



Central Dakota MPO Policy Board Meeting

Thursday, May 22, 2025, at 4:30 PM

3rd Floor Executive Conference Room, City Hall (10 3rd Ave SW)

Any person needing special accommodation for the meeting is requested to notify the City Clerk's office at 857-4752.

1. ROLL CALL

2. APPROVAL OF MINUTES

2.1. REVIEW AND APPROVAL OF MINUTES

Suggested Motion: I move to approve the April 24, 2025 minutes as presented.

3. OLD BUSINESS

3.1. UPDATED MONTHLY ACTIVITIES DOCUMENT

Suggested Motion: This item is informational only; no action required.

3.2. CENTRAL DAKOTA TRANSIT DEVELOPMENT PLAN CONSULTANT SELECTION

Recommendation: The Technical Advisory Committee recommended approval of the selection of SRF Consulting Group at their May 13, 2025 meeting.

Suggested Motion: I move to approve Resolution 2025-3 and permit the Executive Director to enter into a contract with SRF Consulting Group subject to contract review/approval by legal and North Dakota Department of Transportation.

3.3. ADMINISTRATIVE POLICY MANUAL UPDATE - ACCEPTABLE FORMS OF PAYMENT

Suggested Motion: I move to approve the amendment to the Administrative Policy Manual as presented.

4. NEW BUSINESS

4.1. 2025 UPWP ADMINISTRATIVE MODIFICATION

This item is informational only; no action required.

4.2. FINANCE DOCUMENTS

Suggested Motion: I move to approve the Financial Statements as presented.

5. OTHER BUSINESS

5.1. OPPORTUNITY FOR PUBLIC COMMENT

6. ADJOURNMENT



CENTRAL DAKOTA MPO POLICY BOARD MEETING MINUTES

Thursday, April 24, 2025, at 4:30 PM
3rd Floor Executive Conference Room
City Hall (10 3rd Ave SW)

Mark Jantzer called the meeting to order at 4:32 PM

1. ROLL CALL

The following were present:

Burlington City- Jerick Hedges

Minot City- Mark Jantzer, Paul Pitner (alternate), Harold Stewart

Surrey City- Michael Thiesen

Ward County- Ron Merritt (alternate)

Members Absent: John Fjeldahl, Jim Rostad, Lisa Olsen

Others Present: Will Hutchings, Brittany Shefstad, Hannah Hornberger, Lance Meyer (virtual), Dana Larsen, Kshitij Sharma (virtual)

2. APPROVAL OF MINUTES

2.1 REVIEW AND APPROVAL OF THE MARCH 27, 2025 MINUTES

Paul Pitner moved to approve the minutes of the March 27, 2025 meeting as presented. The motion was seconded by Mike Thiesen, and carried the following vote: ayes: Jantzer, Pitner, Stewart, Thiesen, Merritt; nays: none; Hedges abstained.

3. OLD BUSINESS

3.1 UPDATED MONTHLY ACTIVITIES DOCUMENTS

No discussion was had.

3.2 2025 UPWP AMENDMENT #1

John Van Dyke informed the board that there were minor adjustments made per NDDOT/FHWA/FTA comments.

Mike Thiesen moved to approve the 2025 UPWP Amendment #1 incorporating present and future comments from NDDOT, FHWA and FTA. The motion was seconded by Harold Stewart and carried the following vote; ayes: Hedges, Jantzer, Stewart, Thiesen, Merritt and Pitner; nays: none.





4. NEW BUSINESS

4.1 ATAC CONTRACT – SIGNALIZED INTERSECTIONS

Kshitij Sharma presented a brief background on Upper Great Plains Transportation Institute and the Advanced Traffic Analysis Center (ATAC). There will be 17 intersections setup to continuously collect counts for both vehicles and pedestrians moving through the respective intersection.

The plan is to incorporate an additional 13 intersections in 2026 followed by another five intersections in 2027. The intersections of Broadway and Burdick and Broadway and 16th are already setup collecting data. There is a preliminary list of intersections that will be used for 2025 that will be finalized following execution of the contract addendum. This project will help adjust signal timings to create efficiencies through the respective intersections. It is noted that these cameras are only used for counting vehicles and pedestrians that pass through the respective intersection and are not sophisticated enough to track people or vehicles.

Jerick Hedges moved to authorize the Executive Director to sign the Signalized Intersections Traffic Data Collection Addendum. The motion was seconded by Harold Stewart and carried the following vote; ayes: Hedges, Jantzer, Stewart, Thiesen, Merritt and Pitner; nays: none.

4.2 2026-2027 UPWP – TRANSPORTATION SPECIALIST POSITION

John Van Dyke took the Policy Board through a memo outlining the need for additional staff. Once the MTP is adopted in early 2026, several other data acquisitions, plans, and studies will be undertaken. In addition, the Transportation Improvement Program (TIP) will be required to be completed in 2026. Hiring an additional staff member will help to manage additional future projects and ensure the organization will be more efficient and effective at its intended purpose. By not hiring additional staff there is risk of turning back funds due to limited staff capacity to manage projects effectively.

Mike Thiesen moved to approve the job description for the Transportation Specialist and to direct the Executive Director to incorporate the position the 2026-2027 UPWP. The motion was seconded by Jerick Hedges and carried the following vote; ayes: Hedges, Jantzer, Stewart, Thiesen, Merritt and Pitner; nays: none.





4.3 FINANCE DOCUMENTS

John Van Dyke requested that members defer from using credit cards to pay membership dues, as it requires a fee be charged as well. John suggested a policy is created to pay dues with a check moving forward.

Paul Pitner moved to approve the Financial Statements as presented and provide policy guidance on acceptable forms of payment for future membership dues. The motion was seconded by Harold Stewart, and carried the following vote: ayes: Hedges, Jantzer, Stewart, Thiesen, Merritt and Pitner; nays: none

5. OTHER BUSINESS

5.1 OPPORTUNITY FOR PUBLIC COMMENT

No public present.

ADJOURNMENT

There being no further business, Mike Thiesen moved to adjourn the meeting. The motion was seconded by Paul Pitner, and carried unanimously. The meeting adjourned at 5:01 PM.



MONTHLY ACTIVITIES UPDATE

MAY 22, 2025



The following information is provided to keep the Policy Board members apprised of the ongoing activities, deadlines, and overall efforts that have been accomplished since the last Policy Board meeting. The task lists are not exhaustive of all activities and efforts, but provide insight into the day-to-day operations of the organization.

Week Forty-nine - April 21, 2025 - April 25, 2025

- ☒ **Section 110 - Program Support and Administration**
 - ☒ Clean-up/Respond to e-mails - **Monday/Tuesday**
 - ☒ Approve financial transactions - **Thursday**
 - ☒ Update hours log for week forty-nine - **Friday**
 - ☒ Create update for week fifty tasks - **Friday**
 - ☒ Policy Board Meeting - **Thursday**
 - ☒ Meetings
 - ☒ NDDOT One-on-one - **Tuesday**
 - ☒ Meeting w/HDR - **Wednesday**
 - ☒ Meeting w/Brittany S. RE Minot budget process - **Friday**
 - ☒ Begin First Quarter Report - **Wednesday/Thursday/Friday**
 - ☒ Double-check if it qualifies for Section UPWP versus Admin
 - ☒ Reports are Section 110; UPWP creation/amendments are Section 120
- ☒ **Section 120 - Unified Planning Work Program**
 - ☒ 2026/2027 UPWP Creation - **Monday/Tuesday**
 - ☒ Continue writing/organizing document
 - ☒ Add official estimates received for 2026
 - ☒ Estimate 2027 based on same increase from 2025 to 2026
 - ☒ Add Metropolitan Planning Factors
 - ☒ Update detailed budget and task descriptions
 - ☒ Update Tables and All Formula References
 - ☒ Clean; make easy to update year-to-year
 - ☒ Update terminology to Section/sub-section versus Task/subtask to align with PPP terminology. - **Wednesday**
 - ☒ Research federal minimum requirements for UPWP amendments versus administrative modifications - **Wednesday**
 - ☒ See CFR 200.308 [here](#)
- ☒ **Section 130 - Training and Travel**
 - ☒ N/a
- ☒ **Section 210 - Metropolitan Transportation Plan (MTP) Project**
 - ☒ N/a
- ☒ **Section 220 - Transit Development Plan**
 - ☒ N/a
- ☒ **Section 310 - Transportation Planning Support and Coordination**
 - ☒ N/a





Week Fifty - April 28, 2025 - May 2, 2025

- ☒ **Section 110 - Program Support and Administration**
 - ☒ Clean-up/Respond to e-mails - **Monday/Tuesday**
 - ☒ Approve financial transactions - **Friday**
 - ☒ Update hours log for week fifty - **Friday**
 - ☒ Create update for week fifty-one tasks - **Friday**
 - ☒ Meetings
 - ☒ ND MPO Coordination Meeting - **Monday**
 - ☒ NDDOT One-on-one - **Tuesday**
 - ☒ NDDOT/MPO Director Meeting - **Wednesday**
 - ☒ Central Dakota TIP/STIP Meeting - **Thursday**
 - ☒ Reach out to ND MPOs for employee performance review forms - **Wednesday**
 - ☒ Complete 1st Quarter 2025 UPWP Report - **Tuesday**
 - ☒ Submit March Reimbursement - **Tuesday**
- ☒ **Section 120 - Unified Planning Work Program**
 - ☒ 2025 UPWP
 - ☒ Post 2025 Amendment #1 to website following receipt of formal approval - **Friday**
 - ☐ 2026-2027 UPWP
 - ☐ Begin incorporating changes stemming from NDDOT/FHWA comments - **Next Week - still waiting on receipt of comments**
- ☒ **Section 130 - Training and Travel**
 - ☒ N/a
- ☒ **Section 210 - Metropolitan Transportation Plan (MTP) Project**
 - ☒ PMT Meeting - **Thursday**
- ☐ **Section 220 - Transit Development Plan**
 - ☒ Compile Proposals and Distribute to Selection Committee - **Monday**
 - ☒ Reach out to consultants to schedule interviews - 3 proposals received; all consultants will be interviewed per RFP - **Friday**
 - ☒ Review Proposals - **Tuesday/Wednesday/Thursday**
 - ☒ Identify location and block room for consultant interviews - **Friday**
 - ☐ Collect reviews, compile scoring, share results with selection committee members, and contact consultants to schedule interviews - **Friday**
- ☒ **Section 230 - Central Dakota Signal Project**
 - ☒ Project kick-off meeting - **Thursday**
- ☒ **Section 310 - Transportation Planning Support and Coordination**
 - ☒ CDMPO-City of Minot Community Development Coordination Meeting - **Friday**
 - ☒ Highlands at N. Hill Development Review and Correspondence - **Tuesday**





Week Fifty-one - May 5, 2025 - May 9, 2025

- ☐ **Section 110 - Program Support and Administration**
 - ☒ Clean-up/Respond to e-mails - **Monday/Tuesday**
 - ☒ Approve financial transactions - **Wednesday**
 - ☒ Update hours log for week fifty-one - **Friday**
 - ☐ Create update for week fifty-two tasks - **Friday**
 - ☒ Meetings
 - ☒ NDDOT One-on-one - **Tuesday**
 - ☒ Begin creation of employee performance review form - **Wednesday/Thursday/Friday**
 - ☒ Begin work on performance review - **Wednesday/Thursday/Friday**
 - ☒ TAC Agenda - **Monday/Tuesday/Wednesday**
 - ☒ Minutes
 - ☒ Review Minutes - **Monday**
 - ☒ MTP Documentation
 - ☒ Resubmit March Reimbursement w/corrections - **Monday**
 - ☒ Write Administrative Policy Manual Update for Membership Dues - **Tuesday**
 - ☒ Send corrected Functional Class info to Seng at NDDOT - **Monday**
- ☒ **Section 120 - Unified Planning Work Program**
 - ☒ 2025 UPWP
 - ☒ Administrative Modification #1 - **Tuesday**
 - ☐ 2026-2027 UPWP
 - ☐ Begin incorporating changes stemming from NDDOT/FHWA comments - **Next Week - still waiting on receipt of comments**
- ☒ **Section 130 - Training and Travel**
 - ☒ ND MPO Spring Partnership Meeting - UGPTI - **Wednesday**
 - ☒ ADP Ethics Course - **Monday**
- ☒ **Section 210 - Metropolitan Transportation Plan (MTP) Project**
 - ☒ Review DRAFT Issues Identification Report - **Monday**
 - ☒ PMT Meeting - **Thursday**
 - ☒ Review Invoice/Correspondence on Corrections - **Tuesday/Wednesday**
- ☒ **Section 220 - Transit Development Plan**
 - ☒ Finish compiling proposal scores - **Tuesday**
 - ☒ Contact References - **Monday/Tuesday/Wednesday/Thursday**
 - ☒ Consultant Interviews - **Thursday**
 - ☒ Finish compiling interview scores and reach out to consultants RE selection - **Friday**
- ☒ **Section 230 - Central Dakota Signal Project**
 - ☒ N/a
- ☒ **Section 310 - Transportation Planning Support and Coordination**
 - ☒ City of Minot Planning Commission meeting - **Tuesday**





Week Fifty-two - May 12, 2025 - May 16, 2025

- ☐ **Section 110 - Program Support and Administration**
 - ☒ Clean-up/Respond to e-mails - **Monday/Tuesday**
 - ☐ Approve financial transactions - **Thursday**
 - ☐ Update hours log for week fifty-two - **Friday**
 - ☐ Create update for week fifty-three tasks - **Friday**
 - ☐ Meetings
 - ☒ NDDOT One-on-one - **Tuesday**
 - ☒ NDDOT/MPO Directors' Discussion - **Monday**
 - ☐ Complete creation of employee performance review form - **Wednesday/Thursday/Friday**
 - ☐ Complete work on performance review - **Wednesday/Thursday/Friday**
 - ☒ TAC Meeting - **Tuesday**
 - ☐ Policy Board Agenda - **Monday-Thursday**
 - ☐ Minutes - **Wednesday**
 - ☒ Resolution of Selection - TDP - **Tuesday**
 - ☐ Suggested motion to include approval of ED to enter into contract subsequent to approval by legal and NDDOT.
 - ☒ Administrative Policy Manual - Forms of Payment
 - ☐ Monthly Activities - **Wednesday**
 - ☐ Other? Add as needed
- ☐ **Section 120 - Unified Planning Work Program**
 - ☒ 2025 UPWP
 - ☒ N/a
 - ☐ 2026-2027 UPWP
 - ☐ Begin incorporating changes stemming from NDDOT/FHWA comments - **Thursday/Friday**
- ☐ **Section 130 - Training and Travel**
 - ☐ Active Transportation Webinar - **Wednesday**
 - ☐ Transit Webinar - **Thursday**
- ☐ **Section 210 - Metropolitan Transportation Plan (MTP) Project**
 - ☐ PMT Meeting - **Thursday**
- ☐ **Section 220 - Transit Development Plan**
 - ☐ Work on TDP contract - **Monday - Friday**
 - ☒ Compile QBS Documentation - **Monday-Wednesday**
- ☒ **Section 230 - Central Dakota Signal Project**
 - ☒ N/a
- ☒ **Section 310 - Transportation Planning Support and Coordination**
 - ☒ N/a



RESOLUTION NO. 2025-3



A RESOLUTION APPROVING SELECTION OF SRF CONSULTING GROUP TO PROVIDE CONSULTANT SERVICES TO THE CENTRAL DAKOTA METROPOLITAN PLANNING ORGANIZATION RELATED TO THE CREATION OF THE CENTRAL DAKOTA TRANSIT DEVELOPMENT PLAN.

WHEREAS, a TDP Selection Committee was established following approval of the Request for Proposal at the March 27, 2025 Central Dakota MPO Policy Board meeting; and

WHEREAS, three proposals were received by the 12:00pm (Central Time), April 28, 2025 deadline; and

WHEREAS, each proposal was reviewed by the TDP Selection Committee between on April 28, 2025 through May 6, 2025; and

WHEREAS, only three firms submitted proposals, all three were selected for interviews and strictly adhering to the proposal review timeframe was not necessary to identify the top three candidates to interview; and

WHEREAS, SRF Consultant Group ranked highest of the three proposals received; and

WHEREAS, interviews were held with all three consultant teams on May 8, 2025, with Bolton and Menk being the highest ranked of the three interviews conducted; and

WHEREAS, the combined scores of the proposals and interviews resulted in SRF Consultant Group being the highest ranked of the three firms; and

WHEREAS, the Central Dakota MPO Technical Advisory Committee concurred with the TDP Selection Committee and unanimously recommended SRF Consultant Group be selected to provide consultant services for the creation of the Central Dakota Transit Development Plan; and

WHEREAS, the Central Dakota MPO Policy Board concurs with the Central Dakota Technical Advisory Committee's recommendation.

NOW, THEREFORE, BE IT RESOLVED BY THE CENTRAL DAKOTA MPO POLICY BOARD:

§1. SRF Consultant Group is hereby selected to provide consultant services related to the creation of the Central Dakota Transit Development Plan not to exceed \$199,801.32.

§2. The Executive Director may begin negotiations and enter into a contract for services with SRF Consultant Group on behalf of the Central Dakota MPO.

PASSED AND ADOPTED THIS 22nd DAY OF MAY, 2025.

ATTEST:

APPROVED:

Executive Director

Policy Board Chair





CENTRAL DAKOTA TRANSIT DEVELOPMENT PLAN

CENTRAL DAKOTA MPO





John Van Dyke
Executive Director
Central Dakota MPO
PO Box 5006
Minot, ND 58702-5006

April 28, 2025

Subject: Central Dakota Transit Development Plan

Dear John and Members of the Selection Committee:

These are exciting times in the Minot metropolitan area associated with the designation of being an urban planning area. It's exciting, but there is also a lot of work to be done, including planning for the public transportation service. As it has been over a decade since the last real deep assessment of the system was done, we see the opportunity to build interest and excitement in preparing the plan. While the current network resembles the recommendations from the 2013 plan, funding issues and the level of use of some routes have resulted in changes. There is also some challenging work to be done, especially to ensure adequate funding to keep the essential services financially stable. This challenge is observed across each of the urban agencies in the state, which gives Minot Transit partners to work with at the legislature. At the same time, compounding local financial concerns with those of Bismarck-Mandan, Fargo, and Grand Forks can put a strain on the state to find enough funding in the long term. SRF brings to Minot experience in completing the latest updates to the TDPs in Bismarck-Mandan and Fargo. In both regions, we tackled the funding and governance questions identified as key items for the Minot TDP.

By selecting the SRF Team, the Minot and local stakeholders can trust our team to provide the following:

Appreciation for small/medium-sized urban systems – Transportation-related conditions/needs in communities the size of Minot are very complex. There are “big city” issues of trips of a length that can be very difficult to manage for people who cannot or possibly prefer not to drive themselves. While these big city conditions exist, the transit budget is not in proportion with larger metro budgets and is not likely adequate to address the need. SRF staff bring a sensitivity to the conflict and practicality in developing and implementing the right-sized solutions.

Extensive experience in the broad range of service alternatives to be evaluated in addition to the current fixed-route service – This experience includes mobility-on-demand alternatives, flexible service areas, and micromobility alternatives to support the first-last mile of trips.

Advanced Analytics – SRF has built a national reputation for our service planning and analytic skills, helping transit agencies like CDMPO and Minot Transit see beyond traditional systemwide and route-level performance indicators. Our transit planners and analysts can help local stakeholders understand and objectively evaluate tradeoffs and compromises inherent in transit service planning. Our team can provide more meaningful insight into how the current system is utilized and how it needs to adapt to address changing transportation needs.

Local Experience – SRF staff has a considerable history of transportation needs in Minot. Our project manager, Bill Troe's very first project was the 1984/85 transportation plan, and staff from our Minneapolis, Fargo, and Bismarck offices have continued supporting the community as it has grown. Included is the 2023 land use plan, which provides us with a critical element of understanding where Minot is today, where the future may go, and how transit needs to change to support growth.

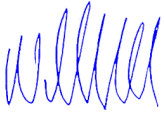
Customer-Centered Engagement – The best transit plans are customer-centric (current and potential). This means our team proactively approaches project communication by engaging transit users directly. The best way to increase ridership on any transit system is to make the service more convenient for current users, who can help attract others. When weighing the costs and benefits of transit service changes, city leaders can have confidence in the SRF team's effective approach to engagement with the public and stakeholders. The SRF team will employ a proactive, flexible, and inclusive approach to engage agency staff, solicit community feedback, and prioritize input from historically underrepresented groups.

Implementation Focused Planning – Whether the recommended plan centers more on the financial aspects of transit or on modifying service, SRF's philosophy focuses on implementation, not the development of a plan that simply fulfills a requirement. As the last plan is over 12 years old, we need to ensure this plan is robust in analysis of the current system, incorporates growth opportunities, includes traditional and newly embraced service ideas, and consists of a deep dive into the financial means of the community and the state.

Our team's vision and priority for this plan is to give the CDMPO and Minot Transit the tools to respond to the challenges of today's transit operating environment and build a sustainable, innovative, and responsive future.

We appreciate this opportunity to submit our qualifications and work plan, and we believe that you will find the SRF team highly qualified to meet your needs. Should you have any questions or wish to discuss SRF's proposal, please feel free to contact me directly at (402) 513-2158 or btroe@srfconsulting.com.

Sincerely,



William Troe
Project Manager

Introduction and Executive Summary

SRF CONSULTING GROUP



Established in 1961, SRF has a rich history of partnering with clients to respond to their needs while exceeding their expectations. From our beginnings as a boutique transportation firm with seven employees to a multidisciplinary firm with over 400 experts, SRF has encouraged personal growth, ownership, and the opportunity to participate in projects that positively affect the communities they serve.

SRF is a 100% employee-owned company.

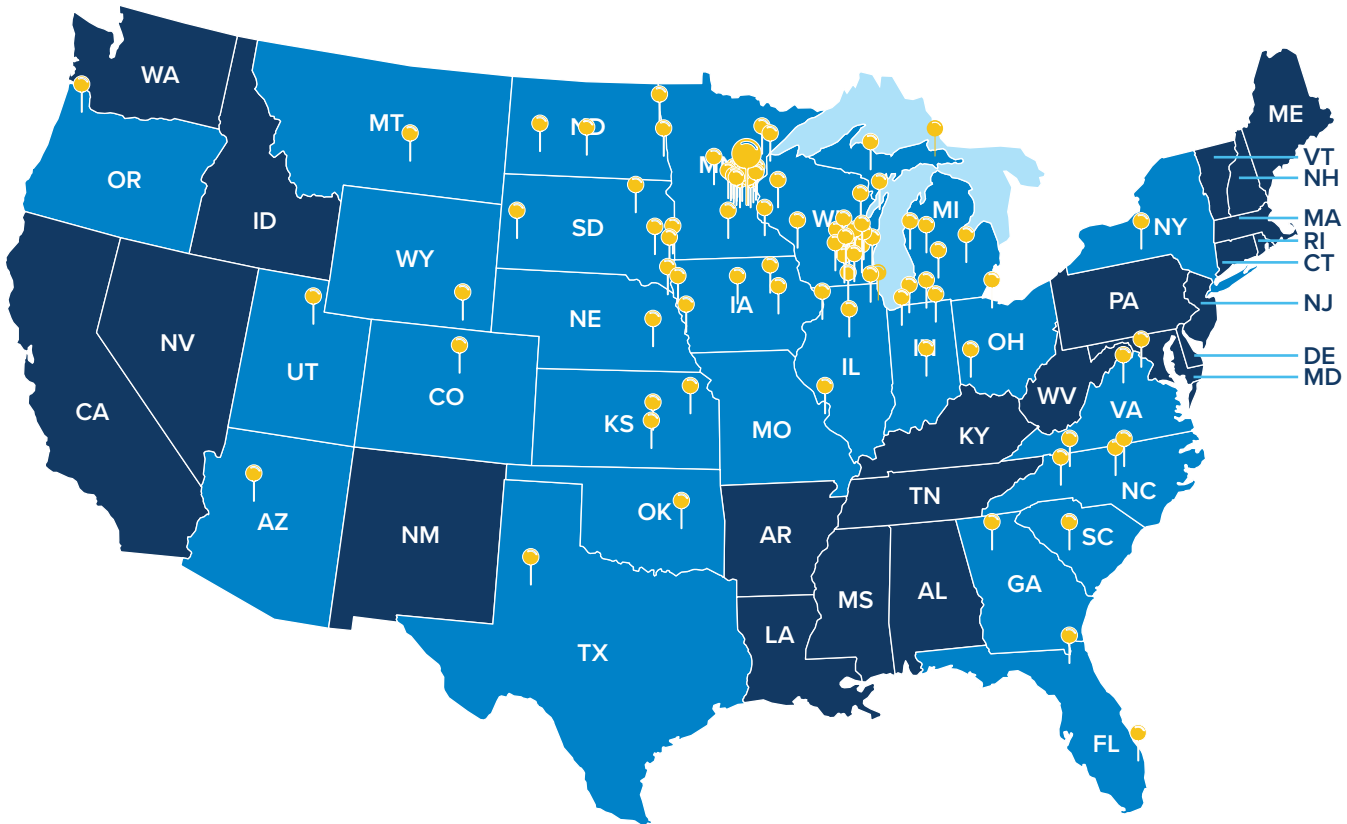
SRF's engineers, planners, and designers collaborate with their clients, stakeholders, and each other to develop creative solutions aligned with our clients' visions. SRF has worked on thousands of projects throughout our 60-year history, holding significant management, design, planning, and construction administration roles.

As cities and transit agencies reimagine and improve their urban transportation corridors, SRF is committed to people-focused planning, design, and operation of transit systems through a collaborative and inclusive approach. We pride ourselves on being responsive and developing productive and scalable solutions. Our staff has an excellent reputation for building consensus through proven stakeholder participation processes backed by our technical expertise. SRF partners with our clients to maximize opportunities in funding, planning, and designing their urban corridors.

SRF Consulting Group Inc. functions as a corporation and was formerly known as Strgar-Roscoe, Inc. and Strgar-Roscoe-Fausch, Inc.

SRF Transit Planning Experience

SRF's multidisciplinary team works closely with cities, counties, and transit agencies to develop sound technical analysis that facilitates alternatives evaluation and confident decision-making on modes, alignments, and strategies for potential projects. Our work can help evaluate the best transit mode for a given corridor and inform decision-makers on what elements are necessary to ensure the success of a transit investment. Innovative engagement, assembling locally developed evaluation criteria, and drawing from a national portfolio of projects are hallmarks of our approach. While based in the Twin Cities, as shown below, SRF's Transit practice has grown nationwide, which allows us to share best practices from other regions into our work.



Bill Troe – Project Manager

950 South 10th Street, Suite 8 | Omaha, NE 68108 | (402) 513-2158 | btroe@srfconsulting.com



Bill has more than 35 years of regional, subarea, and multimodal corridor transportation planning experience. Through his work, from project conceptualization to implementation, he understands how the local tools and transportation and land use conditions can work together to develop technically feasible solutions for the area. Bill's practice areas include regional transit planning, transit and roadway corridor planning, and multimodal subarea planning.

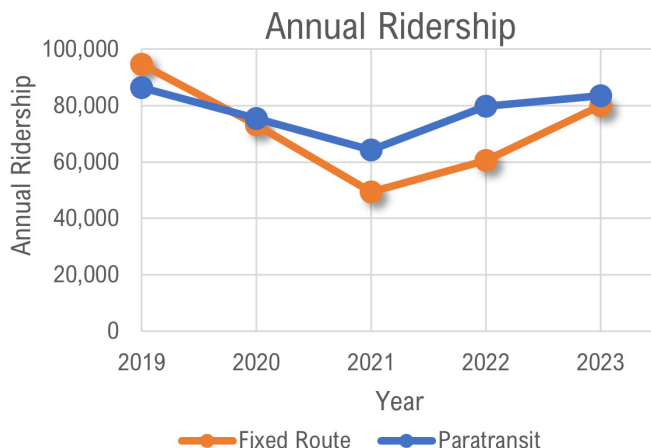
Bill has been the project manager and/or lead transportation planner on numerous regional and statewide fixed route and demand-response transit service assessment projects and coordinated public transit–human services transportation plans. His responsibilities have included working with staff and the public to identify local issues, preparation and analysis of transit forecasts and land development concepts, coordination efforts, public/staff involvement, multi-level transit alternatives screening, preparation of capital improvement plans, preparation of the report document, and obtaining approval of the plan elements.

