

MAR-A-LAGO

Palm Beach, Florida

TRAFFIC MANAGEMENT PLAN

PREPARED FOR:

Mar-a-Lago Club
1100 S. Ocean Boulevard
Palm Beach, Florida 33480

JOB NO. 23-050

DATE: April 27, 2023
REVISED: May 5, 2023
REVISED: April 29, 2024

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This item has been digitally signed and sealed by Bryan G. Kelley, P.E., on 03/08/2024.

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APPENDICES

APPENDIX A

TRAFFIC CIRCULATION EXHIBITS

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95TH PERCENTILE QUEUING CALCULATIONS

The Traffic Management Plan (TMP) documented herein is provided to serve as an update to the 1999 Traffic Management Plan and 2023 Traffic Management Plan. The Mar-a-Lago Club (The Club) received approval for a security guardhouse at the main entry gate on S. Ocean Boulevard on May 10, 2023 which was the reason for the 2023 TMP update. The purpose of this update is in response to a request by the Palm Beach Town Council that the Club consider additional modifications to the TMP to further reduce traffic congestion on S. Ocean Boulevard, recognizing that such traffic congestion is not exclusively the result of Club activities. The Club is not legally required to make these modifications and is only voluntarily doing so as a good neighbor and good corporate citizen of the Town of Palm Beach in an effort to work cooperatively with the Town to improve traffic flow in the areas near the Club. Representatives from the Town Council, Mar-a-Lago staff, Secret Service, and the Town Police Department met on December 4, 2023 and have had numerous subsequent communications that have led to these agreed on modifications to the TMP. All parties agree to continue to work together cooperatively on an on-going basis to minimize traffic disruptions to the public while allowing Mar-a-Lago to continue utilizing The Club for all permitted purposes while simultaneously providing Secret Service protection of the former President and his family.

Mar-a-Lago shall contact the Palm Beach Police Department for every special event of any size under Scenarios 1, 2, and 3 described below. It is the responsibility of the Director of Mar-a-Lago Security to ensure all law enforcement officers hired for special events at the Club understand and implement this Traffic Management Plan.

For consistency purposes, the format and methodology of the updated TMP is similar to the previous 1999 TMP. The 1999 TMP included a list of objectives to evaluate that were agreed upon between the Town Staff and traffic consultants. The list included the following:

1. Address external impacts on the adjacent roadways. All efforts should be made not to interfere with traffic already on Southern Boulevard and South Ocean Boulevard.
2. Provide appropriate access for emergency vehicles.
3. Provide a routing plan for limousines.
4. Discuss access plan for Southern Boulevard gate.
5. Demonstrate how The Club's planning for events can alleviate traffic congestion (i.e., "spreading out the peak").
6. Explain valet parking operations and any problems related to its efficient operation.
7. Describe operations, including valet parking, during special events.
8. Discuss other traffic considerations, including drop-offs.

The 1999 TMP never contemplated a Donald Trump becoming President of the United States. The 2016 election of Mr. Trump to President created additional security measures including the increased presence of United States Secret Service during presidency and a modified presence as a former president. The above items will be readdressed as part of this updated TMP. A total of three scenarios (3) will be presented that will show various levels of Club operations and uses. The first scenario includes mostly daily Club operations and smaller events with less than 200 guests. The second scenario will describe the traffic operations for events with between 200 and 299 guests. The final scenario will include larger events with 300 to 740 guests. The existing traffic management and operations are designed to minimize traffic congestion on the surrounding roadway network. It should be noted the frequency of events decreases as the number of guests increase.

Roadway Characteristics

Southern Boulevard (SR 80) is a two-lane undivided roadway owned and maintained by the Florida Department of Transportation (FDOT) with a posted speed limit of 35 mph. Bike lanes and sidewalk are present on both sides of Southern Boulevard west of the Mar-a-Lago driveway. The right of way varies on Southern Boulevard due to the roundabout on the east side and the bridge on the west side.

