



# STRATFORD SCHOOL

March 7, 2016

The Honorable Mayor Glenn Hendricks  
City of Sunnyvale  
456 W. Olive Avenue  
Sunnyvale, CA



Re: Raynor Activity Center CUP

Dear Mayor Hendricks,

We sincerely appreciate the City's patience, cooperation and assistance in working through the CUP and EIR processes for our planned purchase and use of the Raynor Activity Center. Our students are excited to start at their future Sunnyvale Middle School. We also appreciate your thoughtful consideration of all the input you have received from us and all the residents of the City. We know these decisions can sometimes be difficult as you try to weigh what is in the best interest of the entire City population.

Since we could not meet face-to-face, please find enclosed a letter and a report that lays out the factual details of our agreement and our responses to the questions that have been raised by local residents. We know you get inundated with data; so, we have also inserted an executive summary of our findings and prepared the report with topical headings and "highlights" for each topic. Those may ease your burden of understanding.

As last-minute inserts, we have added a detailed explanation of our reduced park usage plan. Since this has been such an issue, we would like you to understand that our usage of Raynor Park is significantly less than some in the neighborhood have come to believe. In addition, we have added a better explanation of the traffic impact of an earlier school start time which reflects the actual timing of traffic entering the neighborhood.

If you have any questions about this application or any item in this report, please feel free to contact me.

We look forward to finally getting back to the City Council on this project, and we will be sincerely grateful for your votes in favor of both the CUP and the EIR.

Thank you again,

Clay Stringham  
VP – Campus Development  
(801) 712-6800

## Joint Use of Raynor Park

There is a view that Stratford would have exclusive use of Raynor Park for a majority of the time. This simply is not factually true. As stated in the previous document, the Joint Use Agreement (JUA), as summarized, creates the following agreements:

(a) Stratford will be given priority use of two sections (Area 1 & Area 2, see Figure 3, below) of the park Monday thru Friday, 9:00am to 3:00pm on school days during the regular school year;

- At times, even during the school day, Area 1 will be open to the public if not in use by Stratford;
- During Stratford's summer session, Stratford may use field areas on a "space-available basis" only, with no priority use;
- All remaining areas of the Park are available for any other group in accordance with the City's reservation system;

(b) After school, Stratford will have priority use for Area 1 (roughly 2 acres) according to the schedule shown in Figure 3. When times designated are not in use by Stratford, they are always open to the public.

(c) Stratford will provide a report by August 15 each year identifying times during the "After Hours" use that it does not plan to use the space so it may be reserved by the City.

(d) Stratford shall maintain Sunnyvale resident enrollment at the school of at least 51%

(e) Stratford will allow public use of the two parking lots off of Partridge Avenue after 5:00pm until Park closing on school days, all day Saturday and Sunday during Park hours.

What this means in a very practical sense is that Stratford priority use is very limited because it is both limited in the time and amount of space it can use:

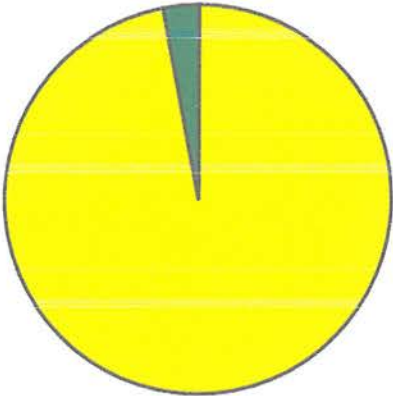
- We can use only 17% of the park when we are using it. This is very important to remember, because the portion of time that Stratford will have priority use is only a portion of the park, for only a portion of the day, for only a portion of the week.
- Stratford can only use their 17% percent of the park for 37% of the daylight hours. Only during the hours from 9 am – 3 pm and limited hours after 3 pm. This has the following impact:
  - 9 am – 3 pm Monday through Friday represents only 35% of the available daylight hours throughout the course of the year
  - Our after-hours use, that we must commit to a year at a time, will only comprise 85 hours for the entirety of the year, or only 2% of the available daylight hours

- Stratford only has priority use during the school year and must use on a space available basis in the summer which represents 15% of the year. The 55 days the school is not in session during the summer represent 15% of the year. Though we hold a summer session, we do not have priority use during those times.
- Other vacations and Holidays represent another 7% of days that Stratford will not be using the park. Stratford is not in session all major holidays, and in addition takes spring and winter breaks. This encompasses and additional 24 days that school will not be in use and open to the public. Additionally, Stratford coordinates their vacation schedules to coincide with other local schools so that these days that the school is closed are the most likely to be the days when neighborhood children would want to use the park.
- Additionally, Stratford's curriculum program teaches PE in blocks so that there are many times during the year where the field will not be used at all since PE will be conducted elsewhere. For instance, during the volleyball section, children will not use the field but will be using the volleyball court (which is on school property). This will encompass 66 days during the coming school year, or another 18% of days that will be available for public use.

The net effect of all of these real reductions in the amount of time and space that Stratford actually is using the park is dramatic. The proper way to look at the total use is the number of acres multiplied by the number of hours that either Stratford or the Public has use of the land. The table below details the number of daylight hours in a typical year and who has access to how much acreage for how many hours. When you take a look at a full year's worth of use, you see that Stratford actually only uses about 3% of the available acre hours of the park.

	Acre Hours	Hours	Acres
Total Acre-Hours Available in a year	49,449	4,443	11.13
<b>Time and Acreage Available to Public</b>			
Weekends	14,200	1,276	11.13
Weekday Acre Hours Outside of JUA hours	17,886	1,607	11.13
Hours available To Public during JUA hours	13,775	1,560	8.83
Holidays	331	144	2.3
Summer	869	378	2.3
Program days off	911	396	2.3
<b>Totals Available for Public Use</b>	<b>47,972</b>		
<b>% of total</b>	<b>97.0%</b>		
<b>Hours and Acreage used by Stratford</b>	<b>1,477</b>	<b>642</b>	<b>2.3</b>
<b>% of total</b>	<b>3.0%</b>		

Total Use of Raynor Park



Public use 97%    Stratford use 3%

## Raynor Park Traffic Impact of Start Time Change

It was reported in the Report to City Council that there is a significant reduction in local intersection vehicular impacts by changing Stratford School's school start time to 7:45 AM. Under this newly adopted scenario, Stratford parents will begin drop-off at 7:15 AM and end by start of school at 7:45 AM.

As the following chart indicates, the peak hour for the local Dunford, Partridge, and Quail intersections is between 8:00 AM and 9:00 AM.

The following data is an extract from data provided by Traffic Data Service and reported in the Traffic Impact Analysis performed by Fehr & Peers. It reflects the traffic in 15 minute increments at the intersection of Dunford Way and Partridge Avenue as well as the intersection of Dunford Way and Quail Avenue. The traffic on those intersections during the 8:00 AM peak hour is 72% - 82% higher than during the 7:00 AM hour.

