

ATTACHMENT NO. 4

Park Century School

20-year Master Plan Submittal

Date submitted: June 30, 2017

Table of Contents

Project Narrative

- **History/Background**
 - **Current Limitation at the 3939 Landmark campus**
 - **Importance of Physical Education and Outdoor Recreation Space**
- **Existing Conditional Use Permit “CUP”**
 - **Community Outreach**
- **Acquiring adjoining property**

Proposed Project Description

- **Higher Use of 3939 Landmark**
- **Traffic mitigation**
- **Student population**
- **Limitation of site**

The 20-year Master Plan

- **Phase 1 (current proposed Project)**
- **Phase 2**
- **Phase 3**

Exhibits

- A) **Proposed parking structure and podium structure**
- B) **Survey of 3939 Landmark**

History/Background on School

Park Century School ("PCS" or the "School") was founded in 1968, as an independent, co-educational school for grades second through eighth, whose mission is to empower bright children with learning differences reach their academic personal potential.

The School, located in a quickly developing area of Culver City, California, currently serves 118 students living in the South Bay to the San Fernando Valley and throughout the greater Los Angeles area. The School is located at 3939 Landmark Street and is easily accessible due to its central location and close proximity to the freeways and a nearby Metro station, which many of our seventh and eighth grade students ride to and from school daily. The campus' facilities include a 43,000-square foot building that was completed in September 2008.

The school's first campus was a 10,000-square foot building at 240 Stoner Avenue (Culver City) with 50 children. Over the years, Park Century School has been recognized on an international level for its proven method to individualize the curriculum for the individual student's learning difference.

Students with language-based learning differences come to Park Century School because they have failed in previous classroom settings and additional tutoring and educational therapy experiences have been inadequate. PCS's approach to these students begins with its highly effective one-to-one student teacher ratio, as well as small groups when applicable. Further, PCS students receive daily one-to-one or small group tutoring in reading and math within a customized program that takes into account each child's learning style, level of functioning, attention span, interest and motivation.

By 8th grade, the students are given the tools to advocate for themselves, they have been educated in the most effective executive functioning skills to better manage their time and they have learned the compensatory skills to overcome their learning differences. At this time, approximately 60% of Park Century students mainstream into a traditional high school setting. Those who must continue in a similar setting at an LD high school are given recommendations through Park Century's ex-missions department and resume enhancing

the skills they learned while at PCS. The majority of both sets of students go on to earn a high education, including masters and doctorates.

The school has created a culture and a reputation for making the difference in children's lives and as often quoted by parents, "Park Century School saved my child". This reputation has also allowed Park Century to attract a diverse Board of Trustees to include members who have taken the experiences of Park Century to other learning environments.

In 2002, as part of the school's long term strategic plan, the Board of Trustees determined that the children needed additional facilities to expand the educational learning experience. This led to seek expansion to a larger facility that could meet the specific needs of its student population. The vision of this new space would include additional specialty tutor rooms, multi-discipline rooms, and, most importantly, an activity center and gymnasium to allow student throughout the day to express themselves. It would also allow for Park Century students to participate in an array of school team sports, which would make them more inclusive of a more traditional school setting.

In 2004, Park Century identified a suitable location at 3939 Landmark Avenue in Culver City and proceeded with the purchase of the building from the then owner.

As part of the strategic plan, the school underwent the necessary entitlement process to obtain a conditional use permit "CUP" from Culver City. The process included an extensive traffic study, review of impact in the area and a host of other City required applications and reporting in order to meet the City's conditional use permit process.

By September 2008, the school moved from 2040 Stoner Avenue into Park Century's new campus at 3939 Landmark. The new campus included over 35,000 of additional space sitting on approximately one acre and included provisions for 46 park spaces.

Current Limitation at the 3939 Landmark Campus

Culver City Parks and Recreation will not allow Park Century School to use its facilities on a permanent basis. This makes it difficult when we have flag football and soccer teams that need outdoor space to practice.

