

### **HYBRID MEETING: IN-PERSON AND BY VIDEOCONFERENCE**

This meeting will be held **in-person on the first floor of 1700 S. El Camino Real in San Mateo, and remotely** for public participation. Participants attending the meeting remotely via Zoom should click on the following link:

<https://oneshoreline-org.zoom.us/j/83774714517>

or call 669-444-9171 (Meeting ID# 837 7471 4517)

## **San Mateo County Flood & Sea Level Rise Resiliency District BOARD OF DIRECTORS**

### **County Supervisors:**

|            |                            |
|------------|----------------------------|
| At-Large   | Lisa Gauthier – Vice Chair |
| District 3 | Ray Mueller                |

### **City Representatives:**

|          |                        |
|----------|------------------------|
| Coast    | Debbie Ruddock – Chair |
| North    | Donna Colson           |
| Central  | Adam Rak               |
| South    | Kaia Eakin             |
| At-Large | Marie Chuang           |

Director Chuang will participate remotely from 17900 Jamboree Road, Irvine, California.

## **AGENDA**

**August 24, 2026**

**4:00 PM**

### **1. Roll Call**

**2. Public Comment** Persons wishing to address the Board on OneShoreline-related matters not on this Agenda, as well as items listed under Action to Approve the Consent Agenda, may speak for up to two minutes; comments on Agenda items shall be heard during that item for up to two minutes.

### **3. Action to Set the Agenda and Approve the Consent Agenda**

A. Approve the Minutes of the June 22, 2026 OneShoreline Board meeting

### **4. Regular Business**

- A. Adopt Resolution No. 2026-08-24 to express appreciation to the community-based organization Climate Resilient Communities for its partnership on OneShoreline's Home Protection and Insurability Initiative
- B. Discuss community engagement broadly and authorize the CEO to execute a 3-year Master Services Agreement beginning September 1, 2026 for an amount not to exceed \$500,000 with InterEthnica, Inc. for Community Engagement and Communications Services
- C. Authorize the CEO to execute Task Order Number 1 to the Master Services Agreement with InterEthnica, Inc. for Community Engagement and Communications Services in support of the Brisbane Shoreline Resilience Plan for a two-year term beginning September 1, 2026 and for an amount not to exceed \$90,000

### **5. Chair's Report \***

### **6. CEO's Report \***

### **7. Board Member Reports and Items for a Future Agenda \***

**8. Closed Session \*** Pursuant to Government Code Section 54957(b): Employee Performance Evaluation, Title: CEO

### **9. Adjournment**

\* There is no written staff report for this item

### **Meeting information, and public access and communications**

- Verbal public comments will be accepted during the meeting in person or remotely. Remote comments can be submitted at the appropriate time by raising your hand via Zoom's "raise hand" function, or speaking if joining by phone. Written public comments can be submitted by email to [board@OneShoreline.org](mailto:board@OneShoreline.org) by noon on the meeting day – indicate the agenda item to which your comment applies and it will be read or summarized at the meeting by the Board Clerk.
- If you require assistance to participate in the meeting or wish to submit written communication to all Board Members regarding the meeting, please contact the Clerk of the Board by 9:00 am on the day of the meeting.
- Public records relating to an open session item on the agenda are available at least 72 hours prior to a Regular Board meeting or at least 24 hours prior to a Special Board meeting, when these records are distributed to Board members. Public records are available at the OneShoreline office at 1700 South El Camino Real, Suite 502, San Mateo, CA 94402 and at [OneShoreline.org](http://OneShoreline.org). To receive these documents electronically, please email [board@OneShoreline.org](mailto:board@OneShoreline.org).

**SAN MATEO COUNTY  
FLOOD AND SEA LEVEL RISE RESILIENCY DISTRICT (ONESHORELINE)  
Board of Directors Meeting Held in Person and Remotely via Zoom  
June 22, 2026  
DRAFT – MINUTES**

**1. Roll Call**

Chair Ruddock called the meeting to order at 4:00 p.m. via Zoom video conference software. Acting Clerk of the Board, Stephanie Lau, took the roll call.

**Directors Present:**

Debbie Ruddock, Representing Coast (Chair)  
Lisa Gauthier, Representing the County Board of Supervisors, At-Large (Vice Chair)  
Kaia Eakin, Representing Southern San Mateo County Cities  
Marie Chuang, Representing At-Large

**Directors Absent:**

Donna Colson, Representing Northern San Mateo County Cities  
Ray Mueller, Representing the County Board of Supervisors, District 3  
Adam Rak, Representing Central San Mateo County Cities

**Staff Present:**

Len Materman, Chief Executive Officer  
Brian Pettit, Esq., Legal Counsel  
Lucy Dong, Director of Finance and Administration  
Summer Bundy, Director of Project Management  
Johnathan Perisho, Project Manager  
Clare Keating, Project Manager  
Kevin Murray, Infrastructure Project Manager  
Stephanie Lau, Consulting Grant and Communications Advisor and Acting Clerk of the Board

**2. Public Comment**

Public Speaker(s): None

**3. Action to Set the Agenda and Approve the Consent Agenda**

A. Approve the Minutes of the May 18, 2026 OneShoreline Board meeting

Motion made by Director Chuang and seconded by Vice Chair Gauthier to set the agenda and approve the consent agenda:

Ayes: Chuang, Eakin, Gauthier, Ruddock  
Noes: None  
Absent: Colson, Mueller, Rak  
Vote: 4-0-3

**4. Regular Business**

A. For Fiscal Year 2026-27 beginning on July 1, 2026, approve the OneShoreline Workplan for its 2024 Measure K Grant from San Mateo County and OneShoreline's Operating Budget, Flood Zones Budget, and Capital Projects Budget

Len Materman introduced new legal counsel Brian Pettit and spoke on the OneShoreline 2024 Measure K Grant Workplan.

Public Speaker(s): None

Motion made by Vice Chair Gauthier and seconded by Director Chuang to approve the OneShoreline 2024 Measure K Grant Workplan:

Ayes: Chuang, Eakin, Gauthier, Ruddock

Noes: None

Absent: Colson, Mueller, Rak

Vote: 4-0-3

Len Materman spoke on OneShoreline's Operating Budget, Flood Zones Budget, and Capital Projects Budget. Vice Chair Gauthier, Director Eakin, Chair Ruddock, and Director Chuang also spoke on the budgets.

Public Speaker(s): None

Motion made by Vice Chair Gauthier and seconded by Chair Ruddock to approve OneShoreline's Operating Budget, Flood Zones Budget, and Capital Projects Budget, with one modification to the Capital Project Budget for the Millbrae and Burlingame Shoreline Resilience Project to add \$175,000 in revenue from the City of Burlingame and reduce revenue from State of California Coastal Conservancy by that amount (from \$889,089 to \$714,089), and thus keep the Total Revenue of this Capital Project unchanged at \$889,089:

Ayes: Chuang, Eakin, Gauthier, Ruddock

Noes: None

Absent: Colson, Mueller, Rak

Vote: 4-0-3

- B. Authorize the CEO to execute a 3-year agreement beginning July 1, 2026 for a not-to-exceed amount of \$230,885 with Macias Gini & O'Connell, LLP for financial auditing services for Fiscal Years (FY) 2025-26, 2026-27, and 2027-28, with an option to extend the agreement to include auditing for FY 2028-29 for an additional \$84,235

Len Materman spoke on this item. Vice Chair Gauthier also spoke on this item.

Public Speaker(s): None

Motion made by Vice Chair Gauthier and seconded by Chair Ruddock to approve this item:

Ayes: Chuang, Eakin, Gauthier, Ruddock

Noes: None

Absent: Colson, Mueller, Rak

Vote: 4-0-3

- C. Adopt Resolution No. 2026-06-22-A to accept a \$962,500 grant from the San Francisco Bay Restoration Authority for the planning and design of the Brisbane Living Shoreline Project

Len Materman and Clare Keating spoke on this item. Director Eakin and Vice Chair Gauthier also spoke on this item.

