

Westlake Academy @ FIRST BAPTIST CHURCH OF COOPER CITY, FL

OPERATIONAL MANAGEMENT PLAN

1. Introduction

The purpose of this report is to document pick up/drop off operations and management as well as detail a security plan for the proposed Westlake Preparatory Academy @ First Baptist Church of Cooper City which is located at 8950 Stirling Road in Cooper City, Florida.

The estimation of school site traffic and the associated impacts is not an exact science and is evaluated on a case-by-case basis with consideration including but not limited to the following: site access and circulation; adjacent roadway network, e.g. number lanes and available capacity; and intersection level of service. While scientific formulas are used to estimate certain traffic impacts, queuing studies follow a "Best Practices" approach. In this case, the queuing can be primarily based on the reliable and practical experience of the school's current operations and the 2015 Traffic Study which was commissioned as part of the original site plan amendment and the supplemental statement that is part of this requested Site Plan Amendment. This can occur because the operation of the school will not be changing in any dramatic manner.

1.1 Project Description

The school has a Pre-School and Pre-Kindergarten program and teaches students in grades K-12. A grade 1-12 school has previously operated on this site since 2016 without any issues. The proposed school, Pre-School and Pre-K classes that are the subject of this site plan amendment utilize the existing buildings and classrooms which have previously been used as an academic school. No new buildings are being proposed as part of the site plan amendment and the ground floor of the existing classrooms will be utilized for the Pre-School and Pre-Kindergarten classes.

The current maximum enrollment at the school with this site plan amendment is 200 students (please note that current enrollment is 130 students) even though it is believed that the occupancy load for the buildings would allow up to the 300 students based on the size of the facilities. While the Church believes that the maximum occupancy load would allow up to 300 students, the Church has voluntarily restricted the total enrollment to 200 students and should the total enrollment be proposed to exceed 200 students the Church recognizes that a subsequent site plan amendment would be required and that additional traffic and queuing analysis would be required. This limitation on the number of students is a total of both the Pre-School, Pre-Kindergarten and K-12 grade levels.

The maximum allocation of students to be enrolled for each grade at the school is as follows:

50 students in Pre-School and Pre-Kindergarten

50 students in grades K-5

40 students in grades 6-8

60 students in grades 9-12

However, First Baptist would like to reiterate that the initial enrollment with the Pre-School, Pre-Kindergarten and Kindergarten grades being added is still not expected to exceed 170 students at the beginning of the current school year. In fact, First Baptist anticipates that the Pre-School and Pre-Kindergarten enrollment will be around 25 students for several years until word spreads about the excellence of the programs being offered or the younger siblings of attending students begin to also come to the school.

As determined in the 2015 Traffic Study, the site is capable of accommodating a queue of a total of 30 vehicles on-site during morning and afternoon drop-off/pick-up, as is shown on the stacking plan which is part of the Traffic Study submitted at the time the 2016 site plan amendment was processed (no changes have been or are proposed to be made to the site), based upon the driveway length leading up to the first drop-off/pick-up station and using 22 feet per automobile. Various municipal codes, including the Broward County Land Development Code, utilize a stacking distance of 22 feet per automobile. The Traffic Study which was submitted along with the 2016 application to amend the site plan demonstrates that a ten (10) vehicle queue in the morning and a twenty five (25) vehicle queue is sufficient to not only address the current level of student enrollment but also the proposed maximum student enrollment of 200 students. A copy of the original Traffic Study is included with this site plan amendment.

Since both morning drop-off and afternoon pick-up occurs over the course of one-half hour during each morning and afternoon drop off and pick up time the existing queuing capacity is more than adequate to serve the current and proposed needs of the school. Furthermore, as discussed below, a significant portion of the elementary students sign up for early drop-off, and many students stay after normal release for tutoring or after-care. Therefore, the existing queuing capacity represents a higher ratio of stacking to students than calculated above.

As shown on the circulation plan that was included with the 2016 Traffic Study, during drop-off/pick-up times the vehicle flow pattern in the parking lot is monitored and directed by multiple school staff, which reduces conflict areas and improves the overall operations of the school. The location of staff members was shown on the vehicle flow plan submitted as part of the 2016 Traffic Study. These same items are to remain in full force and effect with the proposed site plan amendment to allow Pre-School, Pre-Kindergarten and Kindergarten classes.

With regard to the Pre-School and Pre-Kindergarten classes, parents will be parking their cars in an area designated for drop-off and pick-up (as shown on an updated traffic and parking circulation schematic) and then escorting their children to the school. After drop-off at the school at a designated check-in station the parent will then return to their parked car and leave the facility. There is currently a more than sufficient amount of parking spaces to accommodate the Pre-School and Pre-Kindergarten parents. It should also be noted that First Baptist will be offering ½ day options for the Pre-School and Pre-Kindergarten students and this will also alleviate the use of the parking facilities as it has been the experience that about ½ of the enrolled Pre-School and Pre-Kindergarten students take advantage of the ½ day programming.

2. Site Operations

The following section details the policies and procedures for Hours of Operation and Car Rider Drop-off/Pick-up.

2.1 Hours of Operation

The school has a standard start time and release time.

Classes begin at 8:00am and classes dismiss at 2:30pm. However, First Baptist will be offering ½ day options for the Pre-School and Pre-Kindergarten students and it has been the experience that about ½ of the enrolled Pre-School and Pre-Kindergarten students take advantage of the ½ day programming. Should a staggered drop off and pick up time be required (none is proposed as part of this request), then the middle school and high school students will begin at 8:30 a.m. and cease at 3:00 p.m. This one-half hour difference will result in an ease of potential queuing during drop off and pick up.

**Some students may be dismissed at later times if they have been assigned mandatory tutoring after normal school hours or they engage in after-school activities (such as athletic programs or art programs).