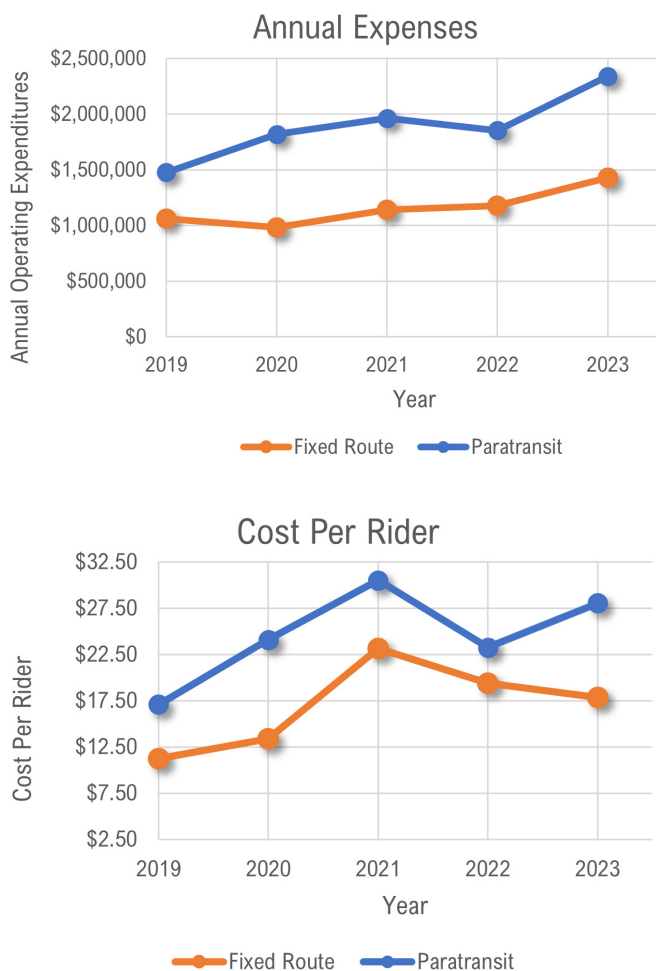


EXECUTIVE SUMMARY

The Central Dakota Metropolitan Planning Organization (CDMPO) is embarking on the transit development plan (TDP) at a critical time in the transit industry. Across the United States, public transportation providers continue to make ridership recovery gains following the COVID-19 pandemic. However, the increased costs of service during the pandemic, which was partly driven by added disinfecting, has not moderated even as agencies have improved the efficiency in ensuring vehicles and facilities are safe. Even in 2025, transit agencies like Minot Transit continue to examine and define “the new normal” for services, passenger facilities and amenities, and system technologies to meet the needs of today’s riders.

Minot provides a combination of fixed route and paratransit service with a comparable ridership ratio to Bismarck-Mandan, which we have found to be relatively unique. In most regions, paratransit ridership is 20 to 25 percent of fixed route ridership. In Minot, we are looking at approximately a 50-50 split between the services. A key challenge communities must address in this situation is the comparatively high cost and subsidy to paratransit and the potential influence the level of paratransit service has on traditional fixed route service. The potential for conflict between services with similar ridership comes into play during budget times. Paratransit serves a more vulnerable group of people relative to fixed route service and can typically generate an elevated level of support relative to fixed route service. Thus, if there are conversations regarding adjusting transit service, the fixed route element often gets the most scrutiny. Digging into each service will be critical in the TDP, including understanding rider characteristics, origins-destinations for paratransit riders relative to where and when fixed route service is provided, and funding sources for both services. These questions can be tricky as there is typically a strong support group for paratransit, while the benefits fixed route riders provide to the community are generally not incorporated into decisions.





The transition from being a rural provider to an urban provider in 2020 brought changes in the funding formula that put more responsibility on the local government for capital and operating costs. The funding pinch Minot felt is not unique in the state. Thus, a request was made to the state legislature to provide additional state funding. This effort successfully provided a one-time grant allocation pot for urban systems. While potential access to a one-time allocation helps today, there is a need for a long-term solution in Minot and other North Dakota metropolitan areas. Thus, as part of the state action, a study of funding needs was included in the legislative action.

SRF has helped many similar-sized communities and transit agencies across the country assess and prioritize transit services and review investment strategies and management/governance through proactive, visually compelling, and engaging transit plans that chart a course forward for transit providers. These plans are most effective when paired with broader community development goals such that transit becomes a critical factor in a community's development strategy and growth. Thus, the work SRF's Bismarck staff completed with the City of Minot regarding the land use plan in 2023 will play a critical role in the TDP.

The SRF team's recent experience working with MATBUS in Fargo and Bis-Man Transit in Bismarck and Mandan provides us with extensive background and direct experience of the challenges and opportunities Minot Transit is facing from a range of perspectives, including service, funding, personnel availability, and governance. Coupled with our team members' experience leading numerous TDPs nationwide, we possess the skills and unrivaled analytic capabilities required to fulfill the Scope of Work for this project.

We see the key elements of a successful TDP in the current transit planning environment as follows:



Evaluating Ridership Markets: Understanding ridership, including destinations, route utilization, and time-of-day usage, will help prioritize investments in service, passenger facilities, and amenities. To accomplish this, the SRF team will leverage our industry-leading transit performance analytic tools and methods to re-evaluate transit markets to help optimize current services and plan for future needs and system investments.



Engaging Local and Regional Partners: Successful transit in Minot depends on effective partnerships. We will engage stakeholders as collaborators in the TDP development process when exploring future service options. Businesses, educational institutions (including the school districts), healthcare providers, and other local government agencies can provide meaningful input on how their constituents use transit, and they can also help broaden the reach of transit's public information efforts.



Accessibility and Equity: The COVID-19 pandemic highlighted the impacts of inequality in access to basic human needs and services. In response, transit services are prioritizing the needs of transit-reliant individuals, historically disadvantaged communities, and people with disabilities today by focusing on delivering improved access to essential destinations and exploring new service delivery strategies. The SRF team has extensive experience helping numerous transit agencies, just like Minot, identify and implement a service delivery strategy that addresses accessibility and equity issues, affording communities with greater upward mobility and creating a transit system that is a marketable part of a city's comprehensive development strategy.

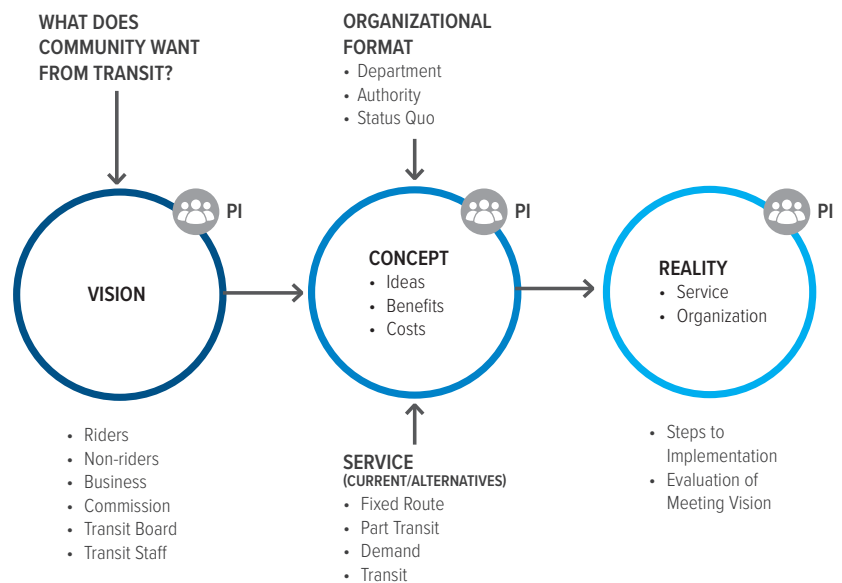


Flexibility, Sustainability, and Resilience: Minot Transit services and management should be set up to address the needs of 2025 and the future community. This requires understanding where, when, and how often service is needed, the types of service people need/want, and a management delivery system that supports patron needs and financial capacity.



Service Management/Governance:

SRF brings to the TDP a team experienced with assessing alternate organizational themes to management that can influence the success of various service concepts, from fixed routes to the vast range of demand response service concepts. We incorporated into the latest Bis-Man Transit TDP and the MAT-BUS TDP an assessment of the current organizational/decision-making structure and options to the current that address challenges observed in each community. We bring those experiences to Minot, which we see as instrumental in a successful TDP effort.



Administrative Questions

SRF's authorized negotiator will be Bill Troe, who is a Project Director in SRF's Transit Planning group. Bill is empowered to make binding commitments for SRF and is familiar with the Central Dakota MPO's contracts and staff.

Name | Title:

Bill Troe | Project Director – Transit Planning

Address:

SRF Consulting Group, Inc.
950 South 10th Street, Suite 8
Omaha, NE 68108

Tele. | E-mail:

(402) 513-2158 | btroe@srfconsulting.com

WORKLOAD AND MANPOWER SUMMARIES

In selecting staff for our team, we reviewed a combination of expertise in the task area and availability to start and complete the assigned tasks in the schedule required. We have also developed a detailed staffing plan by task and attached it to the Project Staff Information section. No person assigned has more than 10 percent of the hours available in the period assigned to them. All individuals have the capacity to add more than 10 percent to their utilization over the period of the TDP, including those periods where deliverables will be required. Thus, we are very confident there are no workload conflicts with any of the staff assigned.

Work Plan

The following sections detail the SRF team's approach to the specific tasks outlined in the Request for Proposals, including how our team can leverage technical expertise and local relationships to deliver a successful project.

The SRF team's project manager, Bill Troe, believes in a proactive approach to project management that keeps the MPO, transit agency, and other parties involved in the project up-to-speed on project management needs. Bill will manage the project effectively to ensure the timely delivery of quality reports, presentations, and materials and regularly monitor the project scope, schedule, and budget to ensure the project stays on track with the project schedule.



TASK 1 – PROJECT MANAGEMENT

Methods and Assumptions Meeting and Document

Our scope of work for the TDP provides the framework for the range of system, route, and segment analyses proposed to be completed as part of the work. We have included the preparation of a Methods and Assumptions document. The purpose of the Methods and Assumptions document is to provide more details about the framework to ensure that MPO staff and other key stakeholders have a guide as to how the plan will be prepared. The SRF team will facilitate a Methods and Assumptions Meeting, which represents an initial opportunity to ensure all parties are on the same page regarding:

- Each work task required to complete the TDP.
- Key methods will be employed in completing the work, with particular emphasis on engagement techniques, timing, and audiences.
- Data collection efforts such as the ridership survey, assessing current system productivity, identifying transit-supportive areas in the metro, asset assessment, future development, and funding/expenditures.
- The range of service concepts likely to be investigated during the system improvement analyses stage of the work.
- Deliverables for the TDP.
- Schedule

The SRF team will prepare a draft Methods and Assumptions document before the meeting with the Steering Committee, and the draft will be used in organizing the Methods and Assumptions meeting. Through the Methods and Assumptions meeting conversations, modifications to the document content may be made, and SRF will then develop the final document for approval.

Project Management Plan

Bill Troe will work with the CDMPO PM to develop a project management plan that will assist both of us in smooth implementation of the work scope. The PMP will contain:

- Deliverables for each task.
- Schedule for each task, including interdependencies.
- Estimated budget for each task.
- Agenda for check-in meetings.
- Quality assurance plan.

Steering Committee Meetings

The Steering Committee will be the primary oversight and decision-making group for the TDP. The Committee will play a critical role in reviewing and discussing key assumptions and technical information, including reviewing current service relative to needs to identify gaps, prioritizing the gaps, developing and reviewing a range of supplementing service options, governance options, funding needs/scenarios, and short/longer-term recommendations of the planning process.

The SRF team's role with the Steering Committee will be facilitating work sessions, preparing informational handouts, and preparing decision summaries for each meeting. Bill Troe, SRF's project manager, will facilitate meetings, and task leaders from each of the key disciplines will provide input for their areas of expertise.

We propose that two of the Committee meetings focus on service planning in which we would define current needs/gaps, which gaps/unmet needs are the higher priority, options for closing gaps, costs, and funding.

The schedule displays the timing of each Steering Committee meeting. More detail on the content will be included in the Methods and Assumptions document and will have input from local staff.

CDMPO Staff Progress Meetings

As the project manager, Bill Troe will coordinate the SRF team's tasks and deliverables, monitor milestones and the project schedule, document key decisions, and develop monthly progress reports to ensure all tasks are completed on time, within budget, and to appropriate quality standards.

As part of the overall project management activities, we commit to regular and ongoing communication with the CDMPO project manager to ensure there are no surprises as the project moves forward. We typically use a combination of face-to-face meetings, email, and telephone conferencing throughout the project. For this project, we propose bi-weekly check-in conference calls to provide an incremental update on project completion, discuss upcoming decisions, and summarize any issues in the schedule and deliverables.

SRF has a long, proud history of providing high-quality services and deliverables for our clients. At the onset of the project, a Quality Management Plan (QMP) will be developed as an overarching task. Quality is one of our core values and is infused throughout our company, from project managers to individual analysts, technicians, engineers, and planners. The QMP will specify quality tools and techniques to ensure all deliverables are of the highest caliber.

SRF will provide the CDMPO with an invoice each month, which will include a detailed progress report containing:

- Work tasks completed in the invoice period.
- Planned work for the next period.
- Issues that need to be addressed with the MPO project manager.
- Percent of the project that is complete.

DELIVERABLES: Methods and Assumption meeting, including draft document, agenda and meeting summary, TDP content checklist, and detailed schedule. Approved Methods and Assumptions document and Project Management Plan. Meeting material and meeting summaries for Steering Committee meetings; invoices; bi-weekly project manager meeting material and notes.

TASK 2 – COMMUNITY ENGAGEMENT

The first step in addressing the outreach requirements for the project is for the team to work with CDMPO to prepare the Public Engagement Plan. The plan will outline the who, how, where, and when of connecting with customers, businesses, non-users, agencies, and city leaders. Our goals for public engagement will be to achieve the following:

- Inform the community about the TDP and the issues therein to build awareness of and support for the plan.
- Create meaningful opportunities for community members to provide input to shape the TDP and influence its outcomes.
- Include and emphasize the importance of involving communities historically excluded from the planning process and those who rely on public transit to meet their transportation needs.
- Refine transit goals and desired outcomes based on community input.

While public engagement will continue throughout the TDP update process, we intend to use targeted strategies to gather input from community leaders, transit riders, and other community stakeholders at key influence points, as described in the following sections.

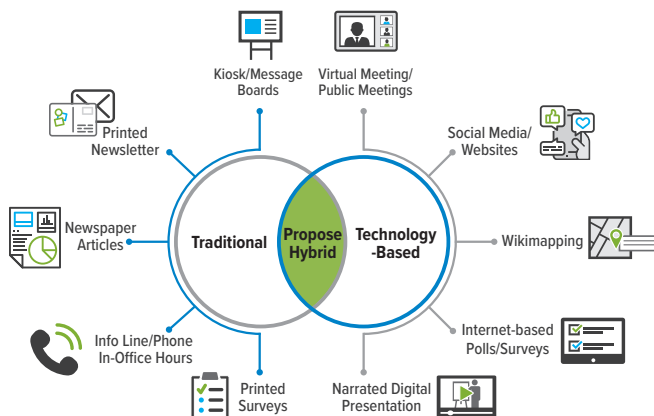
Determining Mission and Goals

At the outset of the TDP development process, we will prepare materials with information about the current network and paratransit system and the TDP process. This will inform stakeholders and policy-makers of the makeup of the current

system systems, the purpose of the TDP project, and the basic principles of providing effective transit service. We will use this input to confirm Minot Transit's mission and goals.

Engagement Strategies

We understand that engagement is critical to the success of the study process and an opportunity to advance the goals and guiding principles of Minot Transit and its partners. SRF has a comprehensive suite of engagement tools that are proven methods for connecting with the public. From interactive online engagement platforms to interactive in-person gaming, SRF has tailored the latest tools to reach stakeholders and community members in safe, fun, and effective ways. While we have included public information meetings, we are not relying heavily on them as a source for getting a good cross-section of the community. It has been our more recent experience that we will get representatives/advocates for the paratransit riders. However, there will likely be little participation in these meetings by fixed route riders. Thus, we have included other techniques for connecting with fixed route riders.



TASK 2A – STEERING COMMITTEE

In addition to broad-reaching in-person and virtual engagement strategies, the SRF team proposes to convene a Steering Committee comprised of City staff from Transit, CDMPO staff, Finance, Public Works, human services agencies, and transit advocates for both fixed route and paratransit services to gather input and perspective on various TDP topics and be a group to help direct the study work and recommendations. The Committee will meet with SRF team members up to five times during the TDP preparation process. Input from the Committee will help shape the planning and public engagement efforts for the project as well as the options and recommendations. The Steering Committee is considered important for coordinating elements of the TDP with other plans and programs, helping ensure that transit becomes a vital part of the mission and services offered by the City and key stakeholder groups.

The SRF team will lead the development of meeting agendas and materials for meetings in coordination with staff and facilitate the meetings/workshops. Provided below is a proposed outline of each meeting during the course of the project (subject to change in coordination with staff):



Meeting 1: Introduction to the TDP process and preliminary existing conditions analysis. Topics to be included: scope of study; origin/destination data; demographic analysis and maps; service and agency strategic priorities.



Meeting 2: Continued existing conditions analysis and preliminary community survey and engagement results. Topics to be included: ridership and productivity data, results of driver engagement.



Meetings 3 and 4: Workshop to identify future service priorities. Topics to be included: service options, interactive service prioritization exercises (live polling or small groups), and confirmation of scenario approach policy updates and governance review.



Meeting 4: Preliminary recommendations and discussion of service, financial analysis, and governance.



TASK 2B – PUBLIC INVOLVEMENT

The following sections address the key methods we are proposing to use to interact with the public, stakeholders, and agencies that support the needs of Minot area transit users.

Community Survey

Our experience has taught us that broader community surveys are an effective way to raise awareness of the TDP project and gather meaningful input from current and potential transit users.

The SRF team will design the survey to address current and future travel modes and patterns of household members, awareness of current transit services, effectiveness of marketing approaches, and overall interest and willingness to support expanded community transit services. The following communication strategies will be used to promote the survey:

- Post a link on the Minot Transit's and MPO's websites and social media channels
- Provide Minot Transit and MPO with a draft media release for review and distribution.

- Use representative social media platforms to provide marketing of the survey.
- Develop project “business cards” or postcards for easy distribution at outreach events. The cards will include the project website and a brief project overview.
- Use laptops/tablets at outreach events to allow people to complete the survey on the spot.

Survey marketing material could also be distributed to senior centers, public libraries, community events, and community centers to broaden awareness. At senior centers, we could consider paper versions to provide access to potential user populations who would not likely access the online version. Ideally, a community survey will not be a laborious task for a participant; we can use social media and municipal survey tools like Polco and Survey 123 to gather continuous impressions on project activities. Recently, SRF used Polco coupled with SurveyMonkey and an ESRI Story Map as an engagement tool for TDP Recommendations.

Transit Development Plan Webpage

We propose developing an engagement webpage that is user-friendly and accessible to all. Our team will work with Minot Transit and CDMPO to ensure project information is presented in interactive and visually appealing ways, including an actively managed webpage with opportunities for community members to share input, learn more, and sign up for email updates.

Pop-up Meetings

Let's take advantage of the new facilities at the downtown transit center by staging a series of pop-up events to broaden the base of people who know the plan is being developed, take the message right to the user, and effectively use scarce resources. We propose four pop-up events throughout the study, with most of these being at the downtown transit center. We will work with the Steering Committee and staff to identify one or two other locations to connect with non-users. These could be farmers markets, or summer festivals, etc.

Recorded Public Meeting Presentations

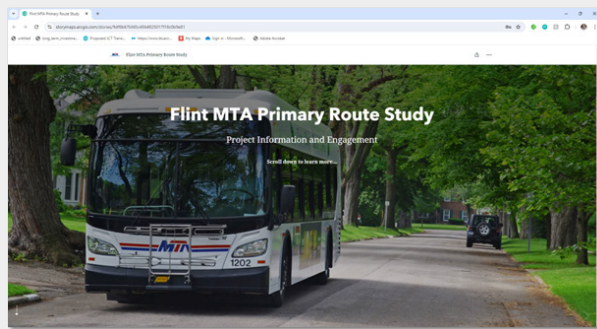
Each public meeting with the city council will include a presentation. While the presentations will be delivered live, we will also record them so they can be posted on the project webpage. The recording will include information about how people can provide comments and/or ask questions about the TDP process and content.

Esri StoryMapping

A valuable communicative and interactive tool SRF has employed on similar TDP projects is creating an Esri StoryMaps project website. SRF staff proposed for this project have extensive experience developing Esri StoryMap websites where important planning and public engagement materials may be posted, a virtual project timeline can be constructed, and website users will have opportunities to interact with project options and recommendations.

For this project, the SRF team proposes to construct an Esri StoryMap webpage to document project progress and make the project interactive with the public and project stakeholders. This page will host documents and presentations created for the project that are available for public review.

We invite staff to review a StoryMap SRF constructed for the [Flint Mass Transportation Authority \(MTA\) Primary Route Study in Flint, Michigan](#).



A Lot of Local Advertising

Traditionally, advertising for TDPs is through placing ads in the legal section of the local paper and on the community's webpage. For the TDP development, we propose to use a combination of grassroots advertising/marketing by including posters/signs on buses, in the transit center, the public library, city hall, human services offices, and senior centers. The team will also coordinate with city staff to identify community access TV options for distributing information, conducting interviews, and advertising events. Social media outlets will also be a method of distributing information about activities and events associated with the TDP development.

Lean on the Steering Committee

The Steering Committee will include representatives that may have access to a broader public audience, and we will request that each member use their channels to help distribute information about the TDP.



Transit Development Plan Story Map

For each milestone of the work, we will prepare and upload a StoryMap of the element. We anticipate these to be:

- Background and Existing Conditions.
- Goals and Objectives
- Ideas for Improving the Transit System
- Funding and Governance Options Explained
- Recommendations

In our experience, this approach also helps us incrementally craft the key elements of the final document and gather comments and input along the way rather than at the end of the project.

Driver Engagement

Bus operators have amazing insight to offer during the planning process. As the public face of Minot Transit services daily, vehicle drivers have unique and insightful perspectives on challenges and opportunities to improve system performance that data may overlook. The SRF team intends to schedule group meetings with vehicle drivers to hear their feedback on system operation needs, challenges, and opportunities. Information will be sought from drivers on route-level issues, including running times, problem locations, passenger complaints, concerns or requests, and new service needs. This input usually has a significant bearing on recommendations resulting from a transit study. We will work with staff to determine the optimal meeting times at headquarters for these group meetings.



Assessing Effectiveness of Engagement for the Minot Transit Development Plan

- Embed a review and regeneration protocol in the Public Engagement Plan. We will include multiple touch points throughout the engagement process to evaluate engagement to date and make any changes to ensure we are adequately meeting engagement goals.
- Establish qualitative and quantitative goals for our engagement. We will set quantitative and qualitative engagement goals in collaboration with the project team. These will include goals for the number of events, type of feedback we want to gather, and number of responses we hope to gather. We will provide a project review memo to track how those goals were met through engagement.
- We will conduct comprehensive demographics assessments ahead of engagement. We will collect demographics for surveys and other outreach to measure how area demographics align with participants.
- We will include exit survey opportunities for stakeholder meetings, public meetings, and other engagement to ensure we understand how helpful engagement was for the public.

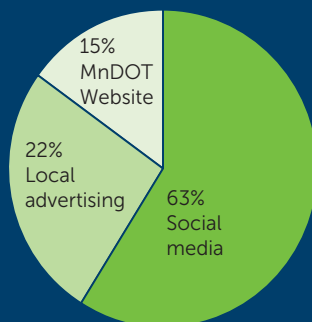
Who visited the open house:

407 unique visitors
461 total visits
24 public comments

How they viewed the site:

67% 26% 7%
Cell Phone Desktop Tablet

How they reached the site:



Average time on the site:

2 ½ minutes

Demographics:

42 voluntary responses

Social media reach:

2 posts
68 comments
308 link clicks
9,050+ Facebook users reached via 2 posts

This example graphic displays how the SRF team summarizes metrics associated with TDP engagement.

DELIVERABLES: PEP, community survey questions and responses, public meeting/event notices and material, comments received through the range of events, website metrics on visitation and material review/comment, meeting agendas and notes, outreach posters, placards, social media post material, webpage material.



TASK 3 – EXISTING SERVICE ASSESSMENT

When studying any transit system, it is important to analyze and understand the underlying conditions and performance of each element of the transit network. This provides a baseline to compare the impact of changes to the network and helps determine what kinds of changes may be needed.

The purpose of the Existing Service Assessment is to document the strengths of the transit network, identify weaknesses, and illustrate how transit services support all users' needs.

Task 3.1 – Existing Data Transfer/Review DATA/DOCUMENT REVIEW

In this initial task, the SRF team will build on a review of previous studies, including the earlier plans. As a standard practice, SRF team members will provide a "Data Needs List" at the project kickoff meeting.

Information reviewed and analyzed will include (but is not limited to) the following:

- Transit Ridership: Systemwide, by route, by trip, and by time of day
- Ridership by Fare Type
- Revenue Hours and Miles: Systemwide and by route
- Service Productivity: Systemwide, by route, and by route segment (if available)
- On-Time Performance: Systemwide, by route, and by stop (if available)
- Origin and Destination, time of day, trip purpose (paratransit)

SRF has extensive experience working with route and stop-level ridership data, including data collected via fare collection systems, automated passenger counters (APCs), and manual counts. Our approach will be to analyze data available at the system and route level, combine it with field observations, and use it to better understand the factors that lead to success within the transit system and sustainable ridership patterns. Integrating data from multiple sources is key, and SRF is prepared to synthesize data from all available datasets into clear, concise visuals and dashboards that can facilitate decision-making.

Task 3.2 - Budget Review

The SRF team will work with the transit staff to collect and document current funding sources, levels, and administrative processes related to the budget. When paired with a review of system, route, and stop-level performance, a review of budgetary documents can be beneficial in identifying efficiencies Minot Transit may capitalize on. SRF routinely works with transit agencies to review budget information and help specify new funding sources or changes in funding programs at the state and federal levels that can benefit the provider's bottom line. This review will include an assessment of fare revenues, Minot funds contributed to transit operations, and additional state and federal resources.

As the project progresses, a comprehensive and constrained financial plan will be created for the service and capital scenarios created and eventually recommended, ensuring that the recommendations are cost-conscious with anticipated resources. The financial analysis will incorporate all available funding sources.

Task 3.3 – Define Performance Measures

The system-level analysis of general data, along with the peer analysis, will offer indicators that can better inform planning and policy recommendations regarding service performance indicators.

Task 3.3 will outline a set of performance measures that the CDMPO and Minot Transit can use to determine the amount and type of transit service that should exist, given a set of market conditions based on existing conditions. The SRF team will work to develop context-specific performance measures for the following subjects:



Service Provided and Consumed examines trends in hours, miles, passengers, expenses, and revenues over the analysis period. It will also examine the trends in revenue hours per capita and passengers per capita and the relationships between the two measures.



Service Efficiency examines the amount of public transportation service produced for the community in relation to the resources expended. Service efficiency asks, “How much does it cost to produce a unit of public transportation service?” The total operating expense per revenue hour measure is the starting point for assessment.



Service Effectiveness measures the consumption of public transportation services in relation to the amount of service available. Service effectiveness indicators address the question, “How much public transportation is used in relation to the amount of service available?” The passengers per revenue hour measure is used to assess service effectiveness performance.



Cost Effectiveness addresses the consumption of public transportation services in relation to resources expended. The question addressed in this area is, “How much does it cost to transport a public transportation user?” The total operating expense per passenger measure is used to assess cost-effectiveness performance.



Passenger Revenue Effectiveness is concerned with the share of the operating expense borne by the consumers or passengers of the public transportation service. Three measures are used: operating ratio, average

fare per passenger, and subsidy mission, vision, and values, as well as an analysis of strengths, weaknesses, opportunities, and threats.

