



**San Mateo County
Flood and Sea Level Rise
Resiliency District**

Request for Proposals

**Master Services Agreement for
Brisbane Shoreline Resilience Planning**

RFP Number: FSLRRD-2026-04-10A

Release Date: April 10, 2026

Preproposal Workshop: April 20, 2026, 10:00 AM PST

Deadline for Questions: May 4, 2026, at 5:00 PM PST

Deadline to Respond: May 15, 2026, at 5:00 PM PST

No Extensions

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1 INTRODUCTION

1.1 Project Overview

OneShoreline is seeking proposals from a single qualified, multidisciplinary consulting team to provide professional technical services in support of two interrelated projects: the **Brisbane Shoreline Resilience Plan** and the **Brisbane Living Shoreline Project**.

Services will be delivered under a Master Services Agreement (MSA) with a **not-to-exceed value of \$675,000** structured across at least two task orders reflecting the funding sources governing each project. OneShoreline may issue additional Brisbane shoreline-related task orders under an amended MSA not-to-exceed amount if additional funding becomes available.

The Brisbane Shoreline Resilience Plan (Plan) is a **subregional shoreline adaptation plan** developed in conformance with BCDC's Regional Shoreline Adaptation Plan (RSAP), fulfilling the City of Brisbane's Senate Bill (SB) 272 (Laird, 2022) requirements. The Plan is funded by an executed Ocean Protection Council (OPC) SB1 sea level rise adaptation planning grant. The selected Technical Consultant team (Consultant) will serve as the primary technical author, leading all technical RSAP work in an iterative co-development process with OneShoreline, the City of Brisbane, and a Technical Advisory Committee (TAC), and other stakeholder and public engagement cycles.

Along the same shoreline reach as the Plan, the Brisbane Living Shoreline Project (LSP) is a concurrent planning effort targeting **restoration of over 100 acres of eelgrass and 50 acres of native oyster habitat**, with flood risk co-benefits. The LSP is funded by a pending San Francisco Bay Restoration Authority (SFBRA) Measure AA grant; execution is anticipated in late 2026. The selected Consultant will provide technical support to complement OneShoreline's research partners who lead biological data collection, restoration science, and restoration concept development.

1.2 About OneShoreline

OneShoreline is the San Mateo County Flood and Sea Level Rise Resiliency District, established by State legislation effective January 1, 2020 as the first independent government special district in California created specifically to address the water-related impacts of climate change across jurisdictional boundaries (Assembly Bill 825, Mullin, 2019).

OneShoreline works to advance resilience to sea level rise, extreme storms, drought, erosion, and groundwater rise for developed, natural, and recreational areas, and to plan land use and infrastructure for both current and future climate-driven conditions. To do this, OneShoreline works with local governments, state agencies, scientific and educational institutions, asset owners, advocacy organizations, community-based organizations, and the public to use the best available science and public and private resources to deliver multiple benefits equitably to people, ecosystems, and the economy.

2 PROJECT CONTEXT

This section provides a high-level overview of the project context. Proposers should also review the **Brisbane Shoreline Resilience Planning Context** document, released as Attachment A to this RFP, and references contained therein before preparing a proposal. The Context document provides detailed site, ecological, regulatory, community, and other information relevant to this RFP.

San Mateo County's low-lying Bay shoreline, dense regional infrastructure, and extensive development make it among the most sea level rise-exposed counties in California.¹ Within this context, Brisbane's approximately 1.5-mile Bay shoreline stands out as a regional priority. Its narrow, low-lying edge runs along U.S. Highway 101 and the Caltrain corridor, a designated Priority Development Area, and recreational assets Sierra Point and the Brisbane Marina. It is also the only area in this part of the Bay in San Mateo County identified as a priority for large-scale oyster and eelgrass habitat restoration. This project will produce Brisbane's first shoreline adaptation plan, aligned with neighboring jurisdictions, while advancing a concurrent habitat restoration effort.

The Plan must align with BCDC's RSAP subregional plan guidelines, requires City approval, and is subject to BCDC milestone reviews and final approval. The Living Shoreline Project will be advanced under a Measure AA grant. Technical work under both task orders should be developed in accordance with BCDC's Bay Plan, the San Francisco Bay Regional Water Quality Control Board's Basin Plan, and other relevant permitting guidance and policy.

The procurement of a single consultant team is intended to support integrated technical assumptions, aligned deliverable schedules, and consistent public messaging across both the Plan and the LSP. OneShoreline will manage the project in partnership with the City of Brisbane. Roles and responsibilities are outlined in Table 1.

Table 1. Anticipated Project Governance and Roles

Party	Role	Key Responsibilities
OneShoreline	Project lead	Overall administration, budget, schedule, and grant compliance; convene and chair TAC; primary point of contact for OPC, BCDC, and SFBRA
City of Brisbane	Municipal partner & plan adopting agency	Participate in Project Management Team; support day-to-day coordination and City alignment; bring the Plan forward to City decision-making bodies at key milestones
Technical Advisory Committee (TAC)	Technical guidance & input	Provide technical input and guide major planning decisions; includes City of Brisbane, Caltrans, South San Francisco, City and County of San Francisco, and other implementation agencies
Technical Consultant (this RFP)	Primary technical author & delivery lead	Lead all technical work across both task orders; serve as primary author of all Plan chapters and deliverables; collaborate with Outreach Consultant and LSP research partners; develop technical materials for community outreach
Outreach Consultant (separate contract)	Community engagement support	Lead engagement strategy; co-design and facilitate community outreach and meetings in collaboration with the Consultant; develop public-facing materials from technical products; plan and coordinate workshops; support promotion, logistics, and follow-through
Scientific Research Partners (separate contracts)	Science Lead	Lead biological data collection, habitat assessment, and restoration science for the LSP; collaborate with Technical and Outreach Consultants on contracted scopes of work

