

**Castilleja School Conditional Use Permit and Master Plan Narrative**  
**June, 2016**

**I. Application Overview** Castilleja School, an all-girls, 6<sup>th</sup>-12<sup>th</sup> grade independent school bounded by Embarcadero Road, Bryant Street, Kellogg Avenue, and Emerson Street in Palo Alto, seeks approval for a new Conditional Use Permit and Master Plan to allow for the continued education of young women at our current location. Having spent the last three years in conversation with our neighbors, Castilleja School is submitting a Conditional Use Permit and Master Plan application that addresses both the potential impacts to the neighborhood and our long-term needs for campus modification and enrollment growth. An example of our approach includes a traffic reduction enforcement program which imposes serious and meaningful penalties if Castilleja does not perform as predicted. While Castilleja clearly understands that issues and concerns may arise during the City and public review, we have endeavored to provide a substantial and complete proposal that demonstrates our commitment to our neighbors and the City as a whole.

As this application will set forth, Castilleja specifically seeks to: i) Increase enrollment from 438<sup>1</sup> to 540 students, adding no more than 27 students per year; and ii) Mitigate traffic impacts – through robust Transportation Demand Management – to maintain conditions equivalent to those experienced by neighbors since Castilleja implemented our TDM program in 2013; and iii) Obtain approval of a phased new Master Plan, with Phase 1 to include ARB approval of an underground parking garage.

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<sup>1</sup> See City of Palo Alto letters dated Feb. 28, 2014 and November 5, 2015 (Tab B, “City of Palo Alto Letters”), which outline an enrollment limit construct allowing Castilleja to maintain current enrollment at 438 students, until such time as sufficient analysis is conducted for a formal CUP and Master Plan application.

**II. Executive Summary: A New CUP Enrollment Cap with Accountability Measures and Master Plan Implications** As articulated in Section V (“The Case for Increased Enrollment”), there is a convincing need for increased enrollment, some of which is tied to certain elements of the proposed Master Plan discussed in Section IV (“Master Plan”), (i.e. the underground parking garage, lowered pool, and below grade loading dock), and which are linked to programmatic impact reductions and monitoring mechanisms. **In order to support and accommodate the proposed growth while reducing the school’s impact on its neighbors, the school’s proposal includes the following commitments, monitoring mechanisms, and consequences:**

**Commitments-** *In order for Castilleja to grow to 540 students, the school will make the following commitments:*

Figure 1 Castilleja School Enrollment Commitments

Master Plan Features	Enrollment Cap
Build underground parking garage Reroute drop-off and pick-up through garage	490
Lower pool below grade Complete bike way station on Bryant Street Bicycle Boulevard	520
Lower Circle below grade Relocate deliveries and waste pick-ups further from street and below grade Reduce number of food service deliveries by 10% Implement sustainability plan	540

In addition to the above, Castilleja will:

- (1) Maintain peak trips at  $\leq 440$
- (2) Add students gradually – no more than 27 per year
- (3) Establish hours of school operations and limit number of special events (see **Tab C**, “Summary of Proposed Hours of Operations”)

**Monitoring Measures and Consequences-**

- (1) Submit to annual audits of the school’s enrollment by independent firm. A fine of \$500 per school day will be levied if the school is in violation of enrollment cap
- (2) Submit to bi-annual peak trip audits by independent firm
  - a. 1<sup>st</sup> peak trip count above 440 – add additional TDM measure
  - b. 2<sup>nd</sup> consecutive peak trip count above 440 – add more intensive TDM measure
  - c. 3<sup>rd</sup> consecutive peak trip count above 440 – reduce enrollment by 5 students in next admission cycle

**Special Events-** Castilleja recognizes that it is not only our daily operations that contribute to area impacts but also special events on evenings and weekends. As a point of reference, **Tab D** contains Castilleja’s sample list of Special Events (events with > 50 outside guests) for a typical year, with estimated number of outside guests and timeframe.

To reduce impacts, Castilleja proposes the following limitations on events and activities, in general, and Special Events specifically:

1. No school events on Sundays
2. Athletic competitions limited to weekdays and completed by 8 pm
3. Limit number of Special Events (events with > 50 guests) to 90 events per school year and require parking on Spieker Field as needed
5. No events to be held on campus which do not directly relate to Castilleja.

### **III. Castilleja School Background**

**A. *School History, Mission, and Purpose*** Founded in 1907 in Palo Alto by Mary Lockey, Castilleja is the only non-sectarian all-girls middle and high school in Northern California. After Lockey graduated from Stanford University in 1902, she was encouraged by Stanford's first president, David Starr Jordan, to start a school that would offer girls a comprehensive college preparatory education. Mary Lockey identified a set of core values, the 5 Cs (conscience, character, courtesy, charity, and courage), and created an educational program based around those values. For nearly 110 years, Castilleja has been committed to academic excellence for girls using those same values.