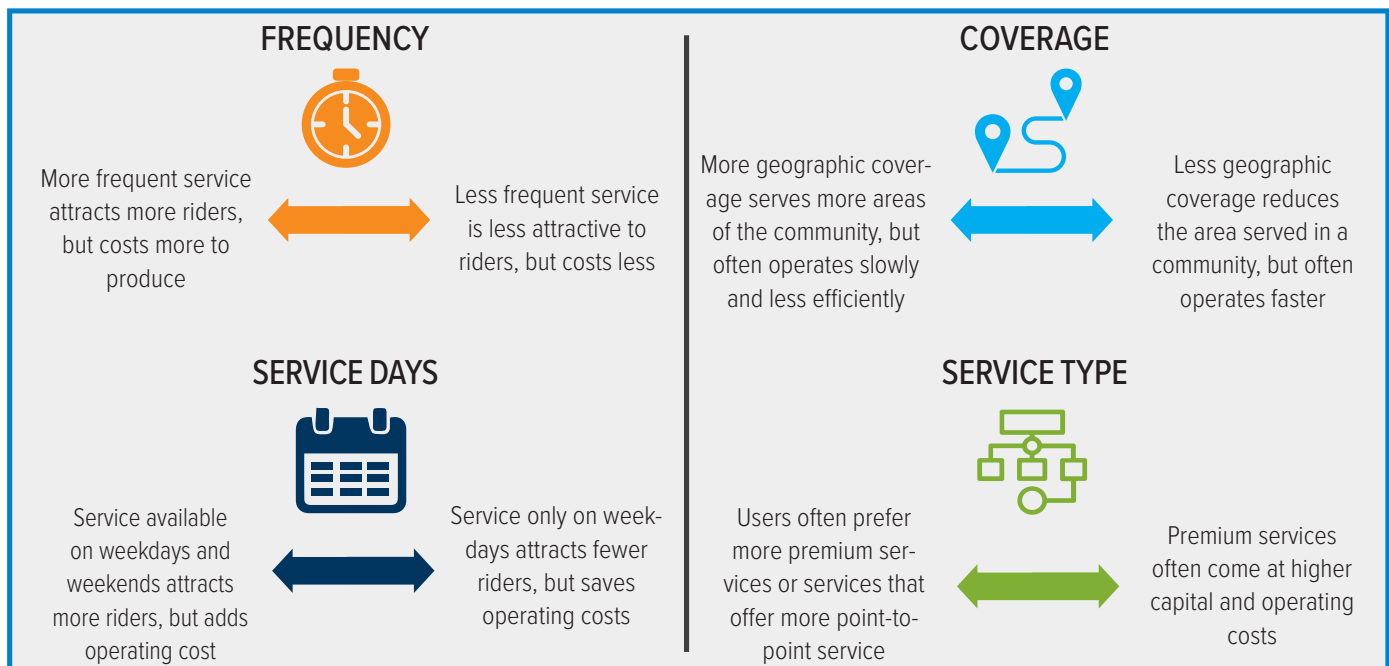
For the paratransit service review, we will also analyze existing travel pattern information, customer utilization trends, on-time performance, call center efficiency, and service productivity. Pin-mapping travel patterns is an effective way to display utilization visually over the course of a day or week. This work will help identify options to best integrate and coordinate fixed-route and paratransit service operations.

Task 3.4 – Define Service Standards and Policies

As transit agencies across the United States continue to grapple with the challenges of limited financial resources, changes in travel demand and transit utilization, and the pressures of urban growth and development, transit standards and performance measures have emerged as a mechanism to help control costs, optimize investment strategies, and better align agency resources (physical and financial) with system needs. Service standards and policies reflect rules and guidelines by which the performance of the region’s transit system may be evaluated, and decisions regarding transit investments may be prioritized and measured.

Transit service planning is an exercise in compromise. When seeking a balance between tradeoffs, service standards, and policies help agencies determine the system’s and users’ most important needs.

The graphic below highlights several common transit service compromises agencies must contend with. Fundamentally, what is most important when considering these compromises are the goals for the service at both the individual route and the system levels. A balanced transit system includes a combination of routes focused on frequency and routes oriented around geographic coverage. The SRF team can help optimize the network and develop a service allocation policy to enhance efficiencies and help address these service planning compromises.



The SRF team will work with staff to outline a set of service standards and policies commensurate with the current and anticipated future system. The service standards and policies will be used to identify gaps in the system, route, or location of existing passenger amenities. The standards will benefit Minot Transit by allowing it to evaluate existing system performance and develop cost/benefit analyses of future recommendations.

Below is an example of service standards and policies SRF recently developed for another transit provider. This example is specific to the theme of Route Design but helps provide specific direction on the planning design of fixed-route services.

PROPOSED EVALUATION APPROACH: SERVICE EQUITY

The proposed approach to each topic is described in more detail below. The SRF team anticipates a collaborative approach to defining specific measures and analysis methods that best address community needs and local service operating priorities.

SRF has built a national reputation for advancing the field of Title VI equity analyses for transit agencies, large and small. Proposed team members identified for this project have led or continue to lead SRF's Title VI program, which provides FTA-compliant Title VI analyses and additional information on equity and accessibility for transit agency services.

SRF has conducted analyses of the proportion of service benefits that would be experienced by specific populations, including

lower-income households, low-wage workers, and communities of color. These analyses can be conducted using a GIS-based methodology or combined with accessibility analysis to reveal how different service scenarios would meet the actual travel needs of various diverse groups.

Task 3.5 – Data Analysis and Existing Conditions Report Card

The SRF team will conclude our work by producing a complete technical report and “Existing Conditions Report Card.” This assessment will include the functional use of operations data, including financial systems and farebox data, for service monitoring and planning. The evaluation will also include reviewing the current pass and fare levels and policies to see how they affect performance. To improve the utility of efforts to develop and collect information, the SRF team will prepare a reporting dashboard that summarizes the key measures and tracks their change over time.

Framing transit service in terms of Strengths, Issues, Opportunities, and Strategies will highlight and document the community's points of excellence and areas of improvement associated with organizational change. This method helps identify a forward-looking strategy and discuss the current and future market conditions that may present opportunities and barriers.

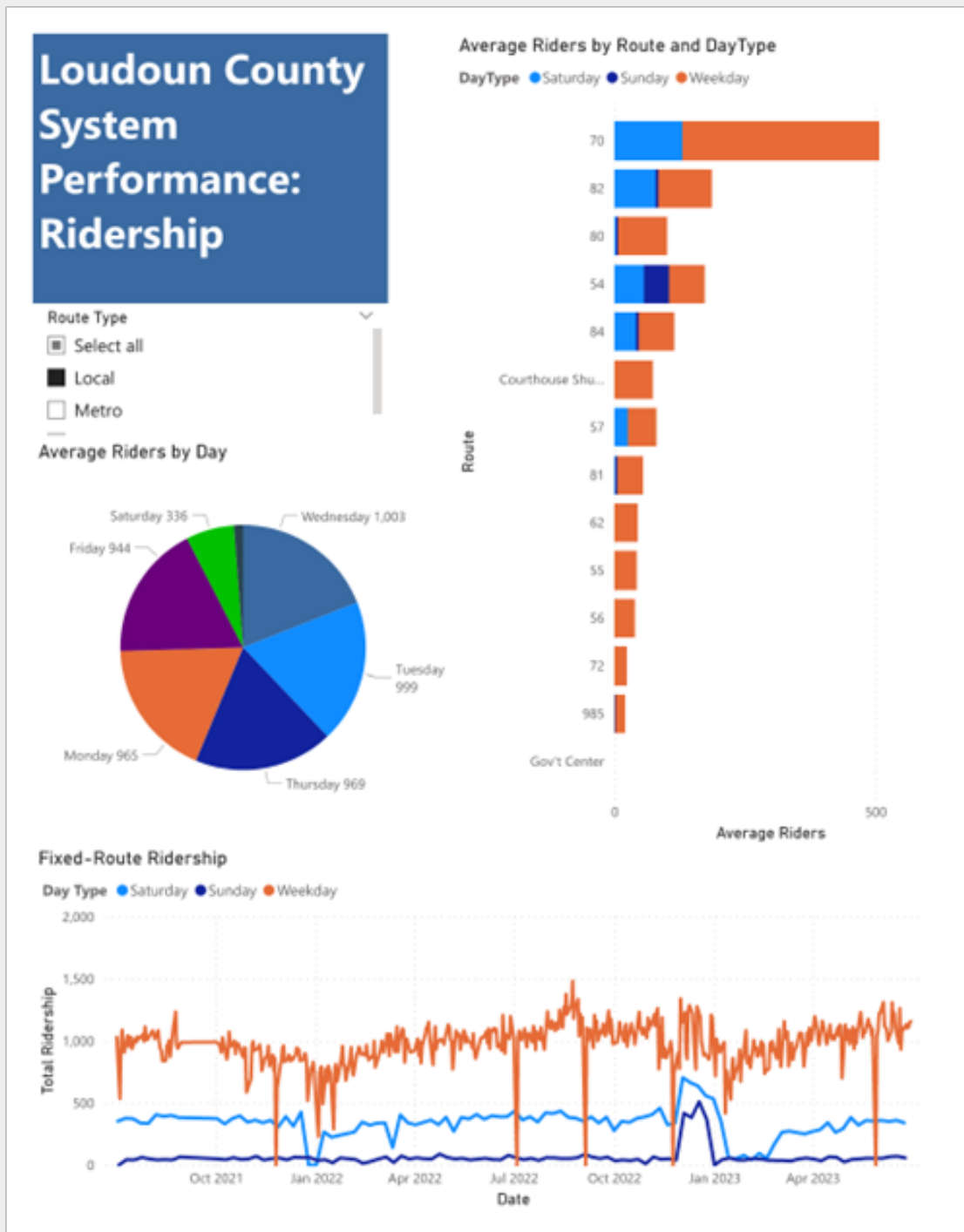
DELIVERABLES: Existing conditions documentation, transit service standards documentation, equity analysis documentation.

Theme	Factor	Target
Route Design	Serve Areas with Appropriate Density	Employment – 5 Employees per Acre (for Census Block)
		Residential – 4 Households per Acre (for Census Block)
		Unique Employers of 400 in Single Location (Adjacent TSA >50%)
		Following Uses (Require Pre-Location Coordination): - Hospitals (Regional) - Shopping Centers (>100,000 Ft²) - Social Service & Government Centers - Colleges & High Schools
	Straightforward & Direct	Direct Paths Between generators (Minimize Deviation) Deviation from Direct Path < ¼ of Route Length
		Symmetrical Routes (Same Path in both Directions) – Exception for One-way Pair Streets
	Maximize Ridership Potential of Corridor	Only One Route in any Corridor If Multiple Routes, Schedule to Avoid Bunching
	Transit Route Roadway Characteristics	Sidewalk Connectivity Between Bus Stops and Adjacent Uses
		Surface Type – Prefer Concrete or Asphalt Overlay on Concrete
	Stop Spacing	- Enhanced Bus/BRT: ½ to 1 Mile - Express: ¼ to ½ Mile - Local: 2 to 4 Blocks

The SRF Difference: Data Dashboards and Visualizations

When transit providers seek greater insight into system performance, they talk to SRF. Beyond analyzing and reporting on service performance, our data analytics team creates user-friendly data dashboards that give transit agencies greater insight into the performance of their individual routes and systems. Once constructed, these dashboards allow users to select a range of attributes or fields that intuitively guide users through the data, visually showing trends in system or route performance longitudinally. Dashboards are available across a range of software platforms to best serve the needs of reviewers.

Below is an example of a recent system performance dashboard SRF constructed for Loudoun County Transit in Loudoun County, Virginia. For this TDP, SRF intends to build similar dashboards using systemwide and route-specific data, along with data on boardings by stop location.





TASK 4 – FIXED ROUTE SERVICE PLANNING

Ultimately, the activities completed as part of Task 3 lead to this portion of the project where service development scenarios are produced. Good service planning is strengthened by good strategic planning. At this point, we will have a clear set of values, goals, and objectives to make service recommendations realistic and successful.

SRF will work to develop a set of fixed-route and demand-response recommendations that reflect the vision and mission for transit in Minot. Considerations that will be incorporated into the development of new or revised fixed-route services include the following:



Agency Priorities: The Steering Committee will be engaged to determine priorities for future transit service. The vision and goals outlined at the start of the study will provide a framework for developing actionable recommendations. In addition, recommendations that can be directly developed via staff engagement include on-time performance improvements (often based on driver feedback), targeted investments in bus stop accessibility, and potential employment-focused service based on previous outreach efforts. Agency staff can also indicate areas of unmet need, including where frequent service requests occur.



Customer and Stakeholder Preferences: An effective plan will reflect stakeholders' priorities regarding service design, coverage, and frequency. The rider and community survey conducted as part of the project and the stakeholder and business engagement conducted by the SRF team will help identify customer preferences and potential preferences for future service expansion approaches.



Operating Context: An efficient network of transportation services will recognize the variation in community contexts across the service area and organize future services to match each transit mode and service type to the travel markets where it can be most successful. This includes considering major generators and the distribution of population and jobs. While continuation of fixed route service will be the initial and likely primary service format, we will also look to alternatives such as microtransit in areas where fixed route service represents a lower productivity and ridership is compatible with microtransit service.

Key strategies in developing fixed-route alternatives include building upon existing strengths, addressing identified deficiencies, and understanding evolving travel patterns and transit needs.

Task 4.1 – Develop Options for Review

The development of transit service options for review is a multifaceted process beyond the planning of route options. The development of options for review for this TDP affords an excellent time to consider service operational requirements (not including the new downtown transit center), passenger amenity improvements, and vehicle and systems improvements (e.g., zero-emission vehicle needs, technology improvements, fare collection systems, etc.).

DEVELOPMENT OF OPTIONS

Proposing changes to current service requires a foundation of logic and community consensus that current service and technology are not adequately supporting needs and priorities. The first subtask of this task will be documenting the need for change, such as geographical coverage, time of day, days of the week, and type of service, which will be based on:

- Where, when, and how current service reasonably supports and does not support the community's goals for transit service.
- Where and how current service deviates substantially from peer service, based on input from staff.
- Where might bringing added technology in provide benefit to customers, administration, and maintenance of the system.
- Where service performance/coverage deviates from the desired level of service.

The SRF team will look at travel pattern information to identify travel markets that could be improved by changes in the current routes. We will develop information about alternate service concepts such as flexible zone service or converting some fixed route to demand-response or active coordination with Transportation Network Company (TNC) operations throughout the community, for example. The range of ideas will encompass concepts that fall into:

- Fixed Route Service
- Demand-Response Transit
- Mobility on Demand, including:
 - » MicroTransit
 - » Micromobility
 - » Flex Routes/Zones

The SRF team's approach in developing service options is to prioritize intensive engagement of agency and community stakeholders to identify the goals and needs for future service. Planning a future transit network involves balancing resources and tradeoffs. Through our engagement efforts, we will gather a sense of community values and guide participants through these processes as partners. This will include robust discussions of transit service planning tradeoffs/compromises, including the benefits and drawbacks of different system alignment orientations such as centralized hub-and-spoke or decentralized grid-structured systems. Stakeholders will also need to weigh the benefits of prioritizing frequency on high ridership corridors compared to providing extensive geographic coverage.

Service allocation conversations for expansion scenarios can also include tradeoff discussions on daytime versus evening service, weekday as opposed to weekend service, or fixed-route versus demand-response service.

The development of service options will also account for and coordinate with interconnectivity opportunities and constraints with regional transit providers and others. Our team intends to identify areas where Minot Transit can best coordinate with adjacent transit agencies to increase efficiencies and customer service.

MAJOR ORIGINS AND DESTINATIONS

In addition to analyzing ridership and performance data, SRF has direct experience working with transit agencies nationwide to understand the types of major trip generators that drive transit demand. The location and size of major generators are crucial factors in the feasibility of new transit services, and proximity to high-quality transit can directly impact transit riders' ability to meet their daily needs.

SRF will work with CDMPO and transit staff to identify relevant transit ridership generators, such as:

- Multi-family housing or congregate living facilities
- Major employers and employment centers
- Schools and higher education facilities
- Retail centers
- Hospitals and clinics
- Social service agencies
- Civic facilities

In addition to the analysis of community destinations, the SRF team will conduct a Census-based demographic analysis to identify areas with **high transit propensity**. Anticipated demographic analyses include the following:

- Population and employment density (four employees and/or three households per acre)
- Income and poverty levels
- Race and ethnicity
- Zero-vehicle households
- Longitudinal Employer-Household Data (Journey to Work)
- Employment by industry and wage level

MICROTRANSIT PLANNING

As part of this task, the SRF team will also determine the feasibility of microtransit service(s) in certain city areas. Any planning for potential microtransit service will seek to combine the consistency of a fixed-route/fixed service area with the on-demand service capabilities that resemble ride-share services. The SRF team will determine this service's effectiveness and any alternative transit service options that may better suit operations. Our approach will identify service areas and locations within Minot that offer reasonable "starting points" to initiate MicroTransit service as a supplement/replacement to existing fixed-route services.

The SRF Difference: Microtransit Program Development

Using emerging technology platforms, SRF has worked with numerous small and mid-sized urban communities to develop microtransit programs for demand response transit. The SRF team's approach is to address all service modes holistically; in addition to fixed-route service planning, we acknowledge the potential to serve emerging transit markets with new technologies and demand response services, including turnkey, outsourced microtransit services.

Microtransit can be highly flexible, with operations designed to match changes in travel behavior, provide technology and data, and access areas where fixed route service and large buses are not required.

The first step will be to work with MPO, transit, and area partners to present microtransit's potential/impacts and confirm the goals of a microtransit system. For example, is there a desire or need to complement, rather than replace, the existing service (supplement fixed route service with capacity and hours)? Or is it to expand operations with microtransit servicing select locations not served by fixed routes, allowing Minot Transit to focus on core routes and services?

If it is determined that there is a potential microtransit application, the SRF team will define objectives and the mission to guide definition and implementation. These specifics could include:

- Defining the service needs and criteria, such as on-demand, transit integrated, fully accessible, equitable, etc.
- Defining the service area, service hours and duration, and potential options for expansion.
- Defining performance metrics and the data types/sources required for future evaluation. Our approach will evaluate the services specified in the RFP, as well as concepts that may emerge from stakeholder priorities and/or opportunities that become available based on agency capacity.

SRF has supported multiple communities to define a microtransit program based on our work with other small and mid-sized urban regions, including Green Bay, Wisconsin, and Sioux City, Iowa. SRF identified current trends in microtransit programs, an inventory of current turnkey vendors, and adaptable solutions that cities may employ to tailor a microtransit program to their needs. We have the experience necessary to quickly identify and review three comparably sized cities and transit systems that have implemented microtransit service(s) within the past five years on a permanent basis.

CAPITAL ASSET PLANNING

Capital asset planning helps transit agencies maintain facilities and equipment to support effective operations and deliver a positive customer experience. The SRF team has extensive experience developing transit asset management plans, including for standard TDPs and large capital expansion projects. We will deploy this expertise to assist Minot Transit and MPO in identifying the capital investments necessary to preserve its existing transit system and plan for major improvements.

Task 4.2 – Analyze Options and Develop Recommendations

Transit service options and recommendations will be developed following initial screening for feasibility. Service options will be documented sufficiently to enable technical analysis and evaluation, including the development of ridership forecasts, operating and capital cost estimates, right-of-way requirements, and potential benefits and impacts to transportation, social, environmental, and economic resources. Such will allow for meaningful comparisons when the evaluation framework is applied.

Service scenarios will be developed for each of the following time periods:

- **Tier One** service options will likely be modest in terms of additional annual revenue hours and peak vehicles. Tier One service options are focused on finding efficiencies with existing budgetary constraints. Service improvements may include but will not be limited to:
 - » Route realignments to improve access to high-demand areas and destinations.
 - » Changes to headways to match service levels with demand.
 - » Schedule adjustments to facilitate connections to ensure that routes operate reliably.
 - » Reduction of service duplication to maximize the efficient use of resources.
- **Tier Two** recommendations will focus on increased system investment and expansion opportunities. Service expansion recommendations from past planning efforts will be considered and evaluated.

Draft service scenarios will be presented to staff, the Steering Committee, and local leaders prior to public release. All recommendations will be supported by cost estimates, a funding strategy, and a benefit analysis and shall be developed in accordance with known and acceptable FTA standards and regulations.

The alternatives developed will be evaluated using a performance-based review process. While we refer to the process as performance-based, selected criteria will also include qualitative metrics but will still have consistent targets across each measure. The SRF team will employ a performance-based assessment because:

- A performance-based assessment keeps the focus on the desired outcome for the system. The goals and objectives characterize the desired outcome, and the performance measures developed for evaluating concepts reflect tests for assessing how a service or program concept supports system goals.
- A performance-based assessment approach provides the information needed for a clear and open discussion with all parties involved. Through the SRF performance-based assessment, the positives and negatives of an alternate concept are expressed in dollars and cents relative to budgets, consistency with policy goals, relative to who is impacted and who benefits.
- It promotes accountability of one action relative to others.
- Provided a direct connection between funding, possible expenditures, and advancing towards the system.

After reviewing and synthesizing community feedback, we will refine fixed-route alternatives and develop a recommended service plan for the future fixed-route network, along with other service improvement recommendations. The service plan will include the following elements:

- System map
- Route change sheets that detail alignment, span, headway, and other operating characteristics
- Vehicle requirements
- Implementation timeframe
- Complementary paratransit service requirements
- Projected ridership

To help synthesize and organize the information created for various options, SRF intends to create a performance-based assessment spreadsheet that helps demonstrate the benefits and compromises between options.

PARATRANSIT SERVICE ANALYSIS

The SRF team has expertise in developing paratransit plans and policies. Our recent project experience in shared mobility and accessibility policy provides valuable insights into how to provide effective paratransit service in today's age of fast-moving technologies.

SRF led the development of a ridership forecasting model in the Minneapolis-St. Paul metropolitan region specifically for Metro Mobility, the region's ADA-compliant paratransit service, and we can apply lessons learned from that project to Minot service. We also recently worked with the City of Green Bay to launch a mobility pilot that combined technology, contractor, and fleet resources to develop a microtransit service that operated flexibly with paratransit.

The fixed route recommendations developed in Task 4 will largely inform the paratransit network. We will review ADA policies, procedures, and eligibility and examine performance data to identify key trends such as trip denials, cancellations, and no-shows, average and excessive ride times, reliability, and operating costs. The final paratransit service plan will include projected service hours, vehicle needs, and ridership estimates and incorporate potential future paratransit service areas required by fixed-route expansion.

DELIVERABLES: Gaps in service documentation, range of concepts to address gaps documentation, evaluation methods and results documentation.



TASK 5.0 FINANCIAL ANALYSIS

The financial plan will identify all existing and projected operating and capital funding sources. Operating and capital cost projections will be provided for short—and long-range service and capital recommendations. The SRF team will work closely with staff during the financial planning process. The plan will reflect realistic projections and viable opportunities for new funds.

The objective of the financial plan will be to identify the costs necessary to implement recommendations and ensure that funding will support the future system. Operating costs will be based on current and projected fully allocated costs. Capital costs will be based on estimated existing costs for purchase, design, and/or construction, inflated by the appropriate factor to the actual year of purchase or lease. Inflation rates need not be the same for all operating and capital expenditures.



Fare Analysis: A critical part of the financial plan will be to assess the current fare structure and outline recommendations for generating stable revenue.

The SRF team will develop a spreadsheet model to evaluate ridership and revenue impacts associated with potential fare structures. This analysis assumes the agency continues to charge a fare and will assess if strategies will achieve ridership, farebox recovery ratio, operating cost per boarding, and other desired goals established at the beginning of the task. After developing fare scenarios and discussing outcomes with agency staff, a recommended fare strategy and relevant policies will be developed for implementation.



Cost-Share Partnerships: There has been a good amount of local discussion regarding assessing potential opportunities for cost-sharing. Minot Public Schools has been one source that has been in the news, including an early April 2025 council meeting. Concerns at the meeting were regarding the cost of transporting students to school and “who” should shoulder the cost. Venturing down this path has the potential to get very convoluted (how is providing rides for students any different than rides for workers or people going to the movies?).

As part of the task, the SRF team will:

- Review how other transit agencies in the state charge students for riding.
- Review the financial implications of the reduced student fares/passes.
- Coordinate with Minot Schools to understand their busing guidelines.
- Coordinate with Minot Schools to understand their student transportation budget and how much of that budget is to get students to/from school each day (rather than for activities).
- Document options for cost-sharing with the school district.
- Identify other options for cost-sharing, including medical centers, Minot State University, and others.



Technology Improvements: The Capital Improvement Plan is expected to include an assessment of the current fare system and real-time information. As a full-service transportation planning and engineering firm, SRF frequently advises clients in all stages of technology implementation, including as a planning or engineering consultant and as an owner’s representative. The SRF team will apply this knowledge to recommend innovative, cost-effective solutions to meet future needs.

DELIVERABLES: Current financial standing documentation, range of available North Dakota enhanced funding options, refined funding concepts matching service plan.



TASK 6 - GOVERNANCE STUDY

The team will document governance and decision-making processes that affect the transit system. This document will include an overview of relevant day-to-day operational decisions and identify official governing boards, advisory groups, and local funding partners.

In parallel to this process, we will document current funding and government mechanisms currently available to public agencies to support transit service and capital investments within the State of North Dakota. The assessment will include enabling legislation, restrictions on funding use, and various administrative rules and grant requirements. These items will be summarized in a presentation format and a technical memorandum and supported with agency representative interviews. Our work in the Bis-Man Transit and MATBUS transit plans will inform this task.

DECISION-MAKER/STAFF INTERVIEWS

In our experience, representatives from a mix of agencies and governments speak more freely about their priorities, concerns about coordination, and limitations one-on-one or in small groups with their local partners. The SRF team will interview representatives from the agency (including frontline staff) and the cities.

- Current and desired role in transit.
- Perceptions of the positives and negatives of the current structures.
- Potential barriers/hesitations regarding various potential levels of sharing effort.
- Local funding opportunities/constraints.

SWOT ANALYSIS & GOAL SETTING

We will facilitate a workshop with the Steering Committee and key stakeholders to reflect on the current strengths and weaknesses of the existing funding and governance system. A SWOT Analysis will assess the strengths, weaknesses, opportunities, and threats associated with organizational change. This method helps identify a forward-looking strategy. The purpose of the SWOT Analysis will be to identify issues related to the following:

- Structure
- Governance
- Funding
- Service to the public
- Ease of implementation

Ultimately, we will look to project partners to identify what works well within the existing framework – strengths, successes to maintain – and areas for improvement. The information gathered during the SWOT Analysis will inform the remainder of the study. This set of values will inform the development of evaluation criteria for the Alternatives Analysis.

DEVELOP ALTERNATIVES

Through this subtask, we will develop various alternatives related to governance and operating. Decision-making and funding programs are inextricably linked, and we'll begin by developing a universe of alternatives. From the RFP and our experience, we are proposing the following review options for management:

- Status Quo
- City Department
- MPO Subdivision
- Transit Authority

Across the management alternatives, the following study concepts will include:

- Contract management
- Internalize all services

We will work specifically with local partners to tailor these to the context of the State of North Dakota and link them to various transit governance methods. Evaluation criteria from which we will build include:

- Funding source elasticity and reliability over time
- Established risks
- Limitations in area or amount
- Mechanisms needed to enact funding
- Area applied, including the coherence of transit service boundaries (medium and long-range) with governance and funding structures
- Transparency of transit financial management and accountability
- Direct accountability of transit to the electorate or removing electoral variability from transit policy (a basis for appointed boards)

Our goal will be to develop a reasonable set of alternatives for analysis – approximately four – based on initial discussions presented for evaluation and consensus-building.

Alternatives Analysis

An analysis of community input will inform the rating of each alternative according to the criteria listed above. The SRF team will prepare an analysis of each option's advantages and disadvantages based on the criteria used to date and the public listening process.

Based on experience, even if there is a consensus on the general governance framework and type of funding, there will be some differences in opinion on additional specific attributes. The SRF Team will work with each local partner to get as much specificity as possible in the recommendation.

RECOMMENDATIONS

For this subtask, we will conduct a series of working sessions with transit agency staff to review the planning process to date and gather meaningful input on the preferred alternative(s). We will use tried-and-true discussion methods that have proved successful in past transit planning processes. In terms of scope, we propose organizing and conducting three to four half to three-quarter-day working sessions, during which other community representatives could be invited for shorter periods.

