

Courtyard Cadillac Operations Plan



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I. OPERATIONAL BUSINESS PLAN

HHL P Miami Beach Associates, LLC, as the property owner, HHL P Miami Beach Lessee, LLC, as the current tenant of the hotel and hotel operator, and 3921 Collins Avenue, LLC, as the food and beverage operator are all applicants in this application for a Conditional Use Permit for a Neighborhood Impact Establishment (collectively, the “Applicant”).

Hersha Hospitality Management (“HHM”) is an industry leading hotel management, investment, and development firm. HHM’s portfolio includes over 125 full service, select service, and extended-stay hotels in the United States, which include several well-known hotels in Florida, including Parrot Key Resort in Key West and The Ritz Carlton Coconut Grove, Miami.

Stefano Frittella, a well-known restaurant operator, who is the Manager of 3921 Collins Avenue LLC, will run the food and beverage operations of the Hotel, which consist of the restaurant space along Collins Avenue, tiki bar, lobby bar, and pool areas.

The Courtyard Cadillac Hotel was been owned and operated by HHM as an upscale family resort since 2011. During that time, Carrabba’s Italian Grill has operated the restaurant space located at the south end of the Hotel. 3921 Collins Avenue LLC will operate the restaurant space along with the various food and beverage operations of the Hotel.

The Applicant will operate La Trattoria, an Italian style restaurant in the space previously known as Carrabba’s and will also operate the food and beverage operations at lobby bar, the tiki bar, and pool areas. Both the restaurant and the lobby bar will be open to the public during the hours of operation referenced below. The tiki bar will be open to the public during its daytime hours as the Applicant anticipates that the majority of patrons frequenting the tiki bar (who are not guests of the Hotel), will be beachgoers who will enter the tiki bar directly from the beach access. The pool areas and the corresponding amenities are only open to guests of the Hotel.

Copies of the restaurant’s and tiki bar’s proposed menu are included with the application materials.

The hours of operation will be vary for each food and beverage area as follows:

- The restaurant hours will be from approximately 7:00 a.m. to 11:30 a.m. to serve breakfast and will re-open from 6:00 p.m. to 12:00 a.m. for dinner service.
- The tiki bar, which is open to the public during the daytime, will operate from approximately 11:00 a.m. to 10:00 p.m.
- The lobby bar hours will be from approximately 6:00 a.m. to 2:00 a.m.
- The pool bar hours will be from approximately 10:00 a.m. to 12:00 a.m. and is only open to guests of the hotel.

The food and beverage operations will employ approximately thirty-five (35) employees and the Hotel employs approximately one hundred and twelve (112) employees.

II. PARKING PLAN

The Applicant's patrons will be serviced by the Hotel's existing valet parking company, USA Parking. USA Parking utilizes the on-site parking garage as a storage facility for all compact and mid-sized vehicles. Two other nearby parking sites are used for storage of oversized vehicles. These sites are located at 4025 Pine Tree Drive and 300 Arthur Godfrey Road. The valet ramp located along Collins Avenue contains a substantial driveway for the efficient circulation and queuing of vehicles in connection with the valet operations.

In addition to the on-site parking garage, there are surface parking-lots and other parking garages located within the immediate area for use by restaurant patrons. However, even considering those parking accommodations, the venue is located within an area of the City where patrons can easily walk instead of drive (and the applicant anticipates many patrons will walk or take public transportation, such as a taxi).

III. CROWD CONTROL PLAN

As evidenced by the floor plan, the food and beverage areas are designed to accommodate a sufficient number of patrons so that those patrons waiting to gain entry do not have to wait outside. There will be no patron queuing within the public right of way. The restaurant's main entrance is set back away from Collins Avenue under the porte-cochere and hotel guests or those utilizing the lobby bar are also able to access the restaurant from inside the hotel. Therefore, the crowd control plan will rely primarily on queuing patrons inside the restaurant and/or lobby bar of the Hotel.

III. SECURITY PLAN

The Hotel provides overnight security guards who are on shift from 11:00 p.m. to 7:00 a.m. Should there be a special event in which a large group of people are expected, the Applicant will hire security guards for the duration of the event. If after opening there should be a need for daytime security, the Applicant will employ security staff during those times required. The Applicant's staff will specifically enforce patron age restrictions.