Moving the start time to 7:45 AM necessitates that traffic is virtually finished by 7:45 AM thereby easing the amount of traffic in the neighborhood and not conflicting with other schools in the area.



**Total Vehicular Traffic Reported**

Time	Dunford Way Partridge Avenue Dunford Way				Total	Stratford Arrival time
	Southbound	Westbound	Northbound	Eastbound		
7:00 AM	0	11	4	7	22	
7:15 AM	0	24	3	19	46	
7:30 AM	0	45	10	24	79	
7:45 AM	0	49	18	37	104	
Total	0	129	35	87	251	

Time	PEAK Hour				
8:00 AM	0	58	9	37	104
8:15 AM	0	65	10	50	125
8:30 AM	0	40	15	34	89
8:45 AM	0	67	10	39	116
Total	0	230	44	160	434

**Total Vehicular Traffic Reported**

Time	Dunford Way Quail Avenue Dunford Way				Total	Stratford Arrival time
	Southbound	Westbound	Northbound	Eastbound		
7:00 AM	5	15	7	8	35	
7:15 AM	3	31	12	24	70	
7:30 AM	1	45	21	25	92	
7:45 AM	4	56	25	42	127	
Total	13	147	65	99	324	

Time	PEAK Hour				
8:00 AM	1	77	26	34	138
8:15 AM	3	78	23	50	154
8:30 AM	7	52	38	40	137
8:45 AM	4	62	48	48	162
Total	15	269	135	172	591

(Source: Traffic Data Service report, Fehr & Peers TIA)

# Stratford School at the Former Raynor Elementary School

## Report to City Council



**Response to public concerns and  
rationale for appeal of Planning Commission's determination  
not to approve applicant's use permit application**

**March 3, 2016**



**STRATFORD  
SCHOOL**

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## INTRODUCTION

March 3, 2016

Honorable Council Members,

This report to the City Council justifies our appeal of the Planning Commission's decision to deny the application for a use permit to operate the former Raynor Elementary School, 1500 Partridge Avenue, ("Raynor") as a private school. It also provides more in-depth information as to the relevant questions raised by the Planning Commission and members of the public.

Stratford School entered into the agreement, in good faith, with the City for the purchase of Raynor, more than two years ago, Stratford has done all that has been required and expected by the City to complete the transaction offered to us by the City. Those efforts include, payment of required deposits, cooperating with and providing legal assistance to the City Attorney's office during the lawsuit, assisting with the Environmental Impact Report (approved by the Planning Commission), presentations at public hearings, preparation of all architectural, engineering, and landscaping evaluations and drawings, and working with selected City departments including, Fire & Safety, Building, Planning, and Parks and Recreation to ensure that all questions of use, safety, and development have been adequately addressed. We estimate the costs incurred by Stratford School, to date, exceed \$750,000 and we anticipate spending several million dollars more in upgrading and beautifying the Raynor campus before it is reopened.

The information and plans provided in this report, along with the expert opinions found in the Traffic Impact Analysis and Environmental Impact Report prove that Stratford School can safely operate a middle school at the property and that the impacts to the City and the neighborhood—both in traffic and park use—will be positive.

This report is prepared by topical section to aid in understanding the real issues. For ease of understanding, just below each section heading is a "Highlights" listing of key points being made in that section.

**We specifically draw your attention to the last section entitled, "Benefits to the City and the Neighborhood". It clearly identifies the reasons that Stratford School should be allowed to occupy and operate Raynor, and the reasons you should want to approve it.** Those benefits include financial, neighborhood collaboration, building occupancy, park upgrades, league participation, and the real focus – education.



As an educational institution, our purpose is to help our students connect to their unique futures. Visit any one of our campuses and you see happy children that are thriving and generally exceed their peer group in academics. We are, therefore, saddened that some in the neighborhood appear fearful of our presence. We have never had this reaction before or after opening a school. We can only speculate that they were upset with the City before our involvement; but, we feel confident that we can build a good relationship with them and will work toward that end.

We ask that you as our City leaders look past the emotions and truly see all the benefits this arrangement will provide Raynor, the neighborhood, and the City as a whole and approve both the Environmental Impact Report and the Conditional Use Permit as they have been presented to you.

We believe the Planning Commission simply did not have all the information they needed to approve the CUP and/or did not feel empowered to make such a decision.

We thank you for the time you continually spend in our service. Of course, we are more than willing to provide you additional information should you need it.

We look forward to meeting with you on March 15<sup>th</sup> and to becoming even stronger partners with you in the City for years to come.

Sincerely,



Stratford School





## EXECUTIVE SUMMARY

It is our belief that Stratford School's application for a conditional use permit at the Raynor Elementary School, 1500 Partridge Avenue for use as a private school should be approved by the City Council. We believe that many of the reasons for the Planning Commission's rejection of the CUP were based on misperceptions and misunderstanding of the true facts as it pertains to the use of the site. This report aims to more fully inform the City Council as they make their decision. Full details are laid out in the report but here is a summary of the more salient points:

### History

Stratford made a very compelling offer for the property

- The City of Sunnyvale solicited our offer, along with public agencies, local school districts, and other private schools.
- Stratford's offer was more than \$3 million more than the next offer and it only included two contingencies:
  - Adequate time to get a conditional use permit
  - Coming to an agreement for joint use of a portion of Raynor Park to allow for the secure recreation of our students during school hours
- Stratford has fully cooperated with all requests made of it and have spent roughly \$750k to date to make this project a reality
- Full CEQA compliance has been achieved
- The EIR found that, except for a current and growing condition at Lawrence Expy and Benton Ave, all environmental concerns can be reduced to acceptable levels with specific mitigation measures that Stratford has agreed to implement.
- the EIR was approved by the Planning Commission in January 2016

### Stratford School

Stratford School is a highly regarded system of private schools that has a long history of providing children a high quality education and partnering well with the communities in which they operate

- Founded in 1999 with one campus and four classrooms Stratford now has 18 campuses and over 5000 students
- We are a well-respected neighbor in numerous cities and communities throughout the Bay Area





## Traffic

The traffic analysis done by highly respected Fehr & Peers on behalf of the City found that the project “*would not cause any neighborhood intersections to operate unacceptably*” and that all environmental impacts (except congestion at Lawrence & Benton (which condition exists without Stratford’s project) can be mitigated to *Less than Significant levels*. Stratford has agreed to all of the mitigation measures suggested in the report

- Stratford changed its start time to an earlier time to ensure there is no significant overlap with other schools in the area
- The Driveway loop provides more than adequate capacity to take cars off neighborhood streets
- We will also stagger start times by grade
- Stratford has agreed to all mitigation measures at potentially great cost