S. Ocean Boulevard (SR A1A) is a two-lane undivided roadway owned and maintained by the FDOT with a posted speed limit of 30 mph. No bike lanes or sidewalks are present on S. Ocean Boulevard fronting Mar-a-Lago. The right of way on S. Ocean Boulevard is 40 feet along the frontage of the property.

Scenario #1 – Events up to 199 Guests

This scenario represents the majority of Mar-a-Lago activity. During daily operations, Club members can use the Southern Boulevard gate or main gate on S. Ocean Boulevard. Members tend to use the gate closest to their destination. Members going to the beach club or tennis area generally use the Southern Boulevard entrance and members going to the spa or main house generally use the S. Ocean Boulevard entrance. Club members have the option to self-park or use the valet service. When leaving the site, Club members are strongly encouraged to use the exit only gate on S. Ocean Boulevard.

Events up to 199 people can represent dinner parties, birthday parties, weddings, and other celebrations. Daily regular activity at The Club includes dining, spa, and tennis activities and can be easily accommodated when events of less than 200 guests are ongoing. The Club will utilize later dinner reservations on weeknights except for Friday.

All guests are emailed guidance instructions for arriving at site, security requirements, and Club policies. The guidance includes the arrival locations and informs guests to have ID's and QR codes ready upon arrival in order to expedite the check in process.

Guest traffic enters at the main driveway from S. Ocean Boulevard. The Southern Boulevard access is restricted to members, vendors, and staff. Staff arrive earlier than guest traffic. Guest traffic is restricted to northbound left turn only on S. Ocean Boulevard at the main entrance. For smaller events and when traffic is minimal, southbound right turns into the main entrance may be permissible. When southbound right turns are restricted, all guests arriving from the north are directed to travel around the corner and then make a U-turn at the roundabout on Southern Boulevard on the south side of The Club. The purpose of this restriction is to eliminate or minimize vehicular spillover and queuing on S. Ocean Boulevard. South Ocean Boulevard along the site frontage is a two-lane undivided roadway with an exclusive northbound left turn lane. Any vehicle stacking on southbound S. Ocean Boulevard would block through traffic not traveling to Mar-a-Lago. The northbound left turn lane is approximately 200 feet in length and can accommodate approximately 8 vehicles. Additionally, the existing chevron striping prior to the turn lane can accommodate approximately another 5 vehicles for a total of 13 vehicles. United States Secret Service is staged immediately inside the gate. Once motorists are cleared through security, they continue to the front of The Club to turn their vehicle over to valet. Valet then parks their vehicle starting at the parking lots to the east and moving west. Once the parking lots are filled, the grass lot is used for valet parking.

The Mar-a-Lago security team has implemented measures to improve vehicle operational efficiency and reduce traffic impact to S. Ocean Boulevard. First, off-duty police officers are hired to assist with traffic flow for all events 150 guests or larger. The police officers assist with traffic flow before events. At times, the security team and with police assistance position themselves on S. Ocean Boulevard to verify proper clearance onto the site. They will then inform the inside security/United States Secret Service team which vehicles have been cleared for quicker entry. Mar-a-Lago has recently implemented a QR code system check in for guests. The QR code has allowed for a much quicker processing time in identifying reservations and getting vehicles off of S. Ocean Boulevard. If credentials are not able to be verified, motorists are moved just to the north of the main entrance on S. Ocean Boulevard in the existing chevron striping area (center lane) to not cause any additional delay. If credentials are still unable to be confirmed, guests are asked to leave and return once they have sufficient credentials. If there is an issue or malfunction scanning the QR code, a physical copy of attendees is kept by the security team and can be utilized.

Once through security, motorists will continue to the front of The Club to the designated valet drop off area. Approximately 10 vehicles can stack (20 if double stacked) between the valet drop off area and S. Ocean Boulevard. The vehicles are then parked by valet staff in available parking spaces on the north side of The Club. The vehicles are generally parked east to west and begin at the parking lot closest to S. Ocean Boulevard. The grass field parking is the last parking area to be utilized.