IV. TRAFFIC CIRCULATION PLAN

The Applicant has engaged Traf Tech Engineering, Inc. ("Traf Tech") to conduct a valet analysis to confirm and ensure the Applicant the existing valet operations do not have an adverse impact on the immediate neighborhood. Enclosed please find Traf Tech's Valet Analysis, which concludes that the existing valet operation was found to be acceptable from a traffic-engineering standpoint.

Further, the Applicant anticipates many patrons will either walk from nearby hotels, or take public transportation, along with those patrons who are already guests staying with the Courtyard Cadillac Hotel.

V. DELIVERY AND SANITATION PLAN

The Applicant will utilize the Hotel's existing air conditioned trash room, which is located in the basement of the Hotel. Trash is picked up seven (7) days a week around 10:00 a.m.

The restaurant will utilize the Hotel's existing loading dock for delivery and receiving, located on the side of the hotel along 40th Street, with the majority of deliveries occurring from 8:00 a.m. and 1:00 P.M.(some occurring until 5:00 p.m.), thereby mitigating any potential impact to the neighborhood and adjoining properties.

VI. NOISE ATTENUATION PLAN

A sound study was not required to be submitted with the application as the Applicant is not proposing to have entertainment. The Applicant will play ambient music in the food and beverage areas for its patrons, such as the lobby bar, restaurant, pool areas, and tiki bar. The Applicant will only have a DJ for special events approved under a Special Event Permit by the City of Miami Beach.

La Trattoria Breakfast

Breakfast 6am till 12 pm

Continental Breakfast	12
Fresh Bakery, fresh fruit side, marmalades, juice, coffee	
American Breakfast (served with roasted potato)	18
Organic eggs any style, toast, orange juice, coffee. choice of two: bacon, Canadian ham, sausage, bell peppers, mushrooms, zucchini, spinach	
Bakery basket (5 pcs)	4
JUICE apple, tomato, grapefruit, orange or cranberry	5
Seasonal fruit plate, cottage cheese	8
Side of fruit, choice of 1 fruit :papaya, cantaloupe melon, watermelon, pineapple	7
Organic oat meal cooked with water or milk, banana, pecan	8
Organic granola or selection of organic cold cereals with regular or fat free milk	5
Organic yogurt	8
Fresh Mix berries	11
All Organic Granola, yogurt, berry parfait, raw Florida honey	11
Scramble eggs sandwich, Swiss cheese, hash brown potatoes, bacon, tomato, avocado	14
Three farm organic eggs any style (served with roasted potato) (Choice of two: bacon, Canadian ham, sausage, bell peppers, mushrooms, zucchini and spinach)	13
Omelet with roasted ham, mozzarella cheese, roasted potatoes	13
Eggs Benedict, Canadian ham, English muffin	17
Corned beef hash, eggs any style	21
8 oz Harris Ranch NY Steak and eggs, potatoes, asparagus	25
Egg's white omelet, asparagus, low fat cheese	11
Wild smoked salmon on Poppy seed bagel, with capers, onion, tomato and cream cheese	19
French toast Challah bread	14
Belgian waffle, homemade, whipped cream, blueberry	13
Pancakes, homemade, served with banana and strawberry on top, maple syrup	12

• Fresh squeeze Orange juice	9
• Mix berry, blackberry, strawberry,blueberry,with milk or water	9
• Green apple and pineapple	9
• Trattoria green, celery, green apple and fennel	9
• Cantaloupe and water melon	9
• Carrot and fresh squeeze orange juice	9

Café au lait	5
Cappuccino	5
Caffe' regular or decaf	5
Espresso solo	5
Espresso doppio	7
Hot Colombian chocolate	5
Tea Forte selection	5
Vanilla frappuccino	5
Mocha frappuccino	5

We are proud to offer Caffè Vergnano

Dear customer:

To ensure you have a great experience at our restaurant we would like to share some of our policies with you.

Please be aware of signs and posted menu offers before making your selection.

We are unable to combine promotions. Drink refills will be charged.

Unfortunately our POS system does not allow more the 3 ways payment.

Please ask your server for any question regarding charges, promotions, and portion size.

Be ready to show I.D. for alcoholic drinks and credit card payments.

Thank you for choosing us.

Taxes not included in Prices.

Taxes not included in Prices.20% Gratuity Is Included

Consuming raw or undercooked meats, poultry, seafood, shellfish, oysters or eggs may increase your risk of foodborne illness, especially if you have certain medical conditions.

