

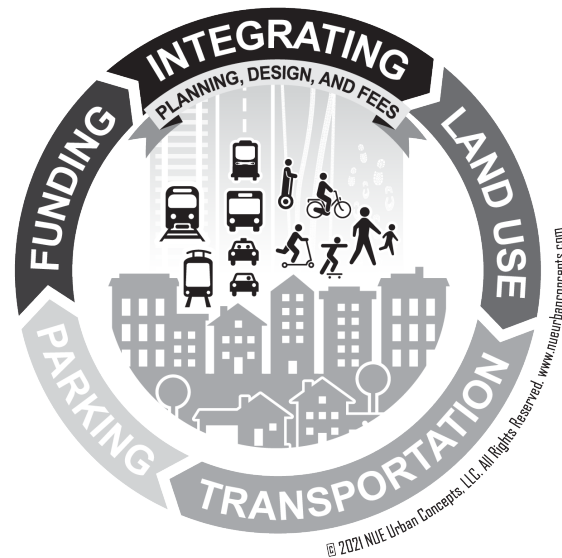
April 5<sup>th</sup>, 2021

Ms. Jennifer Hofmeister, AICP, LCAM  
Planning Director  
City of Ft. Pierce  
100 North U.S. 1  
Fort Pierce, FL 34950

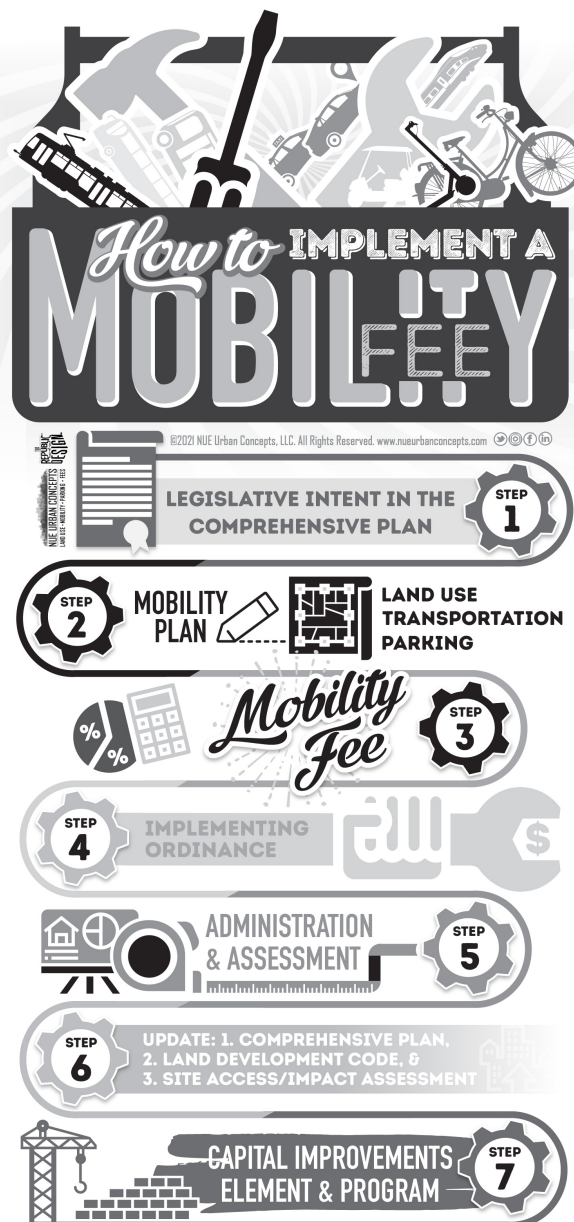
**RE: MOBILITY PLAN & MOBILITY FEE FOR THE CITY OF FT. PIERCE**

NUE Urban Concepts (NUC) is pleased to provide a scope of service for development of a combined mobility plan and mobility fee for the City of Ft. Pierce. To effectively move people and provide mobility choices requires a mobility plan that looks beyond just new and wider roads. A mobility plan that considers integrating land uses, people focused complete streets, innovative parking strategies, and establishes the groundwork for new micromobility and microtransit technology will provide people the choice to walk, bike, scoot, ride transit or drive to meet their mobility needs and access future rail service.