At the conclusion of the event, guests pick up their vehicles at the same valet location as drop off if event is held in the main house area. Motorists utilize the exit only gate to S. Ocean Boulevard to exit the property. If the event is located in the Grand Ballroom, guests will generally pick up their vehicle near the Grand Ballroom and exit onto Southern Boulevard.

Emergency vehicles can access any of the three driveways as needed. A paramedic is always onsite for events with 150 guests or more. Limousines, Uber, Lyft, and other ridesharing services are not permitted on the property per United States Secret Service security requirements. This procedure has not caused traffic issues. Personal drivers (employed by a family) and shuttle buses are allowed on property.

Staffing for valet personnel varies pending event size. Valet staff is present at The Club during all days The Club is open even during non-events to allow for regular Club use valet services.

The plan described above for events of less than 200 guests is the majority of the events at the Mar-a-Lago. The number and size of events is detailed later in the report. The procedures described above unless otherwise noted carry over and are the same for larger events. A Traffic Circulation Exhibit documenting the ingress and egress circulation is provided in Appendix "A" of this report.

Scenario #2 – Events from 200 to 299 Guests

Events between 200 to 299 guests can include, but are not limited to, charitable functions, luncheons, cocktail parties, weddings, or other forms of celebrations. The Club schedules events of this size to take place when minimal other activity is happening on the property. The Club does not schedule two or more events of this size or larger at the same time. The Club will have no special events during the afternoon peak hours of the Town of Palm Beach, which occurs from 3:00 to 5:30 P.M. Monday through Thursday, unless off-site parking in proximity to Mar-a-Lago (Off-Site Parking Facility) is utilized. If the Off-site Parking Facility is not available, a minimum of 50% of guests will be required to arrive on shuttle buses from off-site. On Friday, no special events will occur between 3:00 to 5:00 P.M. unless the Off-site Parking Facility is utilized or 50% of guests are shuttled from off-site. One or two police officers are always used for events of this size. The Club notifies the police department well in advance of any event and informs them of the number of attendees expected and the duration of the event. The Club pays for the off-duty police officers. The Director of Mar-a-Lago Security shall ensure that whatever off-duty police officers are hired will be instructed to not utilize their vehicle's overhead emergency lights during events to improve traffic flow efficiency. The arrival and departure procedure are nearly identical to Scenario #1.

The Club currently utilizes approximately 5 to 6 valet personnel for every 50 vehicles, which exceeds the previous TMP standards. The previous TMP stated staffing for valet personnel typically started at 7 people for an event of 200 guests and increased by two additional valet staff for every 100 guests. Therefore, a 299-guest event would generally have 9 valet staff members. For purposes of this updated TMP, the traffic and queuing analysis will assume the previous valet staffing assumptions to be conservative.

Scenario #3 – Events from 300 to 740 Guests

Events between 300 to 740 guests represent a small percentage of the overall events held at the Mar-a-Lago Club. A minimum of two police officers are used for all events with 400 or more anticipated guests. The police officers also generally assist with vehicle departure in addition to arrival for large events. The traffic management procedures are similar to the first two scenarios above with a couple of additional safeguards detailed below. The valet personnel will typically range from 9 staff members for a 300-guest event up to 18 staff members for a 740-guest event.

