



January 10, 2018

NCE Project #: 561.07.55

John Doughty  
Public Works Director  
City of Half Moon Bay  
501 Main Street  
Half Moon Bay, CA 94019

**Subject: Poplar Beach Gateways Plan - Scope of Work**

Dear Mr. Doughty,

Over the past 18 months, NCE has been working with the City on a variety of projects associated with Poplar Beach and the California Coastal Trail. At the same time, the City has invested in the development of the Citywide Parks Master Plan to guide policy within the City for its parks and recreation assets. As a result of these two efforts, the City determined that a Poplar Beach Gateways Plan (Gateways Plan) is desirable. The plan should document the vision and goals for Poplar Beach, the blufftop above, and the gateways into and through the area including Poplar Street, the California Coastal Trail, and vertical access between the bluff and the beach. Specific projects shall be identified to address sea level rise, bluff recession/erosion, on-site and off-site drainage, long term viability of the California Coastal Trail, public access through the bluff area and to the beach, ADA access and universal design features, circulation system needs including parking and transit access, limitations associated with the entry road, and need for wayfinding and gateway features, among other priorities. The California Coastal Trail in the Poplar Beach area is used heavily by the community and visitors to commute to work and school and for recreational enjoyment, therefore the City needs a very strategic and sensitive process to guide management and investment in the Poplar Beach area.

In response to this need, NCE has assembled a team that includes Gates & Associates and Lisa Wise Consulting to develop the Poplar Beach Gateways Plan. In addition to the Poplar Beach work, NCE has been performing erosion studies for the City over the past year and half; Gates & Associates is supporting the Citywide Parks Master Plan; and Lisa Wise Consulting has worked with dozens of California coastal communities to develop visions and policies for high profile assets. This team is intimately familiar with the site, has already engaged the Half Moon Bay community, and has strong working relationships with City staff and partners. As a result, our team can provide the City significant economies of scale and hit the ground running on this project. Below is the Scope of Work to deliver the Gateways Plan.

Richmond, CA  
501 Canal Blvd., Suite I  
Richmond, CA 94804  
(510) 215-3620

---

## Purpose of the Gateways Plan

Set a vision, goals and program elements to help guide the management and investment in the Poplar Beach area to meet community needs, stakeholder expectations and align with the Citywide Parks Master Plan.

The Gateways Plan should be a concise planning-level document that includes schematic designs for key elements/projects with enough detail for California Environmental Quality Act (CEQA) clearance, to obtain Coastal Development Permit(s), and be eligible for grant funds. Stakeholder and community engagement is the cornerstone of the Gateways Plan and its delivery process.

## Scope of Work

### 1. Project Management/Project Coordination

Following the notice to proceed, the NCE team will meet with City staff to review the work program and schedule, define specific project outcomes, and discuss the engagement plan. The meeting will also cover regulatory items, the approval process, and other administrative procedures. If possible, the kick-off meeting will include a site visit. NCE will prepare a Kick-off Meeting Agenda as well as a Meeting Summary afterward.

NCE's Project Manager will facilitate informal updates or check ins up to twice a month with the City's primary point of contact via phone or email. NCE will also submit monthly progress reports along with our invoices.

#### *Deliverables:*

- Kick-off Meeting Agenda
- Kick-off Meeting Summary
- Status Meeting Summaries (up to two)
- Monthly Progress Reports

### 2. Existing Conditions/Data collection/Inventory

The NCE team will review existing readily available and relevant material to identify key issues, topics of concern for the City and stakeholders, and data or information necessary to support the Gateways Plan. Documents already in our team's possession or to be provided by the City and reviewed by our team include but are not limited to:

- Draft Parks Master Plan (especially outtakes from the outreach efforts and the Poplar Beach sections)
- Coastal Trail Existing Conditions & Trail Planning Recommendations (prepared by NCE)
- Complete streets info for Poplar Street (if available)
- Parking lot rehabilitation plans and report (prepared by NCE)
- Archived Poplar Beach documents from 1989-2009

- Biological Resources Evaluation (pending, in preparation by Huffman-Broadway Group)
- Jurisdiction Boundaries
- City Capital Improvement Program (CIP) sheets or information related to Poplar Beach
- Ongoing related plans and studies including the Seymour Drainage Restoration Project