Today, Castilleja is at the forefront of 21<sup>st</sup> century education, incorporating local and global experiential learning, technology, and leadership opportunities into our curriculum. Castilleja students are inspired, challenged, and prepared, not only for college, but also for a lifetime of learning, leading, and doing. *The Wall Street Journal* identified Castilleja as one of the world's top fifty schools for our success in preparing students to enter top American universities. In 2015, *Niche* rankings recognized Castilleja as the best private school for academics in the United States.

While sensitive to the changing character of the City of Palo Alto, Castilleja is faced with growing demand for all-girls education. At our current size, Castilleja is unable to meet that demand and each year must turn away nearly 300 talented candidates. Constrained by our enrollment cap, Castilleja's enrollment has not kept pace with the growing number of school-aged children in our community. As of 2016, Castilleja had grown by just 46 girls or 12% since 2000. At the same time, the enrollment in Palo Alto Middle and High schools increased by 30%.

Castilleja's CUP and Master Plan will allow Castilleja to better fulfill its mission – to educate motivated young women to become confident thinkers and compassionate leaders with a sense of purpose to effect change in the world. Enhanced facilities, combined with a robust TDM program, will accommodate more students and allow Castilleja to continue to deliver our nationally-recognized educational program while honoring our place in Palo Alto history and reducing our impact on our neighborhood and the environment.

**B. *Evolution of Campus and CUP History*** Castilleja, founded in Palo Alto at 1121 Bryant in 1907, was established as a school to offer young women a comprehensive education, at a time when educating young women was rare. Shortly thereafter, in 1910, Castilleja relocated to its current location at 1310 Bryant Street. At that time, neither Palo Alto's zoning code, nor many of the homes which currently define the neighborhood, were

in existence. Much like the surrounding neighborhood, over the years, Castilleja has evolved.

Castilleja was first required to obtain a Use Permit in 1960 (60-UP-3) to permit the construction of dormitories needed for boarding school students. Between 1960 and 1996, several additional Use Permits were issued, including those for a Fine Arts Building (74-UP-4); Chapel Rehabilitation and Additions (79-UP-25); Parking Areas (91-UP-53); and a Softball Field with associated parking (92-UP-40). In 1995, Castilleja sought a Use Permit (95-UP-47) to convert the dormitory building into a library, classrooms, offices, and other uses, as well as to permit 385 students to enroll at the school by the year 1999. In addition, the 1995 Use Permit required Castilleja to seek an amendment in 1999, if it sought to increase the student population beyond 385. In 1999 (99-UP-48), a use permit was sought and approved to remodel the Administration Building and impose TDM requirements, followed by a use permit in 2000 (00-CUP-23) permitting a student population of 415 (see **Tab E** for 99-UP-48 and 00-CUP-23).

During the 2011-2012 academic school year, Castilleja's analysis of the 2010-2011 enrollment data revealed that the student population exceeded the 2000 Use Permit enrollment limitation of 415 students. At that time, Castilleja informed the City that our enrollment exceeded the 2000 enrollment limit and commissioned a traffic analysis in April, 2012 to prepare for a new CUP application.

At the City's request, Castilleja provided the City with a Compliance Report (See Binder 2) and supporting documentation, which analyzed, item-by-item, the school's compliance with each condition of the 2000 Use Permit. The Compliance Report revealed that, in addition to the enrollment violation, five (5) other conditions associated with the 2000 Use Permit were only partially complied with.<sup>2</sup> As a consequence of the over-enrollment, the City (i) levied a monetary fine against Castilleja in the amount of \$385,000 and subsequently reduced it to \$265,000 (to align with the number of instructional days during which the School had violated the maximum enrollment); (ii) required Castilleja to mitigate traffic impacts (going forward) to a level equivalent to or less than those at an enrollment of 385 in 2000; (iii) set forth a construct for a phased enrollment decline; and (iv) required that Castilleja apply for a new Conditional Use Permit in 2015-2016.

To meet the City's mandate, from 2013 through present Castilleja has successfully mitigated traffic impacts through robust Transportation Demand Management, in compliance with the City requirement. Consistent with discussions with the City, Castilleja has also reduced our enrollment to 438 and is holding at this level while the school pursues this application for a new Use Permit to gradually increase enrollment to 540 students, based on specific milestones.