The implementation plan of the desired governance and funding structure will be defined by addressing each of the following with the project management team, local decision-makers, state legislatures, and representatives from FTA:

Step 1: Setting up the preferred governance structures. An alternate structure could potentially require some level of local and state-level mandates. The SRF team will document each of the necessary elements in a First Steps technical memorandum for review by the project management team and local decision-makers. This document outlines future activities and commitments to the desired course of action to understand what all parties require.

Step 2: Design of the organizational structure. The design of the organizational setup is key to the success of the preferred governance structure. There is no ambiguity concerning roles and responsibilities in resolving financial and operational issues during the decision-making process.

A sample checklist of implementation items to address in this step is listed below.

Organizational Redesign Implementation Checklist	
	What will constitute the coverage boundary?
	Identify regulations available to the jurisdictions and inconsistent with regulatory objectives and to define the need for new or alternative regulations.
	Define the governance and the management structure of the institution. Key will be clearly documenting coordination required for: • Functional organization of the structure • Operations • Financing • Asset management and replacement
	How are local jurisdiction inputs for strategic, service, asset management and other plans incorporated?
	How will the current financial model need to change, if at all?
	Who is the decision-maker?

DELIVERABLES: SWOT responses, alternative governance options, review of options documentation.



TASK 7 - POLICY GUIDANCE

The transit development plan will be part of various documents/processes the CDMPO will be responsible for managing. These include the metropolitan transportation, land use, trails, and comprehensive plans. There are opportunities in the planning process for other efforts to aid in preparing the vision, goals, and services included in the TDP. However, there are also opportunities for conflict if there is no coordination. Task 7 focuses on integrating coordination into the TDP effort, including:

- Work with the City of Minot and CDMPO staff to understand the range of potentially related planning efforts that are ongoing concurrently with the TDP, those with current recommendations/policies, and those that are likely to be updated in the near future.
- Review the content of each of the documents to understand the relationship with the proposed TDP, including:
 - » Development policies and plans that may directly impact the transit network or potential service options
 - » Changes in funding
 - » Significant transportation corridor changes
 - » Multi-use path and sidewalk completion plans
- As needed, prepare a coordinated recommendation that brings together transit and other element desires and needs.
- Document how the content of various complementary and conflicting efforts influence or are influenced by the TDP recommendations.

DELIVERABLES: Highlighted policy coordination efforts required between the TDP and complementary/conflicting planning efforts.

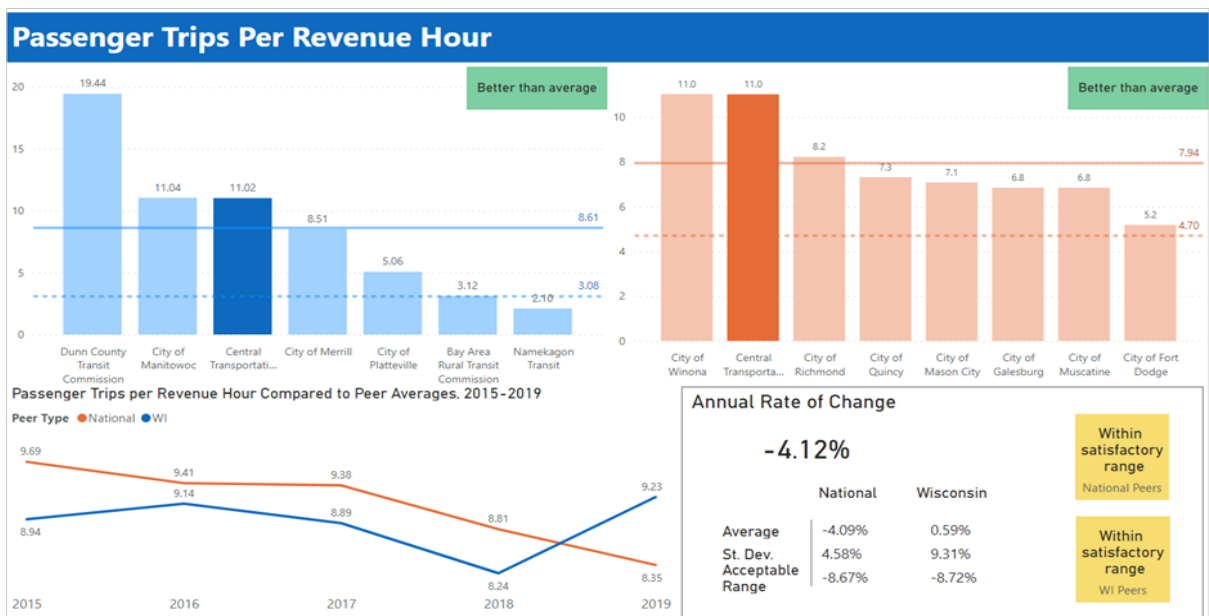


TASK 8 - PEER PERFORMANCE REVIEW

In addition to analyzing Minot Transit's detailed ridership and performance data, SRF will conduct a peer analysis of systemwide data to indicate how Minot Transit performs relatively similar systems over time. The peer review will include a review of both fixed-route and demand response/paratransit service operations. This peer review is where our experience in Bismarck-Mandan and our knowledge of the Grand Forks-East Grand Forks systems will be a benefit. Finding peers to systems with a high percentage of paratransit ridership is not easy. We have neighbors to the south and east and a small set of other agencies we identified through our Bis-Man Transit work.

Using data from the National Transit Database (NTD), SRF will compare Minot Transit to peers over the period from 2018 to 2022 (the latest year for which data are available). This will indicate how system performance fared prior to the COVID-19 pandemic and how agencies have responded. The results of this analysis can be displayed in a dashboard like the example below.

Peer transit systems will be selected based on a standardized methodology informed by agency size, operating characteristics, and the communities and travel markets served. SRF will supplement the technical selection process by accessing our national network of transit providers and expertise to propose relevant peer organizations for investigation. After analyzing peer system data, we will identify approximately three transit systems that we will contact and interview by telephone to consult industry professionals on operational decisions, long-range planning, governance, funding, and pandemic response.



Example of data collected for Stevens Point, Wisconsin.

TECHNOLOGY REVIEW

The electronic or manual systems used by Minot Transit are the foundation of any future technology deployments. An inventory of the tools currently used is needed to ensure that future investments are appropriately specified and implemented. The process for this inventory and review will follow the steps outlined below:

- Identify systems used for various business processes
- Review any available documentation
- Schedule on-site interviews with system users and stewards
- Create schematic views of each system, showing inputs, internal components, interconnections between components and outputs
- Document the data types used by the system and exchanged with other systems

The findings from the technology review will provide clear direction for focusing on research efforts for this task. There are

many emerging technologies in the transit arena, and SRF has experience helping customers identify solutions, implement them, and study their effectiveness once in place. This comprehensive view of the technology enables looking beyond a solution’s simple “features” to understand how it will integrate with and benefit an organization. The approach to identifying potential solutions will be broad-based and involve several domains of possible technological solutions.

The image shown below is from a peer system analysis but may be modified easily to look more internally at the performance of services at the route and systemwide levels. This image illustrates a typical type of “Report Card” the SRF team can produce that distills vital information into an informative, concise report card format.

DELIVERABLES: The SRF team will produce a summary technical memorandum that documents the findings from the data and document review, peer review, budget review, and technology inventory review.

National Peer Summary Performance Measures

Agency	Operating Expense per Passenger Trip	Operating Expense per Revenue Hour	Passenger Trips per Revenue Hour	Passenger Trips per Capita	Revenue Hours per Capita	Average Fare per Passenger Trip	Operating Ratio	Subsidy per Passenger Trip
Central Transportation	\$8.99	\$99.04	11.02	8.96	0.81	\$1.49	16.55%	\$7.50
City of Fort Dodge	\$9.04	\$46.83	5.18	4.65	0.90	\$0.87	9.62%	\$8.17
City of Galesburg	\$10.44	\$71.41	6.84	5.24	0.77	\$0.42	4.07%	\$10.01
City of Mason City	\$5.11	\$36.19	7.08	8.11	1.15	\$0.42	8.14%	\$4.69
City of Muscatine	\$6.61	\$45.23	6.84	6.27	0.92	\$0.91	13.78%	\$5.70
City of Quincy	\$8.77	\$64.12	7.31	8.62	1.18	\$0.20	2.33%	\$8.56
City of Richmond	\$5.65	\$46.48	8.22	5.57	0.68	\$0.88	15.62%	\$4.77
City of Winona	\$3.62	\$39.88	11.03	8.27	0.75	\$0.59	16.27%	\$3.03
Average	\$7.28	\$56.15	7.94	6.96	0.89	\$0.72	10.80%	\$6.55
Standard Deviation	\$2.22	\$19.68	1.94	1.60	0.17	\$0.38	5.25%	\$2.22
Acceptable Range	\$9.50	\$75.83	6.00	5.36	0.72	\$0.35	5.55%	\$8.77
	Within satisfactory range	Outside satisfactory range	Better than average	Better than average	Within satisfactory range	Better than average	Better than average	Within satisfactory range



ACTION-ORIENTED PLANNING DOCUMENT PREPARATION

Overall work on the TDP will conclude with an action-oriented plan, compiling previous deliverables and final recommendations into a single document. A final plan draft will be completed at a mutually agreed timeline, draft in May 2026 and final in August 2026. Once staff and the Steering Committee have reviewed an initial draft, SRF will develop an executive summary of the plan that can be used to brief elected officials, the public at-large, members of the media, and project stakeholders. The Executive Summary will be a concise, legible summary of issues identified at the project’s outset, input gathered from community members and agency leadership, and strategic recommendations.

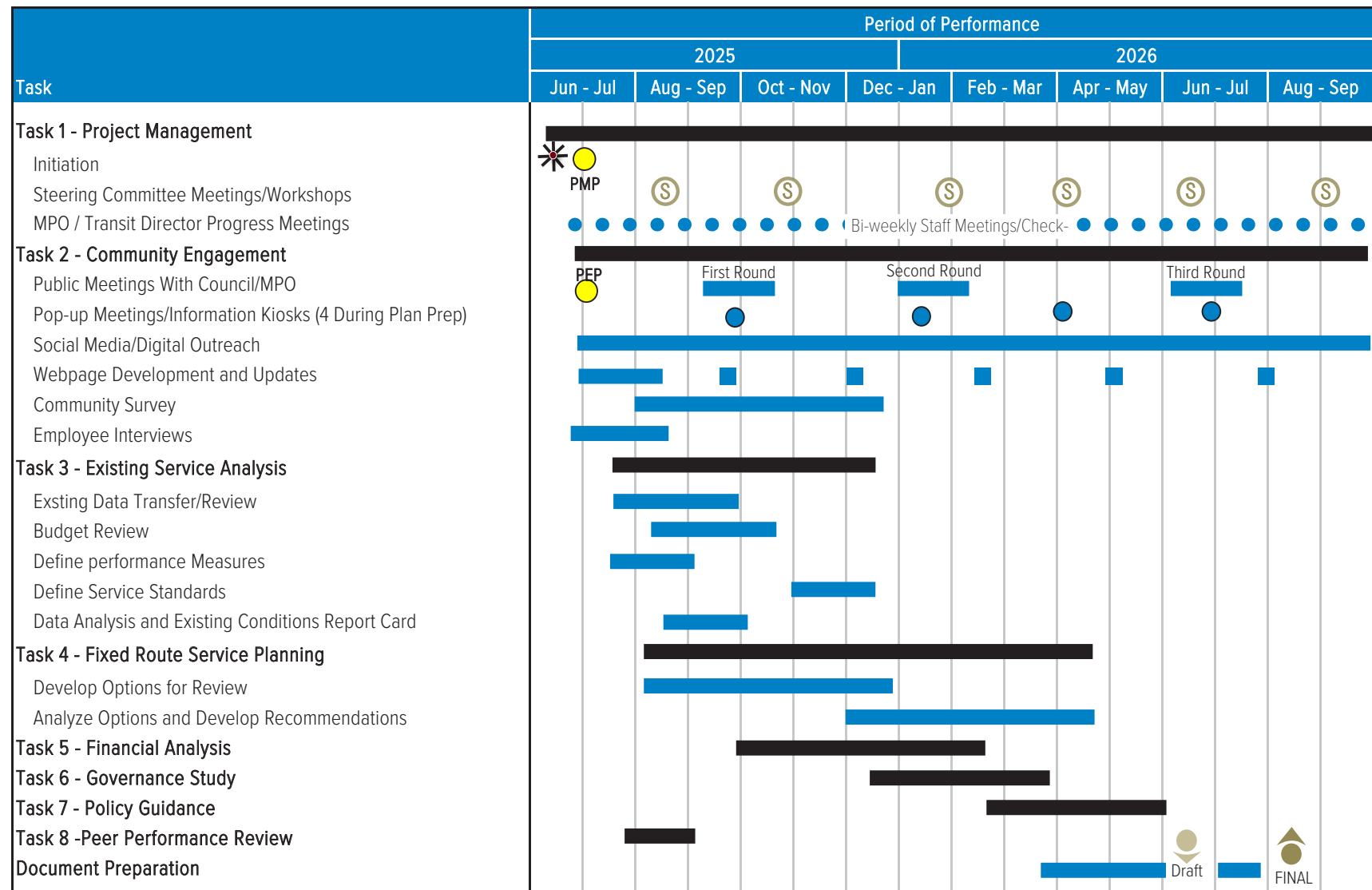
A PowerPoint presentation summarizing key findings and recommendations will also be produced at the completion of the study. It will be used for presentations to the City Council and project stakeholders. SRF team members will present final presentations of this material to elected officials, stakeholders, and/or members of the public at the conclusion of the project (or be available to support a presentation made by staff) in either virtual or on-site meetings.

Final materials, including draft and final documents, presentations, photos, GIS shapefiles, GTFS files, and calculations/spreadsheets, will be provided for City/MPO records and distributed in Word and PDF formats via Microsoft OneDrive.

DELIVERABLES: Draft report, final report, executive summary.

SCHEDULE

The following schedule presents the initiation, duration, milestones and deliverables for each task.



Legend:

 - Kick off Meeting

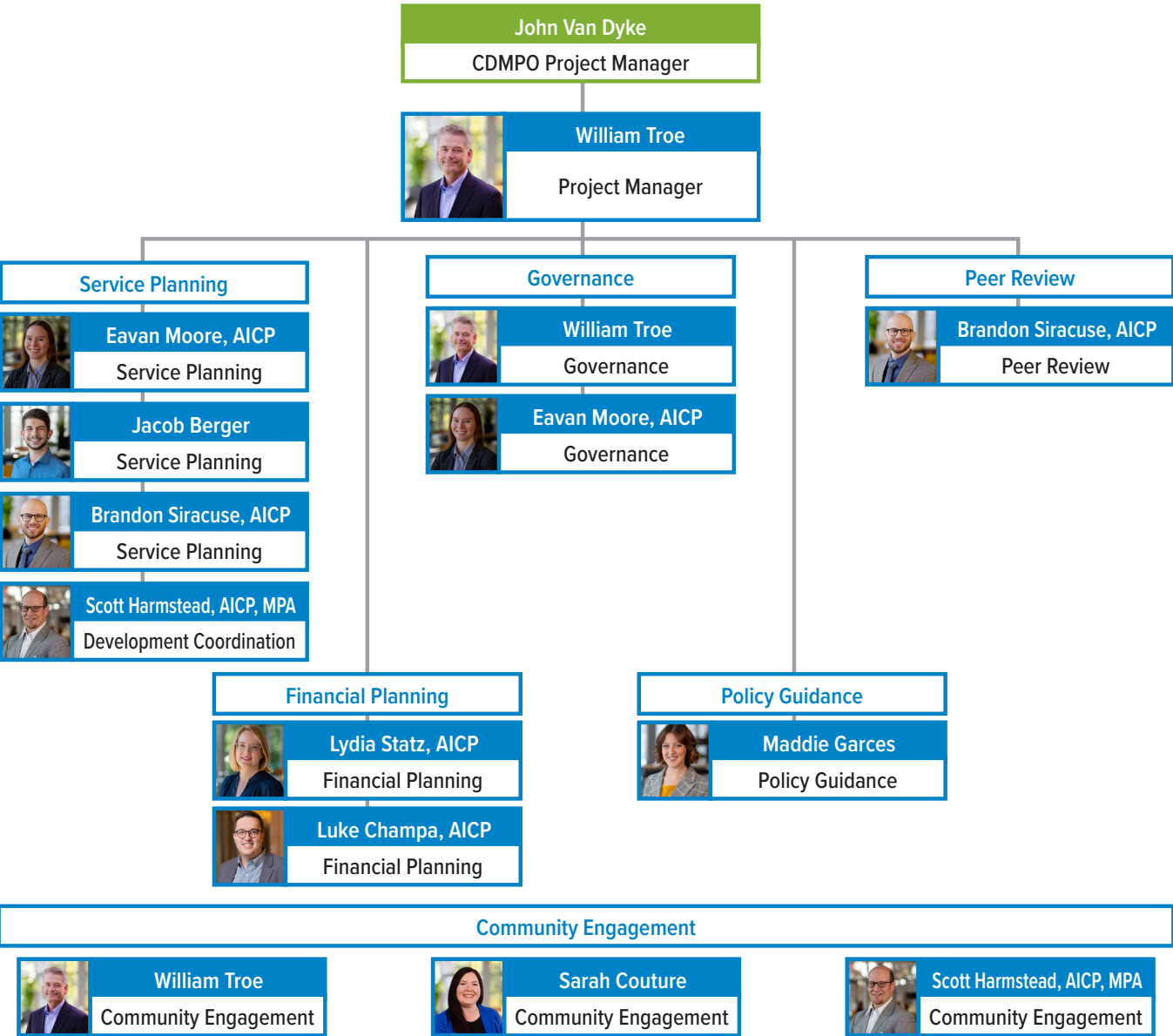
PMP- Project Management Plan

PEP - Public Engagement Plan

 - Seering Committee

Project Staff Information

The SRF team is led by respected transit Project Manager William Troe, whose transit experience, combined with his ability to lead multi-disciplinary teams, has contributed to the success of the projects he has worked on. As project manager, Bill is committed to consistent communication and organization and is responsible for the SRF team’s scope, delivery schedule, and budget. Bill has the capacity for this important leadership role throughout the duration of the project and will be supported by key staff Eavan Moore, Brandon Siracuse, and Lydia Statz, who all bring North Dakota and/or Midwest transit experience.



ESTIMATED HOURS BY STAFF

Task	Hours by Person or Employee Classification							Totals by Task
	Troe - Project Manager	Scott Harmstead	Lydia Statz	Eavan Moore/ Luke Champa	Brandon Siracuse/ Maddie Garces/ Sarah Couture	GIS/ Graphics	Clerical	
Task 1 - Project Management	34	6	20	18	10	6	2	96
Initiation	4	0	2	2	0	2	2	12
Steering Committee Meetings/Workshops	24	4	12	12	6	4	0	62
MPO / Transit Director Progress Meetings	6	2	6	4	4	0	0	22
Task 2 - Community Engagement	56	20	16	58	58	44	2	254
Public Meetings With Council/MPO	24	8	6	16	4	4	2	64
Pop-up Meetings/Information Kiosks (4 During Plan Prep)	12	8	2	12	8	8	0	50
Social Media/Digital Outreach	6	0	2	12	4	8	0	32
Webpage Development and Updates	6	0	2	8	8	12	0	36
Community Survey	2	0	2	2	32	12	0	50
Employee Interviews	6	4	2	8	2	0	0	22
Task 3 - Existing Service Analysis	26	6	48	90	90	20	10	290
Prepare Statement of Long Term Transit Vision	8	2	6	2	2	0	0	20
Exsting Data Transfer/Review	8	2	12	40	60	12	8	142
Budget Review	4	0	20	24	0	0	0	48
Define performance Measures	2	0	2	4	4	0	0	12
Define Service Standards	2	0	0	8	12	0	0	22
Data Analysis and Existing Conditions Report Card	2	2	8	12	12	8	2	46
Task 4 - Fixed Route Service Planning	10	6	12	40	76	16	8	168
Develop Options for Review	8	4	4	8	12	8	4	48
Analyze Options and Develop Recommendations	2	2	8	32	64	8	4	120
Task 5 - Financial Analysis	12	2	20	40	8	0	0	82
Task 6 - Governance Study	10	2	0	0	32	4	2	50
Task 7 - Policy Guidance	0	0	0	0	16	0	0	16
Task 8 -Peer Performance Review	4	0	4	32	24	4	2	70
Document Preparation	8	4	4	40	48	12	4	120
TOTALS BY PERSON/CLASSIFICATION	160	46	124	318	362	106	30	1146



Bill Troe | Project Manager

Bill has more than 35 years of regional, subarea, and multimodal corridor transportation planning experience. Through his work from project conceptualization through implementation, he understands how the local tools and transportation and land use conditions can work in concert to develop technically feasible solutions for the area. Bill's areas of practice include regional transit planning, transit and roadway corridor

planning and multimodal subarea planning.

Bill has been the project manager and/or lead transportation planner on numerous regional and statewide fixed route and demand-response transit service assessment projects and coordinated public transit–human services transportation plans. His responsibilities have included working with staff and the public to identify local issues, preparation and analysis of transit forecasts and land development concepts, coordination efforts, public/staff involvement, multi-level transit alternatives screening, preparation of capital improvement plans, preparation of the report document, and obtaining approval of the plan elements.

Areas of Specialty

- Transit Corridor and Subarea Studies
- Regional Transit Needs Assessments
- Regional Long-Range Plan Development/Implementation
- Transit Strategic Plans
- Transit Alternatives Analysis

Education

Master of Urban and Regional Planning, University of Iowa, 1985

Certificate in Transportation Planning, University of Iowa, 1985

Bachelor of Science in Community and Regional Planning, Iowa State University, 1983

Project Experience

[Grand Forks-East Grand Forks and Bis-Man Transit Development Plans](#). Bill was the Project Manager for this project which included a review of the fixed route and paratransit systems. Bill was responsible for assessing current needs of users, identifying reasons people were not using services provided, evaluating the stability of the relatively new fixed route service in the region, working with staff to identify potential improvements to better serve the region, and preparing a cost allocation program for the transit agency. A key element of the Grand Forks area TDP was developing a space needs plan for the administration and maintenance/storage garage that the agency has essentially outgrown.

[Rapid Transit System Transit Development Plan, Rapid City, South Dakota](#). Project manager for assessing service and demographics for the metro area that has not addressed the loop route structure for more than 10 years. The team was responsible for completing an on-board and a community transit survey, assessing current needs and gaps, developing service alternatives that address higher and lower density areas of the city, developing a capital plan for replacing fixed route vehicles and preparing an implementation plan. Engaging all portions of the diverse community was completed through a mixed program of in-person and digital events and activities.

[WAMPO Area Regional Transit Study](#). Bill is the project manager responsible for assessing needs and gaps in the MPO area, principally Sedgwick County, development of a range of service alternatives that will reasonably address the needs of small to medium sized communities outside Wichita, development of a management structure for service expansions and preparing a funding program. The diversity of the metro required an experienced outreach team, which Bill was responsible for leading.

[Fort Wayne-Citilink Transit Development Plan, Fort Wayne, Indiana](#). Bill served as the project manager for preparing the first update to the transit plan in approximately 10 years. Over this time adjustments had been made to the system, however, a comprehensive review and coordinated plan of action had not been prepared. The TDP included a review of the system at the route and segment levels, analysis of the Citilink system relative to peers, review of the capital needs, development of three future system improvement concepts, and support to Citilink's on-going outreach program.

[Omaha Metro Transit Development Plan, Omaha, Nebraska](#). Bill served as the project manager for preparing the first update to the transit plan in approximately 10 years. Over this time adjustments had been made to the system, however, a comprehensive review and coordinated plan of action had not been prepared. The TDP included a review of the system at the route and segment levels, analysis of the Omaha system relative to peers, review of the capital needs, development of three future system improvement concepts, and support to Metro's on-going outreach program.





Eavan Moore, AICP | Service Planning & Governance

Since joining SRF, Eavan has been responsible for working with transit agencies and stakeholders to complete a broad range of service improvement projects from BRT to demand response service. Her responsibilities have included demographics assessment, evaluating needs and gaps in services, identifying and assessing alternate service concepts, and engaging users and agency representatives in all aspects of projects.

Areas of Specialty

- Long-Range Plan Development
- Active Transportation
- Community Engagement
- Transit Alternatives Analysis
- Title VI Compliance

Education

Master of Urban and Regional Planning, Portland State University, 2019

Certification

American Institute of Certified Planners #34334

Project Experience

[Bis-Man Transit Development Plan, Bismarck, North Dakota](#). Eavan documented existing conditions, wrote the final report, and conducted stakeholder engagement for Bis-Man Transit's 2023 plan update.

[Rapid City Transit Development Plan, South Dakota](#). Eavan was responsible for working with clients to identify needs and issues in their transit system, developing and analyzing the results of an onboard survey, documenting existing conditions, developing new service concepts, and estimating capital and operations costs of service changes.

[Sioux City Transit System Mobility Study, Iowa](#). Eavan was part of the planning team that conducted public engagement, service planning, capital planning, financial planning, and plan documentation. Her roles included redesigning and developing routes in the Sioux City Transit System network, mapping transit-supportive areas, staffing a public meeting, and presenting the final recommendations to the city council. The goal of the project was to assess current transit service lines and develop new service concepts that better serve the transit needs of the Sioux City metro.

[Council Bluffs, Iowa Transit Study](#). Eavan was responsible for working with local stakeholders to understand their goals for transit in the community, identifying potential conflicts between various constituent group priorities, developing service alternatives and estimating capital and operations costs.

[WAMPO Area Regional Transit Study](#). Eavan is the lead planner responsible for addressing current and future needs within the expanding rural and exurban areas adjacent to Wichita, KS. She is responsible for working with local stakeholders to understand service needs and goals, addressing the local market relative to service alternatives, evaluating a range of demand response, on-demand, fixed route, vanpool and TNC coordination service alternatives. As the range of community management capabilities is broad, Eavan is also responsible for working with the cumulative agencies to address governance structures.

[Nebraska Statewide Coordinated Plan](#). Eavan was the lead planner in updating the plan from 2018 to 2023, including updating current service summaries and gaps, developing a robust range of service, technology, and management strategies to address gaps and managing the engagement plan. Strategies included in the plan were the expansion of feeder service connecting to the limited amount of intercity service.

[MET Transit Study, Waterloo, Iowa](#). Eavan is involved in service planning, stakeholder engagement, and fare-free analysis on behalf of Waterloo MET Transit.





Brandon Siracuse, AICP | Service Planning & Peer Review

Brandon joined SRF in November 2023 after previously working as a planner for a municipal government in Iowa. Since joining SRF, Brandon has focused on transit planning projects in urban and rural contexts and has also been responsible for work in areas such as EV readiness, long-range planning, and current planning. Brandon has experience in land use-transportation connections, transit alternatives analysis, feasibility studies, electric vehicle readiness planning, community development, zoning and subdivision regulations, site plan review, data analysis, fieldwork, research, and community engagement.

Areas of Specialty

- Transit alternatives analysis
- Service planning
- Land use and transportation connections
- Zoning and subdivision regulations
- GIS and Data analysis

Education

Master of City and Metropolitan Planning, University of Utah, 2021

B.S., Environmental Science, Saint Louis University, 2018

Certifications

American Institute of Certified Planners #36094

Project Experience

[Bismarck-Mandan MPO Transit Development Plan, North Dakota](#). Brandon analyzed key differences between Bis-Man Transit and its service area with similar nearby agencies and their service areas to determine possible explanations for Bis-Man Transit's relatively high provision of paratransit.

[Medora Bus Loop, North Dakota](#). Brandon compiled an analysis of public transit alternatives that have been proposed to address traffic congestion issues in the small gateway community of Medora, North Dakota, during its summer tourism season. The analysis offered a summary of viable transit modes, potential service operators, estimated costs, available funding sources, and implementation challenges.

[WAMPO Regional Transit Implementation Plan, Kansas](#). Brandon has been working with the Wichita Area MPO to identify and evaluate transit alternatives for the greater Wichita region, focusing on transit options outside of the Wichita Transit fixed route service area.

[Sedgwick County Comprehensive Operations and Technical Analysis, Kansas](#). Brandon has helped study opportunities for transit service improvements in Sedgwick County, with a particular focus on communities outside of Wichita city limits. Brandon has conducted research and data analysis and documented existing conditions and is in the process of evaluating viable transit alternative recommendations to present to Sedgwick County.

