Central Dakota MPO Policy Board Meeting
Thursday, July 23, 2026, at 4:00 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. MEETING MINUTES

2.1. REVIEW AND APPROVAL OF THE JUNE 25, 2026 POLICY BOARD MINUTES

Suggested Motion: I move to approve the minutes of the June 25, 2026 meeting as presented.

2.2. DRAFT JULY 14, 2026 TECHNICAL ADVISORY COMMITTEE MINUTES

This item is informational only; no action required.

3. NEW BUSINESS

3.1. VICE CHAIR APPOINTMENT

Policy Board to discuss appointment of a new Vice Chair, which is vacant due to Jerick Hedges departure.

3.2. TRANSIT DEVELOPMENT PLAN ADOPTION

Suggested Motion: I move to adopt the Transit Development Plan and direct the Chair to sign the associated Resolution of Adoption as presented.

3.3. MONTHLY ACTIVITIES

This item is informational only; no action required.

3.4. FINANCE DOCUMENTS

<u>Suggested Motion:</u> I move to approve the Financial Statements as presented.

4. OTHER BUSINESS

4.1. OTHER BUSINESS, IF ANY

4.2. OPPORTUNITY FOR PUBLIC COMMENT

5. ADJOURNMENT

Central Dakota Metropolitan Planning Organization
Meeting Minutes

Thursday, June 25, 2026, at 4:00 PM
3rd Floor Executive Conference Room, City Hall (10 3rd Ave SW)

Jerick Hedges called the meeting to order at 4:00pm

1. ROLL CALL

The following were present:

Burlington City- Jerick Hedges
Minot City- Tom Joyce, Mark Jantzer
Surrey City-
Ward County- John Fjeldahl, Jim Rostad (late arrival)

Members Absent: Mike Thiesen, Lisa Olson

Others Present: John Van Dyke, Bailey Bosley, Liane Zeltinger, Will Hutchings (virtual), Brittany Shefstad (virtual)

2. MEETING MINUTES

2.1 REVIEW AND APPROVAL OF THE MAY 28, 2026, POLICY BOARD MINUTES

Vice Chair Hedges asked for a motion to approve the minutes of the May 28, 2026 meeting as presented. Mark Jantzer moved to approve, with a second by Tom Joyce with the following vote – ayes: Fjeldahl, Hedges, Jantzer, Joyce; nays: none.

2.2 DRAFT JUNE 9, 2026, TECHNICAL ADVISORY COMMITTEE MINUTES

Vice Chair Hedges asked if there were any questions on the meeting minutes for TAC, with no questions presented.

3. NEW BUSINESS

3.1 2026-2027 UPWP AMENDMENT

Executive Director Van Dyke shared that each year NDDOT is fairly accurate with their estimates but they are estimates and sometimes we receive additional funding. Central Dakota MPO is under contract for a certain funding amount from the Fed for the 5303 funding. It was anticipated that it was going to be $89,741.31 for 2026 but the actual amount that was transferred over is $534.63

higher. That small amount results in the need to process an amendment because it's additional funding that needs to be spelled out. The funds come with a local match component, which CDMPO will just use reserves for that match component at this time. Executive Director Van Dyke stated that since he had to make a change with the funding amount, he also adjusted items for the Bike and Ped Plan from the purchase of the counters needed for the project. Originally, we had budgeted $16,000 for the bike and ped counter, with the cost coming in at around $4,500. Executive Director Van Dyke adjusted that, placing the remaining $11,000 towards consultant fees related to the bike and ped project that will allow more to get done this year. Another adjustment made is outlining the two projects that we intend to kick off next year, which is the Fringe Area Road Master Plan, and the 21st Ave Northwest Corridor Study. The adjustment will allow for work to begin in the fall for the RFPs related to those projects, as well as go through consultant selection and contract negotiations. The project cannot kick off officially until January 1st, 2027, but the legwork will have been done and the consultant can be ready to hit the ground running in 2027. Executive Director Van Dyke stated that the only way he can do this work in 2026 is if it is documented in the UPWP for 2026. Vice Chair Hedges asked for a motion to approve the 2026-2027 UPWP Amendment #1 as presented and to permit the Chair to sign the amended annual UPWP contract. Tom Joyce moved to approve, with a second from John Fjeldahl and a following vote – ayes: Fjeldahl, Hedges, Jantzer, Joyce; nays: none.

3.2 2027-2028 DRAFT UPWP

Executive Director Van Dyke shared that this is the draft for the 2027-2028 UPWP that will be submitted to NDDOT to review. Federal Highway and FTA will look at this as well and provide comments and feedback, and we will make adjustments as necessary, and then will be brought back to Policy Board for final approval. Approval of this draft just states that as far as we know, this is what we are intending to submit in a couple of months. Executive Director Van Dyke also stated that there are some parts that will be changed but at the time of writing did not know. If there is anything that NDDOT, Federal Highway or FTA wants us to amend, adjustments will be made at that time before presenting which would be from August to October. Vice Chair Hedges asked for a motion to recommend Policy Board approve the draft 2027-2028 UPWP as presented. Mark Jantzer moved to approve, with a second from John Fjeldahl. The motion carried the following vote – ayes: Fjeldahl, Hedges, Jantzer, Joyce; nays: none.

3.3 GRANT APPLICATION FOR 5339 FUNDING

Executive Director Van Dyke shared that Brian Horinka – Transit Superintendent, secured Minot City Council approval to apply for a 5339 grant to pay for 85% of a refurbished bus. He stated that what happens in this process is that all of these grant applications still have to come through the MPO Policy Board. Executive Director Van Dyke stated that the Technical Advisory Committee has recommended approval of it. City of Minot is going to be paying the local share of this. He stated there is no cost to the MPO, but there is a process and the MPO is like the umbrella organization, making sure everything is in alignment with the plans that it has. Tom Joyce moved to recommend Policy Board approve the 5339 grant application as presented. Mark Jantzer seconded the motion and it carried the following vote – ayes: Fjeldahl, Hedges, Jantzer, Joyce; nays: none.

3.4 UPDATE MONTHLY ACTIVITIES DOCUMENT

Tom Joyce shared that he appreciates the level of detail that is put into the monthly activities document because when you are overseeing a lot of different things, a lot of things can get thrown at you and the level of detail in the memo is very clear. Vice Chair Hedges echoed the same thing.

3.5 FINANCE DOCUMENTS

Vice Chair Hedges stated that everything looks good on the financials – nothing out of sorts going on and asked for a motion to approve the finance documents as presented. John Fjeldahl moved to approve with a second from Mark Jantzer and the following vote – ayes: Fjeldahl, Hedges, Jantzer, Joyce; nays: none.

4. OTHER BUSINESS

4.1 OTHER BUSINESS, IF ANY

Will Hutchings shared that they held a mid-year review with CDMPO this month. This is something that is conducted every year. Will stated that nothing of concern came up to any of the reviewers and that they were really impressed with the work that Executive Director Van Dyke and his team are doing, only being two years into it.

Executive Director Van Dyke also shared that the bike and ped counters would be deployed Friday June 26th to start collecting data for our Bike and Ped plan. The approval of the QBS was also received, and Central Dakota MPO can now move forward with HDR Engineering to kick off this plan.

Lastly, Executive Director Van Dyke shared that the presentations to Ward County, City of Minot, City of Surrey, and the Technical Advisory Committee for the Transit Development Plan will be coming soon. After the presentations, the Policy Board will then receive it.

5.2 OPPORTUNITY FOR PUBLIC COMMENT

No public comments made.

5. ADJOURNMENT

There being no further business, meeting was adjourned at 4:25.

Central Dakota MPO Technical Advisory Committee Meeting Minutes

Tuesday, July 14, 2026, at 10:30 AM
Public Works Conference Room 3,
Public Works (1025 31st St SE)

John Van Dyke called the meeting to order at 10:30am

1. ROLL CALL

The following were present:

Burlington City- Sarah Karhoff
Minot City- Doug Diedrichson, Brian Horinka, Lance Meyer
Surrey City- Josh Reiner (V)
Ward County- Dana Larsen (V), Beth Pietsch
NDDOT- Will Hutchings (V), Korby Seward (V)
MPO Director- John Van Dyke

Absent: Tony Francis, Eric Westman

Others Present: Stephen Joerz, Dan Bergerson (V), Kristen Sperry (V), Bailey Bosley, Dan Bergerson (V), Jordan Woroniecki (V), Paul Benning (V), Bill Troe (V), Luke Champa (V), Brandon Siracuse (V)

DRAFT

2. APPROVAL OF MINUTES

2.1 REVIEW AND APPROVAL OF THE JUNE 9, 2026, MINUTES

Executive Director Van Dyke asked for a motion to approve the minutes of the June 7, 2026 meeting as presented. Lance Meyer moved to approve with a second from Beth Pietsch and favored by all.

3. NEW BUSINESS

3.1 TRANSIT DEVELOPMENT PLAN ADOPTION

Bill Troe with SRF Consulting presented the Transit Development Plan to all committee members. Brian Horinka brought up that there was mention to expand mobility manager to the region, meaning the local transit mobility manager would have more reach outside of the city limit. Brian asked if that is something that would be able to be done because it would be difficult to be put under city governance or something that could be placed under the MPO as a regional position? Bill Troe stated that in other larger locations, that would probably be more beneficial. Executive Director Van Dyke shared that the plan was presented to Minot City Council for adoption as a whole, as well as the coordinated plan component as a separate approval. The TDP was presented to City of Surrey

and Ward County for informational purposes, as those two jurisdictions are part of the UZA. It was asked when some of the route changes would be implemented from the Transit Development Plan and Brian Horinka shared that it would probably be put in place next summer, as there are a lot of moving parts that need to be organized and they tend to avoid any routing changes when school is in session from Fall to Spring. Executive Director Van Dyke asked for a motion to recommend PB approve the TDP as presented. Brian Horinka moved to approve, with a second from Doug Diedrichsen and favored by all.

4. OTHER BUSINESS

4.1 OTHER BUSINESS, IF ANY

Executive Director Van Dyke shared there is a show and tell for the Pavement Condition Data Collection vehicle that will be driving around collecting pavement condition data. The Bike and Ped project had it's kick off meeting and is in-process developing a plan for public engagement at community events in the near future. Van Dyke also shared that a Steering Committee email will be sent shortly for the Bike and Pedestrian Plan. Dana Larsen also shared that the consultant contract has been signed and the consultant is on board for the Southwest Connector Corridor Study, which focuses on preliminary engineering and environmental documentation necessary for the SW connector.

4.2 OPPORTUNITY FOR PUBLIC COMMENT

No public present.

5. ADJOURNMENT

Executive Director Van Dyke asked for a motion to adjourn. Brian Horinka moved to adjourn with a second from Beth Pietsch and favored by all. Meeting adjourned at 11:03am.

DRAFT



CENTRAL DAKOTA
TRANSIT DEVELOPMENT PLAN

CENTRAL DAKOTA MPO

June 2026

The preparation of this report has been funded in part by the US Department of Transportation, Federal Highway Administration and Federal Transit Administration. The contents of this document reflect the views of the authors who are responsible for the facts or accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the US Department of Transportation. The report does not constitute a standard, specification, or regulation.

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EXECUTIVE SUMMARY

OVERVIEW AND PURPOSE

The Minot Area Transit Development Plan (TDP) establishes a strategic, fiscally responsible roadmap for public transportation in the Minot metropolitan area over the next five to ten years. The plan was developed by the Central Dakota Metropolitan Planning Organization (CDMPO) in partnership with the City of Minot, Minot City Transit (MCT), Souris Basin Transportation (SBT), and a broad range of community stakeholders.

The TDP responds to several major changes affecting transit in Minot, including the region's transition from rural to urban status under the 2020 Census, the resulting shift from FTA Section 5311 to Section 5307 funding, post-pandemic travel behavior changes, and growing expectations for service reliability, accessibility, and customer experience. The plan emphasizes maintaining existing strengths while making targeted, incremental improvements that align service levels with community needs and available funding.

EXISTING CONDITIONS AND KEY FINDINGS

Minot City Transit operates eight fixed bus routes using a pulse-based hub-and-spoke system centered at the downtown transit center. Souris Basin Transportation complements this network by providing ADA paratransit and demand-response services. Together, the two providers form the backbone of public transportation in Minot.

See Section II

Key findings from the existing conditions analysis include:

- Ridership recovery and growth: Fixed-route ridership has steadily rebounded since COVID-19 disruptions, reaching the highest level in five years in 2024, though still slightly below pre-pandemic levels.
- Strong geographic coverage: The current network serves most areas with higher concentrations of transit-dependent populations, including students, low-income households, seniors, and zero-car households.
- Operational efficiency: Minot City Transit consistently operates under budget and performs within or near peer averages on key performance measures, despite operating in a low-density environment.
- Cost pressures: Operating costs have increased due to labor, fuel, and maintenance inflation, reinforcing the need to prioritize cost-neutral improvements and protect federal funding sources such as STIC.
- Infrastructure gaps: The lack of marked stops, shelters, and seating limits system usability and comfort, particularly during Minot's winter conditions.

PUBLIC AND STAKEHOLDER INPUT

See Section III

Public engagement was a central component of the TDP and included Steering Committee meetings, rider pop-ups, a community survey, an interactive mapping exercise, public meetings, and online comments. While overall transit coverage was generally viewed as adequate, participants consistently identified several priorities:

- Improved bus stop signage, shelters, and seating
- Expanded service hours, particularly early mornings, evenings, and weekends
- More convenient fare payment options, including mobile and card-based payments
- Continued attention to student transportation, accessibility, and reliability

Importantly, engagement results showed that the community favors improving the usability and availability of existing services over major system expansions.

GOALS AND PLANNING FRAMEWORK

See Section IV

Six guiding goals shape the recommendations in this plan:

1. Accessibility
2. Quality of Service
3. Integration of Transit into Development Planning
4. Safety and Security
5. Quality Customer Experience
6. Fiscal Sustainability

These goals provided the framework for evaluating service options, policies, and capital investments, ensuring consistency between community values and implementation strategies.

SERVICE, POLICY, AND CAPITAL STRATEGIES

Rather than proposing sweeping changes, the TDP advances a phased, incremental strategy that prioritizes cost-neutral service refinements in the near term, followed by targeted service expansions as resources allow.

Major strategic themes include:

- Improving reliability and directness of existing routes before adding new ones
- Phasing in service expansions only after demonstrating performance success
- Preserving fixed-route service levels to protect federal funding eligibility
- Modernizing technology and passenger amenities to improve customer experience
- Coordinating transit planning with land use and development decisions

The plan also confirms that fixed-route service remains the most cost-effective and scalable backbone of Minot's transit system, while demand-response and microtransit should play targeted, complementary roles rather than replacing fixed routes.

SUMMARY OF RECOMMENDATIONS

See Section V

A number of recommendations are made throughout the TDP, covering various aspects of the transit system. The table below summarizes all recommendations and their associated category and implementation timeline. Implementation timeline terms should be interpreted as follows:

- Short-Term: Implement within 1-2 years of TDP adoption
- Medium-Term: Implement within 5 years of TDP adoption
- Long-Term: Implement within 10 years of TDP adoption
- Ongoing: Activity should continue throughout the duration of the TDP
- As needed: Implement only if conditions warrant

Recommendation	Category	Timeline
Implement cost-neutral fixed route modifications	Fixed Route Service	Short-Term
Add Saturday fixed-route service	Fixed Route Service	Medium-Term
Expand weekday service hours (early morning priority)	Fixed Route Service	Long-Term
Implement a new south loop fixed route	Fixed Route Service	Long-Term
Preserve existing service levels to protect STIC funding	Fixed Route Service	Ongoing
Continue contracting ADA complementary paratransit via RFP	Paratransit Service	Ongoing
Continue after-hours ADA service (5310-funded)	After Hours ADA Service	Ongoing
Continue general public demand response service	Demand Response Service	Ongoing
Consider microtransit zones at urban edges if warranted by future development patterns	Microtransit service	Medium- to Long-Term
Maintain current fare levels	Fare Policy	Ongoing
If a fare increase is deemed necessary, only raise single-trip fares (keep pass prices the same)	Fare Policy	As needed
Implement modernized fare payment (mobile ticketing and/or smart card)	Technology	Short-Term
Replace fareboxes with digital-capable equipment	Technology	Programmed for 2026
Maintain ADA-minimum paratransit eligibility	Paratransit Policy	Ongoing
Consider expanded age-based paratransit eligibility	Paratransit Policy	Medium-Term

Recommendation	Category	Timeline
Increase marketing and public awareness efforts	Marketing & Outreach	Short-Term and ongoing
Implement creative awareness campaigns (bus wraps, "arts in transit" program, etc.)	Marketing & Outreach	Short-Term and ongoing
Install bus stop signage, focusing on higher ridership stops first	Passenger Infrastructure	Short-Term
Add seating and shelters at more locations, focusing on higher ridership stops	Passenger Infrastructure	Medium- to Long-Term
Create Adopt-A-Stop maintenance partnerships	Passenger Infrastructure	Medium-Term
Integrate transit questions into development review	Land Use Policy	Short-Term
Encourage early coordination with developers regarding transit needs in new developments	Land Use Policy	Ongoing
Replace buses exceeding useful life according to recommended schedule	Capital Assets	Ongoing
Continue using heavy duty transit buses for fixed route service	Capital Assets	Ongoing
Evaluate fleet reduction from 11 to 10 buses and implement, if warranted	Capital Assets	Medium-Term
Retain current governance model	Governance & Funding	Ongoing
Formalize 5307 agreements between Minot City Transit and its paratransit contractor	Governance & Funding	Short-Term
Support state enabling legislation for creation of a transit authority	Governance & Funding	Ongoing
Regularly reassess transit system performance	Monitoring & Evaluation	Ongoing

IMPLEMENTATION AND MONITORING

Implementation of the TDP will require close coordination among CDMPO, the City of Minot, Minot City Transit, elected officials, and partnering agencies. The plan emphasizes flexibility: recommendations should be revisited regularly in response to ridership trends, funding conditions, and community feedback.

Success will be measured not only by service expansion, but by improved reliability, a better rider experience, fiscal discipline, and sustained access to federal and state transit funding.

CONCLUSION

The Minot Area TDP provides a practical, data-driven blueprint for strengthening public transportation in a growing small metropolitan region. By focusing on incremental improvements, preserving fiscal sustainability, and aligning transit investments with community priorities, the plan positions Minot City Transit to remain a reliable, equitable, and valued public service well into the future.

I. INTRODUCTION AND PROJECT BACKGROUND

The Central Dakota Metropolitan Planning Organization (CDMPO) has commissioned this Transit Development Plan (TDP) for the Minot region to study available transit services and plan for the future of transit over the next 5-10 years. Transit services available in the Minot area include fixed routes buses operated by the City of Minot as Minot City Transit (MCT), as well as demand response (dial-a-ride) transit services operated by Souris Basin Transportation (SBT). SBT is also the contracted paratransit provider for MCT. Minot City Transit directly served nearly 82,000 trips in 2024[1] on its fixed route service alone, making it a critical transportation lifeline in the community.

PROJECT PURPOSE

This TDP comes at a critical time for the Minot area. The last TDP in Minot was produced in 2013, and while that plan has served the community well, much has changed since then, and the plan needs to be updated to respond to current community needs. In December 2022, the US Census Bureau announced that the Minot area's population had grown enough to qualify the region for metropolitan area status, making it the fourth metropolitan area in the State of North Dakota. Metropolitan area designation is significant, particularly in the context of transit planning and operations, as the Federal Transit Administration (FTA) funds transit in urban areas through a different grant program than rural transit. While Minot has, until recently, received transit funding through the FTA's Section 5311 program ("Formula Grant for Rural Areas"), as an urban area the region now receives transit funding through the Section 5307 program ("Urbanized Area Formula Grants").

The change in funding source has implications for transit in the Minot area, as the City of Minot now must act as the designated recipient of the region's 5307 allocation and sub-allocate funds to any contractors, such as SBT. Previously, the 5311 program had allowed MCT and SBT to each act as subrecipients of federal transit dollars disbursed through the North Dakota Department of Transportation (NDDOT). The switch from rural to urban funding sources is one of the key factors driving this TDP process.

Another major change since the previous TDP has been the lasting effect of the COVID-19 pandemic on travel patterns and transit use. Ridership on many transit systems, including those in Minot, declined significantly after the onset of the pandemic, and ridership has in many cases struggled to return to pre-pandemic levels. Minot City Transit ridership has rebounded better than many other agencies around the country, though ridership still has yet to return to levels seen in 2019, the last full year before the pandemic. The aspiration to fully regain ridership is another key factor motivating this TDP.

The overall purpose of this TDP is to develop a plan for transit services in the Minot Metropolitan Area over the next five to ten years. The plan will emphasize fiscal sustainability while proposing system improvements that offer strong potential for growing ridership and improving mobility for area residents.

[1] Data presented in the document reflects a base year of 2024, which represents the latest year National Transit Database (NTD) information was available when the existing system conditions were reviewed. As the existing conditions analysis also includes peer agencies/communities, publicly available NTD data is the preferred source.

PROJECT SCOPE

The TDP scope included the following:

- Development of goals for the regional transit system
- Evaluation of existing conditions
- Meaningful public engagement
- Identification of present and future needs
- Development of service, policy, and strategic recommendations
- Creation of a high-level funding plan to guide municipal budget allocations
- Development of a Coordinated Public Transit Human Services Transportation Plan for the Minot area

PROJECT TEAM

Because of the requirement to plan at the metropolitan scale in Minot, the TDP was led by CDMPO. The Executive Director acted as the project manager and received support from the MPO's Transportation Specialist, who was hired during the planning process. The Superintendent and Mobility Manager at Minot City Transit were also heavily involved in the project, and the Executive Director of Souris Basin Transportation also played an important role. Staff from SRF Consulting Group, Inc., provided technical expertise and content creation at the direction of the rest of the project team. The TDP process was additionally overseen by a Steering Committee composed of elected officials, representatives of various government agencies, nonprofit humans service organizations, and other stakeholders with an interest in transit. The Steering Committee received regular updates throughout the project and provided guidance on the direction of the project, as described later in this report.

Acknowledgements

The following individuals were involved in the development of the TDP.

Steering Committee

Table 1 lists the members of the TDP Steering Committee along with their titles and the organizations they represent.

Table 1. Steering Committee Members

Steering Committee Member	Title	Organization
Dan Ruby	Representative – District 38	North Dakota Legislature – Transportation Committee Chair
Mike Blessum	Alderman	City of Minot
Brekka Kramer	President/CEO	Minot Area Chamber-Economic Development Council
(Alternate) Mark Lyman	Economic Development Specialist	Minot Area Chamber-Economic Development Council
Laura Dokken	Business Manager	Minot Public Schools District #1
(Alternate) Barry Brooks	Director of Purchasing/Transportation	Minot Public Schools District #1
Tim Baumann	Planning Commissioner	City of Minot
Willy Soderholm (involvement ended December 31, 2025)	Executive Director	Community Action Partnership – Minot Region
Rachel Haskings (involvement began January 1, 2026)	Executive Director	Community Action Partnership – Minot Region
Scott Burlingame	Executive Director	Independence, Inc.
Roger Reich	Executive Director	Minot Commission on Aging
Brian Horinka	Transit Superintendent	City of Minot
Doug Diedrichsen	Principal Planner	City of Minot
John Van Dyke	Executive Director	Central Dakota MPO
Darrell Francis	Director	Souris Basin Transportation

Central Dakota Metropolitan Planning Organization Staff Contributors

- Bailey Bosley, Transportation Specialist

Minot City Transit Staff Contributors

- Nicole Robinson, Mobility Manager

Coordinated Plan - Human Service Agency Representatives

Table 2 contains a list of individuals from human service agency representatives who actively participated in the Coordinated Public Transit-Human Services Transportation Plan component of the TDP.

Table 2. Coordinated Plan Contacts

Steering Committee Member	Title	Organization
Rachel Haskins	Executive Director	Community Action Partnership – Minot Region
Brekka Kramer	Executive Director	Independence, Inc.
Roger Reich	Executive Director	Minot Commission on Aging
Cory Boucher	Director of Services	Kalix
Karrie Christensen	Executive Director	Minot Area Homeless Coalition
Cheryl Merck	Research Associate	North Dakota Center for Persons with Disabilities (Minot State University)
Mike Zimmer	Executive Director	Men's Winter Shelter
Holly Brekhus	Executive Director	First District Health

II. EXISTING CONDITIONS

The Minot metropolitan area is served by two transit providers. Providers are:

- Minot City Transit, a department of the City of Minot, provides fixed route bus service within city limits.
- Souris Basin Transportation is a multi-county transit provider that is contracted by Minot City Transit to operate paratransit services designed to fulfil the federal requirement to offer complementary ADA-compliant paratransit for Minot's fixed route system.

This TDP comes at a particularly important time, as Minot has recently been designated as a metropolitan area based on its 2020 population. As a result, the Minot area has transitioned from rural to urban funding, which impacts:

- The federal funding program supporting operations for both Minot City Transit and Souris Basin Transportation.
- State funding through the North Dakota Department of Transportation (NDDOT) flowing to the region and service providers.

This chapter offers a review of existing transit services in the Central Dakota MPO area, an analysis of ridership, a review of peer transit agencies, a fare policy analysis, a review of Minot City Transit financial and budget data, and a Minot City Transit asset inventory.

OVERVIEW OF EXISTING TRANSIT SERVICES

Minot City Transit

Minot City Transit, a division of the Public Works Department, operates fixed route transit service within city limits. Figure 1 shows a map of each of the routes making up the system.

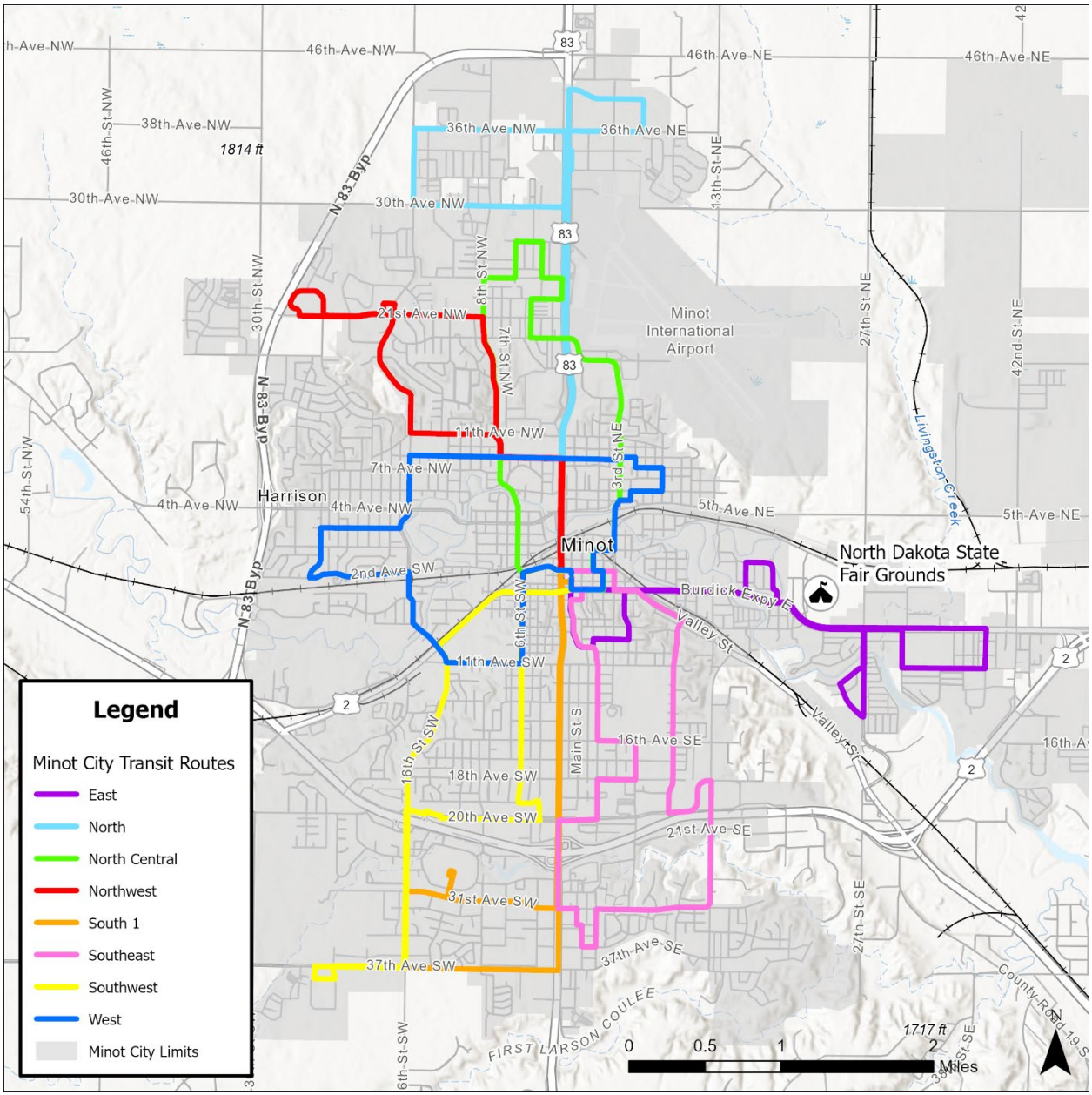
Minot City Transit's bus routes run on hourly schedules and have been designed to be able to complete a route trip within 30 minutes. Each of the routes is connected (interlined) with another route, meaning when one route ends its approximately half-hour trip, the vehicle immediately begins operating as another route. Routes are also timed so that they "pulse" in and out of the downtown transit center at the same time, allowing for timed transfers. As a result of interlined pulse schedules, there are four buses operating at any given time during normal service.

Six of the eight bus routes also include "school trippers" in their schedules on days when school is in session. The tripper are added to accommodate a heavy influx of riders in the periods immediately before and after the school day. Tripper service involves placing additional buses in service in the morning and afternoon around school start and end times halfway between the regular route runs. By adding buses, the amount of time between buses (headway) is reduced to 30 minutes and adds capacity to handle peaks in demand related to school commutes. Consistent with regular routes, the tripper routes are open to the public. When tripper routes are running, there are seven buses operating simultaneously around the city.

Minot City Transit represents the sole provider of fixed route transit in the Minot area but contracts with Souris Basin Transportation for provision of ADA complementary paratransit services, a required service

offering for all federally funded fixed route services. Souris Basin Transportation's services are described in the following section.

Figure 1. Minot City Transit Regular Route Network



Source: City of Minot

Minot City Transit's fare structure includes a variety of fare products, including single ride fares, day passes, reduced fares, etc. Table 3 outlines the fixed route fare structure in Minot.

Table 3. Minot City Transit Fares

Fare Type	Price
Single Ride	$1.50
Day Pass	$5.00
10-Ride Ticket	$10.00
10-Ride Ticket Student/Senior/Disabled	$8.00
31-Day Pass	$36.00
31-Day Pass Student/Senior/Disabled	$28.00
Children under 6 (accompanied by an adult)	Free
All Transfers	Free

Source: City of Minot

Prior to 2023, Minot was considered a micropolitan area, which meant Minot City Transit was classified as a *rural provider* and a subrecipient of the FTA's Section 5311 Formula Grants for Rural Areas funds through the North Dakota Department of Transportation (NDDOT). The 2020 Decennial Census determined the Minot urbanized area surpassed 50,000 people, leading the Census Bureau to reclassify Minot as a metropolitan area in December 2022. This resulted in Minot City Transit becoming classified as an urban provider. A primary impact of the reclassification was the transition from federal funding through the Section 5311 program to funding through the Section 5307 Urbanized Area Formula Grants. For small urban areas, the governor is responsible for identifying the designated recipient of federal formula funding. The City of Minot was identified as the designated recipient of all federal transit formula funds. Federal transit funds now flow directly to the City of Minot from the FTA instead of being passed through NDDOT.

Souris Basin Transportation

Souris Basin Transportation is the current contractor providing paratransit service within Minot and provides demand response service through contracts with other agencies to areas well beyond the city. The agency's service area for demand response and regional fixed routes covers seven counties, including Burke County, Bottineau County, McHenry County, Mountrail County, Pierce County, Renville County, and Ward County.

The transition to a metropolitan area has significantly impacted funding for demand response services provided within Minot and areas outside the city that are a part of the defined urbanized area. The urbanized area boundary for the Minot region is displayed in Figure ##. Prior to the region being defined as a metropolitan area, Souris Basin Transportation accessed federal funding through the FTA Section 5311 (rural) program to provide general public curb-to-curb demand response service in all areas currently defined as in the urbanized area. The demand response service provided added capacity to MCT fixed route service and was a surrogate for the required paratransit, however, data was not collected of the ridership splits between

paratransit and general public demand response. Federal funding for the service was requested through the NDDOT.

As a metropolitan area, federal funding now is administered through the FTA Section 5037 program. The transition has resulted in no longer allowing the overlapping demand response and fixed route services and the comingled paratransit and demand response services. Additionally, as Minot and Surrey are parts of the urbanized area, FTA Section 5311 funding cannot be used for service as it is intended for rural area. As both fixed route and door-to-door demand response service were funded through the same programs and formulas at the federal (Section 5311) and state levels, the two relatively independent operators functioned well. With the transition to urban funding programs, new arrangements/agreements need to be developed to determine which portion of the contracted Souris Basin service in Minot represents complementary paratransit and which represents supplemental demand-response service. Critical in this determination is Section 5311 funds cannot be used to provide service solely within the Urbanized Area, which includes the areas inside Minot. Thus, the paratransit certification process that has been in place for years but not extensively used because of the overlapping general public demand response service, is being employed. MCT and Souris Basin Transportation continue to work together to identify the split in riders between paratransit and general public demand response. Federal and state funding that is not available to Souris Basin Transportation in 2026 to continue operating the general public demand response service has been augmented by the City of Minot. Future funding for the program will need to be determined annually.

In addition to demand response/paratransit, Souris Basin Transportation also operates a number of regional intercity fixed routes with endpoints in Minot. This chapter focuses primarily on the paratransit/demand response services provided by Souris Basin Transportation locally in the Minot area.

Souris Basin Transportation charges a flat rate of $3 each way for paratransit/demand response trips within the City of Minot. This is the maximum amount that can legally be charged for paratransit (i.e. twice the standard fixed route fare of $1.50). Souris Basin Transportation does not offer any multi-ride passes or discounts.

Quantity of Service

Minot City Transit is a small urban transit service, and this is reflected in the amount of service it provides. This section describes the quantity of service Minot City Transit provides in terms of annual vehicle revenue miles and annual vehicle revenue hours using data from both the City of Minot and the National Transit Database (NTD). Data is presented for the years 2020 through 2024, the most recent five years for which a full year of data is available.

