Proposal

LOLETA SAFE ROUTES TO SCHOOL AND CONNECTIVITY TO TRIBAL LANDS

PREPARED FOR:

Humboldt County Association of Governments
February 19, 2026

MARK THOMAS

February 19, 2026

Oona Smith
Humboldt County Association of Governments
611 I Street, Suite B
Eureka, CA 95501

Dear Ms. Smith,

The Humboldt County Association of Governments (HCAOG) seeks a qualified consultant team to assist in developing technical deliverables for the Loleta Safe Routes to School and Tribal Connectivity Project. Required services include existing conditions mapping and analysis, community outreach and meeting support, and preparation of a draft and final plan accompanied by 30% design drawings and cost estimates. HCAOG is seeking a consultant with demonstrated technical, analytical, and facilitation expertise in multimodal transportation planning, and experience delivering projects in small, rural communities through collaboration with diverse community and Tribal stakeholders. Mark Thomas & Company, Inc. has extensive experience delivering Safe Routes to School and active transportation planning projects and is well qualified to support HCAOG, Redwood Community Action Agency (RCAA), and the County of Humboldt in successfully completing this work for the following reasons:

Experienced Project Manager: Jae Riddle, PTP will serve as Project Manager and the primary point of contact with direct responsibility for managing and delivering the services HCAOG is looking for. She will oversee day-to-day project coordination, schedule, and quality control, and ensure close collaboration with HCAOG, RCAA, and the County of Humboldt through project completion. Jae brings extensive experience in planning and delivering Safe Routes to School and active transportation projects in California through her eight years working in the public and private sectors. She will be supported by an interdisciplinary in-house team of planners, engineers, funding specialists, and graphic designers with experience delivering similar community-centered and safety-focused projects.

Caltrans and Rural County Experience: Mark Thomas has extensive experience planning and delivering Caltrans projects across California, including work in rural and small-community contexts where safety, access, and environmental considerations are critical. Our recent experience includes coordinating with various Caltrans Districts on interchange improvements, systemic safety analysis, and on-call engineering services in Humboldt County and surrounding rural communities. This experience enables us to work efficiently with Caltrans and local agencies to prepare project reports and environmental documents that address rural transportation conditions such as narrow shoulders and high speeds, improve safety for all users, and withstand agency review and public scrutiny.

Experience Matters. For nearly a century, Mark Thomas has provided planning and engineering solutions that support safe, equitable transportation in rural and small-community settings. Our work emphasizes meaningful engagement with local and Tribal communities to develop safety-focused, context-sensitive solutions that improve walking and bicycling access for students and families. We have extensive experience delivering Safe Routes to School and bicycle and pedestrian planning projects in rural counties and underserved communities, where infrastructure gaps, limited right-of-way, and jurisdictional complexity are common. Mark Thomas has provided these services for Humboldt County, Kings County, Madera County, the City of McFarland, Santa Cruz County, the Town of Paradise, and similar rural jurisdictions.

Extensive Safety Analysis Experience: Mark Thomas has extensive experience preparing Safe Routes to School plans, Local Roadway Safety Plans, Systemic Safety Analysis Reports, and Vision Zero documents that support safety-focused planning in small and rural communities. Our work includes analyzing collision data, identifying network-level safety trends, and evaluating locations where rural roadway conditions present challenges for people walking and bicycling—particularly students traveling to and from school. We apply Caltrans and Federal Highway Administration (FHWA) guidance to develop data-driven strategies and recommendations that inform existing conditions analysis, planning recommendations, and implementation-ready concepts consistent with the Loleta Safe Routes to School and Tribal Connectivity Project scope.

As a Principal and Executive Vice President of Mark Thomas, I am authorized to bind the firm. This proposal is a firm offer that will remain valid for at least a sixty (60) day period. I can be reached by phone at (916) 605-6761, or at the address at the footer of this letter. If you have any questions about our proposal, please contact Jae at (949) 504-4907, via email at jriddle@markthomas.com, or at the address below. We look forward to working with HCAOG on this project.

Sincerely,
MARK THOMAS & COMPANY, INC.

Matt Brogan, PE
Principal + Executive Vice President

Jae Riddle
Project Manager

TECHNICAL PROPOSAL SECTIONS 1-5

LOLETA SAFE ROUTES TO SCHOOL AND TRIBAL CONNECTIVITY
Humboldt County Association of Governments

McKinleyville Multimodal Improvements

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UNDERSTANDING OF PROJECT

The Loleta Safe Routes to School (SRTS) and Tribal Connectivity Project addresses significant transportation safety, equity, and access challenges impacting students, Tribal communities, and residents of Loleta. Existing conditions reveal a combination of high-risk travel environments, inadequate pedestrian and bicycle infrastructure, and critical connectivity gaps between Loleta Elementary School, Main Street, the Wiyot Tribe's Table Bluff Reservation, and the Bear River Rancheria. These issues create unsafe daily travel conditions, particularly for children who must navigate high-speed traffic corridors, narrow rural roads without shoulders, and areas lacking sidewalks, bike facilities, or protected crossings.

The project area has experienced multiple collisions over the past decade, including injuries to pedestrians, underscoring the urgency of implementing traffic-calming and multimodal safety improvements. Field audits and community input further highlight widespread concern about vehicle speeds, unsafe crossings, and hazardous access across US Highway 101 for Tribal community members traveling to school and essential services.

In addition to safety concerns, the community faces substantial equity challenges. Loleta Elementary serves a high percentage of Native American and low-income students, many of whom lack reliable, safe travel options. Current infrastructure does not support walking or biking as viable modes, and no previous comprehensive safe-routes plans exist for Loleta. The absence of multimodal connections between Tribal lands and Loleta further reinforces inequitable mobility conditions and limits access to schools, economic resources, and community services.

To address these challenges, the project will develop detailed existing conditions mapping, conduct a network analysis to identify infrastructure gaps, and create both 10% and 30% multimodal design plans. Two tribally informed multimodal needs assessments will define priorities for safe, reliable connections between Tribal communities and Loleta's activity centers. Community engagement, led by RCAA with technical support from the consultant, is central to shaping preferred alternatives and ensuring that final designs reflect local and Tribal priorities. The project will also establish cost estimates, identify potential funding sources, propose prioritization criteria, and outline a roadmap for implementation.

Through this work, the Loleta SRTS and Tribal Connectivity Project will create a clear, community-driven pathway to improving safety, expanding multimodal access, and strengthening connections between Loleta and Tribal lands. The resulting plan will position the community and partner agencies to advance implementation and enhance long-term transportation equity and safety throughout the region.

PRIMARY OBJECTIVES

Address significant inadequate pedestrian and bicycle transportation safety for Tribal communities and residents of Loleta

Implement a rigorous **stakeholder and public outreach process** to understand key issues, help define priority solutions, and address concerns in disadvantaged and tribal communities

Improve **access across US 101** for Tribal community members traveling to school and work

Identify realistic/feasible cost estimates to help HCAOG identify opportunities to secure project funding and to help move the project forward to implementation

CONSULTANT QUALIFICATIONS AND EXPERIENCE

A) FIRM

About Mark Thomas

Mark Thomas provides transportation planning, environmental planning, civil and structures engineering, strategic funding and grant writing, landscape architecture, surveying, and construction management services to clients throughout California. As a California corporation, our stability throughout the years is founded on our client service focus, and delivering projects with a tailored approach to meet our clients' goals. This reputation is realized through the efforts of more than 500 professionals within 11 offices located throughout the state.

Mark Thomas is well qualified to provide the consulting services requested in the Loleta Safe Routes to School and Tribal Connectivity Project, with extensive experience delivering Safe Routes to School and active transportation planning projects for regional transportation agencies, counties, and local jurisdictions. We have worked with multi-agency teams similar to HCAOG, RCAA, and the County of Humboldt, integrating technical analysis, community engagement, and agency coordination to produce implementable plans and conceptual designs. Recent experience includes existing conditions analysis, safety-focused planning, community outreach, and development of conceptual improvements that support future funding and implementation, consistent with the scope of work outlined in the RFP.

Litigation

Mark Thomas has no pending bankruptcies, liens, stop payment notices, or foreclosures filed or resolved in the past seven (7) years. Mark Thomas operates throughout California and has had average annual billings over the last five years in excess of $105 million. There are no claims pending against the company that would impact its ability to discharge its contractual duties if awarded a contract.

Fraud Convictions, Disbarments, and Suspensions

Not applicable for Mark Thomas.

Violations of Local, State and Federal Industry

Not applicable for Mark Thomas.

Controlling Financial Interest

Mark Thomas does not have any controlling or financial interest the in any other firms or organizations, and Mark Thomas is not owned or controlled by any other firm or organization.

Oakhurst Mobility

BY THE NUMBERS

99 years in business

11 offices statewide

>500 team members

CA Corporation

>6K projects delivered

Planning and Safety

Our Planning Experience

Our team brings a strong track record of planning services that balances infrastructure needs with climate resilience and community priorities. Our team has led collaborative processes that engage a full range of stakeholders through proactive and inclusive public engagement. We successfully delivered resilience-focused projects that involved technical and corridor-level analyses, concept development, alternatives screening and prioritization frameworks, and implementation strategies.

Mark Thomas understands how to navigate complex issues while developing and delivering feasible solutions through our experience designing transportation infrastructure in environmentally sensitive areas. Our ability to pair technical strength with creative thinking allows us to deliver innovative, resilient transportation projects that meet long-term and community goals.

Planning Experts

We have been providing planning and funding of multimodal projects for many years. Our strong background in designing and delivering transportation projects, coupled with an effective balance of creative innovations fused with practical design solutions, have demonstrated Mark Thomas' unique capability to deliver creative planning projects.

Our team includes industry-recognized experts who have delivered engineering and transportation planning projects for clients throughout California. Our team has extensive experience with transportation planning, climate adaptation and resiliency analysis, and community engagement to consider solutions that can fit within a constrained transportation network. We explore roadway cross-sections, countermeasure recommendations, and intersection treatments with the public and agency staff. Our team leads our public engagement activities and understands how our outreach and planning positions communities for successful projects.

SRTS, Active Transportation, MultiModal Improvement Experience

One of Mark Thomas' key focus areas is design of SRTS, complete streets and bicycle/pedestrian enhancements based on NACTO and other Complete Street guidelines. Through our work with multiple cities, counties, regional transportation agencies, and Caltrans, we have accumulated an expansive knowledge base specifically geared toward balancing motorized and non-motorized travel safety, connectivity, and access. Our team has delivered hundreds of complete streets and active transportation facilities. Our projects range from Class I trails and paths to Class IV protected bikeways and Class II buffered bike lanes to ADA upgrades and road diets. We are adept at technology that smooths operations such as Transit Signal Priority (TSP) and Adaptive Traffic Signals (ATS). Our projects become lively community plazas, connect major bicycle and pedestrian corridors to key destinations, and enhance mobility, connectivity, transit reliability, and safety. We know these projects involve regular community engagement to understand resident concerns and user preferences. We are familiar with the applicable design standards and guidelines including the NACTO Urban Bikeway Design Guide, Caltrans HDM Chapter 1000, Caltrans Design Information Bulletin DIB-89 Class IV Bikeway Guidance, as well as nationwide best practices and innovations.

Federal and State Funding Experience

We are familiar with the federal and state funding requirements for Preliminary Engineering (PE), Right of Way, and Construction phases. There is a collection of the guidelines and instructions published in the Local Assistance Procedures Manual (LAPM) and Local Assistance Program Guidelines (LAPG) that must be followed by local agencies in order to obtain funding of local public transportation projects. We have secured

HUMBOLDT COUNTY EXPERIENCE

Our previous experience working within the County on planning and multimodal projects includes:

McKinleyville Multimodal Improvements
We provided multimodal transportation planning services to develop transportation solutions to improve mobility and connectivity within and connecting the McKinleyville community area to the City of Arcata for pedestrians, bicyclists, and drivers.

Garberville Complete Streets
Mark Thomas provided design engineering and technical support services for multimodal safety and mobility along Redwood Drive though downtown Garberville. We developed a conceptual plan that modifies the roadway cross-section from the existing two lanes with adjacent angle and parallel parking to include bicycle facilities, improved pedestrian crossings, bus stops, landscaping, street furnishings, lighting, and an enhanced median parking area.

more than $2 billion in grant funding since 2017. Mark Thomas has helped local agencies identify funding programs, prepare estimates and exhibits, and complete full turn-key applications. As our team defines the project elements, we can assist HCAOG in developing competitive grant narratives to secure additional funding, if required.

Caltrans Experts

Mark Thomas has an unmatched understanding of the Caltrans delivery process and their design standards. We are known as a premier interchange and highway design firm with an unequaled ability to develop creative geometric concepts that consider multimodal needs, including the connectivity and safety of bicyclists and pedestrians, as well as the driving public. Mark Thomas' expertise is in the planning and final design of highway projects governed by Caltrans. As a result, we have developed strong working relationships with Caltrans Headquarters and District 1 staff and are knowledgeable of the Caltrans HDM and the Caltrans Project Development Procedures Manual (PDPM).

Rural Area Experience

Mark Thomas has worked on projects located in rural areas with challenging terrain. We understand the importance of community preservation, land use challenges, and the many challenges that are entailed with serving an underserved and economically challenged community as well. We have helped many rural communities with transportation infrastructure that have supported these rural communities with access to health, educational, and social service facilities.

In addition, rural communities are facing increased climate change impacts with storm damage and devastating fires. Our projects help support dual purposes that have included elements for emergency evacuation routes, fire breaks, etc. We have been providing professional engineering services for storm damage repair projects in Humboldt County as well as San Luis Obispo. Mark Thomas also provided strategic planning services to the Town of Paradise to guide recovery following the 2018 Camp Fire. Projects include engineering design utilizing state air congestion mitigation funds and a $1.7 million Transportation Master Plan (TMP). The TMP is a broad serving document that updates development design standards, identifies placemaking and parking recommendations, and positions the Town for repopulation through growth in residential and commercial land uses.

Alderpoint Road, Humboldt County

Experience Working with Tribal Communities

Mark Thomas brings demonstrated experience supporting transportation planning and implementation projects that involve coordination with Tribal governments and Tribal communities across California. Our work in rural and underserved contexts has required culturally responsive engagement approaches, sensitivity to Tribal sovereignty, and close collaboration with Tribal staff, community members, and partner agencies to ensure transportation solutions reflect local priorities and lived experience.

Across these efforts, Mark Thomas has supported projects that integrate community and Tribal engagement with technical analysis and concept-level design, ensuring that safety, access, and connectivity improvements are informed by those most affected. Our team understands that successful Tribal engagement goes beyond standard public outreach and requires relationship-based coordination, clear communication, and respect for Tribal governance structures and timelines.

This experience directly aligns with the Loleta SSRTS and Tribal Connectivity Project, which calls for tribally informed multimodal needs assessments and concept plans connecting the Bear River Band of the Rohnerville Rancheria and the Wiyot Tribe's Table Bluff Reservation with Loleta Elementary School and Main Street. Mark Thomas is prepared to work closely with HCAOG and RCAA to ensure Tribal input meaningfully informs existing conditions analysis, planning recommendations, and 30% design concepts, and that resulting improvements are positioned for implementation in a manner consistent with Tribal and community priorities.

