I. INTRODUCTION

Greenwich Country Day School (GCDS) is an independent, not-for-profit, co-educational facility currently providing classes for Nursery through 12th Grade. The school has been in continuous operation since the early 1920's and currently operates on three (3) campuses in Greenwich: two (2) side-by-side campuses at 401 Old Church Road and 23/47 Fairfield Road, and its high school campus at 257 Stanwich Road. The 401 Old Church Road campus consists of 33.5774 acres and houses the school's main administrative buildings and academic buildings for students in nursery through 8th grade. Directly across the street from the main campus, the school owns a 41.5-acre parcel located at 23 and 47 Fairfield Road, on which its child day care center for faculty and staff families, a number of faculty and staff housing units, its maintenance complex, and several athletic fields are located. GCDS's high school campus is located on a 32.4155-acre property at 257 Stanwich Road, on which its academic buildings for grades 9-12 exist/are under construction.

Based on a demonstrated need for additional playable field time to support varsity sports, GCDS has proposed upgrading three (3) of its five (5) existing grass athletic fields at 47 Fairfield Road (its “Lower Fields”) to synthetic turf playing surfaces. As proposed, the existing grass fields will be reduced in number (from 3 to 2) and replaced with synthetic turf fields. The project also includes the installation of non-permanent aluminum bleacher seating to support spectators, installation of a new storage building, and site improvements including driveway, parking, and landscape modifications to both 47 Fairfield Road and Cardinal Road.

This Event Traffic and Parking Management Plan has been prepared in support of the school’s application for Final Site Plan and Special Permit approval #PLPZ 2019 00503/504 to improve 47 Fairfield Road as noted above. The purpose of this Plan is to ensure the continued adequacy of parking and traffic management, both on-site and off-site, to meet the parking demands projected for the School’s use during larger events.

II. SUMMARY OF SCHOOL OPERATIONS

Classes at the 401 Old Church Road Campus begin at 7:55 a.m. and dismissal times vary as outlined below:

- Nursery school students are dismissed at 12:00 noon.
- Grades Pre-K through 2nd are dismissed at 2:45 p.m.
- Grades 3-5 are dismissed at 4:00 p.m.
- Grades 6-8 dismiss at varying times, with the majority of students dismissed around 4:15 p.m., after athletics (4:45-5:30 if there is a game).

Academic classes at GCDS’s High School Campus run from 8:30 a.m. to 3:10 p.m. on a 5-period block schedule. Before-school activities are offered starting at 7:15 a.m. and after-school activities, such as fitness classes, clubs and team athletics, run from 3:10 p.m. to 5:30 p.m., with most team sport practices running in the latter part of the afternoon, from approximately 4:00 p.m. to 6:00 p.m.

Use of the 47 Fairfield Road Fields is shared by all GCDS students in grades 6-12. A general overview of how the fields are used, and projected to be utilized, is as follows:

- Between 3:00 p.m. and 4:30 p.m. on most weekdays, Middle School students from 401 Old Church Road utilize both the 401 Old Church Road and Cardinal Road fields for practices and games, as applicable. [Note: Middle School practices run from 3-4, while Middle School home games generally run from 3:30-4:30.] Middle School students who use the Lower Fields access the site via foot by utilizing the existing pedestrian bridge over Fairfield Road.
• Between 4:00 p.m. and 6:00 p.m. on most weekdays, High School students from 257 Stanwich Road utilize both the 257 Stanwich Road and Cardinal Road fields for practices and games, as applicable. In addition, High School home games may occasionally also take place from 1:00-4:30 p.m. on Saturdays. High School students who use the Lower Fields are shuttled to the site by GCDS buses.