¹ <https://oneshoreline.org/slr-studies/>

2.1 Anticipated Outcomes

The Brisbane Shoreline Resilience Plan will:

- Satisfy all RSAP Elements and Minimum Standards, fulfilling SB 272 requirements for the City of Brisbane and positioning the Plan for BCDC review and City adoption
- Provide updated vulnerability assessments based on best available science and state-adopted sea level rise scenarios, with explicit treatment of compound flood dynamics
- Identify adaptation strategies and pathways for priority areas across 2050 and 2100 planning horizons, including feasible solutions for Highway 101 and other critical regional infrastructure
- Support coordinated implementation across jurisdictions within the Yosemite–Visitacion Operational Landscape Unit (OLU) described in the 2019 San Francisco Bay Shoreline Adaptation Atlas²
- Incorporate community input in alignment with the RSAP Equity Assessment Standard
- Position the City, OneShoreline and other implementation partners for future funding, permitting, and project delivery

The Brisbane Living Shoreline Project will:

- Establish baseline biological, hydrodynamic, and geotechnical conditions sufficient to support concept design and environmental review
- Advance a preferred restoration strategy to 30% concept design, with constructability analysis and planning-level cost estimates
- Complete CEQA documentation and draft permit applications for applicable agencies
- Produce an implementation plan covering construction strategy, easement framework, and monitoring and maintenance
- Engage community members and advance workforce development opportunities connected to restoration planning and implementation
- Demonstrate a replicable model for integrating habitat restoration into shoreline adaptation planning, with documented co-benefits for flood risk reduction and ecological function

² <https://www.sfei.org/projects/san-francisco-bay-shoreline-adaptation-atlas>

3 PROPOSAL PROCESS & REQUIREMENTS

3.1 RFP Schedule

Table 2. Milestones and Anticipated Dates for Procurement

Milestone	Date
Advertisement of RFP	April 10, 2026
Pre-Proposal Workshop	April 20, 2026, at 10:00 AM PT
Deadline for Proposers to Submit Questions	May 4, 2026, at 5:00 PM
OneShoreline Posts Responses to Questions	May 8, 2026, at 5:00 PM
Deadline to Submit Proposals	May 15, 2026, at 5:00 PM PT
Consultant Interviews	June 2–4, 2026
Notification of Selection	June 8, 2026
Deadline for Negotiation of Agreement	June 16, 2026
OneShoreline Board Authorization to Execute Agreement	June 22, 2026

3.2 Proposal Process

Pre-Proposal Workshop & Questions

Prospective consultants are encouraged to attend a virtual pre-proposal workshop to learn more about the project and RFP.

- **Date/Time:** April 20, 2026, at 10:00 AM PT
- **Register here:** <https://onshoreline-org.zoom.us/meeting/register/DdH4rRRoSliQ12z64GZIUQ>

While oral responses may be provided during the workshop, only written addenda issued by OneShoreline shall be considered binding.

Following the pre-proposal workshop, questions regarding this RFP may be submitted via email to projects@onshoreline.org. Responses to all questions will be posted at: <https://onshoreline.org/document-library/>

Submission of Proposals

The deadline for proposals is Monday, May 15 at 5:00 PM PT. There will be no extensions. Proposers must submit a single PDF file via email to **Clare Keating, Project Manager** at projects@onshoreline.org. Proposals must be valid for a period of 120 days from the date of submission. Late or incomplete proposals will not be considered.

Interviews

Multiple consultant teams may be invited for in-person interviews at OneShoreline’s offices, **1700 S. El Camino Real, San Mateo, CA**. Interviews will focus on team qualifications, approach, and ability to effectively collaborate with OneShoreline and project partners.

Final interview schedule blocks will be posted with the responses to questions and **key consultant team staff should tentatively reserve availability for interviews June 2–4, 2026**. Alternative interview dates are unlikely to be accommodated.

3.3 Proposal Requirements

Length & Formatting

All proposals must adhere to the following length and formatting requirements. Proposals that do not comply with these instructions may be deemed non-responsive and disqualified from further consideration.

Proposals **must not exceed 40 pages total**, including all supporting materials except:

- Front and back cover
- Section dividers
- Appendices (Fee proposal, staff resumes, and required legal and contractual disclosures)

Proposals and appendices **must follow the stated formatting requirements**, specifically:

- Minimum 11-point font for body text; minimum 10-point for all other text including graphics and tables.
- Number all pages clearly and sequentially. Do not number cover pages or section dividers.
- Page layouts must be US Letter size (8.5" x 11") but may include up to four tabloid sized pages (11" x 17"), each counted as one page. Additional tabloids will count as two pages each and should be numbered as such.
- Proposals shall be a single consolidated PDF for electronic submission, with headings bookmarked and a linked table of contents.

Required Content

Proposals must include the following content sections, organized in the order listed below:

Cover Materials. Proposals shall include the following cover materials:

- Proposal cover including RFP title and number, prime firm name, and submission date
- Signed cover letter from an individual authorized to contractually bind the proposer
- Primary point of contact (name, title, phone number, and email address)

Executive Summary. Proposals shall include an executive summary providing a concise overview of the proposer's qualifications, understanding of the project, and proposed approach.

Section 1. Team and Organization. Proposals shall describe the composition, roles, and capacity of the proposed project team, including:

- Description of prime firm and subconsultants, with roles and responsibilities.
- Organizational chart showing all proposed key staff and team members, firms, and roles.
- Bios for key staff, including roles, qualifications, office locations, and percent availability by quarter through the end of 2026.
- For each key staff member, identification of any concurrent RSAP or RSAP-aligned shoreline adaptation plans to which they are assigned during the proposed project period, including the general role (e.g., project manager, technical lead, advisory support) and anticipated level of involvement.

