Exhibit B – Work Plan
Metro COG US 10/75 Corridor Study - Moorhead, Minnesota

Task 1: Project Management and Coordination

Goal: *Proactively work with the Metro COG Project Manager and study stakeholders to ensure the study deliverables meet and/or exceed expectations, are on-time, and are within budget.*
Deliverables: *Schedule, Monthly Invoices & Progress Reports, Meeting Agendas, Materials & Summaries*

SRF is committed to delivering the US 10/US 75 Corridor Study to MetroGOG and its study partners. To demonstrate our commitment, we have selected Leif Garnass, PE, PTOE, as our Project Manager. Over his 14-year career, Leif has had the opportunity to learn from and work with a diverse, knowledgeable, and creative team at SRF. A proactive project manager that anticipates issues and identifies solutions before they become problems, Leif understands the importance of educating and building consensus with stakeholders. He regularly serves as the "face" of transportation studies providing an independent perspective.

Study limits include US 10 between the river and 34th Street as well as the future US 10 alignment to 11th Street. Also, limits include US 75 between 8th Street/Center Avenue and 20th Avenue.

Task 1.1 Budget & Schedule Management – Leif will provide monthly progress reports, which will document completed and on-going activities, projected activity within the next month, detailed task progress (schedule and budget summary), problems encountered/items of concern, and any required actions by the study team.

Task 1.2 Coordination – Leif will manage the study in accordance with the RFP provisions by holding bi-weekly conference calls throughout the duration of the study with the Metro COG Project Manager to discuss current progress, issues, schedule, and budget expenditures.

Task 1.3 Quality Management Plan – SRF's quality assurance/quality control liaison (Jacob Nordick, PE) will work with the Leif throughout the US 10/US 75 Corridor Study to ensure all deliverables are in accordance with the study's Quality Management Plan (QMP). This will confirm the requirements of the scope are addressed, documents effectively communicate key components as desired by Metro COG, and end products are completed to the highest quality possible. SRF will develop a QMP plan at the start of the project.

Task 1.4 Schedule – SRF has developed a preliminary schedule that is based on our project approach. This can be found on the following page. A more detailed schedule will be developed upon notice to proceed, which will include time allocated for agency review.

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Task 2: Public and Agency Coordination

The US 10/US 75 corridors are unique and serve many land uses and corridor users. To ensure the proper balancing of needs between motorized and non-motorized users while considering the benefits and impacts to local businesses, the public and stakeholder engagement effort needs to be tailored to reach a broad audience to ensure all perspectives are heard. SRF's strategic and innovative stakeholder and community engagement process centers on telling a story – what the US 10/US 75 Corridor Study consists of, its importance, and how the Fargo-Moorhead community can play an instrumental role in the draft and final recommendations as well as the long-term vision of the area. Educating stakeholders and the public about what the study is and what it is not will be key. We want to ensure we are sharing adequate information about the purpose and need, process to develop and evaluate alternatives, and the decision-making process moving forward so the local community as well as the regional traveling public are well informed and the input we receive is meaningful.

We implement public engagement by building transparent and long-lasting relationships on behalf of Metro COG, MnDOT, Clay County, and the City of Moorhead in the community that will extend beyond the conclusion of the study. SRF's Senior Public Engagement Specialist Jennifer Quayle will lead this task with support from Leif Garnass, both of whom have played similar roles on previous MnDOT District 8 projects. Emily Gross will also support this team – a key staff member who is someone who walks, bikes, drives, or takes transit daily and has almost ten years of experience balancing the needs of urban and suburban environments. Our team brings a proven understanding of the importance of developing and sharing information clearly to non-technical audiences that fosters active participation from the community. We also propose adding the The Chamber to our engagement team. This allows us to leverage the Chamber's visibility within the community and their existing relationships.

Our strategies focus around using an integrated approach – one that successfully combines face-to-face and online options. SRF's public engagement is flexible with the ability to be refined by the Strategies Review Committee (SRC). Our approach is to develop and discuss the goals and objectives for engagement by actively listening to key stakeholders at the very beginning, which will then refine and confirm the direction of the engagement, engagement tools, and strategies used. This will in turn shape the engagement plan, so it is accurately reflective of the current and future community-developed vision.

