

Ongoing

The Project Applicant shall apply for a new or amended Planned Unit Development Permit for any student enrollment increase over 906 students on the Head Royce campus site, including but not limited to any physical expansion of Head Royce School’s operations at 4315 Lincoln Avenue or any other “Future Construction” associated with increasing Head Royce School’s operations. The City may require preparation of a campus-wide Master Plan for any such expansion. Future Construction is defined for purposes of this condition as: new, wholly reconstructed, or relocated school buildings, any expansion of floor area (as defined by Planning Code), new enclosed buildings or portions of buildings (i.e., storage shed, garage, attic on an existing building). For purposes of this condition, future construction does not include features such as unenclosed decks/balconies, stairs, walkways, patios, courtyards, fences, walls and retaining walls, trellises or other landscape features, interior remodeling of an existing building, or repair of existing building features. Any future Master Plan shall address, at a minimum, an adequate on-site pick-up and drop-off area, how the school will accommodate additional student growth, a comprehensive development plan for the entire School, including addressing all on-site parking, events, sports fields (if applicable) and traffic-related and vehicle access issues. The last enrollment and staffing form submitted to the California Department of Education shall be required as part of the application documents.

This Condition has been added to clarify when and what a future master plan may need to include. No new construction or enrollment above 906 students is contemplated as part of this approval.

56. Operational Noise General.

Ongoing

Noise levels from the activity, property, or any mechanical equipment on site or as a result of school operations shall comply with the performance standards of Section 17.120 of the Oakland Planning Code and Section 8.18 of the Oakland Municipal Code. If noise levels exceed these standards, the activity causing the noise shall be abated until appropriate noise reduction measures have been installed and compliance verified by the Planning and Zoning Division and Building Services. No outdoor amplified sound equipment shall be used on the campus without a permit from the City Manager’s office. For the purposes of this permit, “amplified sound equipment” includes bull horns, air horns, or loud speakers.

This Condition has been added to reflect current standard Condition of Approval language.

57. Parking Requirement and Shared Parking

At maximum enrollment (906 students), the School shall provide a minimum of 157 off-street parking spaces and in all cases shall, at a minimum, maintain sufficient off-street parking to meet Oakland Planning Code section 17.116.070(C). These spaces may be provided either at 4315 or 4368 Lincoln Avenue, provided that the spaces used at 4368 Lincoln Avenue are not already allocated to the existing use permit governing uses at that site. The School may use surplus parking at 4368 Lincoln Avenue, the Greek Orthodox Church, Cerebral Palsy Center, Mormon Temple or other off-site locations for additional parking, provided that use of these facilities for parking is not in fulfillment of the School’s obligation to provide 157 off-street parking spaces at maximum enrollment and are not required or needed for the uses governing those sites.

This Condition has been added to address the use of shared parking in the area.

58. Whittle and Lincoln Avenue Properties.

Ongoing

The properties located at 4200, 4220, 4180 Whittle Avenue and 4233 Lincoln Avenue shall be limited solely to permitted residential uses as defined in the Oakland Planning Code and the School will not merge the lot without obtaining an amendment to the PUD as a Major Change. The school shall maintain the residential character of these houses and ensure that the houses maintain their structural integrity. These properties shall not be used for additional School parking, School storage (including storage of maintenance equipment) or school deliveries or student pick-up or drop-off.

This Condition has been added to address an item in the Neighborhood Agreement.

59. Whittle Gate Access.

Ongoing

Access to the school through Whittle Gate shall be limited as follows: Deliveries to the School shall be directed to Whittle Gate in accordance with Condition 25 (clean version). The project applicant may provide pedestrian card access to the Whittle Gate to students or employees who walk or bike to School and neighbors who have been given card access keys. The School may provide up to 22 vehicle access cards to faculty, staff or disabled visitors to park in the parking spaces in the School's lower parking lot. Disabled students may be dropped off at Whittle gate. Each year, the School shall deactivate the cards and issue new cards. Monitoring of Whittle Gate shall take place in accordance with Condition 23 (clean version), below. The number of pedestrian and vehicle passes distributed each year shall be submitted to the Planning and Zoning Division.

This Condition has been added to address an item in the Neighborhood Agreement.

60. Transportation Demand Management.

Ongoing

The applicant shall maintain a TDM plan attached as Exhibit A to these conditions during both the regular school year and during the Summer Program. Among other things, the TDM implements Conditions 23 a-g (clean version) as set forth below. The Conditions, not the TDM, are the governing and enforceable conditions of approval.

a) Traffic Circulation and Management

The School shall continue to implement policies to ensure that 1) the drop-off and pick-up process is managed effectively and efficiently; 2) to minimize traffic on neighborhood streets; and to 3) encourage safe driving behaviors. These policies include:

i. Continuation of before and after-school childcare programs to reduce the number of peak vehicles arriving and departing the campus.

ii. Maintenance of detailed, written instructions of the vehicle pick-up and drop-off process for the purpose of increasing efficiency in the pick-up and drop-off operation. These procedures, which will be incorporated into a Transportation Policy Guide (Guide), shall include, but are not limited to, how to access the vehicle drop-off/pick-up lane from each direction (loops), a map showing the specific area where vehicle drop-off and pick-up is permitted, rules regarding safe practices for entering and exiting vehicles, and the area

that queue cannot exceed. The School shall actively discourage and communicate the dangers of picking-up students on streets other than the designated drop-off area, as part of the Guide, parent meetings, Back to School nights and other means. The Guide shall specifically discourage early arrival for afternoon pickup. The summer program shall follow the Transportation Policy Guide.

iii. Compliance with Mitigation Measure Mitigation T1 and Condition 11 (clean version).

iv. Mormon Temple Staging Area and Alternative: If the Mormon Temple Staging Area becomes unavailable for use during the pick up or drop off process, the School shall promptly institute one of the alternative means of maintaining the queue in compliance with these conditions as set forth in Condition 11 (clean version). If an off-site staging area continues to be the preferred method to control the queue, the School shall institute that alternative within 30 days of the unavailability of the Mormon Temple in consultation with City staff. Alternative potential staging areas could include the parking lot of the Greek Orthodox Church, the Cerebral Palsy Center and/or the School's property at 4368 Lincoln.

v. Circulation Assistants: During morning drop-off and afternoon pick-up periods, the project applicant shall assign 5 adults in the morning and 8 adults in the afternoon to assist with the efficient flow of pick-up and drop-off traffic in approximately the locations listed below, subject to refinement per discussion with the City planning staff. The circulation assistants shall be distinct from the traffic safety monitors.

Morning assistants:

1. One circulation assistant at the Lincoln Avenue crosswalk in front of the Gatehouse.
2. One circulation assistant at the bus loading zone on the north side of Lincoln.
3. One circulation assistant at the middle school gate above the bus loading zone on the north side of Lincoln.
4. One circulation assistant for the student drop off area zone on the south side of Lincoln
5. One circulation assistant at the top of queue on the north side of Lincoln

Afternoon circulation assistants:

Same as morning with additional circulation assistants as follows:

6. One circulation assistant at the top of the main gate stairs matching parent vehicles to waiting students for pick-up.
7. One circulation assistant at the upper driveway to manage the queue.
8. One circulation assistant at staging area in the Church's overflow parking lot (or alternative)

The school shall have a sufficient number of qualified alternates on campus during every morning and afternoon drop-off time to ensure that the minimum number of traffic personnel is always met. All traffic assistants shall wear colored safety vests. The summer program shall have at least as many circulation assistants as during the school year program.

b) Parking management strategies

The School shall implement parking management strategies to ensure that 1) the School minimizes parking in the neighborhood; 2) school-related parking does not disrupt traffic; and provides incentives to reduce single occupancy vehicles