B) KEY PERSONNEL

ORGANIZATIONAL CHART

Mark Thomas understands the importance of assembling a team that will be available throughout the duration of this contract. The organization chart below depicts the lines of communication and responsibilities for our team. Our team consists of experienced personnel with past successful participation providing similar services and project delivery. Our team is comprised of all in-house staffing and are not proposing any subconsultants therefore will not need to include Attachment D.

Team Communication

Our designated project manager will serve as HCAOG's single point of contact, providing regular status updates, coordinating deliverable reviews, and promptly identifying and resolving issues collaboratively with HCAOG and partner agencies to maintain schedule, quality, and alignment with project objectives.

OUR TEAM COMMITMENT

- We are dedicated to working with HCAOG and key stakeholders to complete this project
- 500+ total staff with more than 140 located in Sacramento to provide additional support
- Qualified team with safe routes to school and multimodal experience
- Responsive and available team members

PRINCIPAL IN CHARGE

Matt Brogan, PE

PROJECT MANAGER

Jae Riddle, PTP

QA/QC

Darlene Gonzalez-Szabo, AICP, ENV SP

Key Personnel

PROJECT TEAM

PLANNING
Zane Aldrich
Daniel McElhinney
Jacob Wong

TRIBAL COORDINATION
Vince Mammano

ENGINEERING
Jake Weir, PE
Jason Hickey, SE, PE

FUNDING
Ryan Bissegger
Amber Collins
Ayeh Khajouei, PhD, AICP, PTP

ENVIRONMENTAL
Brianna Bohonok

GRAPHIC DESIGN
Deanna Gibson
Caitlyn Bui
Ryan Doran

MEET YOUR PROJECT MANAGER

Jae Riddle, PTP

50% availability

8 YEARS TRANSPORTATION PLANNING EXPERIENCE

FOCUSED ON SAFE ROUTES TO SCHOOL ACTIVE TRANSPORTATION AND ROADWAY SAFETY

LED COMMUNITY AND TRIBAL CENTERED ENGAGEMENT

COORDINATED WITH AGENCIES AND KEY STAKEHOLDERS TO DELIVER FUNDABLE, IMPLEMENTABLE CONCEPTS

Educational Background: BS in Urban Planning

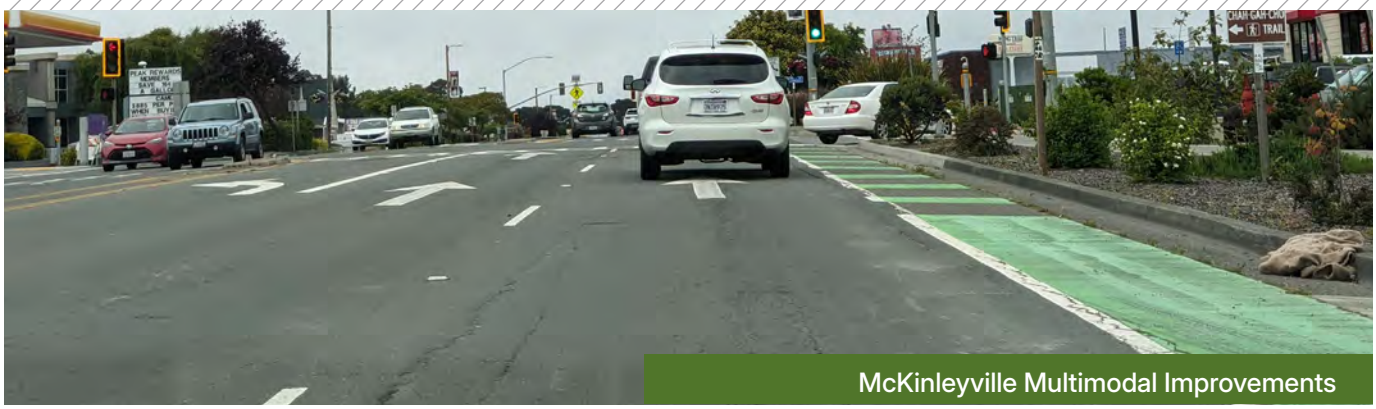
Responsibility: As Project Manager, Jae will manage project coordination, schedule, and quality

Meeting Project Objectives: Jae will ensure community and Tribal input is fully integrated into existing conditions analysis, planning recommendations, and 30% design concepts to meet the project objectives.

Jae brings eight years of experience in transportation planning, public outreach, and community engagement, with a strong focus on roadway safety, environmental stewardship, and community-centered project delivery. Jae has led participatory design and engagement processes that translate community values into actionable planning and design solutions, ensuring project outcomes reflect local priorities while improving mobility and safety. **Her experience includes stakeholder coordination, data collection and analysis, public outreach, safety demonstration events, and presenting findings to agencies and the public.** Jae prioritizes roadway safety, protection of the environment, and creating vibrant communities. Jae has worked in the public sector at a regional transportation planning agency and large jurisdiction and has private sector experience.

Jae will be responsible for overall project coordination, schedule control, and quality assurance, serving as the primary point of contact with HCAOG and partner agencies. She has extensive experience managing SRTS and active transportation planning projects that integrate technical analysis with community engagement and agency coordination. Her background includes overseeing existing conditions assessments, guiding multidisciplinary teams through plan development, and ensuring technical deliverables align with community input and funding requirements. For HCAOG's project, Jae's expertise, including the Oakhurst Mobility Study for Madera County, the TMP for Paradise, and McKinleyville Multimodal Improvements for the County, will directly support collaboration with RCAA and local partners, ensuring community and Tribal input is meaningfully integrated into the existing conditions analysis, planning recommendations, and 30% design concepts, consistent with the project objectives outlined in the RFP.

As project manager, Jae will guide the team to meet milestones on time and within budget, aligning with HCAOG's objectives. Jae will be the primary point of contact for HCAOG, and will be responsible for day-to-day management of the team. She will be accessible to HCAOG and other stakeholders.



McKinleyville Multimodal Improvements

We have formed our team to meet the specific needs of this project. Our staff includes team members with specific experience in planning, civil design, tribal coordination, environmental services, funding, and graphic design.

Staff Name & Role	Education & Licenses	Qualifications & Experience
Jae Riddle, PTP Project Manager *50% availability*	8 Years of Experience BS, Urban Planning PTP 879	Jae has eight years of planning expertise and will lead the overall project coordination, schedule, and quality assurance while ensuring community and Tribal input is fully integrated into existing conditions analysis, planning recommendations, and 30% design concepts. » McKinleyville Multimodal Improvements, Humboldt County » Oakhurst Mobility Study, Madera County
Matt Brogan, PE Principal in Charge *25% availability*	27 Years of Experience BS, Civil Engineering CA PE C63854	Matt has 27 years of engineering experience and will provide executive oversight and ensures technical quality, responsiveness, and consistency with HCAOG requirements based on extensive experience delivering Safe Routes to School and multimodal projects. » Community Evacuation Plan, Butte County » Downtown Master Plan Study, Paradise
Darlene Gonzalez-Szabo, AICP, ENV SP QA/QC *30% availability*	13 Years of Experience MA in Urban and Regional Planning BA in Urban Studies	Darlene has 13 years of transit planning and grant writing experiences She will oversee quality control of all technical deliverables to ensure accuracy, consistency, and compliance with project requirements, agency standards, and funding expectations. » Oakhurst Mobility Study, Madera County » Sonoma County Vision Zero, Sonoma County
Zane Aldrich Planning *50% availability*	3 Years of Experience MA in Business Analysis BA in Economics	Zane will bring his three years of economic analysis experience to support project objectives through multimodal planning, existing conditions analysis, land use and economic development analysis, and development of safety-focused recommendations informed by community input. » Tradeport CA Site Feasibility Study, Fresno » On-Call Transportation Planning, Calaveras County
Daniel McEhinney Planning *50% availability*	2 Years of Experience BS in Sustainable Planning & Urban Design	Daniel has two years of planning experience and he will support project objectives through multimodal planning, existing conditions analysis, field review, and development of safety-focused recommendations informed by community input. » Oakhurst Mobility Study, Madera County » Caltrans Sustainable Planning Grant Application, Calaveras County
Jacob Wong Planning *50% availability*	3 Years of Experience MS in Public Policy Analysis BS in Political Science	Jacob has three years of experience in transportation planning and will support project objectives through geospatial and data analysis, developing project maps and outputs to be used in all project phases. » Oakhurst Mobility Study, Madera County » Community Evacuation Plan, Butte County
Vince Mammano Tribal Coordination *40% availability*	33 Years of Experience BS in Civil Engineering	Vince has 33 years of experience working with the FHWA where he was the single contact with Tribal Governments. He will support coordination with Tribal partners and RCAA to ensure Tribal perspectives are meaningfully incorporated into planning analysis and recommendations. » Yurok Tribe- Road Safety Audits » On-Call Grant Writing, Riverside County
Jake Weir, PE Engineering *40% availability*	21 Years of Experience MBA BS in Civil Engineering CA PE C72382	Jake has 21 years of engineering experience and will provide technical engineering expertise to support feasibility analysis and development of implementable 30% design concepts aligned with jurisdictional standards. » Transportation Master Plan, Town of Paradise » On-Call Design Services, Humboldt County

Staff Name & Role	Education & Licenses	Qualifications & Experience
Jason Hickey, PE, SE Engineering *30% availability*	22 Years of Experience MBA BS in Civil Engineering CA PE C72409 CA SE S5783	Jason has 22 years of engineering and structures experience and will provide technical engineering expertise to support feasibility analysis and development of implementable 30% design concepts aligned with jurisdictional standards. » Blue Slide Road Damage Repairs, Humboldt County » On-Call Design Services, Humboldt County
Ryan Bissegger Funding *30% availability*	22 Years of Experience BA, International Business	Ryan has 22 years of experience in the engineering industry with a specialty in funding. He will support the development of fundable recommendations and cost-conscious concepts that align with future grant and implementation opportunities. » StanCOG - Grant Writing Services, Stanislaus County » SJCOG - Grant Writing and Management, San Joaquin County
Amber Collins Funding *40% availability*	18 Years of Experience MS in Civil Engineering MS in City/Urban, Community and Regional Planning	Amber has 18 years of experience with extensive knowledge in planning. She will support the development of fundable recommendations and cost-conscious concepts that align with future grant and implementation opportunities. » Oakhurst Mobility Study, Madera County » Eureka Bike Plan, Eureka
Ayeh Khajouei, PhD, AICP, PTP Funding *40% availability*	16 Years of Experience MS in Urban Design BA in Landscape Architecture CA PTP #822	Ayeh has 16 years of experience in planning and grant writing services, She will support the development of fundable recommendations and cost-conscious concepts that align with future grant and implementation opportunities. » Grant Writing Services, Stanislaus County » Funding and Strategy Support, San Joaquin County
Brianna Bohonok Environmental *30% availability*	13 Years of Experience MS in Urban Planning and Policy BA in Architecture	Brianna has 13 years of experience as both a CEQA practitioner and land use planner. She will ensure that environmental considerations are integrated into planning and design to support sustainable, context-sensitive project outcomes. » SJRRC - Pollock to South Sacramento Yard Extension Project, Central Valley » Pioneer Road Complete Streets, Los Banos
Deanna Gibson Graphic Design *20% availability*	21 Years of Experience Training Certificate in GIS	Deanna has 21 years of experience providing 3D models, project visualization exhibits and geographic information system (GIS) project support, She produces clear, accessible graphics and materials that effectively communicate technical findings and recommendations to HCAOG, stakeholders, and the community. » Transportation Master Plan, Paradise » Oakhurst Mobility Study, Madera County
Caitlyn Bui Graphic Design *25% availability*	2 Years of Experience BA in Animation/ Illustration	Caitlyn has two years of experience in graphic design and produces clear, accessible graphics and materials that effectively communicate technical findings and recommendations to HCAOG, stakeholders, and the community. » Bascom Avenue Complete Street Improvements, Santa Clara » Sonoma County Vision Zero, Sonoma County
Ryan Doran Graphic Design *25% availability*	11 Years of Experience BA in Multimedia and Design Production	Ryan has 11 years of graphic design experience and produces clear, accessible graphics and materials that effectively communicate technical findings and recommendations to HCAOG, stakeholders, and the community. » SLV Schools Complex Circulation & Access Study, Santa Cruz » Safe Routes to Schools, Westminster

C) REFERENCES

Mark Thomas has been developing safe routes to schools and multimodal transportation projects in the region for decades. The following pages showcase related projects that demonstrate our abilities and experience with similar tasks. A reference contact is detailed with each relevant project.

McKinleyville Multimodal Improvements

Humboldt County

Mark Thomas provided multimodal transportation planning services to the County to develop transportation solutions to improve mobility and connectivity within and connecting the McKinleyville community area to the City of Arcata. The project focuses upon mobility enhancements for people walking, cycling, using a mobility assistance device, or accessing transit.

The project includes a robust public outreach campaign in partnership with Redwood Community Action Agency, traffic and transportation data analysis, bikeway alignment review, conceptual design plans, and preliminary engineering cost estimates. The community engagement campaign has included public surveys, team-led walk audits, advisory group meetings, small-format stakeholder focus meetings, and a second phase will include a public infrastructure demonstration project and solicit input on solutions.

The multimodal connections project also includes coordination with Humboldt County Transit, private property owners, and Caltrans for improvements to the active transportation and transit network to better position the County for project implementation.

CLIENT REFERENCE
Tony Seghetti
Deputy Director
Humboldt County
1106 2nd Street
Eureka, CA 95501
(707) 445-7377
TSeghetti@co.humboldt.ca.us

KEY STAFF
Jae Riddle

PERIOD OF PERFORMANCE
2021 - 2023

NATURE OF WORK PERFORMED
- Multimodal Transportation
- Public Outreach
- Stakeholder Coordination
- Mobility Enhancements for Various Modes of Transportation
- Engineering

Oakhurst Mobility Study

Madera County

Mark Thomas is providing planning services for the development of the Oakhurst Area Mobility Study Project. The project will develop a plan, and identify appropriate motorized and non-motorized design concepts in order to increase the functionality and safety of Oakhurst's circulation system for pedestrians, bicyclists, and drivers. The study area consists of 10.61 miles of road segments, including approximately 6.99 miles of State highway and 3.62 miles of county road segments.

This project includes partnerships and coordination with Madera County Transportation Commission, Caltrans, local stakeholders and the community, to develop a mobility study within the unincorporated community of Oakhurst.

The overall objective of the project is the creation of a Mobility Study and plan that focuses on several key transportation corridors within the community. The objective of the Mobility Study (Plan) will be to create a planning document that identifies appropriate motorized and non-motorized design concepts to increase the functionality and safety of Oakhurst's circulation system for pedestrians, bicyclists, and drivers. This study will complement the County's General Plan, the Oakhurst Area Plan, and other regional and local transportation planning documents to address the shortcomings in Oakhurst's existing local circulation network. Implementation and construction of the design concepts from the Plan will require funding and subsequent actions to proceed with the phases of project delivery.

CLIENT REFERENCE

Annette Kephart
Senior Planner
County of Madera
200 W. 4th Street
Madera, CA 93637
(559) 675-7821
annette.kephart@maderacounty.com

KEY STAFF

Jae Riddle
Amber Collins
Jacob Wong
Deanna Gibson
Ryan Doran
Daniel McElhinney

PERIOD OF PERFORMANCE

2024 - Ongoing

NATURE OF WORK PERFORMED

- Mobility Study
- Identify Design Concepts
- Stakeholder Coordination
- Pedestrian and Bicycle Safety
- Planning
- Engineering

The implementation of the design concepts identified in the Oakhurst Area Mobility Study will ultimately result in significant improvement of Oakhurst's roads, transportation network, and non-motorized transportation infrastructure.