Annual Vehicle Revenue Hours

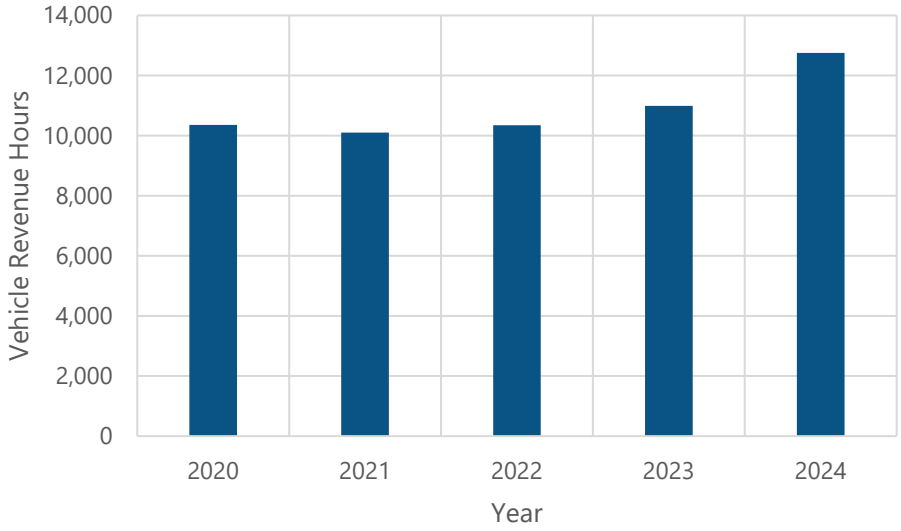
Annual vehicle revenue hours, the sum total of revenue hours operated by each vehicle in the Minot City Transit fleet, exhibited an increase of about 23 percent over the past five years. In 2024, a total of 12,753 vehicle revenue hours were provided. Norsk Høstfest shuttle service resumed in 2022 after a two-year suspension during the COVID-19 pandemic, leading to a small increase in annual vehicle revenue hours. Then, in 2024, service on the South West and North routes was introduced in July[2], providing a substantial boost in annual vehicle revenue hours. These two changes explain the vast majority of the increase in annual vehicle revenue hours. As an example, in 2024, the typical daily revenue hours (excluding school trippers)

[2] https://www.minotdailynews.com/news/local-news/2024/07/minot-rolls-out-new-bus-routes/

increased by one-third with the addition of two new routes in the last half of the year, while the annual increase was approximately 16 percent. Other smaller fluctuations in revenue hours year to year are likely related to occasional, unplanned service disruptions due to weather, driver availability, equipment availability, etc.

Figure 2 shows the trend in vehicle revenue hours over time. Annual vehicle revenue hours will likely rise in 2025 as the first full year with service on the South West and North routes concludes. Barring any other major service additions, the fixed route system's annual vehicle revenue hours will likely remain stable beyond 2025.

Figure 2. Minot City Transit Annual Vehicle Revenue Hours (2020-2024)

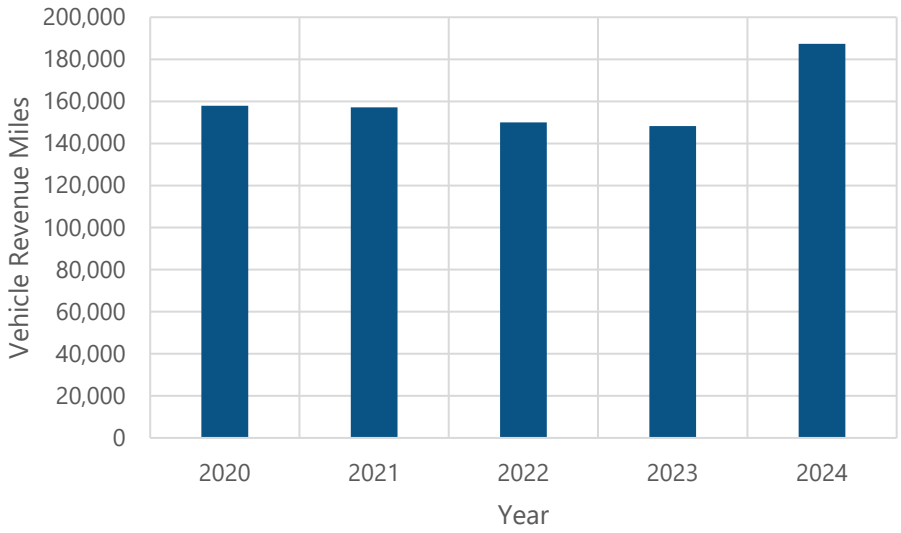


Source: City of Minot and National Transit Database

Annual Vehicle Revenue Miles

Annual vehicle revenue miles, the sum total of revenue miles driven by each vehicle in the Minot City Transit fleet, have similarly increased over the past five years (see Figure 3). The total increase from 2020 to 2024 was about 19 percent, with 2024 representing a five-year high of 187,389 total vehicle revenue miles. The sizeable increase in vehicle revenue miles in 2024 is related to the introduction of the South West and North routes. As with revenue hours, annual vehicle revenue miles are expected to rise again in 2025 to reflect the first full year of service on these two routes.

Figure 3. Minot City Transit Annual Vehicle Revenue Miles (2020-2024)



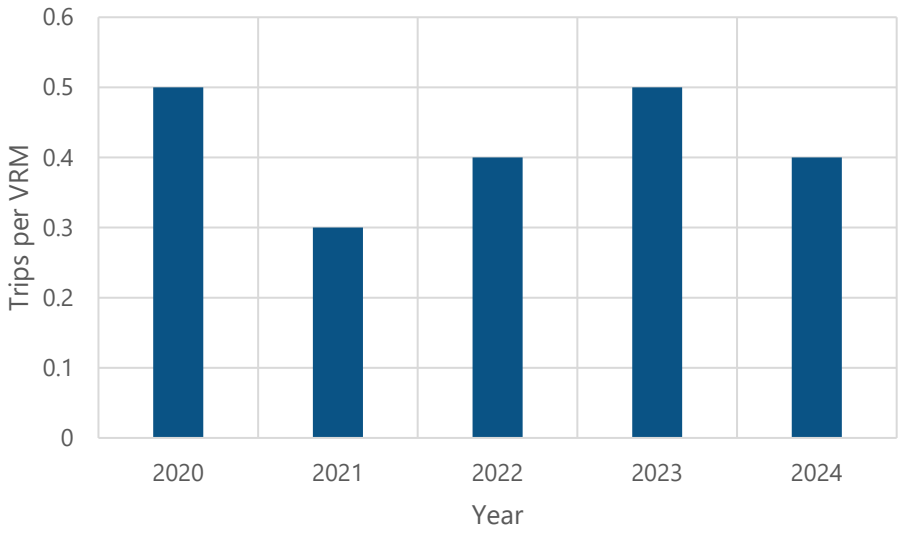
Source: City of Minot and National Transit Database

Service Effectiveness

Measures of service effectiveness are data points that describe how well a transit system meets the needs of its users or community goals. In other words, transit service effectiveness measures focus on outcomes by indicating whether the service is useful when and where people need it. This information can be helpful in analyzing the success of service changes as well. Common measures of transit service effectiveness, as reported in the NTD, include passenger trips per vehicle revenue mile and passenger trips per vehicle revenue hour.

Minot City Transit's trips per vehicle revenue mile have varied between 0.3 and 0.5 over the past five years (see Figure 4). Most recently in 2024, the system exhibited 0.4 trips per vehicle revenue mile. The slight decline in 2024 is likely a reflection of the addition of two new routes in July 2024. The South West and North routes introduced in July 2024 added mileage to the system but have exhibited among the lowest ridership of the eight routes. This is a common occurrence with newly established routes, where ridership is initially lower and may increase over time as riders become more aware of the service. There may be opportunities to increase the systemwide passengers per revenue mile through service planning efforts aimed at increasing the effectiveness of lower-performing routes.

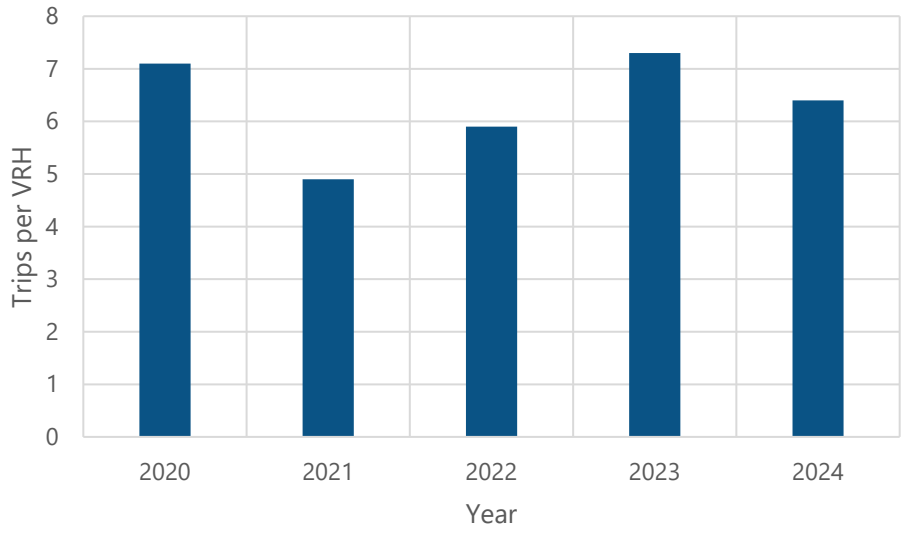
Figure 4. Minot City Transit Trips Per Vehicle Revenue Mile (2020-2024)



Source: City of Minot and National Transit Database

Trips per vehicle revenue hour have also fluctuated over the past five years, ranging from a low of 4.9 in 2021 to a high of 7.3 in 2023 (see Figure 5). Trips per vehicle revenue hour appear to have declined slightly in 2024 for similar reasons as the decline in trips per vehicle revenue mile, i.e. the addition of two new bus routes that have so far exhibited lower than average ridership.

Figure 5. Minot City Transit Trips Per Vehicle Revenue Hour (2020-2024)



Source: City of Minot and National Transit Database

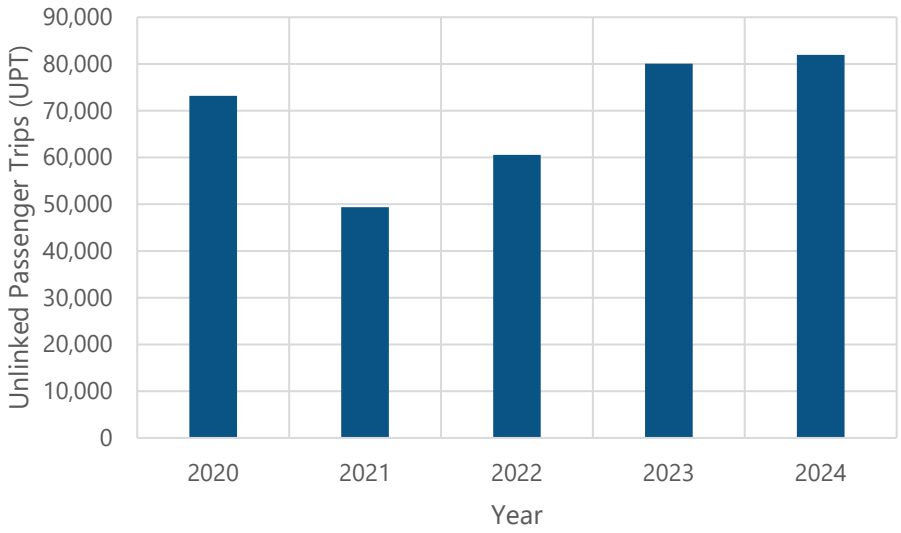
RIDERSHIP AND TRAVEL FLOW ANALYSIS

This section presents a description and analysis of Minot City Transit ridership as observed for the years 2020 through 2024. Both aggregate and route-level data are considered here to the extent possible. Data presented in this section includes systemwide ridership trends, route-level ridership trends, stop-level ridership data, month-by-month ridership trends, and ridership by fare type. An analysis and brief discussion of general community travel patterns is also included.

Systemwide Ridership

In 2024, Minot City Transit provided a total of 81,945 unlinked passenger trips across the fixed route bus network. This is the highest ridership the system has had over the past five years, and the system has exhibited a five-year ridership growth rate of about 12 percent (see Figure 6). In the last five years, transit ridership reached a low point of 49,357 in 2021 before rebounding in subsequent years. Similar trends can be seen in transit ridership data for agencies around the country as a result of the COVID-19 pandemic. While Minot City Transit ridership has been recovering since the pandemic, it has not yet bounced back to the nearly 95,000 rides provided in 2019, the last full year before the pandemic.

Figure 6. Minot City Transit Ridership (2020-2024)



Source: City of Minot and National Transit Database

Ridership by Route

While overall system ridership has been increasing every year since 2021, performance of individual routes has varied (see Figure 7). Individual route performance is described below:

- **30 North West:** This is one of Minot City Transit's lower ridership routes, with approximately 5,600 passengers in 2024. Despite this, the North West route's ridership has grown every year since 2020, with the largest growth seen from 2023 to 2024. Overall five-year ridership trend: +63 percent.

- **31 East:** This route currently has the highest ridership in the Minot City Transit system, with over 17,200 riders in 2024. Its ridership has seen rapid growth since 2020. Overall five year ridership trend: +104 percent.

- **32 South 1:** In 2024, this route carried the third highest number of riders in the Minot City Transit system, with about 11,900 riders. Ridership declined slightly from 2020 to 2023, then increased dramatically in 2024. Overall five-year ridership trend: +15 percent.

- **33 South East:** This route had the fourth-highest ridership in 2024, with 11,500 passengers. However, this route used to perform better relative to other routes. In 2021 and 2022, it had the second-highest ridership, and its ridership grew each year from 2020 through 2023. Then in 2024, ridership saw a precipitous decline, making it one of three regular routes to have seen a ridership decline in 2024. Overall five-year ridership trend: +20 percent.

- **34 North Central:** Currently Minot's fifth-highest ridership route, the North Central route carried over 10,500 passengers in 2024. Ridership hit a low point in 2021, then increased significantly through 2023 before declining again in 2024. Overall five-year ridership trend: +42 percent.

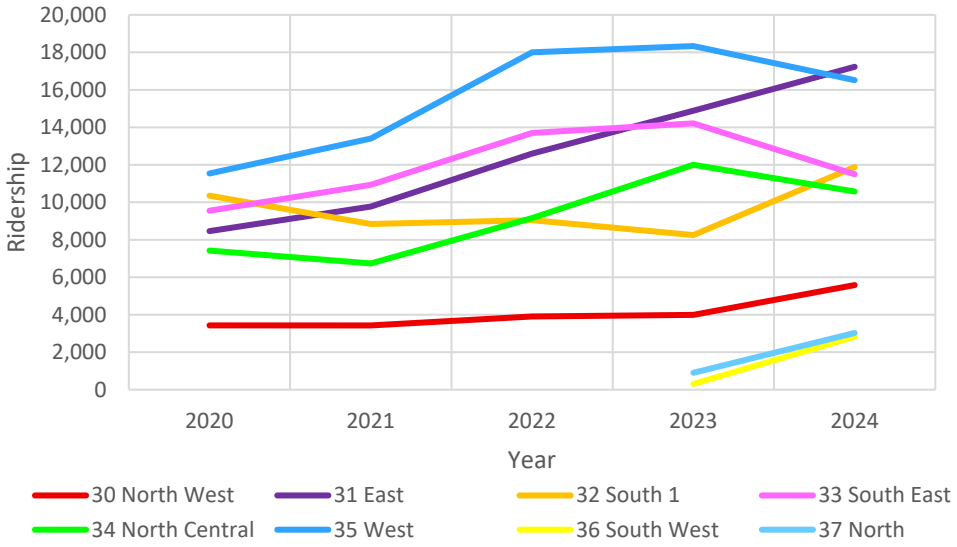
- **35 West:** Currently Minot's second-highest ridership, the West route carried over 16,500 passengers in 2024. Formerly the highest-ridership route, it experienced substantial ridership growth in 2022 and

minimal growth in 2023, though in 2024 it experienced a notable decline of about 1,800 riders. Overall five-year ridership trend: +43 percent.

- **36 South West:** This route was introduced permanently in 2024. It is currently the lowest ridership route in the system, having served about 2,800 riders in 2024. However, it began permanent service in July, meaning its 2024 ridership only represents half a year of service.

- **37 North:** This route was also introduced permanently in July 2024. In 2024 it had the second-lowest ridership in the Minot City Transit system, with about 3,000 passengers. Like the South West route, this figure represents only half a year of service.

Figure 7. Minot City Transit Regular Route Annual Ridership (2020-2024)



Source: City of Minot

Ridership by Stop

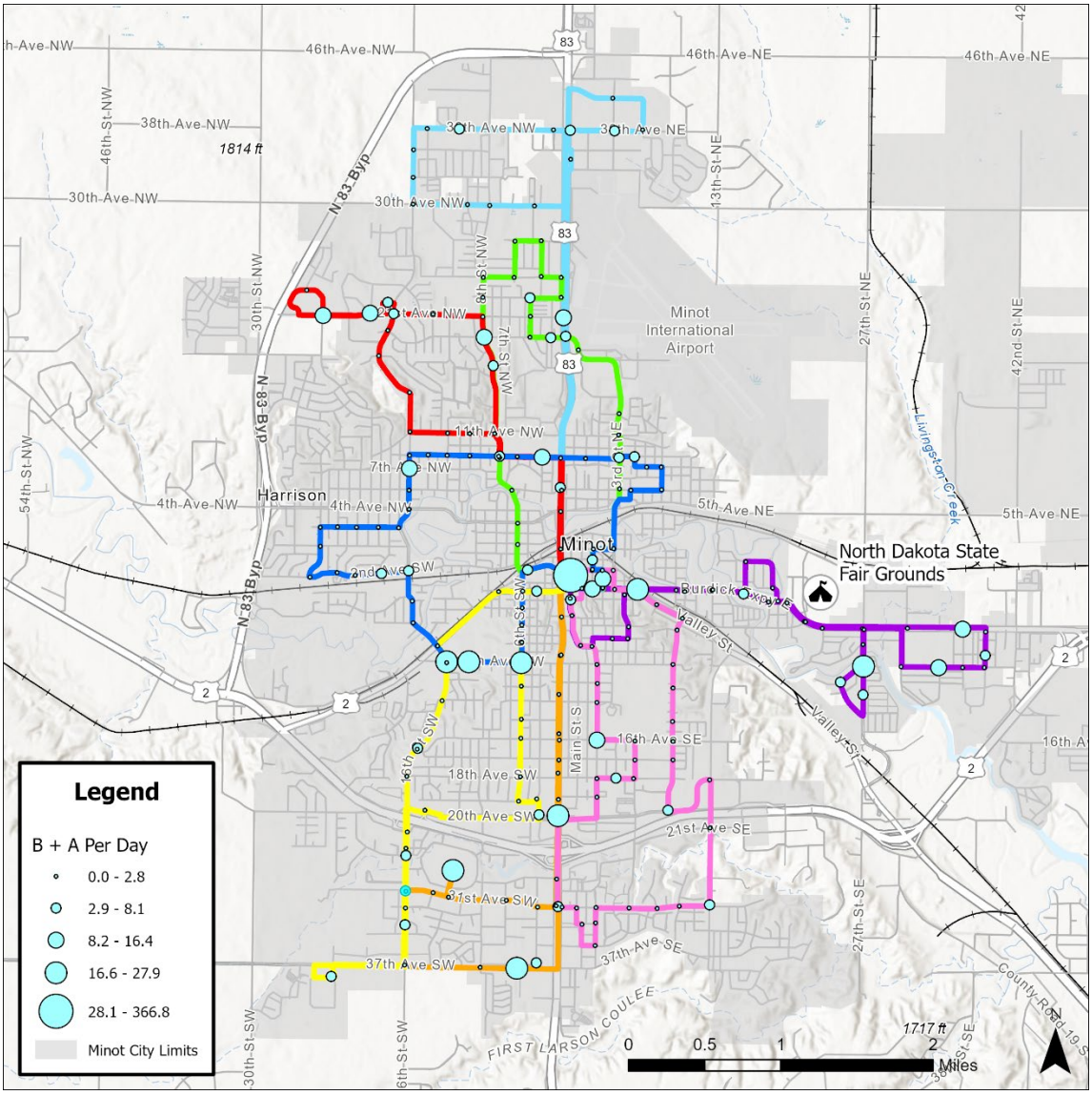
In any transit system, ridership will vary greatly by stop because of differences in travel needs around the city. It is common for stop locations to see high boardings and alightings if they are major transfer locations, are located near popular destinations for transit riders, and/or serve areas with a larger transit market base. Analyzing ridership by stop is an important exercise in the early phases of transit service planning, as ridership data at this level is very useful in determining where alterations to service will likely have the largest impacts, either negative or positive.

The Minot City Transit system is a flag-stop network, meaning there are few, if any, defined locations where buses stop along each route. Rather, a passenger will "flag down" the bus at a point along a route. The transit agency typically operates on a policy of stopping at a *safe location* along a route, which at times requires coordination with regular passengers to ensure both the agency and rider have a consistent understanding of where they may be picked up and dropped off. While it may initially sound like a flag stop system requires constant coordination to ensure both the rider and driver are on the same page, typically there are only a small number of locations along a route where the agency would have safety concerns.

With the exception of the downtown transfer center, which is a dedicated stop, passengers can board and alight "at any street corner along the route or at a fire hydrant in the middle of the block" according to instructions in the Minot City Transit passenger guide.[3] As such, stops outside of the downtown transfer center generally are not marked with signage, and all but a handful do not have bus stop amenities such as seating, shelter, route information, etc.

However, Minot City Transit's suite of CAD/AVL and passenger counting technology is able to track the number of people that board and alight in each location. The agency's system tracks boardings and alightings at 255 locations across the transit system. These data can be mapped to show specific locations around the city that see high ridership. Figure 8 contains such a map.

Figure 8. Average Boardings and Alightings Per Day by Stop



Source: City of Minot

[3] https://www.minotnd.gov/DocumentCenter/View/9048/Minot-City-Transit-Guide?bidId=

Within the ridership data, the downtown transfer center stands out as having exceptionally high ridership, which is a common phenomenon in transit systems with a single central transfer point. With an average of 377 boardings and alightings per day in 2025 (based on year-to-date data through October 22), the transfer center is an outlier among stops. The transfer center alone represents 38 percent of average daily boardings and alightings.

Using the Jenks natural breaks method in GIS software, bus stops can be divided into groups or tiers based on ridership. The next lowest group after the downtown transit center, referred to here as "primary boarding and alighting locations," serve on average approximately 17 to 28 passengers per day. Further down in ridership, the next group, referred to here as "other high performing boarding/alighting locations," serve approximately eight to 16 passengers each day. Information about these stops is shown in Table 4 and Table 3, respectively.

Table 4. Primary Boarding and Alighting Locations Within the Minot City Transit System

Stop Location	B+A Per Day	Percent of Total Daily B+A
11th Ave SW & 16th St SW (Magic City Campus)	28	2.9%
11th Ave SW & 6th St SW (Jim Hill M.S.)	25	2.6%
Magic City Campus	24	2.4%
Burdick Expwy East & Valley Street (Trinity Health)	21	2.2%
Dakota Square Mall Door 'C'	21	2.2%
37th Ave SW & 4th St SW (WalMart)	21	2.2%
20th Ave & S Broadway (Marketplace Foods)	19	1.9%
27th St SE & El Rio Drive (manufactured home community)	18	1.9%

Table 5. Other High Performing Boarding and Alighting Locations in the Minot City Transit System

Stop Location	B+A Per Day	Percent of Total Daily B+A
Burdick Expwy East & 37th St. SE	16	1.7%
11th Ave SE & 35th St SE (manufactured home community)	16	1.6%
16th Ave SE & 2nd St. SE	15	1.6%
University Ave & 4th St NW (Minot State)	14	1.5%
Burdick Expwy East & 1st St SE (Milton Young Towers, Minot Housing Authority)	13	1.4%
7th Ave NW &16th St NW (Longfellow Elem.)	13	1.3%
3rd Ave SE & 2nd St SE (Minot H.S. Central Campus, Milton Young Towers)	10	1.1%
20th Ave NW & 8th St NW (Royal Suites Apts)	10	1.1%
Minot North High School	10	1.1%

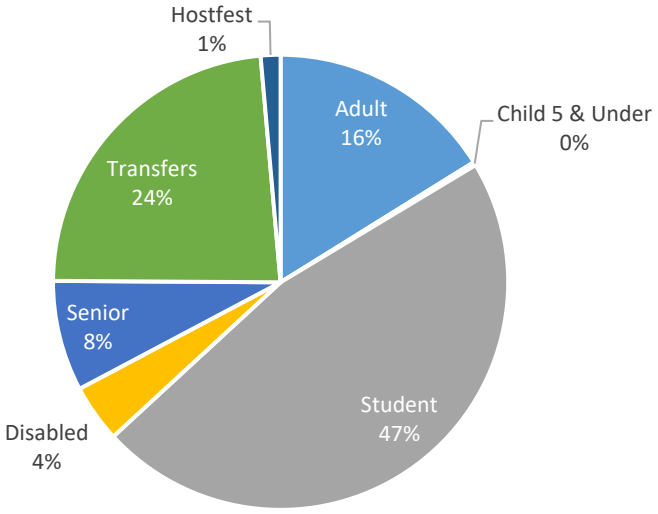
Stop Location	B+A Per Day	Percent of Total Daily B+A
21st Ave. NW & North Broadway (Minot Mobile Home Park)	9	0.9%
21st Ave NW & Landmark Circle	9	0.9%
18th Ave SE & 4th St SE (Meadowlark Heights Apts)	8	0.8%

Source: City of Minot

Ridership by Type

Minot City Transit tracks the ridership type across its system. Systemwide, students are the largest group of riders, making up slightly less than 50 percent of all trips in 2024. Full fare adult riders represent 15 percent of trips, while senior and disabled discount fares together make up 12 percent of ridership. Norsk Høstfest shuttle ridership was slightly over one percent of systemwide annual ridership. Children 5 and under are the smallest rider group, making up less than one percent of riders. Figure 9 shows the full annual ridership type breakdown for 2024.

Figure 9. Minot City Transit Ridership By Type (2024)

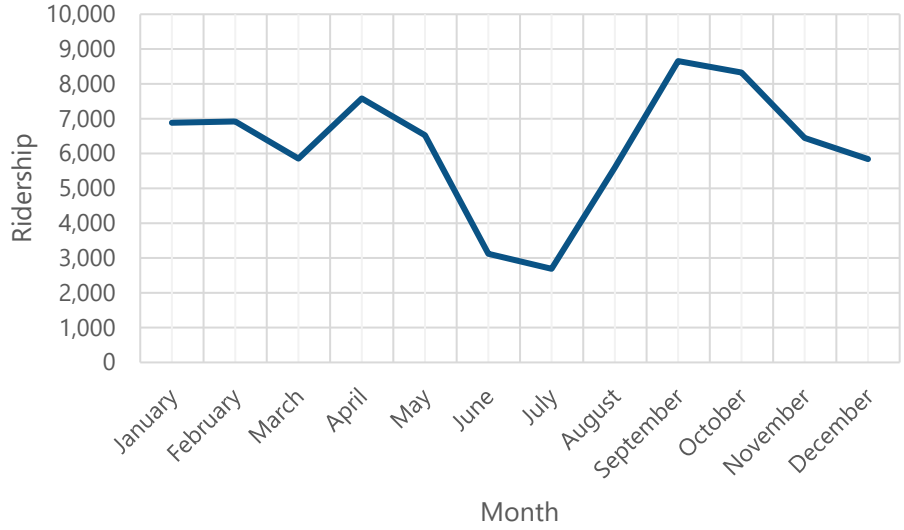


Source: City of Minot

Ridership by Month

Minot City Transit experiences seasonal variability in ridership. Because much of its ridership base is students, ridership is much lower in the summer than in other parts of the year. Ridership is typically highest in September due to the combination of school being back in session and the addition of temporary Høstfest shuttle service. Figure 10 shows the seasonal variation across the year in 2024, excluding data for the South West and North routes since they lack a full year of service data.

Figure 10. Minot City Transit Ridership by Month (2024)



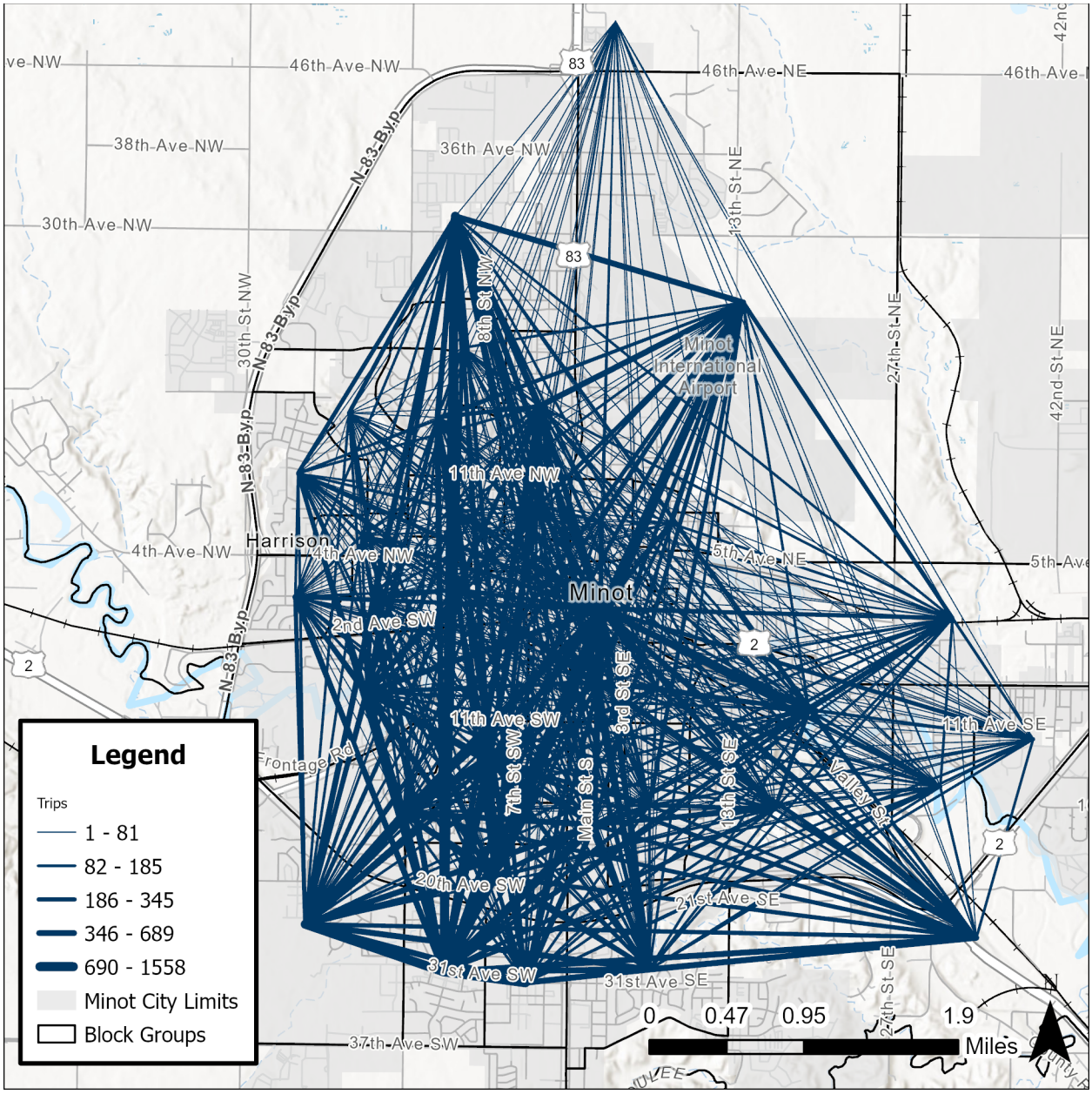
Source: City of Minot
Note: Data excludes South West and North routes, which began operating in July 2024 and do not have a full year of ridership data available.

Travel Flow Analysis

General community travel flow data can be helpful in transit planning to identify common origin and destination areas that may not be served by transit in the most efficient and effective manner possible. For this analysis, travel flow data is sourced from Replica, a data provider that produces a seasonal trip table using a combination of mobile phone location data, consumer/resident data, built environment data, economic activity data, and ground truth data. The model is considered an accurate reflection of travel patterns nationwide, although its trip table represents simulated/modeled trips, rather than actual trips.

Using the Spring 2025 seasonal trip table from Replica, origins and destinations were gathered for all trips that begin and end in census block groups contained wholly or partially within Minot city limits, the primary service area for public transit in Minot and where most trips in the region occur. The trip table reports trip origin and destination (O-D) locations as the centroid of the block group containing either endpoint of the trip. This data is mapped using straight lines that connect each block group centroid, with lines symbolized by the number of daily trips that occur between each block group. The result is a map representing an estimate of all generalized travel that occurs within Minot and its immediate surroundings on a typical weekday (see Figure 11). The map appears visually busy as it represents travel paths in Minot for an entire day.

Figure 11. Weekday Origin-Destination Volumes for All Trips in the Minot Area

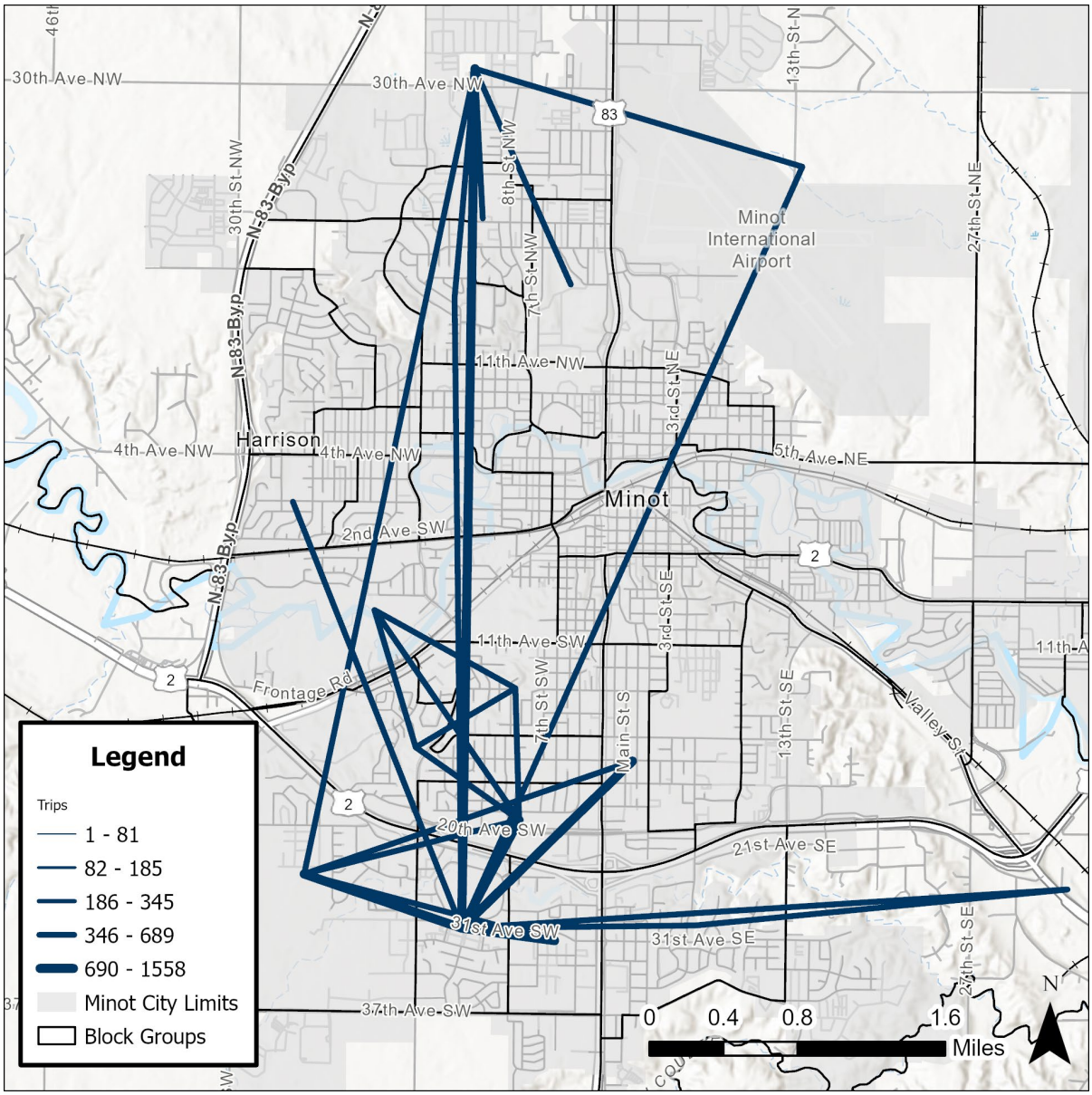


Source: Replica

As part of this TDP process, service planning efforts involved studying whether current routes support travel desires or is there need to redesign portions of the route network to better serve travel needs. Input received by Minot City Transit has included interest in providing crosstown service without requiring a transfer downtown. The O-D data mapped above can be filtered down to reveal block group O-D connections that have relatively high trip volumes outside downtown. To this end, the O-D lines were queried to show only O-D pairs with greater than 400 trips per day that do not begin or end in the block group containing the downtown transfer center. The result is a map (Figure 12) showing that there is relatively high travel flow between northwest and southwest Minot, roughly along the 16th Street corridor. There is also relatively high travel flow along an east-west alignment in southern Minot. Service planning efforts, the results of which are described alter in this TDP, explored the degree to which efficiencies can be gained by connecting locations

along these alignments without passing through the transfer center, potentially reducing the need for some riders to transfer. O-D data also suggests that a high volume of trips flow into and out of the block group containing Dakota Square Mall. This indicates that a secondary bus transfer location or secondary, alternating route may improve service effectiveness and should be explored further.