## Raynor Park Use

Perhaps no issue has been more misunderstood and misrepresented than the joint use agreement for Raynor Park. The facts are that the joint use permit allows Stratford to have priority use of a SMALL PORTION of the total park (only 2.3 acres out of the total 11.67 acres) for use ONLY during the school day and a very limited number of hours after school and ONLY during the school year. When you take into account the small number of hours the school has priority use of just a small portion of the park, the school will only have priority use of 4% of the total park capacity. That is it – 4%. To detail some of the facts about the joint use agreement:

- It only covers from 9 AM – 3 PM school days, and only 85 hours a year after school, Monday through Friday
- It only covers a portion of the field and the basketball court, which Stratford is building at its expense and allowing the public to use when we are not. This amounts to only about 2.3 acres of the total of 11.67 acres comprised by the park
- There is a small portion of after school hours to accommodate sports practices and games – this time will only comprise a total of 84 hours annually and we will work with City Staff and the local sports leagues to ensure these hours have limited impact on their leagues
- We do not have priority use on weekends or when school is out for the summer



- Additionally, our school will not be using the field when the school is not in session during holidays and vacations which total roughly 80 days per year (including summer). This is important since these are the days which neighborhood children are most likely to want to use the park since we also coordinate our vacation schedules with the surrounding schools to the best of our abilities
- In addition to that, we have certain program considerations that will not require us to use the field during long stretches of the year. For instance, in the coming year when PE is teaching volleyball for 6 weeks in the fall, we will not be using the field. We can commit a year in advance to these days when our priority use portion of the park would be available
- We have agreed to pay the full maintenance costs (\$22,000/year) of the portion designated for our priority use despite the fact that we will be using it less than 15% of the time
- The other truth is that multiple use studies have shown that the park is very lightly used during the 9 AM – 3 PM time slot

### **Parking**

- Stratford will be providing more than adequate parking to cover both our normal school days and special events
- In addition, the public can use our parking stalls on all evenings, weekends, and whenever school is not in session

### **Benefits to the City and Neighborhood**

There are quite a few benefits that will accrue to the city and the neighborhood

- Financial benefits
  - The purchase price of \$14,050,000 will be a big boost to the city budget
  - Those monies have already been earmarked for building a new library
  - The school will bring dozens of teachers and staff jobs to the city
- Neighborhood benefits
  - There will be a nice, renovated building and grounds where an eyesore sits today
  - We will allow local agencies (e.g., Boy Scouts/Girl Scouts & other clubs) to use the facility
  - We will work with the community to hold community events at the school as we do in all of our locations



- Charitable fund raising – our students are constantly involved in raising fund for local charities (e.g., Sunnyvale Community Services)
- Park Upgrades and financial contributions
  - Stratford has agreed to add new bleachers for the little league field, will relocate the scoreboard and practice backstop
  - Stratford is paying for the installation and maintenance of the new basketball court which will be for public use
  - Stratford will pay for the maintenance of the portion of the park that is designated for priority use although we will only use it less than 15% of the time
- Education benefits
  - We are putting a school in a community that values education
  - Stratford is recognized as an outstanding school that produces outstanding students
  - Stratford already educates approximately 540 Sunnyvale residents

Many of our graduates go on to local public high schools making the public schools that much better.





## PROJECT HISTORY

### Highlights

- The City of Sunnyvale solicited Stratford's offer to purchase Raynor Center in February 2013.
- Stratford's offer was \$3,050,000 higher than the next highest bid.
- Since 2013, Stratford has completed all requests that the City has asked us to comply with to fulfill the purchase agreement which includes the use of Raynor Park. In the process Stratford has spent over \$750,000 in preparing the CUP, the EIR, and other professional fees, etc.
- Full CEQA compliance has now been achieved.
- Opponents to the transaction have now lost twice in court.
- The EIR was approved by the Planning Commission.

### The Project

The City of Sunnyvale's original vision for the former Raynor Elementary School included both a park and an activity center for the City. Purchased in 1979 from the Santa Clara Unified School District, the former Raynor Elementary School and playfields were consolidated with those of Raynor Park, making 14.67 acres in total.

The old school buildings went through a variety of uses including, in different portions of the campus, an art center, a preschool, a philatelic library, a gymnastics training center, and considerable storage space for surplus City desks, chairs, cubicles, etc. Due in part to its lack of functional use, the building of a community center on Remington Drive, and the estimated \$10 million in repairs and restoration, the buildings never achieved the original vision of an activity and community center.

For at least two years, the City of Sunnyvale deliberated over the disposition of the "Raynor Center." Tremendous public input was received, with the clear signal that the space should not be used for residential or retail purposes. However, either a school or institutional use was determined to be acceptable.

Based on that input, the City first attempted to lease the property; but, the rental offers received were either too low or required substantial capital contributions from the City. Therefore, it was determined by the City Council that the roughly 3.5 acres of land and school buildings should be sold.





In late 2012, the City engaged a real estate consultant (CBRE) who then created a full package request for proposal (RFP) from outside parties. Schools were the primary focus of that RFP, and the consultant contacted Stratford School (“Stratford”), among several others, as potential bidders.

In May 2013, five proposals were opened disclosing the following bids:

Bidder	Purpose	Offer price
Fremont Union High School	Adult education center	\$8,527,000
Morgan Autism Center	Autistic school	\$9,500,000
Los Altos School District	For Bullis Charter School	\$10,000,000
German International School of Silicon Valley	Private School	\$11,000,000
Stratford School	Private School	\$14,050,000

Stratford’s proposal was selected by the City Council as the best offer. A few things to note:

- Stratford’s proposal was \$3,050,000 higher than the next highest offer;
  - Knowing that the offer included the park use contingency, below, Stratford had increased its offer in excess of what was deemed fair market value to compensate the City, accordingly; and,
- Stratford only asked for two contingencies:
  - *Procurement of a conditional use permit from the City of Sunnyvale for the operation of a private school, with conditions acceptable to Stratford.;* and,
  - *To ensure the safety of its student body, Stratford anticipates that its students will be able to utilize the Raynor Park unconstrained during all school days and hours. In addition, Stratford will require exclusive use of the on-site parking stalls during the hours of 7:00AM to 4:00PM. At other times, use of such facilities will be cooperative with the public.*

Over the next several months, Stratford worked closely with the City to arrive at two documents relating to this transaction:

1. An Exclusive Purchase and Sale Agreement of Surplus City Real Property (approved by City Council November 19, 2013); and,



2. A Joint Use Agreement Between City of Sunnyvale and Stratford School, Inc. for Recreation Purposes of the Raynor Park Recreation Areas (linked in appendix)

On December 3, 2013, the City Council also approved this agreement.

### **Stratford's use**

While obtaining entitlement to operate the property as a preschool through middle school (to be determined by future market conditions), Stratford intends to use the Raynor Campus as a middle school, educating students from 6<sup>th</sup> through 8<sup>th</sup> grades.

The campus has 22 standard sized classrooms. Under existing practice at local school districts, this campus could support as many as 660 students if used as a public school. However, Stratford has reduced that capacity to only 460 middle school students—a reduction of 30%.

