

Work plan for the Brisbane Shoreline Resilience Plan

Project Summary:

The City of Brisbane (the City)'s 1.5-mile shoreline contains critical regional infrastructure, including U.S. Highway 101, Caltrain tracks, the Brisbane Marina, and wastewater pump stations. While previous assessments conducted by San Mateo County and other agencies have identified these regional assets as vulnerable to sea level rise, very limited adaptation planning has been completed for this reach of the San Francisco Bay shoreline. This project will address that gap by developing a comprehensive subregional shoreline adaptation plan focused on enhancing Brisbane's resilience to sea level rise.

OneShoreline will lead the development of the *Brisbane Shoreline Resilience Plan* (Plan) in partnership with the City. The planning effort will include coordination with Caltrans, the City of South San Francisco, and the City and County of San Francisco. The project will assess flood vulnerabilities and develop adaptation strategies for low-lying developed lands, infrastructure, trails, coastal habitats, and open space. The resulting plan will align with the Bay Conservation and Development Commission's (BCDC) Regional Shoreline Adaptation Plan (RSAP) guidelines and fulfill Senate Bill 272 requirements for the City. Funding from the Ocean Protection Council (OPC) will support all tasks (administration, coordination, and reporting; technical and community engagement; updating existing conditions and vulnerability assessment; and development of the Plan). OneShoreline's local matching funds will supplement OneShoreline's staff time managing this project.

This project addresses the OPC Strategic Plan Objective 1.1: Build Resiliency to Sea Level Rise, Coastal Storms, Erosion and Flooding. It also addresses Objective 2.1: Enhance Engagement with Tribes and Objective 2.2: Enhance Engagement with Underserved Communities.

Objective:

The goal of the project is to produce a finalized *Brisbane Shoreline Resilience Plan* (Plan) that addresses the current lack of cohesive adaptation planning for Brisbane's shoreline. This subregional shoreline adaptation plan will align with RSAP guidelines and fulfill Senate Bill 272 requirements for the City. The Plan will include updated vulnerability assessments based on best available science, identify adaptation strategies and pathways for priority areas, and present feasible adaptation strategies to reduce risks to critical infrastructure, natural lands, and developed areas. Community input will be incorporated throughout the planning process to inform both the identification of priority areas and the selection of adaptation strategies, in alignment with the RSAP Equity Assessment Standard.

Project Tasks and Deliverables:

References in parentheses (e.g., B1, B3, C1, C2) indicate the corresponding RSAP elements addressed by each task.

Task 1: Administration Coordination and Reporting

1.1 Project Management

OneShoreline will oversee and manage the project's scope, schedule, and budget, serving as the lead for overall project administration and coordination. Key responsibilities include the following:

- Develop the project charter
- Convene the Technical Advisory Committee (TAC), consisting of staff from Caltrans, Brisbane, South San Francisco, and San Francisco, and other interested agencies
- Submit **Notice of Intent (NOI) to Initiate a Plan** to BCDC
- Prepare quarterly invoices and progress reports

1.2 Consultant Procurement

OneShoreline will lead the procurement of consultants to support technical and outreach activities outlined in Tasks 2-4. This subtask includes the following:

- Release Requests for Proposals (RFPs) for a technical consultant and an outreach consultant
- Conduct consultant selection process
- Execute consultant contracts

1.3 Coordination

This subtask includes the following coordination activities:

- Regular meetings with the technical and outreach consultants
- Track project progress
- Maintain shared resources (e.g., SharePoint, mailing lists)
- Organize consultation meetings with OPC and BCDC to gather feedback on the following:
 - NOI to Initiate a Plan
 - Administrative draft of Existing Conditions and Vulnerability Assessment (RSAP Elements B and C)
 - Administrative draft of Adaptation Strategies and Pathways (RSAP Element D)
 - Administrative draft of *Brisbane Shoreline Resilience Plan* (RSAP Elements A-G)

Task 1

Deliverable:

- Notice of Intent (NOI) to Initiate a Plan to BCDC, including a more detailed work plan that includes consultants' scopes of work
- Quarterly invoices and progress reports
- Copies of RFPs
- Executed professional services contracts and amendments
- List of TAC meetings
- Summaries of consultation meetings with OPC and BCDC

Task 2:

Technical and Community Engagement

2.1 Technical Engagement

OneShoreline will lead technical engagement with support from City staff and a technical consultant. This subtask includes the following:

- Collect and review TAC inputs on consultant deliverables
- Consult with the Association of Ramaytush Ohlone, with whom OneShoreline is already partnering on other projects
- Coordinate with adjacent cities (San Francisco and South San Francisco) at key milestones (to be specified in the NOI to BCDC) to align adaptation strategies across jurisdictions

- Prepare draft Planning Process chapter (RSAP Element A) based on the notice of intent to initiate a Plan (Task 1.1), incorporating feedback from OPC and BCDC, and following the requirements in the RSAP submittal checklist

2.2 Community Engagement

Community engagement will be co-led by OneShoreline and the City, with support from an outreach consultant and a community-based organization. The community-based organization will lead equity-based engagement, with oversight from OneShoreline and the City. Engagement will be coordinated with other relevant planning efforts, including the Brisbane Lagoon Watershed Sea Level Rise Adaptation Planning project.

Key responsibilities of the outreach consultant:

- Develop a Community Engagement Plan, which will identify priority communities (e.g., residents, anglers, marina users, environmental justice communities, Bay Trail users) and targeted engagement strategies
- Prepare outreach materials (e.g., project webpage, flyers, newsletters)
- Provide support for the community workshops (more details will be included in the NOI to BCDC)

Key responsibilities of the community-based organization:

- Lead outreach to priority communities
- Help organize 3 community workshops designed to gather community input on the following:
 - Workshop #1: local vision (RSAP Element D1) and refined Existing Conditions and Vulnerability Assessment (RSAP Elements B and C)
 - Workshop #2: draft Adaptation Strategies and Pathways (RSAP Element D)
 - Workshop #3: draft *Brisbane Shoreline Resilience Plan* (RSAP Elements A-G)
- Provide language translation services at community workshops and for the development of outreach materials

Task 2

Deliverable:

- Summary notes from meetings with the Association of Ramaytush Ohlone, with sensitive identifying or confidential information removed
- Agendas, attendance lists, and notes for coordination meetings with adjacent cities (San Francisco and South San Francisco)
- Draft Planning Process chapter (RSAP Element A), with BCDC comments
- Community Engagement Plan
- Summaries of community input gathered at engagement events
- Copies of outreach materials

Task 3:

Refined Existing Conditions and Vulnerability Assessment

3.1 Refined Existing Conditions (RSAP Element B)

OneShoreline will lead this subtask, with support from the City, technical consultant, outreach consultant, and community-based organization. BCDC's

RSAP Atlas and existing City and County data will be leveraged for this subtask. Key tasks include:

- Review and synthesize existing plans, studies, and other relevant information, including products from the Brisbane Lagoon Watershed Sea Level Rise Adaptation Plan (B1)
- Map and describe physical and ecological characteristics of the landscape within Brisbane (B2)
- Map and describe existing populations, assets, sectors, services, and land uses within Brisbane (B3)
- Prepare draft Existing Conditions chapter, incorporating input from the TAC, adjacent cities, the Association of Ramaytush Ohlone, and attendees of community workshop #1

3.2 Refined Vulnerability Assessment (RSAP Element C)

OneShoreline will lead this subtask, with support from the City, technical consultant, outreach consultant, and community-based organization. San Mateo County's 2018 Sea Level Rise Vulnerability Assessment will be updated to align with the Coastal Flood Hazards and Sea Level Rise Scenarios Standard. BCDC's RSAP Atlas will be leveraged for this subtask. Key tasks include:

- Map and describe exposure of people, assets, ecosystems, and services to coastal flooding hazards across the 0.8 ft, 3.1 ft, 4.9 ft, and 6.6 ft sea level rise scenarios (C1)
- Conduct a vulnerability assessment for priority areas and summarize vulnerability to current and future hazards (C2)
- Prepare draft Vulnerability Assessment chapter, incorporating input from the TAC, adjacent cities, the Association of Ramaytush Ohlone, and attendees of community workshop #1

Task 3

Deliverable:

- Draft Existing Conditions chapter (RSAP Element B), with BCDC comments
- Draft Vulnerability Assessment chapter (RSAP Element C), with BCDC comments

Task 4:

Brisbane Shoreline Resilience Plan

OneShoreline will lead the development of the *Brisbane Shoreline Resilience Plan* (RSAP Elements D-G), with support from Brisbane city staff, technical consultant, outreach consultant, and community-based organization. BCDC's RSAP Atlas will be leveraged for this task.

4.1 Adaptation Strategies and Pathways (RSAP Element D)

- Develop local vision and goals for Brisbane, incorporating public input from community workshop #1 (D1)
- Identify adaptation strategy alternatives for priority areas and consider flood risks across Brisbane (D2). OneShoreline and the City will determine priority vulnerabilities for Element D based on community member input and the results of the refined vulnerability assessment.
- Elevate adaptation alternatives to determine selected adaptation strategies (D3)

- Develop conceptual plans and descriptions of selected adaptation strategies and pathways that include physical and non-physical strategies (D4)
- Prepare the draft Adaptation Strategies and Pathways chapter, incorporating input from the TAC, adjacent cities, and the Association of Ramaytush Ohlone

4.2 Land Use and Policy Plan (RSAP Element E)

- Propose land use and policy changes necessary to enact the adaptation strategies and pathways identified in Element D (E1), based on input from community workshop #2.
- Outline the planning, policy, and programmatic processes necessary to enact the adaptation strategies and pathways identified in Element D (E2)
- Prepare the draft Land Use and Policy Plan chapter, incorporating input from the TAC, adjacent cities, and the Association of Ramaytush Ohlone

4.3 Implementation Plan and Funding Strategy (RSAP Element F)

- Develop an implementation plan that identifies next steps (F1)
- Develop a funding strategy for implementing adaptation strategies and pathways (F2)
- Develop a monitoring program to ensure effective implementation of adaptation pathways (F3)
- Develop a timeline and strategy for Plan updates (F4)
- Prepare the draft Implementation Plan and Funding Strategy chapter, incorporating input from the TAC, adjacent cities, and the Association of Ramaytush Ohlone

4.4 Project List (RSAP Element G)

- Develop a priority project list that summarizes priority adaptation projects (G1)
- Prepare the draft Project List chapter, incorporating input from the TAC, adjacent cities, the Association of Ramaytush Ohlone, and the community

4.5 Final Plan Development

- Prepare administrative draft of the *Brisbane Shoreline Resilience Plan* to be reviewed by the TAC, adjacent cities, the Association of Ramaytush Ohlone, BCDC, and OPC
- Prepare public draft of Plan based on feedback on the administrative draft
- Release the public draft for community review and comment
- Prepare the Final Plan, incorporating input from community workshops #2 and #3
- Present Final Plan to Brisbane Planning Commission and City Council for approval
- Develop materials, including CEQA compliance documentation and formal public notices, to support BCDC's approval process

Task 4**Deliverable:**

- Draft Adaptation Strategies and Pathways chapter (RSAP Element D), with BCDC comments
- Draft Land Use and Policy Plan chapter (RSAP Element E), with BCDC comments
- Draft Implementation Plan and Funding Strategy chapter (RSAP Element F), with BCDC comments
- Draft Project List chapter (RSAP Element G), with BCDC comments
- Public Draft of Plan, with BCDC comments
- Memorandum summarizing engagement and public comments on Public Draft Plan
- Memorandum outlining expected timeline for plan approval by City of Brisbane and BCDC
- Final Brisbane Shoreline Resilience Plan
- Staff reports and presentation slides for Brisbane Planning Commission and City Council