- i. Through its TDM and Transportation Policy Guide, the School's policy shall be to direct staff, students and visitors to park in the School's 157 off-street spaces, in the lot at 4368 Lincoln Avenue, in the 20 spaces by agreement on Clemens Avenue and on Lincoln Avenue above the Gatehouse and direct them not to park on the side streets in the neighborhood.
- ii. The School shall continue to pay for a Residential Permit Parking program on Alida Avenue, Alida Court and Linette Court through the City of Oakland unless the neighbors on these streets withdraw their request to maintain this permit program,
- iii. Staff who contract with the school to carpool shall be given on-site priority spaces relative to non-carpooling staff in order to reduce single occupancy vehicles,
- iv. Students shall be directed by the School to park in off-street parking on campus or on Lincoln Avenue above the Gate house. Students that contract with the school to carpool shall be given on-site priority spaces in order to reduce single occupancy vehicles.
- v. The School shall maintain the required number of parking spaces per Section 17.116.070(C) at all times, including the Summer Program (one (1) space for each three employees plus one space for each 10 high school students of planned capacity.) An increase in employees or high school students could require additional parking spaces to be provided to meet the Planning Code. Required parking may be provided either on the Head Royce campus itself, unless prohibited by other Conditions of Approval, or at 4368 Lincoln Avenue or at other off-street locations. Surplus parking spaces are defined as those spaces above and beyond the requirements of the Planning Code for the permitted use. City staff shall use the School staff and student enrollment information submitted to the State of California Department of Education to determine compliance with parking ratios.
- vi. In its Transportation Policy Guide, the School shall define "single occupancy vehicle" as a vehicle with the one driver and one non-driving student or child.

c) Auto Trip Reduction Program

The School shall discourage single-student and single parent/student driving in the Transportation Policy Guide and implement policies with a goal of reducing single occupant vehicles arriving or departing the School. The Auto Trip Reduction Program shall be included in the TDM and address all four modes of transportation (pedestrian, bicycle, carpooling/vanpooling, and transit), including:

- i. The project applicant shall continue to sponsor and provide private buses (or an equivalent service and capacity as existing conditions).
- ii. The project applicant shall continue to subsidize an AC Transit bus pass to students and faculty as long as AC Transit bus service is available. The project applicant shall assign

a transportation coordinator who will provide carpooling and ridematching services to parents who are interested in carpooling.

- iii. The School shall commit to maintain an average of 27% of its school-year student enrollment traveling to school by modes other than single occupancy vehicles (e.g. driving or being driven alone) as long as AC Transit maintains the bus routes that serve the School. However, once the School achieves a maximum student enrollment of 906 students, the School shall commit to maintain an average of 30% of its school-year student enrollment traveling by modes other than single occupancy vehicles. A survey of alternative travel modes shall occur during each of the two independent monitoring periods carried out during the school year pursuant to Condition 23(g) and the counts shall be averaged over the two (2) monitoring periods. However, the School may elect to conduct additional third-party monitoring and the counts shall be averaged overall additional academic year monitoring periods. Alternative travel modes shall include walking, biking, carpooling or taking a bus. If AC Transit chooses to discontinue one or more of the routes that service the School, the average required by this condition will be lowered by the percent of students who used the discontinued transit line. The School and the City will then work together to determine transportation alternatives and a new, appropriate percentage of students that should be traveling to school by means other than single-occupancy vehicles.

d) Special Events

- i. The project applicant shall establish transportation procedures for Special Events to 1) ensure that Special Events are managed efficiently and effectively; and 2) minimize traffic and parking in the neighborhood. The project sponsor shall anticipate the attendance of Special Events and note this on the school's calendar. At least two weeks prior to a Special Event, the School shall confirm the anticipated number of vehicles and distribute the appropriate parking locations and restrictions to the attendees and Neighborhood Liaison Committee. For all Special Events, the school shall direct visitors not to park on neighborhood streets and instead encourage them to park in off-street lots or on either side of Lincoln Avenue above the gatehouse.
- ii. For single or cumulative Special Events on the same day that will generate between 50 and 150 people, the School shall provide sufficient parking either at the main campus, 4368 Lincoln Ave. or Lincoln Ave. above the gatehouse. For single events or cumulative events on the same day expected to be between 150 and 400 people, the School shall provide sufficient parking on-site, at 4368 Lincoln Avenue, on Lincoln Avenue above the gatehouse, the Mormon Temple, the Greek Orthodox Church and/or Cerebral Palsy Center. For events exceeding 400 people, an off-site alternative, with a shuttle or valet system, is required.
- iii. Traffic Monitors during Special Events: The purpose of traffic monitors during Special Events is to direct cars away from neighborhood streets and into off-street parking or onto Lincoln Avenue above the gatehouse. Single or cumulative events with 50 or fewer visitor vehicles are not considered Special Events per Condition 16 (clean version) and do not require a traffic monitor. However, parking signs shall be posted along Lincoln Avenue. Single or cumulative events with 50-150 people shall require one monitor along Lincoln Avenue at the corner of Lincoln and Alida and another monitor at the Whittle Gate. Single or cumulative events between 150 and 200 people shall require four (4) monitors. Monitors will be stationed at the following streets to direct cars to parking

provided for the event: Whittle Gate, Lincoln Avenue south of the gate house, Alida Street between Lincoln and Laguna Avenue, and Alida Court. Single or cumulative events over 200 people shall require six (6) monitors, unless an off-site shuttle service is used. In addition to the streets listed above, the monitors will be stationed at the following streets: Tiffin Avenue between Whittle and Lincoln Avenue, and Burlington Street.

The traffic monitors shall wear a colored safety vest, carry digital cameras, and provide adequate information to the school in order to identify the Special Event parking violators and for the school to implement the enforcement policy. Monitors shall be in the neighborhoods 15 minutes prior to any event.

The project applicant shall provide a live hotline number to reach an event manager during Special Events to be used to report violations or complaints. Enforcement of violations of Traffic Safety Rules (see subsection (f) below) observed during Special Events shall be handled in the manner set forth in subsection f below and the TDM.

e) Communication

The project applicant shall establish communication protocols to 1) institutionalize and encourage good neighbor parking and driving behavior; 2) ensure that the School community drives in a safe manner; and 3) ensures the rules are clearly communicated, including:

- i. Traffic Safety Rules: The TDM contains a list of Traffic Safety Rules that are designed specifically to increase safety of the school community and the neighborhood. The TDM also includes a list of “Good Neighbor Rules” designed to decrease impacts to neighbors.
- ii. The project applicant shall continue to maintain a Transportation Policy Guide. The Guide shall include, but not be limited to the following: Vehicle drop-off and pick-up procedures designed to promote an efficient operation; bus loading procedures; Traffic Safety Rules; “Good Neighbor Rules” including blocking driveways, u-turns in neighbor’s driveways; Transit Subsidy Program; Special Event Traffic and Parking Rules; and consequences for violations. If necessary to reflect the updated TDM Plan, the Transportation Policy Guide shall be submitted to Bureau of Planning, Transportation Services Divisions, and OPD-Traffic Safety for review. The project applicant shall distribute the Transportation Policy Guide to each student’s parent/guardian. Each student’s parent/guardian will need to provide written acknowledgement of receipt of the Policy Guide, and acceptance of its policies as a condition of enrollment. The School shall submit a record of each family’s acknowledgement of receipt in a form acceptable to the City if requested. The project applicant shall hold a parent meeting at the beginning of each school year to discuss the traffic and parking. If rules change significantly, as determined by the Director of the Bureau of Planning, after the beginning of the school year, the project applicant shall hold another meeting. A City staff member may attend. The project applicant shall annually review the Transportation Policy Guide and submit the Transportation Policy Guide for review by the Bureau of Planning, Transportation Services Division, and OPD-Traffic Safety staff.

f) Enforcement of Traffic Safety Rules and Event Traffic and Parking

- i. The School shall implement and maintain a system to identify and track persons who violate the School's Traffic Safety Rules as set forth in the TDM. Good Neighbor Rules as set forth in the TDM shall not be considered Traffic Safety Rules subject to enforcement by the Bureau of Planning. Violations of the Vehicle Code are enforced by the Oakland Police Department.
- ii. During the pick-up and drop-off periods: The School shall assign four (4) traffic monitors to implement and monitor the Traffic Safety Rules. The monitors shall be placed at:
 - Whittle Gate,
 - On the westbound loop (e.g. the intersection of Laguna and Alida)
 - Two traffic monitors for Lincoln Ave between the main entrance and upper driveway.