Section 2. Relevant Firm Experience. Proposals shall demonstrate the prime firm's experience delivering projects comparable in scope, complexity, and context, including at least three comparable

projects completed by the prime firm within the past ten years, with the following information for each:

- Client name, project scope, schedule and budget
- Team members involved and their roles
- Description of technical components and outcomes with explicit connection to adaptation planning, flood risk, or coastal resilience, and relevance to this scope
- One agency reference per project: name, title, phone, and email

Section 3. Project Understanding. Proposals shall demonstrate the team's understanding of the Brisbane shoreline context through responses that reflect independent analysis and site-specific judgment. Restating RFP or Project Context document content will not satisfy these questions. Address the following:

- What does the team identify as the primary technical planning challenge for this stretch of shoreline?
- How do the physical, land use, and jurisdictional characteristics of this reach interact in ways that complicate adaptation strategy development?
- What are the most significant technical risks or uncertainties the team anticipates in delivering the vulnerability assessment and adaptation pathways?
- How should the LSP inform the planning process? How should the Plan process inform the LSP?
- Where does the team see the most significant methodological gap between the 2018 San Mateo County SLR Vulnerability Assessment and available BCDC RSAP Atlas findings?

Section 4. Technical Approach and Task Order 1 Scope of Work. Proposals shall describe the proposed technical approach for completing the scope outlined in this RFP. Responses should build on the project context, scope, governance, and other sections described in this RFP rather than restate them, and must reflect the iterative co-development process, RSAP requirements, and review cycle structure that govern this work.. Address the following:

- **Overall planning process and approach**, including how the team proposes to structure and phase work across the Plan and LSP workstreams. Proposers should provide a high-level approach for integrating future Task Order 2 LSP support.
- **Project Schedule** with a brief narrative identifying interdependencies and critical path. Requirements for schedule content are define in Section 4.2.
- **Task Order 1 scope of work**, defining how each task and subtask will be executed, sequenced, and managed; accompanied by a process schematic spanning the full contract period. OneShoreline intends to use the proposed scope as the basis for negotiating an initial task order with the selected prime firm.
- **Coordination structure**, describing how the team will manage work across OneShoreline, the City of Brisbane, the Outreach Consultant, TAC, stakeholder agencies, and the public, including how the team will identify, track, and mitigate coordination risks.
- **Vulnerability assessment methodology**, including how the team will update the San Mateo County 2018 Sea Level Rise Vulnerability Assessment and BCDC RSAP Atlas to meet BCDC's current Coastal Flood Hazards and Sea Level Rise Scenarios Standard and Element C requirements.
- **Vulnerability prioritization**, describing the team's approach to prioritizing areas for adaptation

strategy alternatives.

- **RSAP Minimum Standards compliance**, including the team's approach to satisfying the Adaptation Strategy Standards and plan requirements. Specifically, how the team will prioritize nature-based measures where feasible, and what is the process or framework for documenting and defending decisions where site constraints or infrastructure protection needs make nature-based options limited or impractical.
- **Adaptation pathways approach**, including how the team structures decision points and trigger thresholds across 2050 and 2100 planning horizons and range of coastal hazard scenarios.
- **RSAP Elements E through G**, describing the team's expertise and approach to developing land use and policy recommendations, a funded implementation strategy, and a prioritized project list suitable for City adoption.
- **Quality Assurance / Quality Control**, outlining the team's QA/QC process for technical deliverables of this complexity and public and regulatory sensitivity. Be specific about how QA/QC is applied to BCDC-facing submittals and iterative draft cycles.
- **Team Differentiator**, describing one approach, methodology, tool, or idea, applicable to any aspect of this scope, that your team would bring to this project that would meaningfully add to the Plan's value, usability, or impact. Make the case for why it matters for this project.

Appendix A: Fee Proposal. Proposals shall include a detailed fee proposal that reflects the proposed scope of work, including:

- Task and subtask budget breakdown with labor hours by staff classification
- Fully burdened billing rates by staff classification for each firm
- Subconsultant costs included in task budgets; markups shall not exceed 5%
- Itemized allowable direct costs
- Assumptions underlying scope limitations, labor, tasks and direct costs
- The minimum font size for the fee proposal is 10 point.

Appendix B: Resumes. Proposals shall include a maximum of 15 key personnel resumes, two pages each maximum.

Appendix C: Legal and Contractual Disclosures. Proposals shall include the following legal and contractual disclosures:

- Disclosure of any active or recent litigation (last 3 years)
- Any exceptions to this RFP or OneShoreline's standard contract
- Confirmation of acceptance of:
 - OneShoreline's Standard Master Services Agreement and Insurance Requirements
 - Non-Collusion and Conflict of Interest Statement

4 SCOPE OF WORK, SCHEDULE, & BUDGET

This section describes the full Consultant scope of work for both the Brisbane Shoreline Resilience Plan and the Brisbane Living Shoreline Project, organized into two task orders reflecting the distinct funding sources governing each project. Tasks 1 through 4 constitute the Plan scope under Task Order 1 (OPC SB1 funded); Task Order 2 covers LSP (Measure AA funded) technical support.

4.1 Scope of Work

The following defines the detailed minimum scope of work for Task Order 1 and the general scope for Task Order 2. Task Order 2 will be scoped in detail collaboratively following grant execution, anticipated in late 2026. The Consultant is expected to manage integration across both workstreams proactively. Where tasks overlap the Consultant should treat them as interconnected rather than parallel.

TASK ORDER 1 – SHORELINE RESILIENCE PLAN

The OPC-approved Work Plan (Attachment B) defines the minimum grant scope and OneShoreline's grant deliverables and is incorporated by reference. The scope in this RFP expands on the Work Plan with Consultant deliverables and process requirements. Where the two documents differ, this RFP governs for Consultant scope; the Work Plan governs for grant compliance.