Figure 12. Origin-Destination Pairs with >400 Daily Trips, Excluding Trips Beginning or Ending Downtown



Source: Replica

TRANSIT MARKET ANALYSIS

A transit market analysis looks at a variety of demographic indicators of transit usage to evaluate what areas of a community may generate the most transit ridership, therefore making the best use of transit resources. Generally, transit is used more often by the following groups:

- People with lower incomes
- People who lack personal vehicle access
- Seniors
- Cost-burdened households
- People with disabilities

Transit is also most useful in areas with higher density, where people and destinations are located closer together and transit trips tend to be shorter. This section presents maps highlighting these transit market indicators at the block group level in the Minot area to define the local transit market. Current bus routes are overlaid on top of the demographic data to demonstrate how well the current market is served.

Population Density

One common indicator of a stronger transit market is population density. Higher population densities reflect areas where people live closer together and transit trips tend to be shorter overall, making transit a more attractive mode of transportation. Higher population density also means that more people live within a reasonable walking distance of a given bus stop, which further increases the attractiveness of using transit. See Figure 13 for a map of population densities.

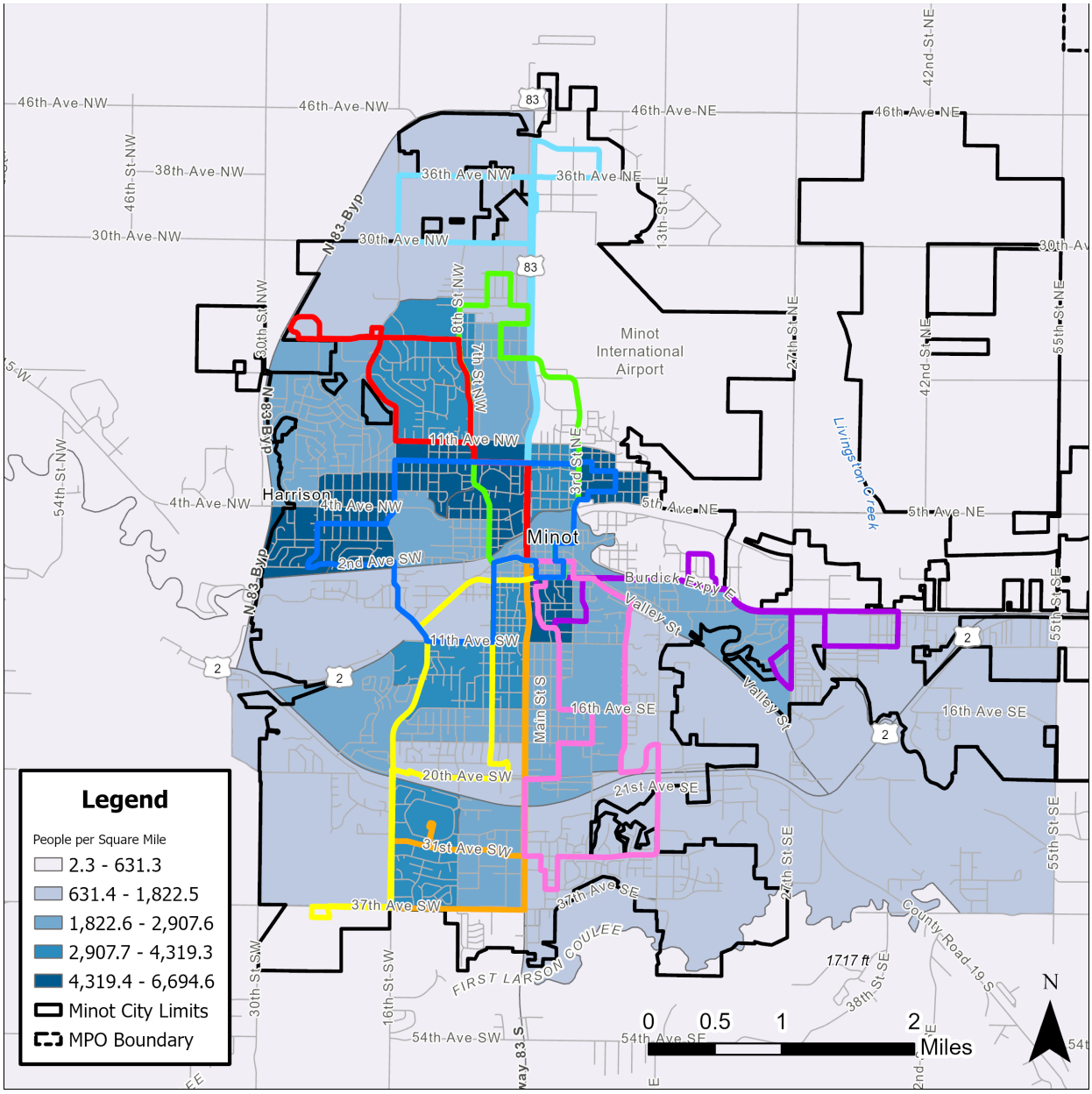
In Minot, population density is generally low across the city, though relatively high densities are found in neighborhoods immediately north and south of downtown. Parts of western Minot also have relatively high densities, and south central Minot exhibits medium density relative to the rest of the area.

As can be seen in the map, Minot's bus routes generally correlate spatially with areas of medium to high population density. There are some exceptions, particularly in areas near the edge of Minot city limits, though service in these areas still plays a critical role in serving communities with other indicators of a good transit market.

Low-Income Population

People with low incomes are generally considered to be more transit-dependent than non-low-income individuals, as this population is less likely to own a car and is more prone to being temporarily without a car in the event that an expensive repair must be delayed. Even for low-income individuals who have access to a working vehicle, some may prefer to use transit anyway for some trips, as transit is often a more cost-effective mode of transportation. For the purpose of this market analysis, an individual is deemed to be low-income if they reside in a household whose total household income is below 185 percent of the federal poverty level.

Figure 13. Population Density in the Minot Area – By Block Group

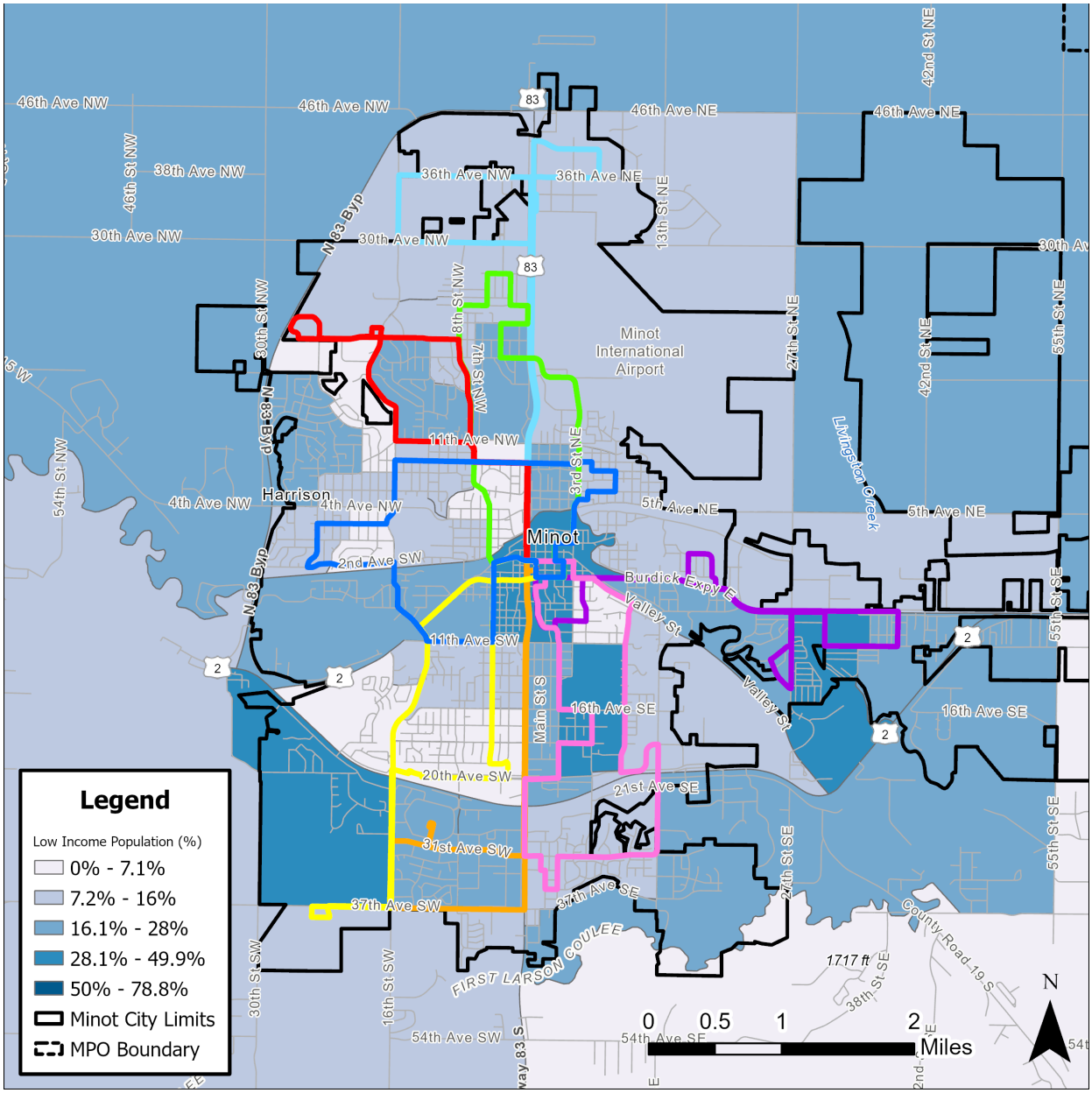


Source: 2023 American Community Survey 5-Year Estimates

Figure 14 shows the percentages of individuals living in low-income households in the Minot area. In Minot, the low-income population is most heavily concentrated downtown and in neighborhoods immediately to the south. These also happen to be areas with the highest density of transit routes, as all bus routes converge downtown. Other areas with relatively high concentrations of low-income individuals include parts of east Minot, particularly around the end of the East route, and areas of southwest Minot.

One notable feature of the low-income map, when compared with the population density map, is that some areas with low population density that have bus service are also areas with relatively high concentrations of low-income individuals. This is especially apparent east and south Minot.

Figure 14. Population Earning Incomes < 185% of Federal Poverty Line in the Minot Area – By Block Group



Source: 2023 American Community Survey 5-Year Estimates

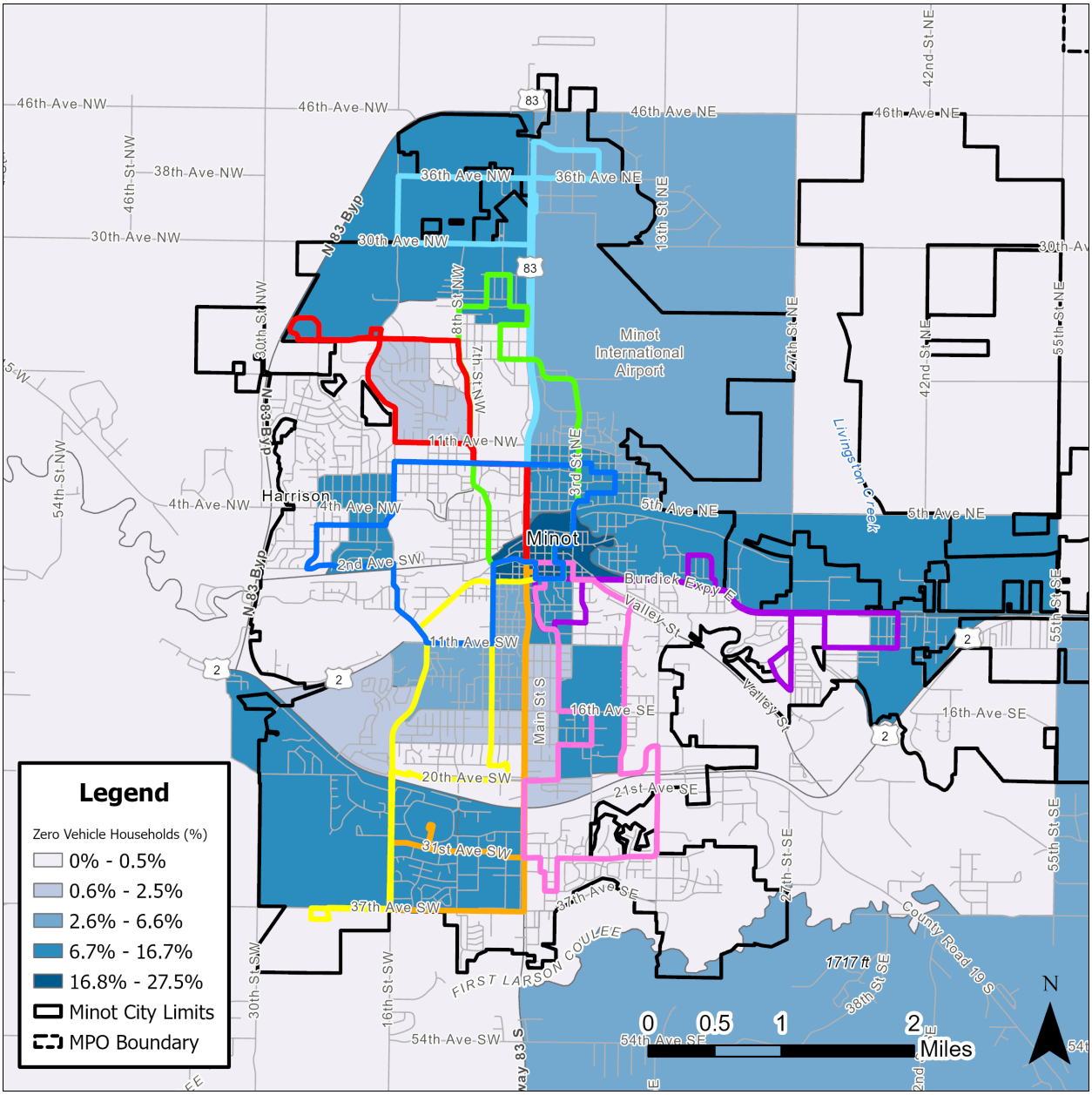
Zero-Car Households

In any community, including Minot, some households lack access to a working vehicle. For households without access to a vehicle, transit often serves as a critical connector to jobs, services, family, and friends. Zero-car households are considered among the most transit-dependent populations, because transit is highly likely to be the primary mode of transportation for members of such households.

Figure 15 shows the percentage of households in the Minot area without access to a working car. In the Minot area, the highest proportion of households without vehicle access are found downtown. In the block group covering downtown Minot, census estimates show that over one-quarter of households do not have

access to a vehicle at all. Areas to the immediate north and south of downtown also exhibit somewhat high lack of vehicle access, though not quite as high as downtown itself. This area has among the highest available transit density in the Minot region, which could influence zero-car households' decisions to live in the area. Downtown also includes Henry Towers, an 83-unit public housing complex operated by the Minot Housing Authority. With few other residential uses downtown, this facility likely has a large influence on the zero-car household metric in the downtown block group.

Figure 15. Zero-Car Households in the Minot Area – By Block Group



Source: 2023 American Community Survey 5-Year Estimates

Other areas of Minot with low vehicle access include parts of east, southwest, and west Minot, each of which are located along existing bus routes. Transit routes in Minot correlate spatially well with areas of lower

vehicle access, which indicates that the system is well-designed to provide critical access to households without cars.

Seniors (Age 65+)

As a whole, seniors above the age of 65 are considered more transit dependent on average than the general population. While many seniors can and do drive personal vehicles, age related illnesses and disabilities can inhibit one's ability to drive, forcing a person to seek other modes of transportation, including public transportation. Seniors often turn to public transportation when they cannot drive, particularly if they are not able to be driven by a family member or friend. Transit access also tends to be a factor in many seniors' ability to age in place in the event that they lose the ability to safely operate a vehicle.

Figure 16 shows the percentage of people in each Minot area block group age 65 and over. In Minot, the population age 65 and older is most heavily concentrated in the southwest quadrant of the city, with another small area of high senior concentration northeast of downtown. Areas with a high proportion of the population age 65+ in Minot are generally served by bus routes, which suggests the Minot City Transit network is well designed to provide access to seniors. Rural block groups along the south side of Minot within the study area have a medium-level concentration of seniors (between 15 and 21 percent). These areas are included in the Minot MPO planning area boundary and should be considered in future service planning to the extent possible. While these block groups will likely not be able to be served effectively by fixed routes, they represent an opportunity to build on the demand response partnership with Souris Basin Transportation.

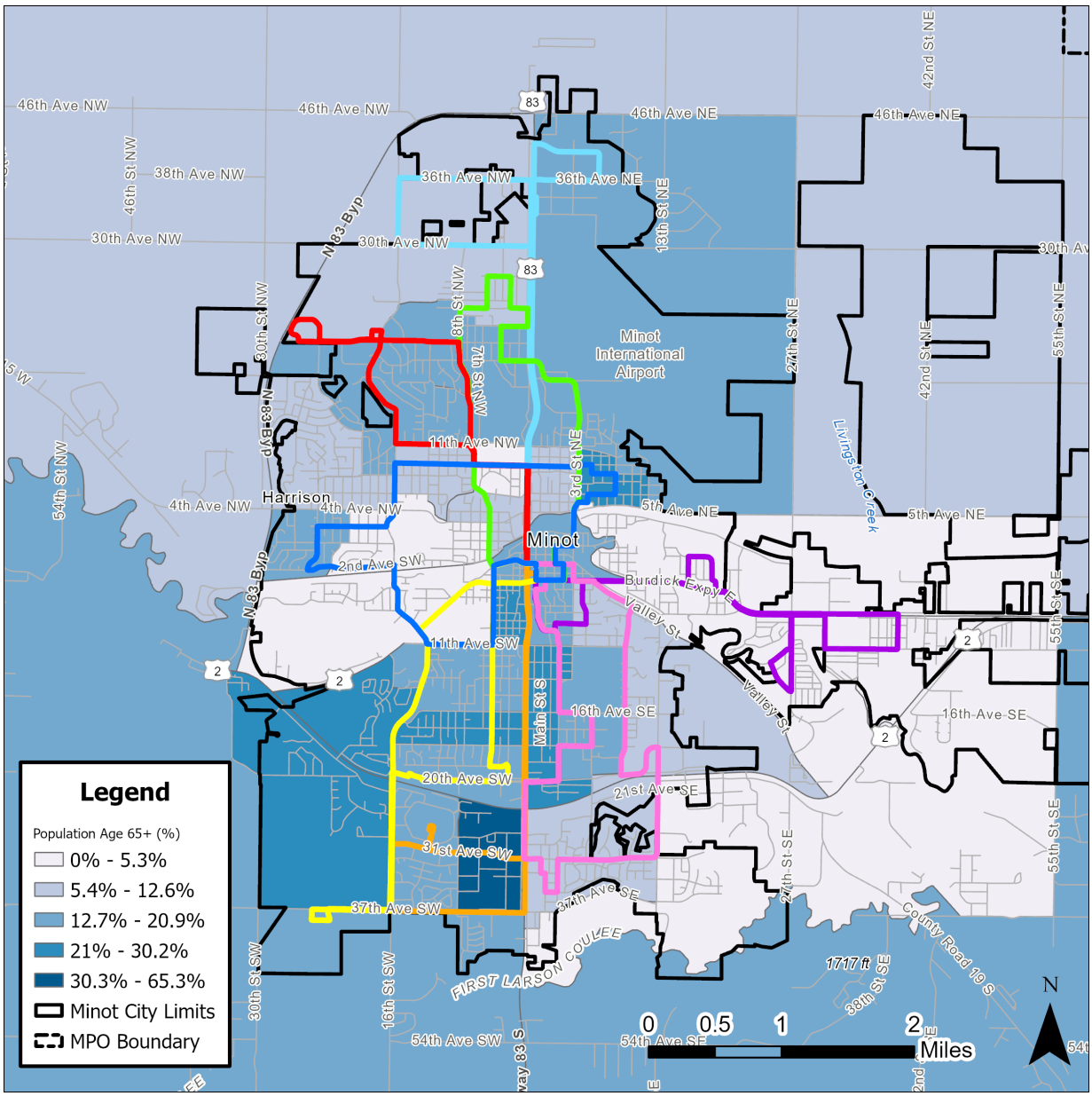
Cost-Burdened Households

A cost-burdened household is defined by the Department of Housing and Urban Development as any household spending in excess of 30 percent of its gross monthly income on housing-related expenses, including rent/mortgage, insurance, utilities, and maintenance. This metric is sometimes, but not always, associated with low income populations. This metric is important to consider in transit planning, as households who are cost-burdened can in some cases offset the excessive amount of money they pay toward housing expenses by owning fewer cars and instead making use of other transportation modes, such as transit.

Figure 17 shows a map of cost-burdened households as a percentage of all households in each block group. In Minot, cost-burdened households tend to be most heavily concentrated in the southeast and northwest quadrants of the city. Some of these areas, particularly in southeast Minot, correlated with low-incomes, but many parts of northwest Minot considered cost-burdened do not have high concentrations of low-income individuals. Housing cost burden appears to be a significant issue in parts of Minot, where in some block groups nearly all households spend more than 30 percent of their income on housing.

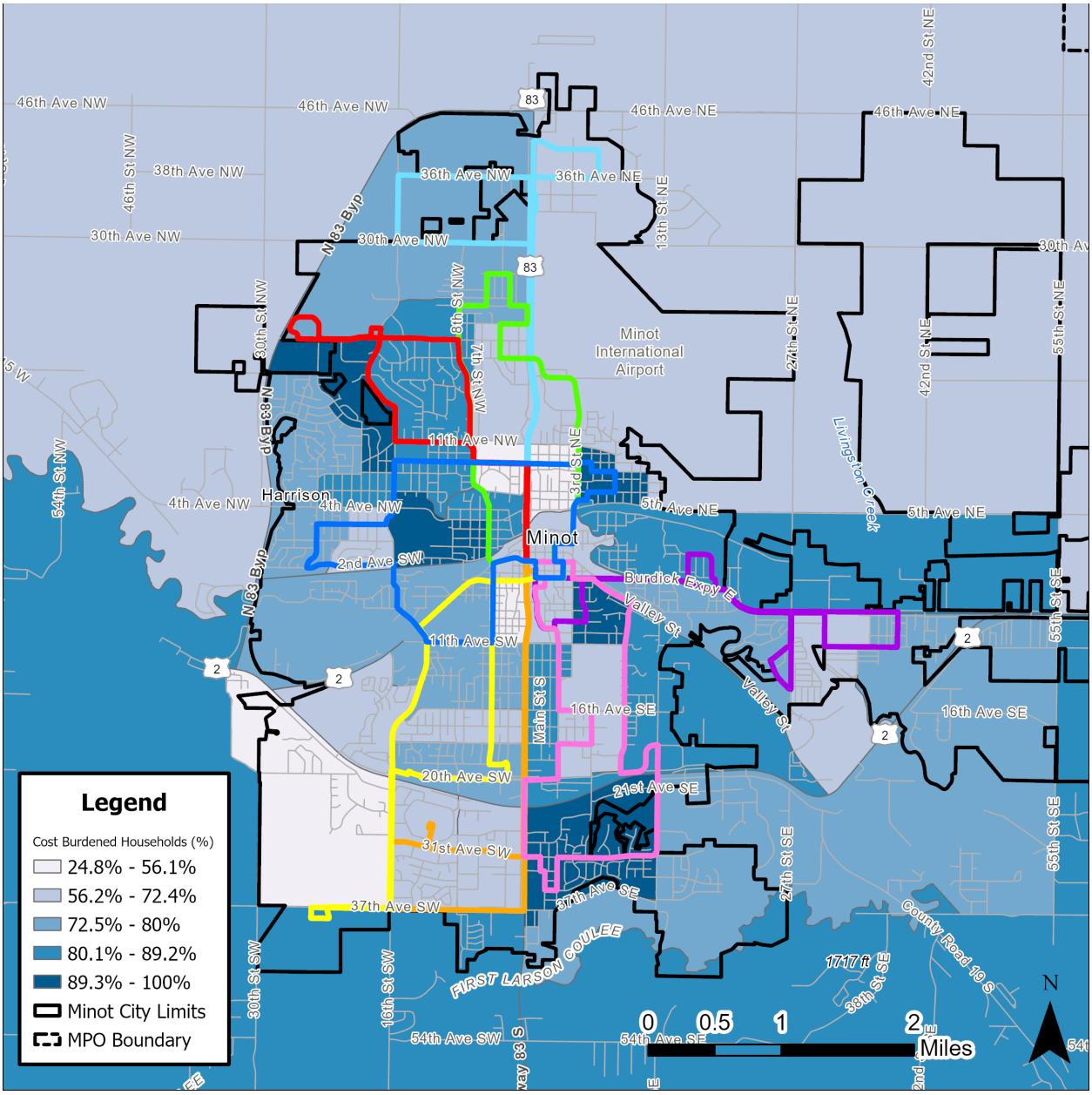
The Minot City Transit network generally runs in or adjacent to all areas within Minot city limits where housing cost burden is high, which indicates that households spending an inordinate amount of money on housing at least have transit options available, should they choose to use them. Rural block groups to the south of the City of Minot also appear to exhibit high rates of housing cost burden. Such areas could be good candidates for demand-response transit through an expanded partnership with Souris Basin Transportation.

Figure 16. Population Age 65+ in the Minot Area – By Block Group



Source: 2023 American Community Survey 5-Year Estimates

Figure 17. Cost-Burdened Households in the Minot Area – By Block Group



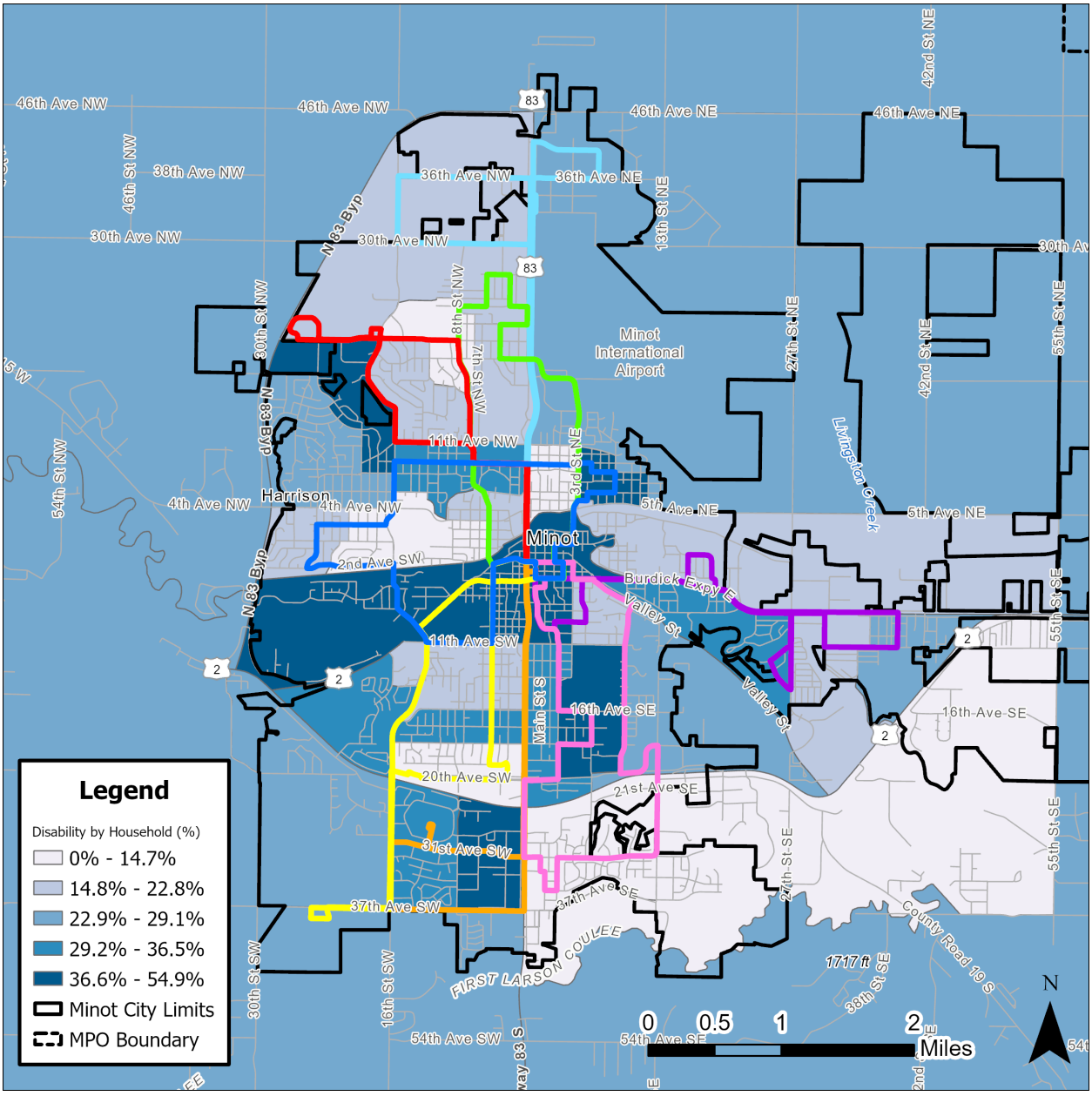
Source: 2023 American Community Survey 5-Year Estimates

Persons with Disabilities

People with disabilities often find themselves unable to drive a car or walk significant distances. This leads many people with disabilities to utilize transit for their transportation needs. Transit access is especially useful for some people with disabilities because transit systems that receive federal funding are required to comply with the Americans with Disabilities Act. The American Community Survey collects disability data at the household level, meaning ACS data can be used to estimate the number of households with at least one person with a disability of any sort.

Figure 18 shows a map of the percentage of households with at least one person with a disability in each Minot area block group. In Minot, areas with high rates of households containing someone with any disability can be found in many areas. A large swath of west Minot from downtown to the western city limits fits this description, as do pockets of south and northwest Minot and a neighborhood to the immediate northeast of downtown. The areas where people with disabilities are most prevalent tend to be served by transit, with the exception of some parts of far western Minot. Transit access for persons with disabilities is also supplemented by Souris Basin Transportation, which offers ADA-accessible paratransit/demand response within the City of Minot.

Figure 18. Households With At Least One Person With a Disability in the Minot Area – By Block Group



Source: 2023 American Community Survey 5-Year Estimates

PEER REVIEW

Since there are no recognized industry standards for most measures of transit system performance, a common practice in analyzing the performance and success of a transit agency is to conduct a peer analysis. Evaluating a transit system against peer agencies of similar sizes and serving similar populations helps to put the local agency being studied into context nationally. While no peer agency will be a perfect comparison to Minot City Transit, the results of the peer analysis presented in this section will allow leadership at Minot City Transit as well as decisionmakers at the City of Minot to understand whether local transit is performing at an appropriate level.

The peer analysis in this TDP builds on a previous peer analysis conducted during the most recent transit study in Minot. To that end, all peer agencies used for comparison previously are also used in this analysis. To reflect feedback heard during the first steering committee meeting, one new peer agency has also been added to the peer comparison list. This agency is the Paducah Area Transit System, located in Paducah, Kentucky, a city which received metropolitan area status from the Census Bureau in 2023 around the same time as Minot and is likely facing similar challenges and uncertainties as Minot with the switch from rural to urban funding. Table 6 contains the full list of peer agencies used in this comparison. This section then presents static peer dashboards illustrating performance data, a comparison of fare structures among peer agencies, and a brief fare policy discussion.

Table 6. List of Agencies for Peer Analysis

Agency Name	Service Area
Great Falls Transit District	Great Falls, MT
Valley Transit	Walla Walla, WA
Casper Area Transit Coalition	Casper, WY
Bis-Man Transit	Bismarck, ND
Basin Transit Service	Klamath Falls/Altamont, OR
Cheyenne Transit Program	Cheyenne, WY
Paducah Transit Authority	Paducah, KY

Since Minot City Transit only directly provides fixed route service, this peer performance analysis excludes data on demand response or any other mode that the peer agencies may offer. Analyzing fixed route data alone allows for a more direct comparison with peer transit systems around the country.

The peer analysis assesses Minot City Transit fixed-route service performance in two ways:

- **Single Year: Comparison to peer average for the most current year.** National Transit Database (NTD) data from 2024 are used in this analysis, as this is the most recent year for which NTD data are available at the time of analysis. Performance is considered "satisfactory" within one standard deviation of the peer average. The system's performance is considered "outside the satisfactory range" (unsatisfactory) if it falls more than one standard deviation from the peer average.