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<sup>2</sup> A 2013 audit of all Conditions of Approval showed partial conformance with Five (5) Conditions of Approval and compliance with all remaining Conditions of Approval. The Five (5) partially conforming Conditions of Approval included Condition 5.0 (incorporating the TDM program into Board Policy); 5.7 (twice daily parking monitoring); 5.11 (annual review of TDM program); 5.22 (notice to Zoning Administrator of bi-annual neighbor meetings); and 5.28. (hire traffic monitors for events with 50-100 attendees). A description of each Condition of Approval, the partial conformance by Castilleja, and Castilleja's commitment to rectify those deficiencies were included in the August 15, 2013 Compliance Report and the October 25, 2013 Memorandum to the City from Nanci Kauffman, Head of School. Both items were provided to the City of Palo Alto in 2013, and are included with this Application. A conformance report for the 2015-2016 academic year shows complete conformance.

#### IV. The Master Plan

**A. Project Summary** Castilleja School plans to replace four current buildings that have outlived their useful life with one energy-efficient building in generally the same location. The gymnasium, chapel theatre, and administration buildings would be retained and substantially unaltered, given these structures were built or remodeled within the last decade.

Significant among the improvements proposed in the Master Plan (see **Tab F**) is the construction of an underground parking garage to house 130 spaces below the playing field (Speiker Field on Figure 2 below). The playing field would be replaced in generally the same location over the underground garage and used for event parking as needed. The underground garage and the 40 surface spaces within the campus yield a total of 170 on-site spaces, resulting in a 133% increase in off-street parking.

Castilleja has worked extensively with its neighbors to develop a Master Plan that balances numerous and often-competing objectives. While no solutions are perfect, the Master Plan concentrates site access near Embarcadero to lessen the impact on neighborhood streets. Service delivery facilities are relocated below grade and away from the perimeter of campus to lessen neighborhood disruption. The Circle (the school's center of campus) and the pool are also proposed below grade to reduce noise in the surrounding neighborhood. Most drop-offs and pick-ups will occur in the underground garage via a one-way traffic pattern starting at Bryant just off Embarcadero and exiting on Emerson (see **Tab G**). Cars would only be allowed to turn right entering and exiting the campus, keeping much of Castilleja-related traffic out of the neighborhood. The following figure illustrates the proposed Master Plan and drop-off/pick-up traffic flow:

Figure 2



2.1

**B. Project Description** The following table summarizes the project details compared to existing conditions:

Figure 3

<b>Project Detail</b>	<b>Master Plan Proposed</b>	<b>Current Campus</b>
Above Grade S.F.	105,700 sf.	105,700 sf.
Basement Level S.F.	69,000 sf.	42,300 sf.
Total Square Footage	174,700 sf.	148,000 sf.
Floor Area Ratio	0.37	0.37
Maximum Building Height <sup>3</sup>	34'6"	34'6"
Minimum Setbacks		
Emerson	71'6"	15'6"
Kellogg	16'0"	25'2"
Bryant	38'5"	17'9"
Embarcadero	108'6"	108'6"
On-Site Parking Spaces	170 spaces	73 spaces
Underground Spaces	130 spaces	0 spaces
Surface Spaces	40 spaces	73 spaces
Site Coverage	21%	22%
Open Space	99,480 sf.	93,298 sf.

**C. Neighborhood Compatibility and Design Enhancement Exception** Castilleja’s Master Plan is committed to an architectural style and massing that is compatible with our neighborhood. Castilleja, located in an R-1 single-family zone district, has attempted to comply with all R-1 development standards. The R-1 building height standard, however, when applied to academic structures would create long stretches of monotonous roof forms. Castilleja’s Master Plan proposes a Design Enhancement Exception which would allow for variation in roof forms typical of our neighborhood, producing a more visually interesting and compatible street view. At no point would the height of the new building exceed the maximum height of existing campus buildings.

**D. Sustainability Program** Castilleja’s Master Plan attempts to set aggressive goals which will demand an on-going commitment to achieve Castilleja’s sustainability mission. Charting a leadership path in the building sector does not simply entail incorporating a list of discrete design features; it requires a fundamental departure from business-as-usual.

Building Castilleja’s Master Plan will necessitate engaging our design and construction team in an integrated design and delivery process that is characterized by an exceptional degree of interdisciplinary collaboration - from the very earliest stage of design, all the way through construction and start of operations.

Castilleja’s sustainable campus is expected to produce benefits, over a long span of time, to numerous constituents: the students, employees, neighbors, the Palo Alto community as

<sup>3</sup> Maximum Building Height defined per City of Palo Alto’s Municipal Code Definition 18.04.67

a whole and - given the global reach of Castilleja's alumnae - others far beyond the bounds of Silicon Valley.