III. EXISTING PARKING SUPPLY AND EVENT MANAGEMENT

Submitted in support of Final Coastal Site Plan/Special Permit Applications PLPZ 2019 00503/504, GCDS has submitted a report entitled, Traffic Impact Study dated December 9, 2019, prepared and certified by Kimley-Horn and Associates, Inc. (hereinafter the “2019 Study”), the School’s Traffic and Parking Consultant (“Traffic Consultant”). The 2019 Study is based on current actual user demand at the School, which reflects its current enrollment and high school program that began in September of 2019. As provided within 2019 Study, the existing parking supply of paved and striped spaces at the 47 Fairfield Road site and in the vicinity of the school’s Lower Fields is as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>47 Fairfield Road</td>
<td>32 Spaces</td>
</tr>
<tr>
<td>Greenwich Skating Club</td>
<td>31 Spaces</td>
</tr>
<tr>
<td>401 Old Church Road</td>
<td>220 Spaces†</td>
</tr>
</tbody>
</table>

A review of the School’s operations revealed that GCDS currently does an effective job of managing its existing traffic volumes and parking demands. To manage existing athletic-event-related traffic, GCDS employs one (1) or two (2) off-duty police officers, as needed, to direct traffic and parking on Cardinal Road, at the intersection of Cardinal Road with Fairfield Road, and, if needed, the intersection of Fairfield Road with the 401 Old Church Road driveway. Once all on-site and Skating Club parking spaces are filled, the officers direct cars to park at the 401 Old Church Road Campus and walk down to the fields. During the 2019-2020 fall athletic season, cars had to be directed up to the 401 Old Church Road campus twice. To date, there have been no reported traffic problems.

IV. PROJECTED PARKING DEMAND AND SUPPLY

As outlined in the 2019 Study, which evaluated future traffic operating conditions when the new high school has full enrollment and the new fields are being fully utilized, Kimley-Horn projected a post-construction maximum on the busiest weekdays to be approximately 110 peak-hour trips and 103 parked vehicles. On a few weekends, when ambient traffic volumes are significantly lower, these values were projected to increase to 145 and 135, respectively. A total of 75 paved and striped on-site parking spaces are proposed, including three (3) handicapped parking spaces, with up to 106 spaces available when including the Greenwich Skating Club parking lot. The school is contemplating adding additional parking but has decided to monitor ongoing parking demand to determine if and when such additional parking is needed. A breakdown of the proposed parking supply on site and in the vicinity of the Lower Fields is as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>47 Fairfield Road</td>
<td>75 Spaces (72 regular and 3 ADA spaces)</td>
</tr>
<tr>
<td>Greenwich Skating Club</td>
<td>31 Spaces (29 regular and 2 ADA spaces)</td>
</tr>
<tr>
<td>401 Old Church Road</td>
<td>229 Spaces (220 regular and 9 ADA spaces)</td>
</tr>
</tbody>
</table>

† There are an additionally 197+/− overflow parking spaces available at 401 Old Church Road

The 2019-2020 spring sports season was effectively cancelled.
The 106 spaces provided at 47 Fairfield Road and Greenwich Skating Club are projected to be sufficient to accommodate practically all regularly-scheduled activities at the Cardinal Road Fields for at least the next two years. GCDS has committed to monitor its parking demands and improve this Plan as discussed in more detail below. Long term, should enrollment at the new high school approach the permitted maximum of 550 students, the use of overflow parking at GCDS’s main campus may be required more frequently and/or additional site improvements may be required, subject to future Planning and Zoning approval.

Further, it can be noted that the 63 parking spaces currently available at the Cardinal Road fields in the last academic year were sufficient to meet the school’s needs on all but two days. Considering that enrollment at the new high school is only projected to increase by 90 students for the 2020/2021 academic year (270 fewer students than the high school’s maximum permitted enrollment), activities at the fields should be easily managed in the near future.

Should there be a “Large Event”, the use of parking at 401 Old Church Road will be required. A Large Event would involve a major varsity game being played concurrent with 1-2 other minor games on the site. Similarly, use of parking at 401 Cardinal Road will be required should the school see a “Worst-Case” event at the site. A Worst-Case Event would be a major championship or homecoming game with many alumni or outsiders invited.