Importance of Physical Education and Outdoor Recreation Space

Since Park Century does not have permanent outdoor space, our students' physical education experience and access to the outdoors and fresh air has been limited. The school, over the last five school years, has had to rely on utilizing its indoor gym and parking area for all of its physical education and recreation experiences. This has been at the expense of the children by not getting the type of expansive exercise and other outdoor stimulation that the school originally envisioned as part of the student curriculum. As noted in the project description below, the expansion into the adjacent property is a critical part of the school's commitment to providing a well-rounded experience for each student. Furthermore, the school anticipates as part of the requirement of modifying its C.U.P., the robust undertaking of determining the vision for the school for the next 20 years has to be able to submit this plan and give earnest thought and consideration to what would be in the schools' future.

Research has shown that children who play outdoors regularly are happier, healthier, and stronger. According to specific research on the subject (Fortify 2004: Burdette and Whitaker 2005), children who play outdoors regularly:

- Become fitter and leaner
- Develop stronger immune systems
- Have more active imaginations
- Have lower stress levels
- Play more creatively
- Have greater respect for themselves and others

Time spent outdoors is also the best way to get vitamin D. According to the journal *Pediatrics*, 70% of American kids are not getting enough vitamin D, which can lead to a host of health issues.

Having access to outdoor play is even more crucial to the Park Century student because research has proven that green outdoor activities reduced symptoms significantly in children with ADHD and approximately 50% of PCS students have co-existing attentional problems – either inattention or hyperactive activity.

Existing Conditional Use Permit – “CUP”

In 2005, Culver City issued its conditional use permit to the school with the provisions for:

- 120 students
- A drop off and pick up using a three time -tier system
- Requirement to pay for the street improvement at Landmark/Washington, including a stop light
- Other requirements as set forth in the current C.U.P. (See Attached)

In 2007, the work began on the adaptive reuse of this previous industrial building. Work was completed in July 2008 allowing for the school to welcome its first class of the school year 2008/2009, in September.

After opening the school in 2008, the school administrators have continually reviewed the requirements for the C.U.P. and ensured consistent communication on those requirements as set forth in the C.U.P.

In particular, in areas such as carpooling, hours of the school and commitment to put up funds for road improvements, have all been satisfied. In the area of traffic related matters, the school has been effective in ensuring there are not any backups due to the dropping off and picking up of students that would create traffic congestions. This is particularly important since we have welcomed our new neighbor, The Platform, to ensure we do our part.

The process of obtaining the existing C.U.P. involved an extensive review of the site and the adjacent areas, as well as certain circumstances, as required for a school setting. By definition of having the C.U.P., we addressed all of the issues that arose during this process and/or made accommodations or modifications to the school's schedule and structure in order to comply with the C.U.P. The process was thorough and complete and as a result provided the school, as well as the surrounding areas, a compatible use of the building. To our knowledge, no conflict or complaints have ever arisen from the time that the school has been operational at 3939 Landmark in September 2008. It is worth emphasizing that the current Head of School, the Faculty/Staff, and the Board of Trustees are very familiar with

the C.U.P. and the need to comply and be respectful to the intent of all the requirements as set forth in the C.U.P.

As part of our request to modify the current C.U.P., we would commit to maintaining the relationship and standing that we have developed with the community. Hopefully this will help influence a positive outcome to provide the modification as outlined below.

It is also worth noting that during construction of The Platform, we cooperated and provided them access onto our property recognizing this was an important project for the community and city at large. The other commitment that the school made was to participate in any way we could to help further support the community, which included various components of community outreach.

Community Outreach

Since PCS opened its doors in September of 2008, the school has made an effort to include a community outreach program allowing for an expansion of its services to Culver City and the broader community.