- **Multi-Year Trend Analysis: Comparison to peer average for annual rate of change.** NTD data from 2020 to 2024 are used. The annual rate of change from 2020 to 2024 is calculated as follows:

$$Annual\ rate\ of\ change = \left(\frac{Value_{2020}}{Value_{2024}}\right)^{1/4} - 1$$

  The system's annual rate of change is compared to that of the average of the peer group. Similarly to the single-year comparison, the system's trend performance is considered "satisfactory" within one standard deviation of the peer group average. Beyond one standard deviation from the peer group average, the system's trend performance is considered "outside the satisfactory range," i.e. unsatisfactory.

Peer Group

As mentioned above, peer agencies were selected based on a review of the most recent transit study in Minot and input from the steering committee for this TDP. The peer agencies represent mixture of in-state and national peer agencies that operate in cities similar to Minot with similar sized transit systems. Table 7 contains detailed operating statistics for Minot City Transit and the group of peer agencies.

Table 7. Operating Statistics Among Minot City Transit Peers

System Name	Primary City	Revenue Hours	Passenger Trips	Operating Expenses	Passenger Revenues	Service Area Population[4]
Basin Transit	Klamath Falls, OR	14,181	137,674	$3,231,307	$103,200	43,038
Bis-Man Transit	Bismarck, ND	21,792	121,538	$2,107,550	$80,089	98,198
City of Casper	Casper, WY	15,194	134,817	$958,879	$39,381	67,751
City of Cheyenne	Cheyenne, WY	11,760	73,428	$801,947	N/A – free fares	79,250
Great Falls Transit	Great Falls, MT	33,478	363,628	$3,502,891	$202,332	67,097
Paducah Transit	Paducah, KY	14,632	158,171	$1,198,702	$98,959	50,533
Valley Transit	Walla Walla, WA	25,710	459,098	$4,446,063	N/A – free fares	50,013
City of Minot	*Minot, ND*	*12,753*	*81,945*	*$1,548,621*	*$76,870*	*50,925*
Average		18,688	191,287	$2,224,495	$75,729	63,388
Minot City Transit as % of Average		**68%**	**43%**	**70%**	**102%**	**80%**

Source: National Transit Database

[4] Service area population represents 2020 Census data. The figure will not be updated until the 2030 Census.

Peer Comparison Results

This subsection summarizes Minot City Transit service relative to peer groups over the five-year period from 2020 to 2024 as well as the results of the single-year and multi-year analyses for each of eight standard performance measures reviewed. Figure 19 summarizes Minot City Transit's performance relative to its peer systems across all measures.

Minot City Transit Five-Year Summary

Table 8 and Table 9 show Minot City Transit operating statistics and performance measures, respectively, for 2020 through 2024. The average annual rate of change for the five-year period is calculated for each statistic and measure.

Table 8. Minot City Transit Operating Statistics (2020-2024)

Operating Statistic	2020	2021	2022	2023	2024	Annual Rate of Change
Revenue Hours	10,359	10,099	10,344	10,989	12,753	5.3%
Passenger Trips	73,203	49,357	60,560	80,063	81,945	2.9%
Operating Expenses	$981,507	$1,142,740	$1,176,526	$1,428,713	$1,548,621	12.1%
Passenger Revenue	$63,652	$34,755	$47,350	$68,731	$76,870	4.8%

Source: National Transit Database

Table 9. Minot City Transit Performance Measures, 2020-2024

Performance Measure	2020	2021	2022	2023	2024	Annual Rate of Change
Operating Expense per Passenger Trip	$13.40	$23.15	$19.43	$17.84	$18.90	9.0%
Operating Expense per Revenue Hour	$94.71	$113.15	$113.74	$130.01	$120.43	6.4%
Passenger Trips per Revenue Hour	7.07	4.89	5.85	7.29	6.43	-2.4%
Passenger Trips per Capita (thousands)*	-	-	-	-	1.61	-
Revenue Hours per Capita (thousands)*	-	-	-	-	0.25	-
Average Fare per Passenger Trip	$0.87	$0.70	$0.78	$0.86	$0.94	1.9%
Operating Ratio	6.49%	3.04%	4.01%	4.81%	4.96%	-6.5%
Subsidy per Passenger Trip	$12.53	$22.34	$18.65	$16.99	$17.96	9.4%

Source: National Transit Database

**Data unavailable for all but 2024 due to insufficient population information within NTD data*

Minot City Transit Peer Performance

Figure 19 shows Minot City Transit performance measures for 2024 compared with those of the selected national peers.

Figure 19. Minot City Transit Peer Performance Dashboard

National Peer Summary Performance Measures

Agency	State	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
Basin Transit	OR	$23.47	$227.86	9.71	3.20	0.33	$0.75	3.19%	$22.72
Bis-Man Transit	ND	$17.34	$96.71	5.58	1.24	0.22	$0.66	3.80%	$16.68
City of Casper	WY	$7.11	$63.11	8.87	1.99	0.22	$0.29	4.11%	$6.82
City of Cheyenne	WY	$10.92	$68.19	6.24	0.93	0.15			$10.92
City of Minot	ND	$18.90	$121.43	6.43	1.61	0.25	$0.94	4.96%	$17.96
Great Falls Transit	MT	$9.63	$104.63	10.86	5.42	0.50	$0.57	5.92%	$9.06
Paducah Transit	KY	$7.58	$81.92	10.81	3.11	0.29	$0.63	8.26%	$6.95
Valley Transit	WA	$9.68	$172.93	17.86	9.18	0.51			$9.68
Average		$13.08	$117.10	9.54	3.33	0.31	$0.48	3.78%	$12.60
Standard Deviation		$5.63	$53.06	3.70	2.59	0.12	$0.32	2.62%	$5.44
Acceptable Range		$18.71	$170.16	5.85	0.75	0.19	$0.16	1.16%	18.04
		Outside satisfactory range	Within satisfactory range	Within satisfactory range	Within satisfactory range	Within satisfactory range	Better than average	Within satisfactory range	Within satisfactory range

Source: National Transit Database

Performance Summary

Table 10 indicates the measures for which Minot City Transit was better than average, worse than average but satisfactory, or outside the satisfactory range.

Table 10. Summary of Minot City Transit Performance Relative to Peers

Performance Objective	Performance Measure	Single Year Comparison: 2024	Trend Analysis Comparison: 2020-2024
Cost Effectiveness	Operating Expenses per Passenger Trip	▼	●
Cost Efficiency	Operating Expenses per Revenue Hour	●	▲
Market Penetration	Passenger Trips per Capita	●	-
Market Penetration	Revenue Hours per Capita	●	-
Passenger Revenue Effectiveness	Average Fare Per Passenger Trip	▲	▲
Passenger Revenue Effectiveness	Operating Ratio	●	▲
Passenger Revenue Effectiveness	Subsidy per Passenger Trip	●	●

Key to Symbols	
▲	Above the peer average
●	Below the peer average, but within satisfactory range (+/- one standard deviation)
▼	Outside satisfactory range

Source: National Transit Database
Note: Trend analysis on market penetration measures is not available because service area population data is not available for all agencies across the study period.

In 2024, Minot City Transit exceeded the peer average or fell within the satisfactory range metrics where they were operating below average, except for operating expenses per passenger trip. This indicates that Minot City Transit generally performs at an acceptable level relative to peer agencies. This high performance reflects well on the thoughtful design of the transit system and its ability to operate effectively and efficiently within its resource limitations. There are two key elements that substantially influence Minot's performance:

- Ridership
- Cost per hour of service

With an annual ridership of less than half of the peer average and expenses at approximately 70% of the peer average, the expectation would be that the system would underperform substantially in categories using either of the metrics. While Minot does perform below the peer average in many categories, the

performance is within the margin of acceptable conditions based on range observed, which is an unexpected condition.

The average operating expense per passenger trip across the peer agencies in 2024 was $13.08, and the upper limit of the acceptable range was $18.71. Minot City Transit fell just beyond this acceptable range, with a cost per trip of $18.90. There are two general approaches that could be taken to improve Minot City Transit's performance on this metric. The first is to focus planning and implementation efforts on increasing ridership. If the system can generate more trips at existing service levels, cost per trip will decrease. This could involve strategic cost-neutral route modifications, improved community advertising, enhanced partnerships with community organizations and employers, transit-oriented development, or first-last mile enhancements. Another approach could involve cutting the least productive service, i.e. lower ridership routes in the system. This approach may be less ideal, as it would decrease service availability that some members of the community rely on. However, poor-performing fixed routes could be replaced with demand response or microtransit services that can ensure a baseline level of transit accessibility remains. The service planning process will explore these options in greater detail.

When looking at five-year trends across peer agencies, it is apparent that Minot City Transit performs very well, with operating expenses per revenue hour, average fare per passenger trip, and operating ratios trending in a more positive direction than the peer average. What this effectively means is that Minot City Transit is seeing its operating expenses per revenue hour grow at a slower rate than many peers, its average fare per passenger trip increase faster than many peers, and the portion of its operating expenses covered by fares grow faster than many peers. Not a single five-year trend measure falls into the unsatisfactory range, indicating Minot City Transit has been on a positive trajectory and managing its resources and operations well in recent years.

Fare Structure

Minot City Transit has a fare structure that is relatively comparable to peer agencies. Its base one-way fare is on the high-end of its peers, though still only $1.50. The agency also offers discounted 10-ride and 31-day passes for students, seniors, and people with disabilities. Those paying cash fares on board the bus are required to pay with exact change, while passes can be purchased without exact change from certain city offices and retail locations around the City of Minot. Table 11 summarizes fixed route fare policy across Minot City Transit and its peer agencies.

Table 11. Peer Agency Fixed Route Fare Comparison

Agency	Standard One-Way Fare	Discount Programs
Minot City Transit	$1.50	Discount passes for students, seniors, and disabled
Basin Transit	$0.75	Reduced fares for seniors and disabled. Youth 18 and under ride free
Bis-Man Transit	$1.50	Half fares for students, Medicare cardholders, and veterans. Seniors 65+ and paratransit members ride free.
City of Casper	$1.25	Reduced fares for students, low income, seniors 62+, disabled, and veterans
City of Cheyenne	FREE	N/A

Agency	Standard One-Way Fare	Discount Programs
Great Falls Transit	$1.00	Reduced fares for students, seniors, disabled, and paratransit riders
Paducah Transit	$1.00	Reduced fares for ages 6-12, college students, and seniors (55-69). Ages 70+ ride free.
Valley Transit	FREE	N/A

Source: Peer Agency Websites

Minot City Transit relies on Souris Basin Transportation to provide demand response/complementary paratransit service within the City of Minot. Souris Basin's fares within Minot are $3 each way, which aligns with federal guidance limiting ADA paratransit fares to a maximum of double the standard fixed route fare. Souris Basin Transportation does not offer discount programs, even for demand response riders who are not using the service as ADA paratransit. Souris Basin's fare policy for Minot paratransit and demand response generally mirrors all other peer agencies, which also generally charge twice the fixed route fare and do not offer discounts (Table 12). Exceptions to this among peers include:

- Basin Transit allows veterans to ride paratransit for free.
- The City of Casper allows the general public to use demand response for double the rate of seniors, people with disabilities, and Medicare cardholders. Charging higher fares for general public demand response riders is one way to encourage the general public to use fixed routes instead of demand response, which helps keep operating costs lower.
- Paducah Transit charges a per-mile fare for general public demand response rides. Similar to the higher general public fares in Casper, this fare structure also encourages non-paratransit-eligible riders to use the more cost-effective fixed routes whenever possible.

Table 12. Peer Agency Demand Response/Paratransit Fare Comparison

Agency	Standard One-Way Fare	Discount Programs
Souris Basin Transportation	$3.00	N/A
Basin Transit	$1.50	Veterans ride free
Bis-Man Transit	$3.00	N/A
City of Casper	$2.50 (seniors, disabled, Medicare); $5.00 (general public)	$1.00 fares for children 12 and under
City of Cheyenne	FREE	N/A
Great Falls Transit	$2.00	N/A
Paducah Transit	$2.00 (paratransit) $1.75 per mile (general public)	N/A
Valley Transit	FREE	N/A

Source: Peer Agency Websites

Fare Policy Discussion

The fares for transit in Minot are generally in line with what peers charge and are deemed to be acceptable fares for a system of its size. Minot's fares are on the higher end of all peers, though the range of fares across agencies is small. Minot having slightly higher fares undoubtedly helps explain its good performance on the operating ratio metric, which measures the percentage of operating expenses recovered through fare revenue.

Two peer agencies provide free fares: the City of Cheyenne and Valley Transit. These agencies are outliers, though they represent an increasing trend of smaller transit agencies implementing free fares. In the case of the City of Cheyenne, free fares are the result of reinstatement of fixed route services after the pandemic, as recommended by a 2023 Transit Development Plan.[5] The plan noted that eliminating fares can increase ridership 40 to 70 percent while reducing operating costs related to fare collection. At Valley Transit, free fares are specifically funded through Move Ahead Washington, a state-level public transportation funding program that is able to be used to offset fare revenue with a goal of increased ridership.[6] Minot City Transit could experiment with a free fare program if there is interest and support in the future. However, free fare implementation would be most sensible if Minot can identify a sustainable source of funding to offset fare revenue, or if it is determined that the cost of collecting fares is greater than the revenue that is actually collected, as is sometimes the case with small transit agencies. An in-depth analysis of the free fare concept is explored further in Section IX of this report.

Minot City Transit's transition to urban transit funds means that the agency will need to come to an agreement with Souris Basin Transportation for providing paratransit and demand response services, as Souris Basin Transportation will no longer be able to use rural transit funds to operate in the Minot area. The City of Minot will be a direct recipient of the Minot area's Section 5307 funds and will need to distribute funds to Souris Basin Transportation as a subrecipient. If Souris Basin Transportation is to continue operating demand response transit for non-paratransit-eligible riders, Minot City Transit should consider fare policies that discourage heavy use of Souris Basin Transportation. This could involve working with Souris Basin Transportation to set higher fares for non-paratransit-eligible riders on the demand response system, which is permitted under federal regulations. Minot City Transit may also consider allowing paratransit-eligible riders to ride the fixed route system with discounted fares. Such a policy would recognize that some paratransit riders may only be unable to ride some routes because of their disability and that they might choose to ride certain fixed routes if offered a discounted price. A similar policy is in place at Great Falls Transit.

TRANSIT FINANCIALS REVIEW

A review of Minot City Transit's financial characteristics helps describe how the agency is using its resources, and metrics on transit service efficiency provide insight into how much Minot City Transit is able to accomplish within the constraints of the funding it receives from federal, state, and local sources plus fare revenue. This section offers a look into Minot City Transit's operating expenses, sources of operating funds, and service efficiency metrics, such as operating expenses per vehicle revenue mile and per vehicle revenue hour.

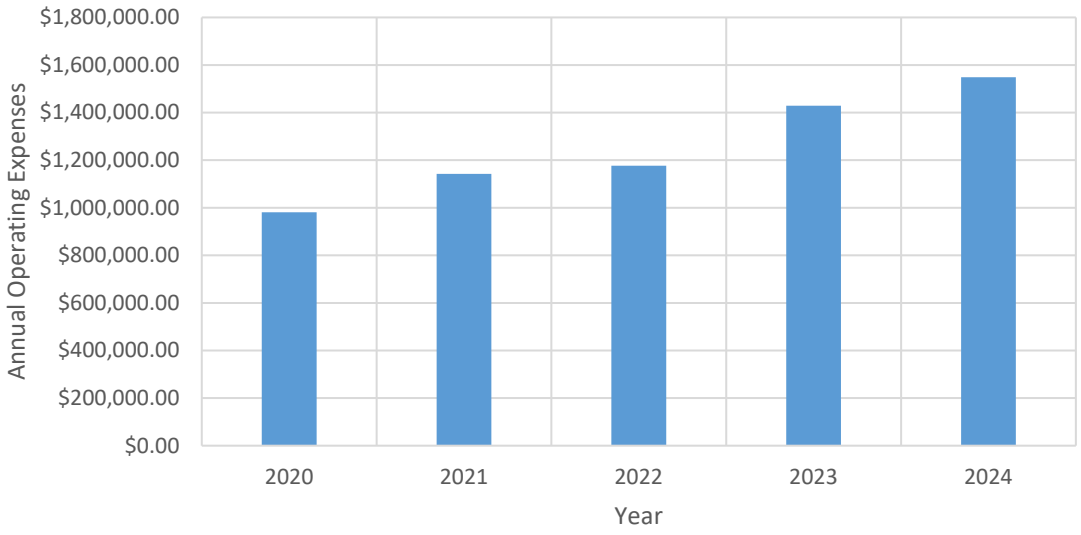
[5] https://www.wyomingnews.com/news/local_news/cheyenne-plans-to-resume-fix-route-bus-service-this-summer/article_ee664d38-bc74-11ed-baa5-bf24cd031607.html

[6] https://www.valleytransit.com/fares/

Operating Expenses

The systemwide operating expenditures for Minot City Transit totaled $1,548,621 in 2024, according to data from both the City of Minot and the NTD. This is approximately a 58 percent increase since 2020 (see Figure 20). While this increase seems exceptionally large for a five-year period, it is important to view the system operating expenses in context. The five-year period analyzed for this TDP began during 2020, when the pandemic forced many transit agencies to reduce operations temporarily in response to public health concerns and abnormally low ridership. In the years following, transit operating costs increased due to a combination of service restoration, upward wage pressure due to nationwide labor shortages, a challenging inflation rate, and other macroeconomic factors that contributed to dramatically increased costs of necessary expenses ranging from fuel to vehicle parts to employee health benefits. Additionally, Minot City Transit reintroduced its three Norsk Høstfest shuttle routes in 2022 and added two new fixed routes in July 2024.

Figure 20. Minot City Transit Annual Operating Expenses (2020-2024)

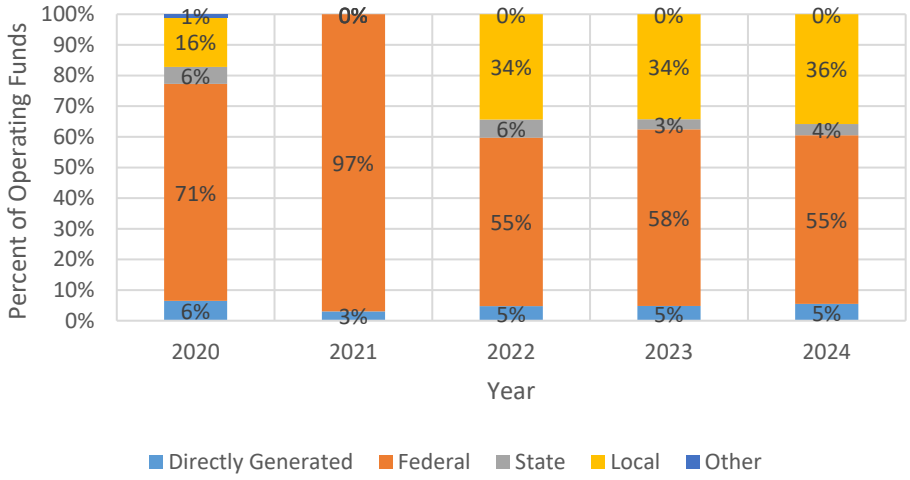


Source: National Transit Database

Operating Revenue Sources

Like most transit agencies, Minot City Transit's operating funds come from a variety of sources (see Figure 21). Currently, about half of the agency's operating funds come from the federal government through the Section 5311 program, soon to be transitioned to the Section 5307 program, both of which are federal formula grant programs designed to support transit operations. The federal operating support programs have a local match requirement, and in 2024 these match dollars came from a combination of the State of North Dakota (four percent), the City of Minot (36 percent), and directly generated revenue such as fares (five percent). This funding split has been generally stable since 2022. In 2020 and 2021, the federal share of the operating budget represented a much higher percentage of overall operating dollars, making up nearly the entire budget in 2022. This is a reflection of federal pandemic relief dollars being used to support transit. Federal pandemic relief did not have a local match requirement, and these programs have since expired, prompting a return to more typical funding in 2022.

Figure 21. Minot City Transit Operating Revenue Sources (2020-2024)



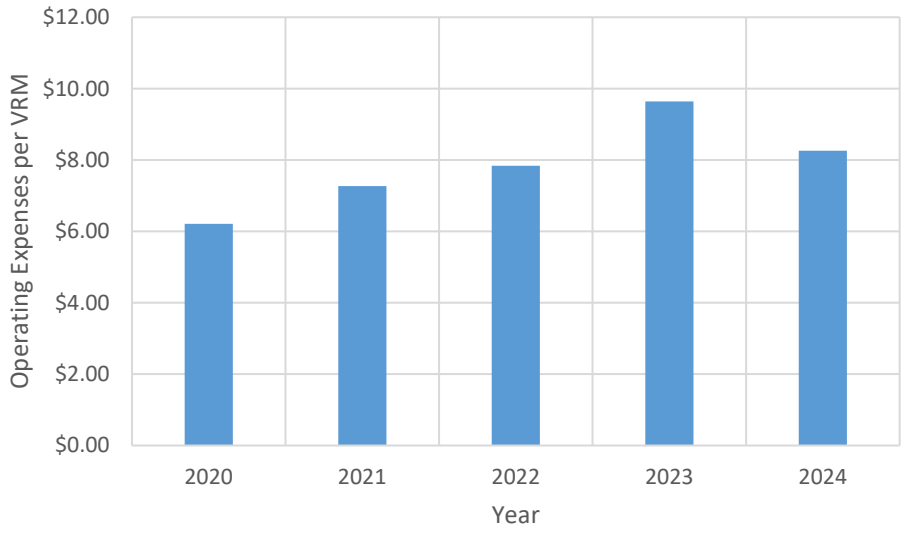
Source: National Transit Database

Service Efficiency

Service efficiency metrics describe the cost per unit of service an agency provides, typically expressed as operating expenses per vehicle revenue mile and per vehicle revenue hour. These metrics help to describe the cost of providing service regardless of the number of passengers served and can be used to estimate the additional costs or savings associated with proposed service changes.

Minot City Transit's systemwide operating expenses per vehicle revenue mile in 2024 were $8.26. Operating expenses per vehicle revenue mile have risen substantially since 2020, with the metric up about 21 percent over the past five years (see Figure 22). This trend is not unique and has been experienced by transit agencies across the country as the cost of labor, parts, fuel, and other necessary system inputs have risen. However, the data show that Minot City Transit has been able to decrease its costs per vehicle revenue mile from 2023 to 2024, even as total system operating costs have increased. This suggests that Minot City Transit has been able to improve efficiency while increasing service.

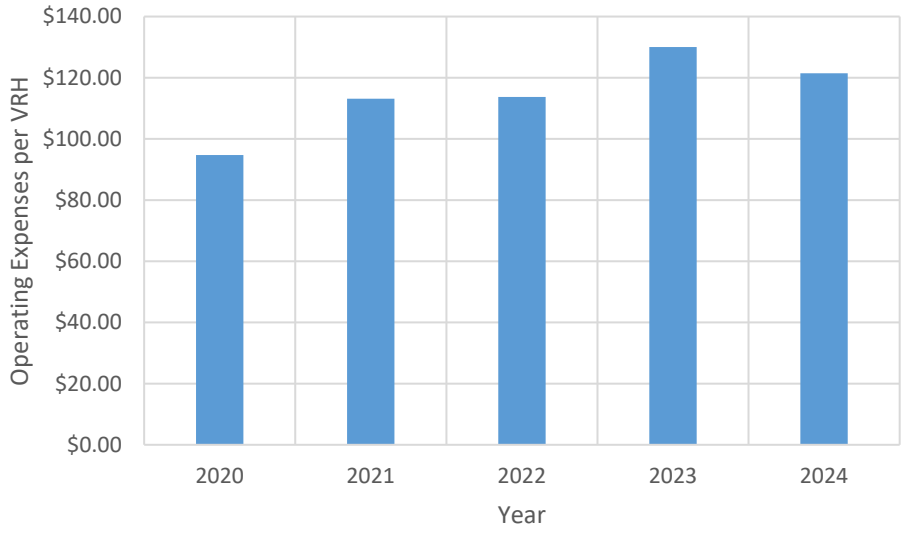
Figure 22. Minot City Transit Operating Expenses per Vehicle Revenue Mile (2020-2024)



Source: National Transit Database

Similar to costs per vehicle revenue mile, operating expenses per vehicle revenue hour have increased over the past five years, with the metric up by about 28 percent since 2020 (Figure 23). This is also largely related to the increase in input costs facing Minot City Transit and other transit agencies nationwide. The cost per vehicle revenue hour has decreased from 2023 to 2024, supporting the above assertion that Minot City Transit has managed to make efficiency gains recently, even while overall costs and service levels have increased.

Figure 23. Minot City Transit Operating Expenses per Vehicle Revenue Hour (2020-2024)



Source: National Transit Database

Operating Budget Analysis

Minot City Transit shared 2023 and 2024 budget line item data with the consultant team for analysis. In reviewing this information, some trends stand out. Firstly, Minot City Transit has experienced moderate year-over-year growth in both its budget and actual spending. From 2023 to 2024, budgeted funds and actual spending both increased by roughly nine percent. This increase is higher than year-over-year inflation for this time period, but it also represents growth during a period when new service was added. When service is added, it is not unusual for budgets and expenditures to grow relatively fast. Additionally, the growth in spending is precisely in line with the growth in budgeted funds.

Minot City Transit has also consistently spent less than its revised budgets in 2023 and 2024. This reflects a commitment by the Minot City Transit leadership to budgetary sensitivity and wise use of funds. In 2024, spending was approximately 12 percent under budget, roughly mirroring 2023.

The bulk of Minot City Transit's spending represents personnel related expenses. Wages and benefits, including health insurance, retirement contributions, etc., account for over half of the agency's expenses. Regular employee pay alone accounted for 43 percent of operating expenses in 2024.

Maintenance and vehicle fuel represent other substantial costs. Vehicle and equipment repair represents nearly nine percent of actual expenditures, while diesel fuel for buses represented about six percent of expenditures.

General fund reimbursements account for seven percent of overall 2024 expenditures. A variety of other miscellaneous expenses make up the rest of the budget, individually representing small portions of overall spending. This includes expenses such as vehicle insurance, utilities, supplies, etc.

One notable item in the budget data is allocations for advertising. In both 2023 and 2024, Minot City Transit budgeted $5,500 for advertisement of transit services. Across both years, the agency spent virtually nothing on advertising, other than $12.64 in 2023. This represents a potential area of improvement, as advertising can be an effective way to boost the agency's ridership, relationship with the community, and even awareness of the existence of transit services.

Overall, the detailed budget data paints a picture of fiscal restraint and responsible spending at Minot's primary transit agency. Minot City Transit operations have consistently remained well under budget in recent years, reflecting excellent stewardship of public resources and effective budgeting practices.

ASSET INVENTORY

Minot City Transit owns a variety of capital assets including vehicles and facilities. This section offers an overview of these assets.

Vehicles

Minot City Transit owns 11 transit buses, four accessible minivans, and two support vehicles. Table 13 contains more information about each vehicle in the agency's fleet.

*Table 13. Minot City Transit Fleet**

Vehicle Number	Year	Manufacturer	Model	Odometer	Capacity	Minimum Useful Life (Years)[7]	Reached Useful Life?
1000	2017	Ford	PI Explorer	139,520	4	48	**N/A**
1002	2001	AmTran	CD39530	166,672	33	84	**Yes**
1003	2001	AmTran	CD39530	189,968	33	84	**Yes**
1004	2001	AmTran	CD39530	165,782	33	84	**Yes**
1005	2010	Eldorado	EZ Rider II	413,178	28	120	**Yes**
1006	2010	Eldorado	EZ Rider II	387,825	28	120	**Yes**
1007	2015	Eldorado	EZ Rider II	361,416	28	120	**No**
1008	2013	Eldorado	EZ Rider II	333,111	28	120	**Yes**
1009	2003	AmTran	CD39530	153,255	33	84	**Yes**
1010	2021	Eldorado	EZ Rider II	165,714	27	120	**No**
1011	2018	Eldorado	EZ Rider II	270,978	27	120	**No**
1013	2008	AmTran	CD39530	233,624	33	84	**Yes**
1015	2014	Ford	F150	31,570	4	120	**Yes**
1023	2019	Dodge	Entervan	51,871	4	48	**Yes**
1024	2019	Dodge	Entervan	31,264	4	48	**Yes**
1026	2018	Dodge	Entervan	61,406	4	48	**Yes**
1052	2017	Dodge	Entervan	105,085	4	48	**Yes**

Source: Minot City Transit
**As of February 2026, with non-revenue vehicle mileage as of October 2025*

Facilities

Minot City Transit is a small agency with a limited number of facilities. Minot City Transit operates under the City's Public Works Department and utilizes Public Works facilities for operations, maintenance, and administration. The agency also has a transfer facility in downtown Minot that serves all routes with an indoor waiting area located at 201 1st Street SW. The downtown transit center was opened in September 2024 and is well within its minimum useful life of 40 years, as established in FTA Circular 5010.1F.[8]

Minot City Transit additionally maintains a handful of bus shelters at the following locations:

- Lewis & Clark Elementary School (23rd Avenue NW & 8th Street NW)
- Minot State University (University Avenue W & 4th Street NW)

[7] Minimum Useful Life (UL) represents the minimum threshold that needs to be met for a vehicle to be eligible for replacement. Useful Life Benchmarks (ULB), i.e. the average expected lifecycle of a vehicle, are typically higher than minimum UL. Minot City Transit follows NDDOT and FTA policy on UL and ULB thresholds. NDDOT useful life standards can be found online at NDDOT's Transit Provider Information webpage: https://www.dot.nd.gov/transit-provider-information
[8] https://www.transit.dot.gov/sites/fta.dot.gov/files/2024-10/C5010.1F-Circular-11-01-2024_0.pdf

- Jim Hill Middle School (11th Avenue SW & 6th Street SW)
- Meadowlark Heights Apartments (18th Avenue SE & 4th Street SE)
- Walmart (37th Avenue SW & 4th Street SW)

The FTA suggests a minimum useful life of 10 years for bus shelters, per typical manufacturer recommendations.[9]

EXISTING CONDITIONS TAKEAWAYS

Minot City Transit serves as the core public transportation provider within the City of Minot, operating eight fixed routes with hourly headways and a coordinated pulse system at the downtown transfer center. Souris Basin Transportation complements this network through the provision of ADA paratransit and demand response services. Together, the two agencies contribute to a multimodal transit system that provides critical mobility options for Minot area residents, connecting major destinations such as schools, medical facilities, employment centers, and shopping areas.

Over the past five years, Minot City Transit has demonstrated growth in both service supply and ridership. Between 2020 and 2024, annual vehicle revenue hours increased by roughly 23 percent, while annual vehicle revenue miles rose by 19 percent. Ridership has steadily recovered from pandemic-era lows, increasing 12 percent since 2020 to nearly 82,000 annual passenger trips in 2024, the highest total in the last five years. The addition of the North and South West routes in mid-2024 expanded geographic coverage, though initial ridership on these routes remains lower than the system average, reflecting opportunities to improve route effectiveness and attract new riders.

Financially, Minot City Transit has maintained sound fiscal management, operating consistently under-budget while responsibly expanding service. The agency's operating expenses have grown in line with broader cost pressures in the transit industry, but recent gains in efficiency indicate effective resource use. Personnel costs comprise the largest share of expenditures, while the minimal use of advertising funds highlights a potential avenue for ridership growth and community engagement. The system's performance compared to peer agencies is generally strong, with most performance metrics falling within or better than the satisfactory range. Minot's relatively high average cost per passenger trip in 2024 reflects an area for future improvement but is offset by a positive trajectory in cost efficiency and effectiveness.

Demographic and travel pattern analyses show that Minot's current fixed route network aligns well with areas of higher population density, lower incomes, and households without vehicle access—indicators of strong transit need. However, the city's low overall density and the prevalence of general community travel on west and south.

Key findings from the existing conditions review include:

- **Ridership Recovery:** Systemwide ridership has rebounded since the pandemic, though individual route performance has varied.

[9] https://downloads.regulations.gov/FTA-2024-0004-0004/attachment_2.pdf

- **Service Expansion and Efficiency:** The introduction of new routes and the return of special event service have expanded access while maintaining overall operational efficiency.
- **Fiscal Responsibility:** Minot City Transit demonstrates strong budgetary discipline and efficient use of funds, positioning it well for its transition to urban funding under Section 5307.
- **Equitable Coverage:** The fixed route system in most cases appears to effectively serve transit-dependent populations, including low-income residents, seniors, and zero-car households. There may be small areas for improvement during the service planning process to increase access to transit.
- **Peer Competitiveness:** Performance metrics generally compare favorably to peer agencies, though opportunities exist to improve cost per trip through ridership growth or other strategies.
- **Future Coordination Needs:** The transition from rural to urban funding will require a new approach to Minot City Transit's partnership with Souris Basin Transportation for ADA paratransit provision and continued service coordination.

Overall, Minot City Transit exhibits operational strength and financial prudence. The system's stable recovery from pandemic conditions, efficient management, and alignment with community travel needs provide a strong foundation for the forthcoming Transit Development Plan's service planning and policy recommendations. Low ridership is likely the most critical metric to address in the next steps of service planning. While the population and employment density in the metro areas are relatively low, there are not likely dramatically different than most peers with higher ridership. Through the alternatives review, substantial focus will be on ensuring routes access transit supportive areas, try to avoid very low density areas (which can be difficult to accomplish), and that marketing efforts are pushed to increase awareness of the service available to all residents.

III. PUBLIC ENGAGEMENT

Public engagement is an essential part of any transit plan. The Minot area TDP process included a robust public engagement plan designed to ensure that all interested people in the Minot area would have multiple opportunities to engage with the project and provide input throughout the project.

The public engagement plan included a wide variety of activities to engage people in different ways. At the beginning of the planning process, a steering committee was formed, consisting of representatives of local and state governments, Minot area transit providers, area nonprofit agencies, and more. The steering committee met several times throughout the planning process to discuss the planning process and evaluate findings and recommendations.

In addition to the steering committee, the general public had several opportunities to engage with the project in a meaningful way. In fall 2025, a community survey was developed and distributed via social media, steering committee members, and a series of pop-up events at the downtown transit center. The survey also invited participants to use an online mapping tool to mark areas of interest for new transit service after answering the survey questions.

The project team also set up an Esri StoryMap to function as a dedicated web page for the project. The StoryMap contained important information on the project's purpose, timeline, and other details. It also functioned as a document repository where members of the public could access interim deliverables produced throughout the project.

The TDP process included two rounds of public meetings timed to coincide with different stages of the project. At the time of the first public meetings in January 2026, the project StoryMap was updated to include an open comment form to allow anyone from the public to provide input to the project team. Public meetings in May 2026 were scheduled to offer the public a chance to review the draft plan and provide feedback in person. Presentations to CDMPO member jurisdictions are slated to occur in summer 2026.

This chapter contains a summary of the public engagement activities organized in support of the TDP planning effort.

STEERING COMMITTEE

At the beginning of the TDP planning process, CDMPO organized a steering committee comprised of state and local lawmakers, transit agency representatives, leaders from local nonprofit organizations, and others who represent groups with an interest in public transportation. The project scope included five steering committee meetings throughout the course of the project. This section summarizes the topics covered in those meetings. Meeting agendas and minutes are available through CDMPO on the City of Minot website.