Task 2.1 Public Engagement Plan – SRF will document our public engagement plan which specifies creative and cost-effective engagement activities, their purpose, audience, format, and materials. This will be a living document. The remaining tasks in this section discuss our proposed engagement strategies.

Task 2.2 Press/News Releases – SRF will work with the State's Public Affairs Coordinator to ensure public announcements and promotion of upcoming engagement opportunities are distributed to the appropriate local and regional media contacts.

Task 2.3 Website – SRF will work with Metro COG staff and MnDOT communication staff to develop a project webpage and study brand/logo to regularly inform the public regarding planning activities, upcoming meetings, and links to additional relevant resources and project partners. Metro COG will host the website.

Task 2.4 Informational Mailings/e-Newsletters – SRF will prepare and disseminate four mailings/e-Newsletters over the course of the study as indicated in our schedule. These were strategically located in the study process to provide key information in advance of public meeting or activities.

Task 2.5 Public Information Meetings –SRF will organize and facilitate two public input meetings to serve as opportunities to engage stakeholders and Fargo-Moorhead communities. The first input meeting will serve as an introduction of the project, allow for review of the existing project corridor conditions, and ask the public to provide feedback on issues and areas of opportunities in the corridor. Once alternatives have been developed and vetted internally, we will share those publicly and ask for feedback as part of the second public input meeting. SRF will develop formal presentations to help facilitate each meeting and will provide support in answering questions from stakeholders and the public. We will implement interactive (see subsequent tasks), hands-on activities at each meeting to ensure each meeting is educational, productive, and beneficial for both the assessment team and the public. It is assumed each meeting is two hours in duration. SRF will with the SRC to coordinate engagement events such they occur on the same or adjacent days to minimize costs.

Task 2.6 Video Recaps of Public Meetings – SRF will video/audio record all presentations given at public meetings and have them transcribed for on-line use. This is an efficient way to disseminate ADA compliant information on the website.

Task 2.7 Stakeholder Interviews/Focus Groups/Community Presentations – SRF will prepare for and attend up to four face-to-face meetings to conduct outreach with key stakeholders to dive deeper into issues and details. Potential groups to consider are a small local business group, law enforcement/EMS, freight operators, education administration, and pedestrian and bicycle advocacy groups. It is assumed each meeting is one hour in duration. SRF will with the SRC to coordinate engagement events such they occur on the same or adjacent days to minimize costs.

Task 2.8 Social Media Campaigns – The social media strategy will include sharing content by leveraging the channels (Facebook, Twitter, NextDoor) of partner agencies and organizations, as well as using these platforms for targeted promotion. SRF will utilize other platforms as part of the public outreach plan to maintain an additional layer of communication with area stakeholders, including Wikimapping, Facebook, and Text Message Surveys. By utilizing these additional resources, SRF can disseminate information to the broader community through targeted communication to ensure each stakeholder group is reached. SRF will work with the SRC to develop study messaging.

Task 2.9 Google Voice – SRF will utilize this free voice service where users call a specific number to leave their input in a voice mail, which is automatically transcribed. This will be beneficial in gathering input from all users, specifically regional users.

Task 2.10 Meeting in a Box – SRF can prepare (if needed) materials and questions from public meetings that various groups (e.g., local businesses, community organizations, MSUM, Concordia College, etc.) can facilitate themselves if they are not able to attend the larger events.

Task 2.11 Study Review Committee (SRC) – In support of the study we understand the importance of guiding this study with the Study Review Committee (SRC), which will play a key role in ensuring data needs are accommodated, all issues are heard and vetted, alternatives are feasible, the evaluation is technically sound, and the final recommendations and implementation plan address the purpose and need. SRF will prepare for and attend six (6) SRC meetings as indicated in our project schedule. It is assumed each meeting is two hours in duration.

Task 2.12 Presentations to Leadership Officials – SRF will prepare for and attend two presentations to the Metro COG's Transportation Technical Committee (TTC) and Policy Board, to the Moorhead Planning Commission and City Council, and to MnDOT management. The initial round of presentations will focus on introducing the study, providing information on the overall process and schedule, and soliciting feedback from what they've heard from their constituents. The second round of presentations will seek final study acceptance.