The details of our proposed sustainability plan that would be implemented as part of Master Plan construction are contained in the attached report titled: Master Plan Sustainability Road Map (see **Tab H**). Highlights include:

- 1) Achieving LEED Platinum once Master Plan is completed;
- 2) Extensive use of photovoltaic panels;
- 3) Net zero energy usage: the new building's annual energy demand will be met with clean, renewable energy sources;
- 4) Reduction by 10% of food service deliveries by implementing additional sustainable practices in food preparation and storage;
- 5) Furtherance of a TDM program that caps peak hour trips at 440;
- 6) Providing 100 bicycle parking spaces on site and building a public bicycle way station on the Bryant Street Bicycle Boulevard.

***E. Project Benefits*** With the exception of the gymnasium and administration buildings, most of Castilleja's campus buildings are over 50 years old. Having outlived their useful lives, the buildings are not energy-efficient and do not meet 21<sup>st</sup> century pedagogical needs. The Master Plan and CUP, as proposed, would fulfill Castilleja's long term goals, obviating the need for further significant changes to either enrollment or campus configuration for decades to come. The following illustrates the benefits resulting from the implementation of the Master Plan:

1. Provides Infrastructure to Sustain Castilleja's Pedagogical Mission: Buildings will be designed to integrate state-of-the-art technology and teaching practices, as well as to be flexible to adapt to unanticipated changes.

2. Better Compatibility with Neighborhood: Proposed new buildings will incorporate architecture more compatible with the adjacent neighborhoods.

3. Sustainability and Energy Efficiency: The Master Plan will adopt aggressive sustainability goals, such as building to LEED Platinum specifications, and will commit to net zero energy consumption for our new building.

4. Expanded Landscaping: Perimeter landscaping will be enhanced with a significant number of additional drought-tolerant specimen-sized trees and shrubs to further enhance neighborhood compatibility and promote sustainability (see **Tab I**, "Arborist Reports").

5. Increased Parking: The Master Plan will expand capacity to contain nearly all employee, student, and visitor parking on-site.

6. **Reduced Service Delivery:** Through a combination of increased food storage capacity and installation of a loading dock, the new Master Plan will significantly reduce the number of deliveries to campus.

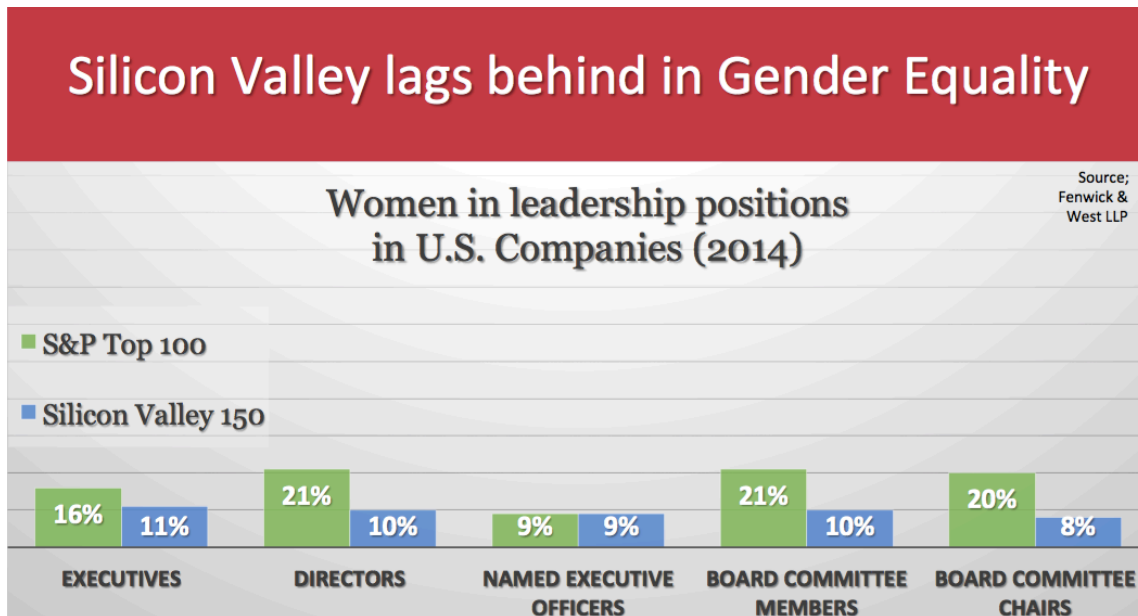
7. **Transportation Demand Management (TDM):** Castilleja will maintain vehicle trip conditions experienced since the school’s TDM program was deployed and will not expand enrollment unless results can be verified. TDM measures currently in place and anticipated in the Master Plan are discussed in greater detail below in Section VI.

8. **Certainty:** The Master Plan provides for all current and anticipated pedagogical needs for decades.