The traffic safety rule monitors shall wear a safety vest, carry digital cameras, and provide adequate information to the school in order to identify the rule violators and for the school to implement the traffic safety rule enforcement policy. Monitors shall be in the neighborhoods 15 minutes prior to scheduled pick-up and drop-off times.

g) Compliance Reporting

- i. The project applicant shall hire a qualified traffic consultant, approved by the Director of Planning or designee, to monitor compliance with the traffic-related conditions in the Conditions of Approval and the approved TDM. Specifically, the independent monitors shall verify compliance by:
 - Counting the number of traffic assistants and monitors present during drop-off and pick-up periods.
 - Observing the drop-off and pick-up traffic flow and recommending measures to ensure smooth operations to the City.
 - Reviewing the length of the queue and check if it extends above the upper driveway.
 - Collecting the number of violations that have been reported from Head Royce's database and recommending measures to reduce violations.
 - Recording parking occupancy in all Head Royce parking lots.
 - Monitoring Whittle Avenue and Alida for School –related parking.
 - Auto Trip Reduction Program and related documents as determined satisfactory by the Director of Planning, to meet the alternative transportation mode percentage.
- ii. The independent monitor shall monitor the school's compliance with the traffic-related conditions of approval as implemented by the TDM four times per year: once each semester, once during the Summer Program and once during a Special Event involving over 100 cars. The independent traffic consultant shall submit a written report within two weeks of the monitoring summarizing the results of the monitoring session. The reports shall include recommendations to remedy potential infractions of the traffic-related conditions of approval, if appropriate to the Bureau of Planning. Such measures proposed by the independent traffic consultant must be approved by the City of Oakland prior to implementation. The City of Oakland shall have one week to review and approve the submitted measures. Upon City of Oakland approval of enhanced or additional TDM measures, the project applicant shall be given four weeks after the approval to implement the recommended measures.

iii. The School shall have one semester to cure any traffic-related violations of the conditions of approval. If after invoking enhanced or additional TDM measures the School still does not meet its traffic-related conditions of approval based on the independent monitors reports submitted to the City of Oakland, the Bureau of Planning may refer the matter to the City of Oakland Planning Commission for scheduling of a compliance hearing to determine whether the School's approvals should be revoked, altered, or additional conditions of approval imposed. This could include a permanent reduction in enrollment. The City of Oakland can also impose penalties on a per infraction fee pursuant to the City's Master Fee Schedule based on the observations of city officials, the Oakland Police Department, or the independent monitors. In determining whether reduced enrollment or other remedies are appropriate, the City of Oakland shall consider if the School has demonstrated a good faith effort to comply with the traffic-related conditions of approval. It will be up to the School to provide evidence to the City of Oakland of good faith efforts for review.

This Condition has been added to address and minimize ongoing traffic and parking concerns.

61. Neighborhood Liaison Committee /Point of Contact/Complaints.

Ongoing

The School shall invite interested representatives from the surrounding neighborhood streets, including but not limited to, Upper Lincoln, Lower Lincoln, Alida Court and Whittle Avenue neighborhood (Neighborhood Committee) to meet with a representative from the School administration, the Director of Neighborhood Relations (or his or her designee) and a member of the board of trustees, in order to resolve conflicts and maintain communications between the school and the surrounding neighborhoods. The School shall convene the Neighborhood Committee at least twice a year, with one meeting held at the end of the school year and prior to the start of the Summer Program. The date/time/location shall be mutually agreed to by the Neighborhood Committee and the School. Invitations to the meeting with a written agenda shall be mailed at least 10 days prior to the scheduled meeting to the Neighborhood Committee, the City Council's office for district 4, the planning director or designee, and all residents immediately abutting and adjacent to the School. The School shall increase the number of meetings if determined to be necessary by City Bureau of Planning staff. School shall provide notice of these meetings to City staff who may attend.

No later than 30 days after this approval and ongoing

The Project Applicant shall designate a representative, or series of representatives, on site, to act as the primary point(s) of contact and as a complaint manager. The procedures and protocols to track and timely respond and resolve complaints/concerns raised by neighbors, or others relating to the school's operations, including but not limited to traffic, noise, etc. are contained in the TDM Plan. One of the purposes of this condition is to have the project applicant timely respond and resolve complaints prior to involvement by Building Services Code Compliance Division, unless the complaint is related to imminent threats to public health or safety. The School shall provide neighbors with a daytime and evening contact number for the complaint manager. Complaints will be responded to within 48 hours. In addition, the School shall provide neighbors with a 24-hour emergency hotline number for use in the event of an emergency.

This Condition replaces Condition 48: Neighborhood Liaison Committee above (Condition 24 of the clean version).

62. Deliveries.

Ongoing

All deliveries, except US Mail, Fed-Ex and UPS trucks and a once a year mulch delivery to the playground area, must access the School via the Whittle Gate or the upper parking lot area. Except as noted above, no deliveries are permitted along Lincoln Avenue. Deliveries must be scheduled for 9 a.m. to 5 p.m. on weekdays, except for deliveries to the café which may commence at 7 a.m. on weekdays operation hours only and no overnight parking or idling is permitted. The School shall provide a live daytime and evening contact number for the complaint manager.

This Condition has been added to address an item in the Neighborhood Agreement.

63. Emergency Management Plan.

Prior to the start of the next semester after Planning Approvals and Ongoing

The project applicant shall develop an Emergency Management Plan ("EMP"), and submit to Planning and Zoning Division, Transportation Services Division, OPD-Traffic Safety, and the Fire Marshal, for review and consultation. The Applicant shall implement the final EMP. The EMP shall include at least the following components:

a) Fire Protection Bureau Occupancy Review

Ongoing

The School shall cooperate and coordinate with the Fire Services Department to conduct yearly occupancy and fire safety inspections of the school, fire drills and unannounced future site visits. The resulting Fire Department report(s), and any follow-ups, shall be sent to the Planning and Zoning Division for review.

b) Emergency Preparedness Plan

With 6 months and Ongoing

The School shall submit an Emergency Preparedness Plan, within 6 months after this approval. The completed plan shall be submitted to the Planning and Zoning Division and the Fire Protection Bureau for review and consultation. The plan shall discuss emergency evacuation procedures that will facilitate emergency vehicle access to the neighborhood during School pick-up and drop-off operations. The plan shall be implemented.

c) Fire Department Site Visits

The project applicant shall coordinate with the Oakland Fire Marshal's Office to make periodic unannounced visits to the school (the frequency, timing, and types of visits should be at the Fire Marshal's discretion based on need for visits and compliance by the school) to verify that adequate emergency vehicle access is being maintained during peak pick-up and drop-off periods. The Fire Marshal should consult with the School to identify modifications to the circulation rules, if emergency access problems are identified.

This Condition has been added to address an item in the Neighborhood Agreement.

Applicant and/or Contractor Statement

I have read and accept responsibility for the Conditions of Approval, as approved by Planning Commission actions on _____ and all previous actions. I agree to abide by and conform to these conditions, as well as to all provisions of the Oakland Zoning Code and Municipal Code pertaining to the project.

Signature of Owner/Applicant:

(date)

**CITY RECOMMENDED REVISED
HEAD ROYCE CONDITIONS OF APPROVAL**

Clean version - October 27, 2015

1. Approved Use.

Ongoing

The project shall be constructed and operated in accordance with the authorized use as described in the application materials, attached staff report, the preliminary PUD plans approved January 4, 2006, final PUD approved plans dated October 29, 2007, the approved plans dated July 28, 2009, and the plans submitted on September 11, 2014 to correct striping and make other minor improvements on existing parking spaces. Any additional uses or facilities other than those approved with this permit, as described in the project description and the approved plans, will require a separate application and approval.