Paradise Transportation Master Plan

Town of Paradise

The Camp Fire devastation in 2018 and resulting debris removal damaged the transportation system within the Town of Paradise. The Town selected Mark Thomas to prepare a grant funded TMP to guide short- and long term improvements, and leveraged public engagement to prioritize solutions to aid in the recovery process. The comprehensive analysis evaluated daily needs and transportation gap closures to strengthen future traffic evacuation demands. The TMP featured a townwide ATP that accommodated all Town residents and served to maximize walking and bicycling and their respective benefits. The ATP evaluated opportunities for safer and new transportation choices, such as walking paths, sidewalks, and bikeways benefiting residents traveling to school, shops, or enjoying the outdoors. Much of the network was planned to provide a dual function during disaster evacuation for emergency responder access into or from the Town. Community engagement efforts included four workshops, four surveys including a bicycle and pedestrian focused survey, and student engagement.

Scope of work included engineering design, the utilization of state air congestion mitigation funds, and a $1.7 million TMP. The TMP was a broad serving document that updated development design standards for the downtown area and along the Clark Road Corridor, which identified placemaking and parking recommendations, and positioned the Town for re-population through growth in residential and commercial land uses. The TMP also comprehensively evaluated traffic operations, crash history, and developed solutions to address daily traffic and evacuation traffic needs.

CLIENT REFERENCE

Marc Mattox
Senior Planner
County of Madera
200 W. 4th Street
Madera, CA 93637
(530) 872-6291
mmattox@townofparadise.com

KEY STAFF

Jae Riddle
Sam Sharvini
Jacob Wong
Ryan Bissegger
Ryan Doran
Deanna Gibson

PERIOD OF PERFORMANCE

2021 - 2024

NATURE OF WORK PERFORMED

- Transportation Planning
- Grant Services
- Active Transportation
- Community Engagement
- Agency Collaboration

These efforts positioned the Town to pursue grant funding for implementation. Mark Thomas prepared five ATP Cycle 6 applications and nearly 60 Community Development Block Grant - Disaster Recovery Notices of Intent. A separate stand-alone bicycle and pedestrian master plan was prepared that will position the Town for pursuing state and regional grants. The successful grants have so far yielded $41 million in ATP funding, $230 million in disaster recovery funding, and $33 million in LTCAP resiliency funding. In total, we have leveraged over $300 million in grant funding to continue recovery in the community.

Eureka Bike Plan

City of Eureka

Mark Thomas assisted the City of Eureka with a bike plan that established a vision for community bikeway access, circulation, safety, and infrastructure improvements through a robust community engagement that will connect the City's many local and regional destinations building off existing planning efforts. Scope of services included the determination of existing conditions; analysis of constraints and opportunities; advisory committee meetings; public outreach; report preparation; and board presentations. The intent of this project was to create an implementable Bike Plan for the City of Eureka.

Mark Thomas' plan development process incorporates innovative best practices to outline recommendations that reflect the City's priorities and needs for mobility balanced with feasible engineering principles. This was accomplished by combining in-depth community engagement with a data-driven and contextually sensitive approach to recommend real world solutions. Recognizing the importance of balancing the various transportation modes to serve all users and promote accessibility for people of all ages and abilities, a complete streets approach was the key theme of the design alternatives and approach.

CLIENT REFERENCE

Scott Ellsmore
Traffic Project Manager
City of Eureka
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KEY STAFF

Jae Riddle
Matt Brogan
Amber Collins
Jacob Wong
Deanna Gibson
Ryan Doran

PERIOD OF PERFORMANCE

2023 - 2025

NATURE OF WORK PERFORMED

- Community Bikeway Access
- Community Outreach
- Stakeholder Coordination
- Pedestrian and Bicycle Safety
- Planning

ADDITIONAL PROJECT EXPERIENCE

The matrix below highlights the additional experience of our team in relation to relevant elements of the MCTC's project.

	Project	Client	Relevance						
			Multimodal Planning	Stakeholder/Public Engagement	Tribal Coordination	Safe Routes to School/ Connectivity	Rural Communities	Engineering/Concepts Design	Funding
Reference Projects	McKinleyville Multimodal Improvements	Humboldt County	●	●			●	●	●
	Eureka Bike Plan	Eureka	●	●			●	●	●
	Oakhurst Mobility Study	Madera County	●	●			●	●	●
	Transportation Master Plan	Town of Paradise	●	●			●	●	●
	Madera County SSAR	Madera County	●	●		●	●	●	●
	Local Roadway Safety Plan	City of McFarland	●	●		●	●	●	●
	SLV Schools Complex Circulation & Access Study	Santa Cruz County Regional Transportation Commission	●	●		●	●	●	●
	Kings County Regional ATP Update	Kings County Association of Governments	●	●		●	●	●	●
	Highway 1/Pajaro Bridge Infrastructure Resilient Design Study (BIRDS)	Association of Monterey Bay Governments (AMBAG)	●	●		●	●	●	●
	Go Human Safety Strategies	Southern California Association of Governments	●	●		●	●	●	●
	Storm Damage Repair	Humboldt County				●	●	●	●
	Community Evacuation Plan	Butte County	●	●				●	
	Madera County Systemic Safety Analysis Report (SSAR)	Madera County		●				●	●
	Rural Highway Safety Plan	Santa Cruz County Regional Transportation Commission	●	●					
	US 101 Trinidad Rancheria Access	Humboldt County		●	●		●		
	Yurok Tribe Road Safety Audits	Yurok Tribe		●	●		●		

APPROACH

Our approach integrates transportation planning, multimodal safety design, Tribal engagement, and technical mapping to deliver 10% and 30% design concepts supported by a robust public engagement process.

We have identified the following areas where we anticipate challenges and have developed mitigation strategies and approaches.

Major Safety Concerns for Students and Residents

Significant safety concerns affect students and residents traveling throughout the Loleta area. Along Loleta Drive, particularly in front of Loleta Elementary School, high vehicle speeds and unsafe crossing conditions create dangerous situations in a school zone directly connected to US Highway 101. Students traveling from the Bear River Rancheria face especially hazardous conditions, as their only options are an overpass with no pedestrian or bicyclist access or climbing a fence and running across US 101, which poses an extreme risk. Students from the Table Bluff Reservation must navigate a 4.5-mile route along narrow rural roads with no shoulders and traffic traveling up to 55 mph. Together, these factors present substantial risks for anyone walking or biking to school and highlight the urgent need for improved multimodal safety infrastructure.

Documented Collisions and Safety Incidents

The project area has experienced a history of documented traffic collisions over the past decade including at least two involving pedestrian injuries. Beyond reported data, field audits and extensive anecdotal community input indicate widespread concern about unsafe travel conditions throughout Loleta. This combination of documented incidents and strong community feedback underscores the urgency of improving multimodal safety in the area.

Hazardous Conditions on Loleta Drive

The primary entrance to the Loleta Community is made via Loleta Drive exit off US Highway 101. The school entrance, including uncontrolled marked crosswalks serving the school are located on Loleta Drive. Loleta Drive experiences higher rates of vehicle speeding above the posted limit due to its adjacency to the highway. The high vehicle speeds on Loleta Drive create dangerous conditions for children walking or bicycling. In the past decade, there have been a total of seven police-reported traffic collisions that occurred on Loleta Drive between US Highway 101 overpass and Main Street. The table below summarizes the route length, steepness, and collisions per mile.

Route	Length	Elevation Change	10-Year Collisions	Collisions Per Mile
US 101 to Main Street	1.0 Mile	+182-feet/-1-foot	7	7.0

Unsafe Travel to Bear River Rancheria

There are two routes to access Bear River Rancheria from Loleta Elementary School: via Singley Hills Road or Eel River Drive. Neither route provides direct connections or a comfortable experience for pedestrians and bicyclists. Either of the two routes are avoided by students to the extent that they have been observed to climb a fence and run across U.S. 101, which poses an extreme and life threatening safety risk. To resolve this issue, improvements must be identified for either one or both of the routes for safer decision making despite the circuitous directions. The table below summarizes access to Bear River Rancheria from Loleta Elementary School, the route length, steepness, and collisions per mile.

Singley Hills Road traverses a US Highway 101 overpass with two vehicle lanes and no pedestrian or bicycle facilities. Eel River Road traverses under a US Highway 101 overpass without pedestrian or bicycle facilities. Additionally, Eel River Road feeds directly into the US Highway 101 Northbound on-ramp, resulting in excessively high vehicle speeds on approach.

Route	Length	Elevation Change	10-Year Collisions	Collisions Per Mile
Singley Hills Road	2.7 miles	+387-feet/-158-feet	7	2.6
Eel River Drive	2.3 miles	+274-feet/-47-feet	18	7.8

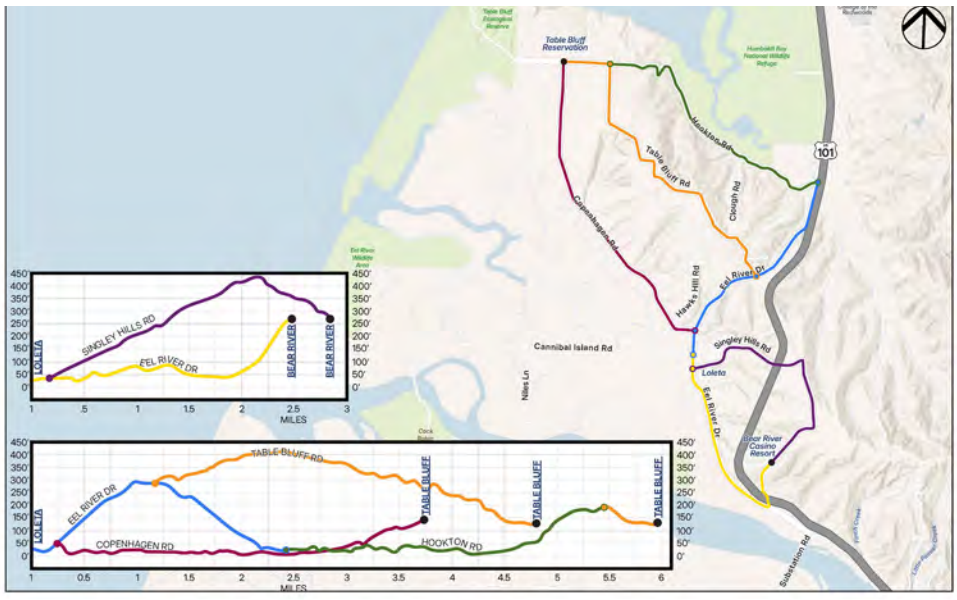
Unsafe Travel to Table Bluff Reservation

There are three access routes to the Wiyot Tribe's Table Bluff Reservation from Loleta Elementary School: via Copenhagen Road, Table Bluff Road, or Hookton Road. The latter two are accessed first via Eel River Drive. All three route options are constructed as narrow, shoulder-less rural roads with posted speed limits of 55 miles per hour. Additionally, Eel River Drive ascends and descends a steep hill that presents challenges for pedestrians and bicyclists. Traffic on these routes creates highly unsafe conditions for any student or community member walking or bicycling. The table below summarizes access to the Table Bluff Reservation from Loleta Elementary School, the route length, steepness, and collisions per mile.

Route	Length	Elevation Change	10-Year Collisions	Collisions Per Mile
Copenhagen Road	4.1 miles	+193-feet/-78-feet	9	2.2
Table Bluff Road	4.7 miles	+423-feet/-303-feet	13	2.8
Hookton Road	5.8 miles	+495-feet/-374-feet	17	2.9

Overall Risks for Students Traveling to School

The combination of speeding vehicles, unsafe crossing environments, highway related hazards, and inadequate rural road infrastructure results in significant safety challenges for students and residents throughout the Loleta area.



Lack of Existing Infrastructure to Support Walking and Biking

Loleta currently lacks the fundamental infrastructure needed to support safe and convenient walking and biking. The community's car-centric street design discourages active transportation and limits safe travel options for students and residents. No prior plans have been developed to address multimodal or active transportation needs in the area, leaving significant gaps in the network. Existing bicycle and pedestrian facilities are minimal, with missing sidewalks, crosswalks, bike facilities, and safe connections to key destinations such as the school, Main Street, and Tribal communities. These deficiencies contribute to poor connectivity and unsafe conditions for anyone traveling without a vehicle.

Community Engagement Needs

Community and Tribal engagement in Loleta have historically been limited, yet it is essential for shaping project priorities, design alternatives, and implementation strategies. RCAA will lead engagement efforts, which must meaningfully involve Loleta residents, Tribal communities, Loleta Elementary staff, and local businesses. Mark Thomas will support RCAA with effective engagement and strong coordination among HCAOG, RCAA, and the project team to gather input, build trust, and ensure that community voices guide project development.

Anticipated Project Stakeholders:

- Loleta Union School District
- Loleta Chamber of Commerce
- Loleta business owners
- Loleta Community Services District
- Loleta Family Center
- County of Humboldt Public Health and Public Works
- Great Redwood Trail Agency
- Loleta Community Church
- Loleta Elementary School
- Humboldt County Supervisors
- Humboldt County Safe Routes to School Task Force
- Caltrans District 1

Equity and Access Challenges

Loleta faces significant equity and access challenges, particularly for its high proportion of Native American and low-income students who depend on safe, reliable routes to school and essential community resources. Many residents have limited transportation options, and existing data on mobility barriers is incomplete or outdated, making it difficult to fully understand and address transportation inequities. These factors highlight the need for improved transportation equity data and targeted solutions that ensure all students and community members have safe and accessible means of travel.

Disconnection Between Tribal Lands and Loleta

There is a significant lack of safe multimodal connectivity between Loleta and the nearby Tribal communities of the Bear River Rancheria and the Wiyot Tribe's Table Bluff Reservation. Neither community has access to safe walking or biking routes that connect residents to Loleta Elementary School or the town center. This absence of infrastructure creates barriers to mobility, safety, and equitable access to key destinations. To address these challenges, tribally informed multimodal needs assessments are essential to guide planning, design, and investment in culturally relevant and community-supported improvements.

Need for Updated, Accurate Existing Conditions Mapping

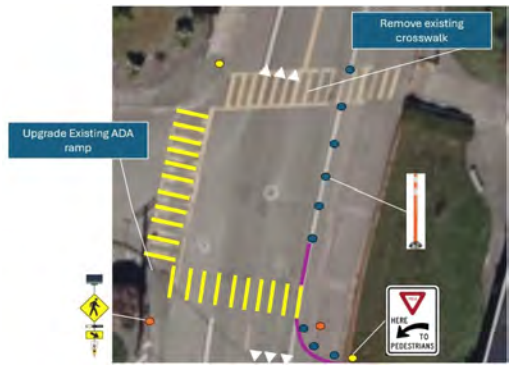
A comprehensive and updated understanding of existing conditions is essential for effective planning and design in Loleta. Current data on transportation facilities, land use patterns, collision history, and transportation equity factors is incomplete, requiring detailed mapping to establish an accurate baseline. Significant gaps in multimodal connectivity exist between key destinations, including schools, neighborhoods, parks, jobs, health services, and Tribal lands. Many facilities are missing, deteriorated, or unsafe, limiting access and mobility for residents. Updated mapping and analysis are critical to identifying deficiencies, prioritizing needed upgrades, and developing improvements that advance safety, equity, and multimodal mobility throughout the community.