Task 3: Data Collection and Base Mapping

Goal: *Collect a comprehensive dataset from various sources to educate the team on the corridor history and exiting project issues, and to develop a comprehensives issues map.*
Deliverables: *Data Collection Memorandum, Issues Map*

SRF will use available data sets collected through the below tasks to prepare the comprehensive issues map. The identification and mapping of corridor needs, deficiencies, constraints, and opportunities will assist the SRC in refining the corridor vision and goals, developing the purpose and need, and informing the alternatives to be developed and evaluated in Task 7. The methodology, assumptions, key findings and issues identified, along with the issues map, will be documented in a data collection memo that will be presented to the SRC prior to the development of alternatives.

Task 3.1 Document Review – SRF will review historical documents and studies that reference the study area, including the 2013 Final Report MnDOT TH 10 (Red River to TH 336), TH 75 (20th Avenue South to TH 10) and Moorhead-Center Avenue (Red River to 8th Street) Corridor Studies; the 2014 FM Metro COG Long Range Transportation Plan (Metro 2040); the current FM Metro COG Travel Demand Model; and the Manufacturers' Perspectives on the Transportation System: District 4 (including database of findings). Additional relevant documents that illustrate area access management, State Aid Requirements, and bicycle facility design guidelines/best practices (MnDOT State Aid Design Standards, NACTO - Urban Bikeway Design Guide, AASHTO Guide for the Development of Bicycle Facilities, and FHWA Separated Bike Lane Planning and Design Guide) will also be reviewed.

Task 3.2 Roadway Infrastructure – SRF will work with the SRC to identify readily available roadway infrastructure data, within and along the study corridors that can be easily linked to the GIS Base-Mapping. Available data is expected to include socioeconomic data and projections, aerial imagery, LIDAR data, roadway geometry and alignment files, as-builts, typical cross-sections, signage/marking inventory, pavement condition reports, right-of-way and encroachments, public/private utilities, roadway jurisdiction and functional classification, and building permits. No utility surveys will be conducted as part of this project. Data that is not readily available that is deemed necessary for the study (such as ADA curb ramps, etc.) will be captured using geo-tagged and hyperlinked photos.

Task 3.3 Electrical Infrastructure – SRF will work with project partners to identify readily available electrical infrastructure, such as ITS deployments, lighting, and traffic signal equipment and timing parameters. This area can be added to the 3D model relatively easily if in georeferenced CADD or GIS format. If not available in a GIS readable format, SRF will discuss with Metro COG the level of effort required to convert the data to the necessary format.

Task 3.4 Transit Routes and Ridership – SRF will coordinate with MATBUS to identify current and future planned transit services within one-quarter mile of the US 10/US 75 corridors, as well as existing and future ridership forecasts.

Task 3.5 Land Use Guidance and Land Development Code – SRF will work with the SRC to identify the existing and future land use guidance along the corridors to help understand future issues and opportunities, particularly with respect to development.

Task 3.6 Freight Rail – SRF will obtain the freight rail information from the Federal Railroad Administration to understand the frequency of trains during the day and night, along with the type/length of trains used.

Task 3.7 Tree Inventory – SRF will work with the SRC to incorporate available tree database information, particularly within existing boulevards, into SRF's 3D Model. This inventory will be critical when determining potential impacts as there is a significant number of mature trees that could be impacted not only by removal, but potentially by infrastructure within the tree canopy.

Task 3.8 Traffic Data Collection – Review recently and historically collected daily traffic volumes in the study to understand how traffic volumes vary by day of the week (Average Daily Traffic (ADT) Volumes) and time of day (Hourly Traffic Volume Profiles).

Intersection Turning Movement and Pedestrian/Bicyclist Counts: SRF will conduct intersection turning movement and pedestrian/bicyclist counts at up to 20 locations, including all signalized intersections well as other high pedestrian or higher volume driveway/cross-street intersections determined by the SRC. Video and counts will be collected for up to 13-hours per location (6 a.m. to 7 p.m.). Traffic counts will focus on weekday conditions (Tuesday through Thursday). The City will provide intersection counts for the US 75/12th Avenue, US 10/32nd Street, and US 10/34th Street intersections.

Short-Duration Counts: SRF will conduct short-duration (15-minute) pulse counts at up to 15 driveways and/or lesser utilized cross-streets to understand general travel patterns and order of magnitude. These counts will be used to help refine the operations analysis, as well as assist with future concepts, particularly with respect to potential future access modifications.

