



HEAD-ROYCE SOUTH CAMPUS ACCESS AND TRANSPORTATION DEMAND MANAGEMENT PLAN

February 2022



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1 Introduction

Head-Royce School is a private K-12 school located on a 14-acre campus on the north side of Lincoln Avenue between Alida Street and Lincoln Way in the Oakland Hills section of the City of Oakland (see Figure 1). The school shares a neighborhood with single-family residences, two major religious institutions, Ability Now Bay Area (formerly the Cerebral Palsy Center for Bay Area), and the former site of the Lincoln Child Center (LCC). Head Royce School currently has 881 students, divided into a Lower School (K-5), Middle School (6-8), and Upper School (9-12). The school's current Planned Unit Development ("PUD") use permit allows enrollment up to 906 students.

In 2013, Head-Royce acquired the 8-acre Lincoln Child Canter site, on the south side of Lincoln Avenue, for campus expansion. To determine the future of this site, Head-Royce initiated a Master Plan¹ process to envision the best-integrated design and utilization for the full 22-acre Head-Royce campus to meet current and future needs. In 2018, Head Royce developed plans to integrate the existing Head-Royce School, or "North Campus," with a new "South Campus" and to create a unified 22-acre school. The Plan proposes the following phased improvements and additions to the campus:

- Phase I
 - No new enrollment (enrollment capped at 906 per 2016 amendment to PUD Permit)
 - No change to drop-off or pick-up operations and no additional parking spaces
 - Demolition of eight buildings, restoration and rehabilitation of three buildings, and reuse of one building "as is"
 - Outdoor classrooms, walking paths, gathering space, and landscaping
- Phase II
 - Enrollment increase to 1,050
 - New drop off/pick up using internal Loop Driveway with new traffic signals at Lincoln Avenue with pedestrian crosswalks
 - Renovate one building, demolition of five non-historic structures
 - Phased increase in parking spaces
 - Construction of a 1,500 square foot Link Pavilion
- Phase III
 - Enrollment increase to 1,250
 - Pedestrian Tunnel under Lincoln Avenue
 - Phased increase in parking spaces
 - Construction of a new Performing Arts Center with up to 450 seats
- Phase IV is being withdrawn by Head Royce from the Master Plan proposal.

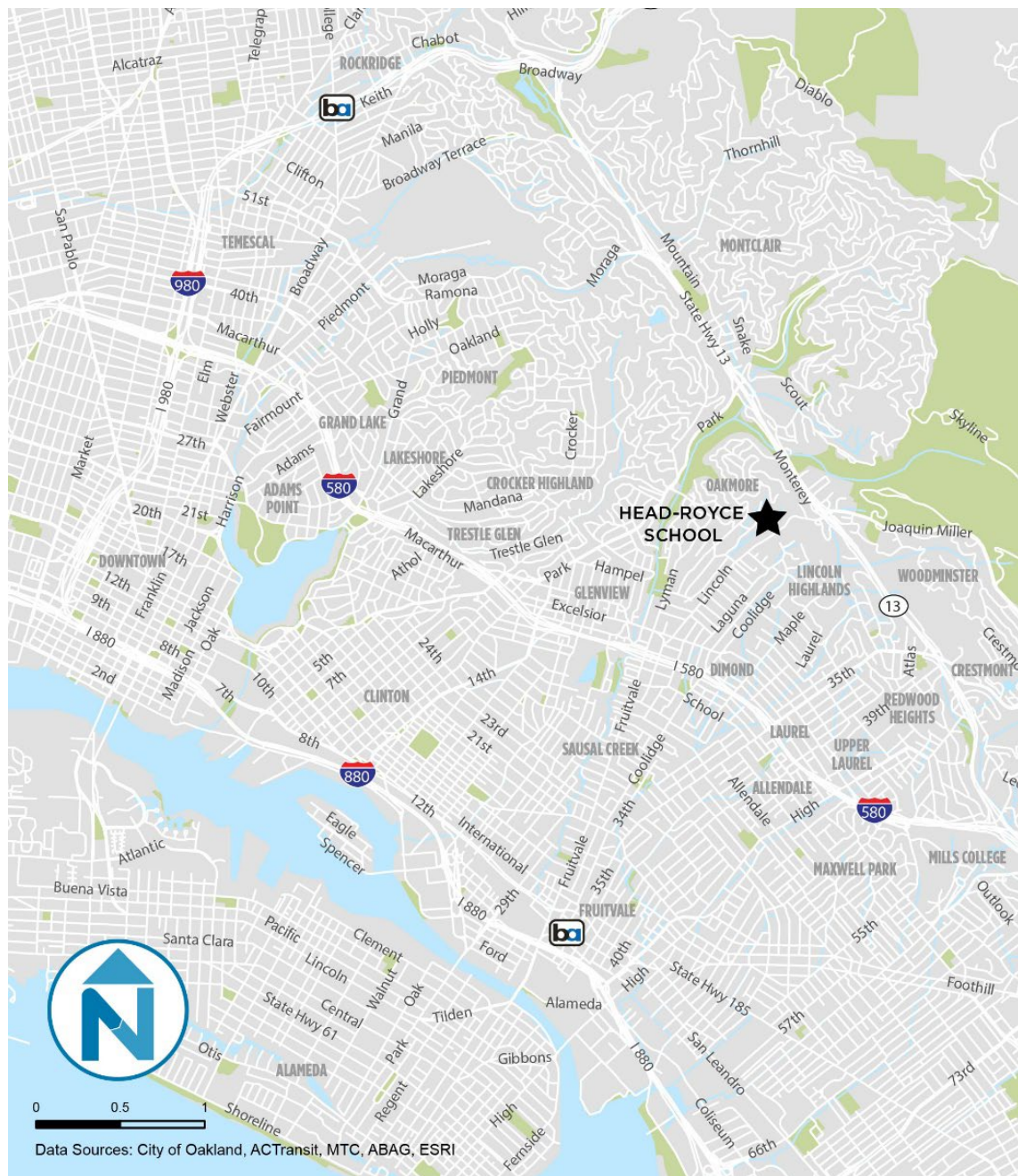
The total student population at build-out is projected to be a maximum of 1,250 students with a stated school goal of slow, measured enrollment growth over time, rather than a marked increase in a short period of time. With "integrated infrastructure" listed as one of the four key elements of the Master Plan, Head-Royce is placing due emphasis on safe and efficient travel for their

¹ <https://www.headroyce.org/about-us/master-plan>

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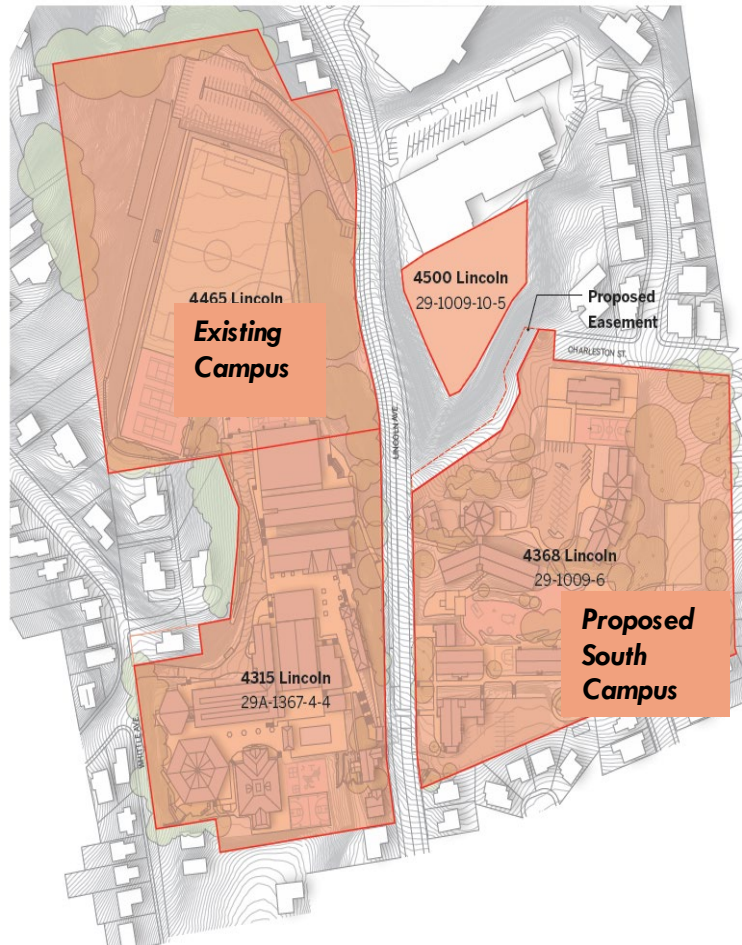
students and the neighboring community. The updated TDM Plan has been designed with the goal of achieving the same 30% trip reduction metric required under the school's existing PUD permit with respect to the proposed addition of 344 students.

