

February 4th, 2020

Mr. Russ Blackburn
City Manager
City of Port St. Lucie
121 S.W. Port St. Lucie Blvd
Port St. Lucie, FL 34984

RE: PORT ST. LUCIE MOBILITY PLAN AND MOBILITY FEE

NUE Urban Concepts (NUC) is pleased to provide a scope of service for development of a mobility plan and mobility fee for the City of Port St. Lucie. This scope of service is separated into two-phases in order to deliver a mobility fee before October 1st, 2021 and a detailed mobility plan by October 1st, 2022. The City Council has expressed a desire to move forward with a forward-looking mobility plan that emphasizes personal mobility over motor vehicle mobility. A holistic mobility plan that includes innovative cross-sections and renderings, along with a baseline evaluation of existing conditions to measure future performance, will require more than five months to develop. In addition, the City Council desires to receive community input on proposed mobility plan improvements, which will require additional time beyond the period needed to develop a mobility fee.

To achieve deliverance of a mobility fee by October 1st, 2021, the first phase of the scope of service will establish mobility corridors for new roads and roads to be widened and multimodal corridors for roadways to be retrofitted with multimodal and intersection improvements to serve as the plan basis for a mobility fee. The scope will also include task to establish areawide level of service (LOS) and / or quality-of-service (QOS) standards that will be used to calculate multimodal capacities and establish base line existing conditions in part-two of the scope of service. A mobility fee, mobility plan and fee technical report and mobility fee implementing ordinance will also be developed in phase-one of this scope.

The second phase of this scope will utilize the data collection, the established service standards, and the mobility and multimodal corridors established in the first part of this scope and develop road specific multimodal improvements and cross-sections. Before and after aerials, renderings and capacities will be developed for specific roadway facilities. The scope will also include a baseline evaluation of the LOS and / or QOS of the existing network to establish a baseline existing conditions analysis in order to periodically measure mobility fee performance. The second part of this scope will include community outreach for input and refinement of proposed mobility plan improvements.

The following are the task for Phase One of the Scope of Service.

PHASE ONE

TASK 1 – TRANSPORTATION PLAN REVIEW: NUE Urban Concepts will review the City’s Multimodal Plan and the 2045 Long Range Transportation Plan to identify mobility projects that have already been established in an adopted Plan. The review will also be used to identify gaps in the transportation network and to establish mobility and multimodal corridors to serve as the basis for a mobility fee.

TASK 2 – 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, 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.

TASK 3 – 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 4 – 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 in phase one of this scope and establish baseline conditions to evaluate future performance in phase two of this scope.

TASK 5 – ESTABLISH MOBILITY PLAN CORRIDORS: NUE Urban Concepts will propose mobility plan corridor designations for major roadways and multimodal facilities based on an evaluation of adopted plans and existing conditions. Mobility Corridor designations will include new roads and roads proposed to be widened and will include preferred multimodal facilities such as buffered bike lanes and / or trails. Multimodal Corridor designations will include roads to be retrofitted with multimodal improvements such as sidewalks, paths and bike lanes and turn lanes, but will not include road capacity improvements. A map and table of the corridors will be prepared. The corridors will be further defined in phase two.

TASK 6 – MOBILITY PLAN CORRIDOR 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 7 – ESTABLISH MULTIMODAL CAPACITIES: NUE Urban Concepts will establish multimodal capacities for sidewalks, paths, trails, bike lanes, dedicated transit lanes and other unique complete street applications based on established LOS and / or QOS standards. In addition, multimodal capacities will also be established for the mobility plan corridors to be used in the mobility fee calculations.

TASK 8 – 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 ensue new development is not being charged more than its fair share of the cost of proposed improvements.

TASK 9 – 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 collected in Task 2 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 10 – 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 from Task 3, the PMT factor from Task 8 and the increase in multimodal corridor capacity from Task 7. 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 11 – 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 12 – PERSON TRAVEL DEMAND (PTD) RATE: NUE Urban Concepts will develop a person travel demand (PTD) rate based upon the cost of multimodal corridors from Task 6, adjustments for backlog, new growth and available revenues from Task 9, 10, and 11 divided by the increase in person miles of travel from Task 3. The PTD rate will be used in the mobility fee calculations.