We have invited many community groups to use our state of the art gymnasium facility for events such as club basketball games (including the Culver City Fire Department), the Westside Orchestra, Yoga Retreats and sports tournaments for other local schools who do not have their own place to practice and compete. We also allow our neighbors, including but not limited to The Platform, access to our parking lot when not in use.

Also worth noting, as part of the City's art requirement, the school collaborated with architect Frank Gehry, whose son attended the school. The current façade of the school was part of Frank Gehry, and our architect Chris Ward's, work to provide what is visually seen today from the Landmark streetscape.

The Proposed Project Description

The Project Description will be comprised of two parcels:

1. The current property owned by the school with its primary address 3939 Landmark noted as the PCS Campus.
2. The PCS Campus expansion would include a 2-level parking structure with the second level at subterranean level and a podium above for a playfield and 2 new classrooms.
3. Included on the buildout of the top podium level will be two additional classrooms constructed as an attached element to the current building.

The school's intention is to demolition the current surface level parking and proceed with the build out the parking structure and create a playground/exercise facility on the top level.

The school's objective is to obtain a modification to the current CUP and immediately proceed with what is being referred to as the Phase 1 (the Proposed Project) of the 20-year master plan.

This first phase is summarized with these 3 main objectives:

1. The current parking lot at 3939 Landmark will be removed, and approximately a 20-foot excavation will occur in order to start construction of the underground parking structure.
2. Increase student population from 120 to 170.
3. Define a commitment to include increased ridership on the Metro rail as part of traffic mitigation to current traffic and future traffic.

An important long-term consideration to expanding the campus is the unique location of the school's property with its immediate proximity to the metro rail's Culver City station. Upon preliminary review, the school is experiencing the urbanization affect that the ridership on the Metro is increasing with both staff and students. See Exhibit D for further reference to urbanization effect.

In large part on the originating stations, individuals are utilizing car services to get to the train station and then using the train to commute to Park Century. Park Century's goal is to promote the Metro use and mitigate traffic as well as take advantage of its unique location being in walking distance of less than 300 feet from the Metro station. For this reason, the school believes the increase in student population, accompanied with the increase in staff, is consistent with urban planning of creating the best use and density for locations like Park Century School.

The current school serves a unique and important set of children, who learn differently, and as proven in our original expansion, from 60 to 120 students, the school currently has a waiting list for children needing its individualized curriculum. The limitation to date has been the current C.U.P. cap of 120 students. Park Century has a defined therapeutic component to its program and there are no other schools within a 25-mile radius of Park Century that provide accommodations similar to Park Century. Therefore, Park Century's contribution to the community is important. The school's distinctive curriculum combined with the growing identified number of children with learning disabilities is increasing the demands on Park Century's ability to meet student's needs.

Overview of 20-Year Master Plan

As part of this process we have defined three additional phases.

- Phase 1: Higher use of the existing facility at 3939 Landmark that will include building underground parking with playground/exercise facility approximately 4 feet above current street level.
- Phase 2: Acquire 3947 Landmark Building
- Phase 3: Combining the 3947 parcel with the 3939 parcel and, with a larger footprint, building out an approximate 18,000 square feet of additional building as noted herein.

The vision for the 20-year plan is recognizing a combination of factors that provide evidence on the school's ability to continue to provide the critical and essential services it

has provided for its student population. The first and most important factor is the unwavering demand and increased diagnosis of children who need these types of settings.

Individualized learning environments are a growing movement. Now, more than ever, schools are exploring and using individualized curriculums all over the country. It provides students the opportunity to learn at their own pace with structure and support in challenging areas. Learning aligns with interests, needs and skills, and it takes place in an engaging environment where students gain a better understanding of their strengths.

As the need for schools like Park Century rise, we continue in our quest to be the premium school on the west coast for students with language-based learning differences. Park Century consistently makes a difference in the lives of not only the students who enroll, but also to the families of those students. Students discover a whole new world of possibilities and opportunities to reach their potential when they are challenged in the safe, trusting environment Park Century offers. Park Century families experience the difference as they watch their bright children flourish and be empowered to reach their academic and personal potential.