Following our team's review of the existing information and data, we will facilitate a Planning Project Kick-off meeting with City staff to:

- Discuss existing data and information
- Overview the NCE team's takeaways of key issues or areas of focus
- Identify initial goals for the project from City staff's perspective
- Discuss and agree to the objectives of the stakeholder and community outreach approach
- Confirm key stakeholders:
  - City Council, Parks and Recreation Commission, Planning Commission, and City staff
  - Other agencies as applicable including the California Coastal Commission and California Fish and Wildlife
  - Adjacent property owners including San Mateo County, Coastside Land Trust, California State Parks, Residential landowners from Kelly Avenue to Poplar Street neighborhoods
  - Recreational users including walkers and dog walkers, runners, cyclists, beach goers, equestrians
  - Visitors/tourists

NCE will document the outcome of this meeting with a detailed summary. Finally, we assume that the readily available existing conditions analysis/documentation is sufficient to initiate the CEQA process and that no additional studies are required.

#### *Deliverables:*

- Tabular summary of existing materials
- Planning Kickoff Meeting Summary

### 3. Engagement Plan

Meaningful engagement with the City Council, Parks and Recreation Commission, Planning Commission, partners, stakeholders and the community are critical to the successful development of the Gateways Plan. This will require a well thought out and executed Engagement Plan. The objectives of an Engagement Plan are to inform the community and other affected stakeholders about the key elements of the Gateways Plan (including opportunities and constraints), seek input on prioritizing projects to build community ownership in Poplar Beach, consult with directly-affected stakeholders, establish an approach for following up on queries or concerns, summarize key themes from surveys/meetings, and inform the community of how their input was considered. We also want to build on the significant outreach completed to date through current activities, such as the Parks Master Plan.

To accomplish these objectives, the Engagement Plan will identify multiple channels of outreach to allow everyone to participate. We anticipate the Engagement Plan to include:

**Meetings and In-Person Engagement:** The effort will provide multiple opportunities to personally connect with the community to discuss the Poplar Beach Gateways Plan. It could include one-on-one interviews, small group meetings for community groups, community workshops and/or beach or blufftop engagement activities such as on-the-beach interviews.

**Press and Media Relations:** Work with the City's public information and media team to leverage existing channels to the community, to coordinate with other activities and to plan for any special activities oriented to the Poplar Beach Gateways Plan.

**Print Materials:** QR code flyers and posters advertising a survey or specific meetings, Banner at Poplar Beach parking lot and along the California Coastal Trail, FAQs Handout, Outreach notices, including in City publications, Recreation Program, newsletters, etc.

**Social Media and Online Engagement Tools:** Online tools are accessible to many and are a cost-effective way to engage many stakeholders. They could include an online survey with mobile phone option as well as using a QR code on flyers and posters, a project website that is linked to the HMB Planning site, and ongoing posts as appropriate on NextDoor or other media.

To facilitate this scope of work and based on the NCE team's experience on other projects, our ongoing work with the City, and our knowledge of the community, the specific baseline engagement activities are listed under each of the tasks described in this scope of work.

After initial meetings with City staff (in Tasks 1 and 2), the NCE team will develop a Draft Engagement Plan for City review and comment. NCE will then facilitate a meeting with key City staff to discuss the Draft and any City comments. NCE will then revise the document to produce a Final Engagement Plan. At that time, NCE's PM and the City's project manager will determine if the engagement approach included in this scope of work adequately addresses the engagement activities and elements outlined in the Final Engagement Plan. The Engagement Plan will allow for flexibility as the process moves along to ensure that the most effective methods are utilized. If there are additional activities necessary and desired by the City, a scope amendment will be developed to include them in the Gateways Plan's development process.

*Deliverables:*

- Draft Engagement Plan
- Final Engagement Plan

#### 4. Visioning/Goal Setting

The NCE Team will prepare a short document that reflects the community's vision and goals for Poplar Beach Gateways Plan area. The Vision and Goals document will be based on the existing conditions/data collection/inventory as well as results from engagement activities introduced in Task 3. Engagement

activities include up to 8 individual or small group meetings along with up to 4 presentations to community groups, all coordinated and facilitated by the City. NCE will provide the City with talking points or meeting materials. For engagement activities delivered by the City a summary of feedback and outcomes will be provided to the NCE team by City staff. The NCE team will facilitate and provide materials for one community workshop and one Parks and Recreation Commission study session. We will incorporate the results from these activities as well as feedback from online engagement (1 online community survey, brief material for project website maintained by the City, and content for up to 10 social media posts by the City) into the Vision and Goals document.