TASK 13 – FUTURE LAND USE MAP REVIEW: NUE Urban Concepts will review the future land use map to assist in the development of the mobility fee schedule. The review will also be used to establish mobility fee assessment area(s) and benefit district(s) that meet legal and statutory requirements.

TASK 14 – 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). 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.

TASK 15 – 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 Map as part of Task 13. NUE Urban Concepts will prepare a brief summary and recommend up to four mobility fee schedule alternatives for the City’s consideration.

TASK 16 – 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.

TASK 17 – ESTABLISH TRIP GENERATION: NUE Urban Concepts will develop trip generation rates based on the latest edition of the ITE Trip Generation Manual and professional acceptable techniques for the land uses identified in the mobility fee schedule selected as part of Task 15. The trip generation will include adjustments for pass-by trips and any internal capture factors.

TASK 18 – ESTABLISH PERSON TRIPS: NUE Urban Concepts will convert net vehicle trips to person trip utilizing data from the 2017 National Household Travel Survey Data, adjusted for local conditions.

TASK 19 – ESTABLISH PERSON TRIP LENGTHS: NUE Urban Concepts will develop trip lengths by trip purpose utilizing data from the 2017 National Household Travel Survey Data, adjusted for local conditions.

TASK 20 – LIMITED ACCESS ADJUSTMENT FACTOR: NUE Urban Concepts will develop a limited access adjustment factor based to exclude travel on Interstate 95 and the Florida Turnpike. The limited access adjustment factor will be utilized to adjust person trip lengths.

TASK 21 – PERSON MILES OF TRAVEL (PMT) FOR LAND USES: NUE Urban Concepts will calculate a person mile of travel (PMT) for each land use identified in the mobility fee schedule developed in Task 15. The PMT per land use will be based on the data developed for Task 17, 18, 19 and 20 and adjusted for origin and destination. The PMT will also be calculated for any assessment areas established in Task 14.

TASK 22 – DEVELOP A MOBILITY FEE SCHEDULE: NUE Urban Concepts will develop a mobility fee per land use is based upon the PTD rate from Task 12 multiplied by the PMT rate per land use. The mobility fee will also be calculated for assessment areas established in Task 14.

TASK 23 – MOBILITY FEE COMPARISON: NUE Urban Concepts will prepare a comparison between the proposed mobility fee rate and the existing City and County road impact fees.

TASK 24 - LEGAL REQUIREMENTS: NUE Urban Concepts will provide an in-depth review of the legal requirements in support of the Mobility Plan and Mobility Fee Technical Report. The City’s Comprehensive Plan will be evaluated to identify goals, objectives and policies in support of a multimodal transportation system and mobility fee. The Technical Report will also demonstrate that the Mobility Plan and Mobility Fee Technical Report meets the dual rational nexus test and roughly proportional test.

TASK 25 - DEFINITIONS: The Mobility Plan and Mobility Fee Technical Report will include any relevant definitions related to the mobility and multimodal corridors, mobility fee schedule of land uses and mobility fee schedule.

TASK 26 - 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 corridors and mobility fee meets legal and statutory requirements.

TASK 27 - MOBILITY FEE ORDINANCE: NUE Urban Concepts will develop a mobility fee implementing ordinance. 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. The City Attorney shall provide the Ordinance format, Ordinance title and legislative findings. NUE Urban Concepts will assist the City Attorney in development of the ordinance. The Ordinance will address existing impact fee agreements and credits and any proportionate share payments or prior impact fee payments.

TASK 28 - MEETINGS: This Scope includes a total of ten (10) meetings consisting of public workshops, community outreach, and hearings, with either in-person or virtual attendance. A maximum of ten (10) conference calls/virtual meetings with Staff are also included.

Deliverables: Mobility Plan & Mobility Fee Technical Report
 Mobility Fee Ordinance

Phase One 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 1,300 and the total cost is \$227,500, *of which a significant portion (430 hours and \$75,250)* is for the mobility fee ordinance and meetings due to the complexity of existing credit agreements that need to be addressed as part of the ordinance development. The following is a breakdown of the hours per task and the cost estimate per task.