Public Speaker(s): None

Motion made by Director Chuang and seconded by Vice Chair Gauthier to approve this item:

Ayes: Chuang, Eakin, Gauthier, Ruddock

Noes: None

Absent: Colson, Mueller, Rak

Vote: 4-0-3

- D. Authorize the CEO to execute a 4-year Master Service Agreement beginning July 1, 2026 for a not-to-exceed amount of \$675,000 with Moffatt & Nichol for Brisbane Shoreline Resilience Planning with task orders to complete the Brisbane Shoreline Resilience Plan and to conduct planning and design of the Brisbane Living Shoreline Project

Len Materman spoke on this item. Vice Chair Gauthier and Director Chuang also spoke on this item.

Public Speaker(s): None

Motion made by Director Eakin and seconded by Director Chuang to approve this item:

Ayes: Chuang, Eakin, Gauthier, Ruddock

Noes: None

Absent: Colson, Mueller, Rak

Vote: 4-0-3

- E. Authorize the CEO to execute Task Order Number 1 to the Master Service Agreement for Brisbane Shoreline Resilience Planning to complete the Brisbane Shoreline Resilience Plan for a not-to-exceed amount of \$476,000

Len Materman spoke on this item.

Public Speaker(s): None

Motion made by Vice Chair Gauthier and seconded by Chair Ruddock to approve this item:

Ayes: Chuang, Eakin, Gauthier, Ruddock

Noes: None

Absent: Colson, Mueller, Rak

Vote: 4-0-3

- F. Adopt Resolution 2026-06-22-B adopting FY 2026-27 Water Pollution Control Service Charges Reports for Flood Zone One – Countywide and adopt Resolution 2026-06-22-C adopting FY 2026–27 Water Pollution Control Service Charges Reports for Flood Zone Two – City of Pacifica, and direct the CEO to negotiate and enter into any appropriate related agreement with the City/County Association of Governments of San Mateo County

Len Materman and Counsel Brian Pettit spoke on this item. Director Eakin, Vice Chair Gauthier, and Chair Ruddock also spoke on this item.

Public Speaker(s): None

Motion made by Director Chuang and seconded by Director Eakin to approve this item:

Ayes: Chuang, Eakin, Gauthier, Ruddock

Noes: None

Absent: Colson, Mueller, Rak

Vote: 4-0-3

## **5. Chair's Report**

None.

Public Speaker(s): None

## **6. CEO's Report**

None.

Public Speaker(s): None

## **7. Board Member Reports and Items for a Future Agenda**

Vice Chair Gauthier introduced Legislative Aide Travis Dunn.

Public Speaker(s): None

## **8. Adjournment**

The meeting was adjourned at 5:08 p.m.

## San Mateo County Flood and Sea Level Rise Resiliency District Agenda Report

**Date:** August 24, 2026  
**To:** San Mateo County Flood and Sea Level Rise Resiliency District Board of Directors  
**From:** Len Materman, CEO  
**Subject:** Adopt Resolution No. 2026-08-24 to express appreciation to the community-based organization Climate Resilient Communities for its partnership on OneShoreline’s Home Protection and Insurability Initiative

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### Recommendation

That the San Mateo County Flood and Sea Level Rise Resiliency District (“OneShoreline”) Board of Directors (“Board”) adopt Resolution No. 2026-08-24 to express appreciation to the community-based organization Climate Resilient Communities (“CRC”) for its partnership on OneShoreline’s Home Protection and Insurability Initiative.

### Background and Discussion

As previously discussed at the December 15, 2025 and January 26, 2026 Board meetings, the cost of home insurance has increased significantly across San Mateo County and statewide. In response, OneShoreline launched the Home Protection and Insurability Initiative in late 2025 to advance the idea that actions taken at the property scale by individual homeowners and at the community scale by public agencies to reduce flood or wildfire risk result in access to insurance products that are priced to reflect those actions.

The initiative’s first pilot addresses near-term flood risk in the Belle Air neighborhood of San Bruno, within OneShoreline’s San Bruno Creek Flood Zone. Increasing storm intensity and rising sea levels, combined with aging and undersized infrastructure along San Bruno Creek, leave low-lying properties vulnerable to flooding during storms and high tides. Concurrent with OneShoreline’s efforts to reduce the area’s long-term flood risks through the San Bruno Creek Resilience Project, near-term efforts are also underway to improve infrastructure at the community scale, and, at the property level, support residents’ desire to acquire flood protection supplies tailored to their needs.

The pilot’s first year focused on 99 homes in the part of Belle Air most susceptible to flooding. Up to 30 households could receive a maximum of \$1,500 in eligible flood protection supplies, offered on a first-come, first-served basis. Supply delivery to the first group of participating households began in December 2025, and 26 households have received supplies to date, including sump pumps, garage flood barriers, and appliance platforms.

Our ability to work with Belle Air homeowners and renters was a direct result of a substantial commitment by OneShoreline staff and our partnership with CRC, which has extensive experience delivering hands-on assistance to communities. CRC staff reached eligible households directly, processed applications, helped residents select supplies suited to the needs of their specific homes, purchased approved items on their behalf, coordinated pickup and delivery, tracked participation, and supported households through deployment. This work required operational diligence and was built upon the trust CRC has cultivated with the residents Belle Air (as well as many other neighborhoods in our county).

Building on this success, OneShoreline and CRC are actively planning Year 2 of the pilot, extending it to other households in San Bruno and expanding it to flood-prone neighborhoods of East Palo Alto.

**Impact on OneShoreline Resources:** Approving this resolution has no impact on OneShoreline resources.

**Attachment:** Draft Resolution 2026-08-24

DRAFT RESOLUTION NO. 2026-08-24

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
SAN MATEO COUNTY FLOOD AND SEA LEVEL RISE RESILIENCY DISTRICT  
EXPRESSING APPRECIATION TO THE COMMUNITY-BASED ORGANIZATION  
*CLIMATE RESILIENT COMMUNITIES***

**FOR ITS PARTNERSHIP ON ONSHORELINE'S HOME PROTECTION AND INSURABILITY INITIATIVE**

**RESOLVED** by the Board of Directors ("Board") of the San Mateo County Flood and Sea Level Rise Resiliency District ("OneShoreline") that:

**WHEREAS**, in 2025, OneShoreline developed the Home Protection and Insurability Initiative and launched a pilot program to help residents in the Belle Air neighborhood within the San Bruno Creek Flood Zone obtain household flood protection supplies that reduce flood risk in the near term; and

**WHEREAS**, OneShoreline engaged the community-based organization Climate Resilient Communities ("CRC") to implement the pilot program, including conducting outreach to eligible households, processing household applications, helping households select supplies, purchasing approved items on households' behalf, coordinating pickup and delivery, maintaining organized participation records, and supporting households in deploying flood protection supplies; and

**WHEREAS**, in the pilot program's first year, CRC held in-person conversations with 56 of the 99 eligible households in Belle Air, completed intake with 28 households, and supported 26 households in obtaining flood protection supplies tailored to their needs; and

**WHEREAS**, CRC's experience working with communities and its understanding of the Belle Air neighborhood have been instrumental to the pilot's success; and

**WHEREAS**, CRC's broader work across San Mateo County empowers communities on the front lines of climate change to build a more resilient and equitable future;

**NOW, THEREFORE, BE IT RESOLVED** that the OneShoreline Board of Directors expresses its appreciation for CRC's significant contributions toward reducing the risk of severe flood damage for the residents of San Bruno, and for CRC's broader work building climate resilience and equity for communities across San Mateo County, and authorizes the Board Chair to sign a certificate recognizing these contributions.

PASSED AND ADOPTED this 24<sup>th</sup> day of August, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ATTEST:

APPROVED:

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Acting Clerk of the Board of Directors

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Chair of the Board of Directors

## San Mateo County Flood and Sea Level Rise Resiliency District Agenda Report

Date: August 24, 2026

To: San Mateo County Flood and Sea Level Rise Resiliency District Board of Directors

From: Len Materman, CEO

Subject: Discuss community engagement broadly and authorize the CEO to execute a 3-year Master Services Agreement beginning on September 1, 2026, for a not-to-exceed amount of \$500,000 with InterEthnica, Inc. for Community Engagement and Communications Services

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### Recommendation

That the San Mateo County Flood and Sea Level Rise Resiliency District (“OneShoreline”) Board of Directors (“Board”) receive a report on community engagement and authorize the CEO to execute a 3-year Master Services Agreement (“MSA”) beginning on September 1, 2026, for a not-to-exceed amount of \$500,000 with InterEthnica, Inc. for services related to community engagement and communications on multiple efforts.