Early arrival starting at 7:00 am daily is permitted for all students at an additional cost to parents. Several staff members report early to assist with before school care. Students arriving at 7:00 am are dropped off by their parents parking their vehicle in a designated parking space and the parent then walks their student to the designated area for Before Care/Early Arrival. No drop off is permitted for the Before Care/Early Arrival program. All other staff report by 7:30 am to assist in drop off procedures. The location of the various staff members are shown in the 2016 Traffic Study and the traffic circulation plan set forth in the Traffic Study.

The school has found that approximately 20-25% of the students utilize the early drop-off scenario.

After-care is provided until 6pm daily, for a monthly fee, and the school has determined that approximately 30% of the students utilize this program. In addition, the school offers after school sports, tutoring and clubs.

2.2 Car Rider Drop-off Policies and Procedures

Morning drop-off occurs over an extended period beginning at 7:30 am to 8:00 am. The designated dismount points provide for safe and efficient student drop-off. The incoming drive lane is designated as a drop-off lane and the outgoing drive lane is for exiting vehicles. Students are required to exit the passenger side of the vehicle to the covered walk and such action is only allowed to occur in the designated drop off area. This is enforced by the school's personnel who are stationed outside during drop-off. Four (4) cars can simultaneously unload/pick-up children.

Designated school staff is present to supervise and support the entire drop-off process for car riders. As all car riders do not arrive at the same time, this extended drop-off time allows for staggered queuing of vehicles and obviates the need for parking.

School Administration and Staff members will be utilized on site to assist with drop-off and pick up procedures. Should the City desire, the school will provide an off-duty police officer for traffic control each morning and afternoon for the first 30 days of school each year to support parents while they learn the traffic pattern and rules.

2.3 Car Rider Pick-up Policies and Procedures

The school has developed a system for safe and efficient student pick-up by parents. The school uses a 3 Digit Number System to dismiss elementary students (i.e. 1-01, first Number: class number and 2 digits as the student number), each student is issued 2 (two) Id's with their provided number; one is attached to the child's back pack and the other is hung in the window of their parents car. For the Pre-School and Pre-Kindergarten students the majority of the parents or guardians will park on the premises and use the dedicated walkways to both drop-off and pick-up their children. Thus, the addition of the Pre-School and Pre-Kindergarten classes will not impact the drop-off and pick-up of the other students.

The school uses hand radios (every staff member is issued a hand radio and must carry the radio at all times during work hours), the staff member(s) assigned car duty maintains a systematic and steady flow of students for safe discharge by calling the Staff members (2) (that have been assigned hall duty) and the Classroom teachers. The Elementary student is then released from class by their teacher and monitored by Staff placed in designated areas to maintain safety and proper student traffic flow to the pick-up area and then the student is sent to the vehicle. This system results in decreased traffic, decreased wait times for parents and greatest safety.

The 6-12 grade students are dismissed from their last scheduled class and report to a designated area (i.e. Cafeteria) for dismissal. The Staff assigned to car duty uses hand radios to communicate to the Staff and requests students to be sent to the pick-up area. Once a student has been radioed for by the assigned car duty staff member the internal administrators and teachers direct students to the loading area.

The school's pick-up procedures include the following:

- All Students are dismissed between 30 minutes apart allowing for parent traffic to be diluted which results in lower traffic counts during peak periods. While the end of the school day occurs at the same time the students are actually picked up at different times which results in a slightly staggered dismissal.
- Parents are prohibited from arriving, stopping or entering the school more than 15 minutes prior to dismissal. This greatly decreases traffic build-up caused by cars queuing well ahead of dismissal times. By allowing traffic to arrive only at the time of dismissal, cars are on site only a short period of time before they are matched with students loading and exiting the site. The school

enforces this policy through parent contracts and student retention policies and compliance with such policies has never been a problem in the past.

- In the event of staggered start and release times, elementary school students who have a sibling in middle school or high school are provided supervision, at no cost to parents. This policy also extends in the case of those middle and high school students who participate in post school activities. This allows parents to arrive only once for student pickup, further reducing the number of cars stacking on site during main dismissal times.
- Designated Administrators and staff provide traffic control of stacking lanes, stopping and releasing queued cars and supervision of students in a fair and orderly process.

3. Staff and visitor parking facilities

Staff parking is located in the parking lot east of the Educational Building and outside of the area designated for Pre-School and Pre-Kindergarten pick-up and drop-off. Staff reports before 7:30 am each morning, prior to the peak student arrival times. Staff is dismissed 1 hour after dismissal, and therefore traffic conflicts between arriving/departing staff and arriving/departing student riders are not anticipated.

4. Security Plans

The school has over 60 cameras on-site and throughout the campus which are monitored during school hours and these cameras also have DVR recording for afterhours monitoring, if needed. The safety of the children in the school are of the utmost importance. As a result, the school was implemented the following security protocols:

There is one (1) funneled ingress and egress point into the actual school building. Access is provided through an electric buzz system gate. All visitors must check in and be cleared before they are buzzed into entry.

The entire educational building is gated and it is therefore self-enclosed.

The school provided 2 Class D Florida licensed unarmed security personnel and 2 Class G Florida licensed armed security personnel on campus before, during and after school hours.

All teachers, staff, and administration have, as part of their required uniform, individual walkie talkie radios to ensure that adequate communication occurs.

Each classrooms, cafeteria and office is equipped with an emergency or non-emergency hardwired call button connected directly to the intercom system in the front office.

Each classroom and entry and exit door is equipped with an emergency lockdown bar to secure the door for no entry.

All staff, teachers and administration officials associated with the school wear a lanyard with the emergency codes as part of their required uniforms.

Once a month the school participates in Code Red lockdown procedures.