TASK #	TASK	HOURS	COST
1	TRANSPORTATION PLAN REVIEW	25	\$4,375
2	DATA COLLECTION / EXISTING CONDITIONS	35	\$6,125
3	PROJECT FUTURE GROWTH	55	\$9,625
4	ESTABLISH STANDARDS	35	\$6,125
5	ESTABLISH MOBILITY PLAN CORRIDORS	75	\$13,125
6	MOBILITY PLAN CORRIDOR COST	30	\$5,250
7	ESTABLISH MULTIMODAL CAPACITIES	40	\$7,000
8	PERSON MILES OF TRAVEL (PMT) FACTOR	25	\$4,375
9	BACKLOG EVALUATION	25	\$4,375
10	NEW GROWTH EVALUATION	20	\$3,500
11	REVENUE ADJUSTMENTS	25	\$4,375
12	PERSON TRAVEL DEMAND (PTD) RATE	20	\$3,500
13	FUTURE LAND USE MAP REVIEW	15	\$2,625
14	ESTABLISH ASSESSMENT AREA(S)	20	\$3,500
15	MOBILITY FEE SCHEDULE ALTERNATIVES	50	\$8,750
16	ESTABLISH BENEFIT DISTRICT(S)	15	\$2,625

17	ESTABLISH TRIP GENERATION	30	\$5,250
18	ESTABLISH PERSON TRIPS	20	\$3,500
19	ESTABLISH PERSON TRIP LENGTHS	25	\$4,375
20	LIMITED ACCESS ADJUSTMENT FACTOR	20	\$3,500
21	PERSON MILES OF TRAVEL (PMT) PER LAND USE	25	\$4,375
22	DEVELOP A MOBILITY FEE SCHEDULE	35	\$6,125
23	MOBILITY FEE COMPARISON	25	\$4,375
24	LEGAL REQUIREMENTS	40	\$7,000
25	DEFINITIONS	15	\$2,625
26	DEVELOP TECHNICAL REPORT	125	\$21,875
27	MOBILITY FEE ORDINANCE	230	\$40,250
28	MEETINGS	200	\$35,000
Total		1,300	\$227,500

Schedule: Phase 1 of the scope of services is proposed to be completed by October 1st, 2021.

The following are the task for Phase Two of the Scope of Service.

PHASE TWO

TASK 1 - IDENTIFY MULTIMODAL IMPROVEMENTS: NUE Urban Concepts will identify specific multimodal improvements along existing arterials and collectors for separated paths and trails for people walking, bicycling, and riding micromobility devices (e.g., electric bike {e-bike}, electric scooters {e-scooter}), buffered and protected lanes for bicycles and micromobility devices, and separated multimodal lanes and ways for micromobility devices and microtransit vehicles (e.g., golf-carts, neighborhood electric vehicle {NEW}, autonomous transit shuttles {ATS}). The improvements will be either new facilities, replacements for proposed additional vehicle (cars, SUVs, etc) lanes, or repurposing existing vehicle lanes for multimodal devices. The improvements will also include recommendations for high visibility mid-block crossings, and separated paths and trails with high visibility and raised crossings of driveways and intersections.

TASK 2 - UPDATE COMPETE STREET DESIGNS FOR NEW ROADS: NUE Urban Concepts will update complete street designs for new two and four lane roads to accommodate micromobility devices and microtransit vehicles. The updated design standards would replace proposals for standard sidewalks and bike lanes on new streets. The design standards would also develop alternative designs to convert proposed four lane roads with multimodal streets that feature two vehicle lanes, two multimodal lanes for micromobility devices and microtransit vehicles, raised medians, high visibility crossings, and separated paths and trails with high visibility and raised crossings of driveways and intersections.

TASK 3 – DEVELOP MULTIMODAL IMPROVEMENTS FOR NETWORK GAPS: NUE Urban Concepts will develop multimodal improvements both on-street and off-street to fill in gaps in the transportation network between multimodal improvements on existing arterials and collectors, new streets, and destination land uses such as schools, parks, and major educational, entertainment, mixed-use, office, recreation and retail destinations. Identifying multimodal improvements for gaps provides for multimodal connectivity and continuity.

TASK 4 – EVALUATE EXISTING MULTIMODAL CONDITIONS: NUE Urban Concepts will utilize the LOS and QOS standards established in phase one of the scope 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 improvements in terms of miles of facilities and improvements in service standards.

TASK 5 – DEVELOP CROSS-SECTIONS: NUE Urban Concepts will develop cross-sections for proposed multimodal improvements on existing arterials and collectors, standard complete street cross-sections for new roads, and cross-sections for off-street multimodal improvements. The cross-sections will be for representative sections of roads and will serve as the standard for future engineering designs for the entire roadway section.

