



Head-Royce School

## Preliminary Development Plan

Submitted December 2018









## HEAD-ROYCE SCHOOL

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DRAFT PRELIMINARY DEVELOPMENT  
PLAN CONTENTS

<b>1.0 Introduction</b>	<b>4</b>
Project Location and History	
Project Site and Surrounding Area	
Brief Project Summary	
<b>2.0 Process and Required Approvals for PUD Permit</b>	<b>6</b>
PUD Permit Criteria	
PUD Permit Regulations	
<b>3.0 General Planning and Zoning</b>	<b>7</b>
General Plan and Zoning	
Land Use	
<b>4.0 Existing Conditions</b>	<b>10</b>
Existing Property Ownership	
Existing Traffic and Parking	
Existing Buildings	
Existing Landscape and Planting	
<b>5.0 Preliminary Development Plan for the Site</b>	<b>18</b>
Proposed Use of New and Renovated Structures	
Interim Housing for Employees	
Architectural Character	
Performing Arts Center	
North Campus Reprogramming	
Vehicular Access and Circulation	
Parking	
Lincoln Avenue Alignment	
Pedestrian Circulation	
The Link	
Proposed Landscape Design and Commons	
Tree Inventory	
Site Grading and Cut/Fill Analysis	
Proposed Utilities	
Sustainable Design Features	
Project Construction	
Approvals and Coordination	
Project Renderings	



# 1.0 INTRODUCTION

## Project Location and History

Founded in 1887, the Head-Royce School is the oldest Bay Area independent co-educational college preparatory day school for students in kindergarten through the 12th grade. The School is located in Oakland’s Lincoln Highlands-Oakmore-Dimond district.

Consistently ranked as a top-tier independent school in the US (*Wall Street Journal*, *Niche*, *Business Insider*, among others), Head-Royce currently enrolls approximately 881 students, and it employs 100 teaching faculty members and approximately 65 professional and administrative staff. The School operates year-round with a summer program serving approximately 780 children per three-week session and offering a range of academic and recreational activities. The majority of the summer school children attend Oakland public schools or other East Bay independent schools. Additionally, Head-Royce offers “Heads Up,” an academic enrichment program for college-bound students of color from the Oakland public school system. Heads Up currently serves 120 students annually through a six-week intensive summer program and Saturday sessions during the school year.

The School has been on its current site, a 14-acre campus set in a ravine of the Oakland Hills, bounded by Whittle Avenue on the north and Lincoln Avenue to the south, since 1964. The current campus consists of 12 buildings, including those for classroom and administrative functions, a gymnasium, a small auditorium, a library, and a café; a 30’ by 60’ swimming pool; various outdoor play areas; a multi-purpose sports field; and three outdoor tennis courts.

In 2013, Head-Royce acquired the 8-acre, former Lincoln Child Center (LCC) campus located at 4368 Lincoln Avenue, directly across the street from the existing campus of the School. 4368 Lincoln is located on a sloped site, with as much as 56’ of elevation change across the parcel. Founded as the Lincoln Home for Children in 1883, the organization operated a residential facility for orphans and abandoned children at the site from 1928. The name changed to the Lincoln Child Center (LCC) and continued operations as a state-licensed treatment center for emotionally disturbed children aged 5 through 15. From 1971 through approximately 1979, a portion of the LCC campus was used by the Royce School for Boys, which subsequently merged with the Anna Head School for Girls and relocated to 4315 Lincoln to form the current coeducational Head-Royce School.

In 2016, the City of Oakland amended the School’s Planned Unit Development (PUD) permit to allow a maximum enrollment of 906 students at its current campus. In 2018, the City of Oakland again amended the PUD permit to allow Head-Royce athletic teams to use an existing playfield located at 4500 Lincoln for practices.

In addition to its primary campuses, the School owns several adjacent buildings on Lincoln and Whittle Avenues that are used as residences for faculty and staff. The existing PUD requires these houses to be used as residences. No change in use for these residences is proposed and they are not considered to be part of the campus.

## Introduction

This document constitutes the application for the Preliminary Development Plan (“PDP”) portion of the amendment of the Planned Unit Development (“PUD”) permit for the Head-Royce School and addresses the integration of the proposed South Campus in the existing Head-Royce School campus, as well as certain ancillary facilities within the School’s existing North Campus per Oakland Planning Code (“OPC”) Section 17.140.020. The applicant, Head-Royce School, is submitting additional applications to the City of Oakland related to the Head-Royce School PUD permit amendment application, including:

- Tree Removal and Preservation Permit Application
- Conditional Use Permit Application (if required)
- Design Review Application
- Major Encroachment Permit Application

The supplemental applications listed above are relevant to this PUD permit amendment application and are referenced in this document.

## Project Site and Surrounding Area

The South Campus parcel is located on the south side of Lincoln Avenue, a major arterial road connecting I-580 to Highway 13. The area is generally residential in character. Several institutional/civic uses are located immediately adjacent to and east of the South Campus, including Ability Now Bay Area (formerly the Cerebral Palsy Center) and the East Bay Agency for Children. Further to the east on Lincoln Avenue are the Greek Orthodox Cathedral and the Mormon Temple. West and south of the South Campus parcels are single family residences. For purposes of this Project description, a convention is adopted that Lincoln Avenue runs east-west and Highway 13 runs north-south.



Brief Project Summary

The Project proposes to integrate the existing Head-Royce School, or “North Campus,” with a new “South Campus” and to create a unified 22-acre K-12 school. The Project proposes an underground link (tunnel) below Lincoln Avenue between the campuses and maintenance of an at-grade crossing; an internal pick-up and drop-off road; the rehabilitation and reuse of four existing buildings, three of which retain historical character-defining features; demolition of eight non-historic structures; construction of a 1,500 square foot Link Pavilion; construction of a 1,000 square foot maintenance shed; construction of a 15,900 square foot multi-use Performing Arts Center for up to 450 seats; interim housing for newly-hired faculty and staff moving to the Bay Area while they secure permanent housing; and the addition of 61 spaces to total 344 on-site parking spaces on the Head-Royce Campus.

The maximum student population will be 1,250 students, an increase of 344 students over currently allowed enrollment. Enrollment is anticipated to increase approximately 1-2% per year for a 20-year period.

Limited new construction is proposed on the North Campus, including the accommodation of the north end of the underground link and the raising of the roof on the existing Mary E. Wilson (MEW) Auditorium by five (5) feet to restore it to its original use as gymnasium. The South Campus would be shared by all of the School’s student divisions (Lower, Middle, and Upper) and would not be exclusively devoted to any one division.



Figure 1.01: Project Location



## 2.0 PROCESS AND REQUIRED APPROVALS FOR PUD PERMIT

### PUD Permit Regulations

Section 17.42.020 of the Oakland Planning Code establishes the regulations that govern PUD permits. The purposes of a PUD permit and these regulations is to encourage the comprehensive planning of larger tracts of land to provide flexibility in the application of certain regulations in a manner consistent with the general purposes of the zoning regulations and to promote a “harmonious variety of uses, the economy of shared services and facilities, compatibility with surrounding areas, and the creation of attractive, healthful, efficient and stable environments for living, shopping or working.” Major amendments to a previously issued PUD permit are processed in the same manner as a PUD permit. (OPC, § 17.140.110.) Under Section 17.42.020, a PUD permit application must be accompanied by the following:

1. A preliminary development plan (PDP) showing the character of the entire development (See Section 5.0 of this application);
2. A tabulation of the land area to be devoted to various uses and a tabulation of gross floor area to be devoted to various uses (See Section 5.0/Tables 5.01 and 5.03);
3. A stage development schedule demonstrating that applicant intends to commence construction within one year after the approval of the final development plan;
4. Schedule of submission of the final development plan).

Later in the review process, as more detailed plans are prepared, the applicant anticipates submitting a Final Development Plan (FDP) for simultaneous approval with the PDP. Both the PDP and the FDP will seek approval of phased increases in enrollment. If construction of additional stacked or structured parking is necessary to accommodate increases in enrollment, a later phase FDP for that additional parking will be submitted. All FDPs will include:

1. Location of water, sewage, and drainage facilities;
2. Detailed building and landscaping plans and elevations;
3. The character and location of signs;
4. Plans for street improvements; and
5. Grading and earth-moving plans.

### PUD Permit Criteria

The Project meets the permit criteria for a PUD as defined in Oakland Planning Code Section 17.140.080 in addition to the PUD development regulations included in Chapter 17.142. The PUD permit criteria are as follows:

1. That 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;

2. That 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, that the location and design will adequately reduce the impact of the development;
3. That 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;
4. That 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;
5. That 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; and
6. That 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.



3.0 GENERAL PLANNING AND ZONING

The PUD is consistent with the City’s General Plan and the zoning designation of the Project site.

Previously Issued Entitlements

The City approved the PUD permit in 2006 for the development and operation of the North Campus (4315 and 4465 Lincoln Avenue), which currently governs the use of the North Campus for school activities up to an enrollment of 906 students during the school year and 780 students during the summer. The PUD was amended in 2016 for modification to enrollment allowance and again in 2018 for the incorporation of the use of 4500 Lincoln as a playfield for school athletic practices. This application would further amend the PUD in its current form for development of the proposed South Campus and the associated integration with the North Campus of the Head-Royce School. In 1998, the City issued a conditional use permit for use of 4368 Lincoln Avenue to operate a residential campus for emotionally challenged children, and the site was used for that purpose until approximately 2015.

General Plan Conformity Guidelines

The Oakland General Plan is comprised of numerous elements, including but not limited to, the Land Use and Transportation Element (LUTE), the Open Space Conservation and Recreation Element (OSCAR), the Housing Element, Safety Element, and the Historic Preservation Element. Both the City’s General Plan and case law interpreting general plan requirements recognize that the general plan is a collection of competing goals and policies, which must be read together as a whole, and not in isolation. In reviewing the Project for conformity

with the General Plan, the City is required to balance these competing goals and policies. Case law has determined that a project “need not be in perfect conformity with each and every policy,” and that “no project could completely satisfy every policy stated in the General Plan, and state law does not impose such a requirement.” (Sequoyah Hills Homeowners Association vs. City of Oakland (1993) 23 Cal.App.4th 704.)

Project Conformity with the General Plan

The South Campus, where the bulk of the construction is proposed, has a General Plan designation of Institutional (See Figure 3.01). Under the General Plan, the Institutional land use classification is intended to create, maintain, and enhance areas appropriate for educational facilities, cultural and institutional uses, health services and medical uses, as well as other uses of similar character. The maximum FAR for this classification is 8.0. The proposed Project is substantially below this limit and approximately half of the current FAR of the North Campus. Policies that support the Institutional classification are Neighborhood Objectives N2 and N5.