To quantify the parking needs for a Worst-Case Event, the school reviewed the maximum number of spectators that could be accommodated by the proposed site development. The proposed bleacher systems are conservatively estimated to seat 650 spectators. Based on the Town’s requirement of one (1) parking space for every 2.5 bleacher seats, this would result in a maximum parking requirement during a “worst-case” event of 260 spaces. The combined parking supply noted above, not including potential overflow grass spaces, is 321 spaces, also not including 14 ADA spaces, which is more than adequate to accommodate even a Worst-Case Event.

In addition to the above, GCDS can provide an additional 197+/ - overflow parking spaces on lawn areas at its 401 Old Church Road campus. However, based on the proposed available paved parking it would be extremely unlikely that overflow grass parking would ever be needed.

An Exhibit of all available parking is provided herewith as EXHIBIT A.

V. PARKING MANAGEMENT STRATEGIES FOR LARGE EVENTS

GCDS will implement the following measures to manage parking and traffic in connection with Large Events that take place at its Lower Fields. In addition, special conditions for Worst-Case Events are noted in italics:

1.) Prior to the commencement of the fall and spring athletic seasons, GCDS shall contact officials at Greenwich High School, Central Middle School, and the Greenwich Skating Club to identify possible overlapping events. Should overlapping large events be identified, GCDS will work with these entities and adjust schedules to stagger or reschedule events to abate roadway congestion.

2.) When multiple GCDS games are scheduled concurrently and more than 100 vehicles are expected to park, directions to games at the Cardinal Road Fields will be posted on GCDS websites, league websites, and scheduling correspondence for visiting teams to indicate that parking for the fields is located at 401 Old Church Road. Visiting parents will be directed to park at the 401 Old Church Road campus and use the path and bridge to access the fields. Temporary signage will be added to the main campus to direct visitors to the path and bridge (See Exhibit A).

3.) Whenever two (2) or more concurrent Varsity games are scheduled, or when three (3) or more
games of any level are scheduled, GCDS shall hire an off-duty police officer to direct traffic at the intersection of Fairfield Road and Cardinal Road. Access will be prioritized as follows:

- Visiting Team busses, handicapped and elderly spectators, officials, and GCDS varsity team parents (to be identified by school card or sticker) shall be given priority parking at the Lower Field lots. All other visitors will be directed up to GCDS 401 Old Church Road Campus. If/when the Lower Field parking lot is at capacity, all cars will be directed to park at 401 Old Church Road.

- No parking will be allowed on Cardinal Road at any time. GCDS Facilities staff will assist in directing cars to appropriate parking areas and will communicate to the police officer if/when cars need to be directed to overflow parking locations.

4.) For a Worst-Case Event, when more than 500 spectators are expected, GCDS will provide a sufficient number of buses/vans to shuttle spectators from the Old Church Road parking areas to the fields in a timely manner (+/- every 10 minutes).

5.) For a Worst-Case Event, GCDS staff will be assigned to the Old Church Road campus to help direct visitors to the shuttles or the bridge across to the fields. These staff will be in two-way radio communication with the staff at the fields and the facilities director so that all staff will know the current status of parking and what to expect next.

VII. MONITORING

GCDS will continue to monitor its events and will provide its Traffic Consultant with its athletic schedule at the start of each academic year. Specific monitoring strategies will include:

- GCDS shall establish a Cardinal Road Traffic and Parking Monitoring Committee (the “Committee”) which will include its Traffic Consultant, at least one representative from GCDS, at least one representative from the Greenwich Skating Club, and at least one representative from the neighboring residential property owners. It is recommended that the Committee initially meet quarterly to review traffic and parking conditions. The Committee may decide amongst itself to meet more or less frequently, as needed.

- GCDS shall schedule a staff member to visit Cardinal Road as part of its regular campus monitoring “rounds”. The time of the daily visits will coincide with the periods of greatest activity at the fields, as suggested by the Committee.