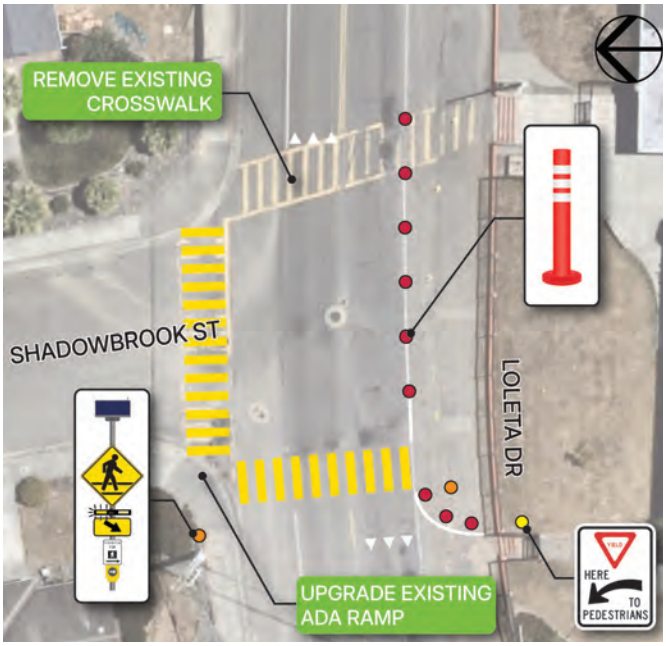
No Existing Concept and Design Plans

Loleta currently has no existing design plans to support the development of safe walking and biking routes, creating a critical need for new conceptual and preliminary engineering work. This project will produce the community's first 10% concept designs and 30% design plans with cost estimates, providing the foundation for future implementation and funding. These designs must be shaped by meaningful input from Loleta residents, Tribal communities, and key stakeholders to ensure they reflect local priorities and address the community's multimodal safety needs.

Preliminary roadway improvement concepts have been identified for the Loleta Elementary School neighborhood community, to provide safe and comfortable access to Loleta's Main Street and future Great Redwood Trail corridor.

The Mark Thomas team is skilled at developing illustrated graphics to convey conceptual ideas. Our graphics are used in reports, presentations, and public engagement efforts to solicit feedback and engaging dialogue.





Funding and Implementation Uncertainty

Loleta faces uncertainty about how future multimodal improvements will be funded and delivered. The project must develop clear and accurate cost estimates, identify viable funding sources, and establish a prioritization framework that reflects community and Tribal needs. A realistic implementation timeline is also essential to guide next steps and position the community for future grant applications and construction. Together, these elements are critical for turning proposed improvements into achievable, fundable projects.

This project is supported by a Caltrans planning grant, and our team is well positioned to advance the work into the environmental documentation phase to strengthen future funding applications.

Mark Thomas has worked side by side with clients on federal and state funding efforts that have ultimately led to securing over $2 billion in competitive funding. We understand that HCAOG has not identified funding for design, right of way, and construction of these project concepts. The Mark Thomas team will identify cost-saving measures and develop funding strategies to implement the improvements as well as community enhancements. We will identify and leverage grant programs for enhancements, ensuring that the project remains financially viable while delivering added community benefits.

Mark Thomas has secured over **$2 BILLION** in grant funding since 2017

MANAGEMENT APPROACH

Our project management strategy is designed to deliver the project efficiently, transparently, and in alignment with HCAOG's expectations. We strategically developed a knowledgeable team that has unmatched experience within the Humboldt County region. We will address any challenges or difficulties and manage all processes effectively and efficiently.

Principal in Charge: Matt Brogan has extensive experience in Humboldt County performing civil engineering work.

Quality Assurance/Quality Control: Darlene has extensive experience working with Tribal organizations.

Project Manager: Jae Riddle has extensive experience including community/stakeholder outreach, working with RCAA, Humboldt County, & Caltrans District 1.

We have developed a proven and effective management approach that will be utilized for this project, which includes the following:

Clear Communication and Coordination

Effective communication is essential for project success. Our clients can attest to our responsiveness, our proactive approach, and our ability to work collaboratively with agency staff. Establishing open channels of communication and building a strong working relationship between HCAOG staff and Mark Thomas will enhance communication throughout the project.

Client Communication: We will maintain open and consistent channels with HCAOG through scheduled updates and collaborative platforms. Our team will provide monthly progress reports detailing accomplishments, upcoming activities, and any emerging risks or issues. To foster engagement and transparency, we will facilitate virtual and hybrid Project Development Team (PDT) meetings.

Outreach Consultant Communication & Deliverables: We actively collaborate with our outreach partners by defining and communicating clear expectations, deliverables, and timelines for each project consultant. We conduct regular communication, track responsible parties, and implement milestone-based progress tracking.

Community and Stakeholder Communication: Communication to the public and stakeholders must be consistent and easy to understand. Our team will hold community meetings with the goal of ensuring accessibility and participation across diverse audiences.

Quality Assurance and Quality Control

Mark Thomas will prepare and implement a comprehensive project-specific Quality Management Plan (QMP) that sets objectives for quality assurance and control activities. This begins with identifying an internal project quality manager, Darlene, who will work with the team to support the priorities, schedules, and guidelines for quality procedures and deliverable reviews.

The quality process and expectation is also extended onto our subconsultants. Before submitting any materials to HCAOG, Mark Thomas will verify that subconsultant deliverables meet quality standards and align with project goals. This process will verify consistency, reduces rework, and helps keep the project on schedule.

Project Schedule Management

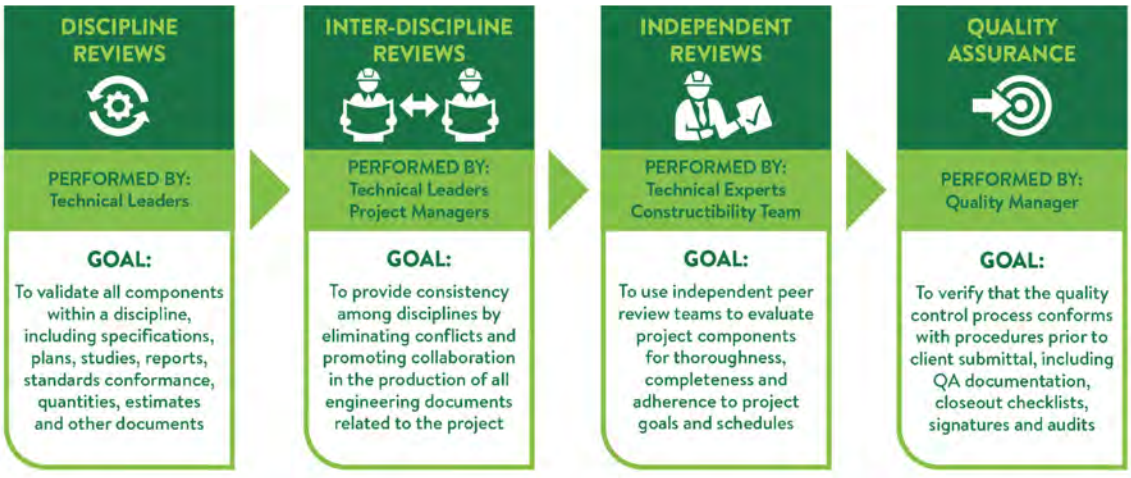
Maintaining an accurate project schedule is critical to the overall success of a project and has a direct correlation to maintaining project budget. As Project Manager, Jae Riddle will develop a project schedule that identifies all necessary tasks and interrelationships required for project delivery. Jae will track the critical path items to make certain that project delays are avoided or mitigated.

Cost Management

Costs will be controlled through active management of project team activities, frequent monitoring of time spent, and early identification of any issues affecting project costs. Jae will inform HCAOG promptly should any potential or proposed revisions become apparent that may affect the budget.

Multi-Project Management

Before assigning staff to any new project, we review our internal resource management system to confirm availability and ensure team members have the capacity to fully support project delivery. This approach allows us to allocate focused, dedicated staff to each engagement. With firm-wide visibility into workloads and staffing, we can manage multiple concurrent projects without compromising quality or responsiveness. Each client benefits from a dedicated project team, structured to adapt to project needs, and deliver quality deliverables on time and within budget.



WORK PLAN & SCHEDULE

SCOPE OF WORK

TASK 1 PROJECT MANAGEMENT AND REPORTING

This task shall include general project administration and management. The anticipated level of effort for these tasks is based upon a 28-month project duration between March 2026 and June 2028.

Task 1.1 Project Kick-off Meeting

The Project Kickoff Meeting will be scheduled within one (1) month of receiving the Notice to Proceed. The Project Kick-off Meeting is intended to include HCAOG, RCAA, and Mark Thomas staff who will be included throughout project development. Mark Thomas will begin coordination with HCAOG and RCAA to develop the list of names and emails included in the Project Development Team (see Task 1.2.1) and Project Steering Committee (see Task 1.2.2). The Mark Thomas project manager will present the Project schedule, Goals, Outcomes, identified Stakeholders, and an initial list of documents and datasets to be included in the Existing Conditions Mapping and Network Analysis, setting the project team up for success in Tasks 2.0 and 3.0, respectively. We anticipate this meeting to be held virtually with a Mark Thomas-provided videoconference link.

Task 1.2 Project Coordination

This task will include ongoing general project management activities, including coordinating activities and submittals. The Mark Thomas Project Manager will update and maintain the project schedule to track performance and identify items that could impact the schedule. Project deliverables and milestones will be shown in the schedule and tracked for internal progress and external review periods. The schedule will be presented as a discussion item at each Project Development Team (PDT) meeting and Project Steering Committee (PSC) meeting.

The Mark Thomas Project Manager (PM), Jae Riddle, will communicate directly with key project partners and stakeholders and manage the team for project delivery. Throughout the duration of the project, we will host virtual bi-weekly status meetings. The videoconference is recommended to allow for a screenshare opportunity where meeting notes are recorded in real-time to document discussion, provide accountability, and establish clear action items.

Task 1.2.1 Project Development Team Meetings

A Project Development Team (PDT) will be assembled for monthly review meetings. The PDT is expected to include key staff (Project Manager and Deputy Project Manager) on behalf of HCAOG, Mark Thomas, RCAA, and County of Humboldt Department of Public Works. PDT meetings will occur once a month on a recurring day (i.e. second Wednesday of each month). This approach will allow our team to advance the project for each Task with the key staff and provide clarity on the topic of discussion. The frequency of PDT status meetings is intended to maintain a conversational approach to delivering the project and to quickly secure guidance and direction on project elements to deliver the project consistent with the proposed schedule. The meetings will be concise, organized, and led by the Mark Thomas PM.

Task 1.2.2 Project Steering Committee Meetings

A Project Steering Committee (PSC) will be assembled for bi-monthly meetings. The PSC is expected to include PDT members and key representatives of Loleta Elementary School, Caltrans District 1 and District Native American Liaison, Wyot Tribe's Table Bluff Reservation, the Bear River Rancheria, the County Supervisor's office, and others, dependent on coordination with the PDT. PSC meetings will occur every other month on a recurring day, in coordination with the PDT meetings (i.e. third week of each month). The frequency of PSC status meetings is intended to maintain consistent communication with decision-makers and representatives of the local key communities. One of our goals in creating and engaging with a Project Steering Committee is to establish a meaningful dialogue that enriches and further informs our recommendations, provides the PSC with participation opportunities, and obtains their input and buy-in. The PSC meetings will be organized to plan greater community engagement activities, receive feedback on upcoming project milestones and deliverables, and confirm or steer the project direction throughout the life of the project.

Task 1.3 Invoicing and Reporting

Project management will include delivery of monthly progress reports and invoices for review and approval by the Client. The progress reports will include:

1. Work during reporting period
2. Work anticipated during next reporting period
3. Project challenges and solutions
4. Status of project schedule

DELIVERABLES

- Project Kickoff Meeting (assume 1): attendance, agenda, presentation, schedule, action items, meeting minutes.
- PDT Meetings (assume 28): attendance, agenda, action items, meeting minutes.
- PSC Meetings (assume 14): attendance, agenda, presentation, action items, meeting minutes.
- Invoices, monthly progress reports (assume 28)

TASK 2 EXISTING CONDITIONS MAPPING

Task 2.1 Literature Review & Data Mapping

Relevant local and regional planning and regulatory documents will be identified and reviewed to understand history and background, local context, existing and planned transportation facilities, projects, and programs within the area. We will review land use ordinances, patterns and plans to identify opportunities to provide greater connections to key destinations. During project initiation, we will work with HCAOG staff to determine other applicable documents for review.

Relevant documents preliminarily identified include the following:

1. 1999 Regional Pedestrian Needs Study
2. 2003 Update to the Regional Pedestrian Needs Study
3. 2008 Regional Pedestrian Plan identified improvements and general cost estimate
4. 2020 HCAOG Regional Safe Routes to School Prioritization Tool

5. 2023 Focus meeting with Humboldt County Safe Routes to School (SRTS) Task Force
6. 2024 Humboldt County – Community of Loleta Complete Streets Safety Assessment
7. 2025 RCAA and HCAOG submit grant application
8. TIMS / StreetStory Collision Data
9. Transportation Equity Data
10. Level of Traffic Stress

We will work with HCAOG, County of Humboldt, and other local/regional agencies to identify geographic datasets for use in the existing conditions mapping outputs. We will document existing collision data, Humboldt Transit Authority routes and stops, and existing and planned bicycle and pedestrian facilities within the study area(s). Our mapping activities will focus on the quality of facilities (such as sidewalk completeness, gaps in bicycle facilities, and frequency of transit service) in coordination with HCAOG's Level of Traffic Stress (LTS) ratings to create a complete assessment of the physical and intangible conditions of the built environment.

Existing Collision Data

Crash history is at the heart of understanding documented roadway safety concerns. While it is an incomplete picture of every incident (since some crash events go unreported), it is an important foundation for identifying and understanding the most common locations and attributes of crashes involving vehicles, bicyclists, and pedestrians. We will first obtain the most recent five to ten years of reported crash data available from TIMS. As part of the Existing Conditions summary we will complete an analysis of collisions, including the development of maps, charts, and diagrams that convey important information related to the collisions, including but not limited to:

» Location
» Injury Severity
» Time of Day and Day of Week
» Travel Mode(s) Involved
» Contributing Factors
  – Risky Behaviors
  – Roadway Conditions
  – Weather and Surface Conditions
  – Vehicle Types
  – Posted Speed Limit, including School Speed Limit
  – Lighting Conditions

Task 2.2 Site Conditions Observations

We propose project site observations for the three focus project areas to verify - and refine as needed - our findings of the existing conditions analysis. The PSC will be invited to these site observation activities, with the first one serving as the kick-off meeting for the PSC. Field observations with the PSC can help identify critical multi-modal issues and safety concerns, potential opportunities, and constraints. The proposed site observations will evaluate characteristics such as the following:

» Loleta Elementary School curbside pick-up/drop-off activities and circulation patterns

- Observed multimodal traffic and activity within project focus areas to Bear River Rancheria and Table Bluff
- Sidewalks and bicycle facilities and conditions including gaps, crossings, ADA accessibility, etc.
- Business, visitor, and recreational parking
- Layout of roadways including travel lanes, shoulders, driveways, and intersection control
- Potential sight distance constraints and conflict points due to visibility
- Presence of horizontal and vertical curves, grade changes, utilities, heritage trees, and other potential obstructions and constraints

Task 2.3 Existing Conditions Summary Memo

Analysis is only as valuable as it can be communicated to decision-makers. Our team prides itself on sharing the results of analyses as appropriate for specific audiences whether that be for the public, stakeholders, elected officials, and/or agency staff. We will develop a series of easy-to-understand maps, graphics, and summary charts that illustrate key findings. We will document the available information outlined above to describe the existing travel conditions in the study areas. Based on the information collected and analyzed, we will prepare the inventory of existing conditions, including associated maps, figures, and tables to represent the study area, including conditions for both the focused corridor and broader community areas. We will prepare and populate an outline of the Existing Conditions Memo describing the current planning assumptions, vulnerabilities, constraints, and standards with maps, tables, and other visuals used to support the descriptions.