Detailed Deliverables Schedule

Task	2026											
	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Task 1												
1-1		●										
1-2				●								
1-3						●						
1-4				●			●			●		
1-5				●			●			●		
1-6				●			●			●		
Task 2												
2-1				●			●			●		
2-2								●				
2-3							●					
2-4				●			●			●		
2-5												
Task 3												
3-1								●				
3-2								●				
<i>Workshop #1</i>								☒				
Task 4												
4-1								●				
4-2												
<i>Workshop #2</i>												
4-3												
4-4												
4-5												
4-6												
<i>Workshop #3</i>												
4-7												
4-8												
4-9												

Task	2027												2028		
	Q1			Q2			Q3			Q4			Q1		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Task 1															
1-1															
1-2															
1-3															
1-4	●			●			●			●			●		
1-5	●			●			●			●			●		
1-6	●			●			●			●			●		
Task 2															
2-1	●			●			●			●			●		
2-2															
2-3															
2-4	●			●			●			●			●		
2-5										●					
Task 3															
3-1															
3-2															
<i>Workshop #1</i>															
Task 4															
4-1															
4-2	●														
<i>Workshop #2</i>	☒														
4-3						●									
4-4						●									
4-5						●									
4-6						●									
<i>Workshop #3</i>						☒									
4-7								●							
Admin Draft Final Plan									●						
Final for Adoption Packet											●				
Schedule Float															
4-8															●
4-9															●

Major Deliverable Milestones:

Task	Deliverable Name	Estimated Due Date
Task 1: Administration Coordination and Reporting		
1-1:	Requests for Proposal (RFPs)	February 2026
1-2:	Professional services contracts	April 2026
1-3:	Notice of Intent (NOI) to Initiate a Plan, including a more detailed work plan, to be submitted to BCDC	June 2026
1-4:	Invoices and progress reports	Every quarter
1-5:	List of TAC meetings	Quarterly (as needed)
1-6:	Agenda and Notes from meetings with OPC and BCDC	Quarterly (as needed)
Task 2: Technical and Community Engagement		
2-1:	Summary of meetings with Association of Ramaytush Ohlone, adjacent cities, and other stakeholders	Quarterly (as needed)
2-2:	Draft Planning Process Chapter (RSAP Element A) with BCDC comments.	August 2026
2-3:	Community Engagement Plan	July 2026
2-4:	Summaries of community input gathered at events	Quarterly (as needed)
2-5:	Copies of outreach materials	October 2027
Task 3: Refined Existing Conditions and Vulnerability Assessment		
3-1:	Draft Existing Conditions chapter (RSAP Element B) with BCDC comments.	August 2026
3-2:	Draft Vulnerability Assessment chapter (RSAP Element C) with BCDC comments.	August 2026
Task 4: Brisbane Shoreline Resilience Plan		
4-1:	Approval process memorandum	August 2026
4-2:	Draft Adaptation Strategies and Pathways chapter (RSAP Element D) with BCDC comments.	January 2027

Task	Deliverable Name	Estimated Due Date
	4-3: Draft Land Use and Policy Plan chapter (RSAP Element E) with BCDC comments.	June 2027
	4-4: Draft Implementation Plan and Funding Strategy chapter (RSAP Element F) with BCDC comments.	June 2027
	4-5: Draft Project List chapter (RSAP Element G) with BCDC comments.	June 2027
	4-6: Public draft of <i>Brisbane Shoreline Resilience Plan</i> with BCDC comments.	June 2027
	4-7: Engagement and public comments memorandum	August 2028
	4-8: Final Brisbane Shoreline Resilience Plan	March 2028
	4-9: Brisbane staff reports and presentations for City approvals	March 2028