- During the initial monitoring period, when the fields are in use, a GCDS staff person will visit the Cardinal Road fields on a regular basis (at least 2 times per week) to record the number of cars in each of the three (3) designated parking areas (existing lot, new lot, and GSC lot, as applicable) and to note traffic conditions (categorized as, “little or no traffic”, “busy”, or “congested”). Staff shall also record the number of cars parked on the road, if any. These counts will be kept in a Monitoring Log at the school and the school will be obligated to provide them to the Town as part of its annual reporting to the Department of Public Works. GCDS staff will also be obligated to make an entry into the Monitoring Log noting each time that the school retains off duty police officers to direct traffic at Cardinal Road and each time visitors to the fields are required to park at the Old Church Road Campus.

- Once during the fall and spring athletic seasons when the fields are in extensive use, an automatic traffic recorder will be placed on Cardinal Road to record the number and speed of vehicles using the road continuously for one week. The School will be obligated to provide this data to the Town as part of its annual reporting to the Department of Public Works.
Once per year, at a date to be selected by the Committee, traffic volumes for the intersection of Fairfield Road with Hillside Road, Cardinal Road and Stanwich Road will be collected. The traffic counts will be collected at 15-minute intervals on a weekday from 3:30 p.m. to 6:30 p.m. and on a Saturday from 11:45 a.m. to 1:15 p.m. The School will be obligated to provide this data to the Town as part of its annual reporting to the Department of Public Works.

In any instance where the implemented traffic and parking measures fail to adequately address traffic and parking demands, GCDS shall complete an incident report documenting what happened, what measures had been in place and suggesting what additional measures would have remedied the situation. GCDS shall provide one copy of the incident report to its Traffic Consultant and shall keep one copy of the incident report on file for its own traffic management records.

VII. ENFORCEMENT AND POLICING DURING EVENTS

While the management strategies outlined above should prevent improper parking and congestion on Cardinal Road during events, and separate from day-to-day policing of Cardinal Road and the Cardinal Road parking lots, GCDS personnel shall proactively monitor its parking lots during busier game days and events and implement enforcement measures, if necessary, to remediate any parking or traffic offenses. Any vehicle operators observed not to be parking in appropriate locations or operating their vehicle in a potentially unsafe manner must be asked to leave (and to park at the Old Church Road campus if appropriate). Where any congestion is noted, GCDS staff shall immediately report the issue to both the Director of Facilities and the Director of Athletics. One of those officials, or their designee, will be required to immediately visit the scene and make a report of the activities at the fields at that time, as well as the cause and extent of the problem and the steps taken to remediate the problem.

When Greenwich PD are present to direct traffic at the intersection of Cardinal Road, they will be authorized to refuse entry to Cardinal Road by nonresidents and non-game officials should they determine that the facilities at Cardinal Road are at capacity.

The School will be obligated to conduct an annual evaluation of the Event Traffic and Parking Management Plan (EM&T Plan) and submit same to the Town as further described below.

VII. EVALUATION

Following completion of the proposed field renovation project, each July/August GCDS will be obligated to retain a suitably-qualified Traffic Consultant to undertake an evaluation of the effectiveness of the Event Traffic and Parking Management Plan. This will consist of reviewing the Monitoring Log and comparing the specific threshold values enumerated hereafter with recorded volumes to determine how many times, if any, traffic volumes exceeded the threshold values during the previous year.

As part of this evaluation, the Traffic Consultant will compare the peak-hour intersection capacity analyses noted above to the three (3) peak hours studied in the 2019 Study at the intersections of Fairfield Road with Cardinal Road, Hillside Road and Stanwich Road. The results of the analyses will be compared to the levels of service determined in the 2019 Study and shall be documented in the Form provided below. The Traffic Consultant will prepare a report on the evaluation which will include the log of daily activity and any reported issues at Cardinal Road.

In addition, and in conformance with FSP/SP ## PLPZ 2019 00025/26 (for GCDS’s High School Campus), as soon as enrollment at the high school reaches 85 percent of the maximum permitted enrollment (or 465 students) GCDS will update its Traffic & Parking Impact Study for the Stanwich Road Campus and submit copies of the updated study and recommendations, in writing, to the Planning and Zoning Department and Department of Public Works – Engineering Division. Should
any material deficiencies be observed, GCDS, in consultation with its Traffic Consultant and the Town’s Department of Public Works – Engineering Division, shall implement any reasonable recommendations to further facilitate better traffic and parking management strategies.