### Background and Discussion

OneShoreline is advancing a growing portfolio of flood resilience and shoreline adaptation initiatives across San Mateo County, ranging from policy and planning through design and early implementation. These efforts require sustained coordination among cities, other regional agencies, infrastructure and asset owners, technical partners, community organizations, businesses, and residents. The broader context of these efforts in communities along the Pacific Coast and along the Bay and in hill areas will be briefly discussed to set the stage for Board consideration of a consultant contract for community engagement described below.

In 2026, OneShoreline is initiating two shoreline adaptation plans (“Plans”) intended to comply with Bay Conservation and Development Commission (“BCDC”) requirements: the Brisbane Shoreline Resilience Plan (“Brisbane Plan”) and the Southern Bayside Cities Shoreline Resilience Plan (“5 Cities Plan”), both funded by the California Ocean Protection Council (“OPC”) Senate Bill 1 grant program. To complete the two Plans, technical consultant teams will build on prior vulnerability assessments to develop coordinated adaptation strategies and pathways addressing sea level rise, coastal flooding, major storms, stormwater constraints, and groundwater rise. The Board approved the technical consultant for the Brisbane Plan on June 22, 2026, and staff plans to release a Request for Proposals for a consultant team for the 5 Cities Plan this week and seek Board approval of that contract in December 2026. With this technical work, the Plans will include substantial community and stakeholder engagement to comply with BCDC requirements and ensure that local knowledge and priorities inform planning decisions.

As its project portfolio grows, OneShoreline requires consultant support in three related areas: community and stakeholder engagement for long-term planning and capital project development; multi-jurisdictional facilitation and coordination among agencies and other partners; and countywide communications and branding to strengthen public awareness, consistency, and trust. Using the same consultant team across OneShoreline’s shoreline adaptation planning efforts will improve efficiency and consistency across those efforts and with non-related efforts. The team can carry forward established engagement methods, including equity considerations, multilingual outreach support, materials, and documentation practices rather than recreating them for each plan.

### *Procurement Process*

On April 10, 2026, OneShoreline issued a Request for Proposals seeking a multidisciplinary outreach and engagement consulting team for community engagement and communication support. Twelve teams submitted proposals, and three were selected for interviews following an initial evaluation of written proposals. The interview panel unanimously selected InterEthnica, Inc. (“InterEthnica”) based on the strength of its proposal and interview; the depth and relevance of experience across its firms and key staff; the clarity and strategic benefits of its approach; its strong record of delivering comparable services in the region; and a demonstrated ability to manage a complex, multi-agency and community engagement process. Also on the consultant team is Cascadia Consulting Group, Inc. that will serve as a technical subconsultant to InterEthnica.

## *The Proposed Master Services Agreement*

The proposed MSA period of performance is from September 1, 2026, to August 31, 2029. Work under the MSA will be authorized through individual Task Orders organized around the following three service areas:

### 1. Community and stakeholder engagement

OneShoreline's planning and project work depends on meaningful participation from affected communities, stakeholders, and partner agencies. In shoreline adaptation planning, engagement is integrated into the planning process so that local knowledge and community priorities inform vulnerability findings, adaptation choices, and implementation decisions. At the neighborhood scale, this includes the experiences of residents and businesses with how flooding impacts personal and community assets, access, and daily life in general.

Task orders supporting this work may include co-creation of engagement workplans aligned to planning milestones and adaptation decision points; identification and coordination of community-based organizations serving shoreline-adjacent and flood-prone communities; design and facilitation of workshops, open houses, pop-up events, and small-group meetings; targeted outreach to residents, renters, small businesses, and historically underserved communities; development of plain-language, multilingual materials explaining flood risk, projections of climate-fueled future conditions, and adaptation strategies; and collection, synthesis, and documentation of community feedback to inform the prioritization of adaptation strategies.

### 2. Multi-jurisdictional facilitation and coordination

OneShoreline's projects depend on coordinated action among cities, regional agencies, infrastructure owners, regulators, and community partners with different authorities, priorities, timelines, and expertise. Structured facilitation builds shared understanding of flood and shoreline resilience challenges, resolves issues that cross jurisdictional boundaries, and sustains progress from planning through implementation. It also clarifies where responsibility sits when infrastructure, risk, and funding are shared across boundaries.

Future task orders supporting this work may include design and facilitation of multi-jurisdictional planning processes involving governance, benefit allocation and cost-sharing; facilitation of Technical Advisory Committees, interagency working groups, and cross-jurisdictional stakeholder bodies, including meeting design, materials, and documentation; support for deliberations involving shared infrastructure and cross-jurisdictional complexity; and development of materials explaining governance options and adaptation tradeoffs for technical and non-technical audiences.

### 3. Countywide communications and branding

As OneShoreline's portfolio of projects, plans, initiatives, etc. expands, having clear and consistent communications help residents, partner agencies, and decision-makers understand the agency's role and see how individual projects contribute to countywide resilience efforts. A recognizable public voice also supports the awareness and trust that implementation depends on. These services will strengthen awareness of OneShoreline's role, improve understanding of flood and shoreline resilience decisions, support coordination with partner agencies, and build public trust in how projects are planned and implemented.

Future task orders supporting this work may include graphic design and layout for reports, fact sheets, maps, and presentation materials; templates and toolkits for repeat use; newsletter, website, and digital content; visual storytelling and data visualization; messaging strategy; targeted public awareness campaigns; media strategy and press material support; and communications support during time-sensitive situations such as flooding events, construction impacts, or grant announcements.

## *Proposed Task Order #1 and Anticipated Future Task Orders*

Under the service area of community and stakeholder engagement support, Task Order Number 1 ("TO#1") will support the Brisbane Plan for approximately two years through mid-2028. In Agenda Item 4C, staff will summarize the scope of TO#1 and request authorization to execute it. A separate task order for community and stakeholder engagement support for the 5 Cities Plan is anticipated in early 2027, and staff may bring additional task orders to the Board for multi-jurisdictional facilitation and coordination and countywide communications and branding by Q2 2027.

No work under the proposed MSA shall be billable to OneShoreline without prior written authorization through an executed task order. The CEO may execute task orders within the agency's delegated contracting authority, and task orders exceeding that authority will be brought to the Board for approval. Staff may also bring individual task orders within the CEO's delegated authority (up to \$100,000) to the Board for its consideration – including the task order that is the subject of the following Agenda item 4C – when appropriate based on the nature, scope, or context of the work. The CEO will provide updates to the Board on work performed under this MSA. No additional task orders will be issued unless sufficient funding has been identified.

### **Impact on OneShoreline Resources**

The proposed Master Services Agreement establishes a not-to-exceed amount of \$500,000 but does not, by itself, authorize expenditure of this full agreement amount. Work will be authorized only through approved task orders, subject to available funding.

The costs of task orders for community and stakeholder engagement on the Brisbane Plan and the 5 Cities Plan will be covered by OPC grants to OneShoreline. Consultant and OneShoreline staff costs associated with these Plans are included in the Fiscal Year 2026-27 Operating Budget approved by the Board on June 22, 2026, and these costs will be included in the FY2027-28 Operating Budget to be considered by the Board in June 2027.

Potential funding sources for future work under this MSA may include state, federal, regional, or philanthropic sources, as well as OneShoreline's Operating Budget for countywide communications or Measure K funds.

### **Attachment**

Draft Master Services Agreement with InterEthnica, Inc. for Community Engagement and Communications Services

Master Service Agreement No. 2026-08-24-IE

**DRAFT MASTER SERVICE AGREEMENT BETWEEN THE  
SAN MATEO COUNTY FLOOD AND SEA LEVEL RISE RESILIENCY DISTRICT  
AND INTERETHNICA, INC. FOR COMMUNITY ENGAGEMENT AND  
COMMUNICATIONS SERVICES**

This Master Service Agreement ("Agreement") is entered into by and between the San Mateo County Flood and Sea Level Rise Resiliency District, an independent special district ("OneShoreline"), and InterEthnica, Inc. ("Consultant") (together, the "Parties") effective September 1, 2026.