DELIVERABLES

- In-person Site Visit with PSC including logistics, agenda, materials, photographs, and summary memo
- Administrative Draft, Public Review Draft, and Final Existing Conditions Summary Memo

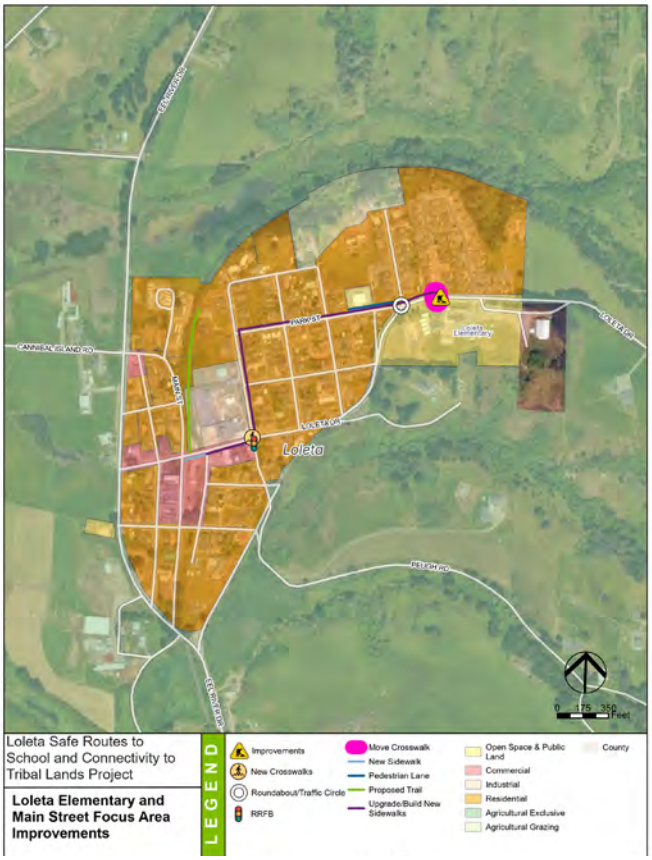
TASK 3 NETWORK ANALYSIS

Task 3.1 Identify and Analyze Network Alternatives

Mark Thomas has compiled a team of engineers and planners with a focus on active transportation safety to develop and execute a school-specific SRTS Infrastructure strategy that addresses short- and long-term safety concerns and barriers to walking and rolling (bicycling, scootering, skateboarding, micromobility etc.) to and from school, while aligning with the community's transportation safety objectives.

Loleta Main Street Corridor

Mark Thomas will conduct Task 3.1 by synthesizing the existing conditions information developed in Task 2 to identify safety challenges, areas of facility deterioration, and opportunities to improve transportation equity within the Loleta Main Street corridor and surrounding project area. The analysis will study existing and planned transportation facilities in direct relation to current land use patterns and applicable adopted land use and transportation policies, with a focus on understanding how the network can better support access between housing, schools, jobs, Main Street destinations, and the Great Redwood Trail. This contextual review will be used to frame discussions about where good connections



already exist and where gaps and opportunity areas are highest for strengthening local and regional connectivity.

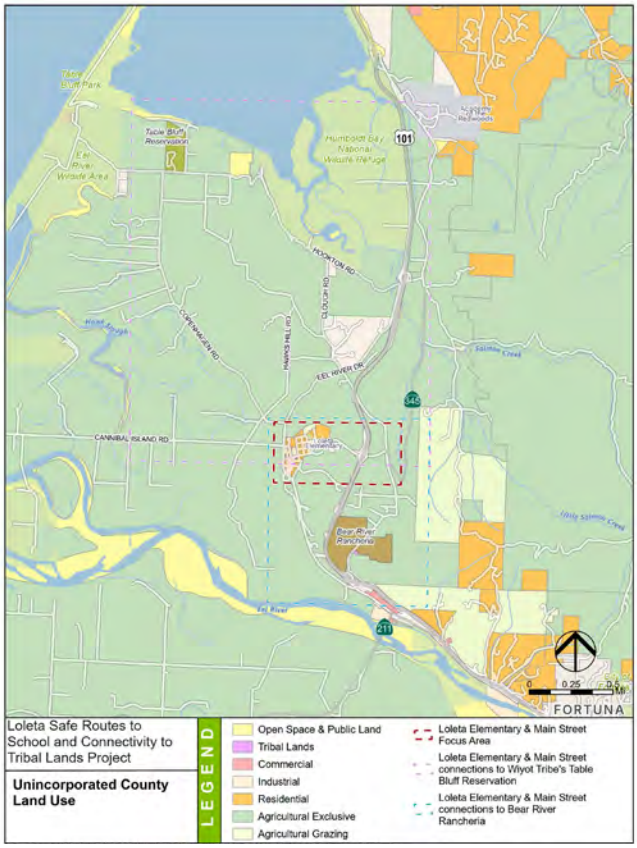
Consistent with the Task 3 scope, the network analysis will be used to inform stakeholder discussion of existing and potential land use patterns along the Main Street corridor, including the potential role of zoning or land use policy updates in supporting compact development, mixed-use activity, and active transportation investments. Given data constraints typical of small, unincorporated communities, Mark Thomas will rely on available local data supplemented by research and comparable regional trail-adjacent and small-town Main Street projects to evaluate how transportation improvements could help attract or support neighborhood-serving commercial activity and improve equitable access to daily destinations. Findings will be documented in a Summary of Analysis Report and shared with the project team and Loleta community stakeholders for review and feedback, and the network analysis results will be presented to HCAOG's Technical Advisory Committee in accordance with the scope of work.

Our team ensures that recommendations are feasible for future implementation utilizing the deep bench of engineering staff at Mark Thomas. Having a well-thought out set of engineering improvements that address environmental review, utilities, coordination, final design preparation, permitting and construction and funding opportunities is important to gain ownership and consensus with local agency staff.

Bear River Rancheria & Wiyot Tribe's Table Bluff Reservation

Similar to our approach to the Loleta Main Street Corridor, we will conduct an analysis on connectivity to Bear River Rancheria, and between Loleta Elementary School and the Wiyot Tribe's Table Bluff Reservation. The analysis will study existing and planned transportation facilities based on findings from Task 2 and develop recommendations for potential alternative travel route designs with a focus on opportunities for facility repairs or upgrades, anticipated use level and/or comfort level of the facility, feasibility constraints, permitting and environmental restrictions. The contextual reviews will be used to frame discussions about where good connections already exist and where gaps and opportunity areas are highest for strengthening local and regional connectivity.

Our team also has extensive experience working with Caltrans staff and understand how to develop successful, feasible concepts to be implemented by Caltrans or in coordination with Caltrans. Our in-house structures team are available to review challenges and constraints surrounding the US 101 crossing structures and on/ off ramps at Loleta Road and Eel River Road, to identify modification solutions for pedestrian and bicyclist travel to and from the multiple project focus areas.



Task 3.2 Presentation of Alternatives

Mark Thomas will present the alternatives for the Loleta Main Street Corridor, the Bear River Rancheria, and the Wiyot Tribe's Table Bluff Reservation in an Administrative Draft Summary of Analysis Report to HCAOG and the PDT. The report will include recommendations for selected alternatives based on how well they meet the project purpose and need, as well as existing Caltrans and County policy and planning documents. Mark Thomas will receive feedback on the Administrative Draft and make changes as necessary to gain approval by HCAOG and the PDT partner agencies.

The approved Summary of Analysis Report will be advanced as a Public Draft for review by the PSC and the Loleta community. Outreach is critical to establish buy-in and support from the local stakeholder groups and community at large on the potential alternatives, as well as to identify potential refinements that can further address challenges.

RCAA will serve as the community outreach lead on this project. Mark Thomas will work closely with RCAA to incorporate feedback on the alternatives and develop materials to support RCAA throughout in-person and online community engagement initiatives (see Task 4).

Mark Thomas will work with RCAA to present the Public Review Draft Proposed Network Alternatives and collect public feedback. Feedback received will be incorporated into the development of Alternatives leading into the Final Draft Summary of Analysis Report.

Task 3.3 Network Alternatives Analysis Report

Based on refinements and adaptations to accommodate HCAOG, PDT, PSC, and community feedback, Mark Thomas will publish a Final Draft Summary of Analysis Report. The Final Draft will capture specific alternatives that will be advanced to the next project phases for development of 30% Design Plans (Loleta Main Street Corridor) and 10% Design Plans (Bear River Rancheria & Wiyot Tribe's Table Bluff Reservation).

DELIVERABLES

- Administrative Draft, Public Review Draft, and Final Draft Summary of Analysis Report
- Presentation and material preparation for the draft network analysis to the HCAOG Technical Advisory Committee

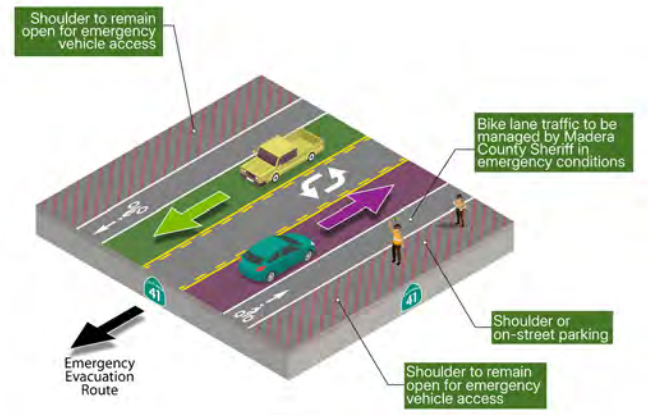
TASK 4 COMMUNITY ENGAGEMENT SUPPORT

Task 4.1 Graphics Support

Mark Thomas' in-house graphic design team is skilled at developing a wide array of project materials, including but not limited to project web pages, fact sheets, handouts, presentations, display boards, a periodic electronic newsletter, and content and graphics for social media posts

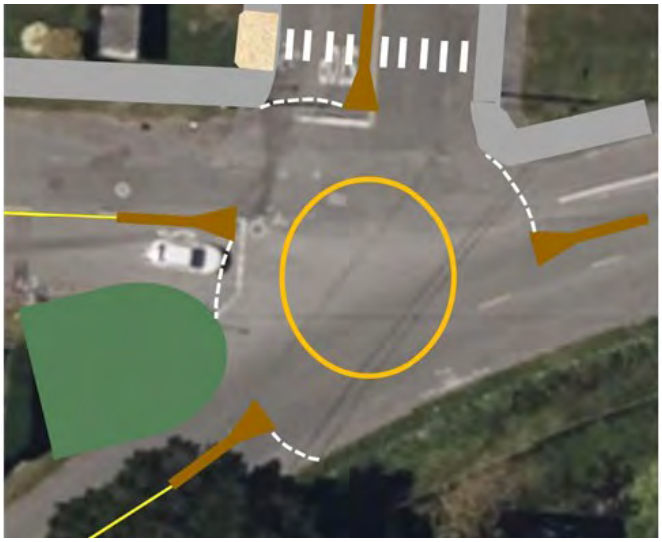
Our team has extensive experience developing school circulation plans and suggested Safe Routes to School maps based on field observations, recommendations, and input received from stakeholders. We have the ability to create eye-catching and easy to read illustrations for a variety of audiences.

Mark Thomas staff have worked closely with RCAA on multiple planning projects in the Humboldt County region. Our team will reserve project budget to provide RCAA with technical support, at the written request and approval of the project team.



Task 4.2 In-Person Support

Our team is skilled at collaborating with members of the public to identify transportation safety concerns and potential solutions. Mark Thomas staff will support RCAA during two community engagement workshops to engage with parents, students, school staff, tribal leaders, and other community members and advocacy groups. The purpose of these meetings is to gather initial feedback for enhanced understanding of local issues. The workshops serve as an opportunity to present example countermeasures for the community to react to and provide feedback towards.



TASK 5 DRAFT AND FINAL PLANS

Task 5.1 Loleta Concept Plans

Task 5.1.1 10% Concept Plans

Preliminary concepts have been identified for the Loleta neighborhood by Berkeley SafeTREC in the Humboldt County – Community of Loleta Complete Streets Safety Assessment. Section 5.3 of the report provides an overview of recommended potential improvements on Loleta Drive between Main Street and Shadowbrook Street (Loleta Elementary School entrance.) Our team of engineers will draft 10% design plans of the previously identified improvement roadway concepts as well as alternative variations that meet the project purpose and need. These 10% design plans will be analyzed in Task 3.2 with the intention of receiving comments, feedback, and refinements where applicable.

This task primarily includes engineering work completed in CAD and coordination with the PDT specific to drawings.

Task 5.1.2 30% Concept Plans

We will use the feedback gathered from Task 3, from public outreach in Task 4, as well as additional public feedback gathered during engagement activities to then refine the proposed daft projects and recommendations. Potential refinements may include adjustments to the limits and scope of infrastructure projects. These refinements will then be brought back to the PDT and PSC for further review and consideration.

The improvements selected for further evaluation will be fine-tuned in AutoCAD. Mark Thomas will prepare up to 30% level design plans of the proposed pedestrian and bicycle facilities between the Loleta Great Redwood Trail gateway, Loleta Elementary School, and Loleta Main Street. The 30% plan package will be a strip map plan package at 1"=50' scale. The strip maps will consist of a plan view, typical cross sections, and profile diagrams. Graphics and 3D visuals may be developed showing illustration of select features and before and after visualizations.

Planning level cost estimates will be developed and will include key items such as construction costs, anticipated soft costs, anticipated environmental review, need for right-of-way acquisition or utilities, and key stakeholders for collaboration and/or permitting. The product is intended to position HCAOG to pursue grant funding. Final concept exhibits will be included in the Final Report.

This task primarily includes engineering work completed in CAD and coordination with the PDT specific to drawings.

Task 5.1.3 Implementation Plan

To support HCAOG's in continued efforts to reach construction and completion on the project concepts, we will provide a well-defined set of actions in an

Implementation Plan. The implementation plan will include a table and summary of plan recommended components, schedule, estimated total project costs, cost by phase of the project (Preliminary Engineering, Right of Way, or Construction), cost by year, and potential funding sources, Additionally, we'll consider where engineering solutions can be bundles with Caltrans SHOPP or County Capital Improvement Program or maintenance projects. The phasing will include short-term, medium-term, and long-term designation that will account for key criteria that often extends the time horizon for implementation such as environmental review and right of way acquisition needs. We will draw upon out experience when preparing the criteria-based ranking analysis and the implementation plan.