The Project’s proposed educational facilities use is consistent with the Institutional General Plan land use classification and the objectives that support it, and it is consistent with the intensity of use of the property for the last 90 years. The Project would update the South Campus to serve educational uses at intensity below 8.0 FAR. Further, the Project is consistent with Neighborhood Objective N2 and its supporting policies:

- Objective N2 states: Encourage adequate civic, institutional, and educational facilities located within

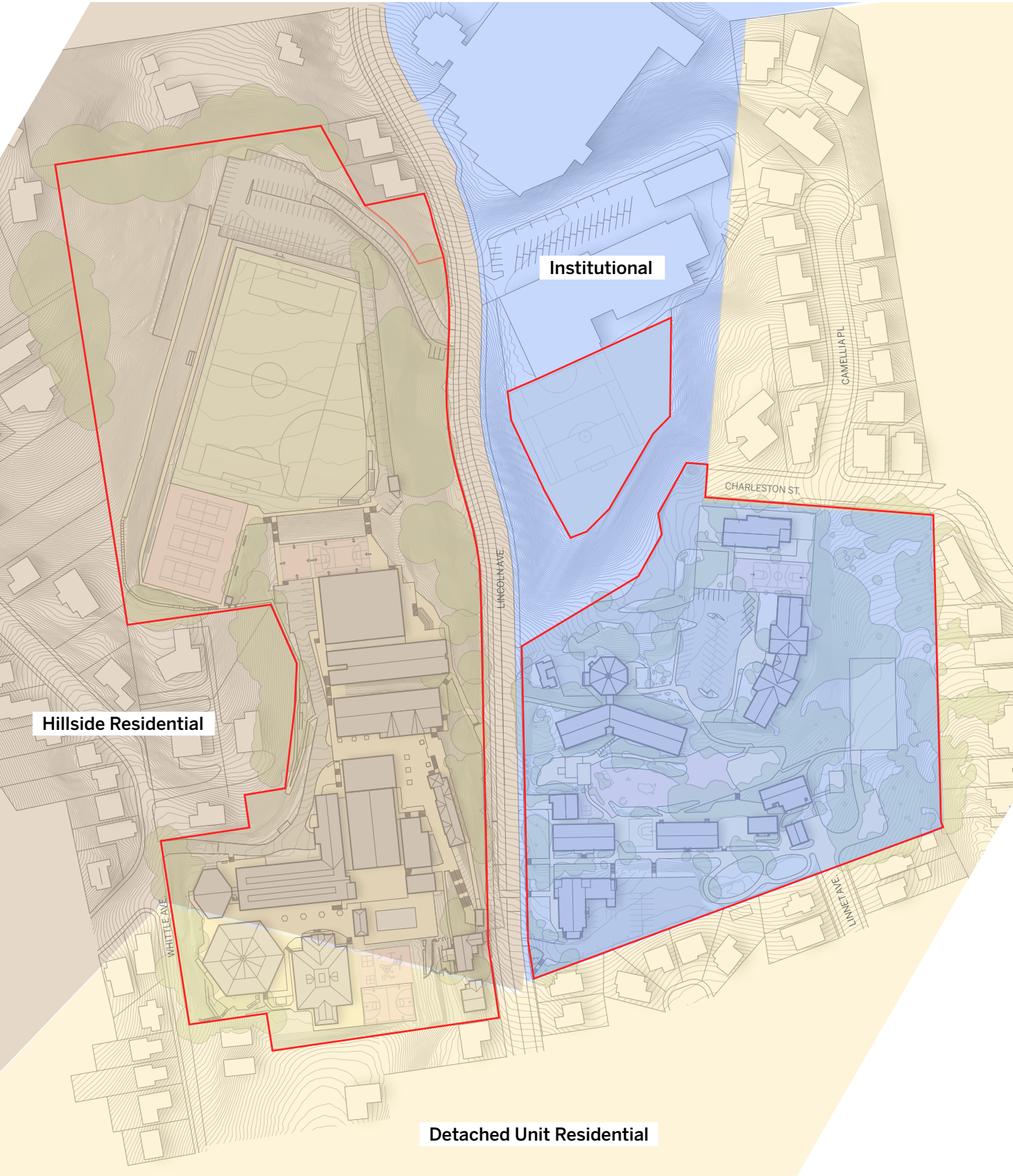


Figure 3.01: General Plan Designation



Oakland, appropriately designed and sited to serve the community. The Project expands on existing educational facilities in Oakland through the sensitive reuse of the South Campus that rehabilitates the best of the existing buildings and adds new facilities that address today’s educational needs. The new structures are designed to work with the existing campus, but not to mimic it so it is clear which buildings are old and which are new, and sited to allow easy and safe access to the Performing Arts Center.

- *Policy N2.1 states: Designing and Maintaining Institutions. As Institutional uses are among the most visible activities in the City and can be sources of community pride, high-quality design and upkeep/ maintenance should be encouraged. The facilities should be designed and operated in a manner that is sensitive to surrounding residential and other uses.* The Project would result in the maintenance and improvement of the South Campus and integration of this existing campus into one of this city’s oldest and best-known educational institutions. The Project retains and repurposes four buildings on the South Campus. In addition, the Project adds two new high-quality, energy efficient buildings designed to meet LEED Gold standards. As discussed above, the buildings and site are designed and would be operated in a manner that is sensitive to surrounding residential uses.
- *Policy N2.5 states: Balancing City and Local Benefits of Institutions. When reviewing land use permit applications for the establishment or expansion of institutional uses, the decision-making body should take into account the institution’s overall benefit to*

the entire Oakland community, as well as its effects upon the immediately surrounding area. The Project would benefit the City by reusing an existing vacant campus and expanding HRS’s enrollment, its summer program, and its Heads Up program, thereby allowing HRS to accept more of the many students (many from Oakland) who seek to go there. As discussed above, the Project would resolve some of the past conflicts between HRS’s operations and residents by creating enough space to allow private vehicle drop-off and pick-up operations to occur entirely within the South Campus.

The North Campus, where only minimal work is proposed, has the General Plan designations of Hillside Residential and Detached Unit Residential. The Hillside Residential designation is intended for low-density neighborhood residential uses. The Detached Unit Residential designation is intended for residential areas with single-family homes, with appropriate allowances for schools and other small scale civic institutions. An existing Planned Unit Development Permit governs the allowed land uses on the North Campus, permitting institutional uses.

The proposed changes to the North Campus consist of:

- the opening for the pedestrian tunnel;
- the reuse of the existing MEW Auditorium as a gymnasium, its original use;
- the reuse of existing administrative and classroom space on the North Campus that would relocate to the South Campus for classroom or other administrative functions.

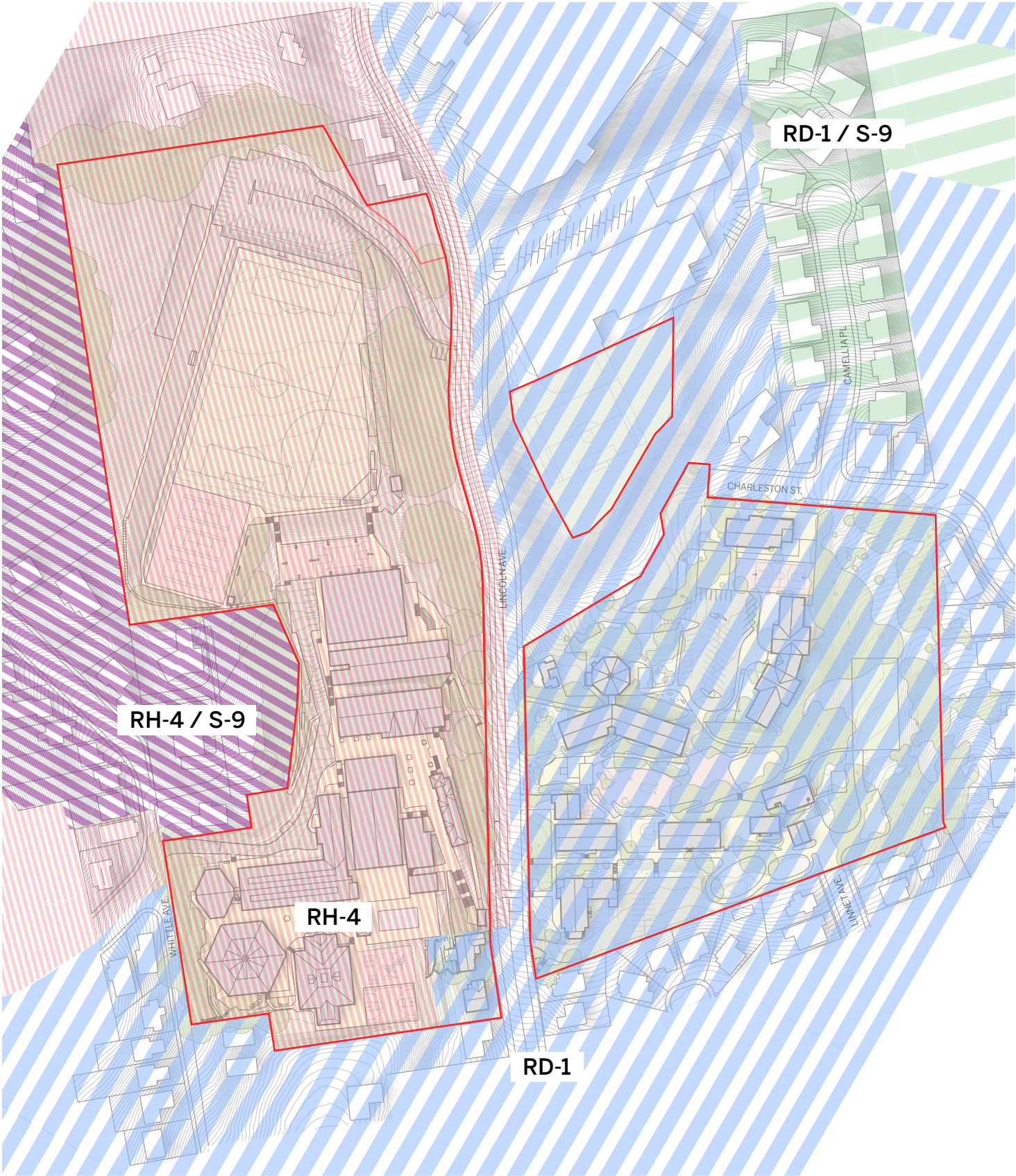


Figure 3.02: Zoning Diagram



In sum, the Project's location, design, size, and uses are consistent with the Oakland General Plan.

**Project Conformity with Zoning Controls**

The South Campus, where the bulk of the construction is proposed, is zoned RD-1 (See Figure 3.02). Under the City's Planning Code, the RD-1 district is intended to accommodate detached, single unit structures and a limited range of commercial uses. The North Campus is zoned RH-4 (See Figure 3.02). The RH-4 district is intended to create, maintain, and enhance areas for single-family dwellings on minimum lot sizes of 6,500 to 8,000 square feet and a limited range of civic uses, and is typically appropriate in already developed areas of the Oakland Hills.

K-12 schools are classified as a Community Education Civic Use in the City's Planning Code. (OPC, § 17.10.180.) Community Education Civic Uses are conditionally permitted in the RH-4 and RD-1 zones. (OPC, § 17.13.030, Table 17.13.01; § 17.15.030, Table 17.15.01.) In the RD-1 zoning district, where the bulk of new development would occur, the minimum lot size is 5,000 square feet and maximum height is 30 feet for structures located on lots with a footprint slope of less than 20 percent and between 35 to 40 feet for structures located on lots with a footprint slope equal to or greater than 20 percent. (OPC, § 17.15.050, Tables 17.15.03 and 17.15.06.) Civic facilities developed in the RD-1 zoning district are conditionally permitted to exceed the applicable height limits up to a height of 75 feet. (OPC, § 17.108.020.) Uses and structures that are conditionally allowed under the zoning code are also allowed through processing of a PUD. (OPC, § 17.134.110.) Whenever a conditional

use permit is required for a proposal also requiring a planned unit development permit, the City must confirm that the Project conforms to the applicable use permit criteria. (OPC, § 17.134.110.) The Project conforms to the applicable use permit criteria. (See OPC, § 17.134.050.)

The Project would result in approximately 1,900 net new square feet on the South Campus and therefore is in keeping with the overall size of development that has historically been on the campus. The Performing Arts Center would be taller than the buildings to be demolished due to the unique height requirements of theater space, which require a ceiling high enough to allow full-height backdrops to be raised out of view, sloped floors, and adequate space above the ceiling and under the roof to accommodate the sound, lighting, and mechanical systems necessary for stage performances. However, it would only be approximately two feet taller than the adjacent two buildings. The Project would comply with all applicable Regular Design Review criteria.