### **Lawsuit**

On January 7, 2014, a lawsuit was filed against the City of Sunnyvale (with Stratford being named a Real Party in Interest) by Save Sunnyvale Parks and Schools, Inc. ("Petitioner") on two grounds:

1. That the agreements violated the Public Park Preservation Act of 1971; and,
2. For purported failure to comply with CEQA environmental requirements.

While neither the details of the suit nor the City's responses are included in this report, the Superior Court of California, Santa Clara County, on April 29, 2014 ruled in favor of the City of Sunnyvale on both grounds.

The Petitioner subsequently filed an appeal of that ruling to the California 6<sup>th</sup> District Court of Appeals and a hearing was held on the matter on December 8, 2015. On February 18<sup>th</sup>, the Appellate Court issued a ruling against Save Sunnyvale Parks & School and affirming the lower court's position.





## **CEQA & Environmental Impact Report**

The intention of the City and Stratford has always been to fully comply with CEQA, but the full determination and compliance measures were to be handled during the Conditional Use Permit (CUP) process. As such, an application for a CUP was filed with the City planning department in April 2014.

Subsequently, it was determined by the City that an Environmental Impact Report (EIR) would be required for this project. Therefore, after the scope was established, a full EIR and traffic impact analysis (TIA) were commissioned in March 2015.

The TIA was incorporated into the EIR and the document was finalized in October 2015. The CUP application was deemed complete in late December 2015.

## **Planning Commission**

At the regularly scheduled Planning Commission ("PC") hearing on January 25, 2016, the PC heard comments from Stratford as well as members of the public. A description of the plan was given and questions were answered.

The PC approved the EIR as being adequate. However, the CUP was denied. The reasons for the CUP denial are a matter of public record, but the main topics included:

- Traffic impacts to the neighborhood
- Potential queuing onto local streets
- Concerns about the use of the park
- Adequacy of bike racks
- Safety of the children

On February 9<sup>th</sup>, however, Henry Alexander (professedly representing the Raynor Neighborhood Association) filed an appeal of the Planning Commission's approval of the EIR.



## About Stratford School

### Highlights

- Founded in 1999, we operate 18 campuses today with three more opening Fall 2016 in California.
- A well-known and respected STEAM curriculum school, our purpose is to help students achieve their unique futures.
- A proven community partner and good neighbor, in cities throughout the Bay Area.
- Stratford School, is a place where tradition meets 21<sup>st</sup> century learning.™

With a combination of rich content knowledge (the traditional 3R's) and 21<sup>st</sup> century skills (future work and life skills), the Stratford STEAM\* curriculum delivers academic rigor, critical and analytical skills, innovation, and fine arts. To tap the inquisitive and curious nature of each child, careful consideration is placed on providing a combination of both teacher-led and student-led learning activities. Our curriculum is very specific, scoped, and sequenced to provide the foundation for high academic standards with an infusion of fine arts, physical fitness, foreign language, drama, music, character development, and 21st century skills.

Stratford was founded on the belief that education, next to family, is the most important influence in the life of a child. Our founding goal was to create a school that inspired children to achieve an excellent academic education, while discovering their individual passions.

Children love to learn, and the earlier and more often we give them the opportunity to acquire knowledge, the greater their growth. This is true of an infant learning to walk, a preschooler learning the alphabet, or a middle school student coding an application. Each strives to learn something new, and as they eventually succeed, they experience the joy of achievement and endeavor for more. This yearning to move forward and make progress is fundamental to the process of education.

Over time, education enables us to know and understand ourselves, and the world around us. It helps develop our uniquely human ability to reason and ultimately, to judge right from wrong, and how to live our lives. This alone makes the pursuit of education worth the effort.

At Stratford, this pursuit begins with the assertion that achieving an excellent academic education is about nurturing a child's natural ability with the right learning environment. Providing the best possible learning environment is our first priority at Stratford School.

We do this by focusing on the following principles:





- A mastery of core academic disciplines provides the strongest foundation for future learning.
- Creating a safe, disciplined, and fun learning environment that enables students to focus on learning and teachers to focus on teaching.
- A classroom environment that fosters curiosity, encourages inquiry, and sets high expectations for student achievement. Creativity, critical thinking, communication, and collaboration are essential to prepare our students for their unique futures.
- An intentional focus on developing character, empathy, and emotional intelligence.

\* *STEAM (Science, Technology, Engineering, Arts, and Math).*



## TRAFFIC RESPONSE

### Highlights

- The traffic impact analysis performed by Fehr & Peers has addressed all traffic concerns and found that (except for a *Cumulatively Considerable* condition at the intersection of Lawrence Expressway and Benton Avenue which condition existed before the project and is impacted by all developments), any environmental concerns could be reduced to *Less than Significant* or *Less than Cumulatively Considerable* through specific mitigation measures outlined in the EIR.
- The EIR goes on to say, the project “*would not cause any neighborhood intersections to operate unacceptably*” (FEIR page 2-8).
- Stratford, at its expense, will undertake all traffic mitigation measures suggested in the EIR (see Mitigation Table 1, below).
- Stratford changed its start time to 7:45 am which will ease the major neighborhood traffic concerns as Stratford’s arrival will start and end before the other local schools begin.
- The Driveway Loop will take cars off of the neighborhood streets.
- Staggering arrival times by grade will further reduce congestion.
- Stratford actively encourages carpooling, biking and walking to school.
- 24% of middle school students already carpool, bike, or walk to school.

Whether real or imagined, the thought of increased traffic is a concern for any proposed project. Schools are no exception. However, working with more than 5,000 families on 18 campus locations in the Bay Area, Stratford has developed very specific guidelines and rules that greatly improve traffic flow, provide the needed safety for our children, and eliminate stacking/queuing on city streets.

However, as evidenced by both public and commissioner comments at the Planning Commission hearing, it appears that several do not yet understand our traffic calming and management plan. In this section, we focus on that effort.

### Start time

Other schools in the immediate vicinity have the following 1<sup>st</sup> period start times:

- Petersen Middle School – 8:00am
- Laurelwood Elementary – 8:00am – 8:15am
- Appleseed Montessori – varies by program, primarily between 8:00am and 9:00am





In an effort to avoid conflicting arrival times and reduce the traffic load in the neighborhood, Stratford has agreed to start its middle school at 7:45am, with arrival starting at 7:15am. This change will greatly reduce the amount of potentially conflicting traffic in the Raynor Park neighborhood.

### **Driveway Loop**

The impact of this addition may not be evident to the lay person, but this \$500,000 investment to the east of the school buildings will significantly reduce the likelihood of excessive on-street queuing. Drawing upon its experience at 18 other campus locations, Stratford proposed this loop at its very first presentation to the City as a primary component to avoid adjacent street congestion.