Figure 1 Campus Location



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Figure 2 Proposed Campus Site Plan



Access and TDM Plan: Purpose and Goals

In accordance with City standard conditions of approval, the school is required to update its parking, access, circulation, and demand management plans in line with the planned campus expansion.

As has been a key focus for the school and community in recent years, this process must include safe handling of drop-off and pick-up traffic without congesting surrounding streets, and ensuring that parking and traffic impacts in surrounding neighborhoods are minimized. Designing safe and convenient ways for students and faculty to get to and from Head-Royce is also critical to supporting the quality of life of students and their families and meeting overall campus sustainability goals.²

The Master Plan process and the development of South Campus offer an opportunity to revisit Head-Royce's Transportation Demand Management Plan, which helps facilitate efficient school

² <https://www.headroyce.org/community/sustainability>

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access for students, faculty, and staff, while minimizing the impacts of driving to the site. Head-Royce can advance its current transportation programs to further reduce traffic impacts even while potentially increasing enrollment, staffing, and integrate a sustainable and convenient transportation system into the expanded campus from the start.

The school developed its current Transportation Demand Management (TDM) Plan in 2015 to minimize the impact of school traffic on the surrounding community and satisfy the conditions of the City's PUD approval.³ The Plan was approved by the City of Oakland in 2016 and is consistent with the following stated goals:

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.
8. Track and enforce the relevant provisions of the Use Permit and the TDM plan.

The TDM Plan is comprised of six sections, meeting the requirements identified by the City of Oakland and demonstrating the school's commitment to 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

Approach

This Plan update, when coupled with the Head-Royce School Master Plan, addresses these opportunities by identifying the right balance between accommodating more vehicles on campus, minimizing impacts on the surrounding community, and ensuring that the campus is a safe place for everyone. With this update, Head-Royce should be equipped to continue existing programs that work, improve those that can work better, and introduce new ideas that can address the goals of the school and the community. The update is organized into two primary sections: 1) Access & Circulation and 2) Transportation Demand Management, while still addressing all of the sections outlined above.

³ https://www.headroyce.org/uploaded/Community_Relations/Neighbors/Conditions_of_Approval-23.pdf

2 Access & Circulation

EXISTING CONDITIONS

Head-Royce School communicates its transportation and parking policies via the Transportation Policy Guide (TPG),⁴ which is distributed to all faculty, staff, parents, and students. TPG procedures for parking and circulation are intended to reduce the impact of school traffic on the surrounding community. Compliance with the Transportation Policy Guide is a condition of enrollment and/or employment. As described further in Section 4, failure to comply with the TPG results in escalating penalties for each infraction. The existing TPG is provided as Appendix A to this document. Existing access and circulation conditions as described below will continue during the construction of Phases I and II of the Master Plan.

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 park in designated areas on Lincoln Avenue and walk their children onto 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 beginning at 7:30 a.m. To facilitate arrivals, Head-Royce School provides five trained traffic monitors, beginning 30 minutes prior to the start of school and extending to the start of classes.

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

Traffic monitors are located as follows:

- Lincoln Avenue crosswalk at the traffic signal
- Lincoln Avenue and Alida Avenue
- Head-Royce backgate at Whittle Avenue
- Lincoln Avenue, North side
- Lincoln Avenue and Burlington Street

Afternoon Pick-Up

In the afternoon, kindergarten dismissal takes place at 2:00 p.m., while all other grades are dismissed at 3:20 p.m. Dismissal preference is given to students who ride the bus because buses depart promptly at 3:30 p.m. Car pick-ups may only 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 pick-ups.

Parents start arriving as early as 2:30 to pick up their children. 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 currently has an agreement with the

⁴ https://www.headroyce.org/uploaded/Parking_Traffic/HRS_Transportation_Guide_2018.pdf

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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 overflow lot, approximately 1/2 mile east of the main gate on Lincoln Ave. Monitors are present to ensure that parents follow this protocol as described below.

During the afternoon dismissal time, Head-Royce maintains a minimum of seven traffic monitors. Monitors are in place from the primary school dismissal time for a period of no less than 20 minutes, or longer, if necessary, until the queue has been eliminated.

Traffic monitors are located as follows:

- Top of Head-Royce upper driveway
- Staging area at the Mormon Temple parking lot
- Lincoln Avenue, north side (2), south side (1)
- Top of the Gatehouse entrance stairs
- Lincoln Avenue crosswalk at the traffic signal
- Head-Royce back gate

Traffic Monitors

Head-Royce uses an integrated network of traffic monitors to manage the pick-up and drop-off of students, control the sidewalks, report incidents, ensure the safety of both pedestrians and drivers, and patrol certain key intersections to ensure parents are following appropriate procedures.

To ensure proper management of the pick-up and drop-off process, Head-Royce School maintains a trained force of a minimum of five (5) monitors for morning drop-off and seven (7) monitors for afternoon pick-up.

Parking Management

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

- Ensure that school-related parking does not unreasonably spill over onto neighborhood streets;
- Ensure that school-related parking behavior does not disrupt traffic flow; and
- Ensure that the availability of parking does not induce additional driving to campus.

Parking Facilities

Head-Royce currently has adequate off-street parking facilities, exceeding the City's requirement for parking on site. Currently Head-Royce parking facilities include:

- 154 parking spaces on the North Campus
- 138 parking spaces on the South Campus

On-street parking is available on both sides of Lincoln Avenue in front of Head-Royce. Additional facilities such as shared parking at the Greek Orthodox Cathedral are available for special events.

Parking Policies

The Transportation Policy Guide (TPG) includes an abbreviated series of provisions for parking on and around the Head-Royce School campus. The following, more detailed, set of policies are included in the 2016 TDM Plan.

Student, staff, faculty, and parent drivers are required to follow the following policies when parking as part of a “Park Here First” directive that includes a hierarchy of parking locations to direct affiliates to optimal parking locations:

- Staff/Faculty: Directed to park in Head-Royce lot, at either 4315 or 4368 Lincoln Ave. lot.
- Upper School Students: May park in the main Head-Royce lot at 4315 Lincoln. Additional parking for students may be available on Lincoln Avenue.
- Parents/Visitors: May park in the main Head-Royce lot or at the 4638 Lincoln lot if spaces are available. Parents and visitors are directed next to park along Lincoln Avenue during drop-off and pick-up and/or if visiting during the school day above the gatehouse, if available.
- The “Park Here First” hierarchy includes the following parking locations. Assigning specific spaces to specific users is not encouraged, as shared parking will maximize the utilization of spaces:
 1. Head-Royce Campus (faculty, upper school students, school day visitors)
 2. 4638 Lincoln Avenue (faculty, staff, parents, parents, students)
 3. Lincoln Avenue
 4. Greek Church, Ability Now Bay Area, and Mormon Temple, by arrangement or for special events, as directed by Head-Royce Staff.
 5. Neighborhood streets, if spaces are available.

Deliveries/Vendor Management

Head-Royce is committed to managing vendors and other deliveries to campus to reduce impacts on the neighborhoods surrounding campus. The School enforces the following procedures for vendor deliveries to campus:

- 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 after 9 a.m. once peak period congestion has subsided.

Special Events (rules/limits subject to change based on proposed revisions to PUD)

Head-Royce follows a series of protocols in order to minimize parking and traffic impacts on the neighborhood during special events:

- 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 anticipated number of visitor vehicles that are anticipated for each event. Neighbors may request to be on an email list to be notified of special events on campus that may impact parking and traffic.

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- A total of no more than 85 evening special events shall be permitted per school year, as well as 55 Saturday daytime and 10 Saturday evening events. One Saturday daytime event may be scheduled in the summer. No more than eight Sunday special events shall be scheduled.
- The School shall be permitted to add no more than ten additional special events during the course of the school year, and only in cases where the Neighborhood Committee is provided a 30-day notice of such addition, and only in cases where those events do not take place on weekends or during the summer months.