The Project's location, design, size, and uses are consistent with the zoning and design controls under the City's Planning Code.



# 4.0 EXISTING CONDITIONS

## Project Ownership

The Project site consists of the following Alameda County assessor parcel numbers, each of which is owned by the Head-Royce School:

- 29-1009-6: 4368 Lincoln Avenue
- 29A-1367-4-4: 4315 Lincoln Avenue
- 29A-1367-1-14: 4465 Lincoln Avenue

Additionally, the following parcel, owned by Ability Now Bay Area, is used by the School:

- 29-1009-10-5: 4500 Lincoln Avenue

## Land Use and Zoning Designations

As noted above, the School owns two properties on Lincoln Avenue: 4315 Lincoln (North Campus) and 4368 Lincoln (South Campus) and has an agreement with Ability Now Bay Area for non-exclusive use of the playfield at 4500 Lincoln. A school and/or institutional use have been located at 4315 Lincoln since at least 1964, at 4368 Lincoln since at least 1929, and at 4500 Lincoln since the 1950s.

## Existing Properties

4315 Lincoln Avenue (North Campus) is used as a K-12 school. It is designated Hillside Residential and Detached Unit Residential in the general plan and is zoned RH4. A PUD permit, most recently amended in 2016 (for enrollment) and 2018 (for the inclusion of use of 4500 Lincoln, see below) governs use of the site for School activities up to an enrollment of 906 students during the school year and 780 students during the summer.

4368 Lincoln Avenue (South Campus) is designated Institutional in the General Plan and zoned RD-1. In 1998, the City granted a conditional use permit to operate a residential campus for emotionally disturbed children, and the site was used for that purpose until approximately 2015. The Institutional designation is intended for areas with institutional uses, including educational, cultural, and health services and medical uses. The RD-1 zone is intended for areas with detached, single unit structures and a limited number of commercial uses. The minimum lot size is 5,000 square feet in the RD-1 zone.

4500 Lincoln Avenue is used by Head-Royce, per its PUD, as a play field for school athletic practices. The parcel is the current site of Ability Now Bay Area, formerly the Cerebral Palsy Center. 4500 Lincoln is designated Institutional in the General Plan and zoned RD-1.



Figure 4.01: Ownership



Independent schools are classified as a Community Education Civic Use in the Oakland Planning Code (“OPC” § 17.10.180). Community Education Civic Uses are consistent with both the Hillside Residential and Institutional general plan designations and conditionally allowed in both the RH-4 and RD-1 zones under Oakland's Planning Code. Community Assembly uses, such as those that are proposed for the Performing Arts Center, are also conditionally allowed in the RD-1 zone.

**Existing Site Conditions**

The parcels forming 4368 Lincoln are situated on gently hilly terrain that generally slopes up from southwest to northeast with a 56’ change in grade across the site. The site is accessed from three points along Lincoln Avenue: at the northeast corner of the site for access to the upper parking lot, mid-parcel for access to a shallow loading dock and service yard, and at the northwest corner for access to the lower parking lot. Additionally, emergency access to the site is available through Charleston Street. No through traffic is allowed at this emergency access point.

Current use of 4368 Lincoln by the School is limited to parking, storage, and maintenance.



Existing Traffic

Currently, Head-Royce students are dropped off and picked up along Lincoln Avenue and enter the North Campus through the School’s Gatehouse. The School is served by three AC Transit bus lines and five buses operated by a private company. Drop-off occurs on both sides of Lincoln Avenue; pick-ups (except for buses) are required to take place on the north side of Lincoln. A crossing guard assists pedestrians across Lincoln Avenue at a signalized crosswalk.

Drop-off and pick-up occur chiefly during the School’s morning peak period of 8:00-8:30 am and its afternoon peak period 3:15-3:45 pm. Westbound drivers desiring to turn around on Lincoln are directed to use “The Loop,” which consists of a left turn on Alida, a right turn on Laguna, a right turn on Potomac, and then another right turn on Lincoln Avenue. The existing loop is depicted in Figure 4.02.

Service to 4315 Lincoln is accessed from Whittle Street, with restrictions of use defined in the School’s current PUD permit. Service to 4368 Lincoln is directly on Lincoln, as well as accessed from the driveway located in the northeast corner (uphill).

Lincoln Avenue traffic is managed by two City of Oakland traffic signals adjacent to the site. One signal is located at the entrances to the Head-Royce east parking lot and Ability Now Bay Area. The second signal manages the pedestrian crossing located near the Head-Royce Gatehouse.

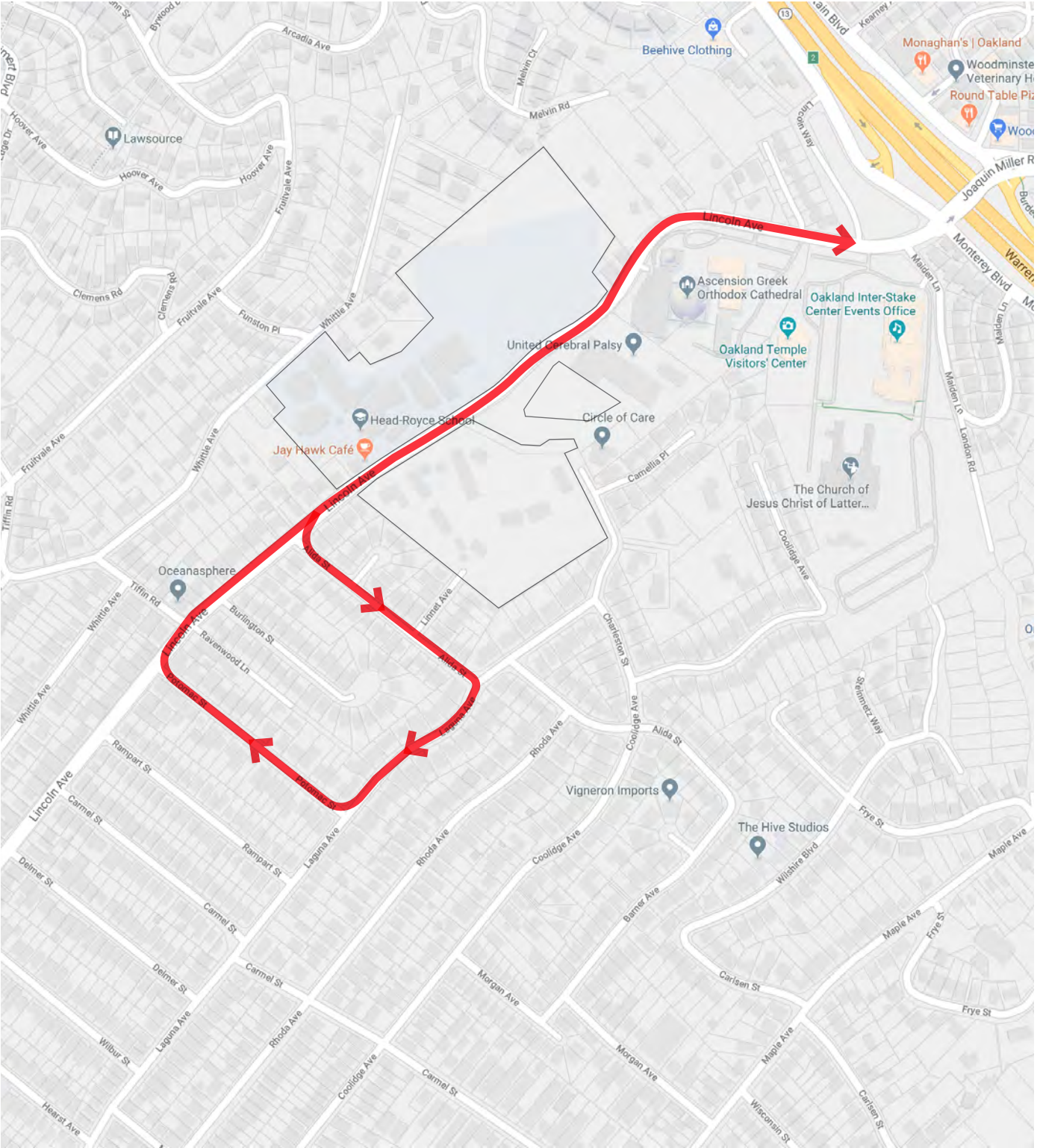


Figure 4.02: Existing Traffic Loop

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NTS



Existing Parking

The School currently has 154 off-street parking spaces on the North Campus and 129 off-street parking spaces on the South Campus.

Table 4.01 Existing Parking Summary

North Campus		Cars
Lot E		20
Lot F		134
Subtotal North		154
South Campus		
Lot A		12
Lot B		10
Lot C		45
Lot D		62
Subtotal South		129
Total Existing Parking		283



Figure 4.03: Existing On-Campus Parking Locations



Existing Buildings

There are three buildings located at 4368 Lincoln Avenue that are not listed on any historic registers but may be distinctive examples of the Spanish Colonial Revival style. These three buildings are proposed to be rehabilitated and reused, with substantial interior renovation. Some minor exterior alterations may be required to meet the School’s programmatic needs. The buildings are currently in fair condition on the exterior and poor on the interior. All three of the buildings have been altered on both the interior and exterior since they were constructed. Other newer buildings are located to the east and southeast of the subject buildings.

Building O (aka Junior Alliance Hall) is a wood frame building designed in the Spanish Colonial Revival style. It has an L-shaped plan consisting of a southwest-northeast elevation and a northwest-southeast elevation. The building is one story high and 4,500sf with a partial basement that is an additional 1,650sf. This building was constructed in 1935 as an auditorium and gymnasium with administrative offices and designed by W.G. Corlett. The southwest-northeast elevation is double-height for the auditorium and topped by a gable roof clad with red clay tile, while the northwest-southeast wing is shorter and has a flat roof surrounded by a low parapet with red clay tile coping. The entire building is clad with stucco and has primarily steel-sash windows and flush wood doors.

Building 1 (aka Mary A. Crocker Cottage) is a wood frame building designed in the Spanish Colonial Revival style. It is rectangular in plan. The building is 6,450sf over two stories with a partial basement that is an additional 700sf. This building was designed by Reed & Corlett and constructed in 1929 as a dormitory for children. This building is topped by a gable roof of red clay tile. The entire building is clad with stucco and has primarily aluminum sash windows and flush wood doors.

Almost identical to Building 1, Building 2 (aka Grace L. Trevor Cottage) is a wood frame building designed in the Spanish Colonial Revival style. It is rectangular in plan. The building is 6,500sf over two stories plus a 700sf basement accessed through a crawl panel on the north façade. The building was designed by Reed & Corlett and constructed in 1929 as a dormitory for children. This building is topped by a gable roof of red clay tile. The entire building is clad with stucco and has primarily aluminum sash windows and flush wood doors.

The buildings are described in Oakland’s historic building rating system as Potentially Designated Historic Properties (PDHPs) with a rating of C3, meaning they are of “secondary importance” and not located in an historic district.