Task 3.9 Crash History – SRF will work with the Metro COG and City of Moorhead to collect up to five (5) years of crash history along the corridor based on police reports. This data will be cross-referenced with crash data available from the Minnesota Crash Mapping Analysis Tool (MnCMAT). This data will be requested in a database format so the SRF staff can efficiently evaluate the data to identify trends and hotspots. Note that MnCMAT data has not been available for 2016 and 2017 conditions and Metro COG and the City will provide the most current data.

Task 3.10 Access Inventory – SRF will field validate the access inventory collected for the 2013 study and modify as needed to note current access locations, configurations (i.e. full, tee, right-in/right-out), type (i.e. public or private), control measures, and type of usage (i.e. truck or auto). The number of conflicts points and spacing associated (i.e. distance and density) with each access will be noted. The access analysis process will also look closely at traffic and safety issues associated with each access point and explore the feasibility of closures, cooperative access sharing, right in/right out or three-quarter movements, internal circulation to eliminate access, changes to land use, relocating access to an alternate location via frontage or backage roads or side-streets. This will be a GIS-enabled inventory will be collected utilizing a sub-meter portable GPS to collect location information that includes corresponding geo-tagged photos. This approach provides photo documentation of

the access location. The geotagged photos are intended to be displayed as part of the GIS Base-Mapping available for this study and/or as hyperlinks inside of SRF's 3D model.

Task 3.11 Non-Motorized User Inventory – SRF will review mapping of existing and planned, City and County pedestrian and bicycles facilities within and adjacent to the corridor study area. Taking this information, we will identify current sidewalk condition, widths, and identify gaps in the existing and planned system and evaluate the system to see how well it provides alternative transportation modes that are convenient and safe. Issues that will be considered when identifying gaps will include pedestrian and bicycle destinations, such as local retail areas, existing community and regional parks, schools and adjacent regional trail networks. Analysis of existing and proposed traffic volumes will also play into the definition of gaps.

Task 3.13 Environmental & Cultural Constraints – Identification of environmental and cultural resource issues and constraints is a prerequisite to the concept development process. SRF will focus on understanding key "location defining" resources that require avoidance measures under state and federal environmental laws including:

- Wetlands and other water resources
- Parks and public use recreation lands
- Threatened and endangered species
- Floodplains
- Cultural and historic resources
- Environmental justice populations

Proactive avoidance of these types of resources must be considered when evaluating various corridor alternatives. While in-depth social, economic, and environmental (SEE) analyses are not part of this environmental screening, enough inventory and assessment work will be completed to determine which impacts may be potentially significant in examining alternative concepts to carry forward. SRF will obtain (from online sources) and assemble all relevant SEE information and display this data on the comprehensive issues map.

Task 4: Traffic Projections and System Capacity Analysis

Goal: *Evaluate existing and future traffic conditions to guide the identification of issues to support the purpose and need.*
Deliverables: *Traffic Projections, System Capacity Analysis, Safety Analysis, and ICE Reports*

Task 4.1 Traffic Projections – SRF will coordinate with the SRC to develop 25-year projections (e.g. year 2045) average daily traffic (ADT) forecasts as well as a.m. and p.m. peak hour traffic volumes along the US 10/US 75 study corridors and corresponding major cross-streets. Forecasts will be developed using a combination of the Metro COG regional travel demand model, historical traffic volumes and Streetlight data, engineering judgment, and the Institute of Transportation Engineers (ITE) Trip Generation Handbook. SRF will validate the forecasts based on reasonableness checks to ensure future growth and peak hour percentages of daily volumes are realistic. Traffic forecasts will be approved by the SRC prior to conducting analysis. This multi-pronged approach provides a process to not only develop future forecasts but provide the confidence and accuracy to help guide decisions for this study. Traffic forecasts will also include changes to pedestrian and bicyclist activity resulting from changes in land use, non-motorized user generators and attractors, and potential changes in transit accommodations. The methodology, assumptions, and projections will be documented in a technical memorandum.