The next factor is the ability for Park Century's Board of Trustees and community to raise the funds necessary to build a world-class facility as demonstrated in its current campus. The board believes it will continue to be able to match the success with a 20-year program that calls for a three-phase approach that will allow for increased parking as well as additional facilities. This will create the ability to serve a greater population as well as create economy of scales in the delivery of its current school program.

Under the master plan, the long-term goal would be to achieve a student population of 240 children based on first, providing the necessary recreation area for the student population. Once we've absorbed the increase in population, we would determine the need for additional parking. In large part based on its success, and traffic mitigation, and other technological improvements such as that of automated cars and other means which may alter the build out of the specific parking space.

In either regard, under Phase 1, the school will perform a traffic study to determine the appropriate level and anticipate the underground parking facility to be built at 3939 Landmark. After completing the more efficient use of the outdoor recreational space, combined with parking, provide in the northwest corner of the current parcel, the ability to add approximately 1,000 square feet to the existing school.

Phase 2 would be the period in which the school acquires 100% of the 3947 Landmark property, which is the adjacent 17,000 square foot property next to 3939 Landmark. The property was purchased in 2013 by several board members whose intentions were to sell the school the building as part of the school's 20-year planning. The school currently has an option to acquire a 20% interest in the property, per year, over a five-year period through the current ownership, 3947 Landmark, LLC. Whereby at the end of this period the school would own 100% of the adjacent building. The school would continue to operate the building as a profit entity in its current use as an industrial building.

Therefore, the property tax and none of the other elements of the building would change from its current use until we proceed with applying for the CUP modification that will be required in the next phase, being Phase 3.

At the time the school has 100% ownership of the building, a determination would be made to the timeframe which the board would consider utilizing the property as a potential expansion of the current 3939 Landmark campus. However, it is conceivable that the use would remain its current commercial for profit purposes, remain on the property tax roll, and simply be utilized as an endowment source for the boards objective of expanding diversity and socioeconomic student population as part of long term prudent stewardship of Park Century School.

For purposes of the 20-year plan being submitted, we will make the assumption that at some point the demand for the school's services and the type of needs we know to exist will lead us to expansion and would require the optionality to be able to, at this future date, expand the physical facilities of the current campus. It would likely make sense to do an underground parking structure at 3947 Landmark, however, in the event of mass transit autonomous driving cars, it is also conceivable that the traffic patterns would change

dramatically such that the space would be utilized strictly for inhabitable purposes and not necessarily include a parking lot.

Given the current trajectory of human transportation it would not be prudent to try to assess what that would look like other than to state that the physical space would encompass school functionality, if student needs were there. Phase 2 is defined strictly as the acquisition phase and not intended to trigger any required C.U.P. modifications and would defer to Phase 3 for any change to the existing structure that would require a full study and planning in collaboration with the Culver City Planning Division.

Regarding Phase 3, we have determined, in part, the scope of Phase 3 by realistic limitations of the combined parcels and the current zoning as well as the zoning in the adjacent areas. The other consideration is a practical understanding of the long-term needs of the school and its potential to continue to positively impact the community. One of the advantages in preparing for Phase 3, or the latter part of the 20-year planning, is that the current Board of Trustees, composed of 20 members, of which more than a third of the board has served 10 years or more and four of those board members have served 15 years or more. The importance to this tenure is the institutional knowledge and experience, this school's past track record and trajectory, and what is realistic to the future trajectory. This will ensure the school will be the best it can be and have the maximum impact on the community in the most positive ways. Therefore, Phase 3 is taking into consideration the future needs of what the school envisions as part its academic curriculum, as well as non-academic curriculum that is needed to address the student population and their learning differences.