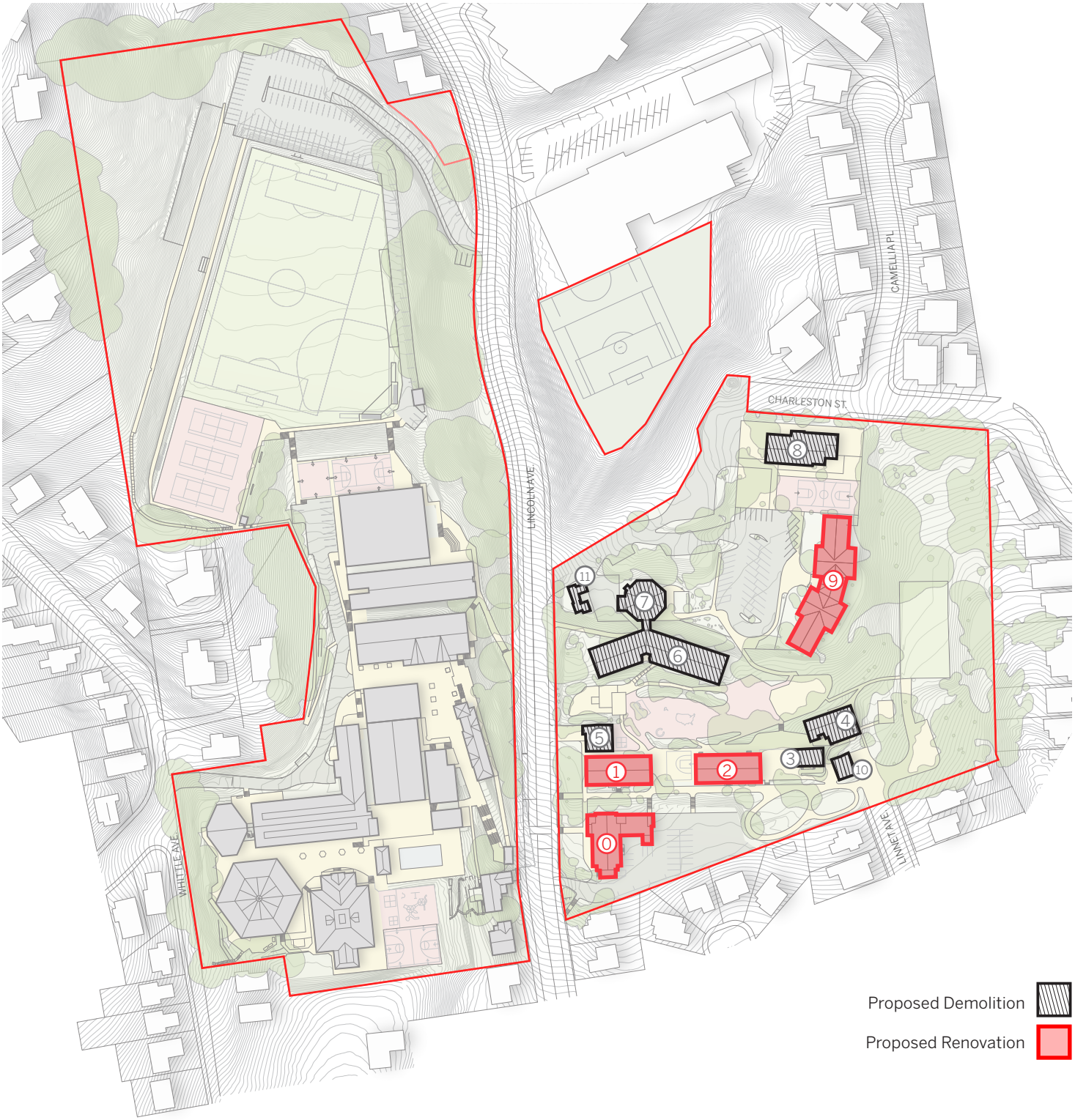


Figure 4.04: Proposed Renovation and Demolition



For Buildings 3 and 4, demolition is proposed. Building 3 is a 1,420sf portable classroom building. It was built in 1990 and is not considered to be historic. Building 4 (aka the Linnet/Ethel Moore Cottage) is a small administrative building of 2,068sf. This building has a post and pier foundation, a stucco exterior, and a composition shingle roof. This is a one-story wood frame building. It was built in the late 1960s and is not considered to be historic.

Demolition of Building 5 (aka the Maintenance Building) is proposed. It is a 1,225sf wood frame building with a slab foundation. A driveway leads from Lincoln Avenue to this garage-like building. The building has a small storage mezzanine, a stucco exterior, and a tar and gravel roof. This structure has two roll-up garage doors and a laundry sink. It was built in the late 1960s and is not considered to be historic.

Demolition of Building 6 (aka Bushell Cottage) is proposed. Building 6 is a one-story, 5,769sf wood frame building. It was used as a living quarters and consists mostly of bedrooms. This building has a composition shingle roof, stucco exterior walls, and a slab foundation. The interior has a fiberglass ceiling, plywood walls and tile floor. It was built in the late 1950s and is not considered to be historic.

Demolition of Building 7 (aka Bushell Kitchen and Dining Hall) is proposed. Building 7 is an irregularly shaped, one-story, 1,475sf wood frame cafeteria building. It is attached to Bushell Cottage by a 5’-4” wide enclosed

corridor. It has a slab foundation, composition shingle roof, and wood exterior. The interior has a tile floor, fiberglass composition ceiling and wood walls. This building has a fireplace and an attached large outdoor BBQ. It was built in the late 1950s and is not considered to be historic.

Demolition of Building 8 (aka Charleston House or Holmgren) is proposed. Building 8 is 3,024sf one-story wood frame building. It was built as a residence hall for 10 children and was used as an elementary school for many years. The structure has a slab foundation, stucco exterior and a composition shingle roof. Its date of construction is unknown.

Building 9 (aka Champlin House) is a 6,850sf one-story wood frame building. It was built as a residence hall. The structure has a slab foundation, stucco exterior, and a composition shingle roof. It was built in 1999 and is not considered to be an historic resource. This building is proposed to be retained and rehabilitated for either classroom or administrative use.

Demolition of Building 10 (aka the Garage) is proposed. Building 10 is an 825sf detached, one-story, three-car, wood frame building. It was built in the late 1960s and is not considered to be historic.

Demolition of Building 11 is proposed. Building 11 is a 700sf storage shed.

Table 4.02 Existing Area Summary

Proposed Renovation	Area (SF)
Building 0	6,150
Building 1	7,150
Building 2	7,200
Building 9	6,850
Subtotal Renovation	27,350
Proposed Demolition	Area (SF)
Building 3	1,420
Building 4	2,068
Building 5	1,225
Building 6	5,769
Building 7	1,475
Building 8	3,024
Building 10	825
Building 11	700
Subtotal Demolition	16,506
Existing Area Total	43,856 SF



**Existing Landscape and Planting**

Buildings 0 and 1 are set back and elevated above the street, with trees, low shrubs, and other greenery at the front edge of the lot, and small areas of lawn in front of the buildings. Concrete steps rise from the sidewalk to provide access to walkways that serve the buildings. A parking lot is located to the south of Building 0, with steps that ascend a small vegetated rise to Buildings 1 and 2. An asphalt playground area is located between Buildings 1 and 2; and a larger playground area, paved with asphalt and surrounded by trees and other vegetation, lies on the northeast side of the buildings. An existing informal grass playfield is located on the South Campus along the south property line, measuring approximately 68' by 138'.

The site contains approximately 395 trees that include Coast Live Oaks, Redwoods, Eucalyptus, Pines, Cyprus, Pear and Olive trees. The existing trees are of varying health, age and size. Approximately 60% are native. A small turf play field exists on the Project's south side.



Figure 4.05: Existing Parking Lot D



Figure 4.09: Existing Canopy and Play Structure





Figure 4.06: Existing Building 0 from South



Figure 4.07: Existing Building 1 from South



Figure 4.08: Existing Play Field



Figure 4.10: Existing Paved Area



Figure 4.11: Existing Building 2 from Northwest



Figure 4.12: Existing Parking Lot C and Building 9



5.0 PRELIMINARY DEVELOPMENT PLAN FOR SITE

Introduction

Site improvements include tunnel access staircases and ramps, a terraced Commons, outdoor “classrooms,” accessible outdoor spaces, surface parking, and the design of the link. Site improvements are designed to use existing usable, flatter areas of the site made clear by the removal of non-significant, older buildings. New buildings are proposed to be sited on previously disturbed areas.

Proposed Use of New and Renovated Structures

As noted above, the Project involves the rehabilitation and reuse of the three Reed & Corlett buildings. The rehabilitation will chiefly involve interior upgrades and renovations, but it may also involve installing some new relatively minor exterior features and modifying others (such as new doors, windows or external stairways) to meet modern life-safety requirements and/or the School’s programmatic needs and design preferences.

Building 0 will be used for collaborative meeting space for small groups as well as larger assembly space for 55 to 125 people. Office space for administrative use will also be provided. Buildings 1 and 2 will be used for classroom and administrative functions. A small kitchen may be included for catering and food service.

The Project also proposes renovation and reuse of Building 9, built in 1999 and originally used as a dormitory. No significant changes to the exterior of Building 9 are proposed. It is proposed to be retained, rehabilitated, and re-purposed for classroom, administrative, and/or temporary housing use(s).

The existing MEW Auditorium on the North Campus will be repurposed to its original use as an gymnasium. The School proposes to raise the roof by five (5) feet.

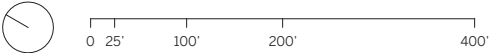
Interim Housing for Newly-Hired Faculty and Staff

As an accessory use pursuant to Oakland Planning Code 17.10.010 (C)(1) (Residential occupancy in connection with a principal Nonresidential Activity), the School proposes to provide up to five (5) apartment-type housing units for the purpose of providing short term workforce housing for employees while they secure permanent housing. Anticipated stays in such units would range from one to two years. The applicant is considering locating these housing units in the existing Building 9 on the South Campus. This short-term housing for faculty and staff would be accessory to the School’s institutional purpose because the limited and short-term residential occupancy would support the School’s institutional mission to recruit employees.

Detailed plans and elevations will be submitted as part of the Final Development Plan.



Figure 5.01: Illustrative Master Plan





Performing Arts Center

An up to 450-seat Performing Arts Center (PAC) will provide the School's theater, dance, and music groups practice, performance and classroom space. The PAC will also be a place for the School to hold assemblies, concerts, meetings and host speakers. This building is anticipated to be up to 32 feet in height and 16,000 square feet in size. A preliminary elevation of this structure is attached as Figure 5.21 and indicates a potential location for rooftop solar panels.

Link Pavilion

The proposed Project includes a 1,500 square foot, 16 foot tall Link Pavilion, a one-story structure that will be a multi-use meeting room and gallery space with elevator access from the proposed tunnel/link below.

Maintenance Building

The plan includes a small 1,000 square foot, 14 foot tall building to be used for storage and maintenance of both the physical plant and landscaping.

Table 5.01 Proposed Area Summary

Renovated Buildings	Level	Area (SF)
Building 0	B1	1,650 <sup>1</sup>
Building 0	1	4,500
Building 1	B1	700
Building 1	1	3,225
Building 1	2	3,225
Building 2	B1	700
Building 2	1	3,225
Building 2	2	3,275
Building 9	1	6,850
Subtotal Renovation		27,350
New Construction		Area (SF)
Link Pavilion	1	1,500
Performing Arts Center	1	12,800
Performing Arts Center	2	3,100
Maintenance Building	1	1,000
Subtotal New Construction		18,400
Proposed Area Total		45,750 SF

<sup>1</sup> Basement levels will not count for purposes of calculating Floor Area Ratio (FAR) but are included here for informational purposes.



Figure 5.02: Proposed & Renovated Structures

Note: All dimensions approximate.