Once a special event has been posted, the school develops an appropriate parking and transportation plan for each event, including:

- Posting driving and parking directions on the school website
- Posting signage along key roads directing drivers to available parking
- Providing traffic monitoring for special events of over 50 people
- Providing valet parking 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).
- Neighbors are notified according to the communications policies described in Section 5 of the TDM Plan.

Available parking facilities for special events include:

- Head Royce’s upper lot is available for special events if not otherwise occupied
- 4638 Lincoln parking lots
- Spaces may be reserved in the Greek Orthodox Church, Ability Now Bay Area, and Mormon Temple parking facilities for events, as needed.
- Lincoln Avenue, above the gatehouse.

INTEGRATION OF SOUTH CAMPUS

The Master Plan proposes to create a new campus (or “South Campus”) across Lincoln Avenue from the existing campus (or “North Campus”), connected via an underground pedestrian link between the two campus properties. The expansion will include space for an additional 344 students (to allow up to an ultimate enrollment of 1,250 students on the property as a whole), the repurposing of four existing buildings for academic and administrative uses, a performing arts building, and additional on-site parking and pick-up/drop-off space to serve the expanded school.

All vehicular access to the South Campus will be from Lincoln Avenue. No access to the site (except for emergency vehicles) will be allowed from Charleston Street or Linnet Avenue. A new internal loop road running within the perimeter of the South Campus will provide more than 1,400 feet of on-campus, off-street queuing space, and create distinct drop-off and pick-up points for the Upper School and the Lower and Middle Schools (see Figure 4). The new loop road will enable all pick-up and drop-off activities (except for bus loading and unloading) to take place on the South Campus without queuing on Lincoln Avenue or at other off-campus locations.

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Figure 3 South Campus Circulation Plan



Access to the South Campus will be controlled by a new signalized intersection at the northeast corner of the South Campus along Lincoln Avenue (see Figure 4). The Lincoln Avenue right-of-way will be reconfigured to accommodate a downhill left turn pocket and an uphill right turn pocket (see Figure 5). Parallel parking spaces along the south side of Lincoln Avenue will be removed to accommodate this modification. School bus activities will all occur on the north side of Lincoln Avenue; AC Transit's bus stop can remain on the south side of Lincoln Avenue.

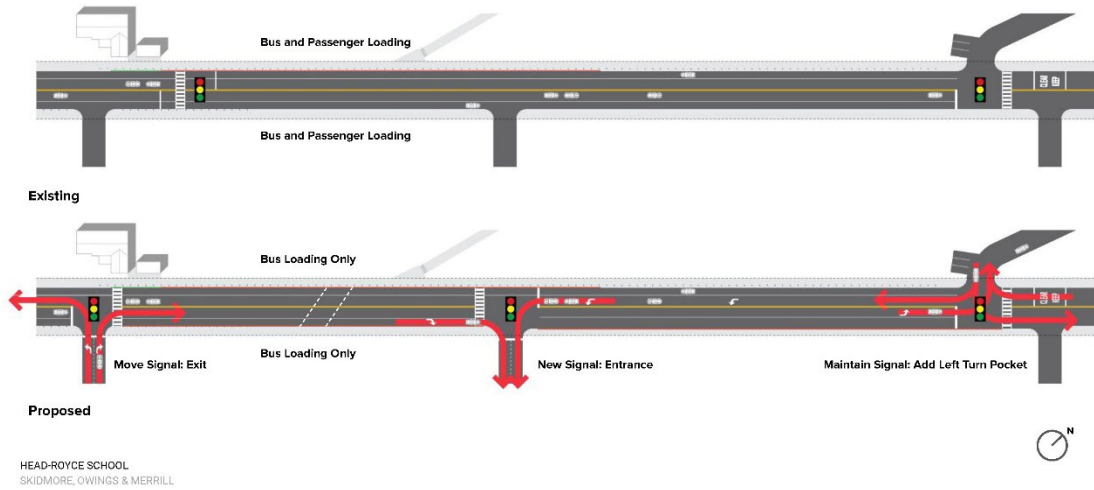
Egress from the South Campus will be controlled by a signalized intersection at the northwest corner of the South Campus. This signal will replace the existing signal that currently controls the pedestrian crosswalk at the Head-Royce Gatehouse. The traffic signal location at the entrances to the Head-Royce east parking lot and Ability Now Bay Area building will be maintained.

The proposed, 20' wide loop road is designed to have sufficient capacity to accommodate one queue lane and one lane of through traffic. The proposed road could accommodate a queue of at least 60 vehicles, not including inner parking area queuing, and allows for variations in access via "east" and "west" pick-up/drop-off zones.

To avoid potential queuing onto Lincoln Avenue and ensure the smoothness of the morning drop-off and afternoon pick-up, it is recommended that the zones be used simultaneously, with the east drop-off area reserved for off-peak uses such as kindergarten students who can be released before the remainder of the main student body. Further, it is recommended that parking adjacent to the east drop-off area be reserved for staff who as staff typically arrive on-campus before and leave after peak drop-off and pick-up periods.

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Figure 4 Existing & Proposed Lincoln Avenue Intersection Alignments



Source: Skidmore, Owings & Merrill LLP

Figure 5 Existing & Proposed Typical Lincoln Avenue Lane Alignments



Source: Skidmore, Owings & Merrill LLP

Morning Drop-Off

In the morning, parents will drop-off their children in front of each drop-off area, split in roughly even proportions designated either by grade and/or name. 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 park in designated areas adjacent to the east drop-off area then walk their children to their buildings. It is anticipated that the South Campus loop road can accommodate morning drop-off without any additional measures.

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During the morning drop-off there is enough room to queue at least 65 vehicles on the loop road and inner parking/loading zone loops, plus up to 12 vehicles actively loading in each zone (7 in the east zone, 5 in the west zone) which is anticipated to provide adequate staging during morning drop-off.

Afternoon Pick-Up

In the afternoon, kindergarten dismissal takes place at 2:00 p.m. and all other grades at 3:20 p.m. Dismissal priority is given to students who ride the bus, because buses depart promptly at 3:30 p.m. All bus pickups will occur on the westbound (downhill) side of Lincoln Avenue, between the main driveway and the gatehouse. All car pickups will occur on the South Campus loop road, with pick-ups occurring at the west drop-off area, for the main student body.

Parents start arriving as early as 2:30 to pick up their students. As a result, a queue is anticipated to form on the South Campus loop road before school dismissal. To avoid cars lining up beyond the end of the east driveway and blocking traffic on Lincoln Avenue, the school will continue to make the Mormon Temple parking lot available as a staging area for the afternoon pick-up until the performance of the loop road queue can be evaluated during a period of regular use. Under this scenario, once the pick-up area within the South Campus loop road is full, parents will queue in the staging area at the Mormon Temple. Monitors will be present to ensure that parents follow this protocol as described below.

Traffic Monitors

Head Royce will continue to use an integrated network of traffic monitors to manage the pick-up and drop-off of students, control the sidewalks, monitor students crossing Lincoln Avenue with respect to conflicting entering and exiting vehicles, report incidents, ensure the safety of pedestrians, bicyclists, and drivers, and patrol certain key intersections to ensure parents are following appropriate procedures. Traffic monitors wear orange vests and carry digital cameras to record violations. The two lead traffic monitors have received training in traffic monitoring from Kittelson & Associates, a traffic consulting firm with experience with the City of Oakland. These lead monitors have in turn trained the other monitors.

To ensure proper management of the pick-up and drop-off process, Head-Royce School will maintain a trained force of a minimum of six (6) monitors for morning drop-off and ten (10) monitors for afternoon pick-up. At minimum, two (2) of these monitors will be designated as supervisors and will have training by an independent traffic consultant the monitoring process for the morning and afternoon periods as well as special events as described in further detail in the following sections.

Morning Drop-Off

School starts at 8:25am, however many students arrive in advance of the start of school to take advantage of childcare and social opportunities provided by the school. To facilitate arrivals, Head-Royce School will provide traffic monitors beginning 30 minutes prior to the start of school and extending to the start of classes.