The Vision and Goals deliverable will be presented in marketing-style material, with clear and simple graphics and minimal text. NCE will submit an Administrative Draft Vision and Goals document for City staff review. We will then facilitate a meeting to review the Draft and City's comments. Based on feedback from the City, the NCE team will prepare a Public Draft Vision and Goals document. The Public Draft will be shared with stakeholders, partners, and the community for review and comment. NCE will obtain and consolidate comments on the Public Draft and facilitate a meeting with City staff to discuss the comments. The NCE team will then develop and submit the Final Vision and Goals document to the City for circulation/publishing.

#### *Deliverables:*

- Online tools – 1 online survey, brief text material for project website maintained by City and content for up to 10 social media posts by the City
- Print materials – Content for 1-page survey flyer notice for City production and distribution, agendas, comment cards
- The NCE team to provide talking points and materials to the City for City staff to facilitate or deliver up to 8 individual or small group meetings and present at up to 4 club, organizations, or City Council meetings
- Coordination and facilitation of 1 community workshop (up to 2 hours long)
- Coordination and facilitation of 1 Parks and Recreation Commission Study Session (up to 2 hours long)
- Administrative Draft Vision and Goals document
- Public Draft Vision and Goals document
- Final Vision and Goals document

## 5. Defining Program/Project Elements

Following completion of Task 4 and with input from the City, the NCE team will define the standards, guidelines, programming, and project elements for the Poplar Beach Gateways Plan area. This information will be presented in three categories: 1) Policy/Management element (including operations and maintenance) 2) Programming element and 3) Capital Projects element and delivered to City staff through an informal presentation.

The presentation on Capitol Projects will include imagery for baseline and potential project elements which may include: California Coastal Trail; bluff top overlooks; Railroad Avenue to Poplar Beach Trail; bluff stabilization and management measures; repair of erosion and habitat retreat; drainage improvements; gateway at Railroad and Poplar Street for neighborhood transition; parking lot expansion/reconfiguration/relocation; multi-modal transportation facilities including support for transit and alternative fuel vehicles; vertical beach access; sustainable facilities for horses; universal design elements and ADA access to the bluff overlook; site furnishings (e.g. benches, trash receptacles, bike racks, etc.); restrooms; signage and way finding.

Based on feedback from City staff, the NCE team will then formally document the elements and initiate the alternatives process, including approaches to phasing, recognizing that capital improvement recommendations are subject to phasing for political or funding reasons.

*Deliverables:*

- Presentation for City staff

## 6. Develop Gateways Plan Alternatives

With the understanding that the community has a strong reaction to alternatives development, the NCE team will develop alternatives for the Gateways Plan elements. Engagement activities will include individual or small group meetings (up to 4) and presentations to clubs/organizations and City Council (up to 4) coordinated and facilitated by the City. The NCE team will provide the City with talking points or meeting materials. For engagement activities delivered by the City a summary of feedback and outcomes will be provided to the NCE team by City staff.

The NCE team will facilitate and provide materials for one community workshop and one Parks and Recreation Commission study session. In addition, we will assist with press/media relations (up to 8 hours of coordination with the City's public information and media team), as well as online engagement through social media (content for up to 5 social media posts by the City).

For this task we anticipate developing policy/operations and maintenance recommendations, suggested programming elements, and a proposed preferred alternative, in an interactive format, with options for the key elements. It will include illustrated layouts, area enlargements, prototypes, and inspirational imagery and photo-simulations and/or renderings illustrating design intent and phasing. We will record and evaluate input to the preferred alternative, key elements, and phasing in preparation for preparing the Draft Gateways Plan.

*Deliverables:*

- Online tools – Content for up to 5 social media posts by the City
- The NCE team to provide talking points and materials to the City in order for City staff to facilitate or deliver up to 4 individual or small group meetings and present at up to 4 club, organizations, or City Council meetings

- Coordination, facilitation and presentation material for 1 community workshop and 1 study session with Parks and Recreation Commission
- Alternatives material including overall layout plans for the preferred alternative incorporating options for the key elements, up to six area enlargements including illustrative imagery, in an interactive format indicating phasing approaches.

