

EXHIBIT A

Scope of Work

In consideration of the payments set forth in Exhibit B, Contractor shall provide the following services in relation to the production of the Comprehensive Transportation Management Plan for the Midcoast Study Area and related future development plans for the Half Moon Bay area and the Midcoast of San Mateo County:

1. Project Initiation and Stakeholder Engagement Strategy

1.1 Project Kick-Off

- 1.1.a** Refine and finalize Stakeholder Engagement Strategy, to identify appropriate levels and frequency of stakeholder participation.
- 1.1.b** Identify data sources and background information needed to develop Plan.
- 1.1.c** Develop communication protocols between County, Contractor, and subcontractors.
- 1.1.d** Refine and finalize Scope of Work.

1.2 Initiate Project Communications and Branding

- 1.2.a** Launch project website and social media feeds.
- 1.2.b** Draft and distribute press and media releases.

2. Existing Conditions and Future Assessment

2.1 Land Use and Buildout Analysis

- 2.1.a** Refine a methodology for completing an updated residential buildout analysis. The methodology used for the buildout analysis of the Midcoast LCP will be used as a foundation. Water and sewer constraints may be taken into consideration for developing associated traffic projections. However, the buildout analysis will identify the theoretical maximum amount of development that could occur if all available land is developed to its full potential before the application of applicable development limitations. Develop a methodology for completing a non-residential buildout analysis.
- 2.1.b** Collect and analyze prior buildout projections for the Midcoast and Half Moon Bay, along with available information regarding the capacity of water and wastewater collection and treatment systems to support buildout.
- 2.1.c** Based on the methodology developed in Task 2.1.a and information collected in Task 2.1.b, calculate residential and non-residential buildout for the planning area.

2.1.d Identify the potential impacts of future residential development within the Midcoast and City of Half Moon Bay on the existing transportation system, and on coastal access and recreation, based on a detailed analysis of the maximum residential and non-residential development allowed in these areas (i.e., “buildout”).

2.2 Travel Forecasting and Traffic Level of Service Analysis

2.2.a Create a methodology for developing traffic projections associated with buildout analysis.

2.2.b Document the type, extent, and source of transportation problems currently being experienced on the Midcoast and City of Half Moon Bay.

2.2.c Collect and analyze relevant reports and data expressing current Level of Service on Highways 1 and 92 and the other arterial roads on the Midcoast and Half Moon Bay and determine where there are gaps in data and how to address them.

2.2.d Identify service standards and expectations existing in the planning area, for all modes of travel, and explore possible additional service standards by which to gauge existing and future transportation gaps and deficiencies.

2.3 Identification of Data Gaps and Deficiencies

2.3.a Create a methodology to address gaps and deficiencies in buildout analysis, travel forecasting, and traffic level of service (Tasks 2.1-2.2).

2.3.b Work with service districts’ governing boards, CalTrans, County Department of Public Works, and other relevant stakeholders to address information gaps or accommodate for the lack of information.

2.3.c Complete and present the Draft Buildout Analysis and Traffic Projections Report to the Midcoast Community Council.

2.3.d Publish a Final Report that responds to all questions and comments received regarding the Draft.

3. Development and Evaluation of Alternatives

3.1 Develop Alternatives

3.1.a Develop and analyze a range of alternative strategies for addressing existing transportation-related problems, and for minimizing and mitigating the impacts of future development. Identify land use strategies for minimizing the impacts of future development on traffic and circulation, including, but not limited to, the establishment of mandatory lot merger program or lot retirement programs. As part of this effort, work directly with public agencies and private and non-profit property owners that would be affected, in a process further detailed in the community engagement strategy, to get feedback on development reduction strategies.

3.1.b Identify alternative methods for minimizing and mitigating the impacts of future development on traffic and circulation, including improvements to local streets and highways, expansion of public transit services, and enhancements to paths and trails.

3.1.c Coordinate the development and analysis of alternative strategies with all relevant stakeholders, in a manner that recognizes coastal access and recreation as a priority use.

3.2 Evaluate Alternatives and Identify a Preferred Alternative

3.2.a Analyze the cost and feasibility of the identified alternatives, their consistency with applicable regulations and standards, and the effect they will have on traffic and circulation. Analyze the potential reduction in development capacity that would reasonably result from implementation of land use strategies.

3.2.b Identify a Preferred Alternative in consultation with the County staff, the Technical Advisory Committee (TAC) and other stakeholders using the criteria identified in Task 1.

3.2.c Produce a Draft Alternatives Report that shall recommend which alternatives should be pursued and why.