Task 4.2 System Capacity Analysis – SRF proposes to analyze traffic operations under existing and future no-build and build conditions along the corridor at the study intersections using a combination of a high-level ADT capacity review and a detailed VISSIM analysis to provide various measures of effectiveness (MOEs), including level of service, queuing, and delays. Traffic operations will be reviewed for two (2) time periods (weekday a.m. and p.m.). VISSIM provides a more holistic tool, which better accounts for all modes of transportation, including transit, pedestrians, bicyclists, and train operations. VISSIM can also provide several pedestrian/bicyclist MOEs that can be compared to proposed alternatives. SRF's engineers are leaders in the VISSIM realm and their efficiency is an asset to the study. VISSIM also allows for a smooth integration into various intersection and corridor visualizations, which are planned to be utilized as part of the public involvement plan. The methodology, assumptions, and analysis results will be documented in a technical memorandum.

Task 4.3 Safety Analysis – SRF will utilize the MnCMAT crash history database along with input from the SRC to conduct a detailed crash assessment of the study corridors. This analysis will include a review of crash trends by time-of-day/year, location, type, severity, weather condition, and other contributing factors. Intersection and corridor crash rates will also be calculated and compared to facilities (in Minnesota) with similar characteristics (roadway cross-section, traffic controls, and volumes). The average and critical crash rate will be calculated and compared to rates for similar facilities, and a crash diagram will be developed for each study intersection. The existing corridor will be evaluated using the Highway Safety Manual (HSM) Predictive Method to provide a calibrated baseline to compare safety impacts under future alternative build conditions. The predictive method estimates crash frequency, type, and severity based on traffic volumes and roadway characteristics. This base condition is then used to evaluate how safety is affected by design alternatives. The quantitative results of the predictive method make safety easier to be evaluated alongside other project performance measures. The methodology, assumptions, and analysis will be documented in a technical memorandum.

Task 4.4 Intersection Control Evaluations – SRF will approach the ICE for both the US 10/US 75 East Junction and US 75/20th Avenue South intersections in two phases. Phase I includes gathering existing data (e.g., crash history, traffic volumes, local plans) and establishing a baseline of existing conditions. SRF will present to the SRC existing conditions results, potential alternatives for further analysis, and determine what alternatives should be considered for further analysis in Phase II. It is important that intersection control and roadway configuration alternatives be evaluated in parallel – potential intersection alternatives will be identified under Task 6. Phase II includes the detailed analysis of forecasted conditions for each alternative, the development of conceptual layouts, and the preparation of an evaluation matrix summarizing the findings, which will include a benefit-cost analysis. SRF will then present recommendations to the SRC and select a preferred alternative for each location. SRF will document all results and findings in written ICE reports per MnDOT's 2017 ICE Manual. These reports will be circulated amongst agency stakeholders for review, comment, and approval.

Task 5: Identification of Issues and Project Purpose and Need

Goal: *Use technical and non-technical issues identified to develop and confirm purpose and need statement for corridor study.*
Deliverables: *Purpose and Need Statement*

Task 5.1 Identification of Issues and Project Purpose and Need – SRF will work with the SRC to identify a draft purpose and need statement based on the goals and objectives of the study and the issues identified in previous tasks. This statement will detail the scope of the study and its purpose, the corridor vision, and the goals and objective to achieve the vision. This statement will be leveraged throughout the study and aid in the alternative

development, evaluation and selection process to ensure study compatibility with the planning and environmental linkage (PEL) process.

Task 6: Develop Roadway Configuration Alternatives

Goal: *Develop roadway alternatives that address the purpose and need.*
Deliverables: *Concept Layouts, Typical Sections, Cost Estimates*

6.1 Guideline Development – SRF will work with the SRC to establish pertinent design criteria to be used for the study. This will include understand each of the regulations that apply to each of the study segment, such as MN State-Aid Standards and Urban Design guidance. Potential resources include:

- MN State-Aid Standards
- MnDOT Design Guides
- NACTO Urban Roadway Design Guide
- AASHTO Guide for the Development of Bicycle Facilities
- FHWA Separated Bike Lane Planning and Design Guide

6.2 Alternative Development – Based on the agreed upon design guidance, SRF will develop a range of alternatives (including a no-build alternative) to address key issues and desires identified throughout the preliminary phases of the study. The alternatives will reflect the different context of corridor segments including the downtown area, the eastern US 10 segment, and the southern US 75 segment. This will include an evaluation of various typical section options. 10 alternatives will be developed for to understand potential operations and impacts, including potential intersection treatments. SRF will leverage various mediums to illustrate potential alternatives, including SRF's 3D model, which will be incorporated as part of the public engagement plan to help build consensus and alternative understanding.