The implementation plan will include review of well-aligned funding programs that can be pursued by HCAOG and Humboldt County to advance planning, design, permitting, environmental clearance, property acquisition, and construction of projects. Our team is recognized within the industry for developing competitive grants and instructing other agency staff on how best to position for successful grant pursuits.

Task 5.2 Tribal Multimodal Needs Assessments

Task 5.2.1 10% Concept Plans

Based on results and findings of Task 2, 3 and 4, our team of engineers will draft 10% design plans of the proposed concepts providing connection from Loleta Elementary School top the Bear River Rancheria and to the Wiyot Tribe's Table Bluff Reservation.

We anticipate developing concepts that include bicycle and pedestrian facilities such as sidewalk gap fill, off-street trail connection, improved pedestrian crossings, ADA improvements, bicycle lanes or multi-use paths.

Other improvements may include roadway design elements such as traffic calming, lane configuration, striping, signage, driveway access and parking reconfiguration.

HCAOG, the County of Humboldt, the Tribal Governments, and local stakeholders will all have a vested interest in ensuring the solutions balance traffic needs and align with the vision to deliver safe and context-sensitive transportation standard design features within Humboldt County and Caltrans Right of Way. Non-standard features will be shown on exhibits and summarized in the presentations and analysis report.

This task primarily includes engineering work completed in CAD and coordination with the PDT specific to drawings.

Task 5.3 Report Adoption

Task 5.3.1 Admin & Public Draft Project Reports

Task 5.3 will include the development of an Administrative and Public Draft Report capturing work completed in Tasks 1 through 4 and covering three project focus areas:

- Loleta Elementary/Main Street and neighborhood community
- Loleta Elementary/Main Street connections to Bear River Rancheria
- Loleta Elementary/Main Street connections to Wiyot Tribe's Table Bluff Reservation

We will develop proposed Report Outlines for the PDT's review and approval, anticipated late winter/early spring 2027. The outline will follow the development of the report through the previous tasks and will be an illustrative compilation of the existing conditions, community and stakeholder input, network analyses, and infrastructure improvements/concepts recommendations. Approval of the outlines will initiate development of the Administrative Draft Reports.

The Administrative Draft Reports will be provided to HCAOG and the PDT for review and feedback, anticipated late Spring/early Summer 2027. It is anticipated that HCAOG and the PDT will provide a consolidated list of comments on the Administrative Draft Reports within a three-week timeframe from delivery.

We will revise the plans based on comments and prepare the Public Review Draft Reports, anticipated late Summer 2027. We will collaborate with RCAA on distribution of the Public Review Draft Reports to the PSC, stakeholders,

broader community, and online resources. We will continue to collaborate with RCAA to receive public comments, inventory comments and responses, and identify key items for review and modification. Feeback activities will be captured in a Comment-Response Matrix for streamlined review and discussion with HCAOG, the PDT and PSC.

Task 5.3.2 Presentations & Final Project Reports

Final Reports will then be prepared and presented to the HCAOG Technical Advisory Committee, HCAOG Board, and County of Humboldt Board of Supervisors, anticipated Fall 2027 through Spring 2028.

We anticipate presentation of the Final Project Reports to include summaries of the next steps HCAOG and Humboldt County Public Works will take toward implementing the selected transportation improvements. The Mark Thomas Team will prepare PowerPoint presentation slides, agenda's, staff reports and relevant attachments, printed project handout information, and logistics for presentations at up to three public meetings. We will transcribe minutes, capture photographs, and develop summaries or the presentation events. We assume these presentations may occur in-person or virtually.

The Final Project Reports will be utilized for action by Humboldt County and anticipated for adoption by the County Board of Supervisors. The Final Project Reports will be provided in digital format to HCAOG and Humboldt County for posting online on the County website, and potentially on participating PDF agency websites.

TASK 6 OPTIONAL TASKS

Task 6.1 Survey

Aerial Survey – Mark Thomas will establish horizontal and vertical control for the Project and set up to five (5) primary project control points that will be utilized for aerial mapping. The survey team will prepare 1"=20' scale surveys for digital orthophotography and field topographic surveys. The vertical datum shall be NAVD88 and the horizontal datum shall be the California State Coordinate System NAD83, Zone 1 all based on GPS derived observations.

Using the survey control established by Mark Thomas, will deploy a drone in the area, to provide 1"=20" scale topographic mapping with planimetric lines and digital orthophotography. The area for aerial mapping will be an approximate 100 ft strip centered on the corridor.

Survey Basemap and Landnet

Using the aerial survey data Mark Thomas will create a survey basemap that identifies topography, existing ditches, adjoining structures, trees and other surface features.

If needed, Mark Thomas will request record mapping to determine the right-of-way which will be provided in AutoCAD Civil 3D and will also include survey control, assessor parcel numbers, and owner's names. This drawing will be known as the project "Landnet". The limits of the right-of-way delineation will be along the corridor and all adjoining parcels will be shown as record lines and may be delineated from County GIS linework.

Mark Thomas will perform a field survey to locate necessary monumentation based on publicly available Survey Records from Humboldt County, along with other physical evidence to establish right of way lines. It is assumed centerline and boundary monuments of record and/or reference thereto exist and complex boundary resolutions outside the project area will not be required. Should monuments be missing, a material discrepancy be found or evidence of a dispute with adjoiners be discovered, Mark Thomas will stop work under the current scope and promptly discuss options with the City to establish a path forward. Once the locations of the property lines and right-of-way lines are established from the field evidence collected, Mark Thomas will plot these lines in a digital CAD file to be incorporated in the base mapping. The Landnet will contain property and right-of-way lines along with existing easements discovered in the title reports.

The base maps with sufficient details to complete the design for the Project. The base maps shall also show survey control.

Task 6.2 Structural Analysis

We will develop conceptual alternatives for the US Highway 101 crossing structures at Loleta Drive and Singley Road that assess modifications for pedestrian and bicycle mobility against costs and environmental impacts. Additionally, we will focus on identifying and reducing impacts on adjacent properties and agricultural areas. Alternative development will align with the purpose and need identified in the project.

The Mark Thomas team will identify alternatives to modify the existing structures to align with the Loleta SRTS and Tribal Lands goals. This requires addressing key challenges related to safe, comfortable, and ADA-accessible travel routes for community members traveling by all modes of transportation. Our team of qualified structure engineers will perform a detailed evaluation of potential bridge modification alternatives to assess their feasibility.

TEAM MEMBERS' WORKLOAD AND AVAILABILITY

The proposed project team has sufficient availability to support consistent coordination and timely delivery of all services outlined in the RFP. The Project Manager and key technical staff will be actively engaged throughout the project duration, providing regular coordination with HCAOG, RCAA, and the County of Humboldt, and ensuring continuity from existing conditions analysis through development of the draft and final plan, including 30% design concepts and cost estimates.

Workload will be distributed across an interdisciplinary team of planners, engineers, and support staff, allowing technical tasks, outreach integration, and document production to occur in parallel. This approach ensures responsiveness during key milestones such as community engagement periods, agency review cycles, and preparation of draft and final deliverables. The team's current workload allows for flexibility to accommodate the project's needs while maintaining a high level of quality and attention appropriate for a community-centered, rural Safe Routes to School and Tribal connectivity project.

ESTIMATED STAFF AND HOURS

Please see the cost proposal for estimated staff hours.

SCHEDULE

We anticipate a **27-month schedule** to successfully complete the Loleta Safe Routes to School and Connectivity to Tribal Lands Project Our schedule below shows the anticipated milestones for project delivery. We have developed a schedule to reflect HCAOG's and RCAA's proposed schedule from the Caltrans grant application. Our approach involves maintaining efficiency in our product development in order to provide abundant time for client and stakeholder coordination, engagement, and review, as needed. We understand agencies and organizations are balancing multiple projects with limited staff resources. It is our intention to keep the project on schedule while providing an unchallenging project management experience for our clients.

Loleta Safe Routes to School and Connectivity to Tribal Lands Project		FY 2025/26												FY 2026/27												FY 2027/28											
		J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
1.0	Project Management and Reporting																																				
1.1	Project Kick-off Meeting									■																											
1.2.1	Project Development Team Meetings										■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
1.2.2	Project Steering Committee Meetings											■		■		■		■		■		■		■		■		■		■		■		■		■	
2.0	Existing Conditions																																				
2.1	Literature Review & Data Mapping									■	■	■																									
2.2	Site Conditions Observations											■																									
2.3	Existing Condidtions Summary Memo											■	■	■																							
3.0	Analysis																																				
3.1	Network Alternatives Analysis															■	■	■																			
3.2	Presentation of Alteratives																			■	■																
3.3	Network Alternatives Analysis Report																						■	■	■	■											
4.0	Engagement Support																																				
4.1	Graphics Support								■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
4.2	In-Person Support																			■	■																
5.0	Draft and Final Plans																																				
5.1	Loleta Concept Plans																																				
5.1.1	10% Concept Plans															■	■	■																			
5.1.2	30% Concept Designs																						■	■	■	■											
5.1.3	Implementation Plan																						■	■	■	■											
5.2	Tribal Multimodal Needs Assessments																																				
5.2.1	10% Concept Plans																						■	■	■	■											
5.3	Report Adoption																																				
5.3.1	Admin & Public Draft Project Reports																						■	■	■	■											
5.3.2	Presentations & Final Project Reports																												■	■	■	■	■	■	■		

COST PROPOSAL SECTION 6

LOLETA SAFE ROUTES TO SCHOOL AND TRIBAL CONNECTIVITY
Humboldt County Association of Governments

COST PROPOSAL

COST PROPOSAL FOR PROJECT SCOPE - HCAOG: Loleta SRTS & Connectivity to Tribal Lands

*Please note that rates shown are for estimating purpose only. See Rate Schedule for actual rates/ranges.

		Mark Thomas																							
		Principal $505	Project Manager $270	Project Engineer $195	Design Engineer II $175	Survey Manager II $285	Project Surveyor II $225	Asst Surveyor II $160	Survey Specialist II $180	Survey Technician III $165	2-Person Crew (OE3) $410	Division Manager - PL $295	Sr. Project Manager - PL $280	Sr. Planner $200	Planner II $160	Planner I $125	Economist $150	Sr. Funding Specialist $245	Funding Specialist $185	Project Accountant $155	Project Coordinator $150	Sr. Graphic Designer $195	Graphic Designer $145	Total Hours	Total MT Cost	TOTAL COST
1.0	**PROJECT MANAGEMENT & REPORTING**																								
1.1	Project Kick-Off Meeting											1	2	2	4								9	$1,895	$1,895
1.2	Project Coordination	2																					2	$1,010	$1,010
1.2.1	Project Development Team		4	8									8	28									48	$10,480	$10,480
1.2.2	Project Steering Committee												8	14	12								34	$6,960	$6,960
1.3	Invoicing & Reporting																			56	84		140	$21,280	$21,280
	Subtotal Phase 1	**2**	**4**	**8**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**18**	**44**	**16**	**0**	**0**	**0**	**0**	**56**	**84**	**0**	**233**	**$41,625**	**$41,625**
2.0	**EXISTING CONDITIONS MAPPING**																								
2.1	Literature Review & Mapping	2										2		6	28	12							50	$8,780	$8,780
2.2	Site Conditions Observations				24																		24	$4,200	$4,200
2.3	Existing Conditions Summary Memo													6	12	28							46	$6,620	$6,620
OTHER DIRECT COSTS																								$4,000	$4,000
	Subtotal Phase 2	**2**	**0**	**0**	**24**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**12**	**40**	**40**	**0**	**0**	**0**	**0**	**0**	**0**	**120**	**$23,600**	**$23,600**
3.0	**NETWORK ANALYSIS**																								
3.1	Identify and Analyze Network Alternatives	2										2		8		16	20						48	$8,200	$8,200
3.2	Presentation of Alternatives																					8	24	32	$5,040	$5,040
3.3	Network Alternatives Analysis Report													6	12	20	8						46	$6,820	$6,820
OTHER DIRECT COSTS																								$1,800	$1,800
	Subtotal Phase 3	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**14**	**12**	**36**	**28**	**0**	**0**	**0**	**0**	**8**	**24**	**126**	**$21,860**	**$21,860**
4.0	**COMMUNITY ENGAGEMENT SUPPORT**																								
4.1	Graphics Support																					15	40	55	$8,725	$8,725
4.2	In-Person Support				32									32									64	$12,000	$12,000
OTHER DIRECT COSTS																								$4,000	$4,000
	Subtotal Phase 4	**0**	**0**	**0**	**32**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**32**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**15**	**40**	**119**	**$24,725**	**$24,725**
5.0	**DRAFT & FINAL PLANS**																								
5.1	Loleta Concept Plans	2										2											4	$1,600	$1,600
5.1.1	10% Concept Plans		10	20	40																		70	$13,600	$13,600
5.1.2	30% Concept Plans		20	45	70																	4	12	151	$28,945	$28,945
5.1.3	Implementation Plan																16	4	8				28	$4,860	$4,860
5.2	Tribal Multimodal Needs Assessments																						0	$0	$0
5.2.1	10% Concept Plans		30	60	80																		170	$33,800	$33,800
5.3	Report Adoption	2										2											4	$1,600	$1,600
5.3.1	Admin & Public Draft Project Reports												4	8	12	32						4	12	72	$11,160	$11,160
5.3.2	Presentations & Final Project Reports												6	24	8	20						2	8	68	$11,810	$11,810
	Subtotal Phase 5	**4**	**60**	**125**	**190**	**0**	**0**	**0**	**0**	**0**	**0**	**4**	**10**	**32**	**20**	**52**	**16**	**4**	**8**	**0**	**0**	**10**	**32**	**567**	**$107,375**	**$107,375**
TOTAL HOURS		**10**	**64**	**133**	**246**	**0**	**0**	**0**	**0**	**0**	**0**	**9**	**28**	**134**	**88**	**128**	**44**	**4**	**8**	**56**	**84**	**33**	**96**	**1165**		
Anticipated Salary Increases																								$10,522	**$10,522**
OTHER DIRECT COSTS																								$9,800	**$9,800**
TOTAL COST		**$5,050**	**$17,280**	**$25,935**	**$43,050**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,655**	**$7,840**	**$26,800**	**$14,080**	**$16,000**	**$6,600**	**$980**	**$1,480**	**$8,680**	**$12,600**	**$6,435**	**$13,920**		**$229,707**	**$229,707**
O.	**OPTIONAL TASKS**																								
O.1	Survey					24	24	8	4	40	52										4			156	$42,760	$42,760
O.2	Structure Analysis		20	45	70																			135	$26,425	$26,425
	Subtotal Optional Tasks	**0**	**20**	**45**	**70**	**24**	**24**	**8**	**4**	**40**	**52**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**4**	**0**	**0**	**291**	**$69,185**	**$69,185**
TOTAL HOURS - OPTIONAL		**0**	**20**	**45**	**70**	**24**	**24**	**8**	**4**	**40**	**52**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**4**	**0**	**0**	**291**		
Anticipated Salary Increases (5% for 3 years)																								$7,091	**$7,091**
OTHER DIRECT COSTS - OPTIONAL																								$10,260	**$10,260**
TOTAL COST - OPTIONAL		**$0**	**$5,400**	**$8,775**	**$12,250**	**$6,840**	**$5,400**	**$1,280**	**$720**	**$6,600**	**$21,320**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$600**	**$0**	**$0**		**$86,536**	**$86,536**