Monitors will be stationed at locations that maximize their visibility and contribute to maintaining traffic flow in the neighborhood. Recommended locations and duties for monitors included:

- Intersection of loop road (east driveway) and Lincoln Avenue

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Duties: Ensures that the drop-off queue does not extend beyond the driveway and extend into the intersection. This monitor has a walkie-talkie to communicate with the other monitors to ensure that there are no gaps in between the cars on the loop road. Drivers may be directed to proceed to the west zone if congestion is at risk of extending into Lincoln Avenue.

- Lincoln Ave and Alida Street
Duties: The monitor on the corner of Alida Street and Lincoln Avenue monitors this location to watch for cars parked illegally, unauthorized student drop-off or pick-up, and u-turns.
- Head-Royce backgate at Whittle Avenue
Duties: Monitor stands at the backgate to keep unauthorized drivers from entering through Whittle gate; requires each pedestrian entering through the 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.
- South Campus West Drop-off
Duties: One monitor stands just above the west drop-off entrance to wave cars down the driveway to avoid having gaps between cars. This monitor is in communication with the other traffic monitors by walkie-talkie to ensure the drop-off queue does not block the intersection.
- South Campus East Drop-off
Duties: One monitor stands just above the east drop-off entrance to wave cars down the driveway to avoid having gaps between cars. This monitor is in communication with the other traffic monitors by walkie-talkie to ensure the drop-off queue does not block the intersection.
- Lincoln Avenue, Exit Loop
Duties: Monitor will ensure that students crossing Lincoln Avenue from the west drop-off zone are doing so at the designated time and in the safest and most efficient manner possible, avoiding crowding at the street corner, and ensuring that exiting vehicles are yielding to pedestrians with a walk signal.
- Lincoln Avenue, North side
Duties: This monitor notes space available on the street, looking for the most efficient spot for the Michael's and AC Transit bus drivers to unload students. This monitor will also watch for cars parked illegally and unauthorized student drop-off or pick-up.

Afternoon Pick-up

Parents start arriving as early as 2:30 to pick up their students. As a result, a queue is anticipated to form on the South Campus loop road by the time school lets out. To avoid cars lining up beyond the end of the east driveway and blocking traffic on Lincoln Avenue, traffic monitors are expected to direct vehicles to the staging area at the Mormon Temple. Monitors will be in place from 20 minutes prior to school dismissal until 3:45pm or the queue has been eliminated.

Recommended locations and duties for monitors are as follows:

- Intersection of loop road (east driveway) and Lincoln Avenue
Duties: Ensures that the pick-up queue does not extend beyond the driveway and extend into the intersection. This monitor has a walkie-talkie to communicate with the monitor

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at the Mormon Temple staging area. When the queue is full, monitor informs the staging area monitor that cars must be held, and when space has opened up in the queue, monitor informs the staging area monitor how many cars can be sent down. This monitor sets up and controls the signage for eastbound cars entering the loop road whether the queue is open or full. If queue is full, eastbound drivers must proceed to Mormon Temple staging area to wait for open space. Coordination between these two monitors ensures that the queue does not extend into the intersection and block through traffic.

- Staging area at the Mormon Temple parking lot
Duties: Places signs on the street directing Head-Royce families to wait in the staging area because space in the loop road 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 intersection of the loop road driveway and Lincoln Avenue.
- Lincoln Avenue and Alida Street
Duties: The monitor on the corner of Alida Street and Lincoln Avenue monitors this location to watch for cars parked illegally, unauthorized student drop-off or pick-up, and U-turns.
- Loop Road (2 monitors)
Duties: These monitors take the names of the students from the drivers who enter the loop road. They walkie talkie the names of the students to the monitors located in the east and west pick-up areas. As names are called, the students walk to their cars to exit the loop road. Monitors motion cars forward to avoid having gaps between the cars and works with other monitors to ensure that the queue does not extend into the Lincoln Avenue intersection.
- East and West Pick-up area (1 monitor in each position)
Duties: Receives names of students from loop road monitors and sends students to their cars for pick-up.
- Top of the Gatehouse entrance stairs
Duties: This monitor manages the students waiting on the stairs to load onto the buses.
- Lincoln Avenue, North side
Duties: This monitor notes space available on the street, looking for the most efficient spot for the Michael's and AC Transit bus drivers to park and load students. This monitor will also watch for cars parked illegally and unauthorized student drop-off or pick-up. Notifies monitor at the gatehouse when the buses have arrived.
- Head-Royce backgate at Whittle Avenue
Duties: Monitor stands at the backgate to keep unauthorized drivers from entering through Whittle gate; requires each pedestrian entering through the 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 Transportation Demand Management

Head-Royce School has done well to establish and execute its Transportation Demand Management (TDM) Plan over the past three years. Regular monitoring and compliance reports indicate that the protocols put in place by the Plan have been working to achieve the school's goals, as well as those of the City of Oakland. It is anticipated that a continuation of the existing program will be sufficient to achieve applicable trip reduction goal of 30% applicable under the existing permit at full enrollment. The following section provides an overview of existing TDM programs in place at Head-Royce.

EXISTING TDM PROGRAMS

Encourage Off-Peak Drop-Off and Pick-Up

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

- 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.
- The school opens 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.
- The school releases students who are taking the bus before other students to allow buses to depart the queue before car pick-ups begin and incentivize use of the school buses.

Promotion of Non-Drive Alone Modes

Head-Royce has established several TDM programs to:

- Encourage use of transit, school buses, carpooling/vanpooling, biking, and walking.
- Decrease the number of single occupancy vehicle trips made to campus by private automobile.

Head-Royce discourages all single-student driving in the Transportation Policy Guide and through other transportation-related school communications.

AC Transit

AC Transit operates three dedicated school bus routes (604, 605, and 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. Students are eligible for the AC Transit 31-Day Clipper Youth bus pass, which costs \$30/month for unlimited local rides. Students can also ride AC Transit without a pass by paying \$1.10 per ride.

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Private School Bus Service

Head-Royce currently contracts with Michael's Transportation to provide five heavily subsidized dedicated school buses, Monday through Friday, to supplement AC Transit bus service. 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. Figure 6 shows the current school bus stop locations as of the 2021-2022 school year.

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Figure 6 Michael's School Bus Stop Locations



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Carpooling

To support formation of carpools, the school provides a ride matching 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.

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 to shorten the commute to school.

4 Communication, Enforcement, & Reporting

Head-Royce School has established the following communication, enforcement, and reporting mechanisms and protocols in order to:

- Institutionalize and monitor 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.
- Understand the effectiveness of current policies and programs, including when changes are needed.

Communication

Big 10 Driving Rules

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 which parents are expected to observe.

1. Observe the traffic laws in our school zone.
2. Respect the traffic monitors.
3. Do not drop-off or pick-up anywhere except the internal perimeter driveway.
4. Remain in your vehicle during drop-off and pick-up on the internal loop road on the south campus.
5. Do not make u-turns on Lincoln Ave., Alida St., Burlington St., Laguna Way or in the cul-de-sacs.
6. Do not use private driveways for turns, parking, waiting, or drop-off and pick-up.
7. Do not double park to drop-off or pick-up.
8. Do not use Whittle Ave., Charleston St., or Linnet St., to drop-off or pick-up.
9. Know the dangers of loading and unloading the trunk during peak times.
10. Jayhawks don't jaywalk!

To ensure that parents are aware of their importance, the Big 10 Driving Rules are:

- 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.

Transportation Policy Guide

As referenced in previous sections, Head-Royce compiles the parking and transportation policies described in this TDM program into its Transportation Policy Guide (TPG). A revised TPG is included as Appendix B of this report. The TPG will be sent to each family and staff member and is published on the school website.

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

Enforcement of the Driving Rules

Reporting Procedures and License Plate Database

Head-Royce collects and maintains a database 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, the school verifies that the violator is affiliated with the school. If the violator's license plate number is in the database, the Director of Community Relations records 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 has established 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
 - Action: If positively identified as being part of the Head Royce community, Director of Community Relations sends a letter to the employee/family within three days of the date of the violation. The letter denotes 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 is 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 is 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.

- 4th violation
Action: 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.

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 Trustees's review of the Head of School's performance

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

Annual Compliance Reporting

Head-Royce makes decisions about the need for increased monitoring based on observations about traffic operations (e.g. assessment of queue lengths, U-turns or other driving behavior), consultation with traffic engineers, neighbor complaints, and attendance expectations for special events.