6.4 Cost Estimates – SRF will develop preliminary cost estimates for each alternative. Cost estimates will be based on an itemized material basis and include right-of-way, contingencies, construction, engineering, and administration, as agreed upon by project staff.

Task 7: Feasibility and Risk Assessment/Screen Alternatives and Refine Preferred Design Concept Layout

Goal: *Develop evaluation measures and Identify feasibility and risk of each concept layout with respect to project priorities. Select preferred design concept layout.*
Deliverables: *Feasibility and Risk Assessment Matrix, Project Priorities*

Task 7.1 Evaluation Criteria – After roadway configuration alternatives have been identified, SRF will work with the SRC to establish evaluation criteria this is directly related to addressing the purpose and need, corridor vision and established goals, and earlier public input on issues and needs. Each alternative will be assessed for its potential beneficial or adverse effects to the environmental, transportation systems, and community, as well as potential risks associated with constructability and project delivery. Potential objectives include but are not limited to:

- **Cost (including benefit-cost ratio calculations):** Providing an indication of the economic desirability of a project based on crash reduction costs, travel time savings costs, initial construction costs, maintenance costs, and remaining capital value.

- **Access:** When restricting access, comparing safety benefits with the reduction of conflict points to the potential added travel time for out-of-direction travel.
- **Constructability/Project Delivery Timeline:** Identifying potential constructability issues (e.g., major environmental or right of way impacts, historic properties) that would cause risk in the ability to efficiently deliver the project.
- **General Stakeholder Issues:** Qualitative evaluation of issues identified through the public and stakeholder engagement process, including items identified as part of the IRT process.
- **Traffic Operations:** Comparing delay and queuing results from the analysis and how it benefits or impacts all users (e.g., general purpose traffic, trucks, transit, pedestrians/bicycles).
- **Safety:** Evaluation using predictive safety analysis using the Highway Safety Manual (HSM), which provides a method to quantify changes in crash frequency as a function of cross-sectional features, intersection geometry features, or intersection control. This allows for a quantitative method to compare alternatives.

SRF will develop an evaluation matrix that summarizes each alternative and compares/contrasts each alternative against one another and can be used as a visual tool. SRF will work with the SRC to build consensus with respect to scoring and weighting/prioritization. Using this process, a technical score will be developed for each of the viable alternative. A key component will be to include the conformance with the purpose and need statement developed as part of the study, as well as being technically feasible and fiscally constrained.

Task 8: Final Report and Implementation

Goal: *Prepare final study report documenting corridor issues, purpose and need, development and evaluation of concepts, and selection of preferred alternative. Further, identify an implementation plan identifying priorities for MnDOT's FY 2025 and other long-term planning and scheduling needs.*
Deliverables: *Report, Executive Summary*

Task 8.1 Implementation Plan – SRF will recommend to the SRC specific strategies to be taken to implement the preferred design concept layout, specifically addressing MnDOT's need to identify a FY 2025 project along with longer-term planning and scheduling needs. One of the key aspects of implementing the project, in addition to the priorities identified in Task 7, is to find discrete segments of the project that could move forward with limited amounts of funding and/or take advantage of funding sources that may be available. SRF will work with the SRC to identify logical sequencing or staging of the project and develop an implementation plan. To accomplish this, we will assist the SRC in identifying criteria that can be used to prioritize improvements. Possible criteria that could be used for the implementation plan include:

- Immediacy of need (i.e. capacity, safety, and/or condition)
- Construction feasibility (what segments are less costly and more easily constructed)
- Ability to leverage other planned regional and/or local improvements
- Ability to leverage planned private improvements
- Ability to fund through federal funding applications or other funding mechanisms
- Logical sequencing of segments to avoid the creation of downstream bottlenecks and/or safety problems

Task 8.2 Documentation – The recommendations for staging, implementation strategies related to policy areas, potential funding strategies, and a financial strategy will be documented in the final study report, which will also

include documentation corridor issues, purpose and need, evaluation criteria, development and evaluation of alternatives, and selection of preferred alternative. An overall easy-to-follow executive summary will developed highlighting key issues addressed with the concept plan and the overall implementation plan moving forward.