Meeting #1

Steering Committee Meeting #1 was held on Wednesday, September 24, 2025. Topics on the agenda included:

- Introduction of local staff and consultant team

- Overview of the TDP process and approach
- Community survey (request for assistance in getting the word out)
- Discussion of current services – SWOT analysis activity
- Outreach efforts for plan development

SWOT Analysis

The SWOT analysis in the first steering committee meeting was intended to generate conversation among the members regarding the strengths, weaknesses, opportunities, and threats regarding public transportation in the Minot region. The input from the committee members is summarized below.

Strengths

- Low cost to riders
- Decent route coverage (x3)
- Affordable costs
- Visible buses on heavily used roads
- Partnership with school district
- Coverage area
- Increasing ridership
- Kind staff
- Access to dense living and business spaces
- Serves community members who need transportation and have few options
- Point to point busing for people with disabilities
- Food access by providing service to multiple grocery stores
- Good customer service
- Routes are consistent and you are able to effectively plan around them
- Cost
- Safe, affordability, friendly staff, willing to listen and work with residents
- New transit center

Weaknesses

- Frequency (x3)
- Bus drivers drive kind of fast sometimes
- Hours of service
- Public cost
- Funding uncertainty (federal, state, local)
- Lack of marked bus stops/routes
- Perception of safety (on roadside)
- Lack of funding (x2)
- Fixed equipment with little flexibility
- Inter-route connectivity outside of downtown
- Time and lack of coverage in certain areas of town

- Passes/payment access for spontaneous users

Opportunities

- Legislative momentum (state is exploring a more sustainable funding system for urban transit systems)
- Partnering with Uber/Lyft
- State funding
- Campus connections (nursing school to MSU)
- Increased frequency/expanded hours of service to better serve commuters
- Guaranteed ride home program
- Diversify fleet to better match demand
- Ambassadors in the criminal justice system
- Physical marked bus stops (x2)
- Upcoming Broadway corridor improvements
- Infill development
- Coordination with local agencies and businesses
- Use TDP to drive innovation
- Human service providers should understand transit better and promote it
- New digital payment options

Threats

- Funding (x3)
- Perception within the community
- Non-supportive elected officials
- Possible change back to rural
- Souris Basin partnership
- District-wide school busing
- Lack of understanding transit needs within the community
- Balancing fares and subsidies
- Drops in school enrollment
- Expanded car infrastructure and sprawl
- University transition to remote learning
- Economic impact/indirect benefits of transit

Meeting #2

Steering Committee Meeting #2 was held on Wednesday, November 12, 2025. Topics discussed included:

- TDP goals (based on SWOT analysis)
- Community survey – initial findings
- Fixed route existing conditions service assessment draft findings, including peer analysis

Meeting #3

Steering Committee Meeting #3 was held on Wednesday, December 17, 2025. Topics on the agenda included:

- Route-level review of Minot City Transit fixed routes
- Governance alternatives
- Ongoing discussions on coordination between Minot City Transit and Souris Basin Transportation
- Fare-free discussion

Meeting #4

Steering Committee Meeting #4 was held on Wednesday, February 4, 2026. Topics on the agenda included:

- Public meeting summary
- Fixed route service themes and concepts for Minot City Transit
- Governance alternatives (continued discussion)
- Fare-free discussion (continued)

Meeting #5

Steering Committee Meeting #5 was held on March 17, 2026. Topics on the agenda included:

- Draft Development Plan
    - Coordinated Plan overview
    - Final document status update
- Overview of revised project schedule (accelerated timeline)
- Closing thoughts

POP-UPS AT TRANSIT CENTER

In September 2025, a member of the consultant team traveled to Minot to help facilitate Steering Committee Meeting #1. While in Minot, the consultant also assisted with facilitating pop-up events for public engagement. The pop-ups were held at the downtown transit center with a goal of speaking briefly with transit riders about the plan and encouraging them to take the community survey. Riders were handed a

postcard-sized flyer with a QR code to the survey on it. This method of survey distribution helped to generate responses to the community survey. Results of the community survey are described in detail in the following section.

COMMUNITY SURVEY – FALL 2025

As part of the community engagement strategy for the Central Dakota Metropolitan Planning Organization (Central Dakota MPO) Transit Development Plan (TDP), SRF Consulting Group, Inc. produced a community survey. The survey aimed to collect opinions from transit riders and non-riders alike in the Minot area regarding existing transit services and potential improvements. The survey, distributed via social media and through steering committee members, opened for responses on September 22, 2025, and remained open through November 6, 2025. Respondents were asked a series of 11 questions, largely grouped into three topics:

1. How You Travel in the Minot Area
2. Service Needs and Priorities
3. Technology

A series of demographic questions were also asked at the end of the survey for informational purposes.

At the conclusion of the survey, respondents were presented with an option to place pins on an interactive map in locations where they would like to see additional transit service.

In total, the survey received 143 responses, while the map activity generated eight responses. Neither are statistically representative samples and should not be interpreted as such, though the responses still provide useful insights into community opinions. This section provides analysis of both the full set of responses to the survey and map activity and a subset of responses from those who indicated they use transit as their primary mode of transportation in the Minot area.

How Respondents Travel in the Minot Area

The survey began by asking respondents questions about their travel behavior. This section summarizes the results of each question.

Q1. What is your primary way of getting around the Minot area today?

To begin the survey, respondents were asked to report their primary mode of transportation in the Minot area. The majority of respondents (about 71 percent) selected "drive alone," while about 16 percent selected "public transit." About 11 percent indicated that they primarily carpool or ride with others. Walking, ride-hailing, and other modes each received under 1 percent of responses. Figure 24 shows the distribution of responses. The results of this question are also used later in this chapter to produce crosstabulations that indicate the responses to particular questions among respondents who primarily use transit.

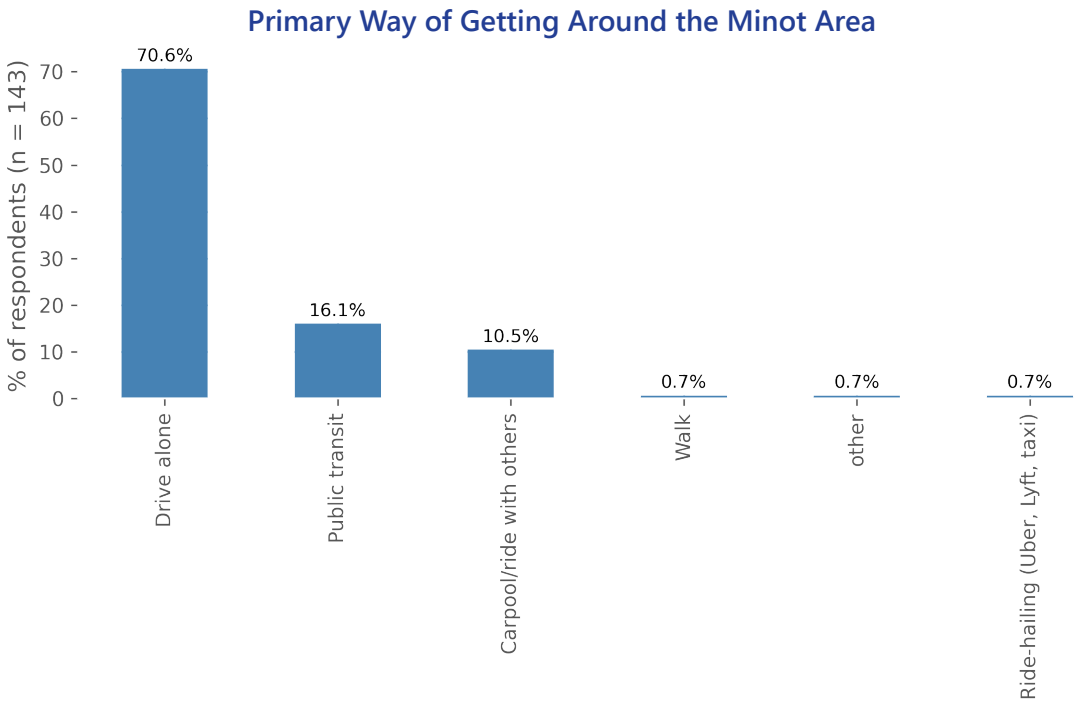


Figure 24. Respondents' Primary Way of Getting Around Minot

Q2. How often do you currently use public transit in the Minot area?

The next question asked respondents about their frequency of transit use. About 57 percent of respondents selected "never." Among the remainder of the respondents, about 8 percent use transit on a daily basis, and another nine percent use transit multiple times per week. These two groups—about 17.5 percent in total—represent high frequency transit users who may be entirely or mostly reliant on public transit. Those who reported using transit less frequently (a few times per month or less) made up about 24 percent of respondents. Figure 25 shows the distribution of responses to this question.

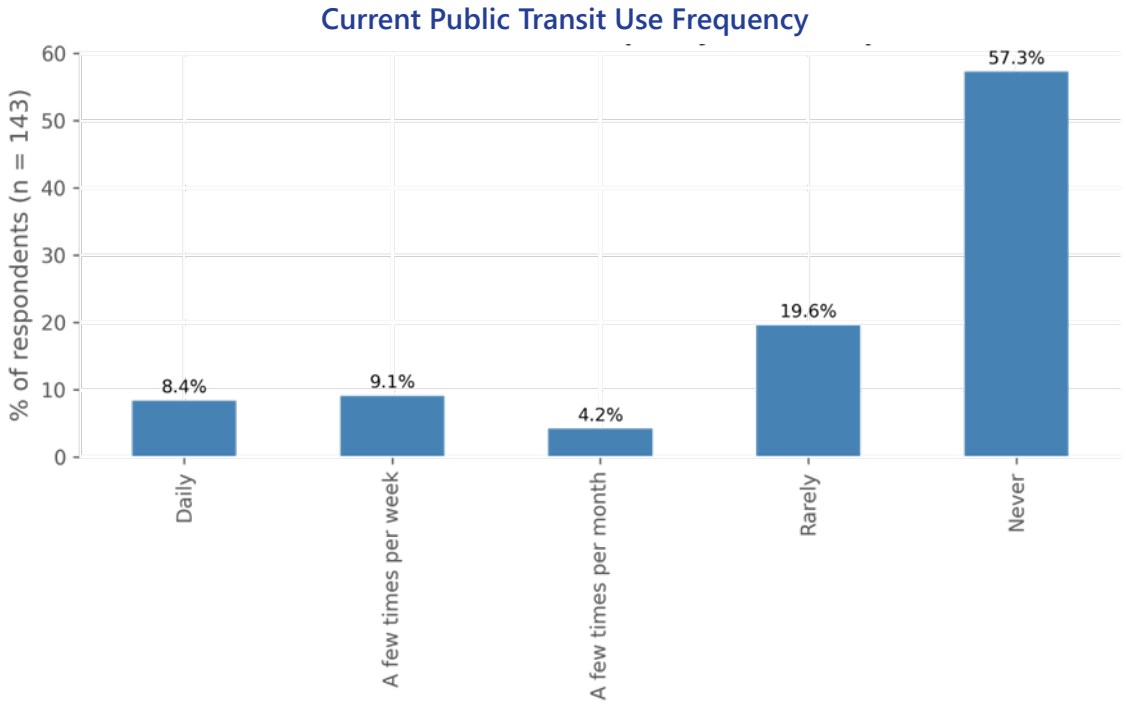


Figure 25. Respondents' Frequency of Transit Use

Q3. If you do not use public transit regularly, what are the main reasons? (select all that apply)

The third question asked non-frequent transit riders why they do not use transit regularly. A slight majority of respondents selected "prefer driving and/or other modes," the largest response by far. About one-fifth of respondents indicated that lack of service availability influences their choice not to use transit more frequently. Between about 16 and 18 percent of respondents also indicated that difficulties accessing bus stops or boarding the bus, lack of awareness of schedules, and lack of service availability at certain times of day contribute to their decision not to use transit more often.

Very few respondents indicated that low service frequency or long trip times are a factor reducing their transit usage, with single-digit percentages of respondents choosing each option. This suggests that potential transit riders in Minot do not commonly view bus headways or trip times as a major concern.

Figure 26 contains a summary of all responses to this question. A handful of respondents selected "other." The open-ended responses associated with this selection included:

- Prefer to carpool with family members
- Lack of service on weekends and holidays
- Perception that bus drivers do not operate vehicles well

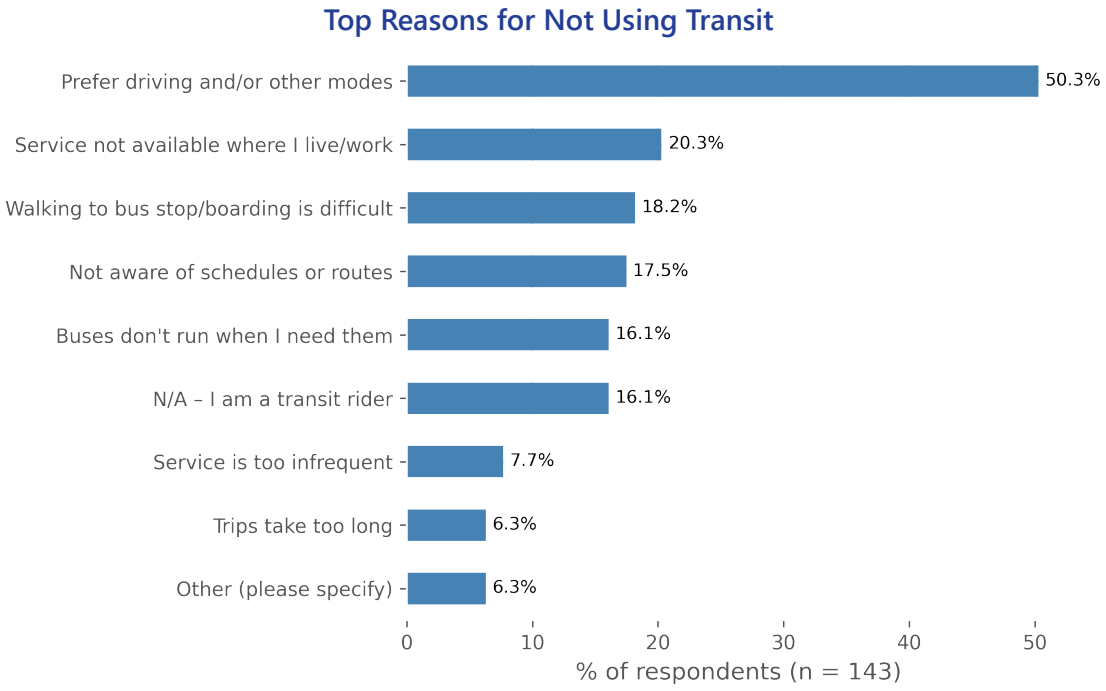


Figure 26. Respondents' Top Reasons for Not Using Transit

Q4. What are your most common trip purposes when using public transit?

The next question asked respondents to select their most common trip purposes when using transit. While most respondents indicated they do not use public transit, in line with responses to previous questions, the most common trip purpose for respondents who do use transit is "work/commuting," which received about 18 percent of responses. "Shopping/errands" was the second most common response, followed by "school/college," "medical appointments," and "social/recreation." A handful of respondents selected "other" and mentioned trip purposes such as riding shuttle buses to the State Fair every year. Figure 27 contains the breakdown of responses to this question.

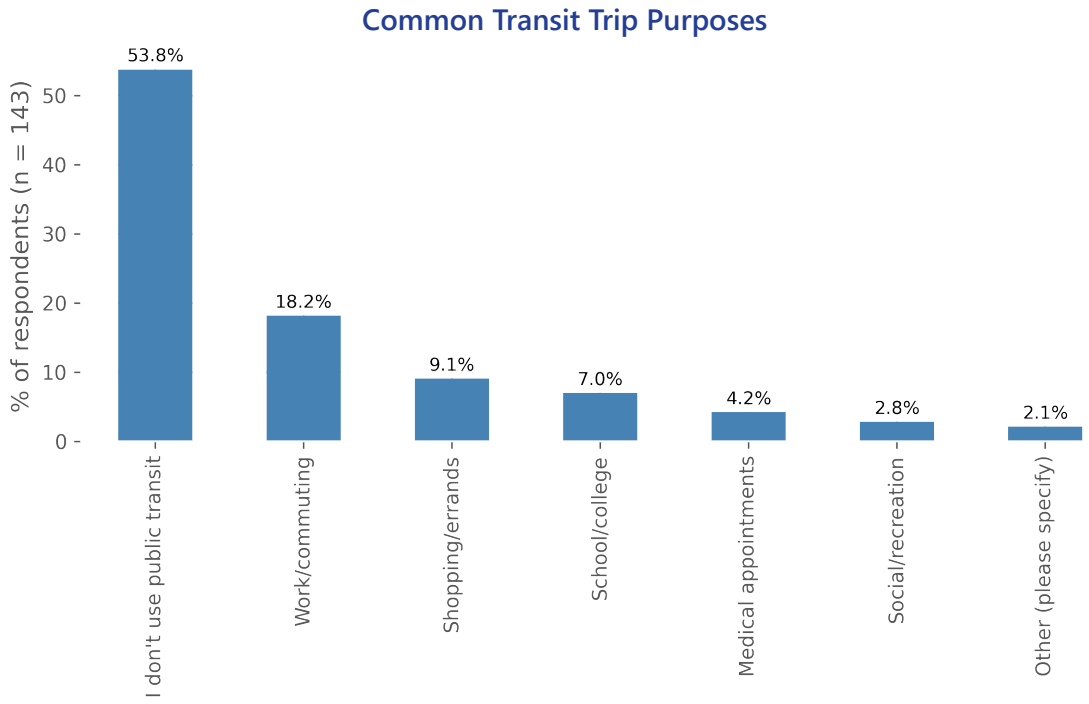


Figure 27. Respondents' Most Common Transit Trip Purposes

Q5. When you use public transit, how do you usually get to the bus?

The next question asked respondents about how they travel between their home/destination and the bus stops they need to use, otherwise known as first/last mile connections. Among those who use transit, walking is by far the most common way for respondents to connect to and from the bus. A handful of respondents reported driving, being driven, or biking to the bus stop. Those who selected "other" tended to state they utilize Souris Basin Transportation's door-to-door service. The results of this question suggest that the quality and condition of the pedestrian realm in Minot are critical for transit use and that walkability improvements in the city could help to encourage transit ridership. Figure 28 summarizes the responses to this question.

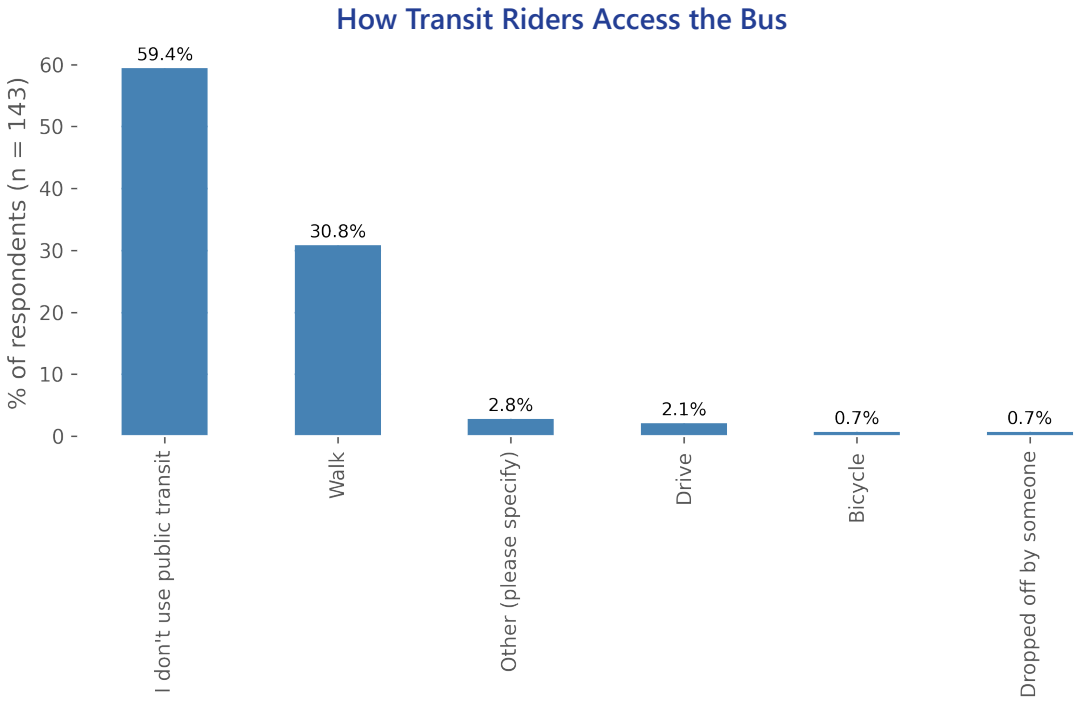


Figure 28. Respondents' Methods for First/Last Mile Connections to Transit

Q6. When you use transit, are there particular fixed routes you use more often?

This question asked survey respondents whether they use particular routes more often when they ride transit. Approximately 21 percent answered "yes," approximately 9 percent said they use all routes about equally, and about 4 percent said they mostly use paratransit/demand response. Respondents who selected "yes" were also asked to state which route they use most frequently. Table 14 below shows the number of respondents who indicated use of each route. Figure 29 shows current Minot City Transit routes for reference.

Table 14. Respondents' Most Commonly Used Fixed Routes

Route	Times Mentioned as a Commonly Used Route
South 1	7
East	6
South West	5
South East	3
North	3
North West	3
North Central	2
West	1

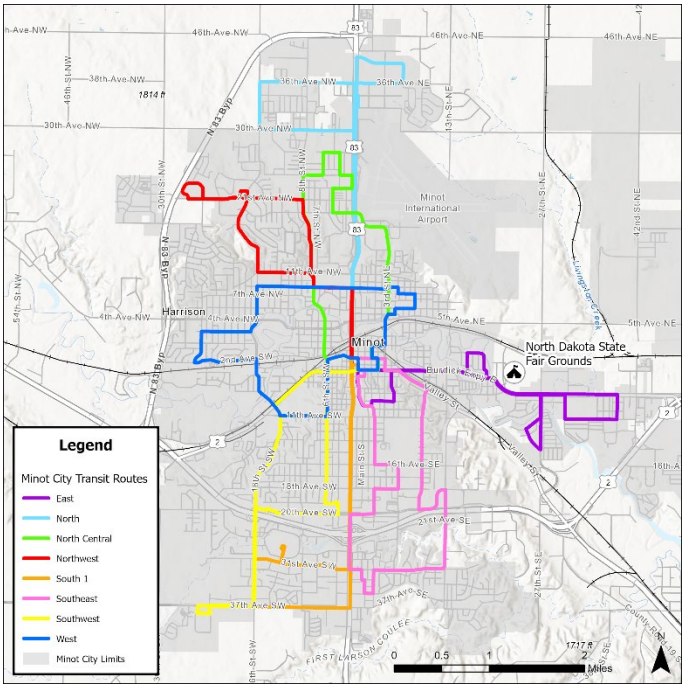


Figure 29. Map of Minot City Transit Routes

Service Needs and Priorities

The second section of the survey asked respondents a series of questions about their opinions on transit service needs and priorities. This section summarizes and analyzes the results of these questions.

Q7. Which service improvements would encourage you to use public transit in the Minot area more often? (select up to three)

This question asked respondents directly about initiatives that would encourage them to use transit more often in Minot and surrounding areas. As shown in Figure 30, the top response (44 percent) was "marked bus stop locations and shelters." Minot City Transit is currently a flag stop system in which riders can board at any intersection or mid-block fire hydrant by flagging down a bus as it approaches. The responses to this question suggest that a large number of riders and potential riders find this system to be confusing, inconvenient, etc. Investment in bus stop signage and other infrastructure, either system-wide or in key locations, may be a critical part of a strategy to improve system performance.

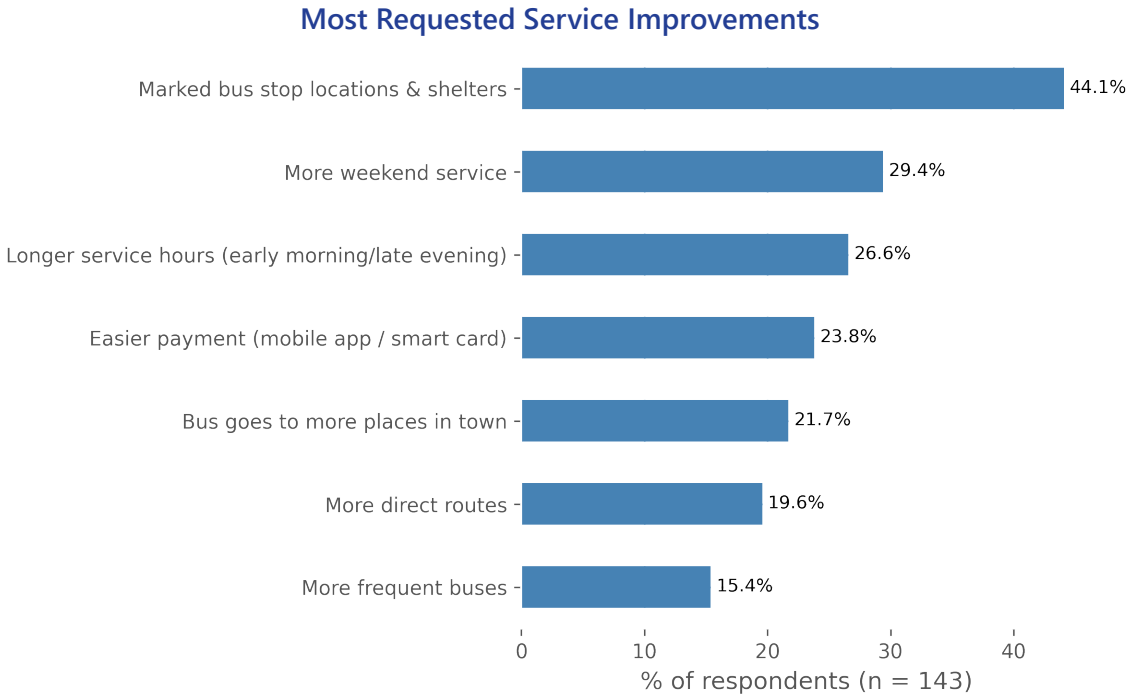


Figure 30. Service Improvements That Would Encourage Respondents to Use Transit More Often

The second-highest response (29 percent) was "more weekend service." Currently, the only transit service offered on the weekends in the Minot area is demand response service through Souris Basin Transportation, with limited hours. The next-highest response (27%) was "longer service hours (early morning/late evening)." Minot City Transit currently operates Monday through Friday from 7:00 a.m. to 7:00 p.m. These two responses together suggest that the current limitations on hours of service are a deterrent to a sizeable portion of potential transit riders.

About 24 percent of respondents indicated that easier payment options would encourage them to use transit. Currently, Minot transit fares can only be paid with cash or passes purchased in advance at certain locations. Mobile fare payment options are increasingly utilized among transit agencies to modernize payment options and increase convenience for riders. Such options may benefit Minot and should be explored.

Q8. Do you think current fares are reasonable?

Respondents were presented with a breakdown of the fare products currently offered by Minot City Transit and asked to state whether fares are reasonable. Over 80 percent of respondents indicated they feel current fares are reasonable. About 7 percent believe fares are too low and should be increased, and about 6 percent think fares are currently too high. The high rate of satisfaction with current fares suggests that fare modifications are not an urgent concern among the public at this time. Figure 31 summarizes respondents' opinions on transit fares.

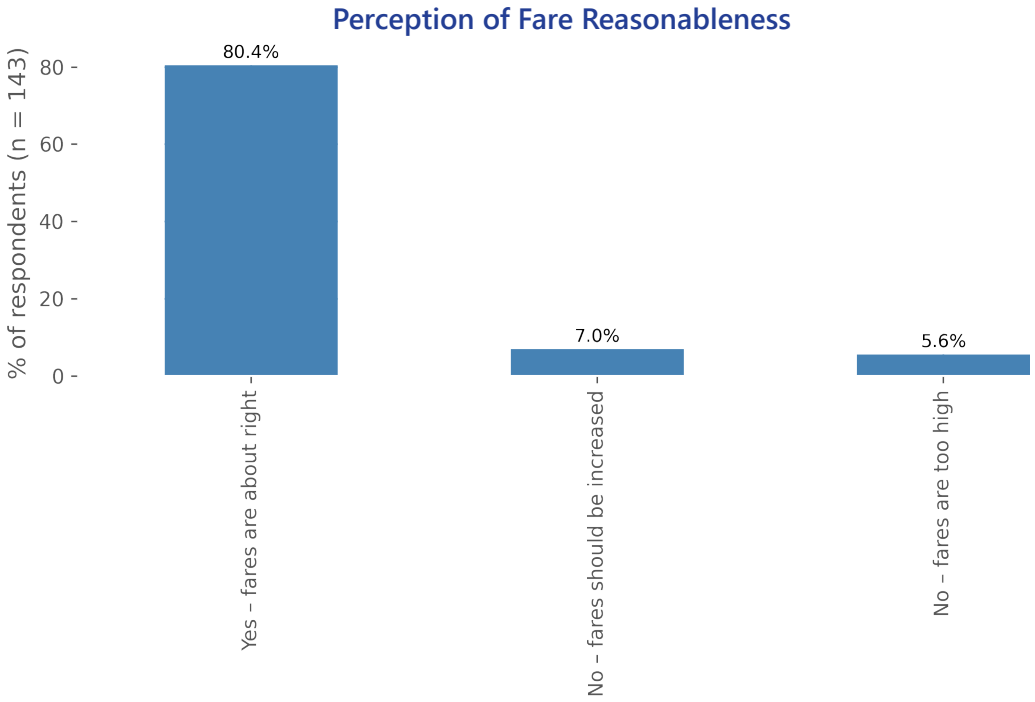


Figure 31. Respondents' Opinions On Current Fares

Q9. Would you support expanding public transit even if it required additional local funding (through increased taxes or fares)?

This question asked respondents to state their willingness to expand transit, with the understanding that doing so could require additional funding. The question generated mixed responses, with a plurality (41 percent) answering "yes." With only about 16 percent of respondents indicating public transit as their primary mode of transportation, this number indicates that support for expanding transit exists among riders and non-riders alike. About a quarter of respondents answered "no," while the remainder were unsure. The varied responses to this question suggest that while transit expansion would have significant community support, an expansion proposal that involves spending more money could also generate controversy locally. Figure 32 summarizes respondents' opinions on transit expansion.

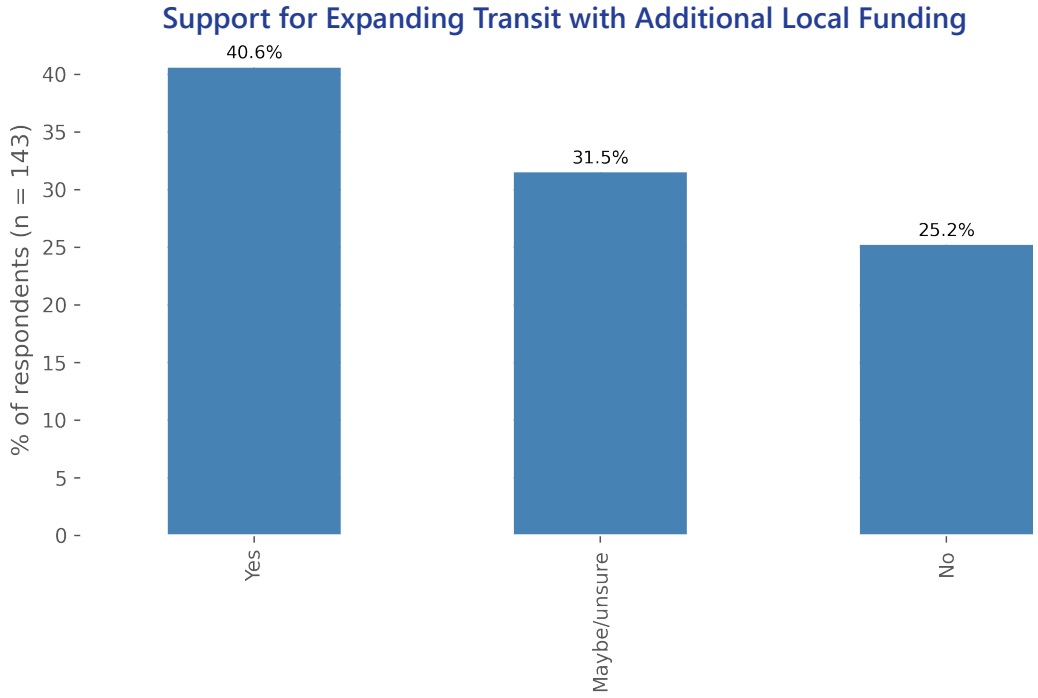


Figure 32. Respondents' Opinions on Transit Expansion

Technology

The final section of substantive questions asked respondents to answer two questions regarding newer transit technologies not currently available in the Minot area. The results are summarized and analyzed below.

Q10. Would you use an on-demand service (shared with others) that is accessed through a phone app or by calling the transit agency to reserve a trip, if available?

This question asked respondents about their willingness to use app-based on-demand transit services commonly known as microtransit. Microtransit would be new to the Minot transit market if introduced. This question generated mixed responses. A plurality (42 percent) answered "yes," while about 22 percent

answered “no.” The remainder were unsure. The responses indicate that while a sizeable portion of respondents would prefer not to use this mode, many would be willing to use it or may at least be open to trying it. Figure 33 summarizes respondents’ willingness to use microtransit.

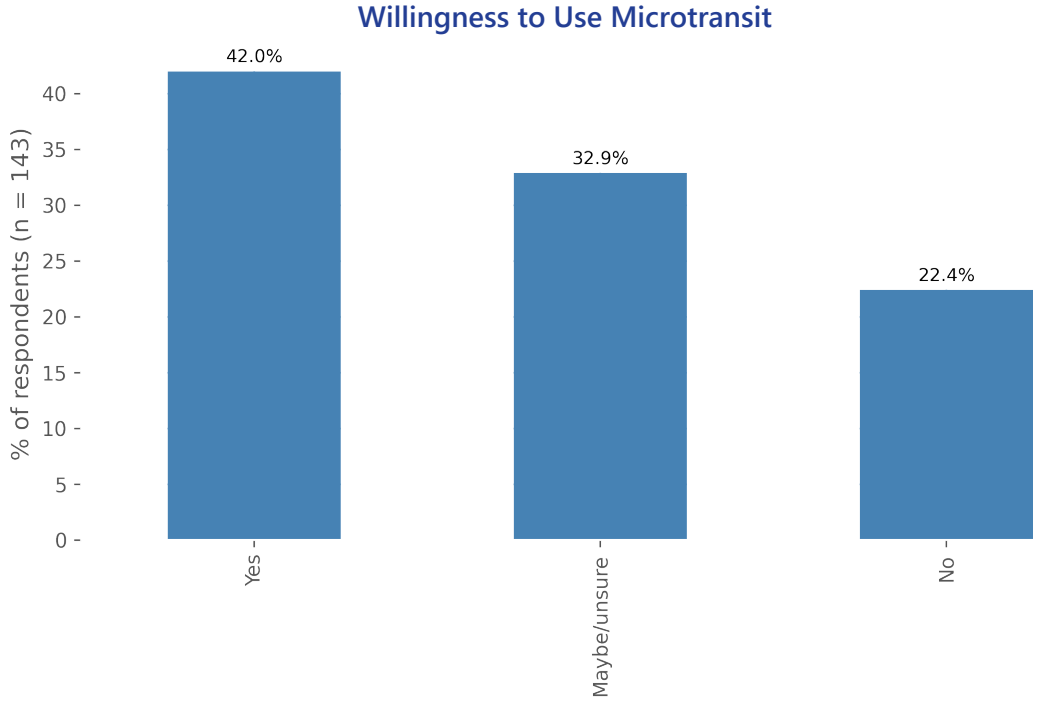


Figure 33. Respondents' Willingness to Use Microtransit

Q11. Would you pay your bus fare with a mobile phone app or reloadable smart card, if available?