- a) The action by the City Planning Commission (PUDF07-520) which includes:
 - i. Approval of a Final Planned Unit Development ("FPUD") for the Head Royce Master Plan PUD, under Oakland Municipal Code Section 17.140.
 - ii. Approval of a Conditional Use Permit for 20 tandem parking spaces on the parking level extension.
- b) The action by the City Planning staff (DS09-224) approving construction of parking improvements to the existing east parking lot at the Head Royce School to accommodate 126 parking spaces (including restriping, paving, grading, and construction of retaining walls, and construction of a drilled pier supported retaining wall for tandem parking approved by the Planning Commission as part of PUDF07-520).
- c) The action by Building Permit PZ1400021 to provide an additional 31 parking spaces on campus for a total of 157 spaces.
- d) This action by the City ("this Approval") (REV13-0003) includes the amendments to the PUD and the Conditions of Approval set forth below which includes but is not limited to clarifications for:
 - i. School Enrollment
 - ii. Hours of Academic and Childcare Operation
 - iii. Summer Program Enrollment / Operations
 - iv. Number of Special Events / Days and Hours of Operation, and
 - v. Implementation of a Transportation Demand Management Program.
- e) The Conditions of Approval for REV13-003 supersede the previous Conditions of Approval for PUD04-400, PUDF07-520 and DS09-224.

2. Effective Date, Expiration.

Ongoing

Unless a different termination date is prescribed, this Approval shall expire two years from the approval date, unless within such period the authorized activities have commenced. Upon written

request and payment of appropriate fees submitted no later than the expiration date of this permit, the Director of City Planning or designee may grant a one-year extension of this date, with additional extensions subject to approval by the approving body.

3. Scope of This Approval; Major and Minor Changes.

Ongoing

The project is approved pursuant to the Planning Code only. Minor changes to approved plans, conditions of approval, facilities or use may be approved administratively by the Director of City Planning or designee. Major changes to approved plans, conditions of approval, facilities or use shall be reviewed by the City Planning Commission as a revision to the PUD. Major changes shall include increases in the academic or summer program enrollment, number of summer program sessions or merger of residential lots with the campus. The Planning Director or designee shall, in his or her discretion, determine whether other proposed changes in conditions, facilities or uses constitutes a minor or major change upon submission of an application for such change. A determination of whether a change is minor or major is subject to appeal pursuant to the Oakland Planning Code.

4. Conformance to Approved Plans; Modification of Conditions or Revocation.

Ongoing

- a) Site shall be kept in a blight/nuisance-free condition. Any existing blight or nuisance shall be abated within 60 days of approval, unless an earlier date is specified elsewhere, or the applicant demonstrates to the satisfaction of the Planning Director that abatement requires more than 60 days to implement.
- b) Violation of any term, Conditions/ Mitigation Measures or project description relating to the Approvals is unlawful, prohibited, and a violation of the Oakland Municipal Code. The City of Oakland reserves the right to initiate civil and/or criminal enforcement and/or abatement proceedings, or after notice and public hearing, to revoke the Approvals or alter these Conditions/ Mitigation Measures if it is found that there is violation of any of the Conditions/ Mitigation Measures or the provisions of the Planning Code or Municipal Code, or the project operates as or causes a public nuisance. This provision is not intended to, nor does it, limit in any manner whatsoever the ability of the City to take appropriate enforcement actions, including but not limited to the imposition of financial penalties. The project applicant shall be responsible for paying fees in accordance with the City's Master Fee Schedule for inspections conducted by the City or a City-designated third-party to investigate alleged violations of the Conditions of Approval.

5. Signed Copy of the Conditions/Mitigation Measures.

With submittal of a demolition, grading, and building permit

A copy of the approval letter and Conditions/ Mitigation Measures shall be signed by the property owner, notarized, and submitted with each set of permit plans to the appropriate City agency for this project.

6. Compliance with Conditions of Approval.

Ongoing

The project applicant shall be responsible for compliance with the recommendations in any submitted and approved technical report and all the Conditions of Approval and in all applicable adopted mitigation measures set forth below at its sole cost and expense, and subject to review and approval of the City of Oakland.

7. Indemnification.

Ongoing

a) To the maximum extent permitted by law, the applicant shall defend (with counsel acceptable to the City), indemnify, and hold harmless the City of Oakland, Oakland City Council, the Oakland City Planning Commission and its respective agents, officers, and employees (hereafter collectively called City) from any liability, damages, claim, judgment, loss, (direct or indirect) action, causes of action, or proceeding (including legal costs, attorneys' fees, expert witness or consultant fees, City Attorney or staff time, expenses or costs) (**collectively called "Action"**) against the City to attack, set aside, void or annul, (1) this approval or (2) implementation of this approval. The City shall promptly notify the project applicant of any claim, action or proceeding. The City may elect, in its sole discretion, to participate in the defense of said Action and the applicant shall reimburse the City for its reasonable legal costs and attorney's fees.

b) Within ten (10) calendar days of the filing of any Action as specified in subsection a above, the applicant shall execute a Letter Agreement with the City, acceptable to the Office of the City Attorney, which memorializes the above obligations. These obligations and the Letter of Agreement shall survive termination, extinguishment or invalidation of the approval. Failure to timely execute the Letter Agreement does not relieve the applicant of any of the obligations contained in this condition or other requirements or conditions of approval that may be imposed by the City.

8. Severability.

Ongoing

Approval of the project would not have been granted but for the applicability and validity of each and every one of the specified conditions and/or mitigations, and if one or more of such conditions and/or mitigations is found to be invalid by a court of competent jurisdiction this Approval would not have been granted without requiring other valid conditions and/or mitigations consistent with achieving the same purpose and intent of such Approval.

9. Subsequent Conditions or Requirements.

Ongoing

This approval shall be subject to the conditions of approval contained in any subsequent Tentative Tract Map, Tentative Parcel Map or mitigation measures contained in the approved environmental document for this project.

10. Compliance Matrix

Ongoing. On October 1 of each year, the project applicant shall submit to the Planning and Zoning Division and the Building Services Division a Conditions/ Mitigation Measures compliance matrix that lists each condition of approval and mitigation measure, including those addressing the summer program, the City agency or division responsible for review, and how/when the project applicant has met or intends to meet the conditions and mitigations. The

applicant will sign the Conditions of Approval attached to the approval letter and submit that with the compliance matrix for review and approval.

11. Mitigation Monitoring and Reporting Program.

Ongoing

The following mitigation measures shall be incorporated into the project. The measures are taken from the Mitigated Negative Declaration for the Head Royce Master Plan Project (2006). In addition, the applicant has proposed other measures as part of a Transportation Demand Management Plan. For each measure, this Mitigation Monitoring and Reporting Program (MMRP) indicates the entity (generally, an agency or department within the City of Oakland) that is responsible for carrying out the measure (“**Responsible Implementing Entity**”); the actions necessary to ensure compliance with the applicable measure (“**Monitoring Action(s)**”) and the entity responsible for monitoring this compliance (“**Monitoring Responsibility**”); and the time frame during which monitoring must occur (“**Monitoring Timeframe**”).

TRAFFIC AND CIRCULATION

Impact T1: The increase in enrollment at the completion of the 2006 Master Plan could result in extension of the parking queue (defined as the cars waiting curb-side along Lincoln) during the morning drop-off and the after-school pickup period.