[Loudoun County Transit Planning, Virginia](#). Brandon has spent considerable time in Loudoun County, Virginia, assisting with documenting and "ground-truthing" proposed modifications to suburban bus routes in the county. Following this effort, he created route profiles for each bus route with proposed modifications, outlining the changes to be made, destinations and major housing developments along the routes, the number of people within each route's service area, route timings, and other information.

[Pickaway County TDP, Ohio](#). Brandon analyzed and documented transit service characteristics in Pickaway County and will help develop and test future service scenarios.

[American Boulevard Transit Study, Bloomington, Minnesota](#). Brandon is currently working on a land use analysis along the American Boulevard corridor in Bloomington, Minnesota, on which the City is interested in developing a bus rapid transit line. Brandon's analysis involves an evaluation of current zoning and future land use designations within one-half mile of American Boulevard, along with synthesis of development forecasts and scenarios from the City's comprehensive plan.

[Nebraska Department of Transportation Coordinated Plan](#). Brandon conducted research into the degree to which lack of public transportation access influences seniors' decisions to relocate instead of aging in place. He also collected information on the percentages of rural and small urban transit system riders who fall into certain age groups.





Lydia Statz, AICP | Financial Planning

Brandon joined SRF in November 2023 after previously working as a planner for a municipal government in Iowa. Since joining SRF, Brandon has focused on transit planning projects in urban and rural contexts and has also been responsible for work in areas such as EV readiness, long-range planning, and current planning. Brandon has experience in land use-transportation connections, transit alternatives analysis, feasibility studies, electric vehicle readiness planning, community development, zoning and subdivision regulations, site plan review, data analysis, fieldwork, research, and community engagement.

Areas of Specialty

- Alternatives Analysis
- Scenario Planning and Modeling
- Greenhouse Gas Analysis
- Policy Planning and Strategic Analysis
- Transit Planning
- VMT Reduction and Induced Demand
- Vision Zero/SS4A Planning
- Pedestrian & Bicycle Planning
- Long Range Regional or City-wide Plans
- Grant Writing and Financial Planning
- Community Engagement
- Meeting Facilitation and Stakeholder Engagement
- Equity Analysis
- Financial Planning
- Campus Planning

Education

Master of Urban Planning, University of Wisconsin-Milwaukee, 2016

Bachelor of Arts, Journalism and Mass Communications, University of Wisconsin, 2012

Certifications

American Institute of Certified Planners

Project Experience

[Bismarck Transit Development Plan, Bismarck, North Dakota](#). * Lydia developed the financial plan, which identified current and future funding sources, as well as strategies to work toward long-term financial sustainability.

[Link Rochester BRT Capital Investment Grant, Rochester, Minnesota](#). * Lydia developed the financial plan for the project's Small Starts grant, which identifies 20 years of financial resources for the Rochester transit system as a whole. The financial plan examines the system's current and planned funding sources, capital plans and operations to ensure the financial feasibility of restructuring the transit system to accommodate bus rapid transit.

[Rochester Public Transit Development Plan, Rochester, Minnesota](#). * Lydia developed the financial plan for the agency's 2022 transit development plan, which identifies the agency's financial resources for 10 years of operations. The financial plan examines the system's current and planned funding sources, capital plans and operations to ensure the financial feasibility of restructuring the transit system to accommodate bus rapid transit.

[Go Sioux Falls 2045 Long Range Transportation Plan, Sioux Falls, South Dakota](#). * Lydia was the deputy project manager for the Sioux Falls MPO's long-range transportation plan, completed in 2020. This was a federally-compliant transportation plan that assessed the current state of transportation within the metropolitan area and developed a list of financially-constrained projects for development by 2045. The plan included both public and stakeholder engagement to identify community goals, which guided the prioritization and project scoring exercises to identify the fiscally constrained plan. Lydia guided the development of the financial plan, including the identification of alternative funding sources to augment local resources.

[Fargo Transportation Plan, Fargo, North Dakota](#). * Lydia was the project manager for the Fargo Transportation Plan, which developed a vision for short- and mid-range transportation investment as the City grows. The plan developed a set of street typologies to guide future street construction and reconstruction projects, developed around a set of principles that integrate multimodal and land use considerations. A policy diagnostic exercise identified street maintenance challenges, leading to recommendations to ensure future street projects consider long-term operations constraints in the design phase.

[Minnesota State Highway Investment Plan, Statewide, Minnesota](#). * Lydia was the project manager for the community engagement component of the 2024 MnSHIP update. This plan included extensive engagement throughout the state, including in each MnDOT district, as well as targeted stakeholder engagement with specific community groups in urban areas around the state.

**Prior to joining SRF*





Jacob Berger | Service Planning

Jacob joined SRF's Transit Planning Group in 2022 as a graduate of the University of Minnesota. He has worked on a wide array of projects, developing skills in transit service planning for small, mid-size, and large urban areas, as well as for rural agencies. He is experienced in data analysis and reporting, GIS mapping, strategic planning, service and operations planning, and public engagement in a variety of project contexts.

Areas of Specialty

- Transit Development Plans
- Transit Coordination Plans
- Transit Performance Reviews
- GIS
- Transit Public Engagement

Education

Master of Urban and Regional Planning, University of Minnesota, 2022

Bachelor of Science in Urban Planning, Arizona State University, 2020

Bachelor of Science in Economics, Arizona State University, 2020

Project Experience

[Bis-Man Transit Development Plan, Bismarck-Mandan, North Dakota](#). Jacob has conducted research in the Bismarck-Mandan metropolitan area to gather and report data on demographics, employment, and transit service efficiency. This project is ongoing and will result in a completed needs assessment and the development of service and policy recommendations. Jacob's role has included mapping and data visualization, researching existing conditions in the region, and making determinations on specific locations that are supportive of fixed route transit.

[WisDOT Management Performance Reviews, Wisconsin](#). Jacob has assisted SRF's team in conducting 5-year performance reviews of 8 Wisconsin public transit agencies and has recently started work on reviews for another 10 agencies. These include large urban, small urban, and rural providers. Each review is required by state statute and focuses on route-level and system-level performance metrics, as well as establishing best practices in management, marketing, and operations.

[Loudoun County Route Optimization Study, Virginia](#). Loudoun County Transit (LCT) experienced drastic changes to transit demand and travel patterns following the COVID-19 pandemic and the completion of the Silver Line to Dulles International Airport. As a result, LCT embarked on a local fixed-route optimization study to restructure their services to better align with customer needs and travel patterns. Jacob assisted in the creation and assessment of service alternatives and conducted field work to test proposed routes, focusing on runtime optimization, reliability, and pedestrian connectivity.

[Mass Transportation Authority Fixed-Route Study, Flint, Michigan](#). Jacob plays a prominent service planning role proposing and assessing improvements to the fixed-route bus network in Flint, MI. In this ongoing role, he is responsible for mapping and analyzing socioeconomic and demographic data, evaluating ridership and performance data, developing surveys for the public, and interpreting feedback from both the public and MTA management. He is currently synthesizing these inputs into service scenarios, calculating cost estimates, and preparing plan materials to be distributed to the public.

[Metro Transit Network Now, Twin Cities, Minnesota](#). Network Now establishes Metro Transit's service planning priorities through 2027. Jacob's role in this planning process included documentation of service changes made since 2019, incorporating evaluation of COVID-19 impacts and detailing the agency's response. He assisted in a thorough analysis of system performance and opportunities and collaborated with agency service development staff to author the plan for a broad audience in anticipation of robust public engagement.

[High Point Local Coordination Plan, High Point, North Carolina](#). Jacob is assisting SRF's team in codifying the City of High Point's commitment to providing transit service that considers the mobility needs of seniors and individuals with disabilities. Coordination Plans are required by the Federal Transit Administration for the distribution of federal funding. Jacob's role consists of document drafting and preparation, analysis of demographics and existing transit service, and creating an inventory of both human service agencies and private enterprises.





Scott Harmstead, AICP, MPA | Development Coordination & Community Engagement

Scott has 19 years of planning experience in the public and private sectors. His work has included the development of comprehensive and other long-range plans, including constraints analysis, public involvement, and the development of context-sensitive recommendations and policy language. Scott also has experience in zoning administration involving entitlement/permit processing, code writing, and code interpretation. He has developed numerous environmental documents for projects that range from simple to complex. Many of his projects have involved a strong transportation component, through which he has gained a sound understanding of the connection between land use and transportation in shaping communities.

Areas of Specialty

- Land Use Planning
- Transportation Planning
- Zoning and Development Codes
- Environmental Documentation
- Public Involvement and Committee Facilitation
- Geographic Information Systems (GIS)
- Urban Design

Education

Master of Public Administration,
Arkansas State University, 2023

Bachelor of Science in City and
Regional Planning, California Poly-
technic State University, San Luis
Obispo, 2006

Certification

American Institute of Certified
Planners #026027

Project Experience

[East Main Avenue Corridor Study, Bismarck, ND.](#) Scott managed the development of a corridor study of a commercial and industrial corridor on the east side of Downtown Bismarck. Tactical engagement was used to connect with local disadvantaged populations. Key considerations included corridor safety, redevelopment opportunities, and multimodal access.

[Minot 2040 Comprehensive Plan.](#) Scott managed the development of the plan, which was adopted in 2023. A main focus of the plan, and Scott's time, was local engagement. This included intensive stakeholder focus group meetings and area-focused public workshops.

[Grand Forks 2050 Land Use Plan, North Dakota.](#) Scott led this plan, which consisted of extensive engagement with a steering committee and focus groups. The intent of the plan was for growth management, include a tiered growth system based on infrastructure availability.

[Watford City Infrastructure Master Plan, North Dakota.](#) Scott oversaw development of transportation improvement recommendations. Planning activity began with road, pedestrian, and bicycle system analysis. Special focus was given to pavement condition. Pavement management strategies were a key component of the Plan.

[Transportation Planning Leading to Capital Improvement Plan, McKenzie County, North Dakota.](#) County transportation plan with new travel demand model. Lead public engagement and stakeholder engagement with Public Works Staff, Watford City, MHA Nation, USFS, and other stakeholders.

[CIP Planning Services, McKenzie County, North Dakota.](#) Scott facilitated stakeholder focus groups of various local, state, and federal partners. Scott led the design of future growth scenarios and associated projections that factored in energy industry, state regulator, and federal agency input.

[Medora Area Plan, Medora, North Dakota.](#) Scott managed this planning study, which focused on infrastructure and land use solutions to accommodate housing opportunities in and around Medora, ND. Project partners include the City of Medora, Billings County, Theodore Roosevelt Medora Foundation, the Theodore Roosevelt Presidential Library Foundation, and several state and federal agencies. Project public involvement was coordinated with a parallel NDDOT transportation study.

[City of Garrison Comprehensive Plan, North Dakota.](#) Managed development of the comprehensive plan. Conducted four public input meetings and an extensive stakeholder interview program. The plan received strong community support.





Luke Champa, AICP | Financial Planning

Luke joined SRF in 2022 with diverse experience in regional planning, metropolitan transportation planning, and urban & rural design. He has worked closely with federal, state, and local agencies to forward public interest and find creative solutions to promote a more resilient and vibrant built environment. Luke likes to understand the big-picture and build relationships across diverse groups of stakeholders. He aims to

recognize client and stakeholder needs to deliver high-quality, actionable products grounded in big-thinking practicality.

Luke serves as a lead grant writer for the Funding and Grants Services team at SRF. He is an experienced project manager and grant writer and has helped successfully deliver several discretionary state and federal programs. In the past two years, Luke has secured over \$24 million for various clients and has a deep understanding of federal, state, and regional grant processes. He has extensive experience in interdisciplinary research and understands the nuances of notice of funding obligations. He leverages his experience and knowledge in crafting a data-driven, defensible project narrative that increases competitiveness in winning grant funds successfully.

Areas of Specialty

- Transportation Planning
- Regional Planning
- Urban Design
- Rural Design
- Public Engagement
- Long-Range Planning
- Current Planning
- Zoning & Land Development Code

Education

B.LA Landscape Architecture,
North Dakota State University,
2015

B.S. Environmental Design, North
Dakota State University, 2015

Certifications

American Institute of Certified
Planners #34173

Project Experience

[City of Williston Infrastructure Safety Action Plan, Williston, North Dakota](#). Luke is serving as deputy project manager for the City's Safety Action Plan. His role in the project is to provide leadership and support on critical tasks including data collection and safety analysis, public engagement and equity, and action plan and implementation. Upon completion, the Plan will guide transportation safety implementation and policy in the City of Williston to meet safety goals and acquire competitive funding through SS4A/HSIP. Project is ongoing.

[Fargo-Moorhead Regional Comprehensive Safety Action Plan, Fargo-Moorhead Metropolitan Area, Minnesota & North Dakota](#). Luke is serving as deputy project manager for the Regional Comprehensive Safety Action Plan. His role in the project is overall plan development, ensuring the process meets client expectations on schedule and on budget. The Plan will be the first of its kind in the Fargo-Moorhead Area. Project is ongoing.

[Metro 2050 – Fargo-Moorhead Metropolitan Transportation Plan, Fargo-Moorhead Metropolitan Area, Minnesota & North Dakota](#). Luke is serving as lead planner for the Metropolitan Transportation Plan. His professional experience in public engagement, stakeholder facilitation, metropolitan transportation planning, transportation policy, and transportation funding allow Luke to be involved in all critical aspects of Project development. Upon completion, Metro 2050 will guide transportation funding and policy in the Fargo-Moorhead Area. Project is ongoing.

[Arrive 2050 – Bismarck-Mandan Metropolitan Transportation Plan, Bismarck-Mandan Metropolitan Area, North Dakota](#). Currently coordinating with the MPO and serving as project manager to execute tasks related to the Travel Demand Model & Socioeconomic Update. Luke facilitated focus group meetings to supplement population forecasts and continues to provide technical expertise on socioeconomic projections process and TAZ allocation. Project is ongoing.

[East Main Avenue Corridor Study, Bismarck, North Dakota](#). Provided technical metropolitan transportation planning expertise. Drafted a succinct study final report to guide the MPO and City of Bismarck's future decision making for East Main Avenue. Luke was also heavily involved with stakeholder and public engagement, including a successful tactical effort to address underserved and underrepresented individuals present along the corridor.





Maddie Garces | Policy Guidance

Maddie is a member of SRF's Transit Planning Group, located in the St. Paul office. She works on transportation and transit projects with a focus on service planning and policy analysis. Her work supports a range of projects from Capital Investment Grants eligibility evaluation to Title VI and city/county/statewide comprehensive plans through survey analysis, public engagement, transit operations planning (attended NTI training in 2021), financial and funding analyses, GIS mapping, data gathering, and documentation. She has experience with data analysis and modeling software programs including ArcGIS and STOPS; and visual design software programs including Adobe InDesign and Illustrator.

Areas of Specialty

- Transit Service Planning
- Transportation Policy
- Transportation Finance
- Data Analysis

Education

Master of Urban and Regional Planning, University of California, Los Angeles, 2021

Bachelor of Arts, Political Science and Communication Studies, University of Minnesota – Twin Cities, 2017

Project Experience

[MET Transit Development Plan, Billings, Montana](#). Maddie was part of the planning team that conducted public engagement, service planning, capital planning, financial planning, and plan documentation. The goal of the project was to assess current transit service lines and develop new service concepts that better serve the transit needs of the City of Billings. Her roles included conducting transit ridership and demographic analysis and developing scenarios for improved service schedules and route designs based off the findings of her analysis and public input.

[Sioux City Transit System Mobility Study, Sioux City Iowa](#). Maddie was part of the planning team that conducted public engagement, service planning, capital planning, financial planning, and plan documentation. Her roles included redesigning and developing routes in the Sioux City Transit System network, researching and documenting station design recommendations, and conducting demographic-based ridership analysis. The goal of the project was to assess current transit service lines and develop new service concepts that better serve the transit needs of the Sioux City metro.

[Eau Claire Transit Operating and Grant Reporting and Application Assistance, Eau Claire, Wisconsin](#). Maddie prepared budget, capital, and operating materials for Eau Claire Transit's application for state and federal funding for their 2023 operating budget. The process increased her proficiency with FTA and Wisconsin DOT reporting requirements when documenting specific metrics. Additionally, Maddie advised the client on managing and closing out COVID era grants in TrAMS.

[Western Michigan Transit Governance Study, Muskegon, Michigan](#). Maddie worked on a project to study options to reorganizing transit governance structures in Muskegon and Ottawa counties in western Michigan. Her roles included preparing and presenting project materials to county-level committees and stakeholder groups. She co-led an effort to connect with stakeholders through one-on-one interviews and workshops. She also conducted state and local legislative research that would inform recommendations for funding and structuring a new transit authority.

[Utah Department of Transportation \(UDOT\) State Management Plan \(SMP\) Updates and Grant Assistance](#). Maddie worked with a team to provide updates to UDOT's State Management Plan. These updates included an emphasis on updates to their Title VI Program. Her work included researching best practices from other state DOT SMPs and updating sections of UDOT's SMP to follow or improve upon those practices. For example, she prepared tables and statewide maps that demonstrated the locations of state and federal funding recipients as well as low-income and BIPOC populations. Additionally, Maddie aided UDOTs federal grant programs. This work included gathering and documenting project information from grant recipients and facilitating reporting to FTA.





Sarah Couture | Community Engagement

Sarah brings expertise in stakeholder outreach, meeting facilitation, grant writing, and document preparation. She spent seven years with the North Dakota Attorney General's Office, where she managed grant programs and staff while leading grant development efforts. Her work frequently involved coordinating with local jurisdictions, including cities and counties. Additionally, she has experience presenting to and responding to inquiries from the State Legislature.

Areas of Specialty

- Stakeholder Coordination
- Meeting Facilitation
- Grant Writing
- Document Preparation

Education

B.S. in Education, Valley City State University, 2003

Project Experience

Central Dakota MPO. Assist with coordinating local jurisdiction meetings and reviewing future transportation models with the clients.

City of Killdeer, Planning. Assisting with planning needs, research and writing staff reports.

Bismarck Mandan MPO. Assisting with local engagement

Urban Reconstruction of 10th Ave E, Dickinson, ND/NDDOT. Assisting with environmental documentation and the public input meeting for a project in Dickinson, ND that will create a more urban consistent corridor for a growing community.

Bois Forte Reservation, Safety Action Plan. Assisting with the planning and writing of an updated Safety Action Plan to assist the Bois Forte Tribe in obtaining SS4A and other grant opportunities.

Morton/Sioux County 3 Bridge Replacement, NDDOT. Completed environmental document and multiple permits for a 3 bridge replacement project in Morton and Sioux County. This complex project replaces 3 bridges on and near the Standing Rock Sioux Tribe Reservation.

ND Highway 18 Minor Rehabilitation, Pembina County, ND. Completed environmental document and floodplain permits for a 13.5-mile segment of rural highway mill and overlay and sliver grading. The NDDOT project consisted of shoulder widening, inslope correction, subcut rehabilitation, three concrete box culvert extensions, one concrete box culvert replacement, bridge deck repairs, centerline culvert replacement, guardrail replacement and safety improvements.

US 52 Bridge Rehabilitation, Jamestown, ND. Completed environmental documentation for this NDDOT project. The project consists of rehabilitation to the bridge approach slab, expansion joint replacements, repairs to deck, curb, and sidewalk, abutment and pier spall repair and a concrete pavement repair improvement.

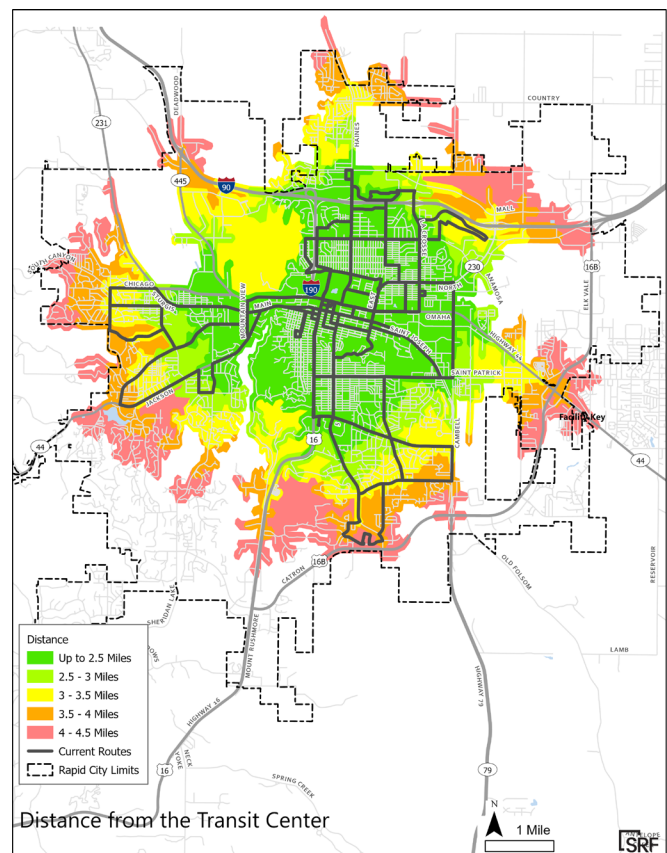
Similar Project Experience

RAPID CITY – RAPID TRANSIT SYSTEM TRANSIT DEVELOPMENT PLAN

Rapid City, South Dakota



Public transportation service in Rapid City is offered through fixed route (Rapid Ride), City View Trolley (a narrated summer time route serving the historical core of the city) and paratransit service. Prior to the current update, Rapid Ride routes and schedules have not been updated in over 10 years. In that period, multiple more fringe located residential, commercial and retail developments have come on line. SRF was retained to update the transit development plan, including incorporating new service types, such as flex zones and TNC partnership, which were not present when the last plan was prepared. Critical to the plan development was outreach to the community, which includes current riders, residents and businesses along the fringe outside the current service area, and decision-makers responsible for budgeting. SRF prepared and conducted a hybrid electronic and in-person engagement process, taking advantage of a greater acceptance of internet-based options, while considering passengers that are not yet comfortable with the online outreach methods.



BISMARCK-MANDAN MPO TRANSIT DEVELOPMENT PLAN

Bismarck-Mandan, North Dakota



Over the last five to six years, Bis-Man Transit, the public transportation provider in the Bismarck-Mandan region, has experienced annual expenditures in excess of the budgeted revenue. Additional federal grant funding received has allowed the agency to weather the deficit spending condition, however, the federal funds are essentially exhausted. In the Transit Board's search of alternate federal and or state funding, they continually experience delays in initiating their pursuit as they must gain permission from the city commission and the MPO, which can only be done at scheduled meetings.

Central to the update of the transit development plan is identifying and assessing alternate governance structures that would reduce or eliminate the multiple layers of review and approval required for most decisions. Included in the range of alternatives is initiation of a regional transit authority tasked with managing service, personnel, funding and planning for service in the region. SRF Consulting has been working with staff from the transit agency, the MPO, city commissions from Bismarck and Mandan to:

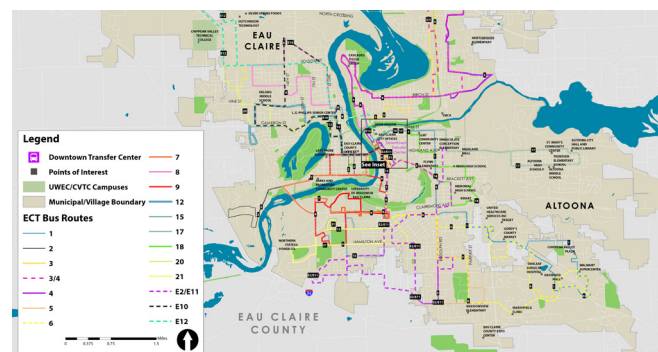
- Document concerns with current organization and decision-making process and structure.
- Identify a range of governance options that directly address the key weaknesses of the current structure.
- Coordinate with the range of decision-makers to identify the best fit alternative for the area.
- Develop a framework for implementation/migration to the preferred alternative.

EAU CLAIRE, WISCONSIN, TRANSIT DEVELOPMENT PLAN

Eau Claire, Wisconsin

The City of Eau Claire, Wisconsin selected SRF to conduct a Transit Development Plan (TDP). The purpose of the TDP was to conduct a thorough review of the Eau Claire Transit System. As part of the TDP, SRF evaluated the performance of the existing system and identified current needs as well as opportunities for growth. We worked to develop a concrete understanding of the transit market in the City, developed strategies to improve the transit system, and identified ways to position Eau Claire Transit to meet future needs.

As part of the TDP, an extensive public outreach effort was used to gain insight on transit in the City. SRF tailored an outreach plan that included a substantial survey component using on-board customer surveys as well as online community surveys. We deployed a team of surveyors on-board all transit routes using iPads to collect responses. Stakeholder input along with technical information on the system helped shape the recommendations in the TDP.



BILLINGS TRANSIT DEVELOPMENT PLAN

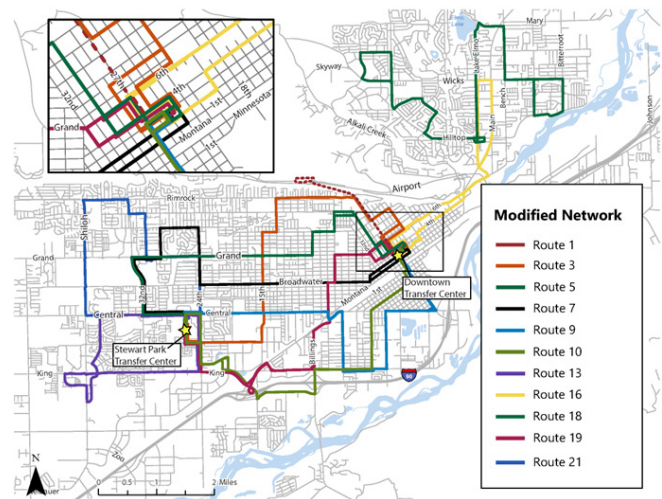
Billings, Montana



Through the 2016 Transit Development Plan (TDP), MET Transit eliminated redundant fixed-route services operated at the time and expanded service from peak period to all day on routes. However, route re-alignment did not have the immediate intended effect of growing use and convenience. MET retained SRF Consulting to complete an update of the TDP with the goal of providing strategic guidance for a more sustainable transit system for the community. The primary desired outcome of the update process was to provide a system offering travel options to residents, employees, and visitors who cannot or choose not to drive. Providing options was achieved through the system redesign focusing service to the core of the community where development density and travel patterns would support transit. The redesign greatly expanded 30-minute service routes by strategically reducing service on the lower density fringe and increasing frequency and density of service through a hybrid grid network.

Additional outcome goals achieved through the planning process included:

- Improve the efficiency of the existing service
- Assess opportunities to serve areas where requests for service have been received through other public involvement programs
- Meet needs expected from future regional development
- Provide operating and capital cost estimates to serve future growth areas



Recommended Hybrid Grid Network

FOND DU LAC TRANSIT DEVELOPMENT PLAN

Fond du Lac, Wisconsin

In 2022, SRF assisted Fond du Lac Area Transit in developing the agency's 2022 Transit Development Plan in partnership with the East Central Wisconsin Regional Planning Commission. The project included analysis of pre-pandemic and 2021-2022 ridership patterns, detailed analysis of route- and trip-level productivity, and extensive rider and community engagement efforts. SRF worked closely with ECWRPC to staff five local stakeholder group meetings, distribute rider and community surveys, and develop recommendations, and ECWRPC led a successful employer survey effort in partnership with Envision Greater Fond du Lac. Final recommendations included near-term adjustments to fixed-route service that were implemented in January 2023, as well as guidance for the development of a future microtransit program.



LOWER SAVANNAH COUNCIL OF GOVERNMENTS TRANSIT IMPROVEMENT STUDY

Aiken and North Augusta, South Carolina



In 2023, Lower Savannah Council of Governments selected SRF to complete a Transit Improvement Study for the Best Friend Express local bus service in Aiken and North Augusta, South Carolina.

SRF conducted a comprehensive analysis of existing service operations, passenger and operations facilities, and travel markets in Aiken County to help identify gaps and needs with the current service. Subsequently, SRF set about developing service alternatives and developing a set of service investment recommendations, prioritized based on timeline and funding availability.

Engagement with the public, current system users, local stakeholders, civic and social welfare organizations, local media, and local elected leaders was a priority for the study. SRF took a proactive approach to engagement, meeting people directly and listening to their concerns and desired aspirations for the future service.