Respondents were asked to indicate whether they would be willing to use modernized fare payment options to pay their bus fares. About 60 percent answered "yes" and 18 percent answered "maybe/unsure." About 18 percent answered "no." These responses suggest there is significant appetite for the introduction of a mobile fare payment app and/or reloadable smart card program for bus fares. This technology should be further explored for possible implementation in Minot.

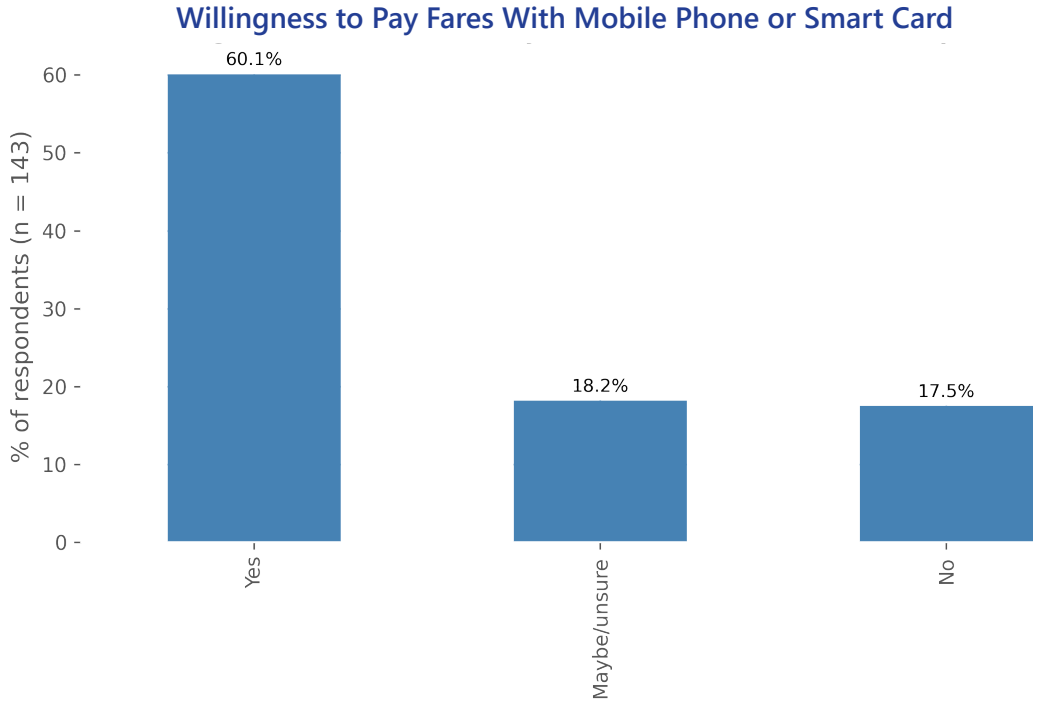


Figure 34. Respondents' Willingness to Use Mobile App or Smart Card Fare Payment Options

Responses Among Transit Riders

While the community survey was open to responses from anybody, regardless of their level of transit usage, nearly 17 percent of respondents indicated in Question 1 that public transit is their primary mode of travel around Minot. This statistic includes respondents who selected "other" and indicated a form of transit such as Souris Basin Transportation in the open-ended response field. Filtering the response data to show only responses from this group yields results that differ from the general group of survey respondents. This section summarizes the results of survey questions among only respondents who primarily use transit to move around town.

Frequency of Transit Use

Among those who primarily use some form of public transit to get around Minot, half use transit services daily and another 37.5 percent use transit services a few times per week. In total, nearly 88 percent report using transit multiple times per week, indicating that many transit users are repeat customers. Figure 35 shows the frequency of transit use for this population.

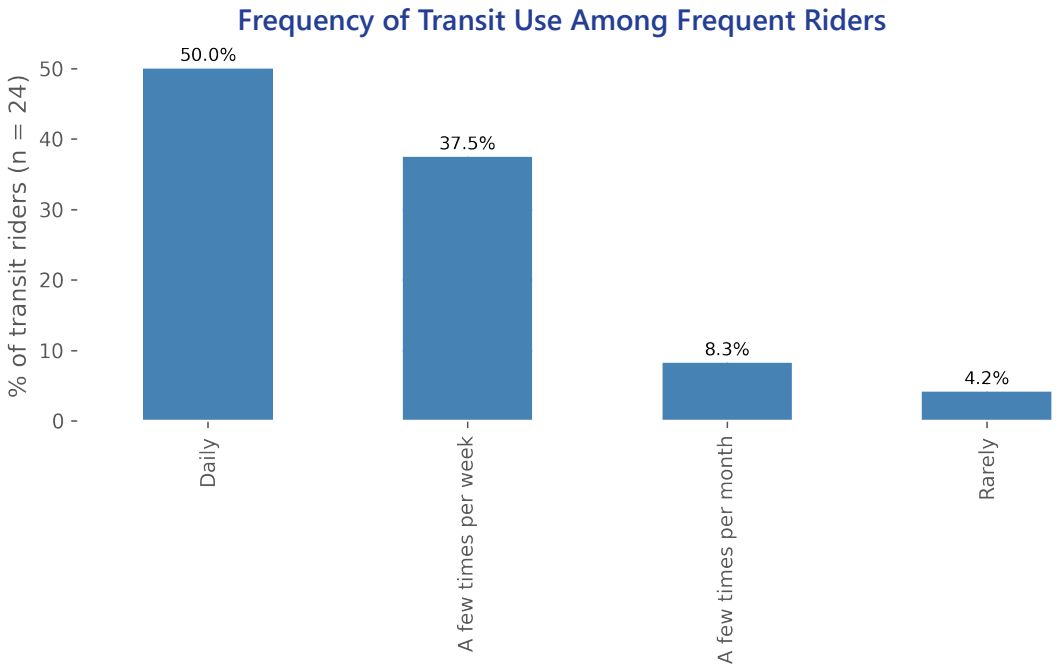


Figure 35. Frequency of Transit Use Among Frequent Riders

Transit Trip Purposes

Among those respondents who ride transit as their main form of transportation, the largest trip purpose by far is work/commuting, with nearly 42% of respondents choosing this option (Figure 36). This indicates that transit in Minot is an important service for the workforce. Education trips were the second most common response, at nearly 17 percent. Shopping/errands and medical appointments also generated more than 10 percent of responses to this question. The results of this question overall indicate that for regular transit users, many trips serve utilitarian purposes and further suggests that transit services in Minot provide critical access to jobs, education, healthcare, and retail needs.

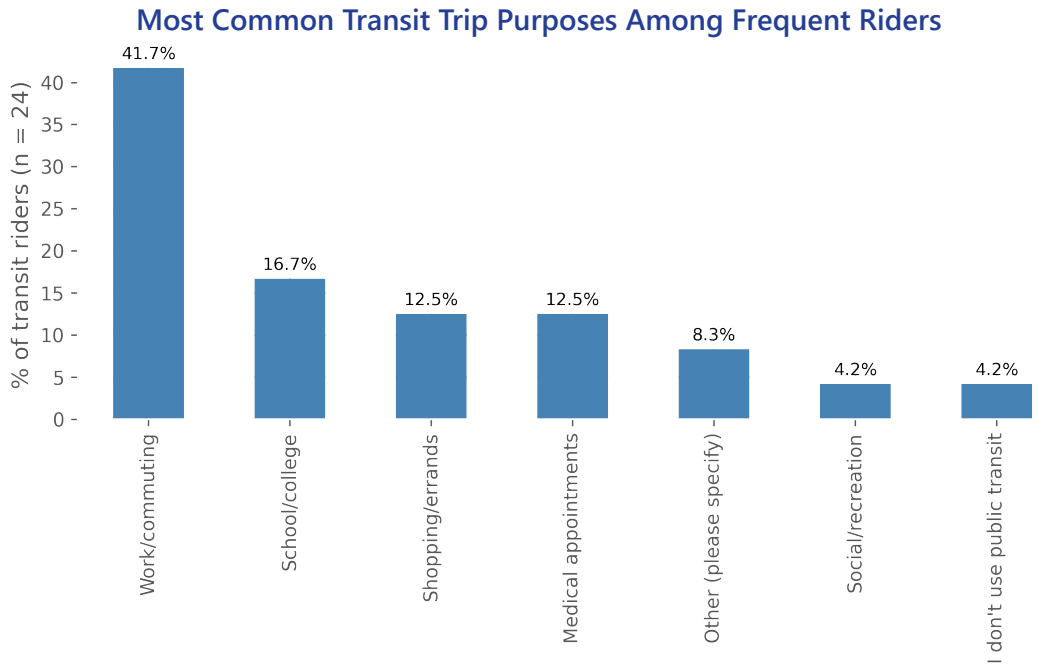


Figure 36. Most Common Transit Trip Purposes Among Frequent Riders

Most Desired Service Improvements

Survey respondents were asked to select the service improvements that would encourage them to ride transit more often. While the top response among all respondents was marked bus stop locations and shelters, this option was not as popular among respondents who primarily use transit for getting around. Among this sub-group, the most common response by far was "more weekend service," which indicates that among riders there is likely strong demand for service to be expanded to Saturdays and/or Sundays. The second most common response among this sub-group of respondents was longer service hours (about 38 percent). Tied for third place among this sub-group were marked bus stop locations and shelters and easier payment options (mobile/smart card). Both responses were selected by about one-third of this sub-group. Figure 37 summarizes the full results of this question.

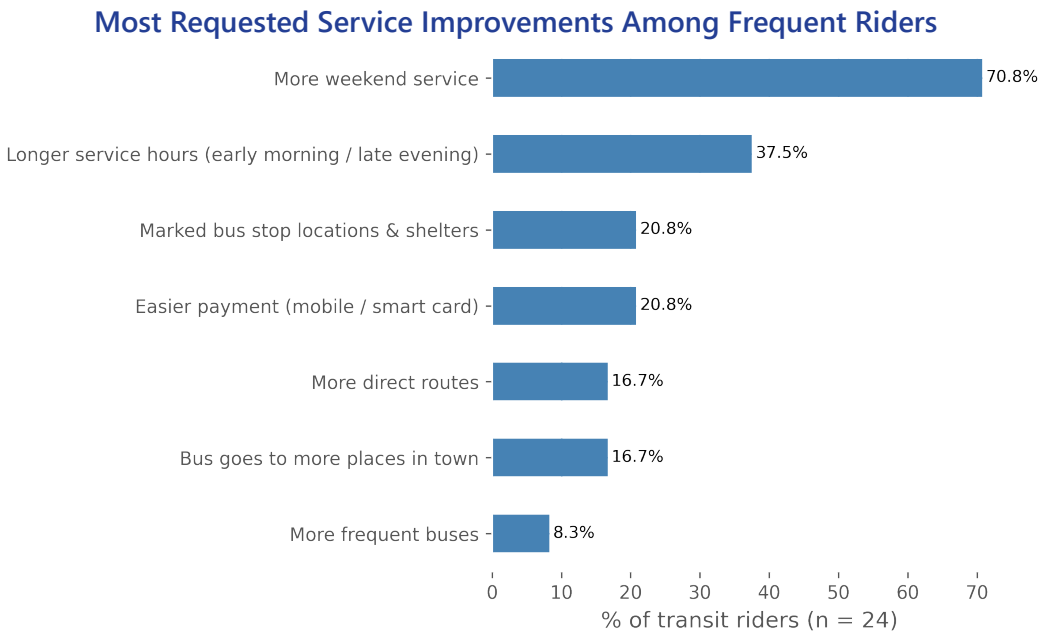


Figure 37. Most Requested Service Improvements Among Frequent Riders

Interestingly, among the general survey respondents and the transit rider sub-group, the top three responses were the same, though in different order. The difference in ranking is important. For the broader respondent group, the top selection being "marked bus stop locations and shelters" appears to reflect barriers that make the current system difficult to understand or access, particularly for those who do not regularly use transit. In contrast, more frequent riders seem comfortable with the flag stop system and place a greater value on expanding service availability than anything else. The practical implication is that a multi-pronged approach to service improvements over time will likely be most effective at growing ridership. Adding signage to make the bus system more understandable would likely be the most important action to attract new riders, while expanding service to include additional weekday hours and/or new weekend service would primarily serve to make transit more useful for existing riders' travel needs.

Perceptions of Fare Reasonableness

Regular transit riders appear to generally be in agreement that existing transit fares are set at approximately the right level, with over 90 percent selecting this option (Figure 38). A handful of regular transit rider respondents indicated that they felt fares are too high and should be lowered, and none of this sub-group felt that transit fares are too low. The general satisfaction with fare levels indicates that from the customer perspective, transit fare policy is largely functioning well in the Minot area.

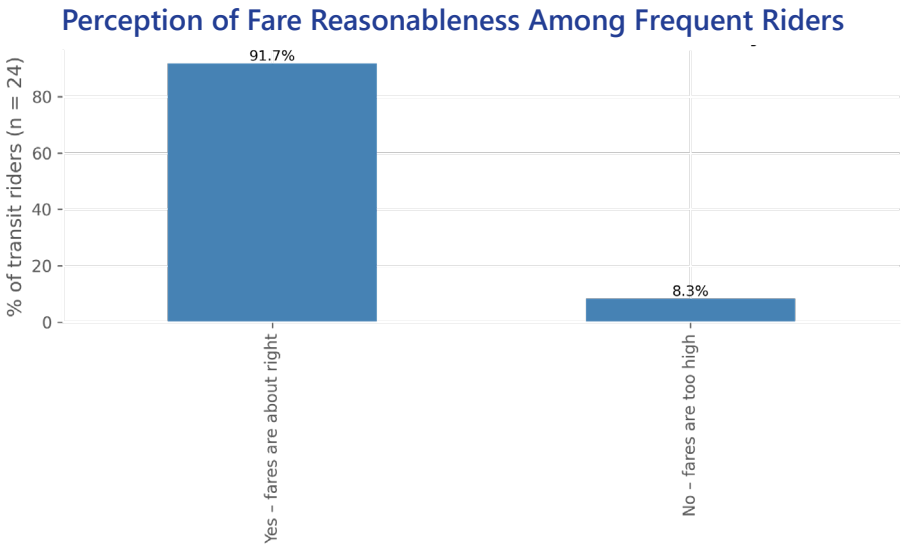


Figure 38. Perception of Fare Reasonableness Among Frequent Riders

Support for Transit Expansion

While support for transit expansion received mixed responses among the full group of survey takers, among regular transit riders the majority of respondents selected "maybe/unsure" when asked whether they supported transit expansions that may require additional local funding (Figure 39). Additionally, about 42 percent supported expanding transit, and very few did not support transit expansion. While this may seem somewhat counterintuitive at first glance, the hesitation to commit to supporting expansions among frequent transit riders largely aligns with the results of the previous question. Most frequent riders think current fares are adequate, and the possibility of needing to increase fares to fund expansions may not be appealing to many riders.

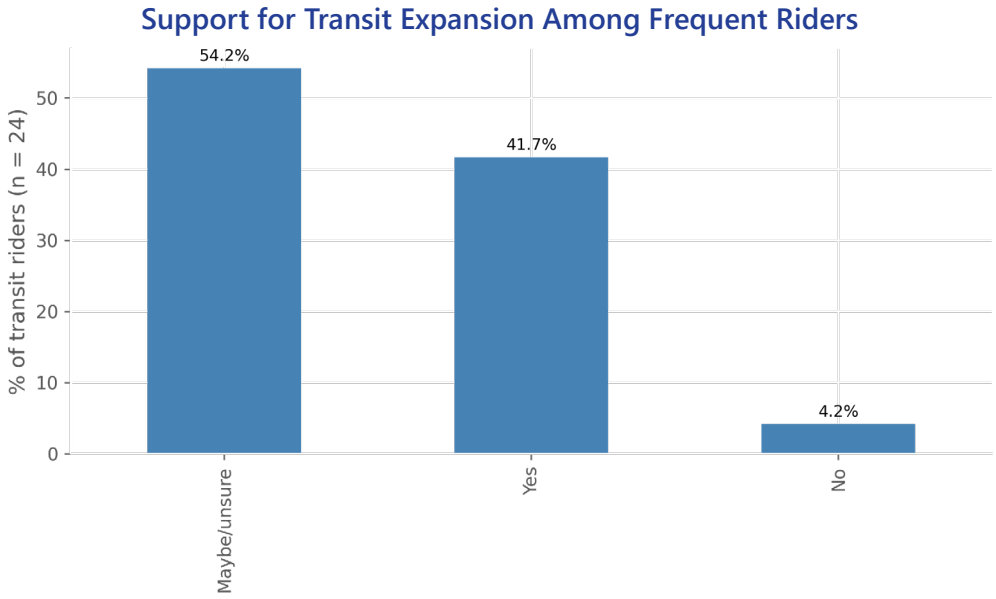


Figure 39. Support for Transit Expansion Among Frequent Riders

Interest in Microtransit

About half of the frequent riders who responded to the survey indicated a strong interest in using microtransit options, if available (Figure 40). Another 29 percent answered "maybe/unsure." In all, there appears to be slightly stronger interest in microtransit among regular riders than among all respondents. The level of support for microtransit in general suggests that there is interest among both frequent transit riders and non-riders to experiment with such a service in Minot if circumstances justified it.

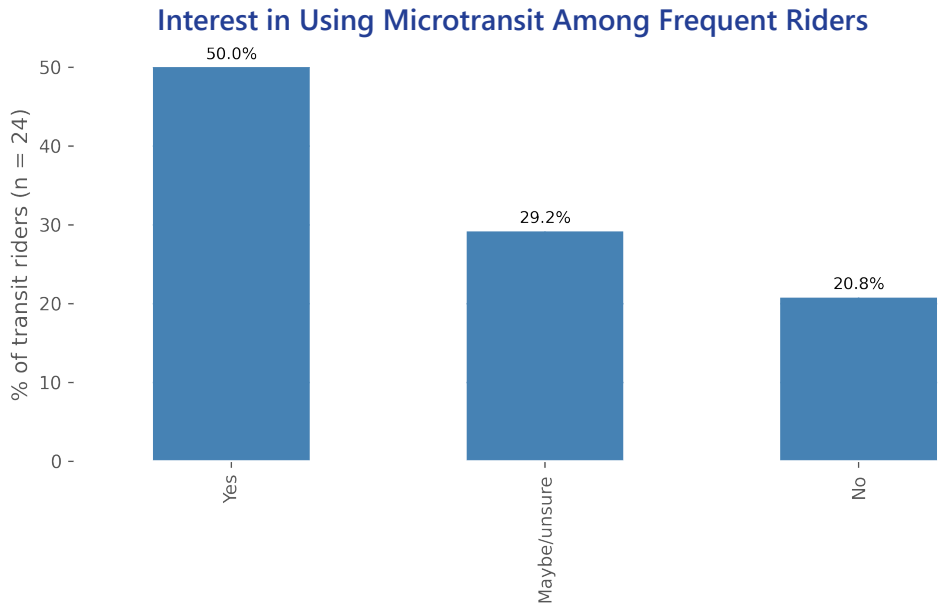


Figure 40. Interest in Using Microtransit Among Frequent Riders

Interest in Modernized Fare Payment Options

The final question of the survey asked about respondents' interest in using modernized fare payment options, such as a reloadable smart card or mobile fare payment app. Among regular transit riders, support for such options was about equal to the level of support among the full group of respondents (Figure 41). Riders and non-riders alike clearly value the integration of modernized fare payment technology into transit services in the Minot area. Mobile app or smart card payment options add a significant amount of convenience to the transit experience and can be a significant value-add to a system, as they allow riders to purchase fares at any time or location, thus eliminating the need to carry cash or go to a specific location to purchase physical bus passes. Mobile fare payment options can also allow for quicker boarding due to reduced usage of cash fares. Due to the high support for modernized fare payment options in this survey and the significant potential benefits to integrating these options, mobile fare payment and smart cards should be further evaluated as part of the transit development plan.

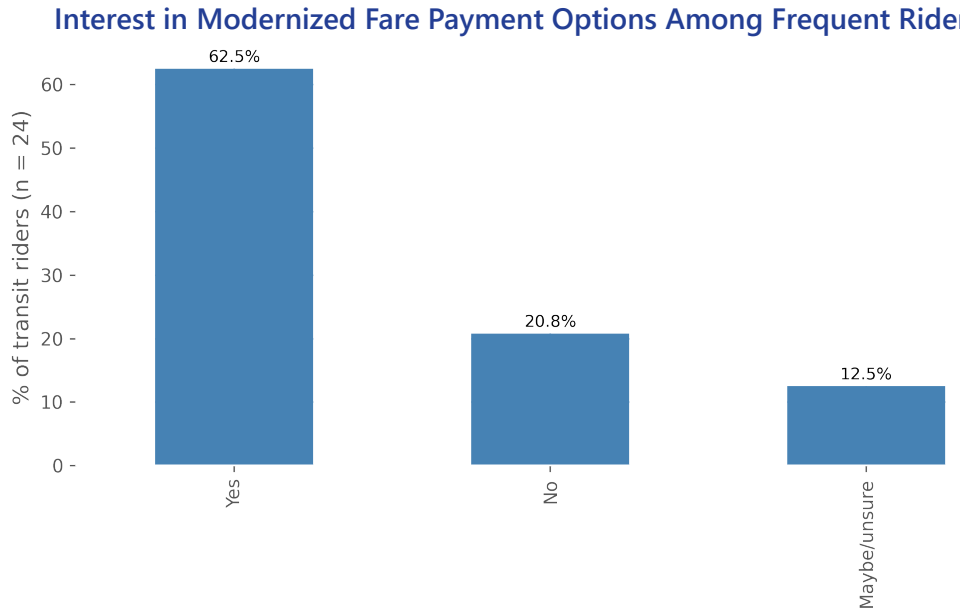


Figure 41. Interest in Mobile or Smart Card Fare Payment Options Among Frequent Riders

Open-Ended Comments

Respondents had the opportunity to provide open-ended comments following the substantive questions in the survey. Some of the most common issues brought up in the comments relate to bus stop infrastructure. Several respondents expressed a desire for improved bus stop amenities, including signage, shelters, and schedule information. Some commenters stated that the lack of shelters makes riding the bus difficult, particularly in the winter. Other commenters mentioned that the unmarked stops that make up the flag stop system can be difficult to use, as riders may stand for a long time at a location along a route wondering if they are in the right place to board a bus.

Some comments mentioned that the transit system's current hours of service do not match some people's work schedules. In particular, commenters noted that it can be difficult to use the bus to get to work if you are employed at the hospital, in the service industry, in retail, or as a shift worker due to the nature of shift schedules at these workplaces. Expanding hours of service on weekdays and adding new service on

weekends, even if more limited than on weekdays, was identified as a way to potentially make the system more useful.

Some commenters mentioned issues related to frequency, reliability, and consistency with both Minot City Transit and Souris Basin Transportation. The comments on this subject generally centered on infrequent fixed route service, long waits for demand response or paratransit trips, and concerns about buses not stopping for passengers. Multiple respondents explicitly stated they have tried to use the bus in the past and did not continue using it because they found it unreliable.

Some comments specifically mentioned concerns surrounding student trips. Comments on this topic noted that students are not necessarily guaranteed to arrive at school on time, that bus stops at schools are not always located in the most ideal locations, that many schools lack bus shelters, and that coordination could be better between Minot City Transit and Minot Public Schools.

Some comments raised concerns about accessibility. There was some concern about seniors and people with disabilities who are not necessarily eligible for paratransit service facing difficulties riding the fixed route system. Oftentimes the distance required to walk to a stop, the lack of sidewalks/crosswalks in some areas, and the need to cross large/busy streets present barriers to bus access for people with mobility challenges.

Some comments touched on awareness and education gaps. Specifically, several respondents stated that they do not know where bus stops are located, do not know how to ride the bus, or are unsure how to access schedule information. These comments suggest that marketing and community outreach efforts could help to educate potential riders about the bus service that is available in the community.

The topic of funding and costs came up numerous times within the comments. Comments included mixed opinions ranging from support for fare-free transit to statements that transit is not a good use of tax dollars. However, the statements about transit being a wasteful use of public funds represented a very small minority of comments.

Even among all the comments providing critiques and areas for improvement, many of the comments were positive and indicated that the community at large generally supports transit. Several comments mentioned that transit is an essential service for many in the community, including hospital patients, seniors, people with disabilities, low-income residents, and youth/students. Several respondents expressing support for transit also mentioned in the comments that they are not transit riders themselves but still support funding and expansion efforts. Additionally, some respondents provided comments mentioning that while they do not currently ride transit, they could see themselves in a situation where they may need to ride transit in the future, suggesting that people understand the critical role of transit in offering mobility options to those in the community who cannot or choose not to drive for any particular reason (e.g. disability, old age, etc.).

Overall, the comments indicate that there is generally strong support for Minot's transit system as an essential community service, particularly for workers, seniors, students, and people with disabilities. However, the lack of marked bus stops, shelters, and visible route information represent opportunities for improvement. Additionally, limited hours, infrequent service, and reliability issues appear to constrain the usability of Minot's transit services for some people. Based on the comments, using the TDP to address basic infrastructure, service span, and accessibility gaps may result in substantial improvements to both the rider experience and the overall effectiveness of the transit system.

Map Activity

Upon completion of the survey, participants were invited to participate in an interactive mapping activity that asked respondents to drop a pin on the map where they would like to see transit service. This activity generated only eight responses, which may be a reflection of the fact that much of the developed land within city limits is presently located within ¼-mile "walkshed" of a bus route. Figure 42 shows each location that was identified as a transit gap by survey respondents. Each location is located outside of the ¼-mile walkshed of the current fixed route network.

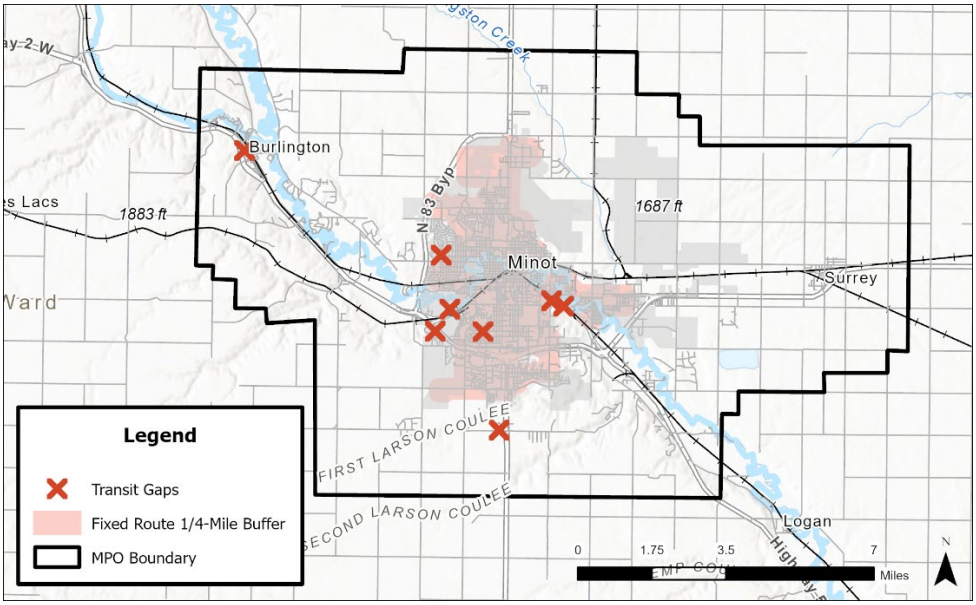


Figure 42. Transit Gaps Map Activity Results

The results of the map activity indicate that at least a small amount of demand for transit exists outside of the current service area. Locations identified by respondents included:

- Two industrial locations along Valley Street southeast of downtown
- The area around 17th Avenue SW and 11th Street SW (part of a small area located just outside the ¼-mile fixed route walkshed)
- A residential area near Highway 83 and 54th Avenue SW, located south of Minot city limits
- Dakota Kids Dentistry, located on Elk Drive in southwest Minot
- Souris Valley Golf Course
- Vicinity of 5th Avenue NW and 25th Street NW in northwest Minot
- Burlington City Hall

Each of these locations would likely be difficult to serve with fixed route transit, as they are located either outside of transit supportive areas or too far outside city limits. Because some demand exists in locations

that are difficult to serve with fixed route buses, demand response transit options may be useful to consider as a solution to address perceived gaps in transit access. Beyond this, it is difficult to draw conclusions from such a small group of responses. While the existence of a transit gap on the map in this activity does indicate at least one person's desire to reach a particular location by transit, the transit service planning process must consider trade-offs and maximize the limited resources available for transit service. As such, the study team cannot guarantee that recommended fixed routes in the final TDP will serve any given location identified on the map.

Respondent Profile

Respondents were asked a series of three basic demographic questions for the purpose of understanding the background and perspectives of survey-takers. This section summarizes the demographic questions.

Age of Respondents

Respondents were asked to select their age group from a list of options. Most respondents were above the age of 35, with the most common age group selection being 35-44. A wide range of age groups is represented among the respondents. Generally, younger age groups participated at the lowest rates. Figure 43 summarizes the ages of respondents.

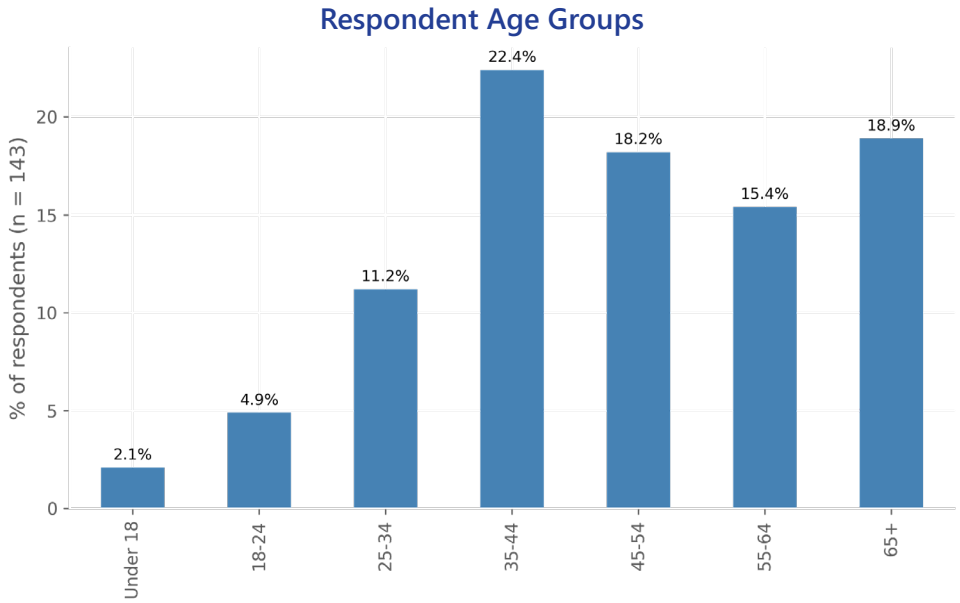


Figure 43. Respondents' Age Distribution

Table 15. City of Minot Age Data (2024 American Community Survey 5-Year Estimates)

Age Group	Percent of Minot Population
Under 18	21.9%
18-24	12.1%
25-34	18.8%

Age Group	Percent of Minot Population
35-44	13.4%
45-54	9.0%
55-64	10.4%
65+	14.3%

Income of Respondents

Respondents were asked to select a category that best represents their annual household income. Responses varied widely, with respondents representing low, middle, and high income groups. Figure 44 summarizes respondents' incomes.

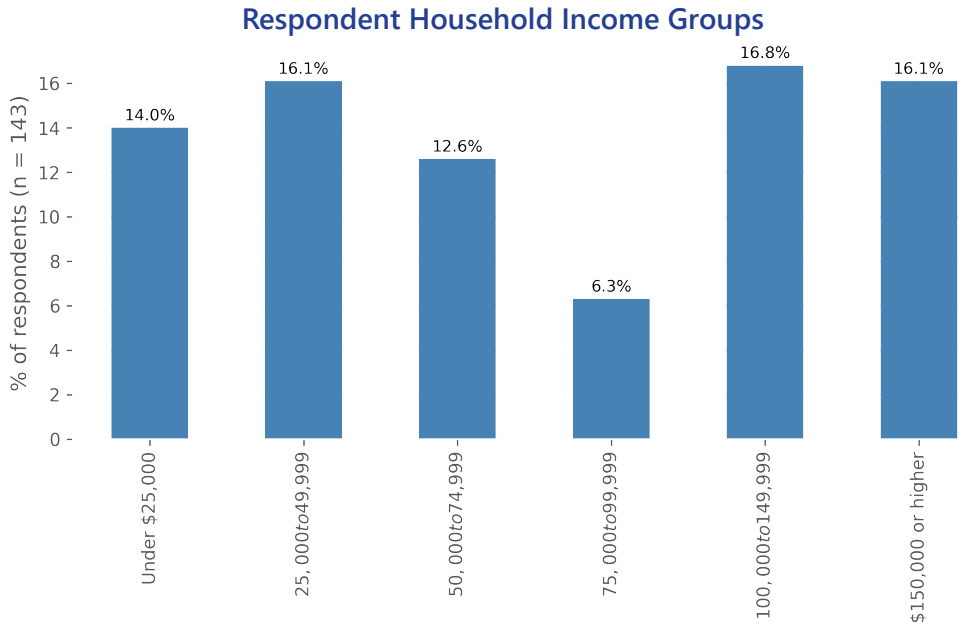


Figure 44. Respondents' Household Income Distribution

Table 16. City of Minot Household Income Data (2024 American Community Survey 5-Year Estimates

Income Group	Percent of Minot Households
Under $25,000	16.2%
$25,000 to $49,999	16.9%
$50,000 to $74,999	18.7%
$75,000 to $99,999	14.3%
$100,000 to $149,999	17.3%
$150,000+	16.6%

Personal Vehicle Ownership

Respondents were asked whether they own or lease a personal vehicle. About 15 percent of respondents reported not owning a vehicle. The largest group of respondents (about 42 percent) reported owning two or more vehicles. Figure 45 summarizes vehicle ownership among respondents.