Mitigation T1: The project sponsor shall monitor the morning drop-off and afternoon pick-up queue during the school year as well as during any summer program operations. The procedures and monitoring forms are included in the TDM Plan. The project sponsor shall implement the monitoring procedures by either: 1) retaining a qualified independent traffic consultant to monitor the extent of the queue along Lincoln Avenue or 2) hire a qualified independent traffic consultant, approved by the Bureau of Planning, to train at least two (2) supervising monitors to implement and supervise the monitoring procedures. Any new supervising monitor must be trained directly by the independent traffic consultant. If the school’s drop-off or pick-up queue extends for more than 60 seconds in any single monitoring period (excluding delays due to extenuating circumstances such as a traffic accident) past the school’s upper driveway and the red “no parking” zone above the driveway along the north side of Lincoln Avenue and extending into the “Keep Clear” zone, the school shall implement as many of the following actions and continue to implement these actions as would be necessary to accomplish the necessary reduction in the length of the queue:

- Implement staggered morning drop-off and afterschool pickup times.
- Stagger the afterschool bus pick-up times so that the buses are loaded and leave prior to the start of pickup.
- Discourage early arrival for pickup within the Transportation Policy Guide and during an annual back to school traffic presentation.
- Increase public and private bus ridership in addition to those already in effect at the time of the queueing violation.
- If the previous measures do not reduce the queue, work with the City to restrict on-street parking during morning drop-off and afternoon pickup on Lincoln Avenue to allow for a longer queue. The School shall retain a qualified traffic consultant to prepare an analysis of

the queue extension for review by the City's Transportation Services and Oakland Police Department Traffic Safety Divisions. The School shall pay any required review fee. The City may decline to restrict on-street parking to allow a longer queue, in which case other measures noted above must be pursued.

Responsible Implementing Entity: Bureau of Planning and Public Works Agency, Traffic Engineering Division

Monitoring Action(s): Monitoring and reporting shall take place for four one-week periods, once at the beginning of each School semester, and once at the beginning of each Summer Program session. After 2017, the number of monitoring sessions and the duration of the monitoring period for each school year shall be determined by the City of Oakland's Transportation Services Division, Oakland Traffic Safety Division and Bureau of Planning based in part of the school's performance in reducing the queue. In accordance with the TDM, either a qualified independent traffic consultant or two (2) trained monitors shall monitor the Lincoln Avenue queues during after-school pick-up (3:00 to 3:45 p.m.) and morning drop-off (7:55 to 8:30 a.m.) by recording observations of the length of the each queue, reporting on the number of vehicles in the queue every 15 minutes, and the maximum number of vehicles in the queue during the daily monitoring period using the form provided as an appendix to the TDM. The monitoring persons shall also note the number of buses in the queue at each monitoring time. The Director of Operations shall prepare a report at the end of every week during each monitoring period based on the information gathered, sign the report, and submit to the Bureau of Planning. In addition to monitoring forms, the School shall also submit video documentation of the queue during the time periods referenced above eight (8) days each year (two days during each of the four (4) monitoring weeks) for a total of sixteen (16) video clips.

If the results of any of the monitoring periods show that the queue of vehicles extends for a period of 60 seconds or more during each monitoring period past the school's upper driveway, the School shall consult with Bureau of Planning, Transportation Services Division, and Oakland Police Department Safety Division and determine which of the above actions shall be implemented in what order to reduce the length of the queue.

Monitoring and reporting shall continue for an additional three (3) weeks following implementation of each of the above actions and shall continue as long as the City deems necessary to show that it has been effective in reducing the length of the queue.

Monitoring and Reporting Responsibility: Head Royce School

Monitoring and Reporting Review: Bureau of Planning

12. School Grades/Enrollment / Verification.

Ongoing

- a) Head Royce School is permitted to operate a K-12 Community Education Facility.
- b) The School is permitted to increase its enrollment to 875 students with this approval. Enrollment may increase by up to 15 students each year The City met with the School in 2010 and agreed to stay enforcement proceedings if the School would come into compliance with its conditions of approval and submit a TDM program. The School hired a traffic consultant in 2011 to look at ways it could implement improvements to drop off and pick up operations and develop a TDM program. The maximum school

enrollment at Head Royce School is 906 students. No enrollment fluctuation resulting in enrollment above 906 students is allowed.

- c) The school shall submit the enrollment numbers to the Bureau of Planning no later than October 15th each year.
- d) In accordance with state law, the school shall also submit its enrollment figures to the California Department of Education no later than October 15th of each year.

13. Special Inspector/Inspections, Independent Technical Review, Project Coordination and Management.

Ongoing

The project applicant may be required to cover the full costs of independent technical review and other types of peer review, monitoring and inspection, including without limitation, inspections of violations of Conditions of Approval. The project applicant shall establish a deposit with the Building Services Division, as directed by the Building Official, Director of City Planning or designee.

14. Hours of Operations (Academic, Childcare and After School Program).

Ongoing

Head Royce School's hours of operation, which include academic, childcare and afterschool programs, are from 7:00 a.m. to 6:30 p.m. Monday through Friday. Athletic practices, including outdoor practices, may commence at 6:30 a.m. on weekdays. Outdoor athletic practices and games shall end by 7:30 p.m. or sundown, whichever is earlier. Indoor activities involving only School students, faculty, staff and members of the board of trustees such as play rehearsals, standardized testing, band practices, and meetings of student organizations, faculty committees and meetings of the board of trustees are not considered Special Events as defined in Condition 16 and may occur after 6:30 p.m. on weekdays and between 8:00 a.m. and 6:00 p.m. on weekends. No field-wide lighting may be installed on the athletic field.

15. Summer Program Enrollment / Operations.

Ongoing

- a) Summer Program hours are from 7:30 a.m. to 6:00 p.m. over the summer from Monday through Friday only.
- b) Summer Program includes two, three (3) week sessions spanning six weeks, generally beginning the third week in June through the last week in July.
- c) The Summer Program may have evening or weekend Special Events. However, those Special Events will be included in the maximum number of Special Events listed below.
- d) The maximum Summer Program enrollment is 780 children per session. The Director of Operations shall submit the enrollment numbers to the Planning and Zoning Division 2 weeks prior to each session of the Summer Program.
- e) The playing fields or pool shall not be used prior to 9:00 AM.
- f) The School shall operate the Summer Program and shall not lease, partner, or loan the Summer Program to another operator or organization.
- g) Unless otherwise noted, all Conditions of Approval that apply to School operations apply to the Summer Program.

16. Number of Special Events / Days and Hours of Operation.

Ongoing

The School and the Summer Program shall be permitted to hold Special Events at the Head Royce School campus subject to the following:

- a) A "Special Event" is defined as a gathering in which visitors (including parents) are invited to the campus in conjunction with a School or Summer Program-sponsored event or activity such as a Back to School night, a performance (play or musical), athletic event, dance, walk-a-thon, guest speaker, school fair, Admissions Open House, promotion or graduation ceremony, associated and carried out by the school (not hosted by an outside group or organization) and for which 50 or more visitor vehicles are expected. If more than one Special Event occurs on a single day, each Special Event shall count as a separate event. Parking rules for Special Events are outlined in Condition 23. A Special Event does NOT include indoor activities involving only School students, faculty, staff and members of the board of trustees such as play rehearsals, standardized testing, band practices, and meetings of student organizations, faculty committees and meetings of the board of trustees. In addition, neighborhood meetings required or requested to be held on campus as a condition of this permit or otherwise by the City are not considered to be Special Events.
- b) The school shall post an annual calendar on its website and provide the website link to the Neighborhood Committee described in Condition 24 at the beginning of the School year listing all Special Events and the anticipated number of visitor vehicles that will be generated for each event. The School is permitted an additional ten (10) total weekday evening events that are not on identified on the annual calendar, provided that the Neighborhood Committee is provided a 30-day notice of such addition and those events shall not take place during weekends or the summer.
- c) During school academic, childcare and afterschool program hours of operation, Mondays through Fridays, the School is permitted an unlimited number of Special Events. However, those events for which 50 or more visitor vehicles are expected must follow Condition 23 procedures for Special Events.
- d) The school shall be permitted a maximum of 85 evening Special Events per school year during the hours of 7:00 p.m. -9:30 p.m. All Special Event participants shall have left the campus and the lot locked by 10:00 p.m. School dances shall end by 10:30 p.m. with all participants leaving by 11:00 p.m.
- e) The school shall be permitted a maximum of 55 Saturday daytime Special Events per school year during the hours of 9:00 a.m. to 6:00 and 10 Saturday evening Special Events per school year during the hours of 6:00 p.m. to 9:30 p.m. The school shall be permitted a maximum of ten (10) Sunday Special Events per school year during the hours of 9:00 a.m. - 6:00 p.m. The school shall be permitted a maximum of ten (10) single day summer Special Events during the hours of 9:00 a.m. - 6:00 p.m. and only on weekdays.
- f) No events shall be held that have not been published on the school calendar or a 30 day in advance or emailed to immediate neighbors one month in advance. The school is not permitted to rent or loan out any of its facilities.
- g) All Special Events shall be monitored by the School per the Condition of Approval.