North Campus Re-Programming

The addition of the South Campus and its associated buildings creates the opportunity to relocate certain classroom or administrative functions that currently exist on the North Campus, such as the Head’s Office and the Admissions Office. As part of this Master Plan, these vacated spaces on the North Campus will be renovated to meet modern life-safety requirements, if needed, and reused for administrative or classroom purposes. Renovations may involve interior partition modifications.

Building H – Mary E. Wilson Auditorium (MEW)

With the majority of the School’s performing arts program moving to the PAC on the South Campus, Building H (aka Mary E. Wilson Auditorium or MEW) will return to its original use as a gymnasium. See Figures 5.04 and 5.05 for historic and existing photographs of Building H. Because this building does not meet current athletic standards for vertical clearance, the roof will be raised approximately five feet.



Figure 5.03: North Campus Re-Programming

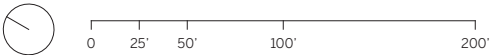






Figure 5.04: Historic photo of Building H (MEW) as a gymnasium



Figure 5.05: Existing theater in Building H



Figure 5.06: Existing Building I from Northwest



Figure 5.07: Existing classroom in Building M



**Vehicular Access and Circulation**

Vehicular access will be from Lincoln Avenue only. No vehicular access to the site will be allowed from Charleston Street or Linnet Avenue. A new internal loop road running within the perimeter of the South Campus will provide approximately 1,000 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. During the peak periods on school days, primary pick-up and drop-off activities (except for bus loading and unloading) will occur on the South Campus.

Access to the South Campus will be controlled by a new signalized intersection at the northeast corner of the South Campus along Lincoln Avenue. The Lincoln right-of-way will be reconfigured to accommodate a downhill left turn pocket and an uphill right turn pocket. Parallel parking spaces along the south side of Lincoln Avenue will be removed to accommodate this modification. Egress from the South Campus will be controlled by a signalized intersection at the northwest corner of the South Campus. This signal will replace that which 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 will be maintained.

The loading zones for both AC Transit and private buses will be maintained on Lincoln Avenue due to the narrow width of the proposed internal loop road. However, the internal loop road will be sized to accommodate emergency vehicles.

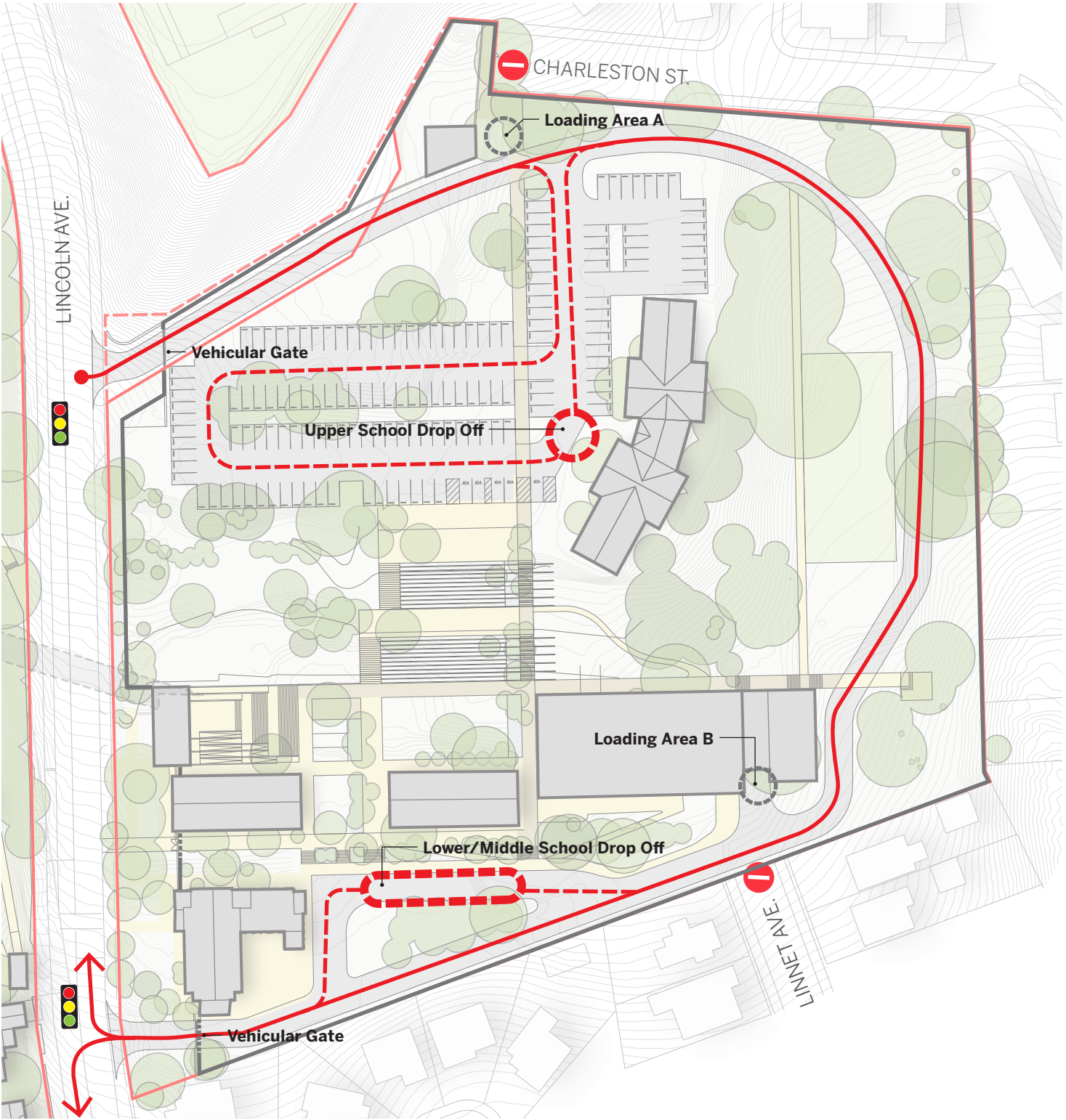
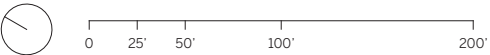


Figure 5.08: Vehicular Access & Circulation





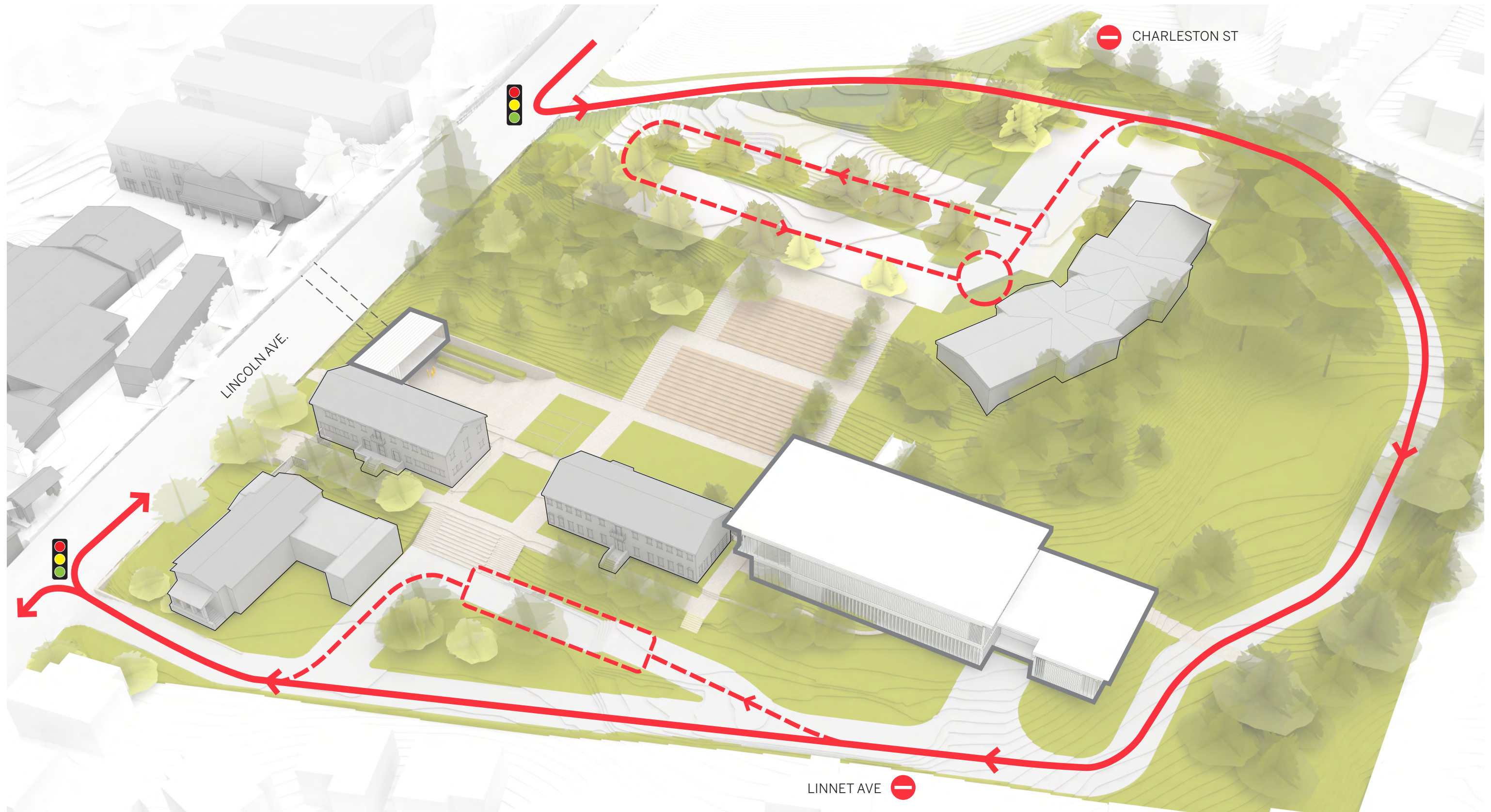


Figure 5.09: Vehicular Access & Circulation Diagram



Parking

An estimated 25 new on-site parking spaces will be added to the existing 129 paved parking count for faculty, staff and visitors for a total parking count of 154 spaces on the South Campus. As enrollment increases, the applicant will either add stacked parking in Lot F on the North Campus (for a total of 344 parking spaces campus-wide) or will reduce parking demand by prohibiting some or all students from driving to school. Currently, approximately 90 students (juniors and seniors) have permits to drive to campus and park.

Table 5.02 Proposed Parking Summary

North Campus		Cars
Lot E		20
Lot F		170 <sup>1</sup>
Subtotal North		190
South Campus		
Lot A		154
Subtotal South		154
Total Proposed Parking		344

<sup>1</sup> 36 of these parking spaces will be added through stacked parking.