La Trattoria Fall-Winter 2017

STARTERS

Cerignola mixed olives 7
Wood oven roasted bruschetta, garlic, tomato, evoo 9
Eggplant Parmigiana, tomato, mozzarella, parmesan 13
Calamari deep fried, marinara and tartar sauce 15
Mussels P.e.i. , marinara sauce 17
Shrimp cocktail, home made cocktail sauce 17
Burrata cheese, tomato, basil, extra virgin olive oil 19
Angus beef carpaccio, arugula, Parmesan cheese 15
Fresh tuna carpaccio, avocado, baby greens, lemon 17
Salmon carpaccio, baby green, orange, capers, Taggiasca olives 17

SALUMAIIO

Slate board: bresaola, culatello, mortadella, salame felino, San Daniele ham 22
The board: Asiago, gorgonzola, Parmesan, Pecorino, Burrata 18

SOUPS

Minestrone Tuscany style soup 9
Lobster bisque, fresh crab 11
Seafood soup, clams, mussels, shrimp, baby squid, bay scallops, basil, tomato 23

SALADS

Buffalo mozzarella Caprese, tomato, olives 15
House salad, baby greens, cherry tomato, extra virgin olive oil, balsamic vinegar 9
Caesar, romaine lettuce, Caesar dressing, crispy croutons 11
Cobb, lettuce, avocado, tomato, blue cheese, egg, bacon, chicken, ranch dressing 17
Greek, mix greens, bell peppers, cucumber, red onion, feta cheese, Kalamata olives 17
Seafood salad, shrimp, bay scallops, squid, crab, avocado, tomato, lettuce 23
Crab and lobster salad, cucumber, avocado, lettuce 29

Add : Shrimp 8, Grilled tuna 8, Crab 12, Organic chicken 8, Grilled steak 8

PASTAS

Penne Arrabbiata, garlic, red crushed pepper, tomato, green olives 17
Fettuccine Alfredo, butter, cream, Parmesan 17
Spaghetti Carbonara, bacon, egg-yolk, Parmesan 21
Gnocchi, four cheese, asiago, parmesan, taleggio, gorgonzola 23
Spaghetti Fradiavolo, spicy tomato sauce, shrimp 23
Tortelloni Lobster, lobster chunk, shallots, parsley, tomato, cream 33
Tagliatelle Bolognese, D.o.p. 21
Ravioli mushrooms, black truffle butter, Parmesan 27
Lasagna Bolognese, meat sauce, Parmesan 17

Add: Shrimp 8, Grilled tuna 8, Crab 12, Organic chicken 8, Grilled steak 8

Farabella Gluten Free available – Whole Wheat Available

SHELLFISH

Raw

*12 oysters of the day 44

* wild tuna tartare, meyer lemon, soy, avocado, cilantro 28

Cold

1 lb wild king crab 44

Broil

5 oz. lobster tail 16

12 oz. lobster tail 34

1.5 lb. Maine lobster 44

PIZZAS

Margherita, tomato sauce, mozzarella, basil 10

Briscola, tomato sauce, mozzarella, arugula, San Daniele ham 14

Vero Pepperoni, tomato sauce, mozzarella cheese 12

Genovese, pesto, mozzarella, arugula, Parmesan cheese 14

Pugliese, Nduja, tomato, mozzarella, pecorino Toscano 14

MAIN COURSES

Chicken Parmigiana, tomato sauce, mozzarella and spinach linguine 23
Chicken Milanese, arugula, pomodorini, Parmesan cheese 21
Beef Filet, 8 oz. potatoes gratin and peppercorn sauce 37
New York steak, 12 oz. broccoli, fingerling potatoes 39
Rib Eye, 22 oz. bone in, mashed potatoes, asparagus 43

Mahi Mahi, Sicilian olives, capers, basil, mashed potatoes 25
Faroe Islands Salmon, grilled, seasonal vegetables, pesto rosso 33
Tuna, yellow fin, artichokes, tomato, basil 33
Branzino, Mediterranean sea-bass, Livornese style, seasonal vegetables 37

SIDES

Fries 5
Youkon mashed potatoes 5
Seasonal vegetables 7

Broccoli 5
Grilled asparagus 7
Sauteed mushrooms 7

La Trattoria Fall-Winter 2017

TIKI BAR & POOL MENU'