3.3 Review Potential Environmental Impacts

3.3.a Conduct environmental review required to address CEQA requirements. An Initial Study will be prepared to assess the extent to which significant environmental impacts may occur with development of the project. The Initial Study typically includes a project description, brief environmental setting, potential environmental impacts and brief explanations to support findings, mitigation measures for any significant effects, a description of consistency with related plans and policies, and names of parties responsible for preparation.

3.3.b (Contingency) Based on the Initial Study, one of three approaches will be used to complete the environmental assessment of the project. The associated costs for each approach are included as part of the contingency budget.

- If the Initial Study checklist shows that no additional significant impacts would be generated that are not already accounted for in the Program EIR, we will proceed with a basic Negative Declaration with no additional analysis. This basic Negative Declaration will include brief explanatory text for each relevant issue area describing the reasons why no significant impact is expected. More detailed analysis (e.g., quantifying air quality impacts) would not be included. We will prepare an administrative draft Negative Declaration and revise it based on one set of consolidated comments from County staff.
- An expanded Mitigated Negative Declaration (MND) would be prepared if it is determined that any potential significant environmental effects can be reduced to a level of insignificance through project revisions, pursuant to Section 21064.5 of the California Public Resource Code.

The expanded MND would consist of a description of the impacts associated with each issue area supplemented by a more in-depth analysis of certain topics where potential impacts have been identified. Mitigation measures will be identified as necessary to reduce identified potentially significant effects.

- We would prepare a full EIR if it were found that the project could have significant environmental effects that are unavoidable; i.e., if no reasonable mitigation could be undertaken to reduce the effects to a less than significant level. The preparation of an EIR is not included in the project budget.

In all cases, alternatives will be analyzed to the extent legally required.

4. Development of the Comprehensive Transportation Management Plan

4.1 Develop Policies, Programs, and Projects for the Preferred Alternative

4.1.a Identify options for financing improvements, including through the establishment of an in-lieu fee traffic mitigation program.

4.1.b Identify methods for reducing the extent of future development to that which can be accommodated by the local circulation system, including through the establishment of mandatory lot merger requirements. Based on public review of the alternatives and County staff direction, develop programs and policies to implement land use buildout reduction strategies.

4.1.c Increase the efficiency, consistency, and effectiveness of the development review process by selecting and implementing strategies that provide a fair and uniform basis for offsetting the cumulative impacts of individual residential development proposals.

4.1.d Establish new programs, policies, and procedures to implement the transportation improvement strategies from the CTMP selected by the Board of Supervisors through a public review process.

4.1.e Complete and present the Draft Alternatives Report to the Midcoast Community Council, the Planning Commission, and the Board of Supervisors, and publish a Final Report that responds to all questions and comments received regarding the Draft.

4.2 Prepare Final Plan

4.2.a Compile all information contained in the Buildout Analysis and Traffic Projections Report, and Final Alternatives Report within a DRAFT Transportation Management Plan that also describes the process used to create the Plan.

4.2.b In partnership with the County, will present the DRAFT CTMP to the Midcoast Community Council, the Planning Commission, and the Board of Supervisors for adoption.

4.2.c Publish a Final CTMP that responds to all comments and questions received regarding the Draft.

Schedule of Deliverables		
1.	Project Kick-off Meeting	May 2014
2.	Finalize Stakeholder Engagement Strategy	May 2014
3.	Review Prior Buildout and Services Capacity Projections	June 2014
4.	Develop Methods for Obtaining Missing Data and Updating Buildout Projections	June 2014
5.	Review Existing Traffic Data and Identify Gaps and Service Standards	June 2014
6.	Draft Buildout Analysis and Traffic Projections Report	August 2014
7.	Present Draft Buildout Analysis and Traffic Projections Report to Technical Advisory Committee and Planning Commission	September 2014
8.	Finalize and Publish Buildout Analysis and Traffic Projections Report	October 2014
9.	Formulate Alternative Response to Existing and Future Traffic Conditions	December 2014
10.	Develop and Publish Draft Alternatives Report	February 2015
11.	Address CEQA Requirements	February 2015
12.	Present Draft Alternatives Report to Public and Planning Commission, and Board of Supervisors	March 2015
13.	Refine Alternatives Based on Public, Planning Commission, and Board of Supervisors Feedback	March 2015
14.	Publish Initial DRAFT Comprehensive Transportation Management Plan; Present Data, Public Input, Preferred Alternative Analysis in Initial DRAFT CTMP	May 2015
15.	Present Initial DRAFT CTMP to Public, Planning Commission, and Board of Supervisors	May 2015
16.	Planning Commission Adoption of DRAFT Comprehensive Transportation Management Plan	June 2015
17.	Board of Supervisors Adoption of DRAFT Comprehensive Transportation Management Plan	August 2015