TASK 6 – DEVELOP AERIALS, RENDERINGS AND CAPACITIES: NUE Urban Concepts will develop before and after aerials and renderings for 15 representative road sections based on the cross-sections developed in Task 5. In addition, before and after multimodal capacities will also be developed for the 15 road sections. Additional aerials, renderings and capacities can be developed as an additional service.

TASK 7 – DEVELOP A MOBILITY PLAN: NUE Urban Concepts will develop a Mobility Plan for the identified multimodal improvements that will include maps of the proposed improvements, tables detailing the proposed improvements and descriptions of the cross-sections, aerials, renderings and capacities. The Mobility Plan will also incorporate the existing conditions evaluation and summaries of feedback received through community outreach and workshops.

TASK 8 – 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.

TASK 9 – PUBLIC OUTREACH AND MEETINGS: This Scope includes a total of fifteen (15) meetings consisting of public workshops, community outreach, and hearings, with either in-person or virtual attendance. A maximum of fifteen (15) conference calls/virtual meetings with Staff are also included.

Phase Two 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 1,425 and the total cost is \$249,375, *of which a significant portion (300 hours and \$52,500) is for public outreach and meetings.* The following is a breakdown of the hours per task and the cost estimate per task.

TASK #	TASK	HOURS	COST
1	IDENTIFY MULTIMODAL IMPROVEMENTS	300	\$52,500
2	UPDATE COMPETE STREET DESIGNS FOR NEW ROADS	100	\$17,500
3	DEVELOP MULTIMODAL IMPROVEMENTS FOR NETWORK GAPS	150	\$26,250
4	EVALUATE EXISTING MULTIMODAL CONDITIONS	100	\$17,500
5	DEVELOP CROSS-SECTIONS	150	\$26,250
6	DEVELOP AERIALS, RENDERINGS AND CAPACITIES	150	\$26,250
7	DEVELOP A MOBILITY PLAN	125	\$21,875
8	DEVELOP EXECUTIVE MOBILITY PLAN AND FEE SUMMARY	50	\$8,750
9	PUBLIC OUTREACH AND MEETINGS	300	\$52,500
Total		1,425	\$249,375

Schedule: Phase 2 of the scope of services is proposed to be completed by October 1st, 2022.

The following are additional 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.**

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.

BUILDING PERMIT INTEGRATION: The City currently charges a road 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 venders 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.

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.

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: The prepared Scopes includes a specific number of meetings. A Scope addendum can be provided if there is a need for additional meetings at a lump sum rate per meeting or based upon an 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 are also provided as separate stand-alone requirements.

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 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.

ADMINISTRATIVE FEE: Florida Statute allows a local government to assess an administrative fee to address the cost of administering the mobility fee. The fee must be based on the cost to administer the fee and requires the establishment of a rate study.

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.

GRAPHICS: Graphics, including aerials, rendering, and cross-sections are becoming an important part of public outreach and displaying information. The proposed Mobility Plan and Fee Technical Report includes some representative graphics. A scope addendum can be prepared for development of additional graphics.

The proposed scope of services is consistent with recent mobility plan and fee efforts developed for other local governments which have populations that are less than the City of Port St. Lucie. The most recent, competitively won continuing service contracts for development of a mobility plan and mobility fee Walton County has a budget over \$550,000 for a population of 70,000 people and Okaloosa County's budget is \$525,00 for a population of 190,000. The Walton and Okaloosa County Plans and Fee Contracts have already been provided to the City.

The City of West Palm Beach spent over \$1 million dollars on its mobility plan and fee for downtown. The City of Tampa is currently spending \$2.25 million for a mobility plan and fee. Additional cost information is available upon request. The time frame to prepare a mobility fee by October 1st is compressed and will require NUE Urban Concepts to prioritize the City's efforts to be able to deliver with a quick turnaround. The Walton, Okaloosa, Palm Beach Gardens and Forward Pinellas CCNA compliant continuous service contracts include additional staff members who are available to assist NUE Urban Concepts to provide a plan and fee on time and on budget. NUE Urban Concepts also has additional options to bring in members whom our team has worked with in the past as local government representatives who have recently formed small businesses and are located in the southeast part of Florida. I look forward to working with you and other members of City Staff on improving mobility and enhancing the quality of life within the City of Port St. Lucie.

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