BAJA GUACAMOLE 11

AVOCADO, JALAPENO, CILANTRO, TOMATO, LIME, TORTILLAS

BEACH SIDE BUFFALO WINGS 13

CELERY, BLUE CHEESE

SHRIMP AND CHORIZO NACHOS 13

BLACK BEANS, CHEDDAR, SOUR CREAM, CILATRO, JALAPENO, LIME

CALAMARI DEEP FRIED 15

MARINARA AND TARTARE DIP

SHRIMP COCKTAIL 17

HOME MADE SAUCE

CAESAR SALAD 13

FOCACCIA CROUTONES, ASIAGO CHEESE

BEACH COBB SALAD 17

LETTUCE, AVOCADO, TOMATO, BLUE CHEESE, EGG, BACON, CHICKEN, RANCH DRESSING

FRIED GROUPER TACOS 15

BAJA SLAW, PICO, MEXICAN CHEESE, SALSA

STEAK ASADO TACOS 17

BLACK BEANS, CORN, SALSA, MONTEREY CHEESE

BLACK ANGUS CHEESEBURGER 15

AMERICAN CHEESE, LETTUCE, TOMATO, PICKELS, FRIES

CRISPY FRIED CHICKEN SANDWICH 15

BAJA SLAW, CHIPOTLE SAUCE, AVOCADO, TOMATO, CHIPS

CLUB SAND-BEACH 15

TURKEY, HAM, SWISS CHEESE, AVOCADO, TOMATO, MAYO, FRIES

HOME MADE ORGANIC VEGGY BURGER 15

HOUSE SALAD, QUINOA

SOUTHERN FRIED SHRIMP 17

FRIES, ISLAND SAUCE

TEXAS BBQ RIBS 19

FRIES, SPICY MANGO SALAD, LIME

FETTUCCINE ALFREDO, CAJUN CHICKEN 17

BUTTER, CREAM, PARMESAN

PIZZA MARGHERITA 15

TOMATO, FRESH MOZZARELLA, BASIL

PIZZA VERO PEPPERONI 15

TOMATO, FRESH MOZZARELLA

FLAT BREAD GENOVESE 17

PESTO, MOZZARELLA, ARUGULA, PARMESAN CHEESE

Add : Shrimp 8, Grilled tuna 8, Crab 12, Organic chicken 8, Grilled steak 8

GreenspoonMarder

Adrienne Grandolfo, Esq.
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August 31, 2017

Michael Belush, Chief of Planning and Zoning
Planning & Zoning Department
1700 Convention Center Drive, Second Floor
Miami Beach, Florida 33139

Re: Valet Analysis, Auto-Turn Analysis, Bicycle Plan, and Transportation Demand Management Plan for 3921-3925 Collins Avenue

Dear Michael:

Our law firm represents HHLP Miami Beach Associates, LLC, as the property owner, HHLP Miami Beach Lessee, LLC, as the current tenant of the hotel and hotel operator, and 3921 Collins Avenue LLC, as the food and beverage operator (collectively, the "Applicants"), in this application for a Conditional Use Permit ("CUP") for the property located at 3921-3925 Collins Avenue. Enclosed please find the following items as requested by the Transportation Department:

- A Valet Analysis conducted by Traf Tech Engineering, Inc., which concludes that the existing valet operation was found to be acceptable from a traffic-engineering standpoint.
- An Auto-Turn Analysis conducted by Traf Tech Engineering, Inc.
- A bicycle plan which reflects the proposed locations of where the Applicants will be installing bicycle racks. As depicted on the enclosed plan, six (6) bicycle racks are proposed to be installed at the property along 39th Street.
- A Transportation Demand Management Plan which establishes policies and mechanisms to reduce automobile trips to and from the facility.

Should you need any additional information, please contact the undersigned.

Very truly yours,

GREENSPOON MARDER, P.A.


Adrienne Grandolfo, Esq.

Boca Raton | Denver | Ft. Lauderdale | Las Vegas | Miami | Miami Beach | Naples | Nashville
New York | Orlando | Port St. Lucie | Portland | San Diego | Tallahassee | Tampa | West Palm Beach

In New York, Greenspoon Marder, P.A. practices under the name Greenspoon Marder, P.A. P.C.
In California, Greenspoon Marder LLP practices using the fictitious name and trademark Greenspoon Marder under license from Greenspoon Marder, P.A.