Figure 5.10: Proposed Parking Plan



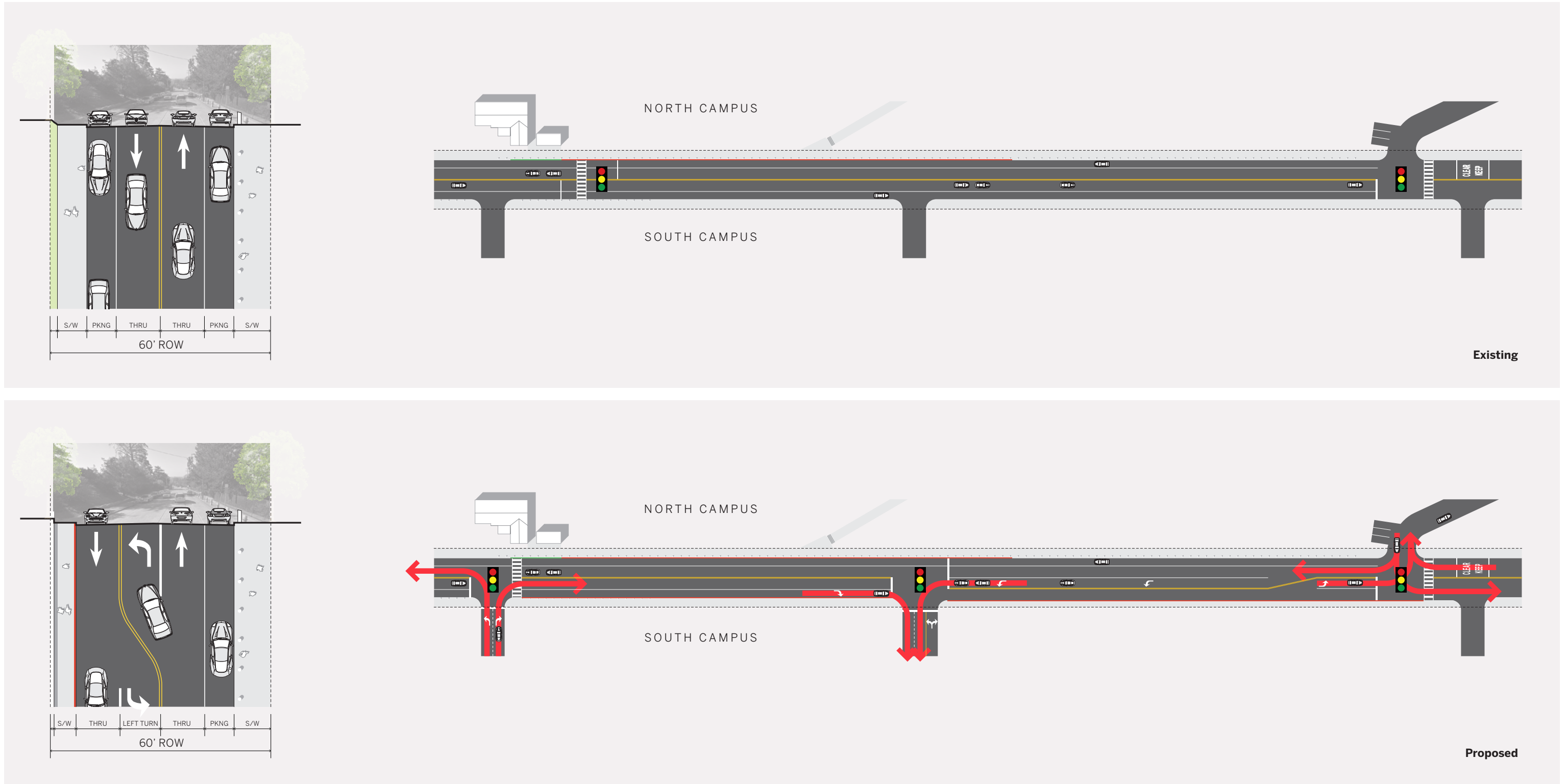


Figure 5.11: Proposed & Existing Lincoln Avenue Alignments



**Pedestrian Circulation**

Pedestrian pathways will be constructed throughout the South Campus to link existing and proposed buildings and associated open spaces. The Project proposes two options for managing primary pedestrian circulation between the North and South Campuses:

Option A: This option proposes to construct a pedestrian tunnel, “The Link,” under Lincoln Avenue to link the North and South Campuses. The Link will be an 18-foot-wide, approximately 12 feet tall pedestrian tunnel to be constructed underneath Lincoln Avenue at the approximate location indicated on Figures 5.12 & 5.13. Through the Link, the North Campus will be connected to the new internal pick-up and drop-off sequence on the South Campus. Access to the Link will be limited to School use only. This pedestrian tunnel will only be accessible from privately-owned property and will not be accessible by the general public. Additionally, an at-grade crossing for pedestrian connections between the North and South Campuses would be maintained. This crossing would be associated with the traffic signal controlling South Campus vehicular egress.

Option B: This option proposes to retain an at-grade crossing for all pedestrian connections between the North and South Campuses. The Link tunnel would not be included in this option.

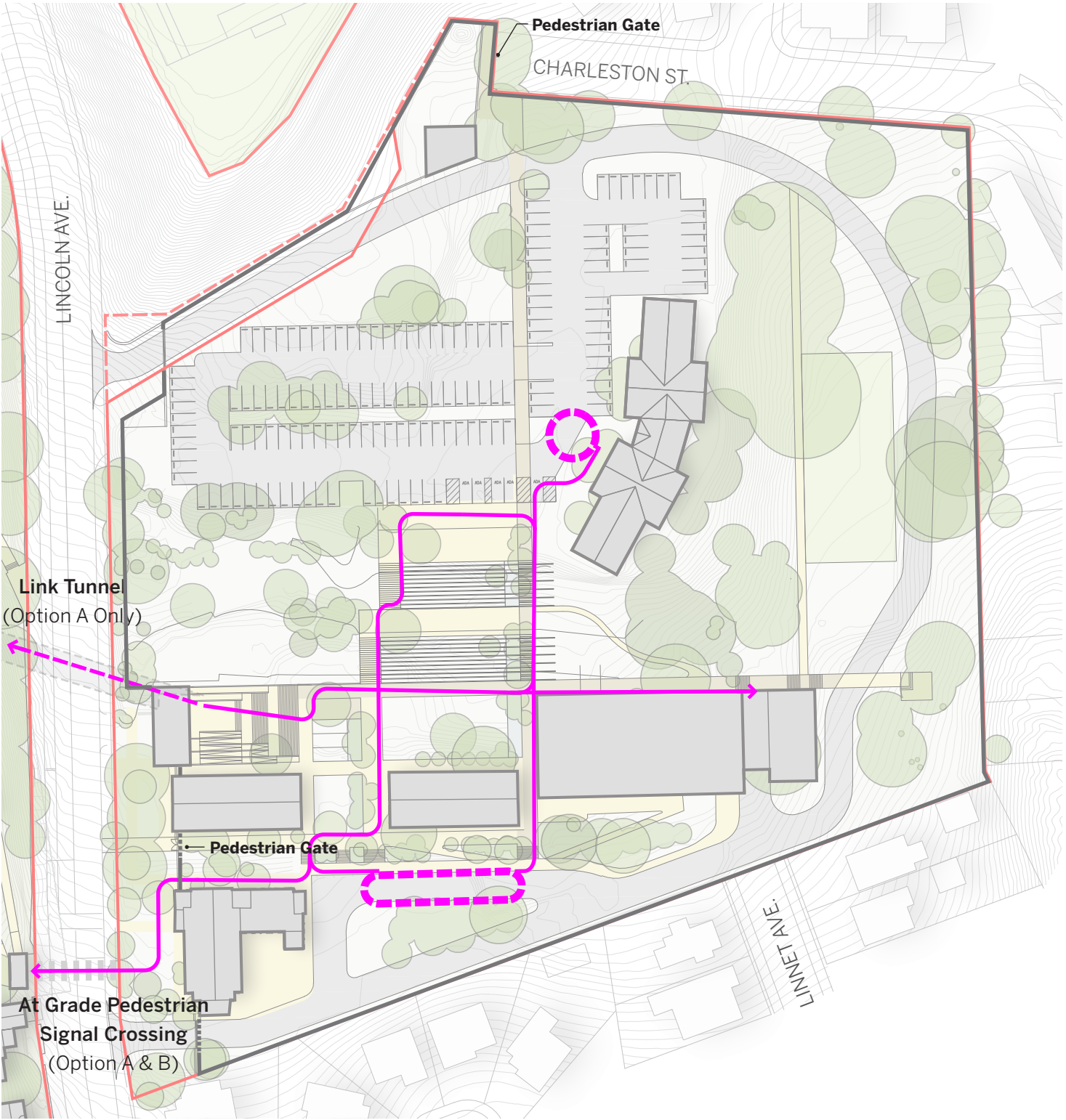


Figure 5.12: Pedestrian & Bicycle Circulation



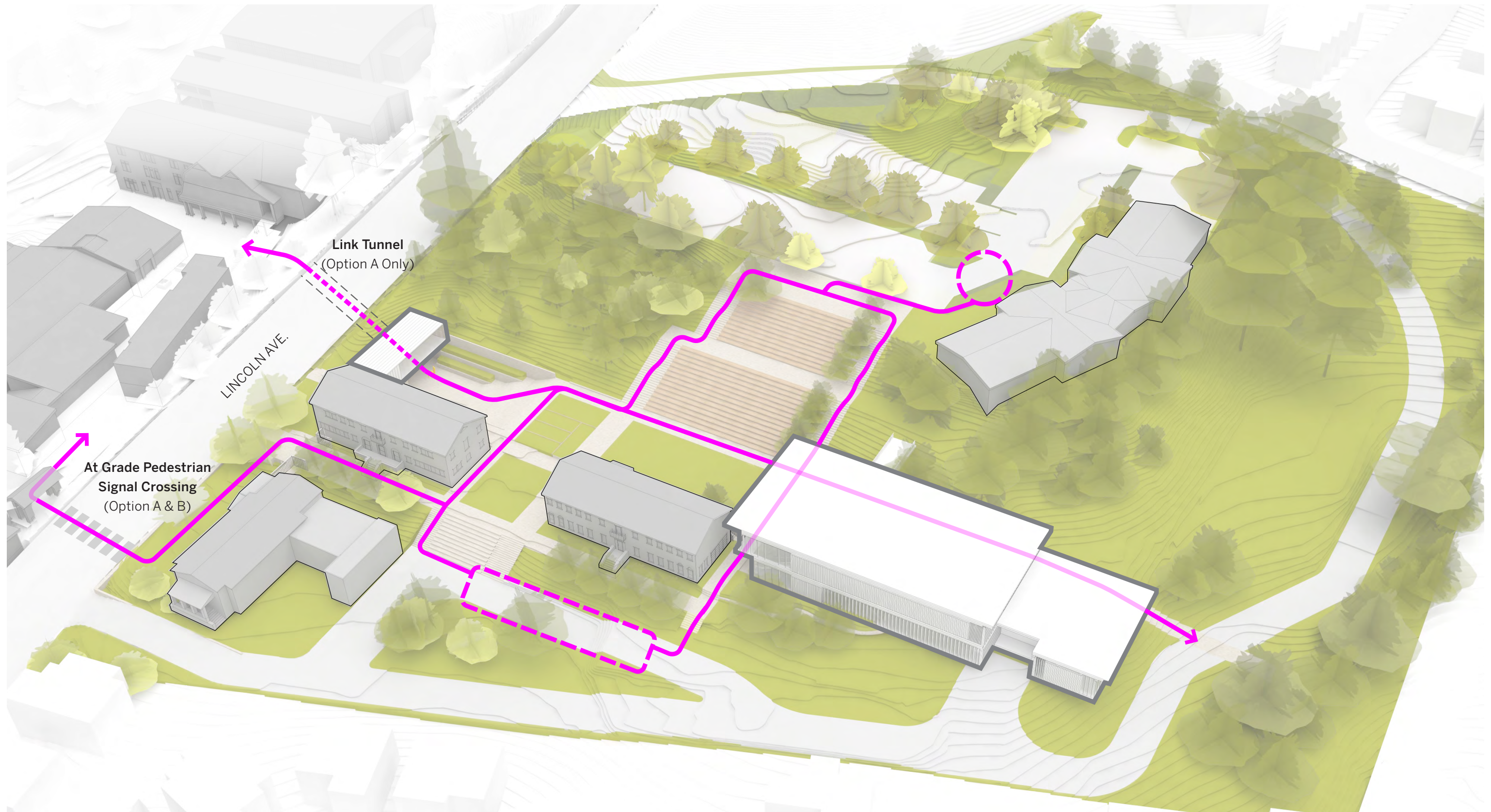


Figure 5.13: Pedestrian Access & Circulation Diagram



**The Link**

The proposed Link alignment daylights out of the existing North Campus slope below the north side of Lincoln Avenue, where the north portal will be located. The tunnel alignment extends southward from the north portal with an invert elevation increasing at a 4.8% slope, where the alignment terminates roughly 15 feet below grade at its south end. Based on the anticipated tunnel dimensions, the minimum anticipated cover below Lincoln Avenue is approximately 7 feet.