The financial cost of Phase 3 is hard to determine because of the change in construction costs. Building off what may or may not be done in Phase 2 would have an impact. Also, however, in general terms, the assumption for Phase 3 is the maximum use of the land and student population with a general assumption that the traffic mitigation portion will be addressed through evolving means to transport students, faculty, and parents, including the increase use of the Metro rail system. Of course, at the time of submitting Phase 3 and any of its plans, if those assumptions have limitations regarding traffic impact or traffic

mitigation then the project would naturally be scaled to the level of which is suitable or permissible by the city and the feedback given by the community.

Phase 1

Phase 1 is one and the same as “the project description” is as follows.

As noted the current proposed build out would be the following timeline.

1. Request a modification to the C.U.P. to include the following allowances:
 - a. Use 3939 Landmark campus for student’s physical education and team activities by constructing an underground parking structure with a playground built on a podium at the same level as the school’s current first floor level of the school
 - b. Increasing student population to 170 upon receiving the modification to the current C.U.P.
 - c. All other aspects of the C.U.P. would remain the same.
 - d. Utilize 3947 Landmark which is the property mutually contiguous to 3939 Landmark as an interim parking staging area. The current owners of 3947 Landmark being current and previous Park Century Board Members have agreed to allow the school access during its construction of the podium parking, anticipated to be a 10-month period, to utilize this property with the proper permitting be the offsite parking while the current parking lot is out of use.

As part of the request for the C.U.P. modification,

The construction to be performed would include:

- a. Within 60 days demolition of the current parking lot.
- b. A 150-day schedule for cleaning the site and the planting of fields/grass.
- c. Since identified in this proposal of Phase 2 & 3 the field would be planted with natural grass and would not utilize artificial materials.
- d. Both ends of the field street screening would be provided as suggested by the building department.

The total expected cost of construction two levels of parking with 69 parking space as well as the grass playing field is approximately \$5 million including the construction of 2 class rooms on the podium level at the back corner of the current building.

Phase 2

In Phase 2 Park Century School will acquire 100% of the 3947 Landmark property which is the adjacent 17,000 square foot property next to 3939 Landmark. The property was purchased in 2013 by several board members whose intentions were to sell the school the project as part of the school's 20-year planning. The school currently has an option to acquire a 20% interest in the property, per year, over a five-year period through the current ownership, 3947 Landmark, LLC. Whereby at the end of this period the school would own 100% of the adjacent building. The school would continue to operate the building as lease warehouse space under it's current condition without any further improvements.

Therefore, the property tax and none of the other elements of the building would change from its current use until we proceed with applying for the CUP modification that will be required in the next phase, being Phase 3.

Phase 3

Phase 3 was developed and envisioned as necessary as a potential final component to the 20-year plan, as a result of what the school has experienced over its 50-year history. Since the school was founded in 1968, child development has vastly improved in the neurological arena. Also, student learning methods have defined much of what the school currently does through a refined process of the proper mix of the classroom setting, individual tutoring setting, and providing the physical space for students to manage their day. What we anticipate based on this long experience curve is that child development continues to expand and as part of that expansion there is additional staff required, as well as expanded facilities to accommodate the overall expansion of student learning capacities and understanding.

Phase 3 objective would be to further increase the student population by increasing school facilities. The school currently utilizes certain aspects of the current facilities while underutilizing other parts of the facilities; therefore, the additional 15,000 sq. ft. of building would be utilized to create a better balance to fully utilize those areas currently being underutilized and in the process increasing the student population to 300. The key assumption in this process is that it would not increase traffic demands in the area and the balancing of reduced traffic would be achieved directly through the Metro rail system and any other efficient transportation determined.

The additional 15,000 sq. ft. building in the northwest corner of the site provides an east and west sunrise and is consistent with us to the current zoning as well as the current use of the contiguous parcels. Directly behind the current school, at 3947 Landmark, is commercial zones on all four sides of the school by comparison, the back of 3947 is currently a residential site which has been designated to remain the recreational area and would not create any shadowing with the increased structure to be placed in the northwest corner.