This arrival/departure queuing Loop (“Loop” - see Figure 1.) will accommodate 80 vehicles of queuing on-site and remove them from Dunford Way. According to Fehr & Peers, the City’s traffic analysts, this loop should effectively provide sufficient on-site storage to allow waiting parents to queue on-site to unload their students at the designated drop-off/pickup area. As a comparison, Fehr & Peers reports that Laurelwood Elementary, which has about 640 students (compared to Stratford’s 460), provides queuing for only 15 vehicles, which as the neighborhood can attest, has resulted in on-street queuing during the school’s peak drop-off/pickup times. As noted, our proposal includes on-site queuing storage for 80 vehicles and (with 180 fewer students) will not have similar traffic effects as Laurelwood Elementary.

### **Arrival/drop-off procedures**

Between 7:15am and 7:45am, all arriving parents are required to enter the Loop via Dunford Avenue. A security/traffic guard is stationed at that point to assist in access to the Loop.

- The one-way Loop expands into a two-lane drive which parents follow to the designated Drop-off Zone.
- At that point, under the direction of a security/traffic guard, the parents merge into a single line of 8 cars at the drop off zone.
- All cars in that queuing group will be forced to stop and allow their student to exit the vehicle. A teacher or staff member will be assigned to each station of the Drop-off Zone. The students will then enter the secured gate. When the all of the students have exited their vehicle and entered the campus, the eight-car waiting group will be allowed to exit to Partridge Avenue.
- The next group of 8 cars is then allowed access to the Drop-off Zone, continuing until all students have been dropped-off.
- While the EIR recommended 3 staff members be used to monitor/control traffic, Stratford will provide up to 12 personnel each day for this purpose.



This time-tested and orderly method of arrival & departure is very effective, safe, and efficient. It will allow traffic to flow extremely well with little, if any, backup onto the surrounding surface streets.

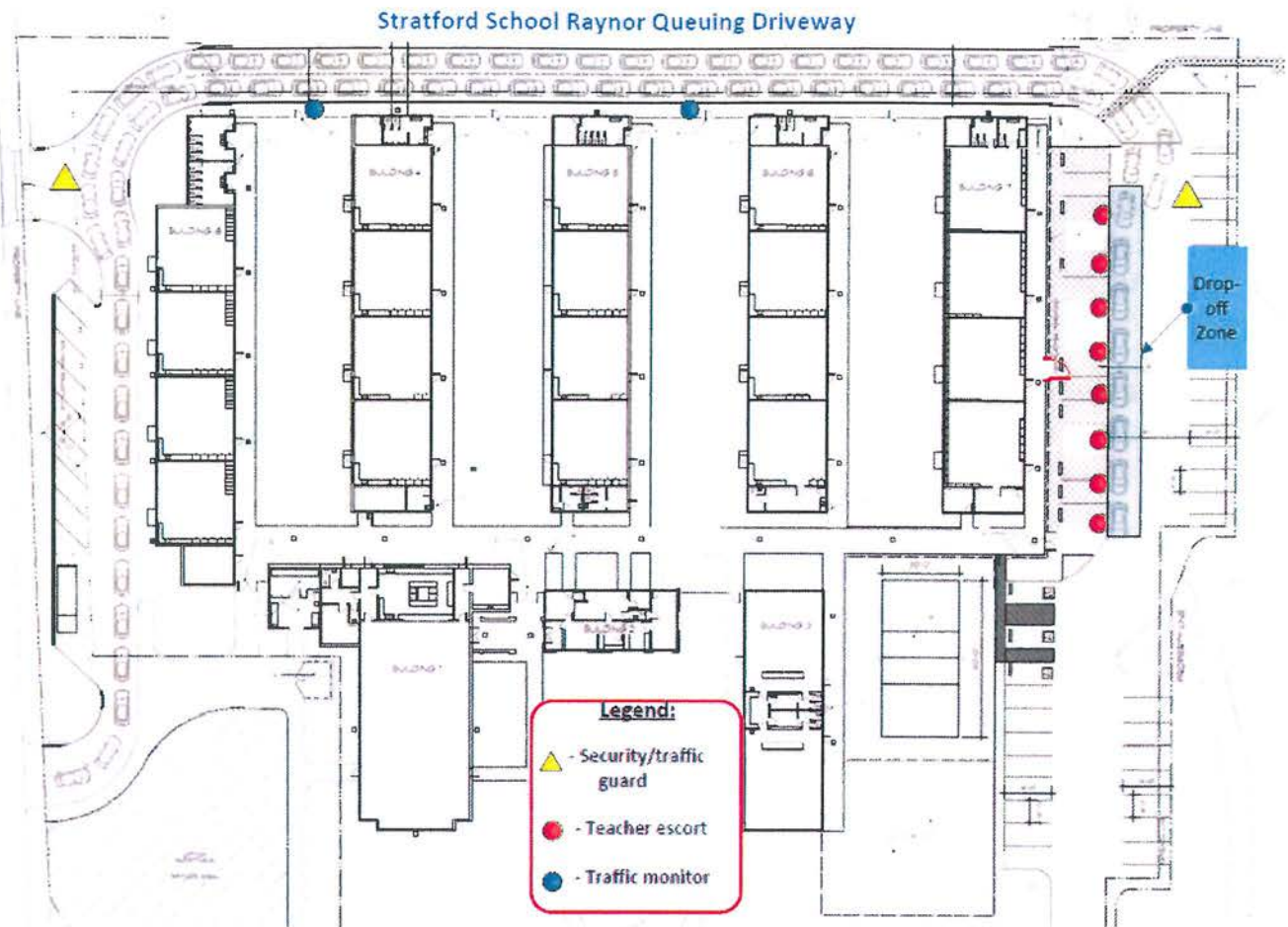


Figure 1. Queuing Loop.

### Staggering

We anticipate that our Raynor middle school campus will educate students in grades six through eight. This grade range allows us to adequately stagger traffic, as necessary to ensure no backups on local streets. Our plan at full enrollment is,

- Eighth grade classes would be required to access the driveway between 7:15am and 7:25am;
- Seventh grade classes would then be required to arrive between 7:25am and 7:35am; and,
- Sixth grade classes would then be required to arrive between 7:35am and 7:45am.



Assuming equal numbers of students between classes, even at full capacity, the staggered schedule would amply allow sufficient queuing space for all students. Further staggering and earlier time frames are available, if needed.

Recent analysis at our Santa Clara campus reflects that the seven-student drop-off procedure takes an average of 57 seconds (or, 8.15 seconds per car) from the arrival of the first car, to the departure of the last car in the group. Using those actual results, the full 80 car queue should be able to drop-off and leave in less than 11 minutes, with wait times averaging much less. (Note: The queuing assumptions presented in the EIR, assumed that the each group of 8 cars (length of drop-off area) would take 90 seconds to clear (or, 11.25 seconds per car) and still would not result in any off-site queuing. Thus the assumptions presented in the EIR are conservative, compared to what our observed duration for drop-off procedures have proven).

These estimates are not speculation. Stratford has the advantage of over 15 years' experience at 18 campus locations to draw upon. These traffic measures are well defined, supervised, and choreographed.