**Recitals**

WHEREAS, pursuant to the San Mateo County Flood Control District Act (Assembly Bill 825), OneShoreline is authorized to contract with independent consultants for the furnishing of professional and related services; and

WHEREAS OneShoreline has conducted a competitive procurement process for community engagement and communications services and selected Consultant to provide such services; and

WHEREAS OneShoreline desires to retain Consultant as an independent contractor, and Consultant represents that it possesses the qualifications, experience, personnel, and expertise necessary to perform the services contemplated by this Agreement; and

WHEREAS this Agreement establishes the terms and conditions under which Consultant may provide services to OneShoreline; and

WHEREAS the Master Scope of Services attached as Exhibit A identifies the categories of services that may be authorized by OneShoreline through one or more Task Orders issued pursuant to this Agreement; and

WHEREAS the Parties intend that services under this Agreement shall be authorized and performed only through Task Orders issued by OneShoreline in accordance with the terms of this Agreement.

**NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

1. **Definitions.** For purposes of this Agreement, the following terms shall have the meanings set forth below:

(a) "Agreement Maximum Amount" means the maximum aggregate compensation payable by OneShoreline to Consultant under this Agreement, including all Task Orders and amendments, unless increased by written amendment executed by the Parties.

(b) "Task Order" means a written authorization executed pursuant to this Agreement that identifies the specific services, deliverables, schedule, compensation, and other requirements applicable to a particular phase or portion of the work.

(c) "Task Order Not-to-Exceed Amount" means the maximum compensation authorized under a specific Task Order, as set forth in the applicable Task Order, unless modified by written amendment.

(d) "Notice to Proceed" means a written authorization issued by OneShoreline directing Consultant to commence work under an approved Task Order. Consultant shall not commence work under a Task Order until issuance of a Notice to Proceed unless otherwise expressly authorized in writing by OneShoreline.

2. **Exhibits.** The following exhibits are attached to this Agreement and incorporated by this reference:

Exhibit A – Master Scope of Services

Exhibit B – Compensation Schedule & Rates

Exhibit B-1 – Billing Rates & Terms

3. **Services.** In consideration of the payments set forth in this Agreement and in Exhibit B, Consultant shall perform services for OneShoreline in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A. No work for any task within Exhibit A by Consultant shall commence or be billable to OneShoreline without prior written authorization by OneShoreline.
4. **Payments.** In consideration of the services provided by Consultant in accordance with all terms set forth in this Agreement and in Exhibit A, OneShoreline shall make payment to Consultant based on the rates and in the manner specified in Exhibit B. OneShoreline reserves the right to withhold payment if OneShoreline determines that the quantity or quality of the work performed is unacceptable. In no event shall OneShoreline's total fiscal obligation under this Agreement exceed five hundred thousand dollars (\$500,000). In the event that OneShoreline makes any advance payments, Consultant agrees to refund any amounts in excess of the amount owed by OneShoreline at the time of contract termination or expiration. Consultant is not entitled to payment for services not performed as required by this Agreement.
5. **Term.** Subject to compliance with all terms and conditions, the term of this Agreement shall be from September 1, 2026, to August 31, 2029.
6. **Time of Performance.** The services shall be performed on a timely, regular basis in accordance with the Schedule established in the applicable Task Order.
7. **Standard of Care.** As a material inducement to OneShoreline to enter into this Agreement, Consultant hereby represents that it has the qualifications and experience necessary to undertake the services to be provided pursuant to this Agreement, and will perform the services to a standard of reasonable professional care, for similar services on similar projects of like size and nature performed.
8. **Standard of Performance.** Consultant shall perform all work under this Agreement to all recognized applicable professional standards and pursuant to the above stated Standard of Care. Consultant hereby represents and covenants that it shall follow the professional standards used by a competent practitioner in performing all services required hereunder.
9. **Termination.**
  - a. This Agreement may be terminated by Consultant or by OneShoreline at any time without a requirement of good cause upon thirty (30) days' advance written notice to the other party. Subject to availability of funding, Consultant shall be entitled to receive payment for services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the services completed to the services required by the Agreement.
  - b. OneShoreline may terminate this Agreement or a portion of the services referenced in the Exhibits based upon the unavailability of Federal, State, or other outside funds by providing written notice to Consultant as soon as is reasonably possible after OneShoreline learns of said unavailability of outside funding.
  - c. OneShoreline may also terminate this Agreement for cause, which is separate from the ability to terminate without cause as described above. In order to terminate for cause, OneShoreline must first give Consultant notice of the alleged breach. Consultant shall then have 10 calendar days after receipt of such notice to cure the alleged breach. If Consultant fails to cure the breach within this period, OneShoreline may immediately terminate this Agreement without further action. In the event that OneShoreline provides notice of an alleged breach pursuant to this section, OneShoreline may, in extreme circumstances, immediately suspend performance of services and payment under this Agreement pending the resolution of the process described in this paragraph. OneShoreline has sole discretion to determine what constitutes an extreme circumstance for purposes of this paragraph, and OneShoreline shall use reasonable judgment in making that determination.

10. **Suspension.** OneShoreline may, in writing, order Consultant to suspend all or any part of the Consultant's services under this Agreement for the convenience of OneShoreline or for work stoppages beyond the control of OneShoreline or Consultant. Subject to the provisions of this Agreement relating to termination, a suspension of the work does not void this Agreement. In the event that work is suspended for a period of time that materially impacts the project schedule, the Parties will negotiate in good faith to adjust, by mutual agreement, the project schedule and the cost for completion.
11. **Contract Materials.** Upon expiration or termination of this Agreement, all finished or unfinished work products, documents, data, studies, maps, photographs, and other materials and efforts conducted by Consultant under this Agreement shall become the property of OneShoreline and shall be promptly delivered to OneShoreline. Consultant shall not be held liable for any modification or re-use by OneShoreline of delivered materials for purposes outside this Agreement.
12. **Relationship of Parties.** Consultant agrees and understands that the work/services performed under this Agreement are performed as an independent Consultant and not as an employee of OneShoreline and that neither Consultant nor its employees acquire any of the rights, privileges, powers, or advantages of OneShoreline employees.
13. **Hold Harmless.** Consultant shall indemnify and hold harmless OneShoreline and its officers, agents, employees, and servants from and against any and all claims, suits, or actions of every name, kind, and description resulting from or otherwise arising out of Consultant's performance under this Agreement, or payments made pursuant to this Agreement brought for or on account of: (a) injuries to or death of any person, including Consultant or its employees/officers/agents; (b) damage to any property of any kind whatsoever and to whomsoever belonging; and/or (c) any other loss or cost, including, without limitation, that caused by the concurrent active or passive negligence of OneShoreline and/or its officers, agents, employees, or servants. However, Consultant's duty to indemnify and hold harmless under this section shall not apply to injuries or damage for which OneShoreline has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct. The duty of Consultant to indemnify and hold harmless as set forth by this section shall continue after termination of the Agreement and shall include the duty to defend as set forth in Civil Code Section 2778.
14. **Assignability and Subcontracting.** Consultant shall not assign this Agreement nor any portion of it to a third party or subcontract with a third party to provide services required by Consultant under this Agreement without the prior written consent of OneShoreline. Any such assignment or subcontract without OneShoreline's prior written consent shall give OneShoreline the right to automatically and immediately terminate this Agreement without penalty or advance notice.
15. **Payment of Permits/Licenses.** Consultant bears responsibility to obtain any license, permit, or approval required from any agency for services to be performed under this Agreement at Consultant's own expense prior to commencement of said services. Failure to do so will result in forfeit of any right to compensation under this Agreement.
16. **Insurance.**
  - a. Consultant shall not commence work under this Agreement until all insurance required under this section has been obtained and such insurance has been approved by OneShoreline. Consultant shall furnish OneShoreline with certificates of insurance evidencing the required coverage. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to OneShoreline of any cancellation, and specific to professional liability, of any materials change of the policy. Notwithstanding the foregoing, Consultant shall provide OneShoreline prompt notice of any material change in the require policies.
  - b. During the term of this Agreement, Consultant shall have in effect workers' compensation and employer's liability insurance providing full statutory coverage, as required by Section 1861 and Section 3700 of the California Labor Code.

c. During the term of this Agreement, Consultant shall take out and maintain such bodily injury liability and property damage liability insurance as shall protect Consultant and all of its employees/officers/agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from Consultant's operations under this Agreement, whether such operations be by Consultant, any subcontractor, anyone directly or indirectly employed by either of them, or an agent of either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall not be less than the amounts specified below:

Comprehensive General Liability..... \$2,000,000

Motor Vehicle Liability Insurance... .. \$1,000,000

Professional Liability..... \$1,000,000

OneShoreline and its officers, agents, employees, and servants shall be named as additional insured on any such policies of insurance (except professional liability insurance), which shall also contain a provision that (i) the insurance afforded thereby to OneShoreline and its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy and (ii) if OneShoreline or its officers, agents, employees, and servants have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only.