17. Total Number of Employees.

Ongoing

- a) The Project Applicant shall submit the total number of employees to the Bureau of Planning no later than October 15th each year.
- b) In accordance with state law, the school shall also submit their employee numbers to the California Department of Education no later than October 15th of each year.

18. Master Plan May Be Required for Student Enrollment Increase or “Future Construction”.
Ongoing

The Project Applicant shall apply for a new or amended Planned Unit Development Permit for any student enrollment increase over 906 students on the Head Royce campus site, including but not limited to any physical expansion of Head Royce School’s operations at 4315 Lincoln Avenue or any other “Future Construction” associated with increasing Head Royce School’s operations. The City may require preparation of a campus-wide Master Plan for any such expansion. Future Construction is defined for purposes of this condition as: new, wholly reconstructed, or relocated school buildings, any expansion of floor area (as defined by Planning Code), new enclosed buildings or portions of buildings (i.e., storage shed, garage, attic on an existing building). For purposes of this condition, future construction does not include features such as unenclosed decks/balconies, stairs, walkways, patios, courtyards, fences, walls and retaining walls, trellises or other landscape features, interior remodeling of an existing building, or repair of existing building features. Any future Master Plan shall address, at a minimum, an adequate on-site pick-up and drop-off area, how the school will accommodate additional student growth, a comprehensive development plan for the entire School, including addressing all on-site parking, events, sports fields (if applicable) and traffic-related and vehicle access issues. The last enrollment and staffing form submitted to the California Department of Education shall be required as part of the application documents.

19. Operational Noise General.
Ongoing

Noise levels from the activity, property, or any mechanical equipment on site or as a result of school operations shall comply with the performance standards of Section 17.120 of the Oakland Planning Code and Section 8.18 of the Oakland Municipal Code. If noise levels exceed these standards, the activity causing the noise shall be abated until appropriate noise reduction measures have been installed and compliance verified by the Planning and Zoning Division and Building Services. No outdoor amplified sound equipment shall be used on the campus without a permit from the City Manager’s office. For the purposes of this permit, “amplified sound equipment” includes bull horns, air horns, or loud speakers.

20. Parking Requirement and Shared Parking

At maximum enrollment (906 students), the School shall provide a minimum of 157 off-street parking spaces and in all cases shall, at a minimum, maintain sufficient off-street parking to meet Oakland Planning Code section 17.116.070(C). These spaces may be provided either at 4315 or 4368 Lincoln Avenue, provided that the spaces used at 4368 Lincoln Avenue are not already allocated to the existing use permit governing uses at that site. The School may use surplus parking at 4368 Lincoln Avenue, the Greek Orthodox Church, Cerebral Palsy Center, Mormon Temple or other off-site locations for additional parking, provided that use of these facilities for parking is not in fulfillment of the School’s obligation to provide 157 off-street parking spaces at maximum enrollment and are not required or needed for the uses governing those sites.

21. Whittle and Lincoln Avenue Properties.
Ongoing

The properties located at 4200, 4220 and 4180 Whittle Avenue and 4233 Lincoln Avenue shall be limited solely to permitted residential uses as defined in the Oakland Planning Code and the School will not merge the lot without obtaining an amendment to the PUD as a Major Change. The school shall maintain the residential character and uses of these houses and ensure that the houses maintain their structural integrity. These properties shall not be used for additional School

parking, School storage (including storage of maintenance equipment) or school deliveries or student pick-up or drop-off.

22. Whittle Gate Access.

Ongoing

Access to the school through Whittle Gate shall be limited as follows: Deliveries to the School shall be directed to Whittle Gate in accordance with Condition 25. The project applicant may provide *pedestrian* card access to the Whittle Gate to students or employees who walk or bike to School and to neighbors who have been given card access keys. The School may provide up to 22 *vehicle* access cards to faculty, staff or disabled visitors to park in the parking spaces in the School's lower parking lot. Disabled students may be dropped off at Whittle gate. Each year, the School shall deactivate the cards and issue new cards. Monitoring of Whittle Gate shall take place in accordance with Condition 23, below. The number of pedestrian and vehicle passes distributed each year shall be submitted to the Planning and Zoning Division.

23. Transportation Demand Management.

Ongoing

The applicant shall maintain a TDM plan attached as Exhibit A to these conditions during both the regular school year and during the Summer Program. Among other things, the TDM implements Conditions 23 a-g as set forth below. The Conditions are the governing and enforceable conditions of approval.

a) Traffic Circulation and Management

The School shall continue to implement policies to ensure that 1) the drop-off and pick-up process is managed effectively and efficiently; 2) to minimize traffic on neighborhood streets; and to 3) encourage safe driving behaviors. These policies include:

- i. Continuation of before and after-school childcare programs to reduce the number of peak vehicles arriving and departing the campus.
- ii. Maintenance of detailed, written instructions of the vehicle pick-up and drop-off process for the purpose of increasing efficiency in the pick-up and drop-off operation. These procedures, which will be incorporated into a Transportation Policy Guide (Guide), shall include, but are not limited to, how to access the vehicle drop-off/pick-up lane from each direction (loops), a map showing the specific area where vehicle drop-off and pick-up is permitted, rules regarding safe practices for entering and exiting vehicles, and the area that queue cannot exceed. The School shall actively discourage and communicate the dangers of picking-up students on streets other than the designated drop-off area, as part of the Guide, parent meetings, Back to School nights and other means. The Guide shall specifically discourage early arrival for afternoon pickup. The summer program shall follow the Transportation Policy Guide.
- iii. Compliance with Mitigation Measure Mitigation T1 and Condition 11.
- iv. Mormon Temple Staging Area and Alternative: If the Mormon Temple Staging Area becomes unavailable for use during the pick up or drop off process, the School shall promptly institute one of the alternative means of maintaining the queue in compliance with these conditions as set forth in Condition 11. If an off-site staging area continues to

be the preferred method to control the queue, the School shall institute that alternative within 30 days of the unavailability of the Mormon Temple in consultation with City staff. Alternative potential staging areas could include the parking lot of the Greek Orthodox Church, the Cerebral Palsy Center and/or the School's property at 4368 Lincoln,

- v. Circulation Assistants: During morning drop-off and afternoon pick-up periods, the project applicant shall assign 5 adults in the morning and 8 adults in the afternoon to assist with the efficient flow of pick-up and drop-off traffic in approximately the locations listed below, subject to refinement per discussion with the City planning staff. The circulation assistants shall be distinct from the traffic safety monitors.

Morning assistants:

1. One circulation assistant at the Lincoln Avenue crosswalk in front of the Gatehouse.
2. One circulation assistant at the bus loading zone on the north side of Lincoln.
3. One circulation assistant at the middle school gate above the bus loading zone on the north side of Lincoln.
4. One circulation assistant for the student drop off area zone on the south side of Lincoln
5. One circulation assistant at the top of queue on the north side of Lincoln

Afternoon circulation assistants:

Same as morning with additional circulation assistants as follows:

6. One circulation assistant at the top of the main gate stairs matching parent vehicles to waiting students for pick-up.
7. One circulation assistant at the upper driveway to manage the queue.
8. One circulation assistant at staging area in the Church's overflow parking lot (or alternative)

The school shall have a sufficient number of qualified alternates on campus during every morning and afternoon drop-off time to ensure that the minimum number of traffic personnel is always met. All traffic assistants shall wear colored safety vests. The summer program shall have at least as many circulation assistants as the school year program.

b) Parking management strategies

The School shall implement parking management strategies to ensure that 1) the School minimizes parking in the neighborhood; 2) school-related parking does not disrupt traffic; and provides incentives to reduce single occupancy vehicles.