Other methods that help in the safe unloading of students:

- The students must vacate from the passenger side of the vehicle
- Backpacks and school materials will be kept with the student in the back seat of the car—thereby avoiding the additional time needed to access the trunk
- Parents must comply with the 5 MPH speed limit signs
- Staff members and teachers will be trained and be required to assist with traffic
- All teachers, staff, security guards, etc., assisting with traffic will be required to wear a safety vest
- The lanes & departure area will be well-marked to avoid confusion
- Any parent that must visit with a teacher will be required to park and walk in.

The school day is scheduled to end at 2:50 each day; and, student departure at the end of the school day is much less condensed than at arrival times. This is due to most of the students' involvement in some type of sports, academic, or language club, etc. Therefore, the students are self-staggered in their departure. On average, we see approximately 20% of the student body departing every half hour until about 5:30, when there are just a few students still on campus. This departure routine means there would be very little incremental traffic at the City's peak traffic hours.

### **Carpooling, biking, walking to school**

Before the start of each school year, parents are encouraged to carpool. To support carpooling and overall traffic safety at the campus and in the neighborhood, Stratford School sends a safety protocol email to each parent prior to the first day of class. In





addition, back-to-school parent orientations focus on important topics, including: on and off campus traffic procedures, driving etiquette, and specific and unique neighborhood requirements. The subject of traffic and safety are re-visited at parent events throughout the school year, and more often should situations warrant.

Stratford School promotes carpooling efforts by providing a proprietary online program that allows parents to connect with other parents who share similar commute paths. Stratford Share-A-Ride, a self-serve portal, connects carpooling partners (<https://stratford.ride4all.com>).

As students are often collaborating on class projects or participating in clubs after school, the number of carpools may increase throughout the afternoon.

Stratford is proud of the results it has achieved in traffic mitigation and environmental pollution reduction. In the past two weeks, traffic has been observed at our Santa Clara Middle School (the same students who will be moving to the Raynor campus). Currently, with 262 students, morning arrival averaged 199 vehicles (for an average of **24% of students either carpool, walk, or bike to school**).

Stratford has prepared a secure bike corral at the Raynor campus with lockable stations that will accommodate students and staff who bike to school. As participation grows, Stratford will increase the size of that secure location (Figure 2.).

*\* Carpool participants who have signed up through Stratford Share-a-Ride program.*



**Figure 2. Location of Bike Corral.**



Stratford also has agreed to paint new biking sharrows along a stretch of Dunford Way from Wolfe Road that will bring attention to bikers and increase their safety.

**EIR Findings & Traffic Mitigation**

The Environmental Impact Report found that the presence of Stratford at Raynor will not adversely affect the neighborhood; but, made certain mitigation suggestions that would help ease traffic in the area.

Stratford intends to implement all the traffic mitigation measures recommended by PMC in the EIR:

Mitigation No.	Measure Recommended
MM 3.14.1a	Allow only exiting traffic from driveway during arrival/departure adding signage for clarification
MM 3.14.1b	Construct a curb extension of access to south parking lot, ADA compliant crosswalk, & stop sign/bar
MM 3.14.1c	<ul style="list-style-type: none"> <li>• At least 3 staff to monitor traffic (we plan on 12)</li> <li>• No stopping/unloading sign on north parking lot</li> <li>• Restrict loading on Dunford and Partridge during peak times</li> <li>• Discourage parking in the neighborhood</li> <li>• Encourage carpooling, biking, walking</li> </ul>
MM 3.14.1d	Continually monitor traffic in area, work with City to modify as needed,  Communicate with parents about appropriate procedures
MM 3.14.5a	Install biking sharrows on Dunford Way to increase biking safety
MM 3.14.5b	<ul style="list-style-type: none"> <li>• Fund the City’s traffic engineering study to determine local needs;</li> <li>• Fund changes recommended in study;</li> <li>• Install advance school warning signs on Dunford &amp; Partridge</li> </ul>

**Mitigation Table 1.**





**(Intentionally left blank)**



## RAYNOR PARK USE

### Highlights

- Stratford's use of Raynor park fields comprises only about 3% of the entire Park's area and open hours.
- Specific covenants of the Joint Use agreement are outlined and are intended to protect the residents and students.
- The impact to local resident use of Raynor Park will be very minor

As previously mentioned, the purchase offer presented by Stratford included a contingency for use of Raynor Park ("Park") during school days. There have been many misunderstandings, misinformation, and even false statements about Stratford's use of the adjacent park field, this section is written to lay out the facts of our agreement with the City, entitled Joint Use Agreement Between City of Sunnyvale and Stratford School, Inc. for Recreation Purposes of the Raynor Park Recreation Areas, (hereafter, "JUA").

### Agreement

The JUA, as summarized, creates the following agreements:

(a) Stratford will be given priority use of two sections (Area 1 & Area 2, see Figure 3, below) of the park Monday thru Friday, 9:00am to 3:00pm on school days during the regular school year;

- At times, even during the school day, Area 1 will be open to the public if not in use by Stratford;
- During Stratford's summer session, Stratford may use field areas on a "space-available basis" only, with no priority use;
- All remaining areas of the Park are available for any other group in accordance with the City's reservation system;

(b) After school, Stratford will have priority use for Area 1 (roughly 2 acres) according to the schedule shown in Figure 3. When Stratford's designated use times are not in use by Stratford, they are always open to the public.

(c) Stratford will provide a report by August 15 each year identifying times during the "After Hours" use that it does not plan to use the space so it may be reserved by the City.

(d) Stratford shall maintain Sunnyvale resident enrollment at the school of at least 51%

(e) Stratford will allow public use of the two parking lots off of Partridge Avenue after 5:00pm until Park closing on school days, all day Saturday and Sunday during Park hours.



(f) Stratford shall construct and maintain in good condition and at its cost a new basketball court in the space identified as Area 2.

(g) The basketball court shall be used by Stratford during school days from 9:00am to 6:00pm and during summer session from 9:00am to 3:00pm. However, the basketball court shall be open to the public during all other Park hours or non-school days and shall also be open for public use if not used during Stratford's designated times.

(h) & (i) Stratford shall obtain a building permit for the basketball construction and complete the court in less than a year

(j) Stratford shall maintain liability insurance equal to \$2,000,000 during the life of this agreement.



Figure 3. Park use areas.





## Current Daytime Park Usage

### Stratford Observations

An argument promulgated by opponents to Stratford's park usage plan is that the Park is already too busy and that Stratford would chase away all the potential users from the neighborhood. While the Park may be busy after school and on weekends, our observation has been that the Park is used very little during the day, especially on school days.

Stratford has closely monitored the Priority Use area of the Park over the past week to determine the daytime usage of the area and recorded our observations. Table 2. reflects the number of users over five and one-half days in the Priority Use area of the Park.