**Utilities**

There are several utilities underlying Lincoln Avenue. Based on the available information, there is an EBMUD water main and a City of Oakland storm drain located north of the tunnel alignment. These two lines connect into the North Campus just north of the proposed Link alignment and are not expected to affect tunnel construction. Other utilities that cross the proposed alignment and underlie Lincoln Avenue consist of gas, water, electric (overhead and underground), and telecommunications.

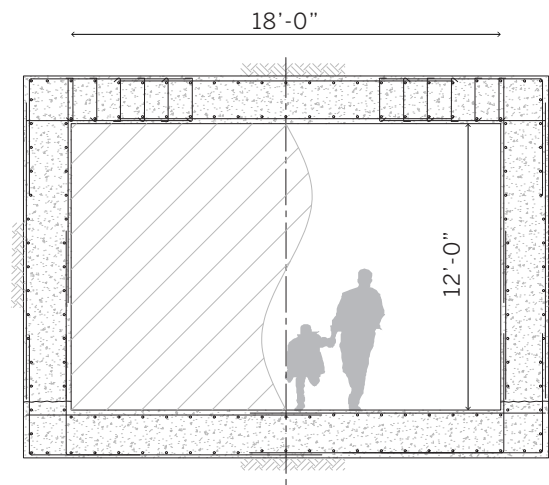


Figure 5.14: View of Existing North Campus Patio

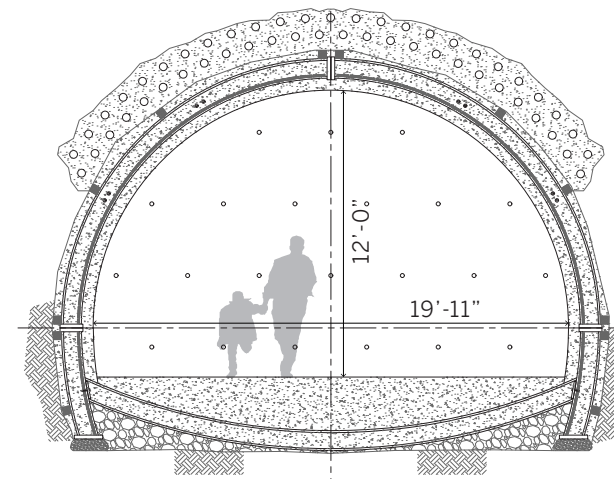


Figure 5.15: View of Proposed North Campus Patio and Link

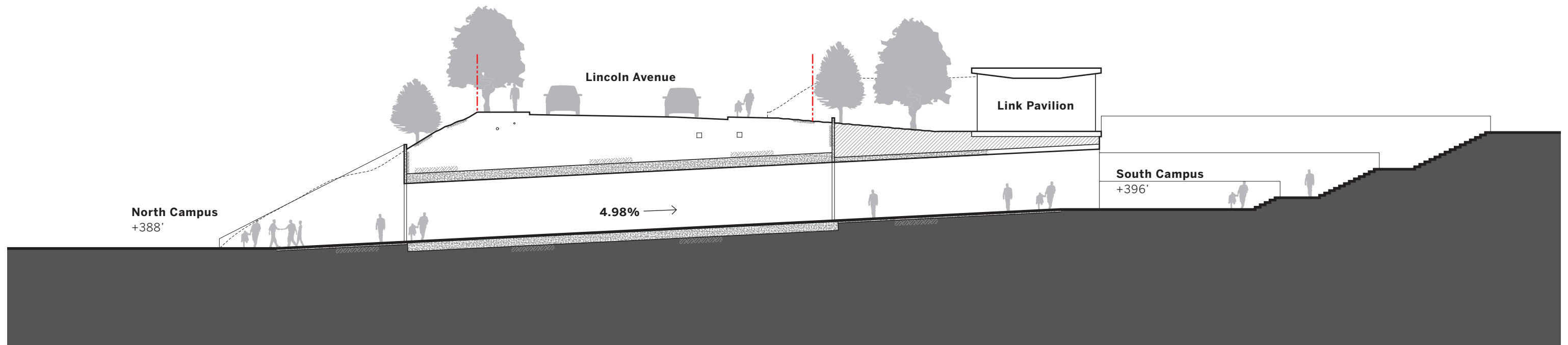




**Enlarged Section Through Link**  
Tunnel Design Option A



**Enlarged Section Through Link**  
Tunnel Design Option B



**Figure 5.16: Section Through Link**



Proposed Landscape Design

The whole natural system of the site at the South Campus of Head-Royce is proposed as a learning resource for the students and a park-like setting. Having a site like this enables landscape restoration and promotes a healthy Californian ecosystem. The site has been reshaped to accommodate, but also promote, the value of this native environment by making students aware of and evolve with spaces designed around oak groves, natural hydrology, and native vegetation. The Project proposes a central Commons, outdoor wood deck classrooms, a walking labyrinth, and a series of loop trails woven throughout the site and providing access to both existing buildings and the proposed Performing Arts Center. All landscape features are designed to work with existing site topography, which creates the potential to preserve most of the native and healthy trees at site. Existing irrigated lawn will be consolidated to the Commons and surrounded by the proposed buildings. Existing shrubs will be removed and any groundcover or bare ground will be replaced with drought-tolerant perennials and grasses.

Landscaping proposed for the trails includes ADA-accessible routes and other secondary paths with stairs. Along the trails will be a series of small gathering areas with seating and interpretive signage. The walking labyrinth will be grass-covered mounded earth with a gravel path, with low ground cover of native perennials and grasses. Native plantings will be used wherever feasible.

Like the North Campus, the outdoor spaces of the South Campus will be available to neighbors through key card access.

The Commons

The Project will include a terraced Commons (approximately 65 feet by 170 feet) surrounded by the existing and above-described new structures. The Commons acts as a heart of campus composed of terraces integrated with perennial planting and a stepped water feature connecting rain gardens at eastern and western ends of the site. The terraced nature of the Commons connects the upper parking area and drop-off at the east end of the campus with the academic buildings and lower drop-off to the west. The Commons will be used daily for students to congregate and eat lunch. It may also be used intermittently for larger events, such as graduation.

Outdoor Classrooms

A series of outdoor classrooms are designed on raised wooden decks built around existing oak and eucalyptus trees on site. These spaces for outdoor learning supplement the built environment, promoting creativity, cognition and critical thinking. Research shows that exposure to nature increases children's self-esteem, decreases stress, and leads to better academic performance. These classrooms have been designed to accommodate multiple age groups and will be themed on different elements of the Mediterranean landscape of the Bay Area.



Figure 5.17: Landscape Design



Walking Labyrinth

Design strategies such as nature learning, bioswales, and vegetable gardens will be integrated around a walking labyrinth which will provide learning experiences not achievable in traditional classroom settings. This labyrinth will be designed as a single, non-branching gravel path that winds to a special meditative space interspersed with native planting that is drought tolerant and promotes pollinator diversity. The labyrinth also acts as an interactive play space for the students.

Play Field

An existing play field would be regraded and repositioned to continue to be used for recreational purposes, including athletic practices and informal play.

Table 5.03 Proposed Land Use

Use	Acreage
Building Footprint	0.74
Parking/Roadway	2.09
Open Space	5.03
Proposed Area Total	7.86 acres

Tree Inventory

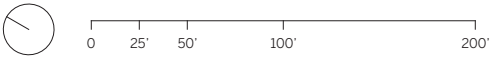
As noted above, there are approximately 395 existing trees of varying health, age and size, and of which 60% are native including coast live oaks and redwoods. The Project will require the removal of unhealthy trees as well as some non-native species. The plan will protect in place approximately 200 native trees– including 22 large (20-40” dbh) and 4 very large oak trees (> 40” dbh). The plan proposes to relocate 9 smaller (10-20” dbh) oak trees and 45 small native trees. 33 native trees either dead or in poor condition will be removed and 107 non-native trees including many in poor condition will be removed.

Tree Replacement Plan

A tree replacement in accordance with the City of Oakland tree removal policies will be developed as part of the Final Development Plan.



Figure 5.18: Tree Protection & Transplantation





**Proposed Architectural and Site Materials**

The architectural character of the new buildings on the South Campus will be of modern materials and expression but complementary to the existing Reed & Corlett buildings. In keeping with the existing palette, primary building materials will be stained wood, glass, white-painted cement plaster, cast-in-place concrete and aluminum cladding materials in white and medium gray colors.

Transparency and daylight access will be emphasized in the designs. Climate and energy use control will be achieved through horizontal and vertical external shades and large, overhanging roofs that will create protected porches along the edges of the Commons. Oak decks adjacent to these porches will frame the central spaces and offer views to the Bay.



Stained Wood



Aluminum Panels and Sunshades



Nature Play Areas



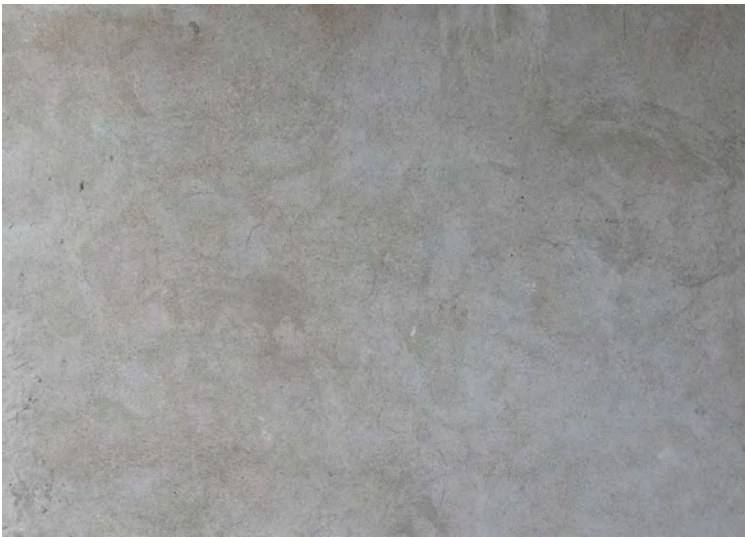
Cement Plaster



Concrete Pavers



Stone/Lawn Steps



Cast-In-Place Concrete



Wood Decks



Nature Trails

**Figure 5.19: Proposed Material Palette**





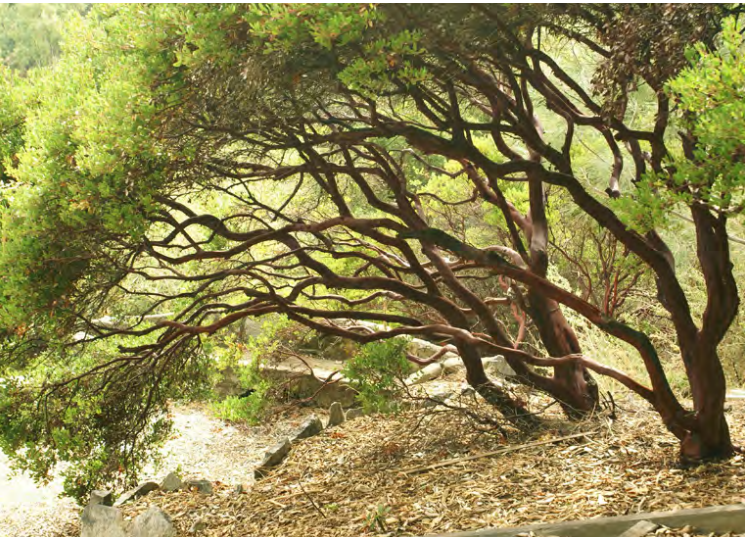
*Quercus agrifolia*  
Coast Live Oak



*Olea europaea*  
Olive Tree



*Platanus racemosa*  
California Sycamore



*Arctostaphylos manzanita*  
Common Manzanita



*Salvia 'Bee's Bliss'*  
Creeping Sage



*Arctostaphylos pacific mist*



*Ceanothus hearstiorum*  
Flat Ceanothus



*Agrostis pallens*  
Seashore Bent Grass



*Lavandula x intermedia Phenomenal*  
Lavender



*Convolvulus cneorum*  
Silverbush



*Anigozanthos 'Bush Pearl'*  
Dwarf Pink Kangaroo Paw



*Salvia 'Sizzle'*





Figure 5.20: North-South Site Section Looking East



Figure 5.21: East-West Site Section Looking South



Grading and Earthwork

Grading activities will be executed to accommodate new building pads, loop road, access driveways, parking lot, plazas, and walkways. Preliminary earthwork calculations were completed using proposed road grading by the Civil Engineer and interior site elevations provided by the Landscape Architect. The resulting cut and fill values are shown in Table 5.04.