**V. The Case for Increased Enrollment**

**A. *The Demand Quantified*** Economic gender inequality, both nationally and in Silicon Valley, is well documented. In 2014, women accounted for only 16% of executive positions in S&P top 100 companies. Astonishingly, that number is even lower in Silicon Valley, where only 11% of executive positions were held by women. When women account for over 50% of the total population, it is clear that more educational resources are needed to help ensure that women are equally represented in leadership and technological roles in our culture. Just as Castilleja has contributed to transforming gender balance on college campuses (from 15% of women attending college at the time of the school’s founding to 100% of Castilleja graduates today), Castilleja is educating young women to assume leadership positions in greater numbers.

Figure 4

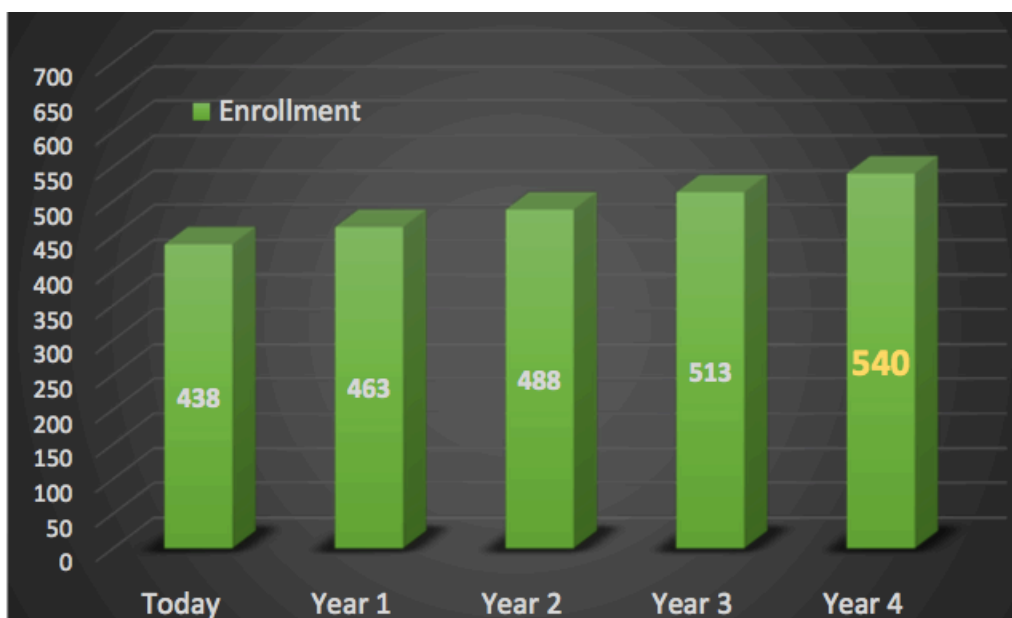




**B. Educational Demand Increasing** Demand for both private and public education in our community has steadily increased over the last several decades. Since 2000, Palo Alto Unified School District enrollment has increased 30% and Castilleja’s student applications have increased 37%, while Castilleja has grown our student population by just 12%. Clearly the demand for quality education in our region will continue to grow and access to educational opportunities will need to grow as well.

**C. Phased Enrollment Plan** Castilleja commits to grow gradually over multiple years, adding no more than 27 students in any given year. Moreover, Castilleja would not increase enrollment unless traffic impacts remain at levels achieved under the existing TDM program and the proposed Master Plan milestones (see Figure 1) are met.

Figure 5



In order to verify Castilleja’s TDM performance and enrollment, a variety of metrics and protocols will be implemented to ensure compliance with the CUP. While not a complete list, Castilleja agrees to the following measures:

1. Construction of underground parking garage before enrollment increases begin; and
2. Annual audits of enrollment by independent 3<sup>rd</sup> party firm; and
3. Bi-annual traffic and parking counts by independent 3<sup>rd</sup> party firm; and
4. Specific limit to number of special events.

Castilleja proposes a TDM enforcement program that focuses on dramatically increasing the intensity of TDM program measures, to drive vehicle trips down to predicted levels. The summary of Castilleja’s suggested enforcement program creates tiers of increased TDM measures, including additional shuttles, increased remote parking lots, and enrollment reductions; the program is discussed in greater detail below.