An adopted mobility plan would serve as the basis for development of a mobility fee. The intent of a mobility fee would be to replace the City's transportation impact fee and all or a portion of St. Lucie County's transportation impact fee. The mobility fee would provide the City with a unified revenue funding source, paid by new development and redevelopment that creates additional travel demand, that it controls and prioritizes based on the multimodal projects identified in a mobility plan. The mobility plan is also an opportunity to integrate establishment of park-once environments within Downtown and to the beach communities, as well as develop innovative shared parking policies and fee in lieu of parking to encourage infill and redevelopment. The proposed mobility plan would be developed around facilitating access to future rail service within Downtown and potentially park once mobility hubs, if the City desires to also integrate parking management strategies into the mobility plan. The quality-of-service standards established in the mobility plan could also serve as the basis for the City to develop innovative Complete Street Design Standards as a follow-on initiative.



The following are the major steps involved in development of a mobility plan and mobility fee: (1) establish legislative intent in the comprehensive plan; (2) develop a mobility plan that integrates land use, transportation and parking; (3) calculate a mobility fee; (4) adopt an implementing mobility fee ordinance; (5) develop administrative procedures and rules for fee collection, credits and expenditures; (6) update the Comprehensive Plan and Land Development Regulations to remove transportation concurrency references, implement the mobility plan, and replace traffic impact analysis requirements with site access / impact assessments; and (7) annually fund and prioritize mobility plan projects through capital improvements planning. There is an 8<sup>th</sup> step and that involves discussions with St. Lucie County to replace the transportation impact fee. The following graphic illustrating the seven steps necessary to develop a mobility fee.



The following are the task for the Scope of Service.

**TASK 1 – COMPREHENSIVE PLAN REVIEW:** NUE Urban Concepts will review the Comprehensive Plan Future Land Use, Transportation and Capital Improvements Elements to evaluate policies related to land use, transportation concurrency, level of service standards, complete streets, parking and funding of transportation improvements. The review will be utilized to *develop legislative intent recommendations* for the Comprehensive Plan and recommendations for the establishment of mobility fee assessment areas.

**TASK 2 – COMPREHENSIVE PLAN RECOMMENDATIONS:** NUC will develop policies for inclusion in the City's Comprehensive Plan to establish legislative intent to consider the adoption of a mobility plan and mobility fee. The recommend policies will be developed for the Transportation Element of the City's Comprehensive Plan. NUC will provide a brief written summary to accompany the proposed policies recommendations for inclusion in the Comprehensive Plan Amendments (CPA) and City's Staff Report for transmittal to the Florida Department of Economic Opportunity (DEO) for review. The City will prepare the transmittal, required forms, and Staff report for transmittal to DEO.

**TASK 3 – TRANSPORTATION PLAN REVIEW:** NUE Urban Concepts will review the City's Comprehensive Plan and the 2045 Long Range Transportation Plan to identify mobility projects that have already been established in an adopted Plan. The Plan review is to identify modes of travel that are currently planned within the community and most important, to identify gaps in the transportation network that would need to be addressed in a mobility plan. The evaluation is also undertaken to determine to what extent new technologies, new approaches and emerging trends in the sharing economy are accounted for in adopted plans and should be included in a Mobility Plan.

**TASK 4 – DATA COLLECTION/EXISTING CONDITIONS:** NUE Urban Concepts will collect current traffic characteristics data for functionally classified arterial and collector roads from the City, County, FDOT, TCRPC, and the TPO. The data will include number of travel lanes, AADT, speed limits, LOS Standards, presence of a median, presence and type and width of sidewalks and bike lanes and any transit facilities such as dedicated lanes or transit pull-off bays. This data will be utilized in the backlogged facilities analysis. Existing demographics and mode share data will be reviewed based on the latest American Community Survey.