In addition to the monitoring of the queues on Lincoln Avenue as described in Section 1, annually, during the third to fifth week of the school year, Head-Royce hires an independent traffic firm to conduct an independent review to verify compliance by doing the following:

- Count the number of 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.

This information is being provided in a report to the City and is made publicly available to the Neighborhood Committee and the School's website.

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

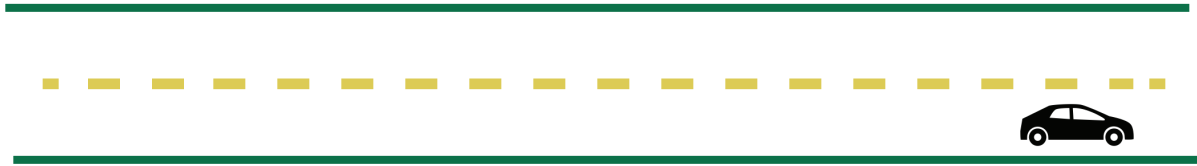
- More traffic monitors and more frequent independent monitoring.
- Staggered morning drop-off and afternoon pick-up times.
- Stagger the after-school bus pick-up times so that buses are loaded and leave prior to the start of pickup.

SOUTH CAMPUS ACCESS AND TDM PLAN

Head-Royce School

- 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.
- Implement other measures as approved the City's Bureau of Planning, Transportation Services and Oakland Safety Division.

Appendix A:
Existing Transportation Policy Guide



Transportation Policy Guide

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overview & objectives

Head-Royce School is located in a residential neighborhood. This Transportation Policy Guide (TPG) outlines procedures intended to mitigate the impact of the School on our neighbors' quality of life. Everyone who drives to campus must follow these guidelines about parking, pick-up, and drop-off procedures. We aim to:



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

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.



bus options

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, visit 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 \$30/month for unlimited local rides. There is a one-time process to create a personalized AC Transit Youth pass that includes your student's photo. For more details on how to obtain a youth bus pass, visit actransit.org.



Once established, it is easy to reload your student's Clipper Card online with a credit card.



Students can also ride AC Transit without a pass by paying \$1.10 per ride.



carpooling/walking/biking

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.

HRS has a carpooling map available for parents of HRS. To access, login to the portal and click the link to the Carpool Google Map.

BIKING/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 Middle School Athletics Donna Hagans (dhagans@headroyce.org).

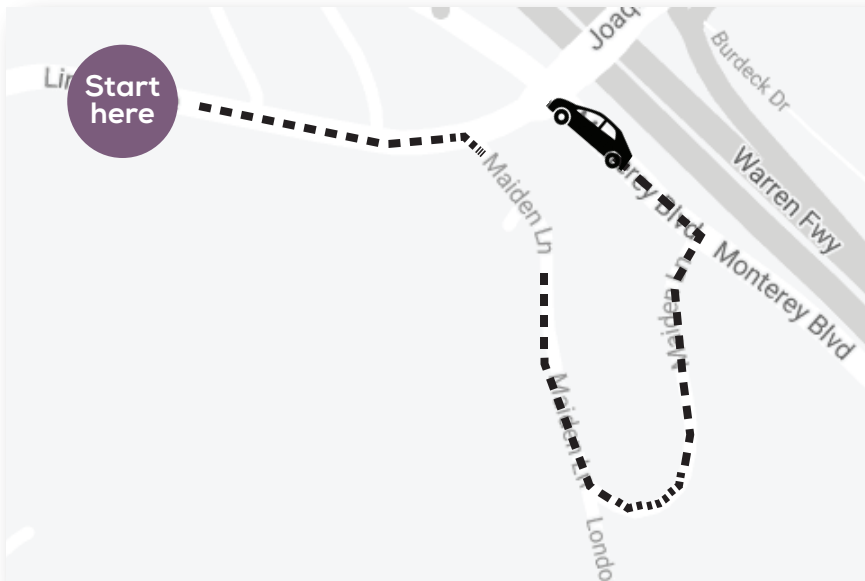


the loop

To change direction on Lincoln Avenue you must use the loop. You may not make U-turns on Lincoln Avenue or surrounding surface streets.

Your enrollment contract requires that you follow this traffic route. You will see monitors located along the loop citing infractions and reporting them back to the School.

Be aware that the loop takes about 3-5 minutes to drive through.

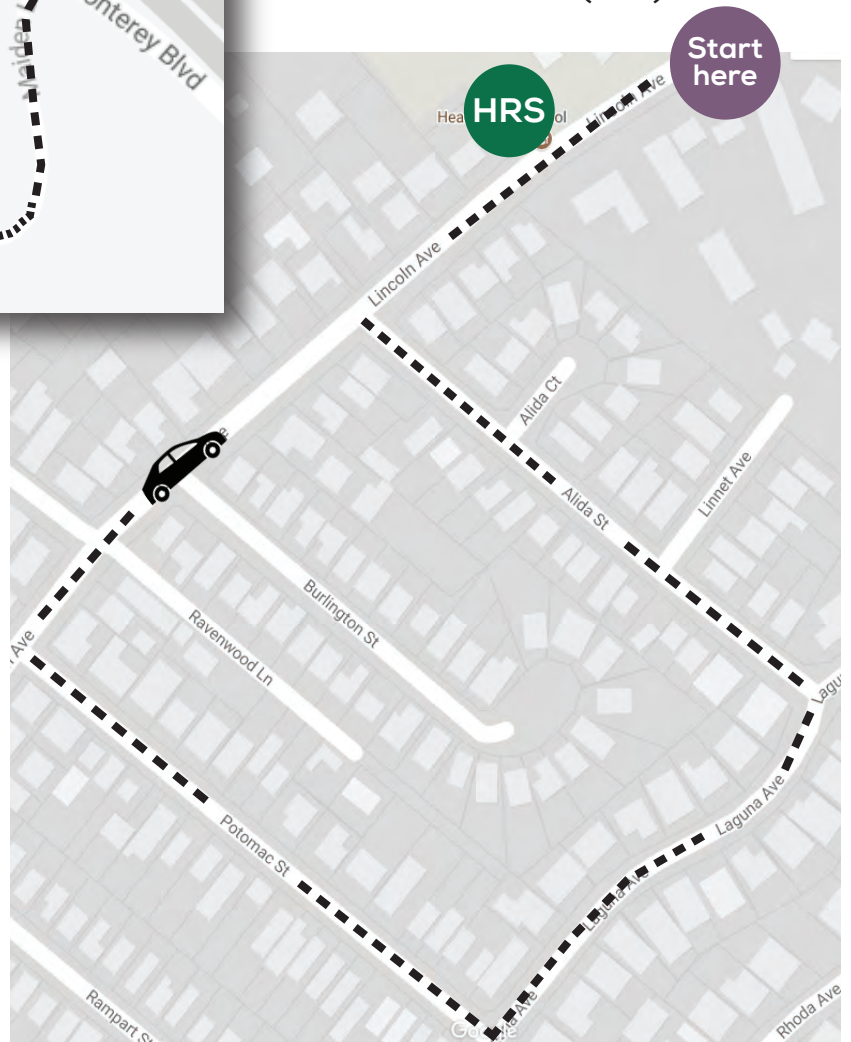


Uphill (east bound)

To return down Lincoln Avenue towards 580, you must turn right on Maiden Lane, left on Monterey Blvd., then left on Lincoln Avenue (east).

Downhill (west bound)

To return up Lincoln Avenue towards highway 13, you must turn left on Alida St., right on Laguna St., right on Potomac St., and then right on Lincoln Avenue to head uphill (east).



navigating the queue

MORNING DROP-OFF

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

Don't pull in until there is a full car length to do so. If there is insufficient room in the queue, you must go through 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 on the sidewalk side, not 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 the queue.

You may park legally and walk your student to the School.

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

Yield by pulling over to the right for emergency vehicles.