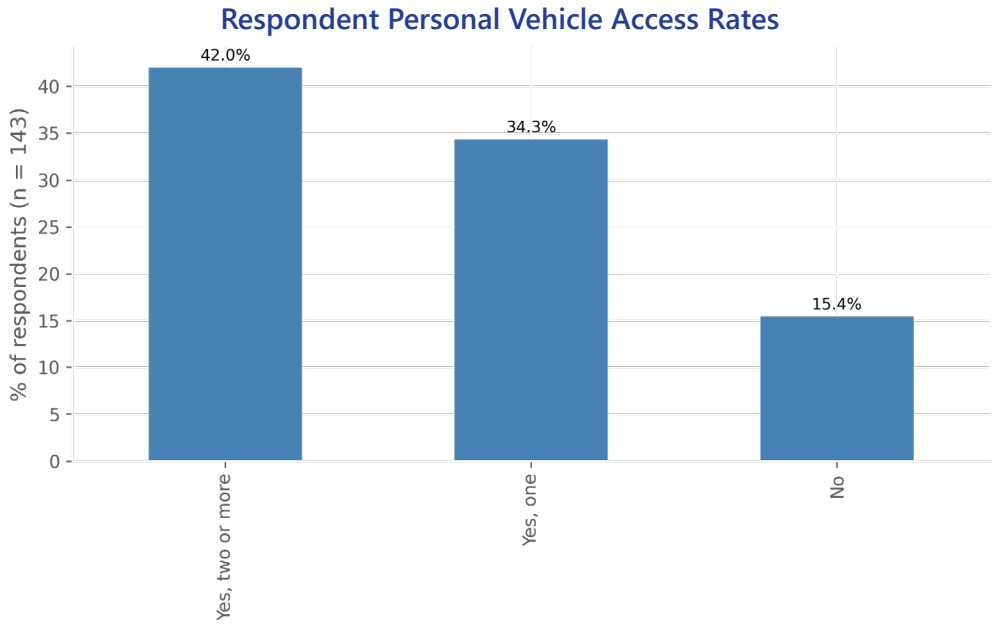


Figure 45. Respondents' Personal Vehicle Access Rates

Table 17. City of Minot Household Vehicle Access Data (2024 American Community 5-Year Estimates)

Household Vehicle Access	Percent of Minot Households
No vehicle available	5.9%
1 vehicle available	35.8%
2+ vehicles available	58.3%

Survey Takeaways

The community survey results indicate that while most Minot residents primarily rely on personal vehicles, public transit plays a critical role for a smaller but highly transit-dependent segment of the population. Regular transit users rely on the system frequently, often making trips multiple times a week or daily. Regular transit riders make trips for many daily needs, including work, education, shopping, and medical trips, underscoring the importance of public transit as an essential mobility service in the community rather than a solely discretionary travel option.

Across both riders and non-riders, the most consistent opportunities for service improvement relate to basic service visibility and availability. Marked bus stops and shelters, new weekend service, and expanded service

hours emerged as the three most commonly cited improvements that would encourage greater transit use. This suggests that addressing service span and stop infrastructure and amenities may yield more substantial benefits than changes to route structure, frequency, or travel times, which respondents did not identify as major concerns.

Survey responses also show strong satisfaction with current transit fares, indicating that fares are not a significant barrier to transit use at this time. However, there is clear interest in modernizing the rider experience through more convenient fare payment options, such as mobile fare payment or reloadable smart cards, which were supported by a strong majority of respondents regardless of transit usage level.

Finally, while opinions on expanding transit service through the use of additional local funding (e.g. increased taxes, higher fares, larger general fund allocation, etc.) were mixed, overall sentiment reflects recognition of transit as a valuable service in the community. Critically, support for expanding transit was expressed by transit riders and non-riders alike. Interest in newer service models, such as on-demand microtransit, suggests openness to innovation if implemented thoughtfully. Collectively, the results point toward support for a strategy of incremental service improvements and expansions, improved stop infrastructure, and customer-focused technology enhancements as some of the most useful items to consider as the TDP process moves forward.

JANUARY 2026 PUBLIC MEETINGS

In January 2026, the Central Dakota Metropolitan Planning Organization (CDMPO), with assistance from SRF Consulting Group, Inc., held a series of public meetings to support the development of the Transit Development Plan (TDP) for the Minot metropolitan area. The meetings occurred at the following dates and times in the Minot City Council Chambers:

- Tuesday, January 20, 2026, from 11:30 a.m. to 1:00 p.m.
- Wednesday, January 21, 2026, from 4:30 p.m. to 6:00 p.m.

CDMPO advertised the meetings in multiple ways to promote public awareness of the input opportunity. The meetings were advertised through a press release, a KX News interview, a publication in the Minot Daily News, and on City of Minot social media.

Both meetings featured the same content and format, as described in this section. As the first set of public meetings held for the TDP project, the January public meeting series aimed primarily to educate attendees about the project and its timeline, present selected results from the fall 2025 community survey, and gather feedback on community members' priorities for future transit services in the Minot area. The January public meetings represent one element of a comprehensive public engagement strategy that has thus far also included a community survey, pop-ups at the downtown transit center, four steering committee meetings, and a questionnaire for human service transportation providers.

This section describes the structure and content of the public meetings, summarizes and interprets the input provided by attendees, offers key takeaways, and describes how the results of the public meetings will be incorporated in the next steps of the project.

Public Meeting Structure

Both January public meetings were structured to be effectively identical, offering the same information and input opportunity at multiple times. Each meeting was designed to make use of a pre-recorded video presentation, a series of informational posters, interactive poster activities, and opportunities to provide verbal and written input.

The pre-recorded video covered basic information about the project, its purpose, and the timeline. While the video was originally intended to be played once at the beginning of each meeting and additional times throughout the meeting to accommodate later arriving participants, staff opted to present the same information live instead.

Seven posters were arranged around the dais (Figure 46). The posters covered the following topics:

- Summary of local transit services
- Project purpose and goals
- Selected community survey results
- Fixed route service planning trade-offs
- Service planning preferences activity (two posters)
- Map activity



Figure 46. Public Meeting Poster Arrangement

Project staff walked attendees through the posters in small groups and one-on-one, explaining each poster and discussing the contents of each.

At the interactive service planning preferences activity posters, attendees were given three stickers of different colors (green, blue, and yellow). Attendees were instructed to place stickers next to one of five options for future transit service, using the green, blue, and yellow stickers for an individual's first, second, and third preferences, respectively. Participants were made aware that all options would require the use of additional funding to be implemented without reducing existing service levels. At the interactive map activity poster, participants were given the opportunity to place a dot or draw on a map to indicate an area where they would like to see new transit service. The following section details the results of these activities.

Attendees had the opportunity to ask questions and provide feedback while walking through the posters and afterward. Conversations with participants were held in both small group and one-on-one formats. To allow for written feedback in addition to verbal, project staff made blank comment forms available at the

sign-in table. Project staff also added an open-ended comment form to the project website. The following section provides a summary of verbal and written public feedback.

Results and Discussion

In total, the January public meeting series attracted seven (7) members of the public. In addition to members of the public, some key city staff attended, including the Minot City Transit Superintendent, CDMPO Executive Director and Transportation Specialist, and Minot City Manager. The Tuesday midday meeting saw the highest attendance, with six people signing in. On Wednesday, one member of the public attended. Low Wednesday attendance may be attributable to poor weather conditions in Minot on January 21, including very cold temperatures and snow. Minot area places of worship also frequently hold events on Wednesday evenings. While every effort was made to hold the evening meeting on Tuesday, January 20 to avoid anticipated conflicts, the City of Minot provided late notice that the traditionally held Monday meeting of Minot City Council would be held on Tuesday due to the Martin Luther King, Jr. Day holiday and an alternative, accessible location could not be identified in time.

Community Feedback

At the public meeting on January 20, a robust small group discussion took place with attendees, project staff, and transit staff after the group of attendees had viewed the posters. The conversation centered around items that would improve usefulness of transit in the Minot area if implemented.

One area of discussion focused on the issue of bus stop signage. The flag stop system currently does not utilize signage to visually establish bus stops, as buses can stop at virtually any street corner or mid-block fire hydrant locations along a route. However, some attendees expressed an opinion that this can make the system confusing and difficult to use, especially for people less familiar with riding fixed route buses in Minot. Implementation of signage, at least at key stop locations, emerged as a well-supported measure in this conversation.

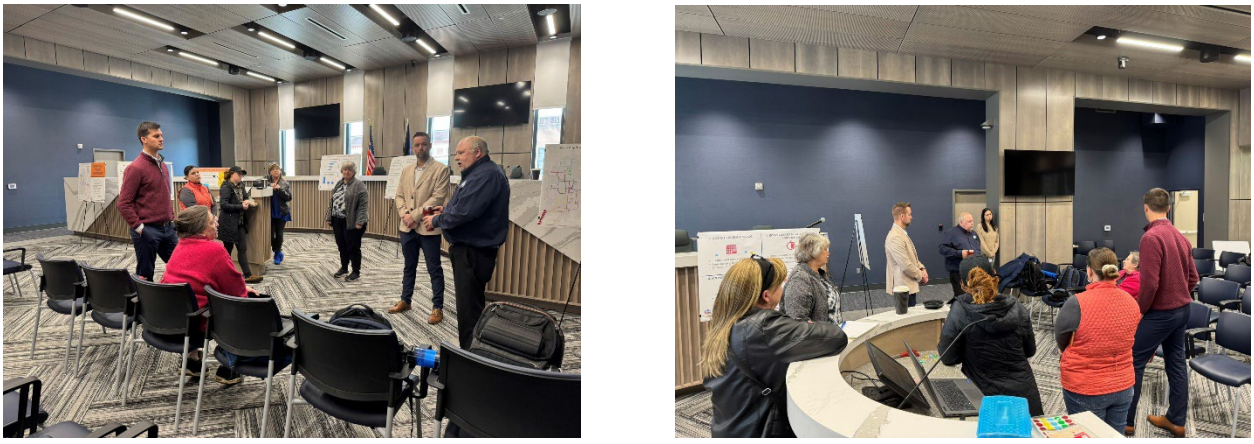


Figure 47. Small Group Discussions During Public Meetings

In addition to signage, the conversation also covered bus stop amenities. Currently, only a handful of bus stops around the City have seating, shelter, and other traditional bus stop amenities. Attendees expressed concern that the lack of shelters in particular can make riding the bus difficult or unattractive, particularly in the winter when Minot experiences extremely cold temperatures, snow, and wind. Seating can also make it

easier for riders to wait for the bus, particularly for elderly and/or disabled individuals who may have difficulty standing for extended periods.

Modernized fare payment options came up as a desire among meeting attendees. Some expressed sentiment that the lack of mobile fare payment options is outdated and makes it difficult to purchase fares. In particular, multi-ride passes tend to be difficult to access, as they can only be purchased in person at a handful of locations. At least one participant felt that having to go to a certain location to buy a bus pass can be a burden, particularly if it requires going out of the way of one's normal daily travel. Overall, attendees perceived the ability to purchase fares, including passes, on a mobile device as a positive modernization to the fixed route system that could increase convenience and encourage higher ridership. Transit Superintendent Brian Horinka was involved in this conversation and explained that mobile fare payment options have been considered in the past, but implementation had proved to be prohibitively expensive. However, the current fareboxes are old and will soon need to be replaced, and he is looking into options with the farebox provider to determine if it would be appropriate and feasible to integrate modernized fare payment options alongside farebox replacement.

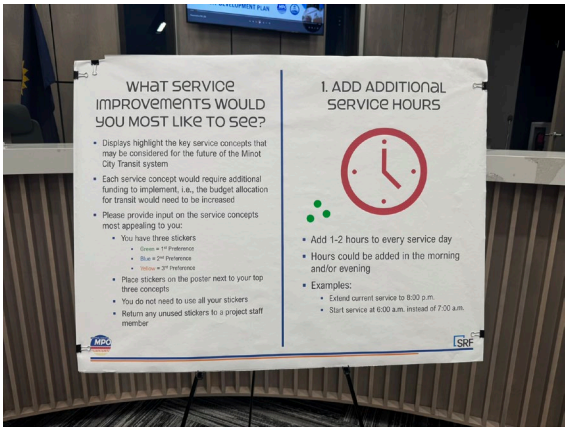
Another part of the conversation focused on a desire for extended service hours. Some participants felt that the current hours of service can be limiting for some people, especially those who work non-traditional shift times or need to use transit on the weekends. The transit superintendent and project staff made sure to communicate that while extended service hours are under consideration, it would likely be an additional cost. Project staff also related this part of the conversation to the poster that covered service planning tradeoffs.

Lastly, accessibility concerns came up in the conversation. Some attendees noted that bus stops can sometimes be difficult to access, especially for people with disabilities. Infrastructure conditions can compound the difficulty of walking to a bus stop, especially if a rider needs to cross a major corridor such as South Broadway or if sidewalks are not present or not properly maintained. This highlights issues that in some ways go beyond what the transit agency itself has the authority to address but are nonetheless important issues for the city as a whole to consider in the future.

The topics discussed at the public meetings echo the feedback provided in the community survey. Survey respondents and public meeting participants alike expressed strong interest in adding signage, shelters, and seating to make the fixed route system easier to use. The survey also indicated strong interest in modernized fare payment options. Some of the open-ended comments from the survey also indicated concerns related to accessibility of bus stops. The strong overlap between survey input and public meeting discussion indicates that the information gathered through both public engagement activities is reflective of broader community opinions about local transit.

Interactive Posters

The first poster activity asked participants to select their preferences on potential service improvements. As shown in Figure 48, participants most strongly preferred the idea of adding additional hours of service to existing service days. This could involve adding one or two hours of service across the bus network in the morning and/or evening. The second most popular service idea was adding Saturday service to the fixed route system. Increased bus frequency came in as the third preference, followed by adding microtransit. Adding a new fixed route to the existing system received no interest.



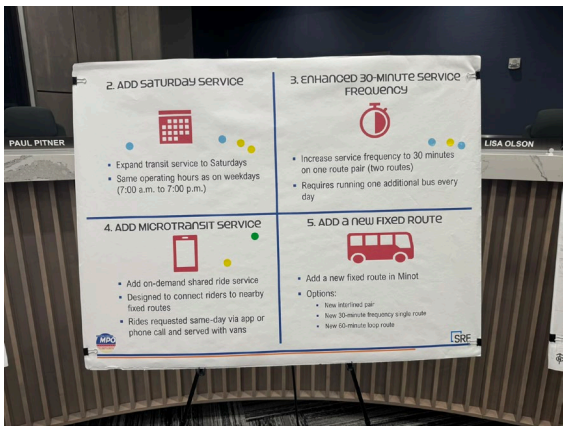


Figure 48. Interactive Service Planning Activity Results

The map activity asked participants to indicate locations that need new transit service. Meeting attendees did not mark any locations on the map. Discussions among the group indicated that Minot City Transit already has adequate coverage. The electronic version of this activity that was paired with the earlier community survey also received minimal responses and indicated that coverage is sufficient.

The results of this activity generally align with input from the community survey. In the survey, weekend service and longer hours of service emerged as popular transit improvements, while increased frequency and running buses to more places in the city were not as popular. In combination with the survey, the results of these poster activities increase confidence in the idea that the community in Minot views extending times during which transit service is available as among the most beneficial potential improvements to service offerings.

Written Comments

While paper comment forms were made available to participants to submit written comments during or after the meetings, no paper comments were ultimately received. In addition to the paper comment forms, an open-ended comment form was added to the project website, and that form has generated 43 comments as of the writing of this report. The comment form will remain open through the project for additional comments to be collected.

Comments can be grouped into five general themes, with some comments covering multiple themes. The most common comment theme was "Student Transportation and School Coordination," with 16 comments covering this subject. Several comments made note of the fact that students are a large portion of local transit ridership. Concerns were raised about overcrowding of buses around school pick up and drop off times, safety aboard buses, and reliability for students who need to get to school on time. Some commenters expressed a view that traditional school bus service would serve the community better than using public transit for student travel, while others focused on ensuring public transit is safe, comfortable, and reliable for students.

The second most common comment theme was "Community Value and the Role of Transit," with 14 total comments covering this subject. Several comments emphasized that transit is an essential service in the community for workers, students, hospital patients, and people without access to a personal vehicle. Some comments questioned the overall need for a fixed route transit system in a community of Minot's size, suggesting that demand response style transit may serve the community better.

Two comment themes tied for third place, each receiving 12 comments on the topic. One such theme was "Service Coverage and Destinations." On this theme, a couple of comments requested transit service to/from Minot Air Force Base, including the base visitor center. Some comments suggested that airport service should be timed around flight departures and arrivals. Several other comments mentioned a desire for better access to schools and other key trip generators around the city.

Another theme that tied for third place, with 12 related comments, was "Bus Stops, Shelters, and Passenger Comfort." Comments in this category included several requests for additional bus stop shelters, particularly near schools and other high-ridership locations. Commenters frequently noted that shelters can help shield transit riders from extreme weather conditions while waiting for the bus. Multiple commenters also expressed a desire for more clearly marked bus stops.

The final theme, coming in at fifth place with nine comments, was "Service Quality, Operations, and Efficiency." Comments on this subject generally included questions about the cost-effectiveness of the current system. There are some perceptions that resources could be better allocated or managed more efficiently. In general, commenters had mixed views on whether fixed route transit is efficient in Minot, with some skepticism alongside a recognition that transit does provide a useful service.

January Public Meeting Takeaways

Key takeaways from the January TDP public meetings and online comment form can be summarized as follows:

- **Public input reinforced previously identified priorities.** Feedback gathered at the January public meetings closely aligned with results from the community survey in fall 2025, increasing confidence that public engagement activities have revealed genuine community transit priorities. Across engagement activities, participants emphasized improvements that would make existing services easier to use, more accessible, and more available, while major network expansions have not appeared to be a community priority.

- **Passenger comfort and system legibility are high priorities.** Attendees and commenters consistently identified the need for more clearly marked bus stops, along with additional shelters and seating at particularly high-ridership locations. These improvements were viewed as critical to improving usability, particularly for new riders, seniors, and people with disabilities. Shelters are also viewed as useful amenities to keep riders protected from harsh conditions in the winter.

- **Modernized fare payment is viewed as a valuable system upgrade.** Participants expressed strong interest in mobile fare payment options, noting that purchasing bus passes can currently be inconvenient or burdensome. While the cost of implementing such a system remains a consideration, the replacement of aging fareboxes presents a potential opportunity to integrate updated fare payment technology efficiently.

- **Expanded service hours and weekend service are viewed as more beneficial than new routes.** Both the interactive poster activity and fall 2025 survey results indicate that the community perceives broadening the weekday service window and adding weekend bus service as actions that would more effectively serve passengers' needs and generate additional ridership than increasing bus

frequency or adding new routes. Participants emphasized the importance of transit for workers with non-traditional schedules and weekend travel needs.

- **Student transportation was a dominant theme in website comments.** A large share of online comments focused on the significant role Minot City Transit plays in serving school students, including concerns about crowded buses, safety, and reliability. Perspectives varied on whether public transit or dedicated school bus services are more appropriate for student transportation. Nonetheless, feedback underscores the importance of addressing student-related travel needs in future planning.

- **Accessibility and coordination beyond transit operations remain important considerations.** Participants raised concerns about pedestrian access to bus stops, sidewalk conditions, and the need to cross major roadways on foot to access bus routes. While some of these issues fall outside the direct control of Minot City Transit, these concerns do highlight the need for coordination between transit staff and other city departments, such as planning and public works, to ensure that the transit system is not an afterthought in development and infrastructure initiatives.

- **Overall, the community values transit while recognizing it is an evolving community service.** While some skepticism about the efficiency and scale of transit was expressed in written comments, many commenters and meeting participants emphasized that transit plays an essential role in access for workers, students, medical trips, and residents without access to a personal vehicle. This mixed feedback suggests an opportunity to strengthen public understanding of Minot area transit services while refining service to better match community needs and desires.

IV. TRANSIT DEVELOPMENT PLAN GOALS

Defining goals is a critical step in transit planning and is fundamental in the preparation of a TDP. The importance of this step cannot be understated or overlooked, as the goals for transit in Minot establish the framework in which transit providers and CDMPO will pursue a future vision for transit service. The goals will facilitate the assessment of transit projects and initiatives that are proposed, planned, and implemented, offering a measure of plan performance. The goals described herein have been applied to evaluate proposed service adjustments, projects, and policies recommended in this TDP.

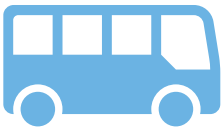
Effective public transportation planning requires clear goals to ensure efficiency, accessibility, and sustainability. Establishing well-defined goals provides a strategic vision by which to design and implement changes to the system. The SWOT activity conducted in the first Steering Committee meeting was structured with the intent of using the information gathered to develop a set of goals to guide the TDP. The SWOT activity yielded a great wealth of information, and this section summarizes the goals that were developed from with those results.



GOAL 1: ACCESSIBILITY

Minot's public transportation system should be accessible to all members of the community, regardless of age, ability, income, language, etc. This includes maintaining full compliance with the Americans with Disabilities Act (ADA), providing reliable complementary paratransit service, and ensuring that vehicles, stops, sidewalks, and the transit center are safe and usable for individuals with mobility, visual, auditory, and cognitive disabilities.

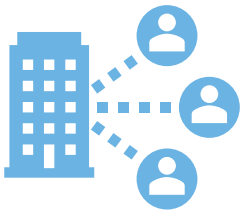
Accessibility at a broader level also means equitable geographic coverage, convenient stop locations, clear wayfinding, understandable service information, and fare policies that do not create undue barriers for low income riders. As Minot continues to grow and evolve, the transit system should proactively identify and remove physical, informational, and financial barriers to ensure that residents can access employment, education, healthcare, grocery stores, and other essential destinations with dignity and independence.



GOAL 2: QUALITY OF SERVICE

Public transportation in the Minot region should provide a high-quality, reliable, and customer focused experience that meets the daily needs of riders and supports continued ridership growth. Quality of service includes high on-time performance, consistent headways, clear schedules, and service spans that align to the best extent possible with the community's travel needs.

Quality of service also encompasses clean and well-maintained vehicles, safe and comfortable bus stops, courteous and professional staff, and timely communication regarding service changes or disruptions. As the Minot region evolves, transit agency staff should continuously evaluate performance metrics and rider feedback to improve quality of service measures. By prioritizing items like reliability, safety, and customer experience, the transit system can strengthen public trust, enhance mobility operations, and reinforce its role as an essential community service.



GOAL 3: INTEGRATE TRANSIT INTO DEVELOPMENT PLANNING

Public transit needs should be proactively considered during the development process to ensure that growth patterns adequately support efficient and sustainable transit and that mobility needs for new developments are not haphazardly considered after the development has already been constructed. As the Minot area grows and local developers and institutions respond to the need for new housing, commercial resources, healthcare facilities, and places of employment, transit considerations should be incorporated early into the development review process. The City of Minot's development review process should be designed not to require certain transit items but to engage developers in productive conversations regarding the relationship of their development to the metropolitan mobility system. By integrating a question regarding consideration of transit needs on development applications, the City of Minot can help to facilitate conversations about walkability and connections to transit, which may strengthen overall ridership potential and support a resilient multimodal transportation network well into the future.



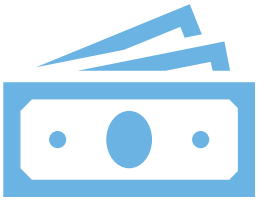
GOAL 4: SAFETY AND SECURITY ON BOARD AND AT TRANSIT FACILITIES

The Minot area's public transportation system should offer a safe and secure environment for passengers, operators, and the general public at all times. Safety is of the utmost importance in all aspects of the transportation system. In the context of transit, this includes proper maintenance of vehicles, stops, shelters, and the transit center; maintaining clear safety protocols and operator training programs; and working with local law enforcement and emergency responders when appropriate. In addition to physical safety, the system should promote a welcoming environment free from harassment and discrimination, supported by effective rules and consistent enforcement. By prioritizing both personal and operation safety, the local transit system can support safety and security for riders and operators alike while ensuring that transit remains a trusted and dependable community resource.



GOAL 5: QUALITY CUSTOMER EXPERIENCE

Minot public transportation offerings should deliver a positive, comfortable, and dignified experience for all riders from trip planning through arrival at one's destination. A quality transit experience includes clean and well-functioning vehicles, comfortable waiting areas, accessible and well-maintained bus stops, clear signage, and intuitive wayfinding. It also requires making available accurate and easy-to-understand service information, user-friendly fare payment options, and responsive customer service. A quality customer experience is made possible by incorporating rider feedback to enhance passenger amenities, communication, and overall usefulness of the system. Creating a quality customer experience will strengthen the public's perception of transit, make people want to ride the bus again, and broaden community support for the service.



GOAL 6: ENSURE CONTINUED FISCALLY SUSTAINABLE OPERATIONS

At the end of the day, funding is the most critical determinant of what the transit system can and cannot do. Minot's transit system should strive to provide effective and equitable service while operating within a realistic and sustainable budget. The system should always seek to align service design, frequency, and span with demonstrated demand and the available funding through federal and state contributions as well as local match funds. Transit staff should also pursue new funding opportunities, partnerships, and methods of increasing operational efficiency to maximize available resources. By thoughtfully balancing community mobility needs with fiscal responsibility, the transit system can remain fiscally sustainable while being responsive to changing transit needs over time.

V. SERVICE PLANNING AND RECOMMENDATIONS

A key component of any TDP is service planning, typically resulting in recommended service adjustments. For the Minot Area TDP, service planning was approached with a keen eye toward fiscal responsibility, recognizing that resources are limited and that the City of Minot would like to ensure that taxpayer dollars are spent wisely. The existing conditions analysis and public input gathered for this TDP have suggested that the transit system in Minot currently does well in serving the needs of the community, and that strategic and targeted service changes will be key to the future success of the transit system.

This chapter outlines recommendations for both fixed route and demand response transit service in the Minot Metropolitan Area. Recommendations proposed for the most immediate implementation are cost-neutral, while recommended additions to service that would increase operating costs are suggested for implementation in the medium or long term. This chapter also discusses microtransit as a service typology that was considered during the service planning process and concludes with a yearly estimate of transit operating expenses over the next 10 years.

SERVICE PLANNING PROCESS

Service planning is a detailed, iterative process that is both an art and a science. Service planning relies heavily on quantitative and qualitative data to guide decisions on transit network design. At the same time, there is a human element to the service planning process that must always be considered.

This section offers a high level explanation of what goes into the service planning process, including the trade-offs that are considered, the data sources that are used, and the service themes that have been used in this TDP to guide and evaluate new fixed route service concepts.

Service Planning Trade-Offs

Broadly speaking, transit industry research shows that the more direct a bus route can be from one point to another, the more preferable it is to prospective transit riders. Prospective riders are less likely to use transit services if travel times are more than double the duration of a comparable automobile trip. The more a route deviates off the most direct possible path, the more time it takes to operate the route from end to end.

However, while direct routes offer the advantages of faster travel speeds, reduced travel times, and better schedule reliability, direct routes may miss key community destinations or areas of a community that may benefit greatly from more localized access to transit services. In Minot, the land use patterns over time have resulted in many critical destinations being decentralized and spread out around the community. With the way the street network is designed, it is often not possible to serve all critical destinations on direct routes. Connecting people to critical destinations with timely, reliable transit is possible but presents challenges.

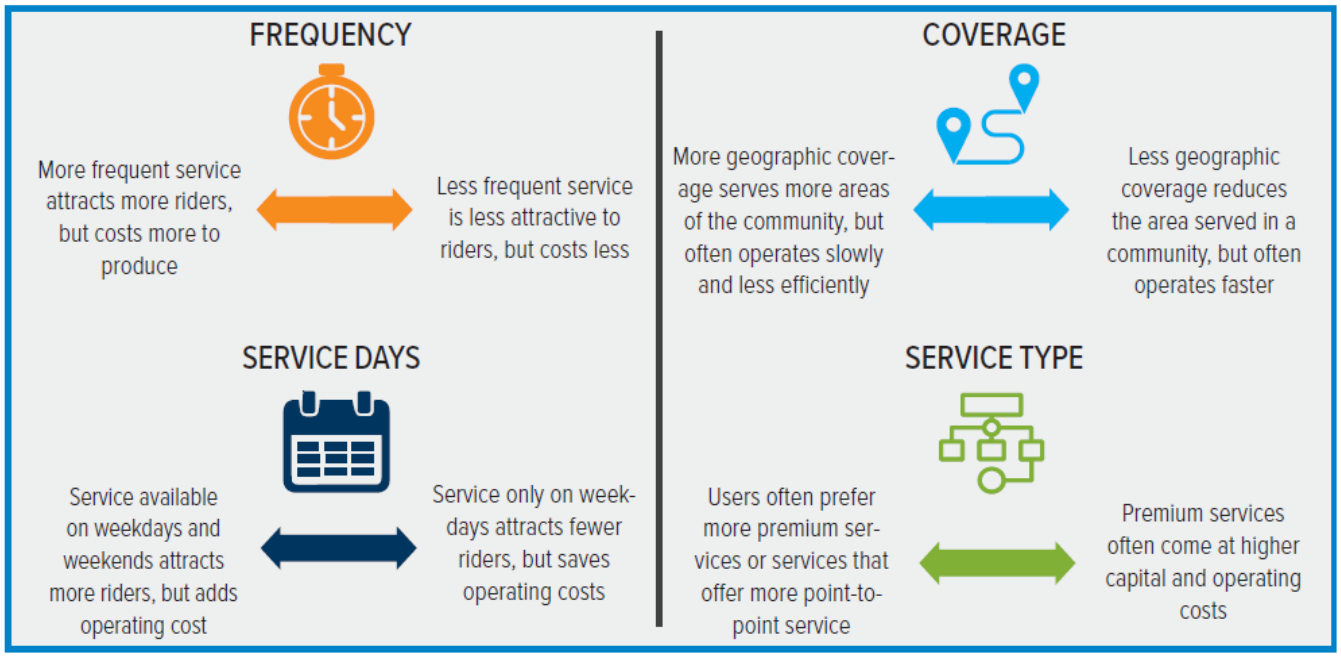
Prospective riders are less likely to use transit services if travel times are more than double the duration of a comparable automobile trip.

Fixed route service planning is an exercise in compromise. When seeking balance between trade-offs, the service goals help to determine what the most important needs are for system users. There are many trade-

offs in service planning beyond the directness of the routes. Figure 49 highlights the main trade-offs applicable to the service planning process in Minot.

In public engagement activities, members of the Minot community showed strong support for maintaining broad geographic coverage with fixed route transit. The existing fundamental logic of the current fixed route system, a pulse system operating as a hub-and spoke model with all routes converging at the downtown transit center, seems to work well currently, as nearly the entire population of the City of Minot and many critical destinations are located within ¼ mile of a fixed route. Having all routes pulse in and out of the downtown transit centers also seems to be a fairly efficient model in the eyes of the public, as concerns over trip times were minimal throughout public engagement. Due to the general satisfaction with the current route network's fundamental design, the fixed route service concepts presented below preserve the basic structure of the system while proposing adjustments to some routes aimed at increasing efficiency and usefulness.

Figure 49. Service Planning Trade-Offs



Service Planning Data Inputs

Good service planning requires the use of a wide variety of data, both quantitative and qualitative. Much of the data used in the service planning process comes from the existing conditions analysis, and some of it also comes from public engagement activities. Table 18 outlines the types of data used to evaluate and recommend changes to the fixed route network.

Table 18. Service Planning Data Inputs

Quantitative Data	Qualitative Data
Population and job density	Community survey results/comments
Demographics	Desired service locations map activity

Ridership by stop	Public meeting input
Current funding levels	Conversations with Transit and MPO staff
Average bus speeds	Locations of key destinations (schools, grocery stores, etc.)
Typical run times	

Service Planning Themes

In order to evaluate fixed route service concepts, a series of five themes was created. Each theme was created based on conversations with transit staff and the steering committee as well as common desires expressed in public engagement. The themes are designed to be "yes or no" statements that can be used to efficiently evaluate whether each concept will serve a particular goal for service planning established by members of the community. The service planning themes are described below and used to evaluate the fixed route service concepts presented in the next section.

Theme 1: More direct service to _____ (insert destination of choice). This theme applies to service concepts that serve certain critical destinations more directly, which would help to reduce travel time and increase schedule reliability for a particular route or group of routes.

Theme 2: 30-minute service to Walmart and/or Dakota Square Mall. MCT and members of the public and steering committee have expressed that increased service frequency would be most useful at Walmart and the Mall. This theme applies to routes that accomplish 30-minute service to these locations in any way.

Theme 3: Improve on-time performance. Some of Minot's bus routes reportedly struggle to complete their out-and-back runs within the allotted time in the schedule. This theme applies to any route concept that would reduce this problem.

Theme 4: Cost-neutral. This theme reflects any service concept that would not add new operating costs to the Minot City Transit system.

Theme 5: Increase to existing service. This theme applies to any service concept that increases available fixed route revenue hours beyond what is offered today. In other words, this theme applies to concepts that would increase overall operating costs.

FIXED ROUTE SERVICE CONCEPTS

A series of four fixed route service concept packages were developed with the goal of serving one or more of the five themes above. The first three service concept packages were developed to be revenue-neutral reconfigurations of the existing route network. In each of these three concept packages, the proposed changes preserve vehicle revenue miles, fit within existing schedules, and would not cost anything extra to implement. The fourth service concept package is a totally new route proposal that would add new revenue miles and hours to the system and therefore require additional funding. Each service concept package is designed to be capable of being implemented on its own without affecting other routes.

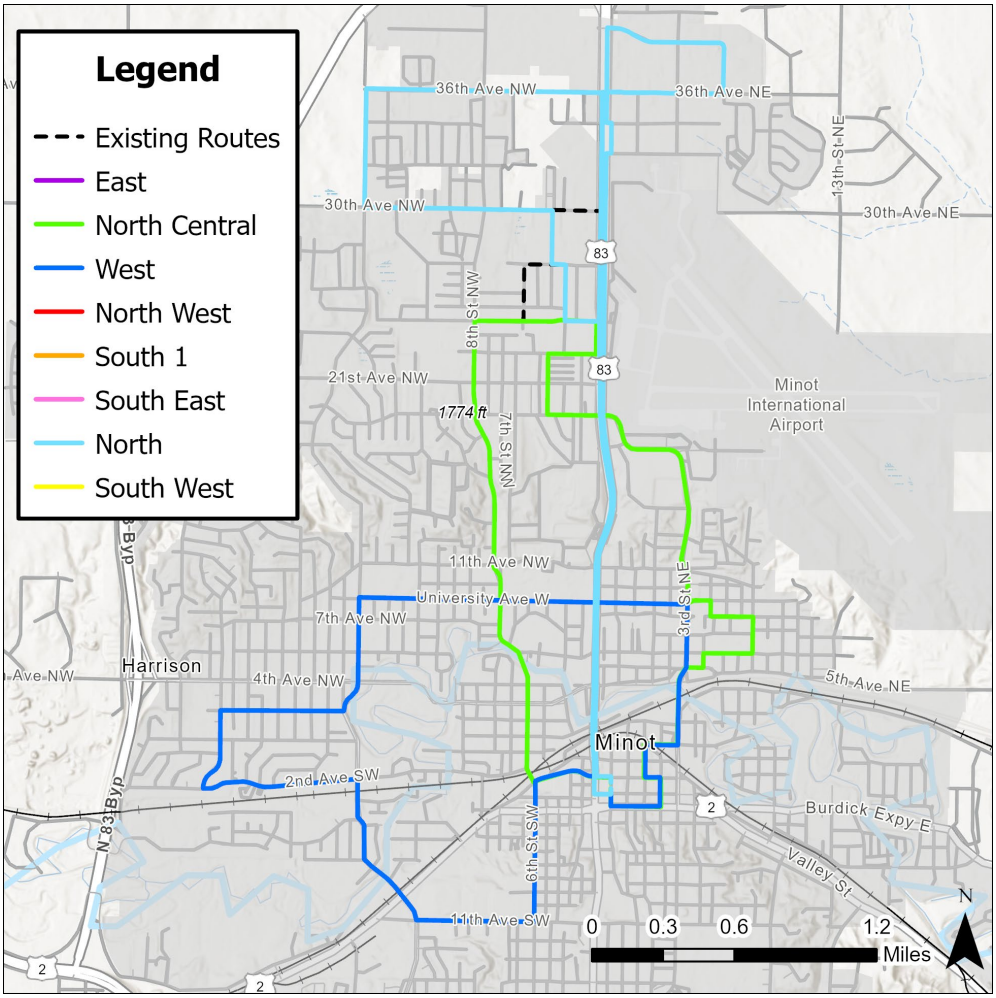
Service Concept Package 1: North, North Central, and West

The first service concept package was created to make better use of the North route, which routinely runs ahead of schedule, to help solve schedule reliability issues with the West route, which often runs behind schedule during peak ridership times.