For large events (300 to 740 guests), The Club will make best efforts to utilize an Off-site Parking Facility to pre-screen guests. If an Off-site Parking Facility is utilized, guests shall be notified prior to the event that they must arrive at the Off-site Parking Facility. The Club security team shall be staged at both the entrance to Mar-a-Lago and within the Off-site Parking Facility. The Club security team will ensure the Off-site Parking Facility is staged and ready for incoming guests a minimum of 45 minutes prior to the event time. Once guests have arrived at the Off-site Parking Facility, a pre-screen queuing line is formed that can accommodate approximately 17 vehicles single stacked and additional lanes can be created to allow for additional vehicles. The security team gives vehicles an entrance pass once they have been pre-screened. Once several vehicles have been pre-screened, the police officer will temporarily stop Southern Boulevard traffic and allow vehicles to enter Mar-a-Lago using the Southern Boulevard gate. This procedure dramatically reduces vehicle congestion on S. Ocean Boulevard and Southern Boulevard since all queuing is occurring at the Off-site Parking Facility.

Once inside the Southern Boulevard gate, guests proceed to the valet drop off area which is approximately 250 feet inside the gate near the Grand Ballroom driveway. The valet stacking can accommodate approximately 10 vehicles single stacked or 20 vehicles double stacked. For red carpet events, the valet drop off is approximately 450 feet north (18 vehicles single stacked capacity) of the Southern Boulevard gate just south of the parking lot on the north side of the property. Numerous valet attendants are ready as soon as vehicles arrive so queueing is typically not an issue. Further, security can hold vehicles at the Off-site Parking Facility if needed to allow the vehicles at the valet to clear.

For these events, guests will pick up their vehicles near the ballroom and exit onto Southern Boulevard when the event is over. A police officer is always present for these events at the entrance for arrival and for departure of large events. Guests are notified prior to the event if the Southern Boulevard gate is to be used. The Club will also limit reservations for different times to balance the peak demand.

To help reduce traffic congestion for larger events (approaching 740 guests), at times The Club will stagger arrival times for guests. Guests will be notified the arrival times on the guest guidance sheet that is sent out prior to all events. A Traffic Circulation Exhibit documenting the ingress and egress circulation for large events and using the Off-site Parking Facility is provided in Appendix “A” of this report.

Events During the Town Weekday Peak Hours

The Club will have no special events during the afternoon peak hours of the Town of Palm Beach which occurs from 3:00 to 5:30 P.M. Monday through Thursday, unless the Off-site Parking Facility is utilized. If the Off-site Parking Facility is not available, a minimum of 80% of guests will be required to arrive on shuttle buses from off-site. On Friday, no special events will occur between 3:00 to 5:00 P.M. unless the Off-site Parking Facility is utilized or 80% guests are shuttled from off-site.

Events Not During the Town Weekday Peak Hours

In the event the Off-site Parking Facility is not available, the Club will notify the Town Police Department and the S. Ocean Boulevard Club entrance will be utilized in addition to the Southern Boulevard entrance, and shuttle buses from off-site shall be utilized. The shuttle buses will be required to shuttle a minimum of 200 guests and will utilize the Southern Boulevard entrance to minimize queuing conflicts with the S. Ocean Boulevard entrance. Shuttle buses from off-site locations will also be used and are recommended for all large events even when using the Off-site Parking Facility.

Temporary wayfinding signage including sandwich signs, illuminated signs, and multiple signs may be used within the public right of way for all special events.

Event Summary (October 31, 2022 – April 20, 2023)

The number and types of events documented below were provided by Mar-a-Lago Catering & Events and Dining Services for the time period from October 31, 2022 through April 20, 2023. There is some discrepancy in the event threshold used in the reporting below was for 500 guests instead of 300 guests. However, the data provides insight to the frequency and size of events.

- Number of days in 2022-2023 season as noted above: 171 days
- Number of banquet events: 95 (56% of seasonal days)

- Number of banquet events with less than 200 total guests: 59 (62% of total events/ 35% of seasonal days)
- Number of banquet events with 200-499 guests: 22 (23% of events/ 13% of seasonal days)
- Number of banquet events with 500 or more guests: 14 (15% of events/ 8% of seasonal days)
- Average number of guests per event: 172

A summary of the Traffic Management Plan characteristics for each of the scenarios is provided below in Table 1.