AFTERNOON PICK-UP

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

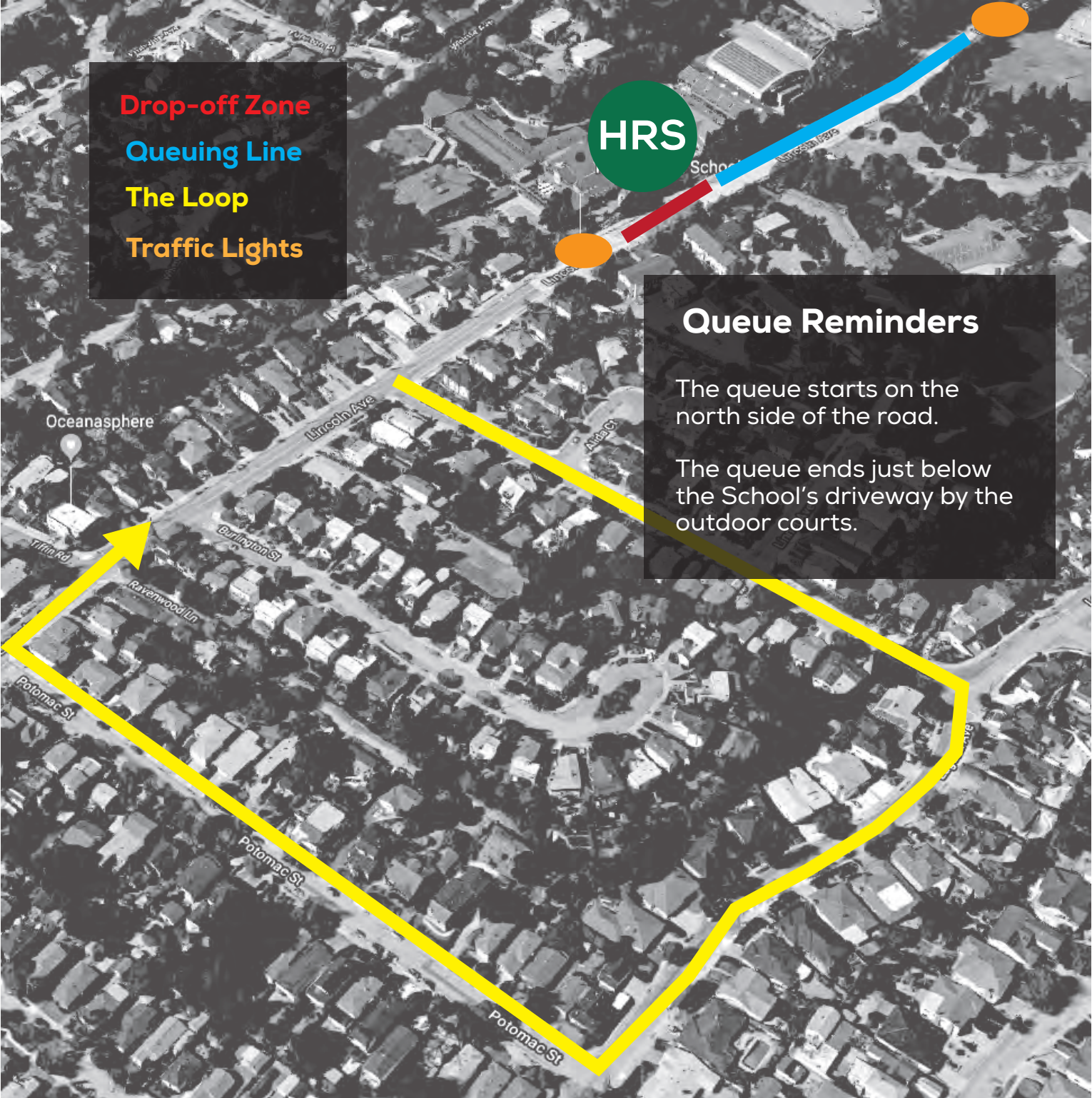
Cars pickup only on the westbound (downhill) side after the buses depart. Please see the detailed instructions on queuing on page 8. You may not have your student walk to your waiting car anywhere below the School's main gate.

If the queue has reached the School driveway, a monitor will direct you into our staging area at the Mormon Temple parking lot located at Lincoln Avenue and Monterey. A traffic monitor will be in the lot to let you know when space becomes available in the queue.

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

Yield by pulling over to the right for emergency vehicles.

queue overview



Drop-off Zone
Queuing Line
The Loop
Traffic Lights

HRS

Queue Reminders

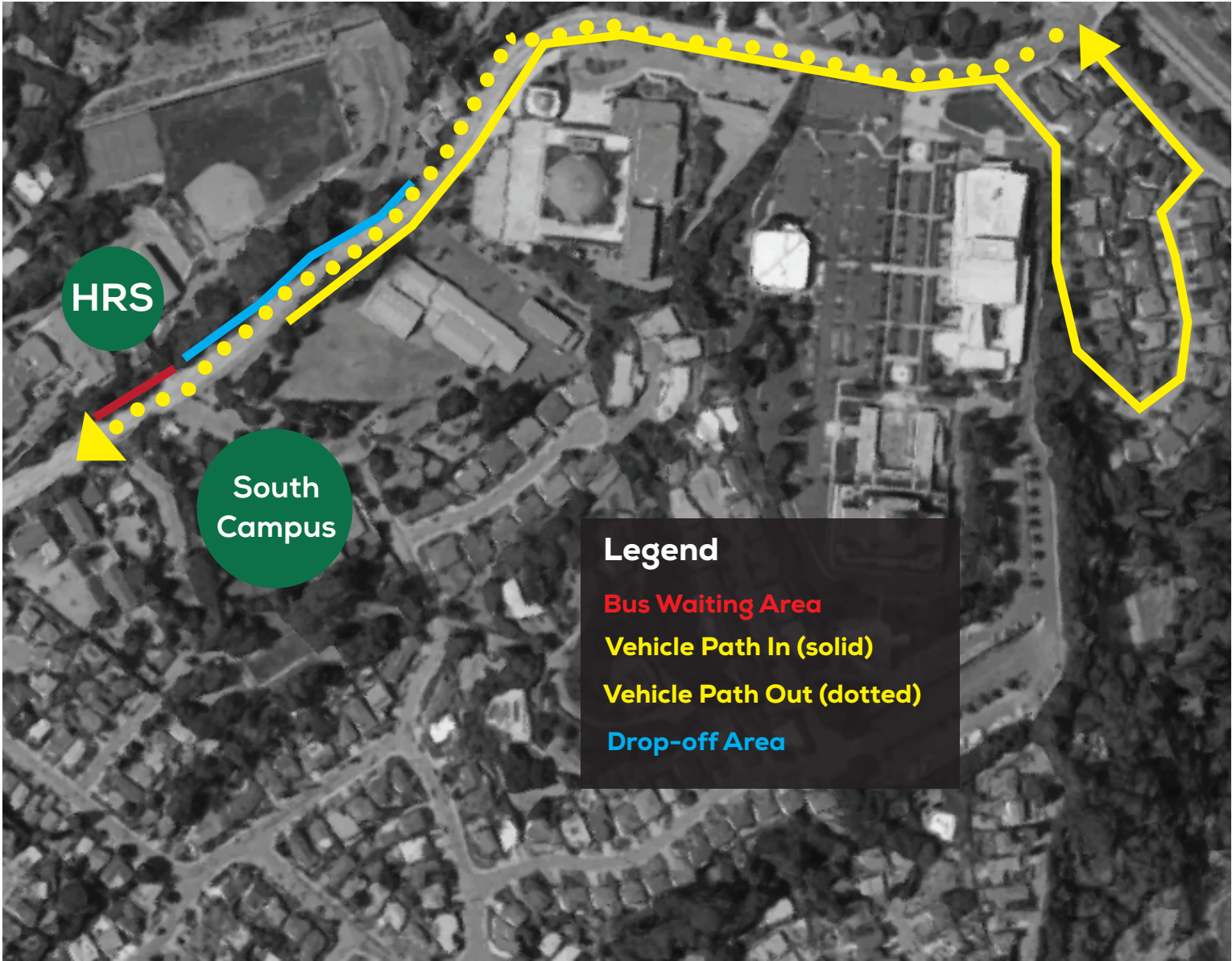
The queue starts on the north side of the road.

The queue ends just below the School's driveway by the outdoor courts.

the loop: going downhill (west)



the loop: going uphill (east)



pick-up & drop-off procedures

QUICK AND EASY TIPS

Free care is available beginning at 7:30 a.m. Students benefit from socializing and playing before the school day begins.

If your student has an appointment right after school, arrive early, park legally, and walk to the School to meet your child.

Afternoon pick-up is faster if you arrive later or use the Staging Area (next page).