- i. Through its TDM and Transportation Policy Guide, the School's policy shall be to direct staff, students and visitors to park in the School's 157 off-street spaces, in the lot at 4368 Lincoln Avenue and on Lincoln Avenue above the Gatehouse and direct them not to park on the side streets in the neighborhood.

- ii. The School shall continue to pay for a Residential Permit Parking program on Alida Avenue, Alida Court and Linette Court through the City of Oakland unless the neighbors on these streets withdraw their request to maintain this permit program.
- iii. Staff who contract with the school to carpool shall be given on-site priority spaces relative to non-carpooling staff in order to reduce single occupancy vehicles,
- iv. Students shall be directed by the School to park in off-street parking on campus or on Lincoln Avenue above the Gate house. Students that contract with the school to carpool shall be given on-site priority spaces in order to reduce single occupancy vehicles.
- v. The School shall maintain the required number of parking spaces per Section 17.116.070(C) at all times, including the Summer Program (one (1) space for each three employees plus one space for each 10 high school students of planned capacity.) An increase in employees or high school students could require additional parking spaces to be provided to meet the Planning Code. Required parking may be provided either on the Head Royce campus itself, unless prohibited by other Conditions of Approval, or at 4368 Lincoln Avenue or at other off-street locations. Surplus parking spaces are defined as those spaces above and beyond the requirements of the Planning Code for the permitted use. City staff shall use the School staff and student enrollment information submitted to the State of California Department of Education to determine compliance with parking ratios.
- vi. In its Transportation Policy Guide, the School shall define “single occupancy vehicle” as a vehicle with the one driver and one non-driving student or child.

c) Auto Trip Reduction Program

The School shall discourage single-student and single parent/student driving in the Transportation Policy Guide and implement policies with a goal of reducing single occupant vehicles arriving or departing the School. The Auto Trip Reduction Program shall be included in the TDM and address all four modes of transportation (pedestrian, bicycle, carpooling/vanpooling, and transit), including:

- i. The project applicant shall continue to sponsor and provide private buses (or an equivalent service and capacity as existing conditions).
- ii. The project applicant shall continue to subsidize an AC Transit bus pass to students and faculty as long as AC Transit bus service is available. The project applicant shall assign a transportation coordinator who will provide carpooling and ridematching services to parents who are interested in carpooling.
- iii. The School shall commit to maintain an average of 27% of its school-year student enrollment traveling to school by modes other than single occupancy vehicles (e.g. driving or being driven alone) as long as AC Transit maintains the bus routes that serve the School. However, once the School achieves a maximum student enrollment of 906 students, the School shall commit to maintain an average of 30% of its school-year student enrollment traveling by modes other than single occupancy vehicles. A survey of alternative travel modes shall occur during each of the two independent monitoring periods carried out during the school year pursuant to Condition 23(g) and the counts

shall be averaged over the two (2) monitoring periods. However, the School may elect to conduct additional third-party monitoring and the counts shall be averaged overall additional academic year monitoring periods. Alternative travel modes shall include walking, biking, carpooling or taking a bus. If AC Transit chooses to discontinue one or more of the routes that service the School, the average required by this condition will be lowered by the percent of students who used the discontinued transit line. The School and the City will then work together to determine transportation alternatives and a new, appropriate percentage of students that should be traveling to school by means other than single-occupancy vehicles.

d) Special Events

- i. The project applicant shall establish transportation procedures for Special Events to 1) ensure that Special Events are managed efficiently and effectively; and 2) minimize traffic and parking in the neighborhood. The project sponsor shall anticipate the attendance of Special Events and note this on the school's calendar. At least two weeks prior to a Special Event, the School shall confirm the anticipated number of vehicles and distribute the appropriate parking locations and restrictions to the attendees and Neighborhood Liaison Committee. For all Special Events, the school shall direct visitors not to park on neighborhood streets and instead encourage them to park in off-street lots or on either side of Lincoln Avenue above the gatehouse.
- ii. For single or cumulative Special Events on the same day that will generate between 50 and 150 people, the School shall provide sufficient parking either at the main campus, 4368 Lincoln Ave. or Lincoln Ave. above the gatehouse. For single events or cumulative events on the same day expected to be between 150 and 400 people, the School shall provide sufficient parking on-site, at 4368 Lincoln Avenue, on Lincoln Avenue above the gatehouse, the Mormon Temple, the Greek Orthodox Church and/or Cerebral Palsy Center. For events exceeding 400 people, an off-site alternative, with a shuttle or valet system, is required.
- iii. Traffic Monitors during Special Events: The purpose of traffic monitors during Special Events is to direct cars away from neighborhood streets and into off-street parking or onto Lincoln Avenue above the gatehouse. Single or cumulative events with 50 or fewer visitor vehicles people are not considered Special Events per Condition 16 and do not require a traffic monitor. However, parking signs shall be posted along Lincoln Avenue. Single or cumulative events with 50-150 people shall require one monitor along Lincoln Avenue at the corner of Lincoln and Alida and another monitor at the Whittle Gate. Single or cumulative events between 50 and 200 people shall require four (4) monitors. Monitors will be stationed at the following streets to direct cars to parking provided for the event: Whittle Gate, Lincoln Avenue south of the gate house, Alida Street between Lincoln and Laguna Avenue, and Alida Court. Single or cumulative events over 200 people shall require six (6) monitors, unless an off-site shuttle service is used. In addition to the streets listed above, the monitors will be stationed at the following streets: Tiffin Avenue between Whittle and Lincoln Avenue, and Burlington Street.

The traffic monitors shall wear a colored safety vest, carry digital cameras, and provide adequate information to the school in order to identify the Special Event parking violators and for the school to implement the enforcement policy. Monitors shall be in the neighborhoods 15 minutes prior to any event.

The project applicant shall provide a live hotline number to reach an event manager during Special Events to be used to report violations or complaints. Enforcement of violations of Traffic Safety Rules (see subsection (f) below) observed during Special Events shall be handled in the manner set forth in subsection f below and the TDM.

e) Communication

The project applicant shall establish communication protocols to 1) institutionalize and encourage good neighbor parking and driving behavior; 2) ensure that the School community drives in a safe manner; and 3) ensures the rules are clearly communicated, including:

- i. Traffic Safety Rules: The TDM contains a list of Traffic Safety Rules that are designed specifically to increase safety of the school community and the neighborhood. The TDM also includes a list of “Good Neighbor Rules” designed to decrease impacts to neighbors.
- ii. The project applicant shall continue to maintain a Transportation Policy Guide. The Guide shall include, but not be limited to the following: Vehicle drop-off and pick-up procedures designed to promote an efficient operation; bus loading procedures; Traffic Safety Rules; “Good Neighbor Rules” including blocking driveways, u-turns in neighbor’s driveways; Transit Subsidy Program; Special Event Traffic and Parking Rules; and consequences for violations. If necessary to reflect the updated TDM Plan, the Transportation Policy Guide shall be submitted to Bureau of Planning, Transportation Services Divisions, and OPD-Traffic Safety for review. The project applicant shall distribute the Transportation Policy Guide to each student’s parent/guardian. Each student’s parent/guardian will need to provide written acknowledgement of receipt of the Policy Guide, and acceptance of its policies as a condition of enrollment. The School shall submit a record of each family’s acknowledgement of receipt in a form acceptable to the City if requested. The project applicant shall hold a parent meeting at the beginning of each school year to discuss the traffic and parking. If rules change significantly, as determined by the Director of the Bureau of Planning, after the beginning of the school year, the project applicant shall hold another meeting. A City staff member may attend. The project applicant shall annually review the Transportation Policy Guide and submit the Transportation Policy Guide for review by the Bureau of Planning, Transportation Services Division, and OPD-Traffic Safety staff.

f) Enforcement of Traffic Safety Rules and Event Traffic and Parking

- i. The School shall implement and maintain a system to identify and track persons who violate the School’s Traffic Safety Rules as set forth in the TDM. Good Neighbor Rules as set forth in the TDM shall not be considered Traffic Safety Rules subject to enforcement by the Bureau of Planning. Violations of the Vehicle Code are enforced by the Oakland Police Department.
- ii. During the pick-up and drop-off periods: The School shall assign four (4) traffic monitors to implement and monitor the Traffic Safety Rules. The monitors shall be placed at:
 - Whittle Gate,
 - On the westbound loop (e.g. the intersection of Laguna and Alida)

- Two traffic monitors for Lincoln Ave between the main entrance and upper driveway.