References in parentheses (e.g., B1, C2, D3) correspond to RSAP Element subtasks as defined in the RSAP Guidelines and OPC Work Plan. Proposers should cross-reference Attachment B and the RSAP Guidelines for the full requirements associated with each subtask.

TASK 1 – PROJECT MANAGEMENT

The Consultant is responsible for project management, coordination, and reporting. Key responsibilities include:

- Managing the overall project schedule, budget, and deliverables, including proactive identification and escalation of schedule risks.
- Coordinating clearly and promptly with OneShoreline, the Outreach Consultant, and the LSP research partners
- Preparing and submitting monthly invoices with associated progress reports.
- Establishing and maintaining a dedicated SharePoint site with current versions of all deliverables, meeting notes, and decisions
- Participating in required consultation meetings with OPC and BCDC at key milestones as directed by OneShoreline.
- Supporting preparation of required documentation for grant closeout.

Within 30 days of Notice to Proceed, the Consultant shall submit to OneShoreline for review and approval a proposed Plan template, including document layout, typography, color palette, graphic standards, and sample chapter structure, and a figure and map style guide establishing graphic standards for all maps, charts, diagrams, and visualizations to be produced under this contract. The Consultant shall obtain written approval of both documents before submitting any chapter working drafts. All deliverables produced under this contract shall conform to the approved standards.

Task 1 Deliverables

- Plan template and figure/map style guide (draft and final)
- Project Management Plan (draft and final)
- Project management meeting agendas, materials, and summary notes
- Monthly progress reports and invoices
- Project decision log

TASK 2: TECHNICAL & COMMUNITY ENGAGEMENT

Task 2 establishes the engagement and coordination scope that supports plan development throughout the project. The Consultant is expected to treat TAC meetings, agency coordination, and community engagement as opportunities to co-create plan content, build shared understanding of technical findings, and surface priorities that meaningfully shape planning decisions.

- Plan, prepare materials for, and facilitate TAC meetings throughout the project in coordination with OneShoreline
- Support development of the Engagement Plan in coordination with OneShoreline and the Outreach Consultant, including updates to reflect schedule changes, emerging technical findings, and community input received to date
- Coordinate with Outreach Consultant to prepare accessible presentation materials, fact sheets, and visualizations to support community understanding of vulnerability findings and adaptation options
- As directed, support OneShoreline-led coordination with South San Francisco, the City and County of San Francisco, Caltrans, the Association of Ramaytush Ohlone, and public and stakeholders, which may include attending targeted technical meetings and providing technical input
- Coordinate with the Outreach Consultant to identify emerging community priorities or concerns that should inform technical work
- Document how community and stakeholder input influenced key technical and planning decisions across Plan Elements, and incorporate community input summaries from all engagement events into technical deliverables as directed

Task 2 Deliverables

- Planning area map and relevant shapefiles and metadata
- Input to the Engagement Plan at key project milestones, for incorporation by the Outreach Consultant
- Meeting agendas, technical presentations, and summary notes from TAC meetings, ARO coordination meetings and meetings with adjacent jurisdictions or stakeholders
- Technical materials for community workshops (3)
- Draft Planning Process chapter (RSAP Element A), with BCDC comments

TASK 3: REFINED EXISTING CONDITIONS & VULNERABILITY ASSESSMENT

Task 3 establishes the analytical foundation for all subsequent planning work. Its deliverables characterize and prioritize vulnerabilities across the range of hazards and scenarios defined in the RSAP. All work products will be developed iteratively per the review process (see Section 4.2) described in this document. Vulnerability assessment findings and key methodological choices shall be reviewed with the TAC before being finalized, as those findings directly shape adaptation strategy development in Task 4.

Prior to preparing working drafts, the Consultant will submit for OneShoreline review and approval a proposed outline, list of anticipated maps and tables, and analytical methodology for both the Existing Conditions and Vulnerability Assessment chapters. Written approval is required before proceeding to working drafts.

Refined Existing Conditions (RSAP Element B)

Element B documents existing conditions in the planning area, including the physical setting, community context, and assets on the ground, as required by the RSAP guidelines. For Brisbane, substantial existing data and prior studies; therefore, the Consultant should build on what exists, fill gaps, and flag where remaining gaps require supplemental analysis or conservative assumptions before the vulnerability assessment can proceed. Key responsibilities:

- Compile a data inventory identifying relevant existing datasets, studies, models, and mapping products available to support the vulnerability assessment (B0)
- Review and synthesize existing plans and studies, documenting gaps that may require additional data collection, supplemental analysis, or conservative assumptions (B1)
- Map and describe physical and ecological characteristics of the landscape within Brisbane, including emergent groundwater conditions and coastal habitat features (B2)
- Map and describe existing populations, assets, land uses and services within Brisbane, with explicit treatment of strategic regional priorities (B3)

Refined Vulnerability Assessment (RSAP Element C)

Element C evaluates which assets and communities are at risk from sea level rise and coastal flooding, drawing on Element B to assess exposure, sensitivity, and adaptive capacity. The assessment must meet BCDC's standards and be specific enough to drive prioritization of adaptation strategies in Task 4. Before working drafts are prepared, the Consultant shall review and agree on key methodological choices with OneShoreline, including how to characterize compound flood dynamics, prioritize assets, and represent uncertainty across sea level rise scenarios.