For the fastest afternoon pick-up, come down Lincoln at 3:40 p.m. for lower and middle school students. You will avoid congestion and hassle and will be able to pick up your student quickly.



staging area

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

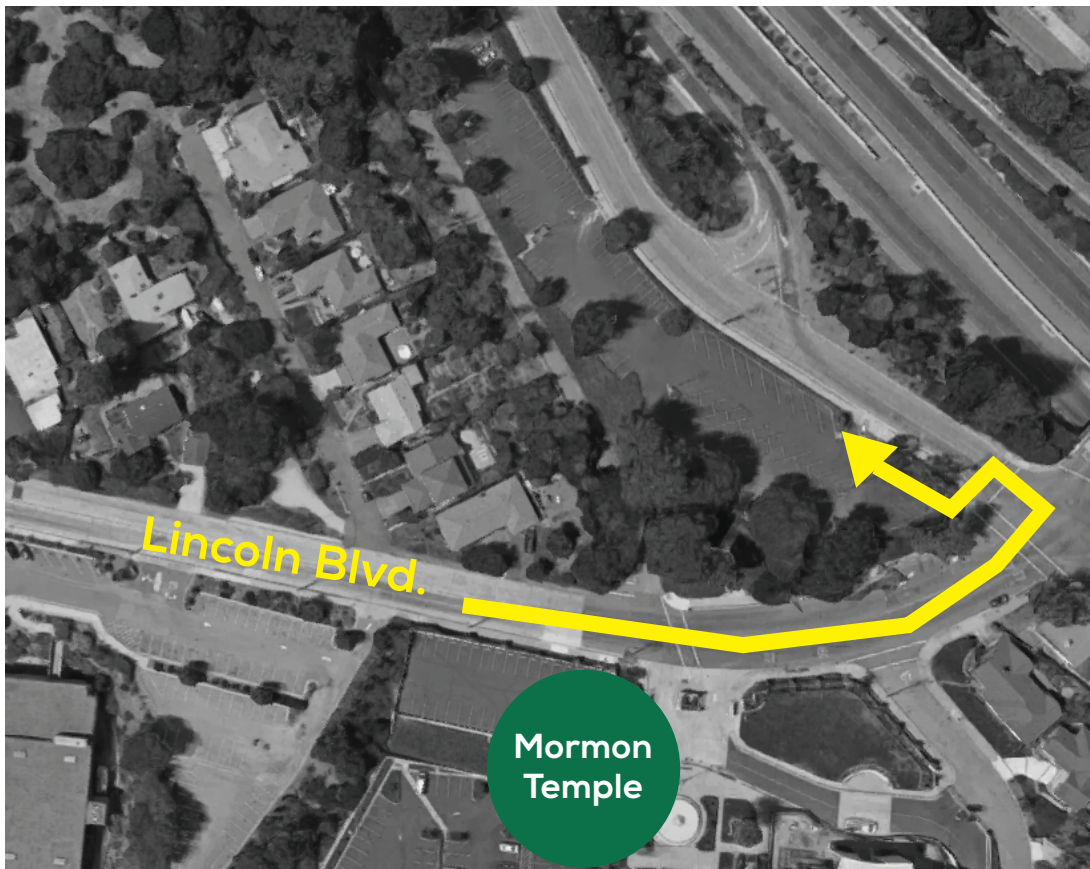
Cars should not queue above the school driveway. If the queue is full, a school safety monitor will notify drivers with a sign at the corner of Monterey and Lincoln, adjacent to the Staging Area.

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.

In the afternoon, this is the place where you can wait if you arrive early for pick-up or when the queue is full.



special events parking

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.

parking 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 student’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.



BIG 10 DRIVING RULES



Our driving rules are in effect 24/7, 365.



Observe the traffic laws in our school zone.



Respect the traffic monitors.



Do not dropoff or pickup below the Gatehouse on Lincoln Avenue



Remain in your vehicle during dropoff and pickup on Lincoln Avenue



Do not make Uturns on Lincoln, Alida, Burlington, Laguna, or in the culdesac.



Do not use private driveways for turns, parking, waiting or pickup or dropoff.



Do not double park to drop off or pickup.



Do not use Whittle Avenue to drop off or pickup.



Know the dangers of loading and unloading the trunk during peak times.



Jayhawks don't jaywalk!

Appendix B:
Proposed Transportation Policy Guide

Head-Royce School

scholarship · diversity · citizenship



Proposed Transportation Policy Guide

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overview & objectives

Head-Royce School is located in a residential neighborhood. This Transportation Policy Guide (TPG) outlines procedures intended to mitigate the impact of the School on our neighbors' quality of life. Everyone who drives to campus must follow these guidelines on parking, pick-up, and drop-off procedures. We aim to:



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





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.






bus options

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. Head-Royce has contracted with Michael's Transportation to provide five subsidized school buses to supplement the AC Transit service. For detailed and accurate route descriptions, visit 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 \$600 for one rider, \$750 for two riders, and \$900 for three or more riders.
-  Daily ride tickets are also available in booklets of 10 at a cost of \$40. Single ride tickets are available for \$5, and may be purchased from **Mary Fahey** in the Admissions Office.
-  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 \$30/month for unlimited local rides. There is a one-time process to create a personalized AC Transit Youth pass that includes your student's photo. For more details on how to obtain a youth bus pass, visit actransit.org.
-  Once established, it is easy to reload your student's Clipper Card online with a credit card.
-  Students may also ride AC Transit without a pass by paying \$1.25 with cash per ride.



carpooling, walking, & biking

CARPOOLING

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

WALKING & BIKING

- The Whittle Avenue gate provides a less hilly route than Lincoln Avenue for students who live nearby and walk or bike to school.
- Students who bike or walk may obtain a card-key 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 Physical Education Chair **John Miottel**.



navigating the queue on the south campus

MORNING DROP-OFF

- Drop offs from private vehicles must occur on the internal loop driveway on South Campus. Only buses may drop off students on Lincoln Avenue.
- You may not drop your student off anywhere on Lincoln Avenue, regardless of their age. You must use the internal loop driveway.
- When approaching the internal loop driveway heading west (downhill), use left turn pocket; obey traffic signals.
- When approaching the internal loop driveway heading east (uphill): turn right into loop driveway from the travel lane. Do not block buses.
- Middle and Upper School drop-off zone: Drop students off near Building 9 in the round drop-off zone, shown on page 8.
- Lower School drop-off zone: Drop students off near Building 2 in the oval drop-off zone, shown on page 8.
- In each drop-off zone, pull as far forward as possible. Once stopped, kids must immediately exit your vehicle. There is no need to wait to get to the front of the queue.
- Keep backpacks, instruments, and other items where kids can reach them inside the car.
- Do not retrieve backpacks from a trunk while in the queue.
- You may park legally and walk your student to the School.
- Yield by pulling over for emergency vehicles.