## 7. Draft Gateways Plan

After engaging with the City, stakeholders, and community in the Gateways Plan Alternatives process, the NCE team will develop a Draft Poplar Beach Gateways Plan. It will be concise, with a focus on illustrations and graphics produced in Task 6. The Gateways Plan will include the following sections:

1. Foundation & Context. This section will summarize the history of the Poplar Beach and the need for the Gateways Plan.
  - Background
  - Setting
  - Drivers for this effort
2. Vision and Goals. Information from the Vision and Goals document produced in Task 4 will be the basis of this section.
3. Existing Conditions/Inventory. This section will summarize findings from Task 2.
4. Engagement. This section summarizes the outreach and engagement process implemented as part of this project.
  - City Council, Parks and Recreation Commission, Planning Commission
  - Stakeholders
  - Community
5. Recommendations. This section will outline recommendations for implementation of the project elements/capital projects included in the Gateways Plan.
  - Policy/Management
    - Operations and maintenance
  - Programming
  - Projects/Infrastructure

We anticipate that the development of the Administrative Draft will require up to two interaction points (meetings or conference calls) with City staff. NCE will submit an Administrative Draft Gateways Plan to the City for review and comment. NCE will then facilitate a meeting or conference call to discuss the Administrative Draft and City comments. Based on input from the City, the NCE team will revise the document and submit the Draft Gateways Plan for release to identified stakeholders and the public. The NCE team will coordinate and facilitate one presentation to the Parks and Recreation Commission and one community workshop to introduce the Draft Gateways Plan and communicate the process for the public to submit comments.

---

*Deliverables:*

- Online tools – Content to the City to update project website with Plan status, content for up to 10 social media posts by the City
- Print materials – Content for up to two 1-page flyers for City production and distribution
- Administrative Draft and Draft Gateways Plan Meetings Agendas and Summaries (up to 3)
- Administrative Draft Gateways Plan
- Draft Gateways Plan
- Coordination, facilitation and presentation material for 1 community workshop (up to 2 hours in length)
  - Presentation – PowerPoint (up to 10 slides) or up to three information boards

## 8. Final Gateways Plan

After review and integration of appropriate comments on the Draft Gateways Plan, the NCE team will prepare a Final Poplar Beach Gateways Plan for submittal to the City. Five hard copies and one digital copy will be provided. Engagement activities at this final stage of the plan include online tools (content for up to 5 social media posts by the City), print materials (one banner approximately 2 feet by 6 feet for display at the parking lot near the trail, one-page FAQ document, brief text to assist the City with outreach notices).

*Deliverable:*

- Online tools – Content for up to 5 social media posts by the City
- Print material – 1 banner for display at parking lot near trail, one 1-page FAQ document, ½ to 1 page of text to assist with City outreach notices
- Final Gateway Plan (5 hard copies and 1 digital copy)

## 9. CEQA Initial Study

NCE will prepare an Initial Study and provide the City guidance on the necessary steps and timing to complete CEQA for the Poplar Beach Gateways Plan. Based on the information we have at this stage, it is assumed that a Mitigated Negative Declaration (MND) for plan and project-level clearance is appropriate; however, it is possible that an Environmental Impact Report (EIR) will be required. For efficiency, we recommend starting the Initial Study after definition of the project alternatives in Task 6, then beginning the MND and/or EIR at the Draft Gateways Plan stage.

*Deliverable:*

- Draft & Final Initial Study

---

## Assumptions:

General project assumptions follow. Detailed task assumptions are included in the fee estimate.

- All meetings will be held at NCE's Point Richmond Office, City Offices, or at the project site
- Meetings, including the site visit, will last not more than 2 hours
- Whenever possible web meetings will be utilized to limit travel costs
- City review of deliverables will be completed within 5 or 10 working days depending on complexity of submittal
- City, including key team members, will provide one consolidated set of comments on any deliverables
- Progress reports will be concise, bulleted and submitted with invoices
- All available data from the City will be provided to NCE in one consolidated package immediately after notice to proceed
- All engagement activities associated with Task 4 which the NCE team is responsible for will be completed on consecutive days
- Community workshops and Parks and Recreation Commission Study sessions or presentations will be schedule for the same days to limit travel costs
- For community workshops, City will be responsible for logistics (providing meeting location, distributing flyers, providing refreshments, etc.)
- For project webpage and social media, the NCE team will provide content and the City will host sites/post the content
- The City is responsible for distribution of all documents
- City staff is responsible for meeting/event logistics, notification, microphones, refreshments, and advertisement
- City to provide summaries of engagement led by City staff (individual, small group, and City Council meetings)
- The project budget includes attendance at meetings specifically identified in the Scope of Work. The costs of additional meeting attendance would be on a time and materials basis if requested
- All deliverables will be delivered electronically except 5 hard copies of the Final Gateways Plan)