SRF prepared a detailed final report and executive summary that provides a practical set of actions to invest in the Best Friend Express service over the course of five years and beyond to increase ridership, reduce operating costs, enable better data collection and both route-level and systemwide performance monitoring.

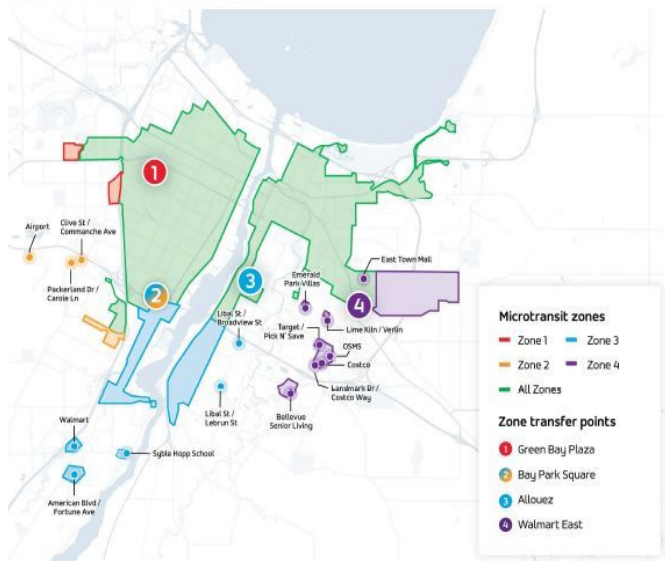
Above all, the recommendations of the Transit Improvement Study are focused on the customer and improving their experience and expediency of their trip, making public transportation a valued asset of Aiken and North Augusta.

GREEN BAY METRO MICROTRANSIT IMPLEMENTATION ASSISTANCE

Green Bay, Wisconsin

In looking to establish a pilot program for on-demand service, Green Bay Metro Transit and the Brown County MPO partnered with SRF to complete a review of several low performing fixed routes, and develop a defined scope of work for microtransit service. SRF completed the task of a detailed route-level performance review of the Green Bay Metro system, as well as a market analysis for modified service. This incorporated Census data as well as stop level ridership. Upon completing this analysis, SRF defined the geography and service area for microtransit, as well as the service hours and operating policies for the pilot such as fares, transfers, etc. SRF then assisted Green Bay Metro by reviewing operating proposals provided by Via, the paratransit and microtransit vendor. The microtransit pilot which will replace two fixed routes will go live Late Summer 2020. Over the course of this project, Green Bay Metro's service was significantly impacted by the COVID-19 pandemic, SRF continues to work with transit agency management and regional planners to identify additional markets for replacement service.

Microtransit Service Area



MATBUS TRANSIT DEVELOPMENT PLAN

Fargo, North Dakota & Moorhead, Minnesota

SRF is currently in the process of leading the development of the MATBUS 2021-2025 Transit Development Plan (TDP), which will provide a vision for transit in the region over the next five years. Work included in this project includes an evaluation of existing conditions, gathering community feedback, document community needs, and will result in recommendations for how MATBUS should align transit services to meet the needs of a growing region. Over the course of the project SRF led a suite of in-person and virtual engagement activities, and worked directly with MATBUS staff and regional policy makers to establish a set of locally developed goals and objectives. Major deliverables included a final TDP report that included various investment and strategic scenarios, an evaluation of different transit delivery modes, an update to the region's Consolidated Human Service Transportation Plan, and a complete assessment of mobility needs and existing conditions. To be included in the final report is a plan for implementation and assistance with plan adoption.



References

Rapid City Transit System Development Plan

Kelly Brennan – Long Range Planning
Department of Community Development
City of Rapid City
300 6th Street
Rapid City, SD 57701
605-394-4120 | Kelly.brennan@rcgove.org

Megan Gould – Transit Director
Rapid Transit System
306 6th Street
Rapid City, SD 57701
605-394-6631 | Megan.gould@rcgov.org

Bismarck-Mandan MPO Transit Development Plan

Deidre Hughes – Executive Director
Bis-Man Transit
3750 Rosser Avenue
Bismarck, ND 58501
701-258-6817 | dhughes@bismantransit.com

Eau Claire, Wisconsin, Transit Development Plan

Tom Wagener – Transit Manager
City of Eau Claire
910 Forest Street
Eau Claire, WI 54703
715-839-5111 | tim.wagener@eauclairewi.gov

Billings Transit Development Plan

Rusty Logan – MPA Transit Manager
MET Transit
1705 Monad Road
Billings, MT 59101
406-657-5215 | LoganR@billingsmt.gov

Fond du Lac Transit Development Plan

Joey Kunde – Transit Manager
Fond du Lac Area Transit
530 Doty Street
Fond du Lac, WI 54935
920-322-3652 | jkunde@fdl.wi.gov

Lower Savannah Council of Governments Transit Improvement Study

Christine Chandler – Transit Operations Manager
Lower Savannah Council of Governments
2748 Wagener Road
Aiken, SC 29801
803-508-7061 | cchandler@lscog.org

Green Bay Metro Microtransit Implementation Assistance

Patty Kiewiz – Transit Director
Green Bay Metro
901 University Avenue
Green Bay, WI 54302
920-448-3455 | Patricia.kiewiz@greenbaywi.gov

MATBUS Transit Development Plan

Michael Maddox – Senior Transportation Planner
Fargo-Moorhead Metropolitan Council of Governments
1 North 2nd Street, Suite 232
Fargo, ND, 58102
701-232-3242 | maddox@fmmetrocog.org

DBE/MBE Participation

Throughout our planning for responding to this RFP, we discussed and contacted DBE firms that provided services in the areas needed for the TDP. The primary service area is engagement and community outreach. For a DBE to provide maximum returns, we believe they need to be local to Minot, where they would know and be known by constituent groups and transit advocates. We reached out and discussed with the appropriate local DBE staff, but we were unsuccessful in securing them for our team as they have limited capacity over the period of the TDP. We discussed alternative levels of team support but were not able to resolve the capacity concerns to support the team's limitations.





CENTRAL DAKOTA TRANSIT DEVELOPMENT PLAN

COST PROPOSAL

CENTRAL DAKOTA MPO



TOTAL COST

1. DIRECT LABOR	Hours	X	Rate	=	Total
Troe - Project Manager	160	X	\$96.70	=	\$15,472.00
Scott Harmstead	46	X	\$87.33	=	\$4,017.18
Lydia Statz	124	X	\$61.21	=	\$7,590.04
Eavan Moore/Luke Champa	318	X	\$52.00	=	\$16,534.41
Brandon Siracuse/Maddie Garces/Sarah Couture	362	X	\$45.73	=	\$16,555.17
GIS/ Graphics	106	X	\$32.00	=	\$3,392.00
Clerical	30	X	\$45.00	=	\$1,350.00
1. Subtotal - Direct Labor					\$64,910.80
2. Overhead (166.04% of Labor)					\$107,777.88
3. General and Administrative Overhead					\$0.00
4. Subcontractor Costs					\$0.00
5. Materials and Supplies					\$300.00
6. Travel Costs					\$6,090.00
7. Fixed Fee (12% of Direct Labor and Overhead)					\$20,722.64
8. Miscellaneous Costs					\$0.00
Total Cost					\$199,801.32

Expenses

Airfare (3 Person Trips - Omaha @ \$600/Trip)	\$1,800.00
Rental Car (10 Days @ \$150/Day)	\$1,500.00
Hotel (8 Nights @ \$135/Day)	\$1,350.00
Per Diem (10 Person Days @ \$55/Day)	\$440.00
Trips from Bismarck (8 Trips @ \$125/Trip)	\$1,000.00
Printing	\$300.00
TOTAL	\$6,390.00

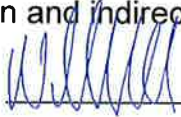
Certification of Final Indirect Costs

Firm Name: SRF Consulting Group, Inc.Proposed Indirect Cost Rate: \$199,801.32Date of Proposal Preparation (mm/dd/yyyy): 04/22/2025Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 04/25/2025 - 04/24/2026

I, the undersigned, certify that I have reviewed the proposal to establish final indirect cost rates for the fiscal period as specified above and to the best of my knowledge and belief:

1. All costs included in this proposal to establish final indirect cost rates are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), part 31.
2. This proposal does not include any costs which are expressly unallowable under the cost principles of the FAR of 48 CFR 31.

All known material transactions or events that have occurred affecting the firm's ownership, organization and indirect cost rates have been disclosed.

Signature: Name of Certifying Official (Print): William TroeTitle: Project Director - Transit PlanningDate of Certification (mm/dd/yyyy): 04/22/2025



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Introductory Statement

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Further, the CDMPO and City of Minot operate under a Memorandum of Understanding (MOU) fully executed on November 21, 2024 that outlines responsibilities and formalizes the organizational arrangement between each party and is incorporated herein. Where a conflict is identified between this manual and the MOU, deference is given to the subject as outlined in the MOU.

Finally, as outlined in the CDMPO MOU dated November 21, 2024, the CDMPO is provided HR services from the City of Minot. As this manual is ever-evolving, subjects not addressed in this manual shall defer to the City of Minot Employee Policy Manual as may be updated from time to time. Any question as to the applicability of this manual will be deferred to the PB for guidance and the manual subsequently updated.

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1.1. Member Dues

Each member jurisdiction is to pay annual dues in full as outlined in the adopted UPWP. Dues should be received by the CDMPO no later than February 15 of the respective year. An invoice will be generated and distributed to each member jurisdiction by the CDMPO in sufficient time to ensure that payment can be made by each respective member jurisdiction by the February 15 deadline.

1.1.1. Forms of Payment

All member dues shall be made by check or alternative form of payment that does not result in processing/additional fees incurred by CDMPO. Should a member pay member dues which result in processing/additional fees incurred by CDMPO, the member jurisdiction shall reimburse CDMPO in the amount of the processing/additional fees incurred.

1.2. Maximum Purchase Amount Prior to PB Authorization Required

The Executive Director (ED) is authorized discretion on the purchase of goods and services not exceeding five-thousand dollars (\$5,000) prior to requiring approval by the Policy Board (PB). For purchases above this amount, the ED must obtain pre-approval by the PB.

1.3. Monthly Bills

All invoices for recurring and expected expenses that have been previously reviewed and approved by the PB through another means, such as contract approval or other explicit PB action, or comply with the Maximum Purchase Amount Prior to PB Authorization Required, are to be processed and paid as they are received following review and approval by the ED. An expense report is to be included in the monthly financial report for review and approval of the PB.





1.4. Reserve Funding

The CDMPO is to establish a reserve fund not to exceed one-hundred-thirty-thousand dollars (\$130,000). The reserve fund will be funded through unspent member dues each year up to this amount. Beyond this amount, any unspent member dues will be redistributed back to member jurisdictions proportionately to the member dues collected for the respective UPWP.

2.0 Administrative

2.1. Requests for Time Off

Requests for scheduled time off must be submitted to the employee's supervisor as soon as possible. The ED will inform the PB Chair of any scheduled time off.

2.2. Grievance Procedure

2.2.1. Executive Director

The PB has the sole authority to discipline or terminate the ED.

2.2.2. Employees Other Than Executive Director

The grievance procedure is defined as a procedure whereby any employee who is adversely affected by a decision of the Executive Director may require the decision be reviewed by one (1) or more PB members having the authority to reverse the decision. The procedure is as follows:

1. Appeal to PB Chair: An employee who has a grievance with the ED shall first discuss the matter with the PB Chair. The PB Chair shall then discuss the matter with the ED. Finally, the PB Chair shall provide direction to the ED and aggrieved employee in writing.
2. Appeal to Three-member Panel: Either the ED or aggrieved employee may appeal the decision of the PB Chair. A written summary of the matter shall be provided to the PB Chair by the appellant within five (5) business days following receipt of the PB Chair's written decision. The PB Chair will direct the ED to coordinate the creation of a panel comprised of three (3) of the seven (7) PB members, each representing a different member jurisdiction, with the PB Chair being one (1) of the three (3) members. The three-member panel shall confer with the aggrieved employee and the ED before rendering a decision. The decision shall be provided in writing and delivered to the aggrieved employee and ED within five (5) working days of conferring with both the aggrieved employee and the ED.
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The grievance procedure outlined above does not apply to:

1. Employee terminations related to probationary employment; or
2. For just cause or due to a reduction in force; or
3. Employee transfers for the good of the service.





2.3. Disciplinary Policy

TBD

2.4. Wage Ranges

Wage ranges for the Executive Director and other MPO staff are tied to wage ranges of similar positions at the City of Minot. As wage ranges are adjusted by the City of Minot from time to time, wage ranges for the Executive Director and other MPO staff adjust in tandem. Table 1. below provides Central Dakota MPO positions and their City of Minot nearest equivalents.

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Executive Director	Community and Economic Development Director
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Associate Transportation Planner/Transportation Planner II	Associate Planner/Planner II
Assistant Transportation Planner/Transportation Planner I	Assistant Planner/Planner I
Transportation Specialist, Senior	Office and Administrative Specialist, Senior
Transportation Specialist	Office and Administrative Specialist
Office Assistant, Principal	Administrative Clerk, Principal
Office Assistant, Senior	Administrative Clerk, Senior
Office Assistant	Administrative Clerk

2.5. Wage Adjustments

Wage adjustments for the Executive Director and other MPO staff do not occur without approval of the Policy Board. Wage adjustments may result in the need for an amendment to the Unified Planning Work Program (UPWP). When an amendment to the Unified Planning Work Program is necessary, the effective date of the wage adjustment is the beginning of the full pay period following approval of the amendment by state and federal partners.

2.5.1. Cost of Living Adjustment (COLA)

Annually, the Central Dakota MPO will closely follow budgetary processes and discussions related to cost-of-living-adjustments (COLAs) or equivalent for each of the member-jurisdictions. Based on these discussions, the CDMPO will generate an average COLA and present to the Policy





Board for review and approval. Any COLA is to become effective on the first day of the first full pay period occurring in the new year.

2.5.2. Merit-based Adjustments

Following the mandatory one-year probationary period and annually thereafter, each employee is eligible for a merit-based wage adjustment, when adequate funding is available. The merit-based wage adjustment, if any, is to be determined by the Policy Board following a satisfactory performance review. Merit-based wage adjustments will become effective on the first day of the first full pay period following the Policy Board merit-based wage adjustment determination, subject to any delays stemming from the need to amend the Unified Planning Work Program as outlined in the Wage Adjustments section of this manual.

2.6. Performance Reviews

Following the mandatory one-year probationary period and annually thereafter, each employee will be subject to a performance review.

2.6.1. Executive Director

The Executive Director is to perform a self-assessment on a pre-established performance review form and provide it to the Policy Board Chair for review and amendment, if any is necessary. The Policy Board Chair and the Executive Director may meet to discuss the performance review form ahead of finalization. Following amendments, if any, the Policy Board Chair will provide the performance review form to the Policy Board at the next available CDMPO Policy Board meeting for review, who may approve as-is or make amendments. As part of the performance review process, the Policy Board will determine the applicable merit-based wage adjustment, if any.

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**2025 UPWP
ADMINISTRATIVE MODIFICATION #1**



Date: 05/06/2025

To: Central Dakota MPO Policy Board; Will Hutchings, MPO Coordinator, North Dakota Department of Transportation; Kristen Sperry, Planning Program Manager, FHWA; Renae Tunison, Community Planner, FTA

From: John Van Dyke, Executive Director, Central Dakota Metropolitan Planning Organization

Subject: 2025 UPWP Administrative Modification #1

All,

An administrative modification was necessary to account for an increase in the Association of Metropolitan Planning Organization (AMPO) 2025 Conference fees.

Education and Training, located within Section 130 - Training and Travel, was originally budgeted for \$800.00. AMPO 2025 Conference fees are \$820.00. Travel Costs, located within the same section, have been reduced from \$4,430.00 to \$4,410.00 to cover the increase in Education and Training from \$800.00 to \$820.00.

The adjustment of \$20.00 between items within the same section is below ten percent (10%) of the total budget for Section 130 – Training and Travel of \$14,088.88. Therefore, an administrative modification has been performed to make this change. No action by the Policy Board is necessary to facilitate this change.

Attached is both a "clean" version that shows no markup and the version with tracked changes for ease of review. Changes were made to Table 3. located on page 14 and Table 12. located on page 19 of the "clean" version.

This memo and attachments are posted to the Central Dakota MPO webpage.

Thank you,

A handwritten signature in black ink, appearing to read "John Van Dyke". The signature is fluid and cursive, with a large loop at the end.

John Van Dyke, AICP

Executive Director, Central Dakota MPO

Attachments:

Central Dakota MPO 2025 UPWP_Admin_Mod_#1_TC.pdf

Central Dakota MPO 2025 UPWP_Admin_Mod_#1_Clean.pdf



2025 Unified Planning Work Program (UPWP)

Amendment Administrative Modification #1

Central Dakota
Metropolitan Planning
Organization

MPO Contact:
John Van Dyke, Executive Director



P: (701) 420-4524
 E: john.vandyke@minotnd.gov
 10 3rd Ave SW
 Minot, ND 58701

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The preparation of this report was financed in part with funding from United States Department of Transportation (USDOT) and administered by the North Dakota Department of Transportation. The opinions, findings, and conclusions expressed in this publication are those of the authors and do not necessarily represent the USDOT or NDDOT.



Introduction

The Central Dakota Metropolitan Planning Organization (CDMPO) was established in 2023 in response to the 2020 US Census. The Census identified the Cities of Minot and Surrey and areas of Ward County within the urbanized area. Collectively, these entities included the City of Burlington to be a part of the Metropolitan Planning Area, but not part of the urbanized area.

CDMPO is represented by the following political subdivisions:

- City of Burlington
- City of Minot
- City of Surrey
- Ward County

Policy Board

The CDMPO is governed by a seven (7) member Policy Board. Current members of the Policy Board include:

<u>Agency</u>	<u>Title</u>
John Fjeldahl, Chair	Ward County
Michael Thiesen	City of Surrey
Jerick Hedges	City of Burlington
Jim Rostad	Ward County
Lisa Olson	City of Minot
Mark Jantzer	City of Minot
Harold Stewart	City of Minot

Each political subdivision may have one alternate member in the event an appointed member is unable to attend the Policy Board meeting. The current alternate members include:

<u>Alternate Member</u>	<u>Political Subdivision</u>
Kelsey Flick	City of Burlington
Steve Fennewald	City of Surrey
Paul Pitner	City of Minot
Ron Merritt	Ward County

The Policy Board generally meets the fourth Thursday of each month, subject to adjustments stemming from holidays or known scheduling conflicts. The Policy Board has been meeting in the Executive Conference Room on the 3rd floor of the Minot City Hall, located at 10 3rd Ave SW, Minot, ND.



Technical Advisory Committee

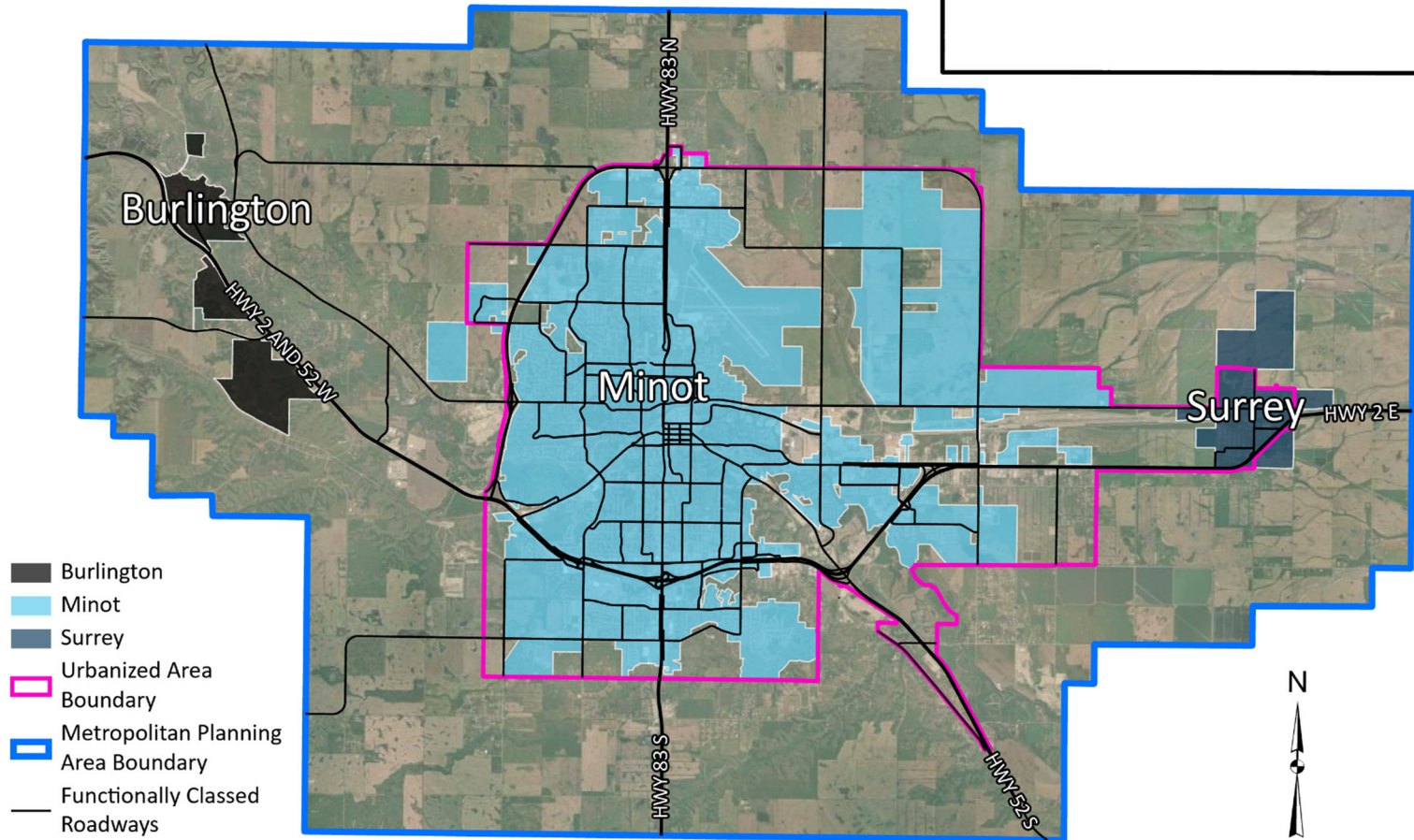
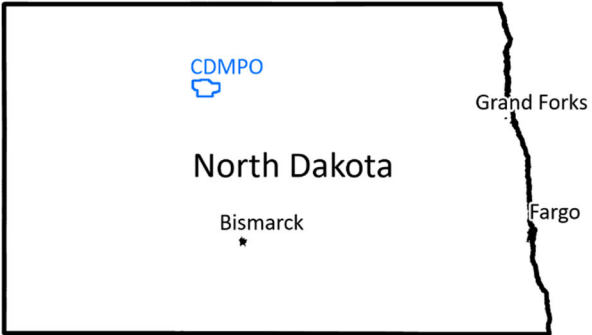
The Policy Board is advised by the Technical Advisory Committee comprised with staff employed or contracted to perform work involved in engineering, planning, or overall administration of the member political subdivisions. Those members include the following positions, whether directly employed or contracted, to provided services in such capacity:

Agency	Title
CDMPO	Executive Director
City of Burlington	City Auditor
City of Burlington	Public Works Director
City of Minot	City Engineer
City of Minot	Principle Planner
City of Minot	Transit Superintendent
City of Surrey	City Engineer
Ward County	County Engineer
Ward County	Planning & Zoning Administrator
NDDOT	Minot District Engineer
NDDOT	MPO Coordinator

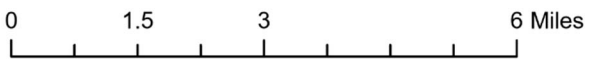
The Technical Advisory Committee generally meets the second Tuesday of each month, subject to adjustments stemming from holidays or known scheduling conflicts. The Technical Advisory Committee has been meeting in Conference Room #3 of the City of Minot Public Works Building, located at 1025 31st St. SE, Minot, ND.

Map of CDMPO

Central Dakota Metropolitan Planning Organization (CDMPO)
Boundary Map
Burlington, Minot, Surrey, and Portions of Ward County, ND



- Burlington
- Minot
- Surrey
- Urbanized Area
- Boundary
- Metropolitan Planning Area Boundary
- Functionally Classed Roadways



Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

Purpose of Unified Planning Work Program

The Unified Planning Work Program (UPWP) is required to be produced annually and must be approved by the CDMPO Policy Board, the North Dakota Department of Transportation (NDDOT), and the United States Department of Transportation (USDOT) via the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA).

The UPWP provides a detailed description of all transportation related planning activities anticipated by the CDMPO during the calendar year. It also provides detailed work activities and budget information including local, state, and federal funding shares, to allow the state to document the requirements for planning grants distributed through the Federal Government.

Metropolitan Planning Factors

Federal planning statutes specify the scope of the planning process to be followed by the CDMPO in ten planning factors. According to federal planning statutes, the planning process shall be continuous, cooperative, and comprehensive, and provide for consideration and implementation of projects, strategies, and services that will address the following factors:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency;
2. Increase the safety of the transportation system for motorized and non-motorized users;
3. Increase the security of the transportation system for motorized and non-motorized users;
4. Increase accessibility and mobility of people and freight;
5. Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
7. Promote efficient system management and operation;
8. Emphasize the preservation of the existing transportation system;
9. Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation; and
10. Enhance travel and tourism.

CDMPO's work program elements are shown below with the corresponding Metropolitan Planning Factors each element addresses.

Table 1. Work Program Sections and Associated Planning Factors

Work Program Element	Planning Factor									
	1	2	3	4	5	6	7	8	9	10
Section 100 - Program Support and Administration										
Section 110 - Program Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 120 - Planning Work Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Work Program Element	Planning Factor									
	1	2	3	4	5	6	7	8	9	10
Section 130 - Training and Travel	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 140 - Program Expenses	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 200 - Long-Range Transportation Planning										
Section 210 - Metropolitan Transportation Plan Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 220 – Transit Development Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 230 - CenDak Signalized Intersections Traffic Data Collection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 300 - Short-Range Transportation Planning										
Section 310 - Transportation Planning Support and Coordination	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

2024 Accomplishments

2024 was the MPOs first full calendar year in operation. Much of the groundwork has been laid since January 1, 2024, including adoption of the 2024 UPWP, Title VI Policy, hiring an Executive Director, and consultant selection/kick-off of the 2050 Metropolitan Transportation Plan. It is anticipated that the Public Participation Plan (Section 220 of the 2024 UPWP) and approximately 33 percent of the Metropolitan Transportation Plan will be completed during the remainder of 2024.

In addition, agreements between the City of Minot and the CDMPO will be established that outline the arrangement between the two organizations, specifically related to the City as a direct subrecipient of federal funds on behalf of the CDMPO and the City of Minot employment of the Executive Director. Work on refining this relationship is ongoing and will continue through the end of 2024 and beyond.

2025 Planned Work Activities

The planned work activities through 2025 will focus on continued effort to establish a firm foundation for which to operate in years to come. A critical pillar of this effort is to adopt the CDMPO's first Metropolitan Transportation Plan, which is an areawide transportation plan that applies to all four (4) political subdivisions. The 2050 MTP kicked off in summer 2024 and must be completed no later than December 31, 2026. The CDMPO desires to have the MTP in place sooner than the end of 2026, with a target of the end of 2025. This push is reflected in the UPWP for 2025.

Other work that is still needed to be initiated or completed throughout 2025 includes:

- Completion of the 2026 UPWP
 - This effort will incorporate anticipation of 2027 activities to establish the organization's first two-year rolling UPWP.
- Complete development of the 2050 Metropolitan Transportation Plan (MTP)
- Begin work on establishing the 2026-2029 Transportation Improvement Program (TIP)
 - This work will include coordination with NDDOT and utilize the soon-to-be available eSTIP



- Begin work on the Transit Development Plan (TDP) (approximately 25% of the project will be completed in 2025, with the remainder occurring in 2026)

Section 100 – Program Support and Administration

Program Support and Administration activities include the coordination of Technical Advisory Committee (TAC) and Policy Board meetings, staff training and travel, preparing work programs, UPWP creation, adoption, and amendments thereof, website creation, and quarterly budget reports.