Table 5.04 Proposed Cut and Fill

Area	Cut (CY)	Fill (CY)	Net (CY)
Loop Road	4,500	1,800	2,700
Interior Site	9,200	4,200	5,000
Total	13,700	6,000	7,700

The preliminary analysis shows approximately 8,000 cubic yards of off-haul. Earthwork calculations and grading will be refined during subsequent design phases with the goal of balancing cut and fill across the project site.

Buildings 0, 1, 2, and 9 are existing buildings that will have minimal grading around their perimeters. The proposed Performing Arts Center is composed of the main structure to the north and an annex to the south. The main structure finish floor elevation is set to allow access between the Performing Arts Building and existing Building 2. The annex finish floor elevation steps down from the main structure to mirror the natural topography of the site. Road grading is driven by fire department requirements, protection of existing trees, and the desire to minimize retaining walls.

Grading and earthwork shall be performed in conformance with the project geotechnical report and specifications (future). The contractor shall take care to avoid disturbing native soil beyond what is required to complete the designed improvements.

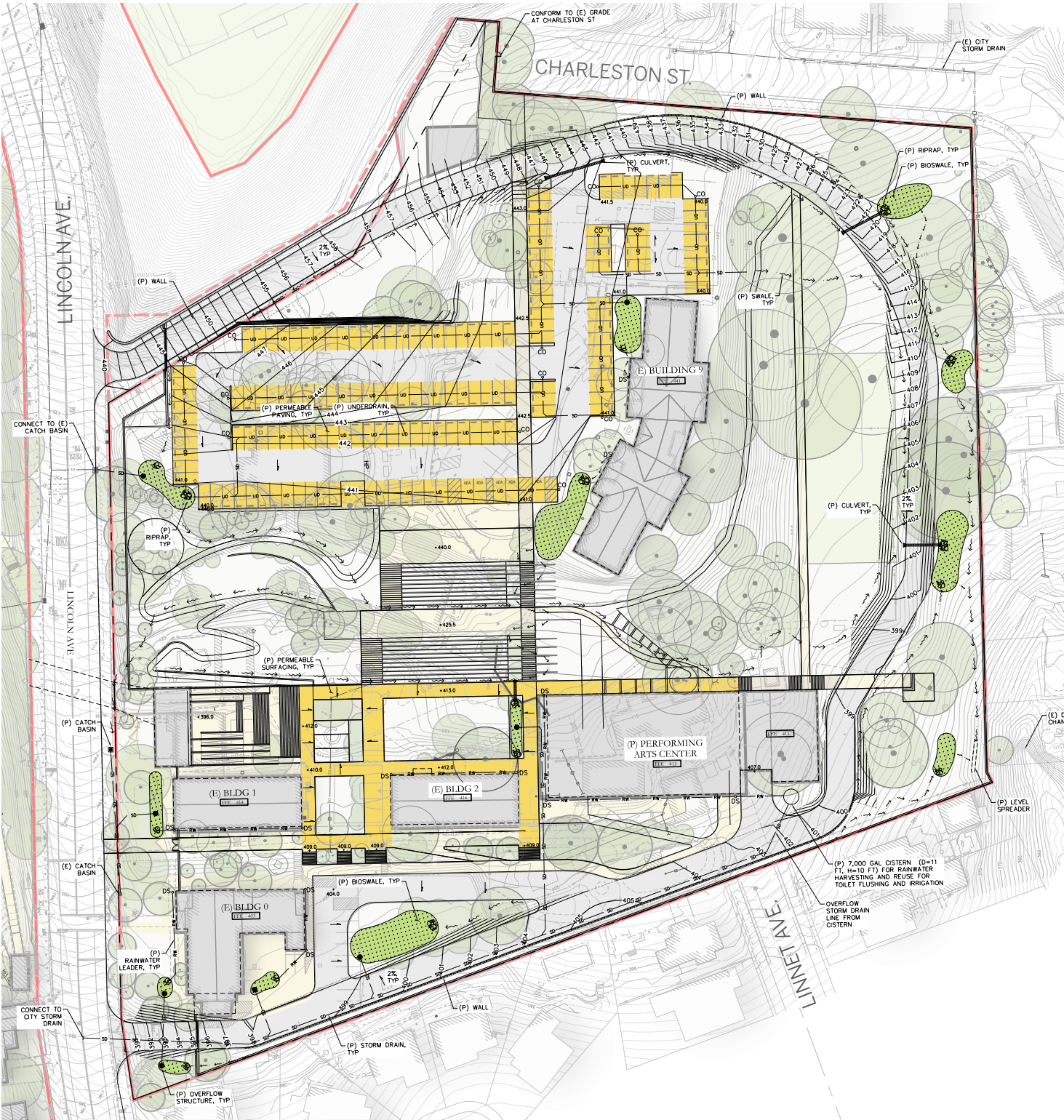


Figure 5.22: Grading and Drainage Plan



**Proposed Utilities**

The proposed Project will require new electrical, gas, communication, sewer, water, fire, and irrigation utility systems. Water connections for domestic and fire will be supplied from an existing East Bay Municipal Utility District trunk line located within Lincoln Avenue or along the west side of the property. The service lateral may require a special connection. Wastewater will be collected and conveyed into a City Sewer line in Lincoln Avenue at the northwest corner and potentially to one of the adjoining roads to the west. A small portion of the grey water flow may be diverted and treated for reuse as irrigation and toilet flushing. As with energy, metering is required for all water supply sources, including on-site reclaimed grey water. Firewater and irrigation services will come from the water service described above. This includes separate piping, valves and backflow devices.

A comprehensive water management strategy will be implemented for the proposed Project. The elements selected to achieve this strategy will be integrated into the site landscape and incorporated into the buildings. The site-based systems will allow for surface management strategies that promote, as much as possible, infiltration and attenuation of runoff. Onsite stormwater management will follow the City of Oakland’s C.3 Stormwater Technical Guidance Handbook. The handbook requires implementation of various Low Impact Development (LID) treatment measures as well as hydromodification mitigation. Stormwater will be treated and managed on site to the maximum extent practicable meeting local stormwater mitigation requirements. Drainage will be daylighted wherever

possible in a pipeless stormwater management approach. It will recreate a visual, habitat, and experiential connection from the top of the site to the bottom. Stormwater will be managed to mimic natural patterns of flow within a watershed, avoid pipes and armored conveyance, encourage infiltration of stormwater, and utilize ecological analogs to create a diversity of vegetation types and landscape functions. A capture for reuse system would include above-ground cisterns and below-ground tanks or storage systems within the building footprints. Rainwater from the Performing Arts Center and Link Pavilion Building may be captured and stored for reuse, including potential integration with a grey water treatment system. In addition to reducing storm water runoff from the grounds, rainwater would become a water supply for landscaping as well as toilet flushing. Stormwater that is not used by the Project will be infiltrated within the Project area or drain off the site to existing piping in Lincoln Avenue to the north and an existing drainage way to the south. The Project’s goal is to achieve net zero increase in run-off.

Electrical, gas and communication services will be routed from various points of connections along the property edge with the required valving, switches and equipment.



**Sustainable Design Features**

The Project's primary sustainability goal is to meet LEED Gold on the renovated existing buildings and to meet LEED Gold on the new construction of the Performing Arts Center and Link Pavilion. The strategies to meet these goals may include natural daylighting, renewable energy, thermal energy storage, and rainwater harvesting.

These buildings will be designed with a primary focus on technical design and engineering sustainability for optimum performance. Another goal is to create a center of gravity for the campus that makes a strong statement about the environmental values of the School.

**Project Construction**

It is anticipated that the construction of the Project will take 18-24 months. Demolition will require approximately two months, site preparation will require approximately four months, and construction of the Link Pavilion and Performing Arts Center will require approximately 12 months.

To the extent the existing buildings to be demolished are constructed of concrete, the proposed Project will crush the existing building materials and re-use the recycled materials as part of the fill for the building pads and open space areas. An earthwork analysis will be conducted in the future. Efforts will be made to balance cut and fill across the Project site.

**Phasing**

The applicant proposes to submit one or more Final Development Plans (FDPs), with the first FDP to be approved simultaneously with the approval of the Preliminary Development Plan (PDP).

Phase I FDP: Subject to meeting fundraising goals, the majority of the physical improvements contemplated in the PDP would be constructed in a single phase. These improvements are anticipated to include:

- Demolition of Buildings 3, 4, 5, 6, 7, 8, 10, and 11;
- Renovation and rehabilitation of Buildings 0, 1, 2 and 9;
- Tree removal and landscaping;
- Construction of the internal loop road, the Link (tunnel), Link Pavilion, Performing Arts Center, Maintenance Building, outdoor classroom areas, and the Commons.

Phase II FPD: A second phase FDP would include:

- Stacked parking on the North Campus (if pursued);
- Up to five (5) units of short-term employee housing.

**Enrollment**

Under the approved PUD permit, the School would be permitted to enroll up to 1,250 students. This would represent an increase of 344 additional students over the currently allowed enrollment of 906. Proposed allowable enrollment increases would be no more than 20 additional students per year. To support enrollment, the total projected faculty and staff count will be 189, and increase of 17 employees.

**Approvals and Coordination**

The Project is expected to require the following discretionary approvals from the City of Oakland:

- Preliminary Development Plan (Master Plan) pursuant to a Conditional Use Permit or revision to the Planned Unit Development Permit;
- Design Review/approval of Final Development Plan;
- Conditional Use Permit for buildings up to 75 feet in a residential zone;
- Tentative Tract or Parcel Map;
- Tree Removal Permit;
- Major Encroachment Permit for tunnel.



**Project Renderings**

Illustrative Project renderings are shown in Figures 5.23 through 5.26. These renderings depict the Project character from various viewpoints throughout the site.



Figure 5.23: Proposed South Campus Outdoor Space





Figure 5.24: Aerial View of Proposed Campus





Figure 5.25: Proposed Commons and Performing Arts Center





Figure 5.26: Proposed View of South Campus and Link Pavilion From Lincoln Avenue







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