VII. PLAN UPDATES

Said Traffic Consultant shall review this Event Traffic and Parking Management Plan for the first three (3) years following completion of the site improvements approved under FSP/SP ## PLPZ 2019 00503/504. The Plan shall be updated annually, as needed, and copies of all annual reports and recommendations shall be submitted, in writing, to the Planning and Zoning Department and Department of Public Works – Engineering Division. Based on the evaluation noted above, should any material deficiencies be observed, the Traffic Consultant will recommend modifications to this ET&PM Plan to address any unacceptable conditions, which are defined as any conditions that exceed the threshold values identified in the 2019 Study and listed below. Based on any recommendations from its Traffic Consultant, GCDS, in consultation with its Traffic Consultant and the Town’s Department of Public Works – Engineering Division, shall implement any reasonable recommendations to further facilitate better traffic and parking management strategies. These measures could include requiring more use of the Old Church Road Campus, more use of police officers, modification to certain games in the athletics schedule, and the like, depending on the nature of the issue.

It is also proposed to include any special event activities hosted by outside organizations at the fields under the umbrella of this plan\(^4\). All such activities may only take place when there are no GCDS activities at the fields. As with GCDS activities, outside-group activities shall be scheduled annually, with estimates of parking needed and appropriate actions required if parking is projected to exceed the available capacity. If, at the end of each academic year, it is determined that certain activities of outside groups have caused problems at Cardinal Road, they will only be permitted to return to the fields if they agree to park at the Old Church Road campus and, if they fail to abide by this commitment, their permission to use the fields may subsequently be revoked.

VIII. CONCLUSION

In summary, based upon existing and projected average peak parking and traffic demands and by incorporating this Event Parking and Traffic Management Plan for larger events, the proposed supply of parking spaces on-site and in the vicinity of the Lower Fields will be sufficient for day-to-day use of the fields as well as for events, and traffic travelling to and from events will be managed safely and efficiently.

The Greenwich Country Day School, Inc.

BY: _______________________
Adam Rohdie, Headmaster

Approved:
Kimley-Horn,

BY: _______________________

\(^4\) It is noted that these activities would be special “one-off” events by local community organizations such as the Boys and Girls Club of Greenwich. GCDS affiliates who are permitted to use the fields will be required to use the school’s Old Church Road campus for parking and/or drop-off and pick-up activities.
Evaluation Thresholds

Parking and Congestion on Cardinal Road

1. Number of times parking or significant congestion was reported to have occurred on Cardinal Road (not in the parking areas) during GCDS’s past year’s athletic seasons (March 1st – Mid-November).

2. Number of times parking or significant congestion for an outside group activity was reported to have occurred on Cardinal Road (not in the parking areas) in the past 12 months.

If more than zero, name of Group and were they given a warning regarding being required to park at Old Church Road, if it happens again?

If more than once for the same group, were they required and directed to park at the Old Church Road campus for future activities?

If an outside group was required to park at the Old Church Road Campus, did they abide by that requirement?

If they did not abide by the direction, was their permission to use the fields revoked?

3. Number of times Parking was directed to use the Old Church Road campus in the last 12 months?
Traffic On Cardinal Road

On Cardinal Road
Maximum number of vehicles recorded on Cardinal Road based on the Automatic Traffic Recorder Counts and
the intersection tuning movement counts (at Fairfield Road) in the past 12 months and, if applicable, the number
of times the values below were exceeded.

<table>
<thead>
<tr>
<th>Maximum Number</th>
<th>Number of times threshold exceeded</th>
<th>Threshold Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wkday 3:45 to 4:45 p.m.</td>
<td>128 vehicles$^5$</td>
<td>128 vehicles$^5$</td>
</tr>
<tr>
<td>Wkday 5:15 to 6:15 p.m.</td>
<td>160 vehicles$^6$</td>
<td>160 vehicles$^6$</td>
</tr>
<tr>
<td>Sat 12:00 to 1:00 p.m.</td>
<td>167 vehicles$^7$</td>
<td>167 vehicles$^7$</td>
</tr>
</tbody>
</table>

Past Cardinal Road on Fairfield Road
Maximum number of vehicles recorded on Fairfield Road passing Cardinal Road based on the intersection tuning
movement counts in the past 12 months.