## VI. Transportation Demand Management (TDM) Program

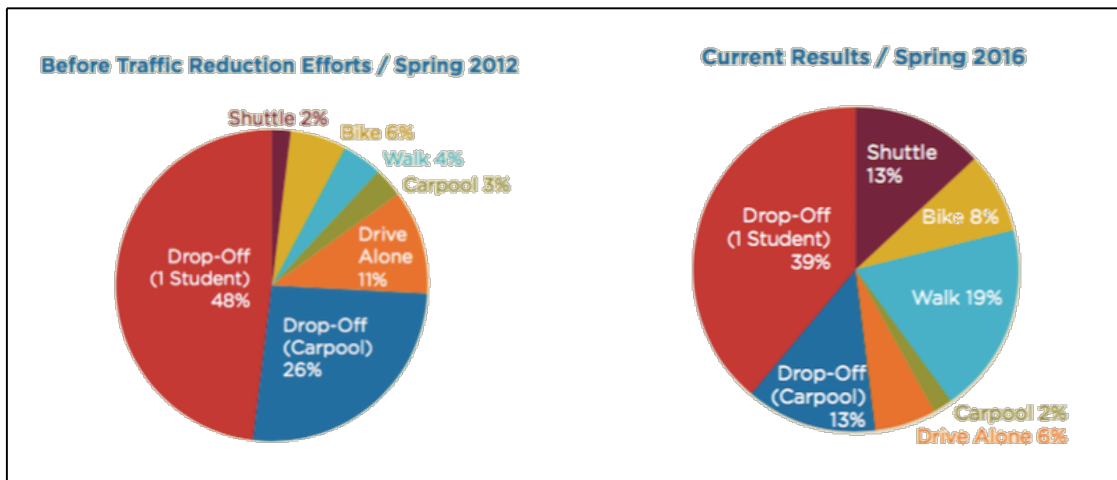
**A. Traffic reduction measures in place** In the Fall of 2012, Castilleja began its aggressive implementation of TDM measures to reduce vehicle trips associated with drop-off/pick-up, employees, visitors, special events, and service deliveries. In the Spring of 2012, with a 433 enrollment, 1.18 vehicle trips per student was measured by traffic engineers Fehr & Peers and reported to the City of Palo Alto by transportation demand management consultants Nelson Nygaard. By the Fall of 2015, with a 438 enrollment, 0.91 peak trips per student (398 peak trips) was generated and verified by Fehr & Peers. These results were maintained in a subsequent count in the Spring of 2016, demonstrating that existing TDM measures are working, and that additional measures will offset potential additional trips related to enrollment increases (see **Tab J** for past TDM results and **Tab K** for new TDM Plan).

Existing TDM measures are listed below:

1. Two bus routes
2. Shuttle service between Castilleja and Caltrain Station
3. Remote employee parking within walking distance of school
4. Event parking on Spieker Field
5. Mandatory employee TDM participation
6. Reduction in food service deliveries

Vehicle trip reductions were achieved by modifying commute behaviors, which resulted in a significant mode shift away from single passenger vehicle drop-off and pick-up. The following pie charts show the decrease in drive-alone behaviors and the increase in bicycle, pedestrian, and transit usage since 2012.

Figure 6

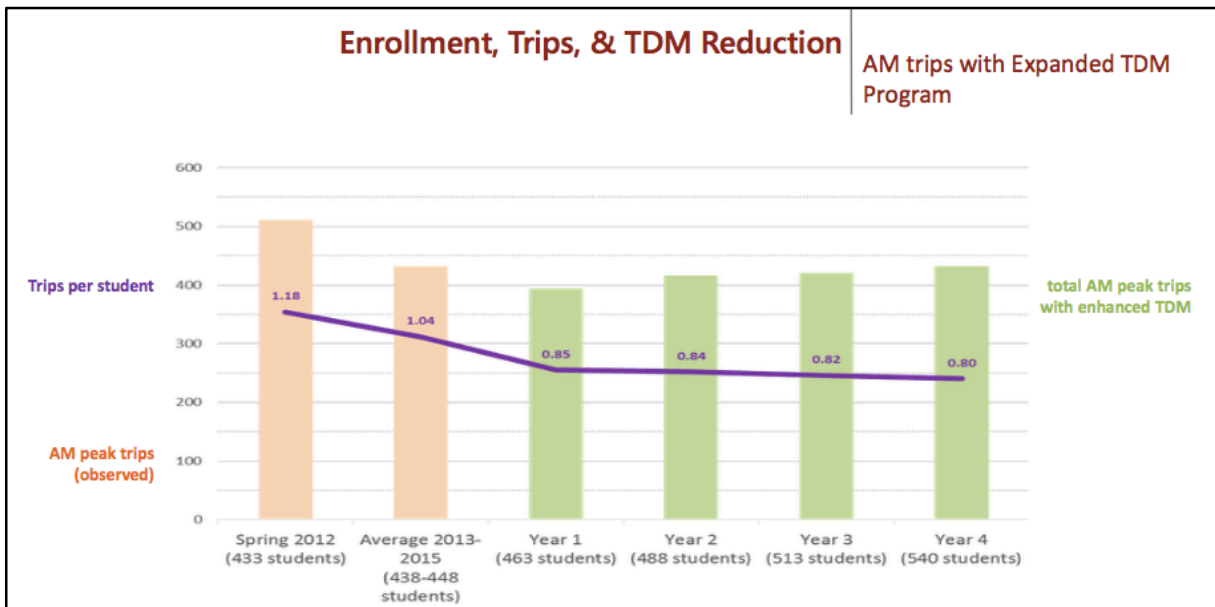


**B. Future traffic reduction measures** In order to maintain peak trips below 440, Castilleja is prepared to implement one or more of the following additional TDM measures:

1. Add bus route(s)
2. Implement afternoon bus service
3. Establish second remote parking location with shuttle service to school
4. Expand carpooling through better ride matching
5. Further reduce truck deliveries

**C. Anticipated Trip Reduction Performance** Castilleja will generate less traffic at its expanded 540 enrollment than was generated in 2012 with a 433 enrollment. This is achieved by significantly reducing trips per student. As discussed above, 1.18 trips per student was verified in 2012 and was reduced to 0.91 per student in 2015. Expressed in terms of total trips, Castilleja generated 511 peak-hour trips in 2102 at a trip rate of 1.18; Castilleja is expected to generate 440 or fewer peak-hour trips at a trip rate of 0.81 with an enrollment of 540. The following figure indicates historical and forecasted declines in peak hour trips per student.

Figure 7



## VII. Embarcadero Access Study

In October 2015, the City of Palo Alto requested Castilleja School perform a traffic study analyzing the feasibility of access to the campus from Embarcadero Road before submitting its Conditional Use Permit application. The purpose of this section is to summarize the findings of this study. The complete report can be found behind [Tab L](#).

Castilleja engaged Fehr & Peers, a traffic engineering firm with extensive experience working in Palo Alto, to conduct the study. In consultation with the City’s transportation staff, Fehr & Peers developed the following alternatives for purposes of this study:

**Alternative 1.** Embarcadero Access w/Widening. This alternative provides driveway access from Embarcadero Road with drop offs occurring within an underground parking structure. Embarcadero Road maintains four travel lanes (2 w/b and 2 e/b). A left-turn lane is added to access the underground parking garage. This alternative requires widening on the south side of Embarcadero Road between Emerson and Bryant.

**Alternative 2.** Embarcadero Access w/3 lane Embarcadero. This alternative provides driveway access from Embarcadero Road, with drop-offs occurring within an underground parking structure. Embarcadero Road is reduced to 3 travel lanes (2 w/b and 1 e/b) and adds a left-turn lane from Embarcadero (w/b) to access the underground garage driveway. No widening of Embarcadero Road is required.

**Alternative 3.** Emerson/Bryant Access w/3 lane Embarcadero. This alternative provides access to the underground parking structure from driveways on Emerson and Bryant just off Embarcadero, with drop-offs occurring within the underground garage. Embarcadero is reduced to 3 travel lanes (2 w/b and 1 e/b). The e/b lane would be sufficient to add proposed bicycle lane on Embarcadero. Westbound traffic would turn left onto Bryant to enter the campus.

**Alternative 3b.** Emerson/Bryant w/3 lane Embarcadero. This alternative maintains the same configuration as Alternative 3 above with the exception of the addition of a left-turn from Embarcadero (w/b) onto Emerson.

**Alternative 4a.** Bryant Street Access/Emerson Egress w/4 lane Embarcadero (no widening). This alternative has no driveway on Embarcadero; all access is via Bryant Street, as close to Embarcadero as safety permits. All traffic exits via Emerson Street and is forced to turn right only at Embarcadero. All drop-offs and pick-ups occur in the underground garage. This alternative maintains two Embarcadero w/b through-lanes, two e/b through-lanes, and left-turn lanes at Bryant Street. This configuration would accommodate a planned e/b bicycle lane on Embarcadero between Town & Country Shopping Center and Emerson Street.

**Alternative 4b.** This alternative is the same as 4a but assumes a yield-controlled right-turn onto Embarcadero from n/b Emerson Street. This alternative shows that a stop sign would control the right turn movement.

### **Assumptions**

1. Trip generation assumptions used for this study are based on the extensive driveway vehicle counts monitored by Fehr & Peers over the past several years. Fehr & Peers has extensive experience monitoring traffic patterns at Castilleja, allowing them to provide the most accurate data available.

2. Fehr & Peers also utilized the City of Palo Alto Comprehensive Plan Traffic Model Update, prepared by the City's contractor Hexagon Consultants, to predict growth in background traffic growth. The Hexagon study predicts a 29% to 32% increase by 2030; Fehr & Peers' Traffic Model Update used 31% to calculate background traffic growth.