The Consultant will update and supplement the 2018 San Mateo County Sea Level Rise Vulnerability Assessment to meet BCDC's Coastal Flood Hazards and Sea Level Rise Scenarios Standard, building on existing analysis where it remains current and conducting targeted updates where it does not. Other key responsibilities:

- 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, with explicit treatment of compound flooding and emergent groundwater (C1)
- Conduct a vulnerability assessment for priority areas identified in Element B (C2)
- Present preliminary vulnerability findings to OneShoreline and the TAC for review and input prior to finalizing the assessment (C3)

Task 3 Deliverables

- Outline and methodology submittal for Existing Conditions and Vulnerability Assessment chapters
- Data inventory matrix and SharePoint library
- Draft Existing Conditions chapter (RSAP Element B), incorporating TAC, ARO, community workshop #1 and BCDC input
- Draft Vulnerability Assessment chapter (RSAP Element C), with associated GIS files and BCDC comments, incorporating TAC input and preliminary findings review

TASK 4: BRISBANE SHORELINE RESILIENCE PLAN DEVELOPMENT

Task 4 produces the Brisbane Shoreline Resilience Plan through an iterative development process. Each Plan Element will be developed collaboratively with OneShoreline, the City of Brisbane, and the TAC before advancing to broader review. The Consultant is expected to maintain technical coherence across Elements as findings from earlier tasks inform later ones, treating OneShoreline, the City, and the TAC as active co-creators of plan content rather than reviewers of finished work. Key tasks and deliverables include:

Adaptation Strategies & Pathways (RSAP Element D)

Adaptation strategies must be evaluated locally and at the Yosemite–Visitacion OLU scale, address performance under compound flood conditions, and include feasible approaches for critical regional infrastructure vulnerabilities under high-end SLR scenarios. The Consultant will coordinate with the LSP team to incorporate restoration objectives and flood risk co-benefits into strategy development.

- Support development of a local vision and goals, incorporating community input from workshop #1, through iterative process with OneShoreline, the City, and the TAC (D1)
- Identify adaptation strategy alternatives for priority areas identified in Element B (D2). Strategies should address the local vision, the One Bay vision, and regional strategic priorities.
- Evaluate and prioritize adaptation alternatives through structured evaluation process using OneShoreline's planning framework, with TAC and City engagement at key decision points (D3)
- Develop conceptual plans and descriptions of selected strategies and pathways, including both physical and non-physical approaches, with sufficient detail to support BCDC review and inform Elements E through G (D4)

Land Use & Policy Plan (RSAP Element E)

Element E evaluates existing City policies for alignment with adaptation strategies, identifies gaps, and recommends policy changes suitable for near-term adoption or further study. Some example considerations include the Baylands Specific Plan, Sierra Point planning, and roles and authorities of the City, Caltrans, and other asset owners. Early working drafts should be developed in close collaboration with City staff before materials advance to TAC or BCDC review. Other key tasks:

- Document existing land use and policy provisions that support adaptation strategy implementation, identify gaps, and propose changes suitable for near-term City adoption or further study, distinguishing actions within the City's authority from those requiring coordination with or action by other agencies (E1)
- Outline planning, policy, and programmatic processes necessary to enact identified strategies or projects (E2)

Implementation Plan & Funding Strategy (RSAP Element F)

Element F produces an implementation roadmap and funding strategy grounded in the reality that Brisbane cannot finance or deliver all adaptation actions needed within its jurisdiction. The funding strategy must be useful to the City and the region, and position OneShoreline, Brisbane, and other adaptation partners to pursue local, regional, state, federal, and private funding.

Working drafts will distinguish between actions the City can advance independently, actions requiring multi-agency coordination, and actions contingent on funding not yet secured. The Consultant should

anticipate close collaboration with OneShoreline on funding strategy development given OneShoreline's established partnerships with state and federal agencies, its role in securing funding, and its familiarity with the current funding landscape. Other key tasks:

- Develop an implementation plan identifying near- and long-term next steps, organized by lead agency, timeframe, and funding dependency (F1)
- Develop a detailed funding strategy identifying specific funding mechanisms relevant to Brisbane's adaptation priorities, including federal, state, regional, and local sources with assessment of eligibility and competitiveness for priority actions (F2)
- Develop a monitoring framework to track implementation of adaptation pathways (F3)
- Develop a plan update strategy tied to specific trigger conditions, monitoring indicators, and funding mechanisms (F4)
- Prepare working draft for OneShoreline and City review, revised administrative draft for TAC and BCDC consultation, and public draft incorporating consolidated feedback

Project List (RSAP Element G)

Element G applies a structured evaluation and prioritization process to the adaptation strategies developed in Element D to produce a project list for BCDC review, submission to regional funding databases, and City action. The prioritization process shall be transparent and reproducible, with criteria and scoring reviewed by the TAC before the project list is finalized. Other key tasks:

- Develop a priority project list for strategies advanced to sufficient detail for near-term design or implementation, including for each project: project name, short description, design life, design condition in feet of sea level rise, estimated year of construction, and description of flood risk reduction and/or benefits to vulnerable communities (G1-a)
- Develop project matrix for OneShoreline/City submission to the Regional Project Database, consistent with BCDC's project checklist template (G1-b)

Final Plan Development

The Final Plan consolidates all seven RSAP Elements into a single Public Review Draft for City adoption and BCDC approval. Because individual Elements will have moved through separate review cycles, the Consultant is responsible for reconciling any inconsistencies that have accumulated across drafts, maintaining consistency of voice, resolving all outstanding BCDC comments, and confirming the Plan satisfies all seven RSAP Elements and four Minimum Standards. Other key tasks:

- Consolidate all Plan Elements into an administrative draft of the full Plan for review by OneShoreline, the City, TAC, adjacent cities, the ARO, BCDC, and OPC
- Prepare public draft based on feedback on the administrative draft
- Prepare Final Plan incorporating input from community workshops #2 and #3 and public review
- Support development of staff reports and presentation slides for Brisbane Planning Commission, Sea Level Rise Subcommittee, and City Council