<table>
<thead>
<tr>
<th>Maximum Number</th>
<th>Threshold Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wkday 3:45 to 4:45 p.m.</td>
<td>643 vehicles$^5$</td>
</tr>
<tr>
<td>Wkday 5:15 to 6:15 p.m.</td>
<td>491 vehicles$^6$</td>
</tr>
<tr>
<td>Sat 12:00 to 1:00 p.m.</td>
<td>552 vehicles$^7$</td>
</tr>
</tbody>
</table>

Operating Conditions at the Intersection of Cardinal Road at Fairfield Road
Worst LOS$^8$ for vehicles turning onto Fairfield Road from Cardinal Road based.
Calculated LOS

<table>
<thead>
<tr>
<th>LOS Threshold Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wkday 3:45 to 4:45 p.m.</td>
</tr>
<tr>
<td>Wkday 5:15 to 6:15 p.m.</td>
</tr>
<tr>
<td>Sat 12:00 to 1:00 p.m.</td>
</tr>
</tbody>
</table>

Maximum observed average delay$^{10}$ for vehicles turning onto Fairfield Road from Cardinal Road based.
Maximum Average Delay (in Sec/veh)

<table>
<thead>
<tr>
<th>Threshold Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wkday 3:45 to 4:45 p.m.</td>
</tr>
<tr>
<td>Wkday 5:15 to 6:15 p.m.</td>
</tr>
<tr>
<td>Sat 12:00 to 1:00 p.m.</td>
</tr>
</tbody>
</table>

$^5$ From Figure 28 of the 12/9/19 Traffic Study for the Cardinal Road Fields
$^6$ From Figure 29 of the 12/9/19 Traffic Study for the Cardinal Road Fields
$^7$ From Figure 30 of the 12/9/19 Traffic Study for the Cardinal Road Fields
$^8$ Calculated using the Synchro Version and Methodology included in the 12/9/19 Traffic Study for the Cardinal Road Fields
$^9$ From Table 8 of 12/9/19 Traffic Study for the Cardinal Road Fields
$^{10}$ Based on field observations of the average time it took motorists to exit onto Fairfield Road once they joined the back
of the queue on Cardinal Road.
Operating Conditions at the Intersection of Hillside Road at Fairfield Road

Worst LOS\textsuperscript{11} for vehicles turning onto Fairfield Road from Hillside Road based. Calculated LOS

<table>
<thead>
<tr>
<th>LOS Threshold Value</th>
<th>C\textsuperscript{12}</th>
<th>B\textsuperscript{12}</th>
<th>C\textsuperscript{12}</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wkday 3:45 to 4:45 p.m.</td>
<td>Wkday 5:15 to 6:15 p.m.</td>
<td>Sat 12:00 to 1:00 p.m.</td>
<td></td>
</tr>
</tbody>
</table>

Operating Conditions at the Intersection of Stanwich Road at Fairfield Road

Worst LOS\textsuperscript{11} for vehicles turning onto Fairfield Road from Hillside Road based. Calculated LOS

<table>
<thead>
<tr>
<th>LOS Threshold Value</th>
<th>E\textsuperscript{12}</th>
<th>C\textsuperscript{12}</th>
<th>D\textsuperscript{12}</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wkday 3:45 to 4:45 p.m.</td>
<td>Wkday 5:15 to 6:15 p.m.</td>
<td>Sat 12:00 to 1:00 p.m.</td>
<td></td>
</tr>
</tbody>
</table>

\textsuperscript{11} Calculated using the Synchro Version and Methodology included in the 12/9/19 Traffic Study for the Cardinal Road Fields

\textsuperscript{12} From Table 8 of 12/9/19 Traffic Study for the Cardinal Road Fields
EXHIBIT A