		Raynor Park						
		Current Daytime Usage						
Date	Description	9-10am	10-11am	11-12pm	12-1pm	1-2pm	2-3pm	Comments
19-Feb	Total people				1	1	2	Weather: warm/dry
22-Feb	Total people	3	4	1	1	2	4	Weather: warm/dry
23-Feb	Total people	13	4	4	7	5	3	Weather: warm/dry
24-Feb	Total people	4	12	3	4	3	2	Weather: warm/dry
25-Feb	Total people	3	4	4	3	2	1	Weather: warm/dry
26-Feb	Total people	4	3	4	3	4	2	Weather: warm/dry
	<b>Total users</b>	27	27	16	19	17	14	
	<b>Avg users/hour</b>	5.4	5.4	3.2	3.2	2.8	2.3	
	<b>Avg acres/user</b>	2.1	2.1	3.5	3.5	4.0	4.8	

Note: Excludes park maintenance personnel

Table 2. Current Priority Use Area level of use

The light usage appears common during warm school days. A large majority of the users were simply walking their dog(s) through the area.



## PMC Observations

In addition, PMC made their own analysis of the park use during three separate seasons and times. The following was taken from PMC's EIR report to the City Council:

PMC Staff Darcy Kremin and Florentina Craciun visited Raynor Park to assess casual use of the park on three separate dates at different times during 2015. The dates were selected to reflect times of the year with different weather conditions: early spring, mid spring and summer, and school status: in session or on summer break. The times were selected to reflect different times of day to provide a full picture of casual park use. The dates and times are as follows:

- March 23 – daytime 12:30 pm
- April 30 – evening 6:00 pm
- July 8 – daytime 10:00 am

March 23 (Monday), 12:30pm:

PMC staff visited the project site to assess site conditions and park usage at lunch time. Staff observed that the existing buildings were chained off and no users present on the existing structures grounds. Staff observed the following users:

- One dog walker with 3 dogs in the area adjacent to the residences on the park border
- Three cars parked in the south parking lot adjacent to the project area
- Four people walking through the park on the cement pathway

April 30 (Thursday), 6:00 pm: *(While this observation reflected the most number of park users, it is well past the time when Stratford is allowed access to the Park, per the JUA.)* PMC staff visited Raynor Park to assess park uses and to attend the project scoping meeting. The following uses were observed:

- Baseball Field was in use for a little league game. Approximately 15 - 25 people were in attendance.
- Two people were using the grass by the existing score board to toss a Frisbee.
- A soccer game was taking place on the grass area adjacent to the picnic area. Parents were using a blanket to observe. A total of 10 – 12 people were present.
- Multiple children and adults were using the playground area.
- Two teenagers were using the casual skate park area.
- There were approximately 10 - 15 cars parked in the parking lot adjacent to the project site.

July 8 (Wednesday), 10:00 am:

PMC staff visited Raynor Park to assess park uses. Staff observed the following users:

- 1 jogger, running the perimeter of the park.
- 2 dog walkers using the baseball field area.
- 7 kids and two adults using the playground area.
- One person walking the perimeter of the park.
- Three people walking through the park on the cement pathway.





Based on the observations of Stratford, the observations of PMC as part of the EIR, and even comments by neighbors and park maintenance, it is easy to see that the park is not heavily used, especially during school day hours.

### **Park Use Benefits to City & Neighborhood**

In addition to the public use of the basketball court and parking lots and maintenance of both, Stratford has agreed to the following items:

- Stratford will relocate the little league scoreboard and practice backstop to the location designated by the City;
- Furnish and install a new set of bleachers at the little league ball field
- Provide a perpetual easement for public use of the Stratford's parking lots
- As an additional gesture of goodwill, Stratford has just recently agreed to pay an annual maintenance fee for the use of the Park equal to \$22,000 per year (the City's estimate of maintenance cost including water.)
- Stratford also agrees to work cooperatively with the City for the safe and coordinated use of Raynor Park.





## PARKING

### Highlights

- Stratford will be providing 26% (18 stalls) more parking than required for school days; and,
- An additional 73 stalls will be added for infrequent events.
- Parking should be more than adequate

### City Ordinance

Stratford has always supported local parking standards and ordinances. At the Raynor campus, the City of Sunnyvale indicates that 69 parking spaces must be provided. We have exceeded that number and plan to include 87 on-site parking spaces for our parents and staff for regular school day use

### Additional Parking

Each year, Stratford has a handful of events to which parents are invited. Those events may include those typical for a middle school, such as:

- Parent orientation evening
- Back to school night
- Science fair
- Spring concert
- Art show

These infrequent events are typically staggered by age/grade grouping to avoid exceeding our parking capacity. However, in the rare event that additional parking is required, we have provided for the following:

- The inside lane of the arrival/drop-off driveway can be converted to parallel parking. This should add 23 additional parking stalls; and,
- We have laid the groundwork for an agreement with a local church to use their parking for such occasions to be effected after CUP approval. We anticipate securing up to an additional 50 parking spaces through that agreement,

The combination of which will almost double the amount of on-site parking and should be more than adequate to handle such events.



# SAFETY OF CHILDREN AND STAFF

## Highlights

- Security guard
- Single point of school entry
- Emergency preparedness and communications plan
- Rigorous teacher and staff hiring process
- Ongoing Professional Development and safety training

## Campus Security & Emergency Preparedness

Stratford has a professional security guard during school hours, and all visitors are required to check in at the office to obtain a pass before entering the school grounds. Our single point of entry system ensures everyone who visits the campus checks in at the office. Security fencing and gates, that require a code for entry, support Stratford's exterior safety system.

We have a "closed campus" policy, meaning students are not allowed to leave school grounds during school hours or lunchtime, without being accompanied by an adult or parent. During daily breaks, lunch, outdoor physical education time, and various afterschool activities, Stratford's teachers and staff supervise students.

Personal phone calls, email, parent meetings, and special assemblies reinforce a variety of safety measures and protocols. Reminders are sent as needed to ensure arrival and departure systems are safe and effective.

## Emergency Communications

In the event of emergencies, we initiate our **Connect5** system, so we may provide immediate information and safety instructions to parents via a reliable phone messaging service. Behind the scenes, our **BeSafe** Committee reviews all safety and emergency procedures to ensure that all staff members are trained to handle emergencies.

## Stratford's Hiring & Training Programs

Before our teachers enter the classroom, they have gone through an extensive and rigorous hiring and training process, including:

- Completion of Stratford's proprietary assessment exam.



- Prepare and teach a lesson in class.
- Multiple interviews with the Principal and Senior Director of Operations.
- Thorough background checks: As a condition of employment, all employees must receive DOJ/FBI clearance, pass a Child Abuse Index check, fingerprinting, and provide a copy of a negative TB Test.

### **Ongoing Training**

Prior to the start of each school year, all teachers and staff attend Stratford's Professional Development program. This weeklong enrichment program features inspiring training sessions with internal and external experts from all areas of the education field. Ongoing Professional Development is scheduled throughout the school year.