Task 4 Deliverables

- Working and administrative drafts of all Plan Elements
- 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
- Regional Project Database matrix (G1-b)
- Public Draft of the Plan, with BCDC comments
- Memorandum summarizing engagement and public comments on Public Draft
- Memorandum outlining expected timeline for Plan approval by City and BCDC
- Final Brisbane Shoreline Resilience Plan
- Presentation and reference materials to support BCDC approval process

TASK ORDER 2 – BRISBANE LIVING SHORELINE SUPPORT

This task supports OneShoreline's delivery of the LSP by providing technical consulting services in the areas of CEQA, permitting, constructability, design coordination, and cost estimating. Science-based data collection and alternatives development are led by OneShoreline's scientific research partners (SERC, NERR, and EOS); the Consultant coordinates with those partners but does not lead those workstreams. The following scope of services may be included in Task Order 2:

- **Research Team and Agency Coordination:** Coordinate with OneShoreline's research partners, the Regional Advancing Living Shorelines (RALS) network, and with the Bay Regional Restoration Implementation Team (BRRIT) to integrate engineering and regulatory inputs into the collaborative design process. Attend project team meetings and provide technical inputs as directed by OneShoreline.
- **CEQA Strategy and Documentation:** Prepare a memorandum outlining the CEQA and permitting strategy, including anticipated permit types, recommended CEQA approach, BRRIT engagement schedule, and agency consultation approach. Prepare CEQA documentation.
- **Permitting Pathway Analysis and Agency Engagement:** Prepare for and participate in BRRIT meetings and targeted agency consultations to present project concepts, obtain permitting pathway input, and inform project design. Develop draft permit applications for applicable agencies (anticipated to include BCDC, RWQCB, USACE, and CDFW).
- **Constructability Analysis:** Evaluate the constructability of the preferred restoration design, including construction access, tidal and hydrodynamic constraints, material handling, staging, and sequencing considerations.
- **Planning-Level Cost Estimates:** Prepare construction cost estimates for the preferred restoration alternative to support future funding applications and implementation planning.
- **Implementation Planning Support:** Support OneShoreline in advancing decisions and planning to advance from concept design to final design and construction and prepare a monitoring and maintenance framework for preferred design.

4.2 Project Schedule

The MSA period of performance is from contract execution through June 30, 2029. The Task Order 1 period of performance commences upon receipt of a written Notice to Proceed from OneShoreline and extends through June 2028. The OPC Work Plan schedule of grant deliverables is included in Attachment B. The Consultant will work with OneShoreline to refine and confirm a detailed project schedule following contract execution.

The proposed schedule must be presented as a Gantt-style chart spanning the full contract period and must account for the following at a minimum:

- Project initiation, including Plan template and style guide development
- Project phases for each task and Plan element
- Iterative working draft and administrative draft cycles as outlined in the delivery review process (see Section 4.3)
- Three community workshops
- Agency coordination milestones, including BCDC and OPC consultation (see below)
- Public draft release and public comment periods
- Final Plan preparation and City adoption milestones
- Target BCDC adoption milestone

OPC & BCDC Consultation Milestones

The following deliverables will be submitted to OPC and BCDC for formal milestone consultation. The Consultant shall prepare materials and participate in consultation meetings as directed by OneShoreline:

- Notice of Intent
- Administrative draft of Existing Conditions and Vulnerability Assessment (Elements B and C)
- Administrative draft of Adaptation Strategies and Pathways (Element D)
- Administrative draft of the full Brisbane Shoreline Resilience Plan (Elements A through G)

Schedule Management

If the Consultant anticipates or experiences a delay to any major scheduled milestone that may impact the grant period of performance, the Consultant shall notify OneShoreline in writing within five business days and submit a written recovery Plan within ten business days of the missed milestone. Recovery Plans are subject to OneShoreline approval.

4.3 Delivery Review Process

All major deliverables under this contract are subject to the review process described below. Proposers must incorporate these review cycles into their proposed project schedules.

Review Cycle

Major deliverables will be developed through an iterative co-development process before advancing to formal review. The Consultant shall submit an initial working draft to OneShoreline and the City; for Elements where close collaboration with City staff is expected, working drafts may go through multiple rounds before advancing. OneShoreline will provide consolidated comments, which the Consultant shall address before preparing a revised administrative draft.

Administrative drafts will be circulated to the TAC, adjacent jurisdictions, and the Association of Ramaytush Ohlone for review. At the milestones listed below, OneShoreline will also submit deliverables to OPC and BCDC for consultation. Following all reviews, OneShoreline will provide consolidated comments, which the Consultant shall address before preparing the public draft.

The public draft will be released for community review and comment. The Consultant shall prepare a final version incorporating public input, accompanied by a memorandum documenting how significant comments were addressed.

Review Periods

The following minimum review periods apply. Proposers must build these into their proposed project schedules:

- OneShoreline and City internal review of working drafts: one to two weeks
- TAC and agency review of administrative drafts: two to three weeks
- Public comment period on public draft: 45 days
- OneShoreline may extend review periods in coordination with the Consultant if needed

4.4 Task Order Budgets

Task Order 1: Shoreline Resilience Plan

The not-to-exceed (NTE) amount for Consultant services under Task Order 1 is \$476,000. This is the maximum funding that OneShoreline has available for Plan development. Proposals exceeding this amount for the required scope of work will be deemed non-responsive. The following task-level allocations from the OPC SB1 grant are provided for planning purposes and are not binding. Proposers may propose a different distribution across tasks provided the total does not exceed the NTE and the cost proposal includes a clear justification for any material deviation from these figures. The cost proposal must demonstrate that the proposed scope meets the requirements of this RFP within the not-to-exceed budget.