Section 110 – Program Support

Program Support activities keep the Policy Board and TAC informed and meeting on a regular basis. Actions include record keeping of Policy Board and TAC meetings, agendas and minutes, Title VI program work, website development, and attending MPO activity meetings, including but not limited to Planning Commission, County Commission, and City Council/Commission. This section will also include work on the creation of any new, or modifications of existing, agreements/contracts to clarify/effect the interoperability between the City of Minot and the CDMPO and obtain services to effect other Sections of this work program. In addition, this section includes financial and other state/federal reporting, paid time off and holiday pay for the Executive Director, and all other administrative functions to support the CDMPO. This activity will be complete at the end of 2025.

Section 120 – Planning Work Program

Planning Work Program activities include creation of the 2026 UPWP, which will include anticipation of 2027 activities. It will also include any associated amendments and administrative modifications to the 2025 UPWP. This activity will be complete at the end of 2025.

Section 130 – Training and Travel

Training and Travel includes all costs to attend MPO director's meetings, workshops, conferences, and other professional development activities. This activity will be complete at the end of 2025.

Section 140 – Program Expenses

Program Expenses are the costs necessary to maintain the CDMPO office including but not limited to professional legal services, computer hardware, software, and maintenance/repair, office rent, telephone services, advertising for public input, engagement, and outreach, postage and shipping, materials and supplies, furnishings and equipment, copier and printer supplies, books and subscriptions, and memberships and associations.

The CDMPO will also enter into a three-year contract with the Advanced Traffic Analysis Center (ATAC) beginning January 1, 2025, which includes an annual fee. This annual fee is included in this section.

This activity will be complete at the end of 2025.



Section 200 – Long-Range Transportation Planning

The Long-Range Transportation Planning element includes activities related to plan development and necessary support data for implementation of the Metropolitan Transportation Plan (MTP) and other plans. This section also includes public outreach and environmental justice activities.

Section 210 – Metropolitan Transportation Plan Development

Because CDMPO is new, a Metropolitan Transportation Plan (MTP) does not exist. The City of Minot and Ward County have corridor studies and long-range plans, but not a full encompassing document for the Metropolitan Planning Area.

Consultant selection is complete and funds are budgeted in 2024 to initiate creation of the MTP. An MTP is required to be established no later than December 31, 2026 and the budget reflects the ongoing activities related to this effort. The CDMPO desires to have the MTP in place sooner than the end of 2026, with a target of the end of 2025. This push is reflected in the UPWP for 2025.

Metropolitan Transportation Plan Development activities project management to include consistent interaction with the consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. It also includes all other activities necessary to support facilitation of the creation of the MTP.

The costs of developing the plan will be the primary expense the MPO has over the next year.

Finally, this project will utilize the full amount of Complete Streets funding set aside for 2025 in the amount of \$7,959 toward consultant fees for this effort.

Section 220 – Transit Development Plan

The City of Minot adopted a Comprehensive System Analysis in December 2013 surrounding the City's transit services. Many of the objectives have been accomplished since adoption and the area has changed significantly in the last decade.

Transit Development Plan activities will focus on securing consultant services to accomplish approximately 25 percent of the Transit Development Plan and surround project management to include consistent interaction with consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. It also includes all other activities necessary to support facilitation of the creation of the TDP. The remaining 75 percent will be budgeted for and accomplished in 2026.

Section 230 – CenDak Signalized Intersections Traffic Data Collection

Upper Great Plains Transportation Institute's Advanced Traffic Analysis Center (ATAC), with support from North Dakota Department of Transportation (NDDOT), recently completed a sample traffic data collection project for two (2) of the state highway intersections located within the City of Minot.



Realizing the value of the data being collected with regard to future plans and studies, Central Dakota MPO will expand the traffic data collection effort to the remaining intersections throughout the MPO area over time.

Traffic data collection will utilize technology located at existing camera-based intersections and include both traffic data collection and pedestrian count data collection. The effort will be conducted over several years, with seventeen (17) intersections being setup in 2025. The service will also include maintaining traffic data collection processes and troubleshooting on an as-needed basis for up to two (2) intersections. A final report and retraining on the use of the Traffic Analysis website interface will be included as part of this project.

It is expected that this passive data collection project will require less CDMPO labor involvement than a standard study/plan and therefore twenty (20) hours of the ED time is allocated toward this effort.

Section 300 – Short-Range Transportation Planning

Activities in this section will focus on providing input and coordination with local agencies inside the MPA. The Executive Director will coordinate with planning departments on development proposals, transit planning, and other planning initiatives.

Section 310 – Transportation Planning Support and Coordination

The Executive Director will coordinate with planning and other departments on development proposals, transit planning, and other planning-related initiatives. This activity will be complete at the end of 2025.



UPWP Funding

Total Revenue

Revenue for CDMPO comes from a combination of federal and local funds. The total federal funds allocated to the CDMPO is \$499,228. The total local funding is a 20 percent match of the federal funding which equals \$124,807. Each local political subdivision allocates match based on the latest decennial census. The local match breakdown is as follows: Burlington 2%, Surrey 2%, Ward County 27%, and Minot 69%. The dollar amounts are shown in the Table 1. CDMPO Revenue.

Table 2. CDMPO Revenues

Funding Source	Amount	Percentage of Total
2025 Authorized Federal Funds (80%)	\$ 499,228.00	80.0%
<i>ND PL</i>	<i>\$ 403,287.00</i>	<i>64.6%</i>
<i>ND CS</i>	<i>\$ 7,959.00</i>	<i>1.3%</i>
<i>FTA ND</i>	<i>\$ 87,982.00</i>	<i>14.1%</i>
Local Funds (20%)	\$ 124,807.00	20.0%
<i>Burlington Local Match (2%)</i>	<i>\$ 2,496.14</i>	<i>0.4%</i>
<i>Minot Local Match (69%)</i>	<i>\$ 86,116.83</i>	<i>13.8%</i>
<i>Surrey Local Match (2%)</i>	<i>\$ 2,496.14</i>	<i>0.4%</i>
<i>Ward County Local Match (27%)</i>	<i>\$ 33,697.89</i>	<i>5.4%</i>
Total Revenue	\$ 624,035.00	100%



Total Expenses

The expenses shown below are based on several assumptions for the 2025 budget since the CDMPO has no significant historical expense data. Many of the budget line items are modeled after the City of Minot's Engineering Department costs.

The furniture & equipment and capital infrastructure line items have several costs associated with them such as office furniture and office remodel costs. The budget line items will be refined as cost history is developed over the next few years.

Table 3. CDMPO Expenses

2025 CDMPO Expenses		
Salaries		
All	Executive Director	\$ 121,936.00
Sec. 110	Accountant	\$ 8,080.80
Sec. 110	Office Assistant	\$ 10,732.00
Benefits		
Sec. 110	Health Insurance	\$ 22,130.03
Sec. 110	Life Insurance	\$ 297.99
Sec. 110	Medicare	\$ 3,183.74
Sec. 110	NDPERS	\$ 12,051.51
Sec. 110	Short Term Disability	\$ 1,142.47
Sec. 110	Long Term Disability	\$ 637.26
Professional Services		
Sec. 210, 220, & 230	Consultants	\$ 403,873.20
Sec. 130	Education & Training	\$ 8020.00
Sec. 140	Professional Services - Legal	\$ 7,500.00
Sec. 140	ATAC Annual Fee	\$ 10,000.00
Sec. 140	Telephone Services and IT Maintenance and Repair Agreements	\$ 2,340.00
Sec. 140	Books, Subscriptions, Memberships, and Associations	\$ 2,300.00
Operational Expenses		
Sec. 130	Travel Costs	\$ 4,4310.00
Sec. 140	Office Rent	\$ 3,100.00
Sec. 140	Advertising, Postage, and Shipping	\$ 6,500.00
Sec. 140	Department Materials, Copier/Printer Supplies, Furnishings, and Equipment	\$ 3,000.00
Department Total		\$ 624,035.00



CDMPO Labor Cost

The table below shows the CDMPO labor cost breakdown based on the salary and benefit totals for the Executive Director, Accountant, and Office Assistant¹.

Table 4. CDMPO Labor Costs

CDMPO Labor Cost	
Executive Director	
2025 Hours	2080
Wage per hour	\$ 58.62
Benefits per hour	\$ 15.20
Total Hourly Rate	\$ 73.82
Accountant	
2025 Hours	208
Wage per hour	\$ 38.85
Benefits per hour	\$ 12.87
Total Hourly Rate	\$ 51.72
Office Assistant	
2025 Hours	400
Wage per hour	\$ 26.83
Benefits per hour	\$ 12.87
Total Hourly Rate	\$ 39.70

¹ Hourly rates are a function of the annual cost of the respective labor cost component divided by the number of hours programmed for each position. Therefore, the hourly rates shown in Table 3. are rounded to the nearest \$0.01. For example, annual wages and hours for the Executive Director are programmed at \$121,936 and 2,080 respectively. This results in an hourly rate of approximately \$58.623076923. The labor costs for each table in this report reflect the more accurate hourly wage calculation.



Program Funding

Shown in the tables below are the funding allocations for each program within the UPWP. Sections and line items within each section are estimates and funds may need to be moved between sections or individual line items within each section as needed through an administrative modification or amendment.

An Administrative Modification is required for: 1) adjustments totaling no more than ten (10) percent of funding allocated within one section to another section; or 2) adjustments totaling no more than ten (10) percent of funding allocated for an individual line item within a section to another individual line item within the same section. For example, if \$1,000 was moved from Section A with a total budgeted amount of \$50,000 (2 percent of total) to Section B with a total budgeted amount of \$100,000 (1 percent of total) an administrative modification could be utilized to accommodate the adjustment.

Administrative modifications are effected by the Executive Director and the Technical Advisory Committee and Policy Board are informed thereafter of the changes. Adjustments exceeding ten (10) percent are considered amendments. Administrative modifications and amendments must follow the respective procedures as outlined in the Public Participation Plan.



Section 110- Program Support and Administration

Table 5. Section 110 Summary of Hours and Expenses

Section 110 - Program Support and Administration	Hours	Total Cost
Total Hours - Executive Director, Accountant, and Office Assistant	1,472	\$90,421.84
Total Expenses		\$-
Section 110 - Program Support and Administration Total	1,472	\$90,421.84

Table 6. Section 110 Detail of Hours and Expenses

	Section 110 - Program Support and Administration	Hours	Total Cost
	Activities		
Program Support	Preparation and attendance of TAC/PB meetings, attendance of CDMPO meetings throughout the state, grant writing, website development, administrative policy development, member jurisdiction coordination and presentations, financial and other state/federal reporting, Paid Time Off (PTO) and Holiday Pay, and other administrative functions to support the CDMPO.		
	Hours		
	Executive Director - All Activities	864	\$63,783.92
	Accountant - Preparation and attendance of TAC/PB meetings, financial and other state/federal reporting	208	\$10,757.92
	Office Assistant - Preparation and attendance of TAC/PB meetings, website development, financial and other state/federal reporting, other administrative functions to support the CDMPO	400	\$15,880.00
	Total Hours	1,472	\$90,421.84
	Expenses		
	N/a		\$ -

Table 7. Section 110 Cost Share Breakdown

Section 110 - Funding Allocation			
Entity	Local	Federal	Total
Federal		\$72,337.47	
Burlington	\$361.69		
Surrey	\$361.69		
Minot	\$12,478.21		
Ward County	\$4,882.78		
Other			
Total	\$18,084.37	\$72,337.47	\$90,421.84



Section 120- Planning Work Program

Table 8. Section 120 Summary of Hours and Expenses

Section 120 - Planning Work Program		Hours	Total Cost
Total Hours - Executive Director		260	\$19,194.24
Total Expenses			\$ -
Section 120 - Planning Work Program		260	\$19,194.24

Table 9. Section 120 Detail of Hours and Expenses

Section 120 - Planning Work Program		Hours	Total Cost
Planning Work Program	Activities		
	Prepare UPWP, administrative modifications, and amendments		
	Hours		
	Executive Director - All Activities	260	\$19,194.24
	Total Hours	260	\$19,194.24
	Expenses		
	N/a		\$ -

Table 10. Section 120 Cost Share Breakdown

Section 120 - Planning Work Program			
Entity	Local	Federal	Total
Federal		\$15,355.39	
Burlington	\$76.78		
Surrey	\$76.78		
Minot	\$2,648.80		
Ward County	\$1,036.49		
Other			
Total	\$3,838.85	\$15,355.39	\$19,194.24



Section 130- Training and Travel

Table 11. Section 130 Summary of Hours and Expenses

Section 130 - Training and Travel	Hours	Total Cost
Total Hours - Executive Director	120	\$ 8,858.88
Total Expenses		\$ 5,230.00
Section 130 - Training and Travel	120	\$ 14,088.88

Table 12. Section 130 Detail of Hours and Expenses

	Section 130 - Training and Travel	Hours	Total Cost
	Activities		
Training and Travel	Trainings, conferences, and other professional development activities		
	Hours		
	Executive Director - All Activities	120	\$ 8,858.88
	Total Hours	120	\$ 8,858.88
	Expenses		
	Training		\$ 8,858.88
	Travel		\$ 4,431.00
	Total Expense		\$ 5,230.00

Table 13. Section 130 Cost Share Breakdown

Section 130 - Training and Travel			
Entity	Local	Federal	Total
Federal		\$ 11,271.10	
Burlington	\$ 56.36		
Surrey	\$ 56.36		
Minot	\$ 1,944.27		
Ward County	\$ 760.80		
Other			
Total	\$ 2,817.78	\$ 11,271.10	\$ 14,088.88



Section 140- Program Expenses

Table 14. Section 140 Summary of Hours and Expenses

Section 140 - Program Expenses	Hours	Total Cost
Total Hours	0	\$ -
Total Expenses		\$ 34,740.00
Section 140 - Program Expenses	0	\$ 34,740.00

Table 15. Section 140 Detail of Hours and Expenses

	Section 140 - Program Expenses	Hours	Total Cost
	Activities		
	N/a		
	Hours		
	N/a		\$ -
	Expenses		
	Professional Services - Legal		\$ 7,500.00
	Office Rent		\$ 3,100.00
	Advertising, Postage, and Shipping		\$ 6,500.00
	Department Materials, Copier/Printer Supplies, Furnishings, and Equipment		\$ 3,000.00
	Telephone Services and IT Maintenance and Repair Agreements		\$ 2,340.00
	Books, Subscriptions, Memberships, and Associations		\$ 2,300.00
	ATAC Annual Fee		\$ 10,000.00
	Total Expense		\$ 34,740.00

Table 16. Section 140 Cost Share Breakdown

Section 140 - Program Expenses			
Entity	Local	Federal	Total
Federal		\$ 27,792.00	
Burlington	\$ 138.96		
Surrey	\$ 138.96		
Minot	\$ 4,794.12		
Ward County	\$ 1,875.96		
Other			
Total	\$ 6,948.00	\$ 27,792.00	\$ 34,740.00



Section 210- Metropolitan Transportation Plan Development

Table 17. Section 210 Summary of Hours and Expenses

Section 210 - Metropolitan Transportation Plan (MTP)	Hours	Total Cost
Total Hours - Executive Director	416	\$30,710.78
Total Expenses		\$270,061.67
Section 210 - Metropolitan Transportation Plan Development	416	\$300,772.45

Table 18. Section 210 Detail of Hours and Expenses

	Section 210 - Metropolitan Transportation Plan (MTP)	Hours	Total Cost
	Activities		
MTP Development	Project management to include consistent interaction with consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. Includes all other activities necessary to support facilitation of the creation of the MTP.		
	Hours		
	Executive Director - All Activities	416	\$30,710.78
	Total Hours	416	\$30,710.78
	Expenses		
	MTP Consultant Contract		\$262,102.67
	Complete Streets		\$7,959.00
	Total Expenses		\$270,061.67

Table 19. Section 210 Cost Share Breakdown

Section 210 - Metropolitan Transportation Plan Development			
Entity	Local	Federal	Total
Federal		\$240,617.96	
Burlington	\$1,203.09		
Surrey	\$1,203.09		
Minot	\$41,506.60		
Ward County	\$16,241.71		
Other			
Total	\$60,154.49	\$240,617.96	\$300,772.45



Section 220 – Transit Development Plan

Table 20. Section 220 Summary of Hours and Expenses

Section 220 - Transit Development Plan		Hours	Total Cost
Total Hours - Executive Director		300	\$22,147.19
Total Expenses			\$94,428.53
Section 220 – Transit Development Plan		300	\$116,575.72

Table 21. Section 220 Detail of Hours and Expenses

Section 220 Transit Development Plan (TDP)		Hours	Total Cost
Transit Development Plan	Activities		
	Project management to include consistent interaction with consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. Includes all other activities necessary to support facilitation of the creation of the TDP.		
	Hours		
	Executive Director - All Activities	300	\$22,147.19
	Total Hours	300	\$22,147.19
	Expenses		
	TDP Consultant Contract		\$94,428.53
	Total Expenses		\$94,428.53

Table 22. Section 220 Cost Share Breakdown

Section 220 – Transit Development Plan			
Entity	Local	Federal	Total
Federal		\$93,260.58	
Burlington	\$466.30		
Surrey	\$466.30		
Minot	\$16,087.45		
Ward County	\$6,295.09		
Other			
Total	\$23,315.14	\$93,260.58	\$116,575.72



Section 230 – CenDak Signalized Intersections Traffic Data Collection

Table 23. Section 230 Summary of Hours and Expenses

Section 230 – CenDak Signalized Intersections Traffic Data Collection	Hours	Total Cost
Total Hours - Executive Director	20	\$1,476.48
Total Expenses		\$39,383.00
Section 230 – CenDak Signalized Intersections Traffic Data Collection	20	\$40,859.48

Table 24. Section 230 Detail of Hours and Expenses

	Section 230 CenDak Signalized Intersections Traffic Data Collection	Hours	Total Cost
	Activities		
Signalized Intersections Traffic Data Collection	Project management to include occasional coordination and interaction with ATAC and City of Minot staff. Includes all administrative activities to support completion of the project.		
	Hours		
	Executive Director - All Activities	20	\$1,476.48
	Total Hours	20	\$1,476.48
	Expenses		
	CenDak Signalized Intersections Traffic Data Collection ATAC Contract		\$39,383.00
	Total Expenses		\$39,383.00

Table 25. Section 230 Cost Share Breakdown

Section 230 - Signalized Intersections Traffic Data Collection			
Entity	Local	Federal	Total
Federal		\$32,687.58	
Burlington	\$163.44		
Surrey	\$163.44		
Minot	\$5,638.61		
Ward County	\$2,206.41		
Other			
Total	\$8,171.90	\$32,687.58	\$40,859.48



Section 310- Transportation Planning Support and Coordination

Table 26. Section 310 Summary of Hours and Expenses

Section 310 - Transportation Planning Support and Coordination	Hours	Total Cost
Total Hours - Executive Director	100	\$ 7,382.40
Total Expenses		\$ -
Section 310 - Transportation Planning Support and Coordination	100	\$ 7,382.40

Table 27. Section 310 Detail of Hours and Expenses

	Section 310 - Transportation Planning Support and Coordination	Hours	Total Cost
	Activities		
Transportation Planning Support and Coordination	Coordination with planning and other departments on development proposals, transit planning, and other planning-related initiatives.		
	Hours		
	Executive Director - All Activities	100	\$ 7,382.40
	Total Hours	100	\$ 7,382.40
	Expenses		
	N/A		

Table 28. Section 310 Cost Share Breakdown

Section 310 - Transportation Planning Support and Coordination			
Entity	Local	Federal	Total
Federal		\$ 5,905.92	
Burlington	\$ 29.53		
Surrey	\$ 29.53		
Minot	\$ 1,018.77		
Ward County	\$ 398.65		
Other			
Total	\$ 1,476.48	\$ 5,905.92	\$ 7,382.40



Program Funding Summary

The tables below show a total summary of all program hours and expenses.

Table 29. Total Program Hours and Expenses

Total Program Hours and Expenses	Hours	Total Cost
Total Hours - Executive Director, Accountant, and Office Assistant	2,688	\$180,191.80
Total Expenses		\$443,843.20
Total Program Hours and Expenses	2,688	\$624,035.00

Table 30. Total Program Cost Share

Total Program Cost Share	Total Cost
Total Local Cost	\$ 124,807.00
Total Federal Cost	\$ 499,228.00
Total Program Hours and Expenses	\$ 624,035.00

Table 31. Total Program Local Share

Total Program Local Share	Total Cost
Burlington	\$ 2,496.14
Surrey	\$ 2,496.14
Minot	\$ 86,116.83
Ward County	\$ 33,697.89
Total Program Hours and Expenses	\$ 124,807.00



Adoption

The Central Dakota Metropolitan Planning Organization has adopted the 2025 Unified Planning Work Program on _____, _____, _____.

Policy Board Chair

Date



Appendix 1 – 3C Agreement



2025 Unified Planning Work Program (UPWP) Administrative Modification #1

Central Dakota Metropolitan Planning Organization

MPO Contact:

John Van Dyke, Executive Director

P: (701) 420-4524

E: john.vandyke@minotnd.gov

10 3rd Ave SW

Minot, ND 58701



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Introduction

The Central Dakota Metropolitan Planning Organization (CDMPO) was established in 2023 in response to the 2020 US Census. The Census identified the Cities of Minot and Surrey and areas of Ward County within the urbanized area. Collectively, these entities included the City of Burlington to be a part of the Metropolitan Planning Area, but not part of the urbanized area.

CDMPO is represented by the following political subdivisions:

- City of Burlington
- City of Minot
- City of Surrey
- Ward County

Policy Board

The CDMPO is governed by a seven (7) member Policy Board. Current members of the Policy Board include:

Agency	Title
John Fjeldahl, Chair	Ward County
Michael Thiesen	City of Surrey
Jerick Hedges	City of Burlington
Jim Rostad	Ward County
Lisa Olson	City of Minot
Mark Jantzer	City of Minot
Harold Stewart	City of Minot

Each political subdivision may have one alternate member in the event an appointed member is unable to attend the Policy Board meeting. The current alternate members include:

Alternate Member	Political Subdivision
Kelsey Flick	City of Burlington
Steve Fennewald	City of Surrey
Paul Pitner	City of Minot
Ron Merritt	Ward County

The Policy Board generally meets the fourth Thursday of each month, subject to adjustments stemming from holidays or known scheduling conflicts. The Policy Board has been meeting in the Executive Conference Room on the 3rd floor of the Minot City Hall, located at 10 3rd Ave SW, Minot, ND.



Technical Advisory Committee

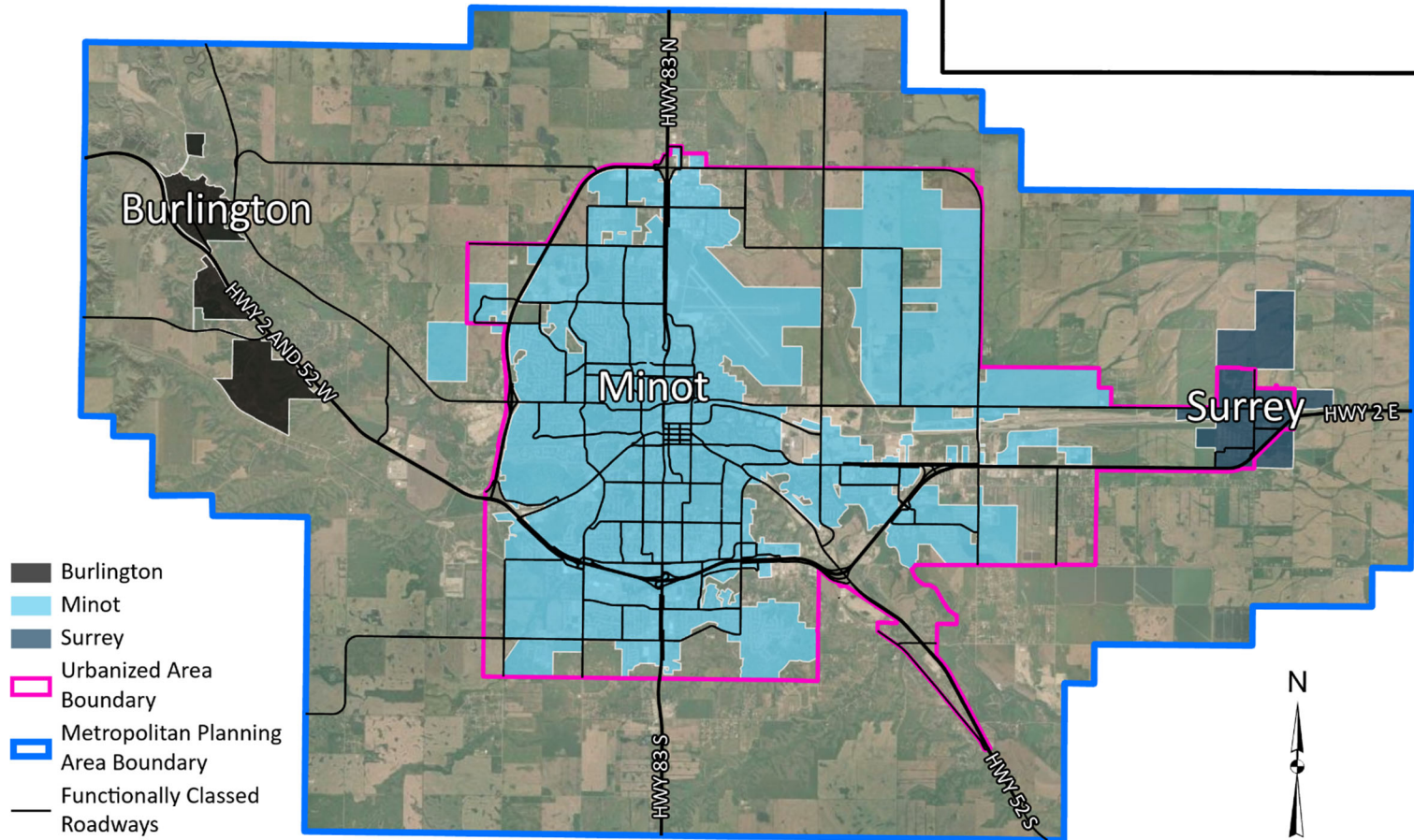
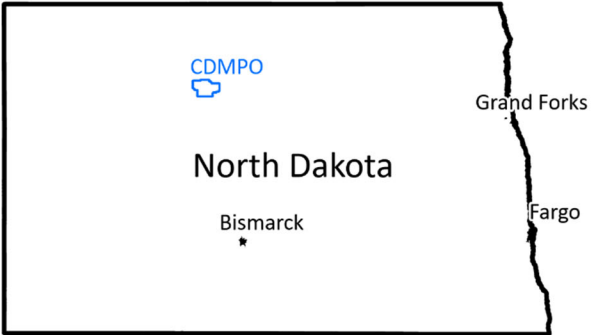
The Policy Board is advised by the Technical Advisory Committee comprised with staff employed or contracted to perform work involved in engineering, planning, or overall administration of the member political subdivisions. Those members include the following positions, whether directly employed or contracted, to provided services in such capacity:

<u>Agency</u>	<u>Title</u>
CDMPO	Executive Director
City of Burlington	City Auditor
City of Burlington	Public Works Director
City of Minot	City Engineer
City of Minot	Principle Planner
City of Minot	Transit Superintendent
City of Surrey	City Engineer
Ward County	County Engineer
Ward County	Planning & Zoning Administrator
NDDOT	Minot District Engineer
NDDOT	MPO Coordinator

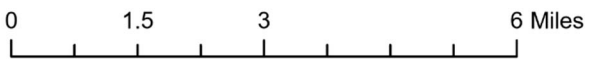
The Technical Advisory Committee generally meets the second Tuesday of each month, subject to adjustments stemming from holidays or known scheduling conflicts. The Technical Advisory Committee has been meeting in Conference Room #3 of the City of Minot Public Works Building, located at 1025 31st St. SE, Minot, ND.

Map of CDMPO

Central Dakota Metropolitan Planning Organization (CDMPO)
Boundary Map
Burlington, Minot, Surrey, and Portions of Ward County, ND



- Burlington
- Minot
- Surrey
- Urbanized Area Boundary
- Metropolitan Planning Area Boundary
- Functionally Classed Roadways



Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community



Purpose of Unified Planning Work Program

The Unified Planning Work Program (UPWP) is required to be produced annually and must be approved by the CDMPO Policy Board, the North Dakota Department of Transportation (NDDOT), and the United States Department of Transportation (USDOT) via the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA).