(d) In the event of the breach of any provision of this section, including receipt of a notice indicating required insurance coverage will be diminished or cancelled, notwithstanding any other provision of this Agreement to the contrary, OneShoreline may immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

#### 17. Compliance With Laws.

a. All services to be performed by Consultant pursuant to this Agreement shall be performed in accordance with all applicable laws, ordinances, and regulations, including, without limitation: the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Federal Regulations promulgated thereunder; the Americans with Disabilities Act of 1990, as amended, and the nondiscrimination requirements of 41 C.F.R. 60-741.5(a); if applicable, Section 504 of the Rehabilitation Act of 1973; and all other applicable Federal, State, and/or local laws prohibiting discrimination on the basis of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information; all applicable equal opportunity laws and requirements; and all applicable equal benefits laws and requirements, including, without limitation, laws prohibiting discrimination in the provision of equal benefits on the basis that the spouse or domestic partner of the Consultant's employee is of the same or opposite sex as the employee.

b. During the performance of this Agreement, Consultant (and any subcontractors) shall not unlawfully discriminate, harass or allow harassment, against any person because of sex, sexual orientation, race, color, religious creed, marital status, denial of family and medical care leave, ancestry, national origin, medical condition (cancer/genetic characteristics), age (40 and above), disability (mental and physical) including HIV and AIDS, denial of pregnancy disability leave or reasonable accommodation. Consultant (and any subcontractors) shall ensure that the evaluation and treatment of all persons, and particularly their employees and applicants for employment are free from such discrimination and harassment. Consultant (and any subcontractors) shall comply with the provisions of the Fair Employment and Housing Act (Gov. Code, §12900 et seq.) and the applicable regulations promulgated thereunder (Cal. Code Regs, tit. 2, §7285.0 et seq.), the provisions of which are incorporated by reference herein and made a part hereof as if set forth in full. Consultant shall include the non-discrimination and compliance provisions of this section in any and all subcontracts to perform work under the Agreement, which are subject to OneShoreline approval pursuant to Section 14.

c. All services to be performed by Consultant under this Agreement shall also be performed in accordance with all applicable laws, ordinances and regulations, including, without limitation, appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations. In the event of a conflict between the terms of this Agreement and any applicable law or regulation, the requirements of the applicable law or regulation will take precedence over the requirements set forth in this Agreement.

d. Consultant shall timely and accurately complete, sign, and submit all necessary documentation evidencing compliance with the requirements of this section. In addition, Consultant certifies that no finding of discrimination has been issued against Consultant in the past 365 days by the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or any other investigative entity. If any such finding(s) of discrimination have been issued against Consultant within the past 365 days, Consultant shall provide OneShoreline with a written explanation of the outcome(s) or remedy for the discrimination prior to execution of this Agreement. Consultant shall also report to OneShoreline CEO the filing in any court or with any administrative agency of any complaint or allegation of discrimination on any of the bases prohibited by this section within thirty (30) days of such filing, unless the complaint or allegation is dismissed within such thirty (30) days. The report shall include a general description of the circumstances involved and a general description of the kind of discrimination alleged (for example, gender-, sexual orientation-, religion-, or race-based discrimination).

e. Violation of and/or failure to comply with the provisions of this section shall be considered a material breach of the Agreement, subjecting the Agreement to immediate termination at the sole option of OneShoreline and subjecting Consultant to penalties, disqualification from being considered for or being awarded a OneShoreline contract for up to three (3) years, and/or other sanctions.

**18. Retention of Records; Right to Monitor and Audit.**

a. Consultant shall maintain all required records relating to services provided under this Agreement for three (3) years after OneShoreline makes final payment and all other pending matters are closed, and Consultant shall be subject to the examination and/or audit by a Federal grantor agency, the State and/or OneShoreline.

b. Consultant shall comply with all program and fiscal reporting requirements set forth by all applicable Federal, State, and local agencies and as required by OneShoreline.

c. Consultant agrees upon reasonable notice to provide to OneShoreline or its authorized representative, to any Federal or State department having monitoring or review authority, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

**19. Merger Clause; Amendments.** This Agreement, including all Exhibits and other attachments incorporated by reference, constitutes the sole Agreement of the Parties and correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any Exhibit and/or other attachment, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the Parties not expressly stated in this Agreement are not binding. All subsequent modifications or amendments of the Agreement shall be in writing and signed by the Parties.

**20. Controlling Law; Venue.** The validity of this Agreement and of its terms, the rights and duties of the Parties, the interpretation of this Agreement, the performance of this Agreement, and any other dispute of any nature arising out of this Agreement shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

21. **Notices.** Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (a) transmitted via email to the email address listed below; and (b) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of OneShoreline, to:

Name/Title: Len Materman, CEO  
Address: 1700 South El Camino Real, Suite 502, San Mateo, CA 94402  
Telephone: 650-867-7768  
Email: [Len@OneShoreline.org](mailto:Len@OneShoreline.org)

In the case of Consultant, to:

Name/Title: Mona Abboud, Vice President  
Address: 1001 Lombard Street, San Francisco, CA 94109  
Telephone: 415-795-1851 ext. 5  
Email: [Mona@interethnica.com](mailto:Mona@interethnica.com)

22. **Confidentiality.** Consultant, in the course of its duties, may have access to financial, accounting, statistical, and personal data of private individuals and employees of OneShoreline. Consultant covenants that all such confidential data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement shall not be disclosed by Consultant without written authorization by OneShoreline. OneShoreline shall grant such authorization if disclosure is required by law. Upon request, all OneShoreline data shall be returned to OneShoreline upon the termination of this Agreement, provided that Consultant may retain a copy of OneShoreline data used in the performance services exclusively for legal retention purposes, and shall not be required to return or destroy electronic files which have been archived under Consultant's business system backup procedures. Consultant shall keep any such retained OneShoreline data in compliance with all document retention requirements of this Agreement, and such obligation shall survive for so long as Consultant retains any OneShoreline data. Consultant's covenant under this section shall survive the termination of this Agreement. It is hereby agreed that the following information is not considered to be confidential under this Agreement:
- a. Information already in the public domain;
  - b. Information disclosed to Consultant by a third party who is not under a confidentiality obligation;
  - c. Information developed by or in the custody of Consultant before entering into this Agreement;
  - d. Information developed by Consultant through its work with other clients; and
  - e. Information required to be disclosed by law or regulation, including, but not limited to, the California Public Records Act or subpoena, court order, or administrative order.
23. **Non-Waiver of Terms, Rights and Remedies.** Waiver by either party of any one or more of the conditions of performance under this Agreement shall not be a waiver of any other condition of performance under this Agreement. In no event shall the making by OneShoreline of any payment to Consultant constitute or be construed as a waiver by OneShoreline of any breach of this Agreement, or any default which may then exist on the part of Consultant, and the making of any such payment by OneShoreline shall in no way impair or prejudice any right or remedy available to OneShoreline with regard to such breach or default.
24. **Electronic Signatures.** The Parties wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law.

\* \* \* \* \*

In witness of and in agreement with this Agreement's terms and conditions, the Parties, by their duly authorized representatives, affix their respective signatures:

**For InterEthnica, Inc:**

**For OneShoreline:**

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Mona Abboud, Vice President

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Len Materman, Chief Executive Officer

[DATE]

[DATE]

## **Exhibit A – Scope of Services**

The purpose of this Agreement is to provide professional community engagement, communications, facilitation, branding, public participation, and related consulting services to assist OneShoreline in advancing flood resilience, shoreline adaptation, watershed resilience, climate adaptation, stormwater quality, public infrastructure planning, and related initiatives throughout San Mateo County.