Table 3. Task Order 1 Task-Level Allocations from OPC SB1 Grant

Task	Grant Budget
1: Administration Coordination and Reporting	\$ 30,000
2: Technical and Community Engagement	\$ 16,000
3: Update Existing Conditions and Vulnerability Assessment	\$ 50,000
4: Develop Brisbane Subregional Shoreline Adaptation Plan	\$ 380,000
TOTAL	\$ 476,000

Optional services, if proposed, shall be clearly distinguished from the base scope and fee and presented as separate, additive line items. Optional services will not be required for proposal responsiveness and may be considered independently by OneShoreline if additional funding becomes available.

Task Order 2: Living Shoreline Project

The NTE budget for Consultant services under Task Order 2 is \$199,000, subject to execution of the Measure AA grant agreement and final determination of Consultant scope of services and associated budget. Detailed scope and budget development will occur collaboratively with OneShoreline following grant execution. Task Order 2 will not be issued, and no work under this task order will commence, until the Measure AA grant agreement has been executed. OneShoreline anticipates that grant execution will align roughly with the midpoint of the adaptation strategies phase of Task Order 1, and proposers should plan accordingly.

5 CONSULTANT RESPONSIBILITIES & QUALIFICATIONS

The selected Technical Consultant team (Consultant) will be responsible for delivering high-quality technical, planning, and design services in compliance with all applicable Federal, State, and local requirements.

5.1 Consultant Responsibilities

- **Deliverable authorship.** The Consultant is the primary author of all plan chapters and deliverables across RSAP Elements A through G, maintaining consistent voice and technical integrity throughout. Community input summaries and outreach materials produced by the Outreach Consultant will be provided to the Consultant for incorporation.
- **Deliverable format.** All final deliverables shall be submitted as both print-ready PDFs and editable source files in formats approved by OneShoreline. Editable source files shall be delivered concurrently with final PDF versions.
- **Accessibility.** All public-facing products shall be produced in compliance with Web Content Accessibility Guidelines (WCAG) 2.0 Level AA, Section 508 of the Rehabilitation Act, and California Department of Rehabilitation guidelines.
- **Quality assurance.** The Consultant shall maintain a [QA/QC program](#) for all services performed.
- **Approval gates.** Two deliverables require OneShoreline written approval before subsequent work may proceed: the Plan template and figure/map style guide (Task 1.1), which must be approved before any chapter working drafts are submitted; and the outline and analytical methodology for the Existing Conditions and Vulnerability Assessment chapters (Task 1.3), which must be approved before working drafts of Elements B or C are submitted.
- **Coordination.** The Consultant shall participate in regular project meetings with OneShoreline, the Outreach Consultant, and the LSP research partners; respond to review comments from OneShoreline, TAC, OPC, and BCDC in a timely manner; and maintain shared project documentation as directed by OneShoreline.
- **Proactive communication.** The Consultant shall proactively flag schedule risks, coordination issues, and technical uncertainties to OneShoreline as they arise.
- **Key staff continuity.** Key staff named in the proposal shall remain engaged throughout the project. Substitutions require prior written approval from OneShoreline.

5.2 Quality Management

The standard of care applicable to the Consultant's work is the degree of skill and diligence ordinarily employed by professionals performing the same or similar services under similar circumstances in the State of California.

The Consultant shall maintain a QA/QC program commensurate with the complexity and regulatory sensitivity of this scope. Given that key deliverables will be subject to BCDC review and must satisfy RSAP Minimum Standards, QA/QC procedures must be applied rigorously to all BCDC-facing submittals and iterative draft cycles. Deliverable timelines and review cycles are described in RFP [Section 4](#).

5.3 Consultant Team Qualifications

Consultant teams responding to this RFP shall demonstrate qualifications and experience relevant to shoreline resilience and sea level rise adaptation planning efforts similar in scale and complexity to the Brisbane Shoreline Resilience Plan. Proposals should clearly describe the prime firm's background, areas of expertise, and experience working with public agencies on multidisciplinary planning projects.

Firms may propose subconsultants to provide specialized expertise. Proposals should clearly identify the role of each firm and demonstrate the team's collective ability to successfully complete the full scope across both workstreams. Consultant teams should demonstrate at a minimum the capabilities and experience as described in Table 4.

Table 4. Consultant Team Minimum Qualifications

Capability Area	Desired Experience
Coastal Resilience and Sea Level Rise Adaptation Planning	Relevant experience in vulnerability assessment, adaptation strategy development, and long-term resilience planning for coastal or bayside communities. Experience with BCDC's RSAP framework; teams without direct RSAP experience should demonstrate familiarity with comparable state or regional shoreline adaptation planning frameworks and a clear plan for building RSAP fluency early in the project.
Adaptation Pathways Development	Experience developing adaptation pathways and phased implementation strategies, consistent with current practice for planning under uncertainty.
Flood Risk and Vulnerability Analysis	Experience assessing coastal and fluvial flood hazards using accepted analytical methods and regional datasets, with demonstrated ability to characterize compound flood dynamics in a planning context.
California Enviro. Review and Permitting	Experience preparing CEQA documents and permit applications for shoreline adaptation and living shorelines projects.
Policy and Non-Structural Adaptation	Experience developing land use and policy recommendations as part of flood adaptation planning, including zoning updates, development standards, relocation and managed retreat frameworks, and other non-structural measures.
Multi-Jurisdictional Coordination	Experience working across jurisdictional boundaries, including coordination with BCDC, Caltrans, resource agencies, and neighboring local governments, on projects where decisions require alignment across multiple entities with different authorities and timelines.
Community- and Equity-Informed Planning	Experience incorporating community input into technical planning decisions, including working alongside Outreach Consultants and community-based organizations, coordinating with Tribal partners, and translating community priorities into plan content in ways that meaningfully influence outcomes.