navigating the queue on the south campus

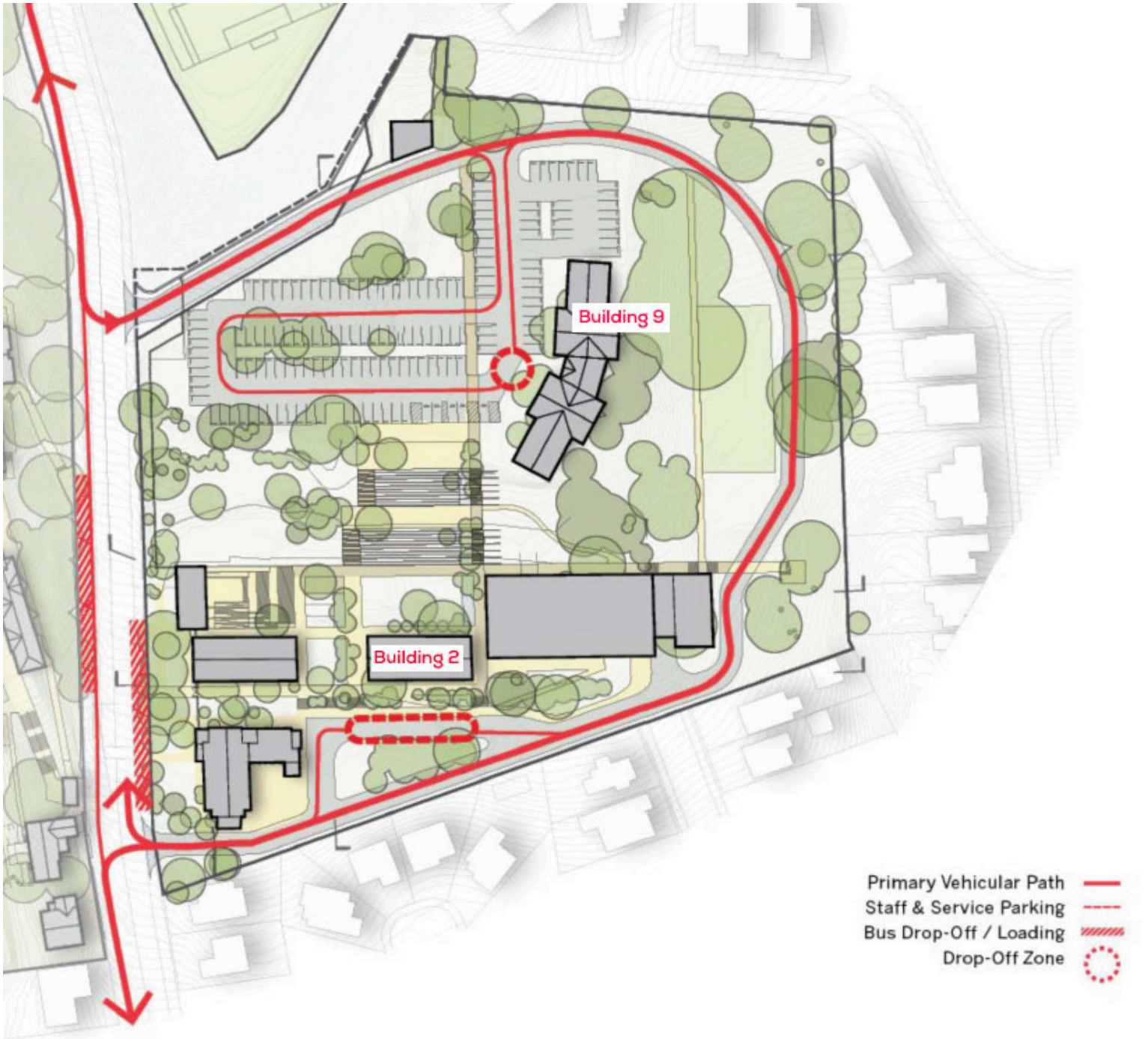
AFTERNOON PICK-UP

- Dismissal gives preference to students riding buses. Buses depart promptly at 3:30 pm.
- Cars may pick up students only on the internal loop driveway. Please see details on page 8. You may not pick up your Student anywhere on Lincoln Avenue or other neighborhood streets.
- If the queue extends the full length of the internal loop driveway on the South Campus, a monitor will direct you to our Staging Area at The Church of Jesus Christ of Latter-Day Saints parking lot located at Lincoln Avenue and Monterey. A traffic monitor will be in the lot to let you know when space becomes available in the queue.
- Do not allow your car to block traffic in the travel lane when waiting to enter the queue.
- Yield by pulling over for emergency vehicles.

bus loading and unloading



internal loop driveway



pick-up & drop-off procedures

QUICK AND EASY TIPS

- Free care is available starting at 7:30 a.m. Students benefit from socializing and playing before the school day begins.
- If your student has an appointment right after school, arrive early and park in the designated east or west drop-off and pick-up areas.
- Afternoon pick-up is faster if you arrive later or use the Staging Area (see page 10).
- For the fastest afternoon pick-up, drive down Lincoln at 3:40 p.m. to enter internal loop driveway. You'll be able to avoid the congestion and pick up your student in a quick, hassle-free way.



staging area

Head-Royce has secured The Church of Jesus Christ of Latter-Day Saints overflow parking lot for use by cars arriving after the Lincoln Avenue queue is full.

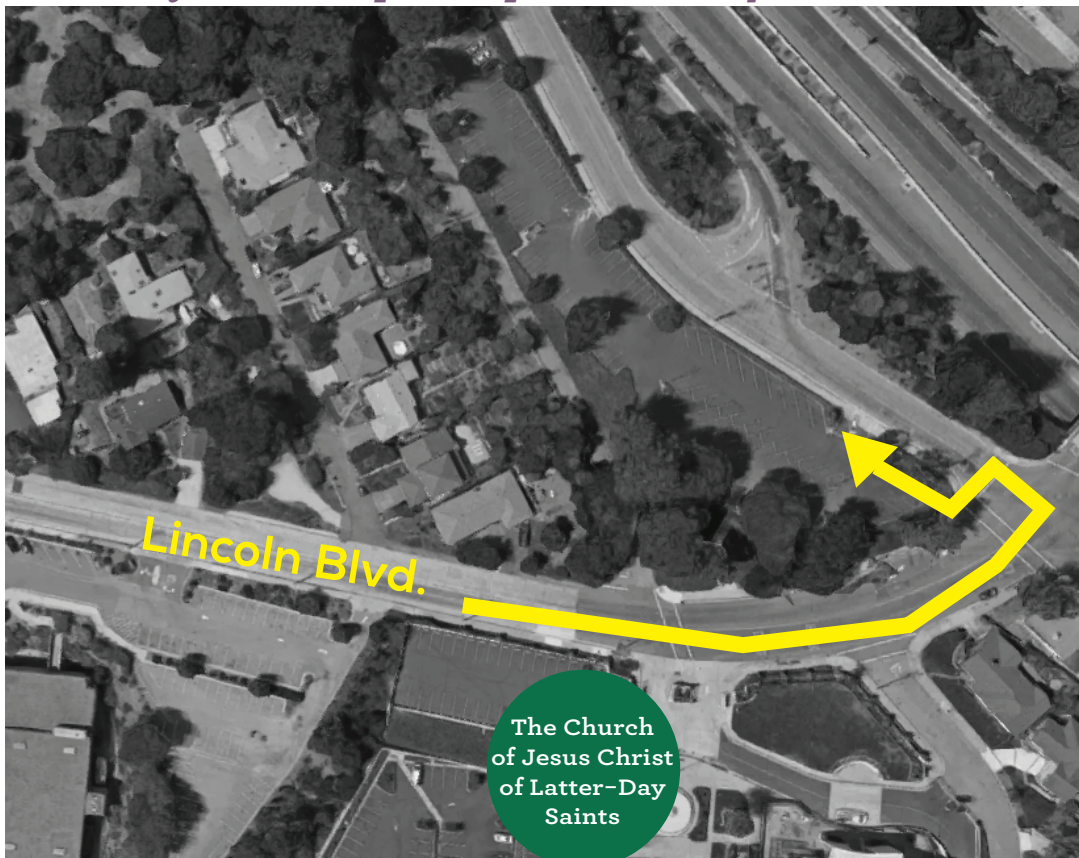
Cars should not queue beyond the South Campus loop driveway. If the queue is full, a school safety monitor will notify drivers with a sign at the corner of Monterey and Lincoln, adjacent to the Staging Area.

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 down to MacArthur, turn around, and return to the Staging Area. You may also stop at the Staging Area first to get information about the queue before driving down Lincoln Avenue.

The Church of Jesus Christ of Latter-Day Saints kindly requests that our community refrains from smoking or drinking coffee or tea while waiting in their lot.

In the afternoon, this is the Staging Area where you may wait for pick-up when the queue is full:



special events parking

The School often arranges for use of nearby surface lots for special event overflow parking. Check your invitation or the school-wide 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 on 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 depart an event to avoid disturbing our neighbors.

parking consequences

The School places trained safety monitors throughout the neighborhood to report violations. All 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 student’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.



BIG 10 DRIVING RULES



Our driving rules are in effect 24/7, 365.



Observe the traffic laws in our school zone.



Respect the traffic monitors.



Do not drop off or pick up on Lincoln Avenue. Use the internal loop driveway.



Remain in your vehicle during drop-off and pick-up on the internal loop driveway.



Do not make U-turns on Lincoln, Alida, Burlington, Laguna, or in the cul-de-sac.



Do not use private driveways for turns, parking, waiting, or pick-up or drop-off.



Do not double park to drop off or pickup.



Do not use Whittle Avenue to drop off or pickup.



Know the dangers of loading and unloading the trunk during peak times.



Jayhawks don't jaywalk!