MARK THOMAS & COMPANY, INC. RATE SCHEDULE

EXPIRES JUNE 30, 2026

Engineering	
Intern	$60 - $105
Technician	$95 - $135
Design Engineer I	$120 - $175
Design Engineer II	$135 - $210
Sr. Technician	$155 - $210
Civil Engineering Designer	$155 - $245
Project Engineer	$155 - $225
Sr. Project Engineer	$195 - $280
Sr. Technical Engineer	$200 - $230
Technical Lead	$230 - $280
Sr. Technical Lead	$265 - $335
CADD Manager	$220 - $260
Design Manager	$350 - $390
Engineering Manager	$350 - $390
Sr. Engineering Manager	$365 - $495
Construction Management	
Office Engineer	$165 - $265
* Asst. Resident Engineer	$170 - $250
* Sr. Inspector - CM	$185 - $260
* Inspector - CM	$150 - $275
Resident Engineer	$255 - $335
Sr. Resident Engineer	$300 - $370
Construction Manager	$255 - $295
Area Manager - CM	$280 - $325
Planning	
Planner I	$105 - $140
Economist	$135 - $160
Planner II	$140 - $170
Sr. Planner	$165 - $230
Landscape Architecture/Urban Design	
Landscape Intern	$80 - $95
Landscape Designer I	$100 - $125
Landscape Designer II	$120 - $160
Landscape Architect	$155 - $180
Sr. Landscape Architect	$175 - $200
Grant Writing	
Funding Specialist	$135 - $230
Sr. Funding Specialist	$225 - $260
Funding Manager	$325 - $380

Surveying	
Survey Technician I-III	$65 - $185
Lead Survey Technician	$145 - $165
Survey Specialist I-III	$130 - $280
Asst Surveyor I-III	$130 - $195
Project Surveyor I-III	$190 - $295
* Chief of Party	$210 - $270
* Instrumentperson	$205 - $245
* Chainperson	$195 - $230
* Apprentice	$125 - $195
* 2-Person Crew	$395 - $480
* 3-Person Crew	$560 - $710
* Utility Locator	$195 - $265
Project Management & Oversight	
Project Manager	$175 - $310
Sr. Project Manager	$240 - $365
Survey Manager I-II	$230 - $300
SUE Program Manager	$280 - $315
Division Manager	$270 - $445
Principal	$480 - $525
Project Support	
Technical/Sr. Technical Writer	$115 - $160
Project/Sr. Project Assistant	$85 - $185
Survey Coordinator	$115 - $120
Project/Sr. Project Coordinator	$125 - $205
Graphic/Sr. Graphic Designer	$125 - $220
Project/Sr. Project Accountant	$120 - $185
Sr. Graphic Manager	$195 - $260
Project Delivery Manager	$210 - $235
Project Accountant Manager	$230 - $260
Safety Manager	$245 - $250
District Management	
* Inspector - Apprentice	$95 - $100
* Inspector/Sr. Inspector	$95 - $175
* Lead Inspector	$135 - $155
Assistant/Associate Sanitary Enginee	$150 - $210
Sanitary/Sr. Sanitary Project Enginee	$190 - $270
Operations/Deputy District Manage	$240 - $345
District Manager-Engineer	$350 - $390
Special Services	
Expert Witness	$550
Strategic Consulting	$550

Reimbursables including, but not limited to; reproductions, delivery and filing fees; outside consultant fees; and survey field expenses will be billed at *Cost Plus 5%* . **Mileage** will be billed per *current IRS Rate.*

Additional promotional steps exist within various rate categories.
This rate schedule expires June 30, 2026; rates are subject to escalation with new hourly rate schedule as of July 1, 2026.
** These charge rates are subject to Prevailing Wage laws and Union contract.*

SECTION 7 REQUIRED ATTACHMENTS

KEY STAFF RESUMES

CONFLICT OF INTEREST DISCLOSURE

INSURANCE

TITLE VI OF THE CIVIL RIGHTS ACT OF 1964

EQUAL EMPLOYMENT OPPORTUNITY

KEY STAFF RESUMES

JAE RIDDLE, PTP

Project Manager

EDUCATION
BS in Urban Planning

REGISTRATION
PTP 879

Jae has eight years of experience in transportation planning, public outreach, and engagement. With a strong commitment to roadway safety, environmental protection, and vibrant community development, Jae excels at conceptualizing community-based approaches that align with project goals. Her expertise includes participatory design processes that deliver solutions reflecting client values while improving mobility. Skilled in data collection and analysis, stakeholder engagement, public outreach, safety demonstration events, and presenting findings, Jae offers a comprehensive approach to project delivery. Her background spans both the public sector, working at a regional transportation planning agency and a large jurisdiction, and the private sector, providing a well-rounded perspective.

REPRESENTATIVE PROJECTS

Oakhurst Mobility Study, Madera County
Transportation planner for the development of the Oakhurst Area Mobility Study Project. The project developed a plan, and identified appropriate motorized and non-motorized design concepts in order to increase the functionality and safety of Oakhurst's circulation system for pedestrians, bicyclists, and drivers. The study area consists of 10.61 miles of road segments, including approximately 6.99 miles of State highway and 3.62 miles of county road segments.

Eureka Bike Plan, Eureka
Deputy project manager assisting with a Citywide Master Bike Plan that will establish a vision for community bikeway access, circulation, safety, and infrastructure improvements through robust community engagement that will connect many local and regional destinations. Scope of services include the determination of existing conditions, analysis of constraints and opportunities, advisory committee meetings, public outreach, report preparation, and presentations to elected City officials.

Transportation Master Plan, Paradise
Transportation planner for the development of the plan that will guide long-term improvements, and utilize public input to prioritize solutions to aid in the recovery process. This includes developing a Town-wide Active Transportation Plan, Local Roadway Safety Plan, roadway network and evacuation route analysis, updated roadway design standards, downtown public realm/aesthetics guidelines, and economic development assessment. Responsibilities include bikeway planning, roadway network planning, and public engagement.

Pajaro Bridge Infrastructure Resilient Design Study (BIRDS), Monterey
Project planner evaluating roadway and bridge infrastructure concepts integrated with climate adaptation solutions to mitigate impacts of storm surge, flooding, sea level rise, and climate change to prime agricultural land. Project includes transportation planning, prioritization, concept design, climate adaptation, and outreach elements of the study, including preparing existing conditions, conducting future alternatives analysis, conducting public and stakeholder agency engagement.

Safety Action Plan, Butte County
Project planner supporting the development of the Countywide Safety & Action Plan (CSAP) to advance the County's goals for transportation safety and support active modes of travel. CSAP will develop a list of recommended future priority projects identified through technical analysis and community engagement. The plan will serve the cities of Oroville, Gridley, and Biggs and the unincorporated areas of Butte County. Mark Thomas will collaborate with the BCPHD Injury Prevention Health Education team and other agency staff to leverage technical data, other planning studies, and dynamic community engagement. An early task was to prepare the SS4A self-certification checklist and memorandum for the City of Chico staff. The information gathered will be included as part of the effort for the development and creation of the dedicated Action Plans serving the cities of Oroville, Gridley, and unincorporated Butte County, positioning for future implementation grant pursuits.

MATT BROGAN, PE

Principal in Charge

EDUCATION
BS in Civil Engineering

REGISTRATION
CA PE C63854

Matt has 27 years of experience in municipal and transportation engineering. He serves as principal in charge and project manager on a variety of transportation improvement projects starting with planning through final design. His project experience includes local roadway improvements, highway interchanges, corridor studies, bicycle facilities, civil-related transit improvements, streetscape designs, HBP bridge replacements, and downtown infrastructure improvements. Matt also has extensive experience with Caltrans facilities and local agency improvements ranging from completing interchanges with Caltrans approval to streetscape/infrastructure projects within historic downtown areas.

REPRESENTATIVE PROJECTS

AMBAG Pajaro Bridge Infrastructure Resilient Design Study (Pajaro BIRDS), Monterey
Principal in charge overseeing roadway and bridge infrastructure concepts integrated with nature-based climate adaptation solutions to mitigate the impacts of storm surge, flooding, sea level rise, and climate change to prime agricultural land in the Pajaro Valley. Project includes transportation planning, prioritization, concept design, climate adaptation, and outreach elements of the study, including preparing existing conditions, conducting future alternatives analysis, conducting public and stakeholder agency engagement.

Community Evacuation Plan, Butte County
Principal in charge overseeing this project that includes refining community emergency evacuation maps for 10 rural unincorporated communities and the City of Biggs. Services include traffic evacuation analysis, wildfire risk mitigation analysis and assessment, data collection, review of existing plans, and baseline maps. The project also involves extensive public agency coordination, community engagement and outreach and public meetings. These efforts will result in updated evacuation maps, engineering and operational improvements identification and community input strategies.

I-580/Corral Hollow Road & Lammers Road Interchanges, Tracy
Principal in charge working with the City of Tracy and the Tracy Hills Development to document the impacts to the existing interchange at I-580/Corral Hollow and the future interchange at I-580/Lammer. Tasks include Caltrans management, traffic forecasting, and design staff related to project impacts and necessary approvals.

Paradise Downtown Master Plan Infrastructure Study, Paradise
Project manager responsible for overseeing the design team in the beautification and unification of the downtown area for the Town of Paradise downtown capital improvement master plan. The downtown study will provide a plan to complete pedestrian enhancements, traffic calming features, and infrastructure improvements within the project limits.

PCTPA Transportation and Evacuation Resiliency Study, Placer County
Principal in charge overseeing in design and CIP cost estimates for this project to deliver a transformative package of prioritized system improvements to address critical multimodal travel needs within the greater Roth Road Corridor study area. The goal of this project is to improve essential freight and rail operations and access needs to the National Network (I-5 and SR 99). This project required close coordination and consensus building to deliver a balanced mix of transportation investments and regional solutions

Kern Area Regional Goods-Movements Operations (KARGO) Climate-Change Adaptation Mitigation Study, Kern County
Principal in charge for planning and 30% conceptual design services to prepare the Kern Area Regional Goods-movement Operations (KARGO) Climate-Change Adaptation Mitigation Study (C-CAMS). The project requires close coordination with KCOG, Caltrans, the public, local agencies and stakeholders

DARLENE GONZALEZ-SZABO, AICP, ENV SP

QA/QC

EDUCATION
MA in Urban and Regional Planning
BA in Urban Studies

Darlene has 13 years of experience in transit planning and grant writing. She has expertise in developing technical reports; creating maps and visual aids; conducting stakeholder and community outreach; analyzing and interpreting transit operations performance data; developing special rail and bus operations plans, and grant writing. She has led the development of grant applications for clients such as SBCTA, San Joaquin Regional Rail Commission, and LA Metro in addition to serving as a technical task leader for multiple transit and active transportation planning projects throughout Central and Southern California.

REPRESENTATIVE PROJECTS

Oakhurst Mobility Study, Madera County
Providing planning services for the development of the Oakhurst Area Mobility Study Project. The project will develop a plan, and identify appropriate motorized and non-motorized design concepts in order to increase the functionality and safety of Oakhurst's circulation system for pedestrians, bicyclists, and drivers. The study area consists of 10.61 miles of road segments, including approximately 6.99 miles of State highway and 3.62 miles of county road segments.

America Plaza Pedestrian Enhancement, San Diego
Transportation planner responsible for leading the development of pedestrian plaza design between two existing transit hubs, the America Plaza and Santa Fe Depot. Supports the development of community and stakeholder outreach materials and workshops, design concept development, cost estimates, and wayfinding plans to improve the safety of transit users and elevate the transit hub within the City's Downtown Columbia District.

Zero Emissions Multiple Unit Project, San Bernardino
Transportation planner responsible for writing the TIRCP grant application for a Zero Emissions Multiple Unit (ZEMU) train research and development for operations on the future Redlands Passenger Rail service in San Bernardino County. The grant application resulted in the award of $30M. Proceeded to support the project by conducting technical research on various zero emissions propulsion alternatives such as hydrogen fuel cell and battery technologies. The first phase of the project resulted in the identification of a hydrogen fuel cell train, which will be the first to operate in the US. Succeeded in securing $1.6M in MSRC funding for supportive hydrogen fueling infrastructure in 2021 and additional TIRCP funding for existing projects in excess of $15.7M in 2023.

Sonoma County Vision Zero, Sonoma County
Providing planning services to carry out additional planning activities to support the implementation of the Sonoma County Vision Zero Action Plan. These supplementary planning activities, funded by Safe Streets and Roads for All (SS4A) grant funding, are key to advancing the overall goals of the Sonoma County Vision Zero Action Plan (VZAP). VZAP describes six key objectives: ensuring safe speeds, fostering a culture of safety, constructing safe streets for everyone, enhancing vehicle safety, decreasing reliance on private vehicles, eliminating impaired driving, and improving data collection for better decision-making. The overarching goal is to reduce the number of fatal and severe injury crashes per capita in Sonoma County, which, unfortunately, currently exceeds that of any other county in the San Francisco Bay Area.

SJRRC Project Zero TIRCP Application, San Joaquin County
Transportation planner responsible for writing the TIRCP grant application for a zero emissions locomotive for a pilot program on the ACE Rail corridor in Northern California. Supported the application by researching on zero emissions locomotive technologies, which do not currently exist in revenue service. The zero emissions locomotive would replace an old Tier 0 locomotive currently operating on the ACE Rail, which is one of the most heavily used commuter rail corridors that connects to Silicon Valley.

ZANE ALDRICH

Planning

EDUCATION
MA in Business Analytics
BA in Economics

Zane has three years of experience in conducting economic analysis, benefit cost analysis, data analysis, forecasting, and economic impact analysis to support transportation infrastructure projects throughout California. He is a recent graduate earning his masters in business analytics and bachelors in economics at Northwood University in Michigan. His skills include air quality benefit calculations, engineering design cost estimating and forecasting, analytical writing and presentation.

REPRESENTATIVE PROJECTS

2026 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) Revenue Projects, San Joaquin County
Economist supporting the development of a financially constrained, priority project list for the RTP/SCS update. This includes working with SJCOG and state, regional, and local agency partners and fiscal and economic experts to gather, understand, and document the economic impacts used to develop a realistic 20-year forecast. This will include economic indicator analysis and the impacts of different future sources, including Measure K sales tax, gas tax, and VMT fee revenue streams impacted by likely increases in future Zero Emission Vehicle shares and usage, transit and active transportation mode shifts, and reduced VMT. The analysis will also consider other trends and challenges related to the above sources and similar assessments of the other federal and state revenue sources. The outcome of this analysis will be used by SJCOG for an initial project list to identify a financially constrained RTP/SCS based on realistic revenue forecasts at the federal, state, and local levels that support the implementation of priority projects.

Grant Preparation Assistance, Monterey County
Economist supporting the on-call grant writing contract to support TAMC's funding pursuits. Provided technical support for SB 1 Cycle 5 grant applications for SR 68 Corridor and the US 101 Chualar Segment. Responsible for preparation of performance measures for traffic operations, vehicle miles traveled, and GHG emissions.

Grant Writing Services, Stanislaus County
Provided benefit cost analysis and performance measures for the SR 132 West Gates to Dakota project. The work includes the completion of the technical reports and design required to deliver the final PS&E for the project. The scope of work includes project management, topographic surveying and base mapping, project approvals, right of way engineering, bidding, and construction services. Mark Thomas is also coordinating all design submittals and QA/QC for the project design.