August 31, 2017

Courtyard Cadillac
c/o Adrienne Grandolfo, Esq.
Greenspoon Marder
1601 Washington Avenue, Suite 300
Miami Beach, Florida 33139

**Re: Evaluation of Valet Operation
Courtyard Cadillac (3925 Collins Avenue)**

Dear Adrienne:

Traf Tech Engineering, Inc. evaluated the valet operation at the existing Courtyard Cadillac Miami Beach Hotel located at 3925 Collins Avenue in the City of Miami Beach in Miami-Dade County, Florida. The following is a summary of our findings:

Based on peak valet times as provided by the hotel/restaurant valet operator (and generally consistent with Miami Beach traffic study practice), peak period traffic observations were undertaken on a typical Friday between the hours of 4:00 PM and 7:00 PM at the one-way northbound drive-aisle/Porte Cochere serving the hotel and restaurant's main entrance. The valet station is located near 40th Street towards the northern area of the drive-aisle. The peak period traffic counts included entering and exiting traffic counts, the length of vehicle queues waiting at the drive aisle and the time it took to park vehicles from the valet station to the two valet parking areas as depicted in Figure 1. The results of the traffic counts are attached.

As presented in the traffic counts, the maximum number of entering vehicles occurred from 5:45 PM to 6:45 PM with 27 inbound vehicles and 32 outbound vehicles, or a total of 59 vehicles. During this peak hour period, some vehicles used the valet service at this location and others included vehicles dropping off passengers (possibly Uber).

Additionally, the maximum number of vehicles queued/parked at the drive aisle at and near the valet station was 11. All 11 vehicles were accommodated within the boundaries of the driveway (no spillage onto 39th Street or Collins Avenue was observed). Once a valet vehicle enters the drive-aisle in order to access the valet station, a valet driver will exit onto 40th Street and proceed to park at the hotel premises or an off-site parking lot located off of Pine Tree Drive, as shown in Figure 1. The results of the field data collection indicate that the average time for a valet vehicle to travel to the off-site parking lot is approximately eight (8) minutes. It was also noted that during the peak valet operating period, six (6) valet runners were present. Hence, each valet runner can park/retrieve up to 7.5 cars per hour, or 45 vehicles total with six valet runners.

Traf Tech
ENGINEERING, INC.

In summary, the existing valet operation at the existing Courtyard Cadillac Hotel was found to be acceptable from a traffic-engineering standpoint based on the traffic counts and observations conducted on Friday, August 11, 2017. That is, all parked/queued vehicles observed can be accommodated within the one-way northbound drive aisle and the valet operation can park/retrieve up to 45 vehicles per hour.

Sincerely,

TRAF TECH ENGINEERING, INC.

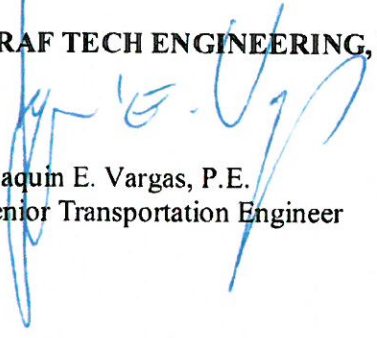

Joaquin E. Vargas, P.E.
Senior Transportation Engineer



FIGURE 1
 Courtyard Cadillac
 Miami Beach, Florida

**COURTYARD CADILLAC LOCATION MAP and
 On and Off-Site Valet Parking**

TABLE 1
Cadillac Hotel
Traffic Counts

Time Period	Inbound via 39th Street Driveway	Outbound onto 40th Street Driveway	15-minute Total	Hourly Total
4:00 PM to 4:15 PM	7	6	13	
4:15 PM to 4:30 PM	7	5	12	
4:30 PM to 4:45 PM	7	7	14	
4:45 PM to 5:00 PM	5	3	8	47
5:00 PM to 5:15 PM	8	10	18	52
5:15 PM to 5:30 PM	8	7	15	55
5:30 PM to 5:45 PM	5	2	7	48
5:45 PM to 6:00 PM	5	5	10	50
6:00 PM to 6:15 PM	7	8	15	47
6:15 PM to 6:30 PM	7	8	15	47
6:30 PM to 6:45 PM	8	11	19	59
6:45 PM to 7:00 PM	5	3	8	57

SOURCE: Traf Tech Engineering, Inc. (Friday, August 11, 2017)

Maximum Hourly	27	32	59
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TABLE 2
Cadillac Hotel
Traffic Counts