5.4 Key Staff Minimum Qualifications

Proposers shall demonstrate that the proposed project team collectively possesses the expertise and experience needed to successfully complete a Bay Area shoreline resilience planning effort. Proposers may propose team structures, roles, and organizational arrangements that best reflect their approach to delivering the work, provided that the full range of required capabilities is clearly addressed by the proposed team. Table 5 defines the minimum qualifications that the proposed team must demonstrate.

Table 5. Key Staff Minimum Qualifications

Capability Area	Required Experience
Project Management and Coordination	Managed complex, multi-agency planning efforts related to climate resilience, flood risk reduction, and sea level rise adaptation, including coordination with public agencies, subconsultants, and stakeholders across grant-funded contracts with multiple concurrent workstreams
Flood Risk and Vulnerability Analysis	Assessed coastal flood hazards and vulnerabilities, including compound flood dynamics; evaluated sea level rise and flood exposure for shoreline habitats and built environment assets; and translated technical findings into planning-level recommendations
Resilience Planning and Adaptation Pathways	Developed adaptation strategies and pathways for shoreline reaches with complex land use, infrastructure, and ecological conditions
Coastal and Nature-Based Adaptation	Developed and evaluated adaptation strategies that combine flood risk reduction, habitat restoration, and public access, including nature-based and engineered approaches
Environmental Planning and Compliance	Prepared CEQA documents for shoreline adaptation or habitat restoration projects; provided CEQA input to adaptation planning and evaluation processes; and navigated streamlining provisions applicable to resilience and restoration work
Environmental Permitting	Developed permitting strategies and prepared permit applications for shoreline adaptation and habitat restoration projects in California, including familiarity with BCDC, RWQCB, USACE, NMFS, USFWS, and CDFW requirements and the BRRIT coordination process
Flood Infrastructure Planning and Feasibility	Evaluation of infrastructure concepts such as levees, floodwalls, tide gates, pump stations, and managed retreat strategies at a planning or conceptual level, including consideration of adaptability, constructability, operations, and long-term maintenance under sea level rise scenarios.
Transportation and Linear Infrastructure Planning	Flood vulnerability assessment and adaptation strategy development for highways and rail corridors, including coordination with Caltrans or comparable state transportation agencies.
Constructability Analysis and Cost Estimating	Developed constructability assessments and preparing planning-level construction cost estimates for engineered, nature-based, or hybrid shoreline projects.
Small Marina and Waterfront Facilities Planning	Planned, assessed, or designed small marinas, including consideration of sea level rise, infrastructure performance, public access, utilities, and operations.
Interdisciplinary Integration and Communication	Expertise communicating complex technical findings clearly to public agencies, elected bodies, and community audiences through staff reports, presentations, and visualizations

6 PROPOSAL EVALUATION

All proposals submitted in response to this RFP will be evaluated through a multi-stage review process led by OneShoreline. The evaluation will consider technical quality, team qualifications, project understanding, cost reasonableness, and compliance with RFP requirements. OneShoreline will ultimately contract with a single consultant who may manage a consultant team. The selection process should be finished within 60 days of the submission of responses.

6.1 Initial Review

Each proposal will be reviewed for compliance with the following requirements prior to evaluation. Proposals that do not meet all requirements will be deemed non-responsive and will not proceed to evaluation. OneShoreline may request clarifications solely to verify eligibility or correct non-substantive administrative errors. Clarifications will not be used to cure substantive deficiencies. This includes, but is not limited to:

- Timely submission by the proposal deadline.
- Adherence to page limits and formatting requirements.
- Inclusion of all required proposal components.
- Confirmation that key staff meet minimum qualifications.
- Acceptance of OneShoreline’s standard contract terms or disclosure of exceptions.

6.2 Evaluation

A selection panel comprised of OneShoreline staff and other stakeholder agencies will evaluate the proposals provided in response to this RFP based on the following criteria:

Table 6. Evaluation criteria and descriptions

Criteria	Description
Minimum Qualifications	Key staff meet or exceed minimum qualifications in RFP Section 5.4 (pass/fail criterion).
Consultant Team	Relevant experience aligned with RFP Section 5.3; quality and relevance of project examples; relevancy and strength of client references; team cohesion.
Key Team Members	Qualifications and availability of key staff; clarity of roles and team structure relative to scope; ability to deliver on schedule
Project Understanding, Approach and Delivery	Clear, specific technical approach across all required content; rigor and relevance of proposed methodology; coherent approach across Plan and LSP scopes with a realistic, internally consistent schedule; demonstrated consideration of operational and schedule risks
Differentiation	Original, credible approach or tools applicable to this scope; clear value to the Brisbane context; demonstrated site knowledge and independent judgment
Proposal Quality	Clear, well-organized, and responsive; effective visual communication
Project Cost	Reasonable and aligned with scope and budget; complete and transparent; clear, defensible assumptions for labor hours, task allocations, and direct costs
Past Compliance	Demonstrated compliance with contractual and regulatory requirements

6.3 Interviews

At its discretion, OneShoreline may invite highly ranked consultant teams to participate in interviews at OneShoreline's offices in San Mateo. Final selection will be based on a combination of written proposal evaluations and interview performance.

6.4 Selection & Contract Award

Following the evaluation process, OneShoreline will notify the highest-ranked consultant and initiate contract negotiations. If negotiations are unsuccessful, OneShoreline reserves the right to enter negotiations with the next highest-ranked proposer.

6.5 Reserved Rights & Compliance

OneShoreline reserves the right to modify the RFP's scope of work, make corrections, and reject any or all proposals. OneShoreline may also correct errors in the RFP and contact the proposers with any clarifications. The Consultant shall ensure full compliance with Federal, State, and local laws, directives, and executive orders regarding California Public Contract Code and other provisions of laws applicable to this Project.