The scope set forth herein describes the program of services for which the Consultant is engaged. Deliverables, schedules, and compensation for each phase of work shall be specified in individual Task Orders executed by both parties under the Agreement. Additional services outside of those described herein must be authorized by the OneShoreline's representative in writing prior to the commencement of that work. No work shall commence under any Task Order until it has been duly executed. In the event of a conflict between this Exhibit and an executed Task Order, the Task Order governs for the specific work it covers.

All services shall be performed in accordance with applicable federal, state, regional, and local requirements, including, where applicable in authorized Task Orders, the Regional Shoreline Adaptation Plan (RSAP) Guidelines issued by the San Francisco Bay Conservation and Development Commission (BCDC), the requirements of Ocean Protection Council (OPC) SB1 grant and other grants funding this work, and all terms and conditions of the Agreement.

Services authorized under this Agreement may include, but are not limited to, the following:

- Project management, coordination, scheduling, budgeting, reporting, quality assurance, grant compliance support, and coordination with OneShoreline staff, consultant teams, partner jurisdictions, and other project participants.
- Development and implementation of equity-centered community and stakeholder engagement strategies, including community-based organization coordination, multilingual and culturally responsive outreach, public meetings, workshops, surveys, interviews, advisory processes, and documentation and synthesis of public input.
- Design and facilitation of multi-jurisdictional and interagency processes, including Technical Advisory Committees, working groups, governance discussions, collaborative decision-making, consensus-building, and coordination of engagement and facilitation activities with technical analyses and project milestones.
- Strategic communications, branding, public information, graphic design, digital and print content, media support, translation of technical information into accessible materials, and preparation of reports, presentations, fact sheets, infographics, meeting summaries, templates, databases, and related work products.

The specific services, deliverables, schedule, compensation, and performance requirements for each phase of work shall be established through Task Orders executed pursuant to this Agreement. Consultant shall perform only those services expressly authorized in an executed Task Order.

### **Exhibit B – Compensation Schedule & Rates**

In consideration of the services authorized pursuant to this Agreement and the applicable Task Orders, OneShoreline shall compensate Consultant in accordance with the rates set forth in this Exhibit and the budget authorized under each Task Order.

The Agreement Maximum Amount is five hundred thousand dollars (\$500,000).

No work shall be performed, and no compensation shall be payable, except as authorized by an executed Task Order and Notice to Proceed issued by OneShoreline.

Consultant shall submit itemized invoices by Task Order in a form acceptable to OneShoreline. Each invoice shall identify the applicable Task Order number, Agreement number, billing period, personnel, hours worked, applicable billing rates, reimbursable expenses, and a description of services performed in reasonable detail for OneShoreline to verify the work completed.

Consultant shall bill in accordance with Exhibit B-1.

#### **Remit Invoices to:**

San Mateo County Flood and Sea Level Rise Resiliency District  
1700 South El Camino Real, Suite 502  
San Mateo, CA 94402  
Email: LDong@OneShoreline.org  
Cc: SLau@OneShoreline.org

Payment will be made within forty-five (45) days of invoice receipt.

**Exhibit B-1 – Billing Rates & Terms**

| <b>Firm</b>         | <b>Classification</b>                     | <b>2026/27 Hourly Rate</b> |
|---------------------|-------------------------------------------|----------------------------|
| <b>InterEthnica</b> | Principal                                 | \$270                      |
| <b>InterEthnica</b> | Vice President                            | \$225                      |
| <b>InterEthnica</b> | Associate Principal                       | \$215                      |
| <b>InterEthnica</b> | Director of Public Engagement             | \$180                      |
| <b>InterEthnica</b> | Project Coordinator II                    | \$165                      |
| <b>InterEthnica</b> | Language Access PM / Language Specialists | \$155                      |
| <b>InterEthnica</b> | Senior Graphic Designer                   | \$165                      |
| <b>InterEthnica</b> | Language Experts II                       | \$180                      |
| <b>InterEthnica</b> | Project Coordinator I                     | \$155                      |
| <b>InterEthnica</b> | Project Associates                        | \$150                      |
| <b>InterEthnica</b> | Outreach Assistants                       | \$125                      |
| <b>InterEthnica</b> | Illustrator                               | \$150                      |
| <b>Cascadia</b>     | Director                                  | \$270                      |
| <b>Cascadia</b>     | Senior Associate                          | \$180                      |
| <b>Cascadia</b>     | Associate                                 | \$170                      |
| <b>Cascadia</b>     | Project Coordinator                       | \$140                      |

**Other Direct Costs or Project Expenses.** Pre-approved Other Direct Costs (ODCs) shall be reimbursed at actual, documented cost, with no markup, unless otherwise expressly authorized in writing by OneShoreline. ODCs shall be limited to those necessary for performance of the Scope of Services and supported by receipts or other reasonable documentation. Reimbursable expenses are payable only if specifically authorized in the applicable Task Order.

**Subconsultant Costs.** Subconsultant costs may be billed at actual invoiced cost plus a markup not to exceed five percent (5%) when agreed upon within a specific Task Order. No markup shall be applied to subconsultant reimbursable expenses or pass-through costs.

**Additional Labor Classifications.** Consultant may propose additional labor classifications when reasonably necessary to perform authorized services. Before work is performed or invoiced under an additional classification, Consultant shall provide the classification title, anticipated duties, qualifications, and proposed fully burdened hourly rate for OneShoreline's prior written approval. Approved classifications and rates may be incorporated through an approved rate-sheet update or amendment, as required by OneShoreline. Rates shall be consistent with comparable classifications in Exhibit B and subject to the same annual rate-adjustment provisions. Addition of a classification shall not expand the approved scope or increase any applicable not-to-exceed amount.

**Rate Adjustments.** Rates shall remain in effect for the first twelve (12) months of the Agreement. Thereafter, Contractor may request an annual adjustment to billing rates no more than once per year. Any such adjustment shall require prior written approval by OneShoreline and shall not exceed three percent (3%) per year. Approved rate adjustments shall apply only to services performed after the effective date of approval and shall not increase the total not-to-exceed amount of any Task Order unless amended in writing.

## San Mateo County Flood and Sea Level Rise Resiliency District Agenda Report

**Date:** August 24, 2026  
**To:** San Mateo County Flood and Sea Level Rise Resiliency District Board of Directors  
**From:** Len Materman, CEO  
**Subject:** Authorize the CEO to execute Task Order Number 1 to the Master Services Agreement with InterEthnica, Inc. for Community Engagement and Communications Services in support of the Brisbane Shoreline Resilience Plan for a two-year term beginning September 1, 2026 and for an amount not to exceed \$90,000

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### Recommendation

That the San Mateo County Flood and Sea Level Rise Resiliency District (“OneShoreline”) Board of Directors (“Board”) authorize the CEO to execute Task Order Number 1 (“TO#1”) under the Community Engagement and Communications Services Master Services Agreement (“MSA”) with InterEthnica, Inc. in an amount not to exceed \$90,000, for community and stakeholder engagement support for the Brisbane Shoreline Resilience Plan.

### Background and Discussion

The scope of services available under the MSA is described in the Agenda Report for the previous Agenda Item (4B). TO#1 is the first task order under the MSA and will provide community and stakeholder engagement support for the Brisbane Shoreline Resilience Plan.

Senate Bill 272 (2023, Laird) requires jurisdictions along San Francisco Bay and the Pacific Ocean to develop a sea level rise adaptation plan that the State will use to give preference for climate resilience funding from Proposition 4 approved by voters in November 2024. In 2025, OneShoreline secured a \$750,000 California Ocean Protection Council (“OPC”) grant to complete the Brisbane Shoreline Resilience Plan (“Plan”) in partnership with the City of Brisbane and in coordination with Caltrans and the cities of San Francisco and South San Francisco. On June 22, 2026, the Board approved an MSA and first task order with Moffatt & Nichol to lead the technical consultant team developing the Plan.

Under the direction of OneShoreline and the City of Brisbane, InterEthnica will work with the technical consultant team to plan and implement community and stakeholder engagement consistent with Bay Conservation and Development Commission (“BCDC”) Regional Shoreline Adaptation Plan (“RSAP”) guidelines. TO#1 includes a community engagement plan, outreach toolkit and materials, and facilitation support for community events, as detailed in Attachment A – Scope of Work.