**TASK 5 – PROJECT FUTURE GROWTH:** NUE Urban Concepts will evaluate the regional travel demand model developed for the 2045 Long Range Transportation Plan to obtain base year and future year vehicle miles of travel (VMT) data. The TAZ from the model will be used to obtain population and employment projections to demonstrate future growth and need

as required to meet the first part of the dual rational nexus test. The VMT data will be used to calculate a projected increase in person miles of travel (PMT) used to calculate a mobility fee and in the new growth evaluation analysis.

**TASK 6 – ESTABLISH STANDARDS:** NUE Urban Concepts will develop recommendations for the establishment of area-wide roadway Level of Service (LOS) standards and / or multimodal Quality of Service (QOS) standards based on review of planned transportation projects and existing conditions. The standards will be used to develop multimodal capacities for use in calculating mobility fees. ***This step will require Staff review and concurrence.***

**TASK 7 – ESTABLISH TYPES OF MULTIMODAL PROJECTS:** NUE Urban Concepts will identify multimodal projects to be considered for inclusion in the mobility plan. Typical projects such as sidewalks, shared use paths and new roads are fairly common. Increasingly, local governments are identifying the need to provide designated and separated lanes and ways for micromobility devices (e.g., electric bike {e-bike}, electric scooters {e-scooter}) and microtransit vehicles (e.g., golf-carts, neighborhood electric vehicle {NEW}, autonomous transit shuttles {ATS}).

In addition, to encourage bicycling and scooting, mobility plans are starting to include buffered and protected lanes for bicycles and micromobility devices. Since most accidents and fatalities occur when crossing driveways, intersections and roads, mobility plans are also starting to include high visibility mid-block crossings with advanced warning devices, protected and high visibility crosswalks at intersections, and raised intersections and pavement treatments for shared use paths and trails that cross driveways. Local governments are also incorporating mobility hubs into their mobility plans to serve as safe, connected and convenient destinations for bicycles, micromobility devices, microtransit vehicles, and shared mobility programs (e.g. carshare and rideshare) to come together and allow for transitions between modes. ***This step will require Staff review and concurrence.***

**TASK 8 – IDENTIFY MOBILITY PLAN PROJECTS:** NUE Urban Concepts will propose mobility plan projects based on the analysis and data from Task 3 thru 7. A map and table of the mobility plan projects will be prepared. Projects may also include wayfinding signs and the purchase of micromobility devices and microtransit vehicles or the allocation of funds to support start-up funding for third party operators which wish to provide shared mobility programs and services with the City. ***This step will require Staff review and concurrence.***

**TASK 9 – DEVELOP CROSS-SECTIONS:** NUE Urban Concepts will develop cross-sections for up to four (4) identified multimodal projects. The cross-sections will be for representative sections of multimodal projects and will serve as the standard for future engineering designs for the entire roadway section. Additional cross-sections can be developed as an additional service and addendum to this scope.

**TASK 10 – DEVELOP AERIALS, RENDERINGS AND CAPACITIES:** NUE Urban Concepts will develop before and after aerials and renderings for two (2) multimodal projects sections based on the cross-sections developed in Task 9. Before and after multimodal capacities will also be proposed for the two (2) multimodal projects. Additional aerials, renderings and capacities can be prepared as an additional service and addendum to this scope.

**TASK 11 – MOBILITY PLAN PROJECT COST:** NUE Urban Concepts will prepare cost estimates for the mobility plan corridors. The cost for the proposed corridor improvements will be based on the most recent and localized data as required by Florida Statute. The cost should include factors such as planning, design, right-of-way acquisition, utility relocation, streetscape and landscape, stormwater, construction and inspection.

**TASK 12 – ESTABLISH MULTIMODAL CAPACITIES:** NUE Urban Concepts will calculate multimodal capacities for multimodal projects to be included in the mobility plan. Multimodal capacities are necessary to ensure mobility projects are adequate to accommodate future travel demand and new development is not charged more than its fair share. The multimodal capacities are used in the mobility fee calculations.