---

## Conclusion

The above-listed services will be provided on a time and materials basis in accordance with our Standard Schedule of Charges for a not-to-exceed amount of \$169,000. Actual hours and fees may vary between tasks as the project progresses. Additional activities, such as extra workshops or meetings, will be provided on a time and materials basis as deemed necessary and approved by the City.

NCE appreciates the opportunity to provide these services to the City of Half Moon Bay and look forward to working with you on this Project. If you have any questions or additional requirements, please call our office at (775) 588-2505.

Best regards,



Jason Drew  
Principal



Gretchen Taylor  
Principal Planner

cc: Jill Ekas, Director – Community Development

Staffing Plan & Fee Estimate Half Moon Bay Poplar Beach Park Master Plan	Principal		Project Manager		Senior		Project		Staff		Clerical		Expenses	Subconsultant		Totals
	# Hrs @	Cost	# Hrs @	Cost	# Hrs @	Cost	# Hrs @	Cost	# Hrs @	Cost	# Hrs @	Cost	Cost	Gates and Associates	Lisa Wise Consulting	Cost
	\$245		\$195		\$170		\$140		\$125		\$80					
<b>Task 1 Project Management/Coordination</b>																
Subtotals	0	\$ -	12	\$ 2,340	\$ 20	\$ 3,400	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ 800	\$ 250	\$ 4,150	\$ 2,500	\$ 13,440
<b>Task 2 Existing conditions/Data collection/Inventory</b>																
Subtotals	0	\$ -	8	\$ 1,560	24	\$ 4,080	8	\$ 1,120	0	\$ -	0	\$ -	\$ -	\$ 1,580	\$ -	\$ 8,340
<b>Task 3 Engagement Plan</b>																
Subtotals	0	\$ -	3	\$ 585	7	\$ 1,190	0	\$ -	0	\$ -	2	\$ 160	\$ 200	\$ 2,790	\$ 2,400	\$ 7,325
<b>Task 4 Visioning/Goal Setting</b>																
Subtotals	0	\$ -		\$ 780	22	\$ 1,360	0	\$ -	0	\$ -	4	\$ 320	\$ 600	\$ 1,780	\$ 32,340	\$ 37,180
<b>Task 5 Defining program/project elements</b>																
Subtotals	0	\$ -	16	\$ 3,120	16	\$ 2,720	0	\$ -	8	\$ 1,000	0	\$ -	\$ -	\$ 10,340	\$ -	\$ 17,180
<b>Task 6 Develop Park Element Alternatives</b>																
Subtotals	0	\$ -	2	\$ 390	24	\$ 4,080	8	\$ 1,120	20	\$ 2,500	0	\$ -	\$ 1,550	\$ 12,020	\$ -	\$ 21,660
<b>Task 7 Draft Gateways Plan</b>																
Subtotals	2	490	24	4,680	88	14,960	58	8,120	38	4,750	0	0	\$ 1,900	\$ 12,150	\$ -	\$ 47,050
<b>Task 8 Final Gateways Plan</b>																
Subtotals	1	245	4	780	8	1,360	16	2,240	0	0	0	0	\$ 500	\$ 1,960	\$ -	\$ 7,085
<b>Task 9 CEQA Initial Study</b>																
Subtotals	0	0	2	390	24	4,080	40	5,600	0	0	0	0	\$ 100	\$ -	\$ -	\$ 10,170
<b>Project Totals</b>	<b>3</b>	<b>735</b>	<b>71</b>	<b>14,625</b>	<b>233</b>	<b>37,230</b>	<b>130</b>	<b>18,200</b>	<b>66</b>	<b>8,250</b>	<b>16</b>	<b>1,280</b>	<b>5,100</b>	<b>46,770</b>	<b>37,240</b>	<b>169,000</b>