Beaumont-Penn Ave/UPRR Funding Support, Beaumont
Economist for a multi-phased approach that allowed the City to authorize tasks along the way. Project constructs a new grade separation at the Pennsylvania Avenue and UPRR tracks as well as intersection improvements at the I-10 interchange. Responsible for the preparation of a STBG/CMAQ grant application including narrative development, agency coordination, and grant submittal.

On Call Grant Writing, Sacramento County
Economist for this on-call grant writing support to support Sacramento County Department of Transportation. Contract has included the preparation of one SACOG Community Design, six SACOG Regional Program, one SB 1 LPP, one ATP application, and one Caltrans Sustainable Transportation Planning Grant application. Responsibilities included leading the preparation of design exhibits and maps.

VINCE MAMMANO

Tribal Coordination

EDUCATION
BS in Civil Engineering

Vince brings over 30 years of experience at the Federal Highway Administration (FHWA) with over 13 years leading a multidisciplinary team in California and the largest FHWA division office in the United States. Through his experience delivering federal-aid programs and advancing national infrastructure goals, Vince provides valuable knowledge and leadership to help our clients position for and secure grant funding, and help to navigate the federal and state systems & processes, allowing them to address transportation needs in communities throughout California.

REPRESENTATIVE PROJECTS

Yurok Tribe- Road Safety Audits
Project manager for the development of a Roadway Safety Audit (RSA) for the Yurok Tribe along multiple rural, coastal highway corridors in Humboldt County, including Highway 101 (US-101). The RSA will complete a formal safety performance evaluation and recommend potential safety countermeasures to reduce the quantity and severity of collisions for all modes of travel, as well as mitigate the impacts of environmental hazards on Tribal infrastructure. Mark Thomas is leading the coordination and preparation of the RSA, including the preparation of a safety analysis, facilitation of a coordinated walk audit, identification of engineering and non-engineering countermeasures, and coordination among participating agencies.

Highway 25 Program Management, San Benito County
Provided FHWA/Federal coordination in supporting the overall strategic project implementation advisory services to reduce crashes, improve goods movement, and enhance multimodal access along SR-25 between the City of Hollister and City of Gilroy in San Benito County. Working with SBCCG to identify solutions consistent with state policies and mandates that constrain the ability to widen the roadway, as well as preserve local agricultural functions. Project includes extensive coordination efforts with project stakeholders, including focus meetings with Caltrans and partner agency staff, project development team meetings, local jurisdiction board meetings, public workshops, and coordination with governmental regulatory and resource agencies.

US 101/SR 84/Woodside Road Grant Assistance, Redwood City
Providing funding support for ongoing funding support and agency coordination with Caltrans District 4 and Headquarters. Developed grant narratives, supporting maps, and economics analysis for grant applications. Prepared multiple grant applications for the Project, including a success INFRA grant for $105 millionand a regional grant application for Measure A funds from SMCTA. Following the grant submittals, involvement continued through development of updated project fact sheets, engagement strategy with elected officials, updated funding plan, and preparation of project branding.

FHWA California Division
Chief Operating Officer that oversaw the Federal Aid Program in California. In addition to the $3.8 billion Federal Aid Program, he was also responsible for delivering a $2.57 billion Recovery Act Program that included 990 projects administered by 423 agencies. Provided guidance to state, local, and industry partners, building coalitions that helped to advance the agency's priorities including financial accountability, DBE participation, Every Day Counts, and the successful delivery of locally-administered projects. Was involved in the critical leadership role in reducing California's inactive obligations from over 16% to 2%. Vincent also provided leadership and direction to a multi-disciplinary staff of over 65 employees. Employees included staff, team leaders, and directors that managed team leaders. This also included several remotely located employees in the joint FHWA/FTA Los Angeles Metro Office.

JAKE WEIR, PE

Engineering

EDUCATION
MBA
BS in Civil Engineering

REGISTRATIONS
CA PE C72382

Jake has 21 years of experience in municipal and transportation engineering. He has served as design engineer on numerous projects, including local roadway and intersection improvements, HBP bridge replacements, downtown infrastructure improvements, streetscape/infrastructure projects as well as freeway and interchange design. His experience includes geometric design, drainage design, retaining wall design, the Caltrans utility process, and the preparation of plans, specifications and estimates.

REPRESENTATIVE PROJECTS

On-Call Design Services, Humboldt County
Project engineer responsible for the design of storm damage repairs for Mitchell Road. The project includes the reconstruction of the roadway, 190-foot soldier pile retaining wall with tiebacks up to 23 feet tall, drainage improvements, and water line relocation. Was responsible for leading the design effort including site visit to assess damages, civil and drainage design, and utility relocation

Grizzly Bluff Road Bridge Replacement, Humboldt County
Project engineer on this HBP-funded bridge replacement project. The functionally-obsolete bridge is being replaced with a new single span, cast-in-place, pre-stressed concrete slab. The new bridge will be raised up to provide adequate hydraulic capacity and provide traffic and shoulder widths according to AASHTO standards. Minor roadway realignment is necessary to avoid an existing private residence and barn.

Camanche Road Repair, Amador County
Project manager for preliminary and final design engineering, utility coordination, topographical surveys, and prepared PS&E to rehabilitate a 2000-foot segment of Camanche Road and incorporate a hot mix asphalt (HMA) overlay from Reservation Road to Curran Road. The pavement rehabilitation included an underdrain to collect subsurface flows to preserve pavement and geotextile within pavement structural section.

SR 88/Pine Grove Corridor Improvements, Amador County
Project manager for the advanced preliminary engineering and Phase 1 final PS&E for a 3¼-mile stretch of improvements along SR 88 through the town of Pine Grove. The purpose of this project is to improve existing and future operations, alleviate existing congestion, provide a transportation facility consistent with Caltrans standards, and enhance safety on SR 88. General improvements include widening to standard shoulders, adding curb, gutter, and sidewalks, adding bike lanes, formalizing parking, intersection cross slope correction (where needed), drainage facilities, bulbout construction, new lighting, improving pedestrian ramps, and lengthening a truck climbing lane.

Buena Vista Road Rehabilitation, Amador County
Project manager for preliminary and final design engineering, utility coordination, topographical surveys, and preparation of PS&E to rehabilitate a 5,280-foot segment of Buena Vista Road beginning east of the Buena Vista Road/Coal Mine Road intersection, and to improve roadside drainage. The pavement rehabilitation included segments of pavement reconstruction and hot mix asphalt (HMA) overlay with paving geotextile. Evaluated and recommended preliminary alternatives and delivered final design on an accelerated schedule.

Downtown Roseville Phase I Streetscape Improvements, Roseville
Design engineer responsible for preliminary engineering for the initial phase of the downtown specific plan project in Downtown Roseville. The project includes various streetscape improvements such as enhanced crosswalks, bulbouts, landscaped medians, and decorative lighting. In addition, the project also includes upgrades to water, sewer, storm drain, and electric utilities in preparation for the ultimate redevelopment of the downtown area. In addition, while the project includes multiple pedestrian improvements for the ultimate downtown redevelopment, multiple traffic signal and roadway improvements are also included to improve vehicle circulation in the area.

CONFLICT OF INTEREST DISCLOSURE

Mark Thomas does not have any financial, business, or other relationship with the Humboldt County Association of Governments that would have an impact upon the outcome of the contract. We do not foresee any of our client's having a financial interest in the outcome of this contract or any other construction project that may follow. Specifically, Mark Thomas does not have any financial interest or relationship with the owner or developer that may have future improvements or development projects with the Humboldt County Association of Governments.

INSURANCE REQUIREMENTS

Mark Thomas will be able to meet the insurance requirements as listed in the RFP and have no exceptions to the standard insurance amounts.

TITLE VI OF THE CIVIL RIGHTS ACT OF 1964

Mark Thomas agrees to comply with all the requirements imposed by Title VI of the Civil Rights Act of 1964 (49 USC 2000d) and the regulations of the U.S. Department of Transportation issued there under in 49 CFR Part 21.

EQUAL EMPLOYMENT OPPORTUNITY

Mark Thomas is an equal opportunity employer that does not discriminate against any employee or applicant for employment because of race, color, age, creed, sex or national origin. This includes employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We have included a copy of our affirmative action plan following this page.

DBE PROGRAM

Mark Thomas has a long history teaming with DBE firms. For this contract we are able to provide all the necessary services without the need for subconsultants.

MARK THOMAS

MARK THOMAS NONDISCRIMINATION PROGRAM

POLICY

Mark Thomas is committed to developing a sustainable organization that is reflective of its clients, encompasses diverse cultural, geographic, and educational backgrounds, and embraces a variety of work and life experiences. The Company promotes an inclusive culture that fosters direct and honest communication, engagement and diversity of thought that generates a stimulating and vibrant work environment.

To provide equal employment and advancement opportunities to all individuals, employment decisions at Mark Thomas will be based on merit, qualifications, and abilities for the opportunity or vacancy that exists. Employment practices will not be influenced or affected by an applicant's or employee's sex, gender (including gender identity or expression), sexual orientation, race, color, religion, creed, marital status, pregnancy, taking or denial of a leave of absence, national origin, citizenship status, ancestry, medical condition, age, physical/mental disability, reasonable accommodation, genetic information, veteran or military status, or any characteristic as protected by applicable federal, state or local law.

Ensuring fair wages is also an important Company value. Accordingly, the Company will not pay wages to any employee at a rate less than the Company pays to employees of the opposite sex for work that is substantially equivalent and requires comparable skills unless a bona fide factor other than sex justifies a pay differential. The Company also prohibits pay disparity based on race, national original or prior salary history. The Company prohibits retaliation against employees for discussing compensation.

In general, Mark Thomas does not tolerate any kind of behavior that reflects discriminatory thinking, implications, or actions. Any employee with questions or concerns about any type of discrimination in the workplace is strongly encouraged to bring these issues to the attention of Human Resources. Employees can raise concerns and make reports without fear of reprisal.

Program Distribution: This policy is distributed internally within the Company's Employee Manual, and candidates for employment are notified with a statement of equal opportunity employment when reviewing open positions within the Company. This policy and program will be provided externally to clients and teaming partners upon request.

PROGRAM ACTION PLAN

An action plan is necessary to meet the goal of our nondiscrimination program. Recognizing there are a limited number of qualified professionals to meet the needs of civil engineering and related multi-disciplinary demands, the goal of balancing our staff can only be achieved over an extended period of time. A five-point action plan has been implemented and is as follows:

1. Focus attention on recruitment by developing contacts and referrals with minority organizations and local universities, particularly those serving under-represented individuals.
2. Promote hiring, compensation, and advancement practices that foster diversity in representation in all categories of employment.
3. Review (create and amend, if necessary) all policies and procedures to ensure all employees, including marginalized groups are given full opportunity, and are encouraged to participate in employment and all sponsored educational, training, recreational, and social activities.

4. Maintain an environment of professional development that promotes the growth of under-represented individual contributors to management and leadership positions.
5. Encourage representation by actively participating in programs at local high schools, universities, and local chapters of American Society of Civil Engineers (ASCE), American Public Works Association (APWA), Institute of Transportation Engineers (ITE), American Council of Engineering Companies (ACEC), Urban Land Institute (ULI) and Women Transportation Seminar (WTS).

PROGRAM OVERSIGHT

The Company's Program Administrator is identified as Annie Lucero, Director of Human Resources. The responsibility of the Nondiscrimination Program Administrator shall include but not be limited to:

- Develop and execute policies and procedures that are designed to correct problems that prevent equal employment opportunities for all applicants and employees.
- Annually identify all existing policies or practices that resulted in disproportionately inhibiting the employment, promotion or retention of any group protected by FEHA.
- Investigate allegations of discrimination and reports findings to the company's Chief Executive Officer.
- Provide safe anonymous channels for employees to report allegations of discrimination or discriminatory behavior in all aspects of employment to include hiring, recruitment, advertising, compensation, benefits, training, promotion, transfer, layoff, termination, and working conditions, etc.
- Design and implement an internal audit and reporting system to evaluate and measure the entire program's effectiveness.
- Acts as the primary contact for the program.

CONTRACT COMMENTS

CONTRACT COMMENTS

Upon the advice of legal counsel, we would appreciate the opportunity to discuss the following changes to the sample agreement. Additions are in red text and deletions are in ~~strikethrough.~~ Notes are in italic text.

3. GENERAL CONDITIONS

A. Time

Strict "time is of the essence" clauses can create uninsurable risk for delays outside the Consultant's control. Tying timing to professional skill and care, and allowing for reasonable delays, ensures that the Consultant is not penalized for circumstances beyond their control and aligns with industry practice.

1. ~~Time is of the essence of this agreement~~. Consultant shall complete all work under this contract on or before _____ subject to, as set forth above, to a Force Majeure Event. A written amendment to extend the completion date may be executed upon agreement from both parties.

G. Attorneys' Fees and Costs

Fee-shifting clauses can be a double-edged sword: while they may deter frivolous claims, they also expose each contractual party to paying the other's legal costs even if only partially at fault. Having each party bear its own fees is fair and aligns with the default rule in most jurisdictions.

~~If either party initiates any action at law or in equity to enforce or interpret the terms and conditions of this contract, the prevailing party shall be entitled to recover reasonable attorneys' fees and costs in addition to any other relief to which it may otherwise be entitled. The parties unconditionally and irrevocably waive their respective rights to a jury trial of any claim or cause of action arising directly or indirectly out of, related to, or in any way connected with, the performance or breach of the agreement, the relationship that is being established between them, or the transactions contemplated in the agreement.~~

I. Right to Termination/Suspend Contract

Allowing both parties to terminate with reasonable notice and an opportunity to cure breaches creates a balanced relationship and prevents one-sided power dynamics. It also reduces the risk of being trapped in an unfavorable contract and encourages good faith performance.

At any time and for any reason, HCAOG or Consultant shall have the right to terminate or cancel the contract with 14 ~~10~~ days' prior written notice. In such event, HCAOG shall pay the Consultant such equitable proportion of the total remuneration for the work actually done by the Consultant at the time of such discontinuance.

K Indemnity

Work under this Agreement is covered by Civil Code 2782.8 which governs design professional practice. California Civil Code Section 2782.8 restricts indemnity obligations for design professionals to damages caused by their negligence, recklessness, or willful misconduct. Broader indemnity (e.g., for "any and all claims") exposes the Consultant to uninsured risks and is not permitted by law. The proposed language ensures compliance and fair allocation of risk.

When the law establishes a professional standard of care for Consultant's services, to the fullest extent permitted by law, Consultant shall, indemnify, defend and hold harmless HCAOG, its officials, and employees ~~and agents~~ (collectively, "Indemnified Parties") from and against ~~any and all losses,~~ liability~~ies~~, for damages, ~~costs and expenses,~~ including the reimbursement of reasonable attorney's fees and costs to the extent same are caused in whole or in part by any negligent or wrongful act, error or omission of Consultant, its officers, agents, employees or sub-Consultants or any entity or individual for which Consultant shall bear legal liability in the performance of professional services under this Agreement. Consultant has no obligation to provide an immediate defense or to pay for any of the indemnities defense related cost prior to a final determination of liability or to pay any amount that exceeds Consultant's final determined percentage of liability based upon the comparative fault of Consultant.

SACRAMENTO

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MARK THOMAS