**TASK 13 – DEVELOP A MOBILITY PLAN:** NUE Urban Concepts will develop a Mobility Plan for the identified multimodal projects for State, County and City transportation facilities that will include maps of the proposed improvements, and tables detailing the proposed multimodal projects, cost, capacities and descriptions. The Mobility Plan will be incorporated into the Mobility Plan and Mobility Fee Technical Report.

**TASK 14 – PERSON MILES OF TRAVEL (PMT) Factor:** NUE Urban Concepts will develop a person miles of travel (PMT) factor to convert vehicle miles of travel to person miles of travel to account for multiple modes of travel within the City. The PMT factor will be based upon the 2017 National Household Travel Survey. The PMT factor will be used to establish a person miles of travel rate to be used in the mobility fee calculation and the new growth evaluation to ensure new development is not being charged more than its fair share of the cost of mobility plan projects.

**TASK 15 – BACKLOG EVALUATION:** NUE Urban Concepts will prepare a backlog evaluation of the existing transportation to determine if there are existing system wide deficiencies. The data collection will be utilized to develop a backlog adjustment factor if it is found that there are existing system wide deficiencies. The backlog evaluation is required to demonstrate that new growth is not charged for existing system wide deficiencies.

**TASK 16 – NEW GROWTH EVALUATION:** NUE Urban Concepts will conduct a new growth evaluation based on the projected increase in person miles of travel using the VMT data, the PMT factor and the increase in multimodal capacity. The analysis will be utilized to develop a new growth evaluation factor to demonstrate that new growth is not being charged for more than its fair share of projects.

**TASK 17 – REVENUE ADJUSTMENTS:** NUE Urban Concepts will evaluate existing funding sources for multimodal projects. Case law requires that existing funding for multimodal projects is factored into the mobility fee. Funding may include sales tax, gas tax, special assessments and grants that are reasonably available to fund the multimodal improvements. Revenue funding adjustments will be developed based on either appropriate net present value factors or utilizing whole dollar funding availability to reduce overall projected corridor cost.

**TASK 18 – PERSON TRAVEL DEMAND (PTD) RATE:** NUE Urban Concepts will develop a person travel demand (PTD) rate based upon the cost of mobility plan projects, with adjustments for backlog, new growth and available revenues. The rate will be divided by either the increase in person miles of travel or the calculated multimodal capacities. The PTD rate will be used in the mobility fee calculations.

**TASK 19 – ESTABLISH ASSESSMENT AREA(S):** NUE Urban Concepts will recommend the establishment of up to three assessment areas to allow for the differentiation of mobility fees based upon location (community redevelopment area) and/or development type (mixed-use) based on a review of the future land use element and map. Assessment area(s) are based upon both existing development patterns, geographic barriers, needed mobility projects and future land uses. Differing assessment areas would be established if the City desires to have Mobility Fees that vary by assessment area. The City will assist in development of a final GIS Map showing any assessment areas that are established based on a geographic location. ***This step will require Staff review and concurrence.***

**TASK 20 – MOBILITY FEE SCHEDULE ALTERNATIVES:** NUE Urban concepts will evaluate the City's and County's existing road impact fee schedule of land uses and the City's Future Land Use Element and Map to develop the alternatives. NUE Urban Concepts will prepare a

brief summary and recommend up to four mobility fee schedule alternatives for the City's consideration. ***This step will require Staff review and concurrence.***

**TASK 21 – ESTABLISH BENEFIT DISTRICT(S):** The establishment of one or more benefit district(s) is used to ensure that funds collected from new development are expended in the district(s) in which they are collected to the “benefit” of the new development as required in the dual rational nexus test. Benefit district(s) are based upon existing travel patterns, the identified mobility and multimodal corridors any natural or physical barriers, such as water bodies or Interstates, that would impact traffic flow. The City will assist in development of a final GIS Map showing any benefit districts. ***This step will require Staff review and concurrence.***

**TASK 22 – PERSON TRAVEL DEMAND (PTD) FOR LAND USES:** NUE Urban Concepts will calculate a person travel demand (PTD) for each land use identified in the mobility fee. The PTD will be based on trip generation rates, adjusted for pass-by and internal capture, adjustments for limited access facilities, and person trips and trip lengths from the 2017 National Household Travel Survey Data, adjusted for local conditions. The PTD will be adjusted for origin and destination and will also be calculated for any assessment areas.