Time Period	Number of Parked Cars
4:00 PM	6
4:05 PM	6
4:10 PM	8
4:15 PM	8
4:20 PM	8
4:25 PM	8
4:30 PM	8
4:35 PM	10
4:40 PM	9
4:45 PM	8
4:50 PM	8
4:55 PM	7
5:00 PM	10
5:05 PM	9
5:10 PM	8
5:15 PM	7
5:20 PM	8
5:25 PM	9
5:30 PM	9
5:35 PM	11
5:40 PM	6
5:45 PM	7
5:50 PM	6
5:55 PM	7
6:00 PM	6
6:05 PM	4
6:10 PM	6
6:15 PM	7
6:20 PM	7
6:25 PM	8
6:30 PM	6
6:35 PM	6
6:40 PM	6
6:45 PM	3
6:50 PM	4
6:55 PM	5
7:00 PM	4

SOURCE: Traf Tech Engineering, Inc. (Friday, August 11, 2017)

CADILLAC HOTEL

3925 COLLINS AVENUE, MIAMI BEACH, FLORIDA

AUGUST 11, 2017

TIME	ENTER	NORTHBOUND	WESTBOUND	EASTBOUND			
4:00-4:15	7	5	0	1			
4:15-4:30	7	4	0	1			
4:30-4:45	7	6	0	1			
4:45-5:00	5	2	0	1			
5:00-5:15	8	7	1	2			
5:15-5:30	8	6	0	1			
5:30-5:45	5	1	0	1			
5:45-6:00	5	3	1	1			
6:00-6:15	7	6	1	1			
6:15-6:30	7	4	2	2			
6:30-6:45	8	10	1	0			
6:45-7:00	5	3	0	0			
	PARKED CARS		PARKED CARS		PARKED CARS	VALET	
4:00	6	:25	9	:50	4	4:02-4:12	10
:05	6	:30	9	:55	5	4:08-4:13	5
:10	8	:35	11	7:00	4	4:19-4:27	8
:15	8	:40	6			4:35-4:44	9
:20	8	:45	7			5:04-5:18	14
:25	8	:50	6			5:12-5:19	7
:30	8	:55	7			5:20-5:30	10
:35	10	6:00	6			5:23-5:31	8
:40	9	:05	4			5:42-5:51	9
:45	8	:10	6			5:59-6:11	12
:50	8	:15	7			6:11-6:16	5
:55	7	:20	7			6:14-6:17	3
5:00	10	:25	8			6:14-6:18	4
:05	9	:30	6			6:14-6:21	7
:10	8	:35	6			6:16-6:22	6
:15	7	:40	6			6:29-6:37	8
:20	8	:45	3			6:41-6:48	7

Traf Tech
ENGINEERING, INC.

August 31, 2017

Courtyard Cadillac
c/o Adrienne Grandolfo, Esq.
Greenspoon Marder
1601 Washington Avenue, Suite 300
Miami Beach, Florida 33139

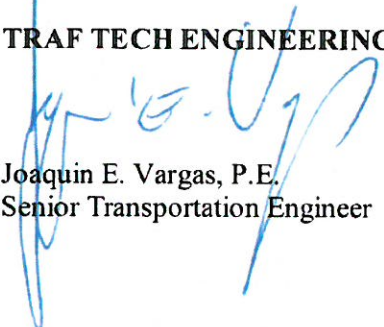
**Re: Delivery Truck Maneuverability
Courtyard Cadillac (3925 Collins Avenue)**

Dear Adrienne:

Truck deliveries for the Courtyard Cadillac Miami Beach Hotel should be planned to occur on 40th Street as depicted in the attached AutoTURN analysis.