Table 1 – Traffic Management Plan Summary Table

| Scenario Type | Scenario # 1 – Events up to 199 Guests | Scenario # 2 – Events from 200 to 299 Guests | Scenario # 3 – Events from 300 to 740 Guests |
|--|--|--|--|
| Points of Entry | S. Ocean Blvd Main Entrance | S. Ocean Blvd Main Entrance or Southern Blvd gate | S. Ocean Blvd Main Entrance or Southern Blvd gate |
| Vehicle Drop Off Point | Main Entrance door | Main Entrance door or drive aisle near ball room | Main Entrance door or drive aisle near ball room |
| Points of Exit | S. Ocean Blvd exit gate, Southern Blvd (pending event location) | S. Ocean Blvd exit gate, Southern Blvd (pending event location) | S. Ocean Blvd exit gate, Southern Blvd (pending event location) |
| Length of Security Queue Capacity | 15 vehicles (2 onsite and 13 within turn lane and striping area) | 15 vehicles (2 onsite and 13 within turn lane and striping area) | 17 vehicles minimum and more if needed (using Off-site Parking Facility) |
| Length of Valet Queue on Property | 10 vehicles single stacked, 20 vehicles double stacked | 10 vehicles single stacked, 20 vehicles double stacked | 10 vehicles single stacked, 20 vehicles double stacked |
| Police Department Notification | Yes | Yes | Yes |
| Special Detail Assignment Police Present | Yes, if over 150 guests | Yes | Yes, 2 police officers if more than 400 guests |
| Non-Event Club Operations | Yes | Yes, limited | Yes, limited |
| Valet Staffing | 2 to 8 | 7 to 9 | 9 to 18 |
| Temporary Signage | No | Yes (Off-site Parking Facility is used) | Yes (if Off-site Parking Facility is used) |
| Guest Guidance Email | Yes | Yes | Yes |
| QR Code Check In | Yes | Yes | Yes |

Queuing Calculations

The queuing calculations were prepared based on the methodology outlined within the ITE Transportation and Land Development, Application of Queueing Analysis. Separate queuing calculations were provided for both the security checkpoint and valet operations since both have different procedures. A valet and security queue calculations were also provided for a 200-guest event, a 400-guest event, and a 740-guest event. It should be noted the number of valet personnel used in the calculations is lower than the typical procedure in order to be conservative. The detailed queuing calculations for each of the scenarios are provided In Appendix “B” attached to this report.

The queue calculations had the following assumptions:

- All traffic would arrive within a one-hour span for a given event.
- The average vehicle occupancy rate is 2.5 guests per vehicle.
- The valet would consist of the following staff members:
 1. 200-guest event: 7 valet staff with minimum 6 valet runners (2 valet runners available at all times)
 2. 400-guest event: 11 valet staff with minimum 9 valet runners (3 valet runners available at all times)
 3. 740-guest event: 18 valet staff with minimum 16 valet runners (4 valet runners available at all times)
- It would take on average 2.5 minutes from when the vehicle arrives at the service point until the valet attendant parks the vehicle and is back at the service point for the next vehicle. The 2.5 minutes is based on 20 seconds at the service point for the valet attendant to get keys and get into the vehicle and an average parking distance of 800 feet which is just into the grass area. This distance can be considered conservative since vehicles are parked east to west and would only occur once the easterly spots are filled and may not occur during smaller event sizes. At an average vehicle speed of 15 mph and an average jogging speed of 6 mph, it would take the valet attendants approximately 35 seconds to park the vehicle and 90 seconds to get back to the valet stand. The 2.5 minutes (or 150 seconds) is rounded. Note the average parking distance of 800 feet is based on the S. Ocean Boulevard entrance and is less for the Southern Boulevard entrance.
- The security team would have the following minimum staffing dedicated to confirming credentials (QR code, ID, etc.):
 1. 200-guest event: 1 security team member
 2. 400-guest event: 2 security team members
 3. 740-guest event: 3 security team membersNote the security team members dedicated to credentials is understated for queuing calculations to be conservative. The Club typically has 2 security members for a 200 guest event, 3 security members for a 400 guest event, and 6 security members for a 740 guest event.
- It would take on average 30 seconds to scan QR code and check ID per vehicle.