**TASK 23 – DEVELOP A MOBILITY FEE SCHEDULE:** NUE Urban Concepts will develop a mobility fee per land use. The mobility fee will also be calculated for any established assessment areas.

**TASK 24 – MOBILITY FEE COMPARISON:** NUE Urban Concepts will prepare a comparison between the proposed mobility fee rate and the existing City multimodal transportation fees and County road impact fees.

**TASK 25 – DEVELOP TECHNICAL REPORT:** A technical report will document the methodology and data used to develop a Mobility Fee and provide the factual basis to demonstrate the Mobility Plan and mobility fee meets legal and statutory requirements. The report will include an in-depth legal review and address pertinent case law and statutory requirements. The technical report will also mobility fee definitions.

**TASK 26 – DEVELOP EXECUTIVE MOBILITY PLAN AND FEE SUMMARY:** NUE Urban Concepts will develop an executive summary of the mobility plan and mobility fee for public outreach and intergovernmental coordination. The executive summary also serves as a useful and concise tool for pursuing federal and state appropriations and grants and economic development activities including attracting businesses and matching state funds.

This task consolidates over 125 pages in the technical report into a 15-to-20-page succinct summary with maps and the mobility fee schedule.

**TASK 27 – MOBILITY FEE ORDINANCE:** NUE Urban Concepts will assist the City with development of a mobility fee implementing ordinance. The City Attorney will assist with development of the ordinance with assistance from NUE Urban Concepts. The Mobility Fee Ordinance provides the legal basis to enact a mobility fee and allows the City to begin to assess new development for its multimodal travel impact.

**TASK 28 – COUNTY COORDINATION & IMPACT FEE REVIEW:** NUC will coordinate with City Staff and the City Attorney on meeting with St. Lucie County and reviewing the existing interlocal agreement between the City and County. The review will also evaluate the City’s current impact fee ordinance and impact fee system related to time of payment, permit review, benefit district, account tracking and fee expenditures. *The review will also address comments made by the County and any adjacent municipalities on the proposed CPA and as the City goes through the initial process of developing a mobility plan and mobility fee.*

**TASK 29 – PUBLIC OUTREACH AND MEETINGS:** This Scope includes a total of six (6) meetings consisting of public workshops, community outreach, and hearings, with either in-person or virtual attendance. A maximum of eight (8) conference calls/virtual meetings with Staff are also included.

- Deliverables:**
- (1) Comprehensive Plan Policies to establish legislative intent
  - (2) Written narrative to be included with CPA transmittal
  - (3) Mobility Plan & Mobility Fee Technical Report
  - (4) Mobility Plan & Mobility Fee Executive Summary
  - (5) Mobility Fee Ordinance

**Scope Cost:** The hours are based on similar mobility plans and fees. The lump sum cost estimate is based on a rate of \$175 per hour. The total number of projected hours is 995 and the total cost is \$174,125. All of the tasks are important to the development of a mobility plan and fee. *There are separate tasks proposed as an additional service that can be addressed in the future and are identified below the task summary.*

TASK #	TASK	HOURS	COST
1	COMPREHENSIVE PLAN REVIEW	10	\$1,750
2	ESTABLISH LEGISLATIVE INTENT	20	\$3,500
3	TRANSPORTATION PLAN REVIEW	20	\$3,500
4	DATA COLLECTION / EXISTING CONDITIONS	50	\$8,750