The UPWP provides a detailed description of all transportation related planning activities anticipated by the CDMPO during the calendar year. It also provides detailed work activities and budget information including local, state, and federal funding shares, to allow the state to document the requirements for planning grants distributed through the Federal Government.

Metropolitan Planning Factors

Federal planning statutes specify the scope of the planning process to be followed by the CDMPO in ten planning factors. According to federal planning statutes, the planning process shall be continuous, cooperative, and comprehensive, and provide for consideration and implementation of projects, strategies, and services that will address the following factors:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency;
2. Increase the safety of the transportation system for motorized and non-motorized users;
3. Increase the security of the transportation system for motorized and non-motorized users;
4. Increase accessibility and mobility of people and freight;
5. Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
7. Promote efficient system management and operation;
8. Emphasize the preservation of the existing transportation system;
9. Improve the resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation; and
10. Enhance travel and tourism.

CDMPO's work program elements are shown below with the corresponding Metropolitan Planning Factors each element addresses.

Table 1. Work Program Sections and Associated Planning Factors

Work Program Element	Planning Factor									
	1	2	3	4	5	6	7	8	9	10
Section 100 - Program Support and Administration										
Section 110 - Program Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 120 - Planning Work Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Work Program Element	Planning Factor									
	1	2	3	4	5	6	7	8	9	10
Section 130 - Training and Travel	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 140 - Program Expenses	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 200 - Long-Range Transportation Planning										
Section 210 - Metropolitan Transportation Plan Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 220 – Transit Development Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 230 - CenDak Signalized Intersections Traffic Data Collection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section 300 - Short-Range Transportation Planning										
Section 310 - Transportation Planning Support and Coordination	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

2024 Accomplishments

2024 was the MPOs first full calendar year in operation. Much of the groundwork has been laid since January 1, 2024, including adoption of the 2024 UPWP, Title VI Policy, hiring an Executive Director, and consultant selection/kick-off of the 2050 Metropolitan Transportation Plan. It is anticipated that the Public Participation Plan (Section 220 of the 2024 UPWP) and approximately 33 percent of the Metropolitan Transportation Plan will be completed during the remainder of 2024.

In addition, agreements between the City of Minot and the CDMPO will be established that outline the arrangement between the two organizations, specifically related to the City as a direct subrecipient of federal funds on behalf of the CDMPO and the City of Minot employment of the Executive Director. Work on refining this relationship is ongoing and will continue through the end of 2024 and beyond.

2025 Planned Work Activities

The planned work activities through 2025 will focus on continued effort to establish a firm foundation for which to operate in years to come. A critical pillar of this effort is to adopt the CDMPO's first Metropolitan Transportation Plan, which is an areawide transportation plan that applies to all four (4) political subdivisions. The 2050 MTP kicked off in summer 2024 and must be completed no later than December 31, 2026. The CDMPO desires to have the MTP in place sooner than the end of 2026, with a target of the end of 2025. This push is reflected in the UPWP for 2025.

Other work that is still needed to be initiated or completed throughout 2025 includes:

- Completion of the 2026 UPWP
 - This effort will incorporate anticipation of 2027 activities to establish the organization's first two-year rolling UPWP.
- Complete development of the 2050 Metropolitan Transportation Plan (MTP)
- Begin work on establishing the 2026-2029 Transportation Improvement Program (TIP)
 - This work will include coordination with NDDOT and utilize the soon-to-be available eSTIP



- Begin work on the Transit Development Plan (TDP) (approximately 25% of the project will be completed in 2025, with the remainder occurring in 2026)

Section 100 – Program Support and Administration

Program Support and Administration activities include the coordination of Technical Advisory Committee (TAC) and Policy Board meetings, staff training and travel, preparing work programs, UPWP creation, adoption, and amendments thereof, website creation, and quarterly budget reports.

Section 110 – Program Support

Program Support activities keep the Policy Board and TAC informed and meeting on a regular basis. Actions include record keeping of Policy Board and TAC meetings, agendas and minutes, Title VI program work, website development, and attending MPO activity meetings, including but not limited to Planning Commission, County Commission, and City Council/Commission. This section will also include work on the creation of any new, or modifications of existing, agreements/contracts to clarify/effect the interoperability between the City of Minot and the CDMPO and obtain services to effect other Sections of this work program. In addition, this section includes financial and other state/federal reporting, paid time off and holiday pay for the Executive Director, and all other administrative functions to support the CDMPO. This activity will be complete at the end of 2025.

Section 120 – Planning Work Program

Planning Work Program activities include creation of the 2026 UPWP, which will include anticipation of 2027 activities. It will also include any associated amendments and administrative modifications to the 2025 UPWP. This activity will be complete at the end of 2025.

Section 130 – Training and Travel

Training and Travel includes all costs to attend MPO director's meetings, workshops, conferences, and other professional development activities. This activity will be complete at the end of 2025.

Section 140 – Program Expenses

Program Expenses are the costs necessary to maintain the CDMPO office including but not limited to professional legal services, computer hardware, software, and maintenance/repair, office rent, telephone services, advertising for public input, engagement, and outreach, postage and shipping, materials and supplies, furnishings and equipment, copier and printer supplies, books and subscriptions, and memberships and associations.

The CDMPO will also enter into a three-year contract with the Advanced Traffic Analysis Center (ATAC) beginning January 1, 2025, which includes an annual fee. This annual fee is included in this section.

This activity will be complete at the end of 2025.



Section 200 – Long-Range Transportation Planning

The Long-Range Transportation Planning element includes activities related to plan development and necessary support data for implementation of the Metropolitan Transportation Plan (MTP) and other plans. This section also includes public outreach and environmental justice activities.

Section 210 – Metropolitan Transportation Plan Development

Because CDMPO is new, a Metropolitan Transportation Plan (MTP) does not exist. The City of Minot and Ward County have corridor studies and long-range plans, but not a full encompassing document for the Metropolitan Planning Area.

Consultant selection is complete and funds are budgeted in 2024 to initiate creation of the MTP. An MTP is required to be established no later than December 31, 2026 and the budget reflects the ongoing activities related to this effort. The CDMPO desires to have the MTP in place sooner than the end of 2026, with a target of the end of 2025. This push is reflected in the UPWP for 2025.

Metropolitan Transportation Plan Development activities project management to include consistent interaction with the consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. It also includes all other activities necessary to support facilitation of the creation of the MTP.

The costs of developing the plan will be the primary expense the MPO has over the next year.

Finally, this project will utilize the full amount of Complete Streets funding set aside for 2025 in the amount of \$7,959 toward consultant fees for this effort.

Section 220 – Transit Development Plan

The City of Minot adopted a Comprehensive System Analysis in December 2013 surrounding the City's transit services. Many of the objectives have been accomplished since adoption and the area has changed significantly in the last decade.

Transit Development Plan activities will focus on securing consultant services to accomplish approximately 25 percent of the Transit Development Plan and surround project management to include consistent interaction with consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. It also includes all other activities necessary to support facilitation of the creation of the TDP. The remaining 75 percent will be budgeted for and accomplished in 2026.

Section 230 – CenDak Signalized Intersections Traffic Data Collection

Upper Great Plains Transportation Institute's Advanced Traffic Analysis Center (ATAC), with support from North Dakota Department of Transportation (NDDOT), recently completed a sample traffic data collection project for two (2) of the state highway intersections located within the City of Minot.



Realizing the value of the data being collected with regard to future plans and studies, Central Dakota MPO will expand the traffic data collection effort to the remaining intersections throughout the MPO area over time.

Traffic data collection will utilize technology located at existing camera-based intersections and include both traffic data collection and pedestrian count data collection. The effort will be conducted over several years, with seventeen (17) intersections being setup in 2025. The service will also include maintaining traffic data collection processes and troubleshooting on an as-needed basis for up to two (2) intersections. A final report and retraining on the use of the Traffic Analysis website interface will be included as part of this project.

It is expected that this passive data collection project will require less CDMPO labor involvement than a standard study/plan and therefore twenty (20) hours of the ED time is allocated toward this effort.

Section 300 – Short-Range Transportation Planning

Activities in this section will focus on providing input and coordination with local agencies inside the MPA. The Executive Director will coordinate with planning departments on development proposals, transit planning, and other planning initiatives.

Section 310 – Transportation Planning Support and Coordination

The Executive Director will coordinate with planning and other departments on development proposals, transit planning, and other planning-related initiatives. This activity will be complete at the end of 2025.



UPWP Funding

Total Revenue

Revenue for CDMPO comes from a combination of federal and local funds. The total federal funds allocated to the CDMPO is \$499,228. The total local funding is a 20 percent match of the federal funding which equals \$124,807. Each local political subdivision allocates match based on the latest decennial census. The local match breakdown is as follows: Burlington 2%, Surrey 2%, Ward County 27%, and Minot 69%. The dollar amounts are shown in the Table 1. CDMPO Revenue.

Table 2. CDMPO Revenues

Funding Source	Amount	Percentage of Total
2025 Authorized Federal Funds (80%)	\$ 499,228.00	80.0%
ND PL	\$ 403,287.00	64.6%
ND CS	\$ 7,959.00	1.3%
FTA ND	\$ 87,982.00	14.1%
Local Funds (20%)	\$ 124,807.00	20.0%
Burlington Local Match (2%)	\$ 2,496.14	0.4%
Minot Local Match (69%)	\$ 86,116.83	13.8%
Surrey Local Match (2%)	\$ 2,496.14	0.4%
Ward County Local Match (27%)	\$ 33,697.89	5.4%
Total Revenue	\$ 624,035.00	100%



Total Expenses

The expenses shown below are based on several assumptions for the 2025 budget since the CDMPO has no significant historical expense data. Many of the budget line items are modeled after the City of Minot's Engineering Department costs.

The furniture & equipment and capital infrastructure line items have several costs associated with them such as office furniture and office remodel costs. The budget line items will be refined as cost history is developed over the next few years.

Table 3. CDMPO Expenses

2025 CDMPO Expenses		
Salaries		
<i>All</i>	<i>Executive Director</i>	<i>\$ 121,936.00</i>
<i>Sec. 110</i>	<i>Accountant</i>	<i>\$ 8,080.80</i>
<i>Sec. 110</i>	<i>Office Assistant</i>	<i>\$ 10,732.00</i>
Benefits		
<i>Sec. 110</i>	<i>Health Insurance</i>	<i>\$ 22,130.03</i>
<i>Sec. 110</i>	<i>Life Insurance</i>	<i>\$ 297.99</i>
<i>Sec. 110</i>	<i>Medicare</i>	<i>\$ 3,183.74</i>
<i>Sec. 110</i>	<i>NDPERS</i>	<i>\$ 12,051.51</i>
<i>Sec. 110</i>	<i>Short Term Disability</i>	<i>\$ 1,142.47</i>
<i>Sec. 110</i>	<i>Long Term Disability</i>	<i>\$ 637.26</i>
Professional Services		
<i>Sec. 210, 220, & 230</i>	<i>Consultants</i>	<i>\$ 403,873.20</i>
<i>Sec. 130</i>	<i>Education & Training</i>	<i>\$ 820.00</i>
<i>Sec. 140</i>	<i>Professional Services - Legal</i>	<i>\$ 7,500.00</i>
<i>Sec. 140</i>	<i>ATAC Annual Fee</i>	<i>\$ 10,000.00</i>
<i>Sec. 140</i>	<i>Telephone Services and IT Maintenance and Repair Agreements</i>	<i>\$ 2,340.00</i>
<i>Sec. 140</i>	<i>Books, Subscriptions, Memberships, and Associations</i>	<i>\$ 2,300.00</i>
Operational Expenses		
<i>Sec. 130</i>	<i>Travel Costs</i>	<i>\$ 4,410.00</i>
<i>Sec. 140</i>	<i>Office Rent</i>	<i>\$ 3,100.00</i>
<i>Sec. 140</i>	<i>Advertising, Postage, and Shipping</i>	<i>\$ 6,500.00</i>
<i>Sec. 140</i>	<i>Department Materials, Copier/Printer Supplies, Furnishings, and Equipment</i>	<i>\$ 3,000.00</i>
Department Total		\$ 624,035.00



CDMPO Labor Cost

The table below shows the CDMPO labor cost breakdown based on the salary and benefit totals for the Executive Director, Accountant, and Office Assistant¹.

Table 4. CDMPO Labor Costs

CDMPO Labor Cost	
Executive Director	
2025 Hours	2080
Wage per hour	\$ 58.62
Benefits per hour	\$ 15.20
Total Hourly Rate	\$ 73.82
Accountant	
2025 Hours	208
Wage per hour	\$ 38.85
Benefits per hour	\$ 12.87
Total Hourly Rate	\$ 51.72
Office Assistant	
2025 Hours	400
Wage per hour	\$ 26.83
Benefits per hour	\$ 12.87
Total Hourly Rate	\$ 39.70

¹ Hourly rates are a function of the annual cost of the respective labor cost component divided by the number of hours programmed for each position. Therefore, the hourly rates shown in Table 3. are rounded to the nearest \$0.01. For example, annual wages and hours for the Executive Director are programmed at \$121,936 and 2,080 respectively. This results in an hourly rate of approximately \$58.623076923. The labor costs for each table in this report reflect the more accurate hourly wage calculation.



Program Funding

Shown in the tables below are the funding allocations for each program within the UPWP. Sections and line items within each section are estimates and funds may need to be moved between sections or individual line items within each section as needed through an administrative modification or amendment.

An Administrative Modification is required for: 1) adjustments totaling no more than ten (10) percent of funding allocated within one section to another section; or 2) adjustments totaling no more than ten (10) percent of funding allocated for an individual line item within a section to another individual line item within the same section. For example, if \$1,000 was moved from Section A with a total budgeted amount of \$50,000 (2 percent of total) to Section B with a total budgeted amount of \$100,000 (1 percent of total) an administrative modification could be utilized to accommodate the adjustment.

Administrative modifications are effected by the Executive Director and the Technical Advisory Committee and Policy Board are informed thereafter of the changes. Adjustments exceeding ten (10) percent are considered amendments. Administrative modifications and amendments must follow the respective procedures as outlined in the Public Participation Plan.



Section 110- Program Support and Administration

Table 5. Section 110 Summary of Hours and Expenses

Section 110 - Program Support and Administration	Hours	Total Cost
Total Hours - Executive Director, Accountant, and Office Assistant	1,472	\$90,421.84
Total Expenses		\$-
Section 110 - Program Support and Administration Total	1,472	\$90,421.84

Table 6. Section 110 Detail of Hours and Expenses

	Section 110 - Program Support and Administration	Hours	Total Cost
	Activities		
Program Support	Preparation and attendance of TAC/PB meetings, attendance of CDMPO meetings throughout the state, grant writing, website development, administrative policy development, member jurisdiction coordination and presentations, financial and other state/federal reporting, Paid Time Off (PTO) and Holiday Pay, and other administrative functions to support the CDMPO.		
	Hours		
	Executive Director - All Activities	864	\$63,783.92
	Accountant - Preparation and attendance of TAC/PB meetings, financial and other state/federal reporting	208	\$10,757.92
	Office Assistant - Preparation and attendance of TAC/PB meetings, website development, financial and other state/federal reporting, other administrative functions to support the CDMPO	400	\$15,880.00
	Total Hours	1,472	\$90,421.84
	Expenses		
	N/a		\$ -

Table 7. Section 110 Cost Share Breakdown

Section 110 - Funding Allocation			
Entity	Local	Federal	Total
Federal		\$72,337.47	
Burlington	\$361.69		
Surrey	\$361.69		
Minot	\$12,478.21		
Ward County	\$4,882.78		
Other			
Total	\$18,084.37	\$72,337.47	\$90,421.84



Section 120- Planning Work Program

Table 8. Section 120 Summary of Hours and Expenses

Section 120 - Planning Work Program		Hours	Total Cost
Total Hours - Executive Director		260	\$19,194.24
Total Expenses			\$ -
Section 120 - Planning Work Program		260	\$19,194.24

Table 9. Section 120 Detail of Hours and Expenses

Section 120 - Planning Work Program		Hours	Total Cost
Planning Work Program	Activities		
	Prepare UPWP, administrative modifications, and amendments		
	Hours		
	Executive Director - All Activities	260	\$19,194.24
	Total Hours	260	\$19,194.24
	Expenses		
	N/a		\$ -

Table 10. Section 120 Cost Share Breakdown

Section 120 - Planning Work Program			
Entity	Local	Federal	Total
Federal		\$15,355.39	
Burlington	\$76.78		
Surrey	\$76.78		
Minot	\$2,648.80		
Ward County	\$1,036.49		
Other			
Total	\$3,838.85	\$15,355.39	\$19,194.24



Section 130- Training and Travel

Table 11. Section 130 Summary of Hours and Expenses

Section 130 - Training and Travel	Hours	Total Cost
Total Hours - Executive Director	120	\$ 8,858.88
Total Expenses		\$ 5,230.00
Section 130 - Training and Travel	120	\$ 14,088.88

Table 12. Section 130 Detail of Hours and Expenses

	Section 130 - Training and Travel	Hours	Total Cost
	Activities		
	Trainings, conferences, and other professional development activities		
	Hours		
	Executive Director - All Activities	120	\$ 8,858.88
	Total Hours	120	\$ 8,858.88
	Expenses		
	Training		\$ 820.00
	Travel		\$ 4,410.00
	Total Expense		\$ 5,230.00

Table 13. Section 130 Cost Share Breakdown

Section 130 - Training and Travel			
Entity	Local	Federal	Total
Federal		\$ 11,271.10	
Burlington	\$ 56.36		
Surrey	\$ 56.36		
Minot	\$ 1,944.27		
Ward County	\$ 760.80		
Other			
Total	\$ 2,817.78	\$ 11,271.10	\$ 14,088.88



Section 140- Program Expenses

Table 14. Section 140 Summary of Hours and Expenses

Section 140 - Program Expenses	Hours	Total Cost
Total Hours	0	\$ -
Total Expenses		\$ 34,740.00
Section 140 - Program Expenses	0	\$ 34,740.00

Table 15. Section 140 Detail of Hours and Expenses

	Section 140 - Program Expenses	Hours	Total Cost
	Activities		
	N/a		
	Hours		
	N/a		\$ -
	Expenses		
	Professional Services - Legal		\$ 7,500.00
	Office Rent		\$ 3,100.00
	Advertising, Postage, and Shipping		\$ 6,500.00
	Department Materials, Copier/Printer Supplies, Furnishings, and Equipment		\$ 3,000.00
	Telephone Services and IT Maintenance and Repair Agreements		\$ 2,340.00
	Books, Subscriptions, Memberships, and Associations		\$ 2,300.00
	ATAC Annual Fee		\$ 10,000.00
	Total Expense		\$ 34,740.00

Table 16. Section 140 Cost Share Breakdown

Section 140 - Program Expenses			
Entity	Local	Federal	Total
Federal		\$ 27,792.00	
Burlington	\$ 138.96		
Surrey	\$ 138.96		
Minot	\$ 4,794.12		
Ward County	\$ 1,875.96		
Other			
Total	\$ 6,948.00	\$ 27,792.00	\$ 34,740.00



Section 210- Metropolitan Transportation Plan Development

Table 17. Section 210 Summary of Hours and Expenses

Section 210 - Metropolitan Transportation Plan (MTP)	Hours	Total Cost
Total Hours - Executive Director	416	\$30,710.78
Total Expenses		\$270,061.67
Section 210 - Metropolitan Transportation Plan Development	416	\$300,772.45

Table 18. Section 210 Detail of Hours and Expenses

	Section 210 - Metropolitan Transportation Plan (MTP)	Hours	Total Cost
	Activities		
MTP Development	Project management to include consistent interaction with consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. Includes all other activities necessary to support facilitation of the creation of the MTP.		
	Hours		
	Executive Director - All Activities	416	\$30,710.78
	Total Hours	416	\$30,710.78
	Expenses		
	MTP Consultant Contract		\$262,102.67
	Complete Streets		\$7,959.00
	Total Expenses		\$270,061.67

Table 19. Section 210 Cost Share Breakdown

Section 210 - Metropolitan Transportation Plan Development			
Entity	Local	Federal	Total
Federal		\$240,617.96	
Burlington	\$1,203.09		
Surrey	\$1,203.09		
Minot	\$41,506.60		
Ward County	\$16,241.71		
Other			
Total	\$60,154.49	\$240,617.96	\$300,772.45



Section 220 – Transit Development Plan

Table 20. Section 220 Summary of Hours and Expenses

Section 220 - Transit Development Plan		Hours	Total Cost
Total Hours - Executive Director		300	\$22,147.19
Total Expenses			\$94,428.53
Section 220 – Transit Development Plan		300	\$116,575.72

Table 21. Section 220 Detail of Hours and Expenses

Section 220 Transit Development Plan (TDP)		Hours	Total Cost
Transit Development Plan	Activities		
	Project management to include consistent interaction with consultant, data sharing, scheduling and coordination, budgeting, and attendance at project meetings with TAC, PB, the public, and member-jurisdictions. Includes all other activities necessary to support facilitation of the creation of the TDP.		
	Hours		
	Executive Director - All Activities	300	\$22,147.19
	Total Hours	300	\$22,147.19
	Expenses		
	TDP Consultant Contract		\$94,428.53
	Total Expenses		\$94,428.53

Table 22. Section 220 Cost Share Breakdown

Section 220 – Transit Development Plan			
Entity	Local	Federal	Total
Federal		\$93,260.58	
Burlington	\$466.30		
Surrey	\$466.30		
Minot	\$16,087.45		
Ward County	\$6,295.09		
Other			
Total	\$23,315.14	\$93,260.58	\$116,575.72



Section 230 – CenDak Signalized Intersections Traffic Data Collection

Table 23. Section 230 Summary of Hours and Expenses

Section 230 – CenDak Signalized Intersections Traffic Data Collection	Hours	Total Cost
Total Hours - Executive Director	20	\$1,476.48
Total Expenses		\$39,383.00
Section 230 – CenDak Signalized Intersections Traffic Data Collection	20	\$40,859.48

Table 24. Section 230 Detail of Hours and Expenses

	Section 230 CenDak Signalized Intersections Traffic Data Collection	Hours	Total Cost
	Activities		
Signalized Intersections Traffic Data Collection	Project management to include occasional coordination and interaction with ATAC and City of Minot staff. Includes all administrative activities to support completion of the project.		
	Hours		
	Executive Director - All Activities	20	\$1,476.48
	Total Hours	20	\$1,476.48
	Expenses		
	CenDak Signalized Intersections Traffic Data Collection ATAC Contract		\$39,383.00
	Total Expenses		\$39,383.00

Table 25. Section 230 Cost Share Breakdown

Section 230 - Signalized Intersections Traffic Data Collection			
Entity	Local	Federal	Total
Federal		\$32,687.58	
Burlington	\$163.44		
Surrey	\$163.44		
Minot	\$5,638.61		
Ward County	\$2,206.41		
Other			
Total	\$8,171.90	\$32,687.58	\$40,859.48



Section 310- Transportation Planning Support and Coordination

Table 26. Section 310 Summary of Hours and Expenses

Section 310 - Transportation Planning Support and Coordination	Hours	Total Cost
Total Hours - Executive Director	100	\$ 7,382.40
Total Expenses		\$ -
Section 310 - Transportation Planning Support and Coordination	100	\$ 7,382.40

Table 27. Section 310 Detail of Hours and Expenses

	Section 310 - Transportation Planning Support and Coordination	Hours	Total Cost
	Activities		
Transportation Planning Support and Coordination	Coordination with planning and other departments on development proposals, transit planning, and other planning-related initiatives.		
	Hours		
	Executive Director - All Activities	100	\$ 7,382.40
	Total Hours	100	\$ 7,382.40
	Expenses		
	N/A		

Table 28. Section 310 Cost Share Breakdown

Section 310 - Transportation Planning Support and Coordination			
Entity	Local	Federal	Total
Federal		\$ 5,905.92	
Burlington	\$ 29.53		
Surrey	\$ 29.53		
Minot	\$ 1,018.77		
Ward County	\$ 398.65		
Other			
Total	\$ 1,476.48	\$ 5,905.92	\$ 7,382.40



Program Funding Summary

The tables below show a total summary of all program hours and expenses.

Table 29. Total Program Hours and Expenses

Total Program Hours and Expenses	Hours	Total Cost
Total Hours - Executive Director, Accountant, and Office Assistant	2,688	\$180,191.80
Total Expenses		\$443,843.20
Total Program Hours and Expenses	2,688	\$624,035.00

Table 30. Total Program Cost Share

Total Program Cost Share	Total Cost
Total Local Cost	\$ 124,807.00
Total Federal Cost	\$ 499,228.00
Total Program Hours and Expenses	\$ 624,035.00

Table 31. Total Program Local Share

Total Program Local Share	Total Cost
Burlington	\$ 2,496.14
Surrey	\$ 2,496.14
Minot	\$ 86,116.83
Ward County	\$ 33,697.89
Total Program Hours and Expenses	\$ 124,807.00



Adoption

The Central Dakota Metropolitan Planning Organization has adopted the 2025 Unified Planning Work Program on _____, _____, _____.

Policy Board Chair

Date



Appendix 1 – 3C Agreement

Expenditures:	Invoice #	Amount
04/11/25 Payroll J. Van Dyke		\$ 5,839.05
04/11/25 Accountant Fee B.Shefstad		\$ 50.31
04/11/25 Admin Fee H.Hornberger		\$ 233.28
04/25/25 Payroll J. Van Dyke		\$ 5,724.87
04/25/25 Accountant Fee B.Shefstad		\$ 297.95
04/25/25 Admin Fee H.Hornberger		\$ 233.00
Softchoice		\$ 680.16
High point network		\$ 6.30
Bolton & Menk, Inc.		\$ 14,655.93
North Dakota Planning Association		\$ 55.00
AT&T		\$ 45.96
Total of invoices		27,821.81

City of Minot, North Dakota
Schedule of Revenues, Expenditures and Changes in Fund Balance, Budget to Actual
Special Revenue Fund
April 30, 2025
With Comparative Totals for April 30, 2024
(Unaudited)

Central Dakota Metropolitan Planning Organization					
	Original Budgeted Amounts	Final Budgeted Amounts	April 30, 2025 Actual Amounts	Variance with Final Budget	April 30, 2024 Actual Amounts
REVENUES					
Federal revenues	\$ 166,409	\$ 166,409	\$ 56,092	\$ (110,317)	\$ -
Local operating revenues	\$ 12,897	\$ 12,897	38,690	25,794	-
Interest income	\$ -	\$ -	451	451	-
Total revenues	179,306	179,306	95,234	(84,073)	-
EXPENDITURES					
Current					
Salaries	47,219	47,219	41,755	5,464	-
Employee benefits	12,496	12,496	10,258	2,238	-
Professional services	141,406	141,406	47,426	93,980	-
Property services	1,313	1,313	2,078	(764)	-
Purchased services	4,410	4,410	1,038	3,372	-
Supplies	1,167	1,167	-	1,167	-
Total expenditures	208,012	208,012	102,555	105,456	-
Excess (deficiency) of revenues over (under) expenditures	(28,706)	(28,706)	(7,322)	21,384	-
OTHER FINANCING SOURCES (USES)					
Transfers in	86,117	86,117	86,117	(0)	-
Total other financing sources (uses)	86,117	86,117	86,117	(0)	-
Net change in fund balance	\$ 57,411	\$ 57,411	78,795	\$ 21,384	-
Fund balance, January 1			44,205		-
Fund balance, April 30			\$ 123,000		\$ -

City of Minot, North Dakota
Balance Sheet
Central Dakota Metropolitan Planning Organization
April 30, 2025
With Comparative Totals for April 30, 2024
(Unaudited)

	April 30, 2025	April 30, 2024
ASSETS		
Cash and cash equivalents	\$ 92,694	\$ -
Restricted cash and cash equivalents	-	-
Accounts receivable	36,864	-
Intergovernmental receivable	-	-
Prepays	-	-
Total assets	<u>\$ 129,558</u>	<u>\$ -</u>
LIABILITIES		
Accounts payable	\$ 1,622	\$ -
Accrued salaries and benefits payable	4,935	-
Total liabilities	<u>6,557</u>	<u>-</u>
FUND BALANCE		
Nonspendable	\$ -	-
Restricted	-	-
Committed for CDMPO activities	123,000	\$ -
Assigned	-	-
Total fund balance	<u>123,000</u>	<u>-</u>
Total liabilities and fund balance	<u>\$ 129,558</u>	<u>\$ -</u>