3. A trip cap of 440 total trips during any peak hour was used to reflect the measured and verified Transportation Demand traffic reductions made by Castilleja. Enrollment of 540 students was used to reflect the enrollment increase requested in this CUP application.

4. Fehr & Peers prepared a trip distribution for school traffic based on student zip code and city of residence in 2012. Using this distribution pattern, revised trip distributions were prepared for each alternative, which shows 95% of school traffic accessing Castilleja from Embarcadero Road.

**Findings** In summary, the analysis concludes that the 31% projected background traffic growth will cause queuing spillback resulting in Embarcadero Road delays with or without any Castilleja increase in enrollment. Figure 8 provides a comparison of the performance of the alternatives.

Figure 8

**TABLE 3: COMPARISON OF ALTERNATIVES'  
QUEUING & QUEUE SPILLBACK**

Intersection	Existing		Alt 1		Alt 2		Alt 3a		Alt 3b		Alt 4a		Alt 4b	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
<b>Bryant &amp; Embarcadero</b>														
Westbound Left-turn to Bryant	✓	✗	--	--	--	--	✗✗	✗✗	✗✗	✗	✗	✓	✗	✓
Eastbound Left-turn to Bryant	✓	✓	✗	✗	✗	✗	✗	✗✗	✗	✗✗	✗	✗	✗	✗
Eastbound Through Traffic	✓	✓	✗	✗	✗✗	✗✗	✗	✗✗	✗	✗✗	✓	✓	✓	✓
Northbound Right-turn	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✓	✓	✓	✓
<b>Embarcadero Entrance</b>														
Westbound Left-turn - inbound	--	--	✗	✗✗	✗	✗✗	--	--	--	--	--	--	--	--
Northbound Right-turn -outbound	--	--	✓	✗	✗✗	✗✗	--	--	--	--	--	--	--	--
<b>Emerson &amp; Embarcadero</b>														
Westbound Left-turn to Emerson	--	--	--	--	--	--	--	--	✓	✓	--	--	--	--
Northbound Right-turn	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗	✓	✓	✗	✗✗

✓ minimal queuing / spillback  
 ✗ moderate queuing / spillback  
 ✗✗ long queues / spillback

**As a result of the Embarcadero access study, Castilleja modified our Master Plan to reflect Alternative 4b).**

**VIII. Parking**

**A. Underground Parking** Construction of underground parking garage before enrollment increases begin. The 130-space underground parking garage and 40 surface parking spaces, yielding 170 on-site capacity, will enable Castilleja to self-park.

**B. Surface Parking** Additional on-site parking will limit the need for significant street parking on Castilleja frontage of neighborhood streets.

**C. Residential Permit Parking (RPP)** To the extent that the City pursues RPP in our neighborhood, Castilleja would support implementation of the program. An RPP program would likely eliminate long-term non-residential street parking during the week, similar to the RPP program instituted in the Downtown area.

## **IX. Outreach and Neighborhood Involvement**

**A. Neighborhood Input Construct** Over the past 3 years, Castilleja has engaged in a myriad of communication and outreach activities regarding the CUP and Master Plan to disseminate information to and solicit input from the immediate and greater neighborhood. This outreach has included the following activities: eight (8) large neighborhood meetings, nine (9) neighbor focus groups, and seventeen (17) small neighborhood task-force meetings facilitated by licensed facilitator Geoff Ball of Geoff Ball & Associates; a dedicated neighborhood web portal ([www.castilleja.org/neighborhood](http://www.castilleja.org/neighborhood)); and direct mail and email communications. Via the portal, we will continue to provide the neighborhood, community groups, and interested parties with future dates of public hearings and a link to the project documents when made available. In addition, we will engage with any interested associations who seek to learn about our endeavor and/or seek to provide feedback.

**B. Master Plan Input** With the assistance of Geoff Ball, a licensed facilitator, we have engaged in a neighborhood dialogue which involved the exhaustive study of all campus access points, distribution of traffic, and the placement of service and other noise generating activities. See [Tab M](#) for a summary of neighbor input as well as Master Plan and operational solutions aimed to address their concerns.

## **X. Summary**

- Castilleja can modernize its facilities while improving neighborhood conditions
- Phased enrollment growth will occur only:
  - as Master Plan milestones are met, including completion of an underground parking garage; and
  - as long as trip counts remain below 440 as verified by 3<sup>rd</sup> parties
- Overwhelming admissions demand can be better accommodated, giving more girls and young women access to quality education
- Enforcement and monitoring will be built into Castilleja's program so enrollment will not increase unless performance is verified
- All feasible Master Plan alternatives have been exhaustively studied and trade-offs have been evaluated.