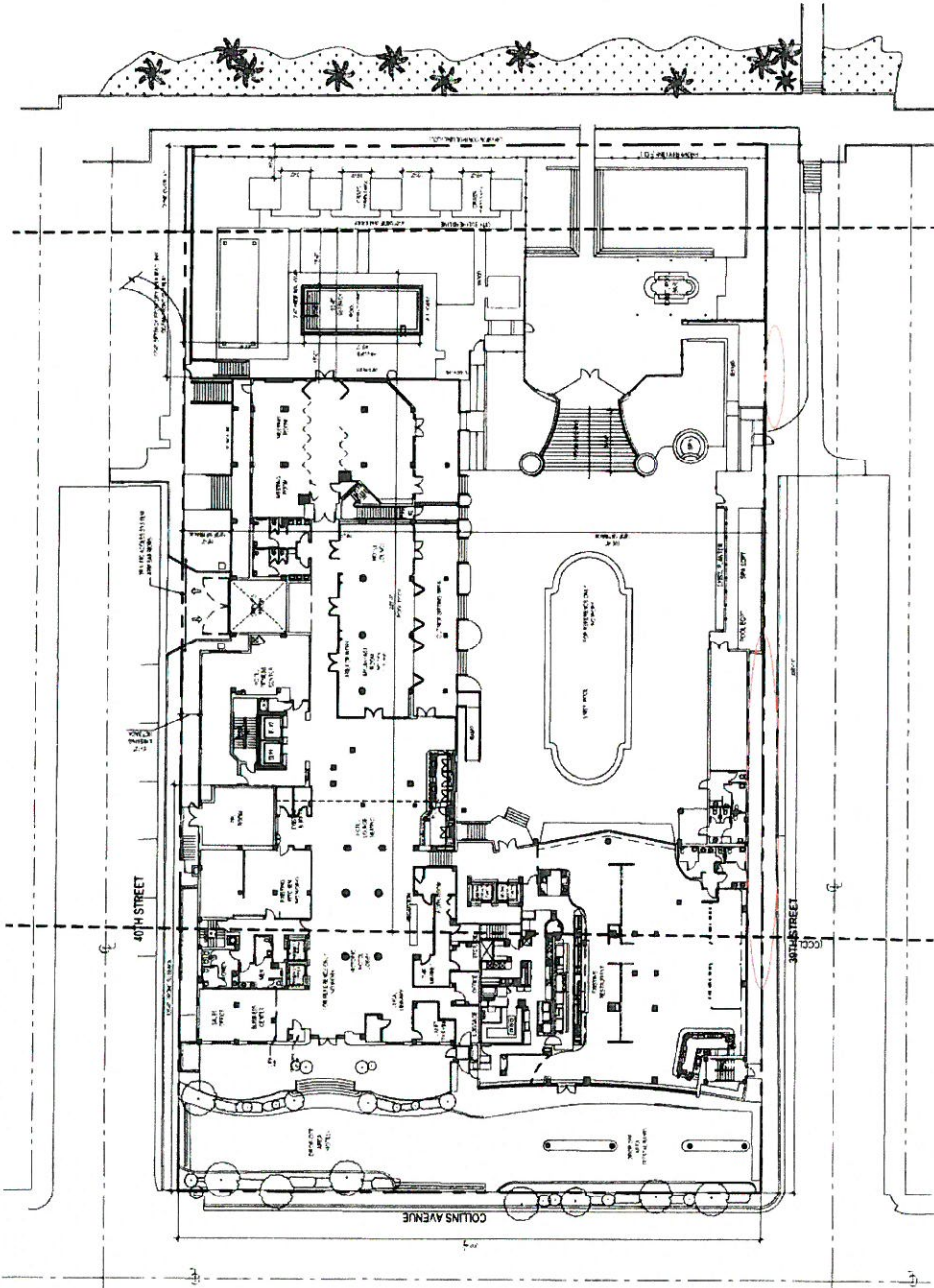
Sincerely,

TRAF TECH ENGINEERING, INC.



Joaquin E. Vargas, P.E.
Senior Transportation Engineer

Vehicle Maneuvering Study



Courtyard Cadillac
c/o Adrienne Grandolfo, Esq.
Greenspoon Marder
1601 Washington Avenue, Suite 300
Miami Beach, Florida 33139

August 14, 2017

**Re: Transportation Demand Management (TDM) Plan
Courtyard Cadillac (3925 Collins Avenue)**

Dear Adrienne:

Traf Tech Engineering, Inc. prepared a Transportation Demand Management Plan associated with the Courtyard Cadillac Miami Beach Oceanfront Hotel located at 3925 Collins Avenue in the City of Miami Beach in Miami-Dade County, Florida.

Introduction

Travel Demand Management plans (TDM) establish policies and mechanisms to reduce automobile trips to and from designated facilities. TDM plans usually use several approaches to address all modes of transportation likely to be used to provide access to a facility such as single occupant driving, carpooling, transit, bicycling and walking. The goal of TDM plans is to increase the use of alternatives modes to single occupant driving, i.e., to reduce the number of automobile trips to and from the facility and consequently, minimizing automobile traffic impacts on the street system.

Successful TDM plans not only address all modes of transportation, but also use policies such as inducements for alternative modes (subsidies), physical enhancements (bike lockers, preferential parking for carpools) and disincentives for automobile use (no free parking for employees).

Potential measures for each mode are addressed below. Use of an employee transportation subsidy is also presented.