5	PROJECT FUTURE GROWTH	50	\$8,750
6	ESTABLISH STANDARDS	30	\$5,250
7	ESTABLISH TYPES OF MULTIMODAL PROJECTS	10	\$1,750
8	IDENTIFY MOBILITY PLAN PROJECTS	55	\$9,625
9	DEVELOP CROSS-SECTIONS	15	\$2,625
10	DEVELOP AERIALS, RENDERINGS AND CAPACITIES	20	\$3,500
11	MOBILITY PLAN PROJECT COST	45	\$7,875
12	ESTABLISH MULTIMODAL CAPACITIES	45	\$7,875
13	DEVELOP A MOBILITY PLAN	50	\$8,750
14	PERSON MILES OF TRAVEL (PMT) FACTOR	15	\$2,625
15	BACKLOG EVALUATION	10	\$1,750
16	NEW GROWTH EVALUATION	10	\$1,750
17	REVENUE ADJUSTMENTS	15	\$2,625
18	PERSON TRAVEL DEMAND (PTD) RATE	15	\$2,625
19	ESTABLISH ASSESSMENT AREA(S)	15	\$2,625
20	MOBILITY FEE SCHEDULE ALTERNATIVES	45	\$7,875
21	ESTABLISH BENEFIT DISTRICT(S)	10	\$1,750
22	PERSON TRAVEL DEMAND (PTD) PER LAND USE	45	\$7,875
23	DEVELOP A MOBILITY FEE SCHEDULE	35	\$6,125
24	MOBILITY FEE COMPARISON	10	\$1,750
25	DEVELOP TECHNICAL REPORT	125	\$21,875
26	DEVELOP MOBILITY PLAN AND FEE EXEC. SUMMARY	45	\$7,875
27	MOBILITY FEE ORDINANCE	70	\$12,250
28	COUNTY COORDINATION & IMPACT FEE REVIEW	45	\$7,875
29	PUBLIC OUTREACH & MEETINGS	65	\$11,375
<b>Total</b>		<b>995</b>	<b>\$174,125</b>

**Schedule:** The mobility plan and mobility fee will take between 12 and 15 months to complete from the date the contract is signed by all parties. The additional three months depends on the level of public outreach requested.

**The following are task that the City may wish to consider in the implementation of a mobility plan and mobility fee that are being undertaken by other local governments.**

#### **ADDITIONAL CONSIDERATIONS NOT COVERED IN SCOPE**

**COMPREHENSIVE PLAN UPDATE:** Adoption of a mobility plan and mobility fee may require amendments to the Comprehensive Plan. In addition, the mobility plan may include recommendations for service standards and other mobility related policies that would need to be included in the Comprehensive Plan. **The City would prepare Staff Reports and process the CPA. NUC will assist with these efforts.**

**EVALUATE EXISTING MULTIMODAL CONDITIONS:** NUE Urban Concepts will utilize the proposed LOS and QOS standards to evaluate existing conditions for people walking, bicycling, riding transit and driving vehicles. The baseline multimodal conditions evaluation will be utilized to periodically measure performance and to be able to quantify multimodal projects in terms of miles of facilities and improvements in service standards over time as multimodal projects are constructed. **This task would be performed in conjunction with a Comprehensive Plan update.**

**PARKING MANAGEMENT STRATEGIES:** An evaluation of existing parking standards and design requirements will be undertaken. Parking Management Strategies to include shared parking, parking reductions for multimodal offsets, payment in lieu-of parking, and mobility hubs that create a park once environment will be evaluated. Recommendations for revisions to parking standards and design requirements, as well as parking management strategies will be prepared for inclusion in the Land Development Regulations.

**FINANCE COORDINATION:** Florida Statute requires that Mobility Fees be maintained in separate funding accounts to allow for annual auditing. In addition, there are legal requirements regarding the collection and expenditure of Mobility Fee funds and the ability to audit said expenditures. Coordination is required with Finance and Accounting and Budgeting Departments to ensure fund accounts are consistent with the adopted ordinance and Statutory requirements.

**BUILDING PERMIT INTEGRATION:** The City does not currently charge an impact fee. The Permit system may need to be updated to allow for the collection of a Mobility Fee. Some permit systems are relatively simple and can be accommodated through simple look up tables and excel spreadsheets. Other permit systems are propriety and require coordination with third party vendors to initiate updates. Permit clerks will need to be trained and a process established for quality control checks. The Building Permit Department is also the front-line interaction with the development community. There is oftentimes further outreach done with the development community and builders during the implementation stage. Florida Statute requires a minimum of 90 days between the adoption of a Fee Implementing Ordinance and collection of the Fee.