TO#1 will run from September 1, 2026, through August 31, 2028, and has a not-to-exceed amount of \$90,000. While this amount is within the CEO’s delegated contracting authority, staff is bringing this to the Board in conjunction with establishing the MSA so the Board and public are aware of the initiation of these important activities. Additional task orders may be authorized in accordance with OneShoreline’s contracting and budget authorities.

### Impact on OneShoreline Resources

The \$90,000 not-to-exceed amount is funded by the \$750,000 OPC grant award accepted by Board Resolution 2025-08-25 on August 25, 2025, and will fulfill the grant’s community engagement requirements. Consultant and OneShoreline staff costs are included in the Fiscal Year 2026-27 Operating Budget; costs incurred in subsequent fiscal years will be included in future Operating Budgets.

### Attachment

Draft TO#1 to the Master Services Agreement with InterEthnica, Inc. for community and stakeholder engagement support for the Brisbane Shoreline Resilience Plan.

**MASTER SERVICE AGREEMENT BETWEEN THE SAN MATEO COUNTY FLOOD AND SEA LEVEL RISE  
RESILIENCY DISTRICT AND INTERETHNICA, INC.****TASK ORDER NO. 1****Master Service Agreement No.: 2026-08-24-IE****Project:** Brisbane Shoreline Resilience Plan – Community Engagement**Date Issued:** 09/01/2026

This Task Order No. 1 (“Task Order”) is issued pursuant to the Master Service Agreement (“Agreement”) between the San Mateo County Flood and Sea Level Rise Resiliency District, an independent special district (“OneShoreline”), and InterEthnica, Inc. (“Consultant”). Consultant shall perform the services described in this Task Order in accordance with the terms and conditions of the Agreement.

**Scope of Services.** Consultant shall perform the services described in Attachment A, Scope of Work, attached hereto and incorporated herein by this reference.

**Deliverables.** Consultant shall provide the deliverables identified in Attachment A in accordance with the schedule set forth therein.

**Schedule.**

Notice to Proceed Date: September 1, 2026

Completion Date: August 31, 2028

**Compensation.** Compensation for services performed under this Task Order shall not exceed: ninety thousand dollars and zero cents (**\$90,000.00**) (“Task Order Not-to-Exceed Amount”). Compensation shall be in accordance with the fee schedule and payment provisions contained within the Agreement and the Budget attached as Attachment B.

**Subconsultants.** The following subconsultants are authorized to perform work under this Task Order:

| Firm     | Role                                 |
|----------|--------------------------------------|
| Cascadia | Climate Adaptation Technical Support |

**Special Requirements.** The following special requirements apply to this Task Order: None

**Authorization.** No work shall commence until this Task Order has been fully executed and a Notice to Proceed has been issued by OneShoreline.

**For InterEthnica, Inc:****For OneShoreline:**Mona Abboud, Vice President  
[DATE]Len Materman, Chief Executive Officer  
[DATE]

ATTACHMENT A – SCOPE OF WORK

ATTACHMENT B – BUDGET

## **Attachment A – Scope of Work**

The Consultant shall provide community engagement and communications services in support of development of the Brisbane Shoreline Resilience Plan in coordination with OneShoreline and the Technical Consultant. Community engagement activities shall be integrated with the RSAP planning process to inform development of the vulnerability assessment, adaptation strategies, draft plan, and associated Equity Standards Assessments.

### **Task 1. Engagement Plan, Schedule, and Technical Coordination**

The Consultant shall collaborate with OneShoreline and the Technical Consultant to develop and implement a Community Engagement Plan that supports preparation of the Brisbane Shoreline Resilience Plan. The Community Engagement Plan shall establish audiences, engagement methods, language access needs, coordination points, materials, workshop timing, and how community input will be documented for RSAP and BCDC equity documentation. The Consultant shall update the Community Engagement Plan as planning milestones, technical findings, and engagement needs evolve. Services may include:

- Prepare and maintain the Community Engagement Plan and engagement schedule that reflects goals, schedule, roles, decision points, review timelines, and priority audiences
- Identify engagement approaches to effectively reach equity priority populations, shoreline users, businesses, community organizations, and other stakeholders.
- Coordinate with OneShoreline to plan and conduct engagement activities integrated with TAC milestones, BCDC coordination, City review, and technical deliverables.
- Maintain an engagement tracking system documenting audiences reached, materials produced, input received and follow-up needs.
- Participate in project coordination meetings

### **Coordination Touchpoints**

- Kickoff with OneShoreline, City staff, and the technical consultant.
- Monthly coordination meetings during active engagement periods.
- Materials review meetings before each engagement window.
- Post engagement debriefs to discuss what was heard and how input should be carried forward.
- Coordination with the technical consultant before each major RSAP milestone.
- Coordination with CBO or partner outreach support before each public engagement window.
- Review of equity documentation inputs before submission or inclusion in plan materials.

**Deliverables:** Community Engagement Plan and schedule (Word/Excel); engagement tracking system (Word/Excel); monthly coordination meetings and brief action notes (Email/Word); updated engagement schedule as needed.

### **Task 2. Brisbane Shoreline Engagement Kit and Outreach Infrastructure**

This task creates the engagement materials, which are designed to be reusable for cost-effectiveness. The kit will be designed once and adapted across the three engagement windows, pop-ups, partner briefings, and online materials. It will use OneShoreline's existing brand and project materials.

The kit will be built around Brisbane's shoreline geography: Sierra Point, Brisbane Marina, Brisbane Lagoon, the Baylands, Bay Trail connections, and the US 101 and Caltrain corridor. It will support both formal workshops and lower-cost engagement moments at locations where people already are. The Consultant shall develop and maintain public-facing engagement materials and outreach tools that communicate technical information in an accessible manner and support consistent engagement throughout development of the Brisbane Shoreline Resilience Plan. Services may include:

- Develop reusable public engagement materials and templates.
- Develop plain-language project overview and core message points.
- Create an annotated shoreline map, Shoreline Values Map, comment tools, and input forms.
- Create adaptation tradeoff card templates for use in Workshop 2.
- Prepare flyer copy, email blurbs, web copy, social media copy, and partner invitation language.

- Develop multilingual outreach and language access materials, as appropriate.
- Identify local outreach channels, including City communications, marina networks, business groups, shoreline user groups, community organizations, Bay Trail and recreation networks, and partner agencies.

**Deliverables:** Brisbane Shoreline Engagement Kit (various format types); outreach toolkit (various format types); partner and audience contact list (Excel); translation and interpretation plan (Word); documentation of outreach activities (Word/Excel).

### **Task 3. Vulnerability Prioritization and Local Shoreline Knowledge**

This task supports the first engagement window, focused on local vision, refined existing conditions, and vulnerability assessment. The goal is to help community members and shoreline users understand the shoreline planning context, review emerging vulnerability information, and identify the places, services, access points, and assets that matter most from a community perspective.

This window will include one core engagement event, such as a community workshop, shoreline walk, marina area pop-up, or map-based station focused on Sierra Point, Brisbane Lagoon, the Baylands, and the US 101 and Caltrain corridor. The final format will be selected with OneShoreline based on timing, venue access, technical readiness, and audience needs.

The engagement will be designed to answer questions the technical team can actually use: where people already see flooding or drainage issues, which access points and community uses matter most, what assets should be prioritized, and what concerns may not show up clearly in technical data.

The Consultant shall support community engagement during development of the vulnerability assessment by helping community members understand existing conditions, flood hazards, shoreline conditions, and community assets while documenting local knowledge and priorities. Services may include:

- Review draft existing conditions and vulnerability information with OneShoreline and the technical consultant.
- Prepare public-facing maps, risk explanations, asset boards, and discussion prompts.
- Facilitate community engagement activities supporting the vulnerability prioritization milestone and support logistics.
- Document and summarize input by geography, theme, asset type, and relevance to vulnerability prioritization.
- Prepare the Vulnerability Prioritization Equity Standards Assessment.

**Deliverables:** Vulnerability Prioritization engagement event; facilitation plan and public-facing materials; community input summary; Vulnerability Prioritization Equity Standards Assessment input memo; updated input tracker for technical consultant use.