Additional assumptions related to the queuing operations and the calculations for all six scenarios are attached to this report. The calculations shown below document the 740-guest valet and security queuing calculations.

The queuing analysis was based on the following ratio:

Coefficient of utilization (ρ) = Average Demand Rate / Average Service Rate

The required queue storage (M) is determined based on the following equation:

$$M = \left\lceil \frac{\ln P(x > M) - \ln Q_M}{\ln \rho} \right\rceil - 1$$

A 95% confidence rate was used for this analysis. Therefore, the $P(x > M)$ was set to 5%. Demand is approximately 296 vehicles/hour during a 740-guest event based on a vehicle occupancy of 2.5 guests per vehicle.

Valet Queue – 740-Guest Event

Q = Processing rate = 96 processes per hour

q = Demand rate = 296 vehicles per hour

N = 4 valet attendants (processing simultaneously)

ρ = Utilization factor = $q/(NQ) = 296/(4*96) = 0.771$

Q_m = Table value = 0.547

$M = (\ln(0.05) - \ln(0.547)) / (\ln(0.771) - 1) = 8.19$, or 8 vehicles.

The queue for the valet stand is conservatively estimated at 8 vehicles. At the valet service point at the Southern Boulevard and S. Ocean Boulevard gates, approximately 10 vehicles can be accommodated in the queuing area single stacked prior to reaching the gate. Stacking capacity can increase to 20 vehicles at each gate if double stacked but generally is not needed. Thus, the valet queueing capacity at this site is adequate. Note the number of valet attendants will fluctuate based on anticipated demand. The valet area will be monitored and additional valet attendants will be utilized if needed to ensure efficient queuing operations. Note The Club currently uses approximately 5 to 6 valet staff for every 50 vehicles which exceeds the 18 valet staff used in the calculations to be conservative.

Security Queue – 740-Guest Event

Q = Processing rate = 120 processes per hour

q = Demand rate = 296 vehicles per hour

N = 3 security attendants (processing simultaneously)

ρ = Utilization factor = $q/(NQ) = 296/(3*120) = 0.822$

Q_m = Table value = 0.685

$M = (\ln(0.05) - \ln(0.685)) / (\ln(0.822) - 1) = 12.37$, or 12 vehicles.

The queue for the security check in is conservatively estimated at 12 vehicles. At the Off-site Parking Facility, approximately 17 vehicles can be single stacked and more if needed. At the security service point at the S. Ocean Boulevard main gate, approximately 2 vehicles can be accommodated onsite and an additional 13 vehicles can be accommodated within the northbound left turn lane and chevron striped area on S. Ocean Boulevard. Therefore, the security queueing capacity at this site is adequate. Note the number of security staff dedicated to credential check-in will fluctuate based on anticipated demand. The area will be monitored and additional security staff will be utilized if needed to ensure efficient queuing operations.

As previously stated, the queuing calculations for the 200-guest and 400-guest events are attached to this report. The 200-guest event is anticipated to have a 95th percentile queue of 3 vehicles for the valet and 5 vehicles for the security check in. The 400-guest event is anticipated to have a 95th percentile queue of 7 vehicles for the valet and 5 vehicles for security check in. These calculations are based on the assumptions documented including the processing time of vehicles and the number of staff members present to assist with traffic management operations. The Club will continuously monitor operations and adjust staffing levels if necessary to ensure a safe and efficient process that minimizes disruptions to the surrounding roadway network.

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APPENDIX A

TRAFFIC CIRCULATION EXHIBITS



APPENDIX B

95TH PERCENTILE QUEUING CALCULATIONS



200-GUEST EVENT



400-GUEST EVENT



740-GUEST EVENT