**ADMINISTRATION:** The development of a Mobility Fee will require the identification of an individual or department responsible for day-to-day administration of the Fee and to address fee determinations, alternative studies, fee offsets and credits and possible challenges. Florida Statute allows local governments to develop a separate service charge to offset the cost of administration, implementation and update of the Mobility Fee.

**ADDITIONAL MEETINGS:** Meetings, hearings and public outreach are a significant component of developing a Mobility Plan, Mobility Fee and Parking Management Strategies. They can also have a significant impact on the cost of developing a Mobility Plan and Mobility Fee. Clear expectations on the level of outreach and the number of public hearings and technical meetings are a critical component. The prepared Scopes includes a total of four meetings. A separate Scope can be developed just to address meetings and additional meetings can be agreed to based upon the approved hourly rate.

**SITE / MOBILITY IMPACT ANALYSIS REQUIREMENTS:** While the City has already taken steps to eliminate transportation concurrency and does not require traffic impact analysis, except for Planned Developments, the City may wish to consider developing site / mobility impact analysis requirements. These requirements address site related turn lanes, traffic control devices, trip generation, driveway design, access management, on-site and off-site multimodal improvements, internal circulation and parking. While these requirements can be included in Land Development Regulations, they can also be provided as a separate stand-alone requirement for new development.

**COMPLETE STREETS DESIGN:** The Mobility Plan and Fee Technical Report will not include complete streets design standards. There will be elements addressing Complete Streets, but specific recommendations for inclusion in the land development regulations are not included. The City may elect to establish Standards within its Land Development Regulations.

**ADMINISTRATIVE SERVICE CHARGES:** To relieve impact to the general fund, local governments frequently develop administrative service charges and fees to administer and implement the mobility fee. Florida Statute requires service charges not exceed the cost to fully administer a mobility fee. NUE Urban Concepts can prepare a report documenting the cost to administer and implement a mobility fee.

**ADMINISTRATIVE MANUAL:** There are many day-to-day administrative items that arise in the assessment and collection of fees. Some local governments have developed an administrative manual to address these issues. The manual often includes forms, review fees for special request related to credit, determinations and offsets. The manual also provides consistency in implementation to address changes in Staff administering the ordinance and provides back-up to permit clerks and interim administrators should the individual(s)

tasked with implementing the Fee not be available. Florida Statute has placed the burden on local governments to defend not only its Fee but also its administration.

**CURBSIDE MANAGEMENT PLAN:** Curbside control is becoming an element in transportation demand management. These efforts include separate Land Development Regulations and sometimes implementing ordinances and programs. The Comprehensive Plan Recommendations will include establishing the Cities authority to develop plans and programs. However, those plans and programs are not included in this scope.

**MICROMOBILITY PROGRAM:** New technology is resulting in a wave of new mobility solutions to address last mile connectivity and park once environments. Dockless bikes, e-bikes and e-scooters are the latest iteration of micromobility. There are others that will be developed. Many local governments are developing separate plans and programs for micromobility. These efforts include separate Land Development Regulations, implementing ordinances and programs. The Comprehensive Plan Recommendations will include establishing the Cities authority to regulate micromobility and new technology. However, ordinance development, plans and programs are not included in this scope.

**GRAPHICS:** Increasingly graphics are becoming an important part of public outreach and displaying information. The proposed Mobility Plan and Fee Technical Report will include some representative graphics. However, separate graphics and cross-sections will not be developed for each multimodal improvement. A separate scope, lump sum or hour rate could be established to provide additional graphics in a cost-effective manner. There is a real cost and time commitment involved in developing graphics. There is also a significant benefit.

Thank you for your consideration of this scope. Please let me know if have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Jonathan B. Paul". The signature is written in a cursive, flowing style.

Jonathan B. Paul, AICP  
Principal