The traffic safety rule monitors shall wear a safety vest, carry digital cameras, and provide adequate information to the school in order to identify the rule violators and for the school to implement the traffic safety rule enforcement policy. Monitors shall be in the neighborhoods 15 minutes prior to scheduled pick-up and drop-off times.

g) Compliance Reporting

- i. The project applicant shall hire a qualified traffic consultant, approved by the Director of Planning or designee, to monitor compliance with the traffic-related conditions in the Conditions of Approval and the approved TDM. Specifically, the independent monitors shall verify compliance by:
 - Counting the number of traffic assistants and monitors present during drop-off and pick-up periods.
 - Observing the drop-off and pick-up traffic flow and recommending measures to ensure smooth operations to the City.
 - Reviewing the length of the queue and check if it extends above the upper driveway.
 - Collecting the number of violations that have been reported from Head Royce's database and recommending measures to reduce violations.
 - Recording parking occupancy in all Head Royce parking lots.
 - Monitoring Whittle Avenue and Alida for School –related parking.
 - Auto Trip Reduction Program and related documents as determined satisfactory by the Director of Planning, to meet the alternative transportation mode percentage.
- ii. The independent monitor shall monitor the school's compliance with the traffic-related conditions of approval as implemented by the TDM four times per year: once each semester, once during the Summer Program and once during a Special Event involving over 100 cars. The independent traffic consultant shall submit a written report within two weeks of the monitoring summarizing the results of the monitoring session. The reports shall include recommendations to remedy potential infractions of the traffic-related conditions of approval, if appropriate to the Bureau of Planning. Such measures proposed by the independent traffic consultant must be approved by the City of Oakland prior to implementation. The City of Oakland shall have one week to review and approve the submitted measures. Upon City of Oakland approval of enhanced or additional TDM measures, the project applicant shall be given four weeks after the approval to implement the recommended measures.
- iii. The School shall have one semester to cure any traffic-related violations of the conditions of approval. If after invoking enhanced or additional TDM measures the School still does not meet its traffic-related conditions of approval based on the independent monitors reports submitted to the City of Oakland, the Bureau of Planning may refer the matter to the City of Oakland Planning Commission for scheduling of a compliance hearing to determine whether the School's approvals should be revoked, altered, or additional conditions of approval imposed. This could include a permanent reduction in enrollment. The City of Oakland can also impose penalties on a per infraction fee pursuant to the City's Master Fee Schedule based on the observations of city officials, the Oakland Police Department, or the independent monitors. In determining whether reduced enrollment or other remedies are appropriate, the City of

Oakland shall consider if the School has demonstrated a good faith effort to comply with the traffic-related conditions of approval. It will be up to the School to provide evidence to the City of Oakland of good faith efforts for review.

24. Neighborhood Liaison Committee /Point of Contact/Complaints.

Ongoing

The School shall invite interested representatives from the surrounding neighborhood streets, including but not limited to, Upper Lincoln, Lower Lincoln, Alida Court and Whittle Avenue neighborhood (Neighborhood Committee) to meet with a representative from the School administration, the Director of Neighborhood Relations (or his or her designee) and a member of the board of trustees, in order to resolve conflicts and maintain communications between the school and the surrounding neighborhoods. The School shall convene the Neighborhood Committee at least twice a year, with one meeting held at the end of the school year prior to the start of the Summer Program. The date/time/location shall be mutually agreed to by the Neighborhood Committee and the School. Invitations to the meeting with a written agenda shall be mailed at least 10 days prior to the scheduled meeting to the Neighborhood Committee, the City Council's office for district 4, the planning director or designee, and all residents immediately abutting and adjacent to the School. The School shall increase the number of meetings if determined to be necessary by City Bureau of Planning staff. School shall provide notice of these meetings to City staff who may attend.

No later than 30 days after this approval and ongoing

The Project Applicant shall designate a representative, or series of representatives, on site, to act as the primary point(s) of contact and as a complaint manager. The procedures and protocols to track and timely respond and resolve complaints/concerns raised by neighbors, or others relating to the school's operations, including but not limited to traffic, noise, etc. are contained in the TDM Plan. One of the purposes of this condition is to have the project applicant timely respond and resolve complaints prior to involvement by Building Services Code Compliance Division, unless the complaint is related to imminent threats to public health or safety. The School shall provide neighbors with a daytime and evening contact number for the complaint manager. Complaints will be responded to within 48 hours. In addition, the School shall provide neighbors with a 24-hour emergency hotline number for use in the event of an emergency.

25. Deliveries.

Ongoing

All deliveries, except US Mail, Fed-Ex and UPS trucks and a once a year mulch delivery to the playground area, must access the School via the Whittle Gate or the upper parking lot area. Except as noted above, no deliveries are permitted along Lincoln Avenue. Deliveries must be scheduled for 9 a.m. to 5 p.m. on weekdays, except for deliveries to the café which may commence at 7 a.m. on weekdays operation hours only and no overnight parking or idling is permitted. The School shall provide a live daytime and evening contact number for the complaint manager.

26. Emergency Management Plan.

Prior to the start of the next semester after Planning Approvals and Ongoing

The project applicant shall develop an Emergency Management Plan ("EMP"), and submit to Planning and Zoning Division, Transportation Services Division, OPD-Traffic Safety, and the Fire Marshall, for review and consultation. The Applicant shall implement the final EMP. The EMP shall include at least the following components:

**a) Fire Protection Bureau Occupancy Review
Ongoing**

The School shall cooperate and coordinate with the Fire Services Department to conduct yearly occupancy and fire safety inspections of the school, fire drills and unannounced future site visits. The resulting Fire Department report(s), and any follow-ups, shall be sent to the Planning and Zoning Division for review.

**b) Emergency Preparedness Plan
With 6 months and Ongoing**

The School shall submit an Emergency Preparedness Plan, within 6 months after this approval. The completed plan shall be submitted to the Planning and Zoning Division and the Fire Protection Bureau for review and consultation. The plan shall discuss emergency evacuation procedures that will facilitate emergency vehicle access to the neighborhood during School pick-up and drop-off operations. The plan shall be implemented.

c) Fire Department Site Visits

The project applicant shall coordinate with the Oakland Fire Marshal's Office to make periodic unannounced visits to the school (the frequency, timing, and types of visits should be at the Fire Marshal's discretion based on need for visits and compliance by the school) to verify that adequate emergency vehicle access is being maintained during peak pick-up and drop-off periods. The Fire Marshal should consult with the School to identify modifications to the circulation rules, if emergency access problems are identified.

Applicant and/or Contractor Statement

I have read and accept responsibility for the Conditions of Approval, as approved by Planning Commission actions on _____ and all previous actions. I agree to abide by and conform to these conditions, as well as to all provisions of the Oakland Zoning Code and Municipal Code pertaining to the project.

Signature of Owner/Applicant:

(date)