In addition, annual training and certification are required in the following areas:

- CPR and First Aid training.
- Certification in Stratford's Health and Safety requirements and protocols.
- Monthly safety drills, including thorough emergency and evacuation practices.
- Food and environmental allergy training, including the use of EpiPens.





## **BENEFITS TO THE CITY & NEIGHBORHOOD**

The purchase and operation of the former Raynor Elementary School by Stratford will provide many benefits to the City and the community for years to come. Here is a partial listing:

### **Financial benefits**

- Purchase Price. The purchase price of \$14,050,000 will be a big boost to the City's capital budget.
- Capital Funds.
  - As shown in the City budget, the City has already tentatively allocated \$11+ million of the proceeds to building a new library.
  - Besides the library, an additional ~\$3 million will be set aside for other capital projects in the City
- Free Parking. Even though Stratford is purchasing the parking lots next to the classrooms, we intend to offer the use of them free to the public to allow access to Raynor Park. Those 87 parking stalls have a market value of \$145,600 per year (based on daily rates charged at CalTrain in Sunnyvale)
- Employment. Stratford intends to employ dozens of teachers & staff at this location. All qualified Sunnyvale residents are invited to apply

### **Neighborhood collaboration**

- Non-profit uses. Classrooms will be offered for hourly non-profit uses, including – Boy Scouts, Girl Scouts, etc.
- Polling station. Stratford will make the campus available for national, state, and local
- Community events/socials. Stratford intends to work with the community to offer occasional community outreach events including, invitations to local residents for middle school performances, summer picnics, etc.
- Charitable fund raising. Stratford students are constantly involved in fund-raising for those special local community needs, homelessness, medical causes, etc., and is always open to suggestions from the community.

### **Building occupancy benefits**

- Reduction of vandalism. A vacant building(s) is typically an attractive nuisance and can become a place for vagrancy, window breaking, tagging, etc. Combined with appropriate security measures, Stratford's presence will make the neighborhood a safer place.



- Upgraded appearance. Stratford has already submitted new landscaping plans to the City for upgrading both aesthetics and green space at the campus. The campus will be much more attractive when completed.
- Increase in property values. Studies have proven that a high-scoring school actually increases the value of surrounding homes in the neighborhood.

### **Park upgrades & financial assistance**

- Park equipment. Stratford has already agreed to add new bleachers for the little league field, relocate the scoreboard and practice backstop, and has offered other amenities for the Park.
- New basketball court. The new basketball court will be a great asset for local youth and adults.
- As a new gesture, Stratford is also committing to pay the standard per acre cost for park maintenance (as defined by the City.)

### **League participation benefits**

- Sponsorship. Stratford is offering to sponsor a little league or soccer team; and,
- Fund. Provide a fund for underprivileged Sunnyvale children to participate in local sports (Raynor Park) programs.

### **Education benefits**

- Academics. Stratford's academic record is unquestioned and will be a valuable source of future employees and leadership in all STEAM (Science, Technology, Engineering, Arts, and Math) disciplines
- Sunnyvale students. Stratford already educates approximately 540 Sunnyvale resident students and has committed to enroll more than half of all students at Raynor from Sunnyvale sources
- Public schools better. As many of our 8<sup>th</sup> grade graduates go on to attend public high schools, the preparation our graduates have received actually makes public schools even better.





## Appendix

### Links to Documents

- I. Joint Use Agreement Between City of Sunnyvale and Stratford School, Inc. for Recreation Purposes of the Raynor Park Recreation Areas:
  - [https://www.dropbox.com/s/dh8kkso0jbqli9s/Appendix%20C%20-%20Report%20to%20Council%2013-292%20\(includes%20Joint%20Use%20Agreement\).pdf?dl=0](https://www.dropbox.com/s/dh8kkso0jbqli9s/Appendix%20C%20-%20Report%20to%20Council%2013-292%20(includes%20Joint%20Use%20Agreement).pdf?dl=0)
- II. Exclusive Purchase and Sale Agreement of Surplus City Real Property:
  - <http://sunnyvale.ca.gov/Portals/0/Sunnyvale/CDD/CurrentProjects/Stratford%20School/11.19.13RTC.pdf> (attachment B)
- III. Draft EIR:
  - [http://sunnyvale.ca.gov/Portals/0/Sunnyvale/CDD/CurrentProjects/Stratford%20School/1 Sunnyvale Raynor%20EIR Cover Executive%20Summary TOC Section1.pdf](http://sunnyvale.ca.gov/Portals/0/Sunnyvale/CDD/CurrentProjects/Stratford%20School/1%20Sunnyvale%20Raynor%20EIR%20Cover%20Executive%20Summary%20TOC%20Section1.pdf)
- IV. Final EIR:
  - [http://sunnyvale.ca.gov/Portals/0/Sunnyvale/CDD/CurrentProjects/Stratford%20School/Sunnyvale FEIR Stratford%20School%20at%20Raynor%20Park.pdf](http://sunnyvale.ca.gov/Portals/0/Sunnyvale/CDD/CurrentProjects/Stratford%20School/Sunnyvale%20FEIR%20Stratford%20School%20at%20Raynor%20Park.pdf)
- V. Stratford's Appeal of Planning Commission denial to approve CUP:
  - Attached





**Stratford School's Appeal of Planning Commission Decision not to Approve the  
CUP application to Operate 1500 Partridge Avenue as a Private School:**

February 3, 2016

Ms. Trudi Ryan, Director  
Community Development Department  
City of Sunnyvale  
456 W. Olive Avenue  
Sunnyvale, CA 94086

Re: Appeal of Planning Commission decision - Project #2014-7990, 1500 Partridge Ave.

Dear Ms. Ryan,

Please accept this letter as our official appeal of the Planning Commission's decision to deny a Use Permit at 1500 Partridge Avenue for use as a private school. The decision was rendered by the Planning Commission on January 25, 2016.

We respectfully disagree with the decision the Planning Commission made and include, herein, the reasons for reopening this CUP application at the City Council level.

After reviewing all comments, both by the public and by the Commissioners, it was evident two major concerns were the focus of the opposition—traffic impacts and Stratford's intended recreational use of Raynor Park. We maintain that the Commissioners did not fully understand Stratford's proposal on those two issues.

We are prepared to show the City Council that 1) our plan and preparations for the number of vehicles accessing the Raynor campus will not cause undue congestion to the neighborhood; and, 2) that the Joint Use Agreement forged between the City and Stratford is workable, will not displace local residents' park use, and that Stratford's use will actually benefit Sunnyvale residents in several ways.

We appreciate the City's efforts in helping to prepare our CUP and EIR submissions and anticipate a productive discussion with the City Council on February 23<sup>rd</sup>. If you have any questions about this appeal, please feel free to contact me as soon as possible.

Sincerely,

Clay Stringham  
VP – Campus Development  
Stratford School  
(801) 712-6800