Pedestrian Access

Walking not only reduces automobile trips and their contribution to congestion and emissions, it also provides health benefits to the employees who use this mode of transportation. It is, however, the mode that is least likely to be used for a number of reasons. It is unlikely that employees will reside within a reasonable walking distance (within ¼ - ½ mile) of the subject facility. Moreover, the hotel is within the mid-Miami Beach area, two miles north of the charming Art Deco architecture and world-class nightlife of South Beach. Hence, the area near the Courtyard Cadillac Hotel is a high pedestrian traffic area and therefore, many hotel, restaurant and tiki bar patrons are expected to be walking trips. Sidewalks exist on the east and west sides of Collins Avenue as well as a pedestrian path located on the east side of the property (along the beach).

Bicycling

The site of the Courtyard Cadillac Hotel offers two potential approaches to encourage the cycling, the use of the Citi Bike program and use of employee-owned bicycles.

Use of Citi Bike could be supported by providing monthly passes to employees. Monthly passes are \$15.00 for unlimited 30 minute rides and \$25.00 for unlimited 60 minute rides. Within the immediate area of the Courtyard Cadillac Hotel, there is one convenient Citi Bike rental station (Station 212: 40th Street & Collins Avenue). Patrons will be informed of the Citi Bike Station 212.

(Goal: 6 employees and 2 Customers)

Mass Transit

There is a wealth of transit options for the Courtyard Cadillac Hotel. These transit routes include L, 120, 115, 117, and 123. The nearest bus stop for these services is located on the east side of Collins Avenue just south of 39th Street (approximately 200 feet from the hotel premises). These transit routes provide frequent service and access to all of Miami-Dade County as well as connections to other destinations outside of the County. Employers of the Courtyard Cadillac can provide a significant inducement to employees to use public transportation (Miami-Dade Transit, MDT) through a transit subsidy. Transit subsidies can also provide tax benefits to both employees and employers.

MDT offers three methods to provide transit subsidies:

- The employee uses pre-tax dollars from their salary to purchase monthly transit passes.
 - There is no income tax on the portion of their salary used for transit passes.
 - The pre-tax funds also reduce the employees' taxable salary, reducing the total amount of income tax paid by the employees.
- The employer pays the total cost of a monthly transit pass using a tax-deductible (to the employer) subsidy.
 - The employer receives a tax deduction equivalent to the value of the transit subsidies provided to the employees.
 - The transit subsidy is a fringe benefit to employees and is not taxable income.
- Both the employer and employees share the cost of transit passes, paying for them with pre-tax dollars.
 - The employer reduces his/her payroll taxes.
 - Employees do not pay income tax on the money used for transit passes.

MDT monthly passes if purchased by an individual are \$112.50. Corporate discounts are available based on the number of participating employees. For 4 – 99 employees, monthly passes are \$101.25 per employee, for 100 or more employees, the cost is \$95.65 per employee. **(Goal: 2 employees).**

Carpooling

Carpooling is historically the least effective alternative transportation mode, even when implemented on a regional basis. Given the relatively small employee base of a single employer, it is likely that carpooling will provide a significant amount of trip reduction. However, preferential parking could be made available to employees that carpool. (**Goal: 4 employees**).

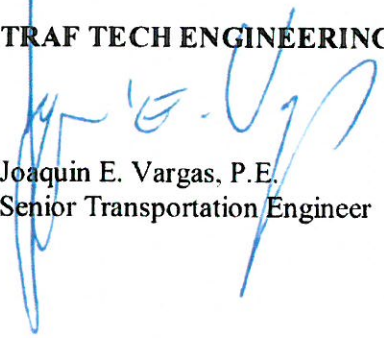
TDM Program Management

An employee of the existing Courtyard Cadillac Hotel will have assigned duties to include establishing and management of the TDM program. They will need to be able to explain the transportation subsidy and its benefits relative to each mode of transportation. Materials describing the TDM program would be made available to all employees and as part of new employee orientation. The TDM Manager will need to coordinate with the City of Miami Beach, and potentially with MDT and DECOBIKES LLC for monthly transit passes and Citi Bikes, respectively. The TDM Manager will need to set up a method and a schedule to monitor participation of employees for each mode of transportation. The person assigned to manage the TDM plan for the Courtyard Cadillac Hotel is Karan Kakar (Phone: 305-538-3373/email: karan.kakar@hhmlp.com)

Please give me a call if you have any questions.

Sincerely,

TRAF TECH ENGINEERING, INC.



Joaquin E. Vargas, P.E.
Senior Transportation Engineer