### **Task 4. Local Vision and Adaptation Strategy Tradeoffs**

This task supports the second engagement window, focused on local vision and adaptation strategies. The goal is to help participants understand adaptation strategy options and tradeoffs before strategies move further into technical evaluation and plan development.

The materials will explain physical and non-physical strategies, near-term and long-term actions, public access considerations, ecological benefits, disruption, feasibility, cost, timing, governance, and maintenance considerations.

This window will help the technical team understand community preferences and concerns that affect strategy evaluation, including access, habitat, marina function, trail continuity, business disruption, safety, neighborhood identity, and how different adaptation pathways may affect daily life.

The Consultant shall facilitate community engagement regarding adaptation strategies, community priorities, and tradeoffs to inform evaluation of adaptation options. Services may include:

- Review draft adaptation strategies and pathways with OneShoreline and the technical consultant.
- Develop accessible materials explaining adaptation strategies, pathways, and associated tradeoffs.
- Use the Adaptation Tradeoff Cards or similar tool to support structured discussion.
- Facilitate community engagement activity supporting the Local Vision and Adaptation Strategies milestone.
- Conduct targeted outreach to participants, priority audiences, and partners.

- Document and summarize community preferences, priorities, questions, concerns, and tradeoff input.
- Prepare the Local Vision and Adaptation Strategy Equity Standards Assessment

**Deliverables:** Local Vision and Adaptation Strategies engagement event; Facilitation plan (Word); adaptation strategy and tradeoff materials; community input summary (Word); Local Vision and Adaptation Strategies Equity Standards Assessment (Word); updated input tracker for technical consultant use (Word/Excel).

### **Task 5. Draft Plan Review and Close the Loop**

This task supports the third engagement window and public review of the draft Brisbane Shoreline Resilience Plan. The goal is to help community members understand what the draft plan recommends, how prior input was used, what decisions remain ahead, and where support or concerns should be carried forward.

This stage is important because community members often participate early and never hear what happened. InterEthnica will develop close-the-loop materials that clearly show what was heard during earlier engagement, what changed or was reinforced as a result, and what is included in the draft plan.

This window will include a What We Heard / What Changed / What Still Needs a Decision display. This gives OneShoreline a clearer public record and helps show that engagement informed the plan rather than sitting beside it.

The Consultant shall support community review of the Draft Brisbane Shoreline Resilience Plan and document community and stakeholder feedback to inform plan refinement. Services may include:

- Review the public draft plan with OneShoreline and the technical consultant.
- Develop accessible summaries of draft plan findings and recommendations.
- Facilitate community engagement activities supporting review of the draft plan
- Document public comments and summarize community feedback.
- Demonstrate how previous community input informed the draft plan.
- Prepare the Draft Plan Equity Standards Assessment following the draft plan publication milestone.
- Identify unresolved questions, community concerns, and recommendations for future communications or implementation outreach.

**Deliverables:** Draft Plan engagement event; facilitation plan and engagement materials; draft plan summary and close-the-loop materials; community input summary; engagement and public comment summary memorandum; Equity Standards Assessment; final engagement tracker record.

### **Task 6. Synthesis, Equity Documentation, and Final Engagement Record**

This task compiles input across the full engagement process and supports the equity documentation required for RSAP alignment. InterEthnica would maintain a running record of audiences reached, outreach methods used, key input themes, questions, concerns, and how input was carried to OneShoreline and the technical consultant. The intent is to make the engagement record useful for plan chapters, BCDC review, City review, public transparency, and future implementation outreach.

The Consultant shall maintain documentation of engagement activities throughout the project and prepare a final record of community engagement supporting completion of the Brisbane Shoreline Resilience Plan.

Services may include:

- Maintain the project engagement input tracker across all milestones.
- Compile community input received throughout all engagement milestones.
- Document outreach methods, participation, and key themes.
- Summarize how community input informed the planning process.
- Prepare recommendations for future outreach during plan adoption and implementation.

**Deliverables:** Three Equity Standards Assessments (Word); final engagement record (Word); recommendations for future communications and implementation outreach memo (Word).

## Assumptions

- The total budget is \$90,000, inclusive of labor, CBO or partner support, participant stipends or incentives, translation, interpretation, materials, and other direct costs.
- OneShoreline and the technical consultant will provide draft technical findings, maps, and adaptation strategy content with enough time for public-facing material development.
- The technical consultant will remain the lead author of RSAP plan chapters. InterEthnica will provide engagement content, input summaries, public-facing materials, and Equity Standards Assessment inputs.
- OneShoreline will approve all public-facing materials before release.
- The budget includes three milestone engagement windows. Each window may be delivered as a workshop, pop up, partner-hosted conversation, or hybrid format depending on OneShoreline preference, venue availability, technical readiness, and community access needs.
- Venue costs are assumed to be low or no cost through City, library, school, marina, or community partner facilities.
- InterEthnica will provide logistical support community engagement activities, including registration, venue coordination, materials preparation, and meeting support, as requested.
- Translation and interpretation will be scoped based on confirmed language needs and budget.
- CBO or partner support is assumed to focus on targeted outreach and participation support, not full subcontracted community engagement leadership.
- Subconsultant and direct cost markups will not exceed five percent (5%).
- Additional workshops, major media campaigns, full website buildout, formal public hearing support, CEQA noticing, or extensive plan design are not included unless authorized through a scope amendment.

**Attachment B – Budget**

| Task                                                                  |           |            | Budget                  |
|-----------------------------------------------------------------------|-----------|------------|-------------------------|
| Task 1. Engagement Plan, Schedule, and Technical Coordination         |           |            | \$10,360                |
| Task 2. Brisbane Shoreline Engagement Kit and Outreach Infrastructure |           |            | \$18,020                |
| Task 3. Vulnerability Prioritization and Local Shoreline Knowledge    |           |            | \$17,600                |
| Task 4. Local Vision and Adaptation Strategy Tradeoffs                |           |            | \$18,410                |
| Task 5. Draft Plan Review and Close the Loop                          |           |            | \$12,670                |
| Task 6. Synthesis, Equity Documentation, and Final Engagement Record  |           |            | \$4,830                 |
| Estimated Labor Subtotal <sup>1</sup>                                 |           |            | \$81,890                |
| Direct Costs and Partner Support Estimated Allowance <sup>1</sup>     |           |            | \$8,110                 |
| <b>Total Not to Exceed Budget</b>                                     |           |            | <b>\$90,000</b>         |
|                                                                       |           |            |                         |
| Classification                                                        | Hour Rate | Hours      | Total by Classification |
| Principal                                                             | \$270     | 10         | \$2,700                 |
| Vice President                                                        | \$225     | 72         | \$16,200                |
| Associate Principal                                                   | \$215     | 24         | \$5,160                 |
| Director of Public Engagement                                         | \$180     | 96         | \$17,280                |
| Project Coordinator II                                                | \$165     | 100        | \$16,500                |
| Language Access PM / Language Specialists                             | \$155     | 70         | \$10,850                |
| Senior Graphic Designer                                               | \$165     | 50         | \$8,250                 |
| Cascadia Director                                                     | \$270     | 5          | \$1,350                 |
| Cascadia Senior Associate                                             | \$180     | 20         | \$3,600                 |
| <b>Estimated Labor Total<sup>1</sup></b>                              |           | <b>447</b> | <b>\$81,890</b>         |

**Estimated Direct Costs and Partner Support Allowance<sup>1</sup>**

| Item                                        | Allowance      |
|---------------------------------------------|----------------|
| CBO or local partner outreach support       | \$4,000        |
| Participant incentives or stipends          | \$1,500        |
| Translation and interpretation allowance    | \$1,500        |
| Printing, materials, and workshop supplies  | \$900          |
| Local travel and miscellaneous direct costs | \$210          |
| <b>Direct Cost Total</b>                    | <b>\$8,110</b> |

<sup>1</sup> Labor hours, task allocations, consultant hours, and direct-cost allowances shown are good-faith planning estimates. In partnership with the OneShoreline Project Manager, the Consultant may reallocate budget among labor classifications, approved consultants, tasks, and direct-cost categories, provided that the approved scope and deliverables remain unchanged, applicable billing rates and markups are not exceeded, and the total Task Order compensation does not exceed \$90,000. Changes to the scope, deliverables, or total not-to-exceed amount require a written amendment.