To accomplish this, the West route is shortened by taking a northeastern portion of its alignment off the neighborhood streets surrounding Roosevelt Elementary School and instead running it on 3rd Street NE. The North Central Route would serve the neighborhood streets in its place, in exchange for shortening the North Central Route a bit on the north end of the loop. The North route would then see its alignment lengthened to cover areas no longer served by the North Central route. As seen in Figure 50, the recommended changes are minor, though they are expected to noticeably improve the schedule reliability of the West route.

Service Concept Package 1 serves the themes of improved on-time performance (theme 3) and cost-neutrality (theme 4).

Figure 50. Service Concept Package 1



Service Concept Package 2: South 1 and South West

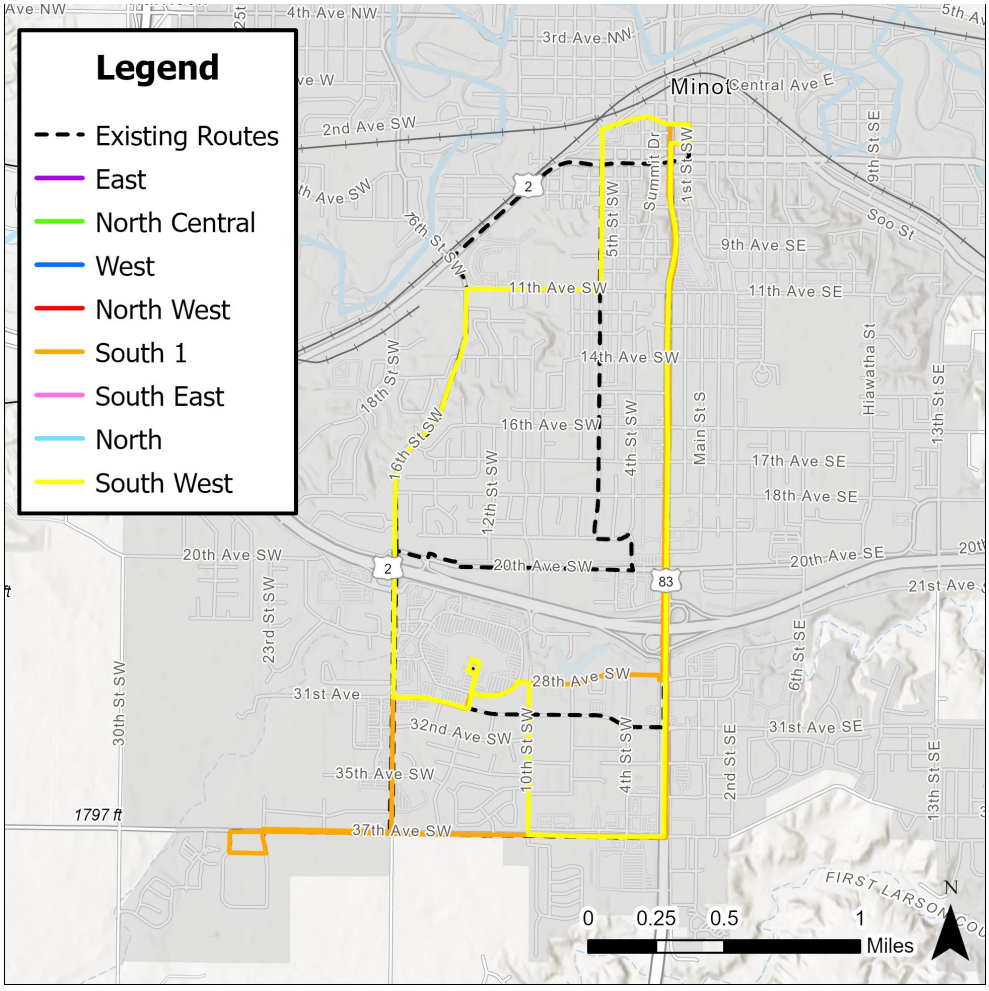
This service concept package was designed to improve schedule reliability on the South West route, which frequently struggles to reach its endpoint at Trinity Health Hospital within the time allotted in its schedule.

The concept package would take the hospital off the South West route and shift it to the South 1 route. The South 1 route's loop would shift partially onto 28th Avenue SW, increasing accessibility to the multifamily residential housing east of Dakota Square Mall. After stopping at the mall, the South 1 route would continue to the Trinity Health Hospital, then return to the downtown transit center along its existing alignment. The South West route would no longer run on 6th Street SW south of 11th Avenue SW or along 20th Avenue SW. Instead, it would run along 11th Avenue SW, providing more direct access to the Magic City Campus. The South West route would run southbound along 16th Street SW, stop at Dakota Square Mall, and also serve the 10th Street SW corridor south of the mall. The route would make a stop at Walmart before traveling back up to the downtown transit center along South Broadway.

The realignment of the South 1 and South West routes would result in better access to multifamily housing in the vicinity of Dakota Square Mall. The changes would also enable 30-minute service frequency at both Dakota Square Mall and Walmart. Additionally, the realignment would result in 30-minute northbound frequencies along South Broadway. Figure 51 shows a map of these proposed changes.

Service Concept Package 2 would serve the themes of more direct service to the hospital (theme 1), 30-minute service to Walmart and Dakota Square Mall (theme 2), improved on-time performance (theme 3), and cost-neutrality (theme 4).

Figure 51. Service Concept Package 2



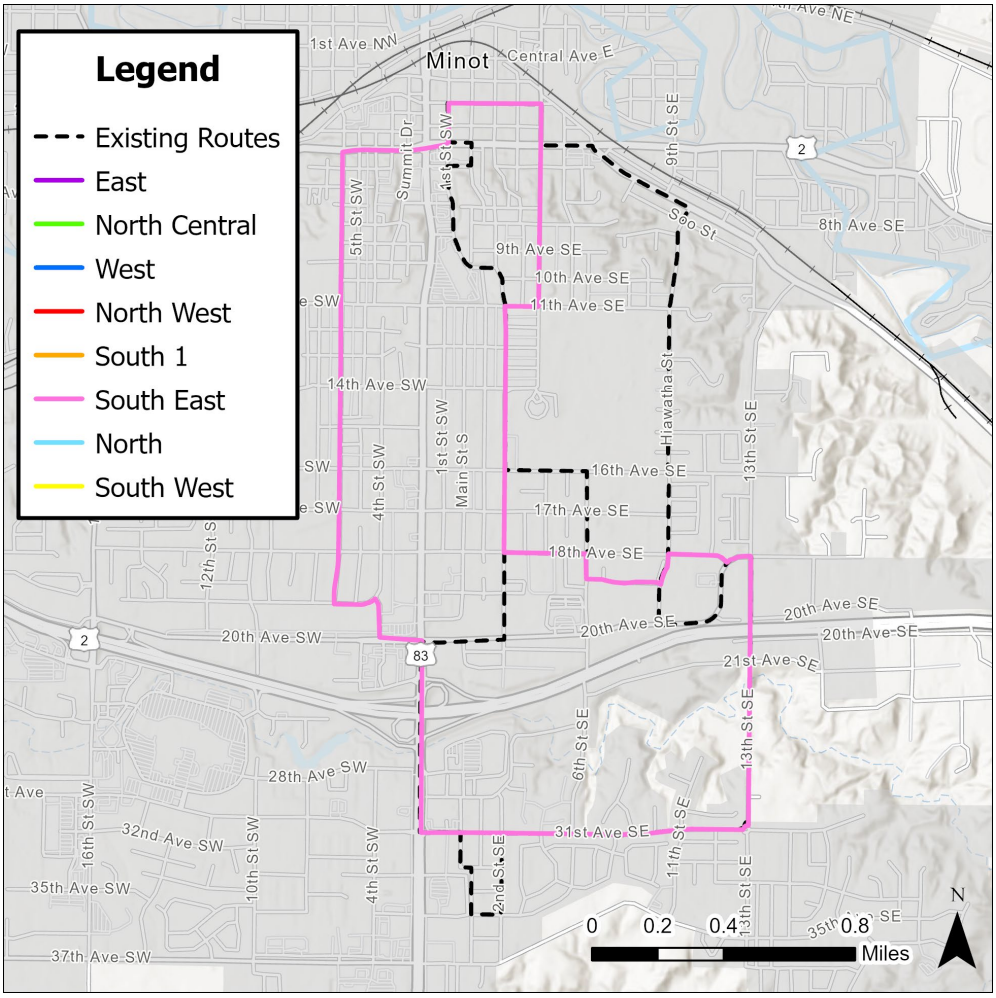
Service Concept Package 3: South East

The third service concept package was developed with the goal of improving the route's productivity. The South East route has generally seen lower ridership than expected since its implementation in 2024. The portion on Hiawatha Street has exhibited particularly low productivity, and Minot City Transit is interested in reallocating service from this corridor to a location likely to generate higher ridership.

To this end, the recommended alignment of the South East route would involve sending the bus outbound along primarily 3rd Street SE and 2nd Street SE instead of the Hiawatha Street Corridor. The route would then run east along 18th Avenue SE and 19th Avenue SE before following its current alignment along 13th Street SE and 31st Avenue SE. Service would be eliminated on neighborhood streets behind Home Depot, as the small loop in this area does not produce much ridership. Northbound heading back toward downtown, the South East route would the 6th Street SW corridor, including a stop behind Marketplace Foods. Service on 6th Street SW would replace the service currently provides by the South West route south of 11th Avenue SW. Figure 52 shows the recommended realignment.

Service Concept Package 3 serves the themes of more direct service to destinations in Southeast Minot (theme 1) and cost-neutrality (theme 4). In addition, the changes would route the South East route through areas known to generate higher ridership compared to the Hiawatha Street corridor.

Figure 52. Service Concept Package 3



Service Concept Package 4: New South Loop

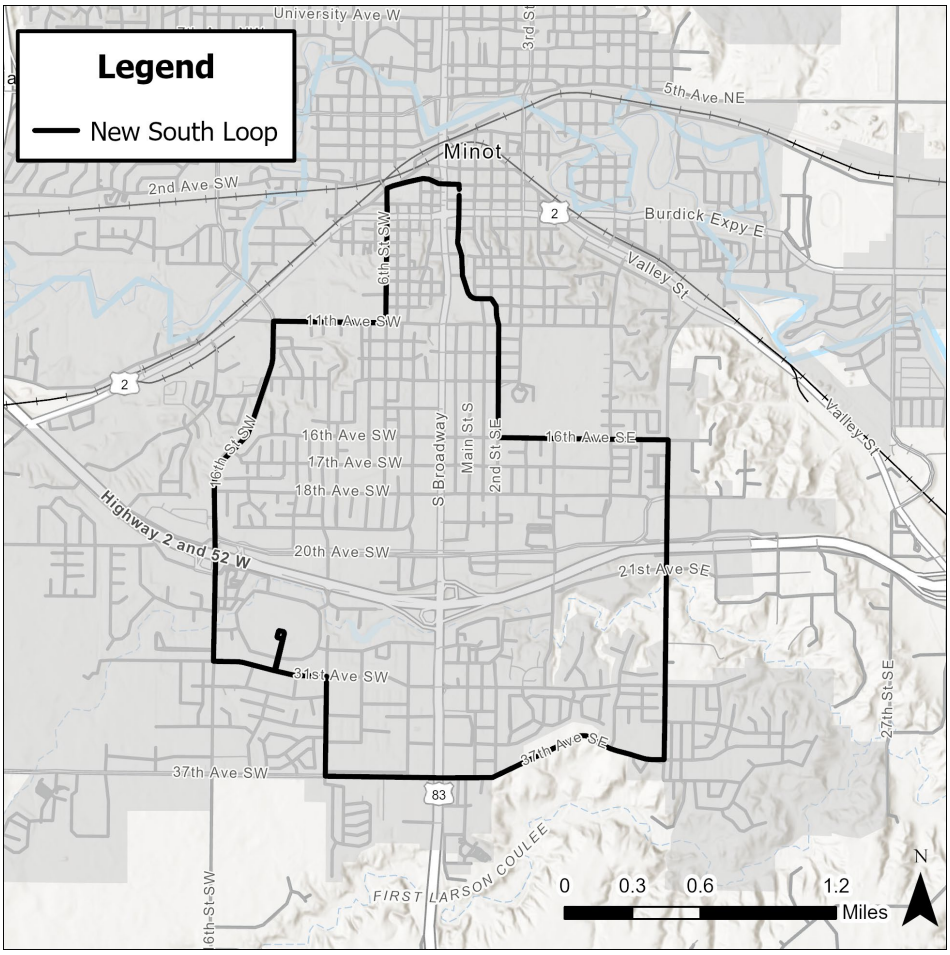
The fourth service concept package was developed to demonstrate how the goal of achieving 30-minute service frequencies at Dakota Square Mall and Walmart could be achieved without making any of the other recommended route changes. This is the only service concept package that would cost more money, as it represents an entirely new route added to the system on top of existing service.

This concept involves the creation of a new South Loop route. It would make a large loop around the southern part of Minot, overlapping in many areas with existing routes, which would increase the frequency of service along those segments, but also providing service on new corridors like 37th Avenue SE and 10th Street SW. The route would operate in the counterclockwise direction so as to make use of the existing Walmart bus shelter on the south side of 37th Avenue SW. Figure 53 shows a map of the proposed route.

Service Concept Package 4 serves the themes of more direct service to shopping areas in southwest Minot (theme 1), 30-minute service to Walmart and Dakota Square Mall (theme 2), and an increase to existing service (theme 5).

As mentioned above, the implementation of this new route would increase system operating costs. Based on Minot City Transit's current costs per revenue hour, the approximate annual cost of operating this route would be $315,000 in 2026 dollars (assuming 12 new revenue hours daily). It may also require the purchase of a new bus. Capital costs for new buses are discussed in Chapter VII Capital Asset Replacement Plan.

Figure 53. Service Concept Package 4



Saturday Bus Service

The community survey found that significantly more members of the community would be interested in the addition of transit service on the weekend than they were in adding one or more new routes to the system. Addition of weekend fixed route service would help address some of the concerns that arose during public engagement activities about the transit system not working well for people who need to work, shop, etc. on the weekends.

Understanding that funding is limited, it is recommended that Minot City Transit seek to implement Saturday service within the medium-term, i.e. approximately five to six years after the adoption of this TDP. While it

would not serve all weekend transit needs, Saturday service would open up the possibility of using the transit system for part of the weekend and serve as a meaningful step toward longer term implementation of fixed route service seven days per week beyond the lifespan of this TDP.

Adding Saturday bus service would represent a significant new investment in operating costs. With the assumption that Saturday service would mirror existing weekday service (i.e. eight interlined routes running from 7 AM to 7 PM), the estimated annual new operating costs would be about $321,000 in 2026 dollars. While this cost is significant, it would result in 48 hours of revenue service every Saturday and help increase the system's ridership. More on estimated costs in future years can be found later in this chapter.

Expanded Weekday Schedules

The community survey also found members of the public were highly interested in expanding the weekday hours of fixed route service. Like adding Saturday service, expanding the weekday transit schedule earlier into the morning and/or later into the evening would help to address concerns about the transit system's usefulness for people who work non-traditional hours.

Understanding that funding for new service will be limited, it is recommended that Minot City Transit seek to implement expanded weekday service hours within the long-term, i.e. nine to ten years after the adoption of this TDP. Expanded weekday schedules could also be implemented earlier if demand is high and funding is available. The recommendation as a long-term implementation goal reflects the fact that this improvement was given slightly less priority than weekend service during public engagement efforts.

Adding additional weekday hours of service would require significant new investment in transit operations. Using Minot's present-day operating costs, the estimated cost of adding one (1) new hour of revenue service systemwide every weekday is approximately $157,000 in 2026 dollars. Adding two additional hours of service would therefore cost twice as much. This investment would enhance the usefulness of the transit system and likely attract some new riders, though the marginal increase in ridership at the beginning or end of the service day will be relatively low.

Minot City Transit's existing hourly ridership data suggests that adding an hour of service in the morning would likely generate more new ridership than additional evening service. Using the first and last hours of today's service window as ridership estimates, adding service from 6 AM to 7 AM would be expected to result in up to 12,850 additional trips annually, whereas extending service from 7 PM to 8 PM would likely only generate up to 4,300 additional trips annually. If Minot City Transit is able to implement an extended weekday service window, efforts should focus on adding early morning service.

Phased Implementation Recommendations

Fixed route service recommendations should be implemented over time in a sensible manner. The recommended implementation timeline prioritizes fixed route modifications that are cost-neutral in the short term, as these changes have the potential to improve system performance without requiring additional monetary resources. Successful implementation of the cost-neutral service recommendations can help to make a case for future changes that would require additional local investment.

Non-cost-neutral recommendations are recommended for the medium- and long-term time frames, as it will take time to build a case for service expansions in Minot. Medium-term recommendations focus on the

addition of Saturday fixed route service, which was a top desire during public engagement. The long-term recommendations include expanding weekday hours of service, which was a slightly lower priority during public engagement, and the new South Loop route concept.

Table 19 summarizes the recommended fixed route implementation timeline. Throughout the course of this TDP's life, unexpected conditions may arise that necessitate modifications to the recommended timeline. Minot City Transit and local elected officials who set the transit agency budget should work together routinely to decide when is ultimately the best time to implement specific recommendations.

Table 19. Phased Implementation Timeline for Fixed Route Recommendations

Implementation Time Frame	Recommended Service Changes	Additional Cost (2026 dollars)
Short-Term (1-2 years)	Service Concept Packages 1-3	None – Cost Neutral
Medium-Term (5 years)	Saturday Bus Service	$321,000
Long-Term (10 years)	Expanded Weekday Schedules	$132,000 per additional service hour
Long-Term (10 years)	Service Concept Package 4	$315,000

STIC Funding and the Importance of Preserving Transit Service

The FTA administers the Small Transit Intensive Communities (STIC) program, which allocates additional funding to urbanized areas under 200,000 people that perform better than average compared to metro areas between 200,000 and 1,000,000 people on one or more of the following factors:

- Passengers per vehicle revenue mile
- Passenger miles per vehicle revenue hour
- Vehicle revenue miles per capita
- Vehicle revenue hours per capita
- Passenger miles per capita
- Passenger trips per capita

In 2025, the FTA awarded an additional $512,505 per factor met or exceeded by every small urban transit agency.[10] Minot exceeded the threshold for vehicle revenue hours per capita, with 0.71 vehicle revenue hours per capita compared to the average of 0.64. As a result, the City of Minot received over half a million dollars of additional funding for transit. This funding is critical and enables Minot City Transit to provide exceptional service covering a large percentage of the City of Minot. Without this funding, Minot City Transit would likely need to cut service, as it would not be able to fund all of its current routes with standard 5307 funding plus local match.

[10] https://www.transit.dot.gov/funding/apportionments/table-6-fy-2025-section-5307-small-transit-intensive-cities-apportionments-0

In local government there is often a desire among policymakers to make cuts to services in order to promote the public's perception that the city is making wise use of taxpayer dollars. However, City leaders should be hesitant to make cuts to Minot City Transit services, as doing so would jeopardize the City's STIC funding awards. STIC funding represents a significant amount of federal tax dollars returning to the City of Minot to fund essential transit services. Loss of STIC funding would very likely require elimination of two fixed routes. Elimination of fixed routes is also likely to result in loss of ridership, and because ridership is a factor in the Section 5307 formula, Minot would see its base 5307 allocation decrease as well. Minot City Transit is currently in a strong position to grow its ridership base and increase the benefits it provides to the Minot community. Any cuts to fixed route transit service that threaten Minot's STIC funding would undo much of the success the agency has achieved recently and place it in a position that makes it difficult to achieve the goals of this TDP and serve its core mission.

DEMAND RESPONSE

Service Types

Paratransit

Demand response transit in the Minot area is exclusively provided by Souris Basin Transportation (SBT), a private nonprofit organization offering transportation services in several counties in North Dakota. Currently, SBT is the contracted paratransit provider for Minot City Transit. This arrangement has been in place for many years, as it was an effective way to outsource paratransit to a local organization with the experience and equipment to operate paratransit. Souris Basin Transportation was separately funded when Minot was a rural area receiving rural transit grants. Now that Minot is the designated recipient of urban transit grants for the Minot Metropolitan Area, the City will issue an RFP in 2026 for a paratransit provider in 2027. It is recommended that Minot City Transit continue to procure paratransit services through an RFP throughout the lifespan of the TDP, as it is likely more cost-effective than starting an in-house paratransit program.

After Hours ADA Service

SBT additionally offers two other types of demand response service that are independent of the Minot City Transit system. One is after-hours ADA service, which is effectively paratransit service extended later into the evenings after the fixed route system has stopped running. This program is funded largely by Section 5310 funding, and local match does not come from the City of Minot. This program has been largely successful in providing mobility options for paratransit riders outside the normal hours of the fixed route system and should continue operating into the future to the extent that funding is available.

Demand Response

The final type of demand response transit offered by SBT is general public demand response. This service offers a curb-to-curb alternative to the fixed route system that anyone may use regardless of paratransit eligibility. General public demand response in Minot is a service type that overlaps with the fixed route network. There are drawbacks to this, such as the high probability that some people who would otherwise ride fixed routes choose to use demand response instead out of convenience. However, the demand response service is beneficial to the community in the sense that it provides an additional transit option that may work better for certain individuals, such as seniors or people with a disabilities who may not qualify for paratransit but who still find demand response more appealing. The fact that demand response trips come with higher fares and are also not guaranteed if the service is fully booked are elements that will tend to

create a preference for fixed routes among most people who can ride them. For the sake of service continuity, it is recommended that general public demand response continue to be funded, with cost estimates included in the section below. However, it should be noted that general public demand response transit is not a requirement for the City of Minot to provide.

Cost Estimates

In 2026, the City Council allocated $600,000 for Souris Basin Transportation's general public demand response service. Minot City Transit's data on SBT's ridership indicates that in the 3rd quarter of 2025, general public demand response ridership in Minot was 6,755. Extrapolating this data for an entire year yields an estimate of 27,020 demand response trips annually. In 2024, MCT spent $27.48 per paratransit trip through Souris Basin Transportation. Using a 3 percent annual inflation factor to estimate increased costs, the estimated cost per demand response trip in 2027 is therefore $30.03. Assuming ridership stays approximately the same, the total cost of providing one year of general public demand response transportation in Minot would be about $811,400. Taking into account the $3.00 per trip fare on SBT services, the subsidy required in 2027 would be approximately $730,400. Therefore, for 2027 budgetary purposes, it is recommended that the City of Minot contribute approximately $730,400 for general public demand response inside city limits, assuming no other sources of local match are available.

Table 20 illustrates the estimated 2027 costs for all three forms of demand response ridership under a stable ridership scenario.

Table 20. Estimated 2027 Demand Response Ridership and Costs by Service Category

Service Type	Est. Annual Ridership	Total Cost	Subsidy (total cost minus fare revenue)	Federal Share (50% of operating costs)	Local Contribution From Any Source (subsidy minus federal share)
ADA Paratransit	22,022	$661,300	$595,300	$330,700	$264,600
After Hours 5310	9,088	$272,900	$245,600	$136,500	$109,200
General Public Demand Response	27,020	$811,400	$730,400	N/A – not funded federally	$730,400

Note: ADA paratransit costs fall under the MCT budget and are not a separate budget item. After hours 5310 service is not currently funded by the City of Minot – costs are presented for illustrative purposes only. General public demand response is a separate budget item currently.

MICROTRANSIT DISCUSSION

Throughout the TDP process, microtransit has been a topic of discussion. Microtransit is, in simple terms, a modernized form of demand response transit that uses an app-based reservation system to allow for real-time booking instead of advanced ride reservations. In practice, microtransit from the passenger's standpoint

functions similarly to for-profit rideshare services. Microtransit usually differs from for-profit rideshare, however, in that fares are typically flat rates, trips require subsidies, and trips are often limited to specific "zones." Additionally, similar to traditional demand response, microtransit trips are intended to be shared whenever possible to increase the efficiency of the service. This often means that a rider will not be taken directly to their destination after boarding the vehicle but rather make one or more stops along the way as the driver picks up or drops off other passengers.

Microtransit may be used in dedicated zones on the edge of a city to assist with first/last mile connections to the fixed route network. In this type of service configuration riders must begin their trip within a specific zone and be dropped up at a fixed route bus stop within the same zone. This use of microtransit serves as an extension of the service area of fixed route system.

Other communities, typically smaller communities, have experimented with using microtransit to replace all or parts of the fixed route system. This discussion has occurred as part of the Minot TDP. This possibility was analyzed and ultimately determined not to be a good fit in Minot due to the cost of providing microtransit service relative to the amount of people that can be served by microtransit. Minot City Transit served about 319 people per day on average in 2024, or about 27 people per hour. A typical microtransit vehicle operating citywide as a replacement for fixed route services will be capable of serving about two trips per revenue hour. In order to serve the same number of trips across the same span of service that exists today, the City of Minot would need at least 14 microtransit vehicles in service every hour on average. Using Souris Basin Transportation's 2024 cost per revenue hour (approx. $65) as an approximation for operating costs, the daily cost of operating a full microtransit system would be as follows:

$$14\ vehicles \times \frac{12\ revenue\ hours}{service\ day} \times \frac{\$65.00}{vehicle * revenue\ hour} \times \frac{257\ service\ days}{year} = \$2{,}806{,}440/year$$

While the estimated annual cost of serving all of MCT's 2024 passengers via microtransit is about $2.806 million, MCT's total operating expenditures the same year were $1.549 million. In other words, a microtransit-only system would cost about 48 percent more than the fixed route system.

Microtransit also does not scale well in response to peaks in demand throughout the day. While Minot would need 14 microtransit vehicles per hour to serve an average hour, in reality demand is not even throughout the day. In Minot, large demand peaks are observed from 7 AM to 8 AM and from 3 PM to 4 PM, particularly during the school year. During these peaks, the fixed route system can often serve 80 to 110 trips per hour. The large capacity of fixed route buses enables the local transit system to easily handle large daily spikes in demand like this. Microtransit, and other forms of demand response, are not capable of handling large spikes in passenger volume.

Due to both excessive costs and lack of scalability during peak hours, it is strongly recommended that Minot not replace fixed routes with microtransit. However, the City may consider implementing one or more microtransit zones on the edge of the fixed route network in the medium to long term (five to ten years after TDP adoption) if outward growth of the city has created a large need for transit in areas that cannot be adequately served by the fixed routes. Such growth areas are likely to develop in either northwest or southwest Minot. The estimated annual cost of a small microtransit zone with one circulating vehicle is approximately $168,000 in 2026 dollars. The projected costs section below illustrates how the estimated cost will grow over the life of this TDP with a 3 percent annual inflation assumption.

PROJECTED COSTS

One of the most critical elements of a TDP is cost estimates for transit service over the life of the document. These estimates are critical for local decisionmakers, who need to know approximately how much they should expect to budget for transit services in their jurisdiction. The local portion of the estimated costs listed in Table 22 would be partially funded by fares.

Table 21 and Table 22 below illustrate the total costs and local match costs of different transit system elements and recommendations over 10 years, the maximum life span of this TDP. The columns represent the following:

- MCT – No New Service: represents the cost of keeping fixed route and associated paratransit service levels the same as they are today
- MCT – One Add'l Service Hour: represents the estimated annual cost of adding one additional hour of fixed route service every weekday plus required paratransit service
- MCT – Saturday Service: represents the estimated annual cost of adding Saturday service year-round plus required paratransit service
- SBT Demand Response: represents the estimated annual cost of providing general public demand response service

All annual cost estimates are high level estimates and should not replace actual yearly budget requests from any transit provider. Annual cost estimates are created using an assumption of a 3 percent annual growth factor beginning with the 2026 operating costs to account for potential inflation. Local match is assumed to be 50 percent of the total cost as is standard with Section 5307 operating funds, except for general public demand response costs, which do not currently receive federal subsidies and are more or less fully subsidized by the City. The local portion of the estimated costs listed in Table 22 would be partially funded by fares.

Table 21. Total Estimated Costs Over 10 Years

Year	MCT - No New Service	MCT - One Add'l Hour of Service	MCT - Saturday Service	SBT Demand Response
2026	$2,081,350	$132,187.64	$320,953.65	$811,400.00
2027	$2,143,790.50	$136,153.27	$330,582.26	$835,742.00
2028	$2,208,104.22	$140,237.87	$340,499.73	$860,814.26
2029	$2,274,347.34	$144,445.01	$350,714.72	$886,638.69
2030	$2,342,577.76	$148,778.36	$361,236.16	$913,237.85
2031	$2,412,855.09	$153,241.71	$372,073.25	$940,634.98
2032	$2,485,240.75	$157,838.96	$383,235.44	$968,854.03
2033	$2,559,797.97	$162,574.13	$394,732.51	$997,919.65
2034	$2,636,591.91	$167,451.35	$406,574.48	$1,027,857.24
2035	$2,715,689.67	$172,474.89	$418,771.72	$1,058,692.96
2036	$2,797,160.36	$177,649.14	$431,334.87	$1,090,453.75

Table 22. Estimated Local Share of Transit Costs Over 10 Years

Year	MCT - No New Service	MCT - One Add'l Hour of Service	MCT – Saturday Service	SBT Demand Response
2026	$1,040,675	$66,094	$160,477	$811,400.00
2027	$1,071,895	$68,077	$165,291	$835,742.00
2028	$1,104,052	$70,119	$170,250	$860,814.26
2029	$1,137,174	$72,223	$175,357	$886,638.69
2030	$1,171,289	$74,389	$180,618	$913,237.85
2031	$1,206,428	$76,621	$186,037	$940,634.98
2032	$1,242,620	$78,919	$191,618	$968,854.03
2033	$1,279,899	$81,287	$197,366	$997,919.65
2034	$1,318,296	$83,726	$203,287	$1,027,857.24
2035	$1,357,845	$86,237	$209,386	$1,058,692.96
2036	$1,398,580	$88,825	$215,667	$1,090,453.75

VI. POLICY AND STRATEGIC RECOMMENDATIONS

Beyond service recommendations, there are other policy and strategic decisions that Minot City Transit can make to continue providing high quality service and ensure the transit system is serving the needs of all residents. This can include decisions related to fare policy, marketing and awareness strategies, installation of more bus stop seating and shelters, and integration of transit into the development process. This chapter outlines recommended policy and strategic recommendations for transit in Minot over the next five to ten years.

MODERNIZED FARE PAYMENT OPTIONS

A significant topic emerging from public engagement was the desire for modernized fare payment options, such as a mobile app or reloadable smart card. Minot City Transit currently still relies on cash fares paid on-board using a farebox that does not offer change and paper tickets/passes purchased in specific locations. Paper tickets/passes and cash fares are increasingly inflexible for riders and require additional coordination and education to make dynamic changes. If fares are not kept at a round number, a lack of exact change could be a deterrent to ridership. Upgrading to new fare payment methods can entice more riders by adding convenience to the rider experience. By adopting more modern technology, like "tap-and-ride' smart cards, mobile apps, and/or credit card payments, Minot City Transit can make it easier to ride the bus. These fare media enable account-based fare collection systems, which allow riders to ad pre-paid fare value without physically being in front of a farebox or at a designated point-of-sale location. Increasingly, urban transit providers of all sizes are adopting modernized fare payment options, and it is recommended that Minot City Transit do the same.

Many transit systems are developing fare collection systems that collect a smaller proportion of fares as cash payments, and some are completely "cashless" altogether. MATBUS in Fargo, for example, began using an account-based mobile fare payment system called MATBUS Connect in 2022, allowing riders to pre-load money to a secure fare payment account and pay fares with the Connect Card or Connect App. Users can load funds to their account from anywhere with an internet connection, significantly increasing access to transit for people who do not carry cash and/or prefer not to travel to a physical location to purchase a pass.

There are travel time benefits to adopting mobile and smart card fare payment options (cash payments can add significant dwell time and delays at stops thus saving operating cost and improving the customer experience), but such programs must be implemented in an inclusive, equitable manner. Riders who do not have, or prefer not to use, traditional banking structures or smartphones must still be able to buy and reload transit cards from vending machines or buy fares/passes with cash as they can today. The ability to purchase a fare or pass should be convenient and offer a high quality customer experience no matter what type of fare media is purchased.

As of the writing of this report Minot City Transit is in the process of procuring new fareboxes to replace outdated modules that the vendor, Genfare, will soon stop supporting. This represents a good opportunity to consider procurement of fareboxes that are capable of handling digital fare media.

PARATRANSIT ELIGIBILITY POLICY

Minot City Transit establishes eligibility criteria and evaluates riders for inclusion in the paratransit program. Minot City Transit has taken an approach of limiting paratransit eligibility to only those required by law to be eligible, as this helps limit the number of costly paratransit trips taken instead of fixed route trips. This is an effective paratransit strategy, and it is recommended that Minot City Transit continue to be selective about who is eligible for paratransit as a method of keeping costs down and preventing paratransit from being overused. However, it may be possible to expand paratransit eligibility in the future beyond the minimum required for ADA compliance.

MCT should regularly evaluate whether it can afford to allow additional people to qualify for paratransit eligibility. Public engagement has revealed some concern over accessibility and usability of the fixed route system for people in Minot who are older and have limited mobility issues but who do not necessarily strictly qualify for paratransit. Expanding paratransit eligibility to all seniors, regardless of disability status, is a policy that many transit agencies have implemented and could work well in Minot after MCT gains experience operating a stricter paratransit eligibility program under its new urban funding structure. For example, MCT could open paratransit eligibility to anyone over the age of 70 years old. With the understanding that expanding eligibility for paratransit may cut into fixed route ridership numbers, such an expanded eligibility policy should also be paired with reduced or free fixed route fares for approved paratransit riders. This will help entice some paratransit eligible riders to use fixed route services when possible, in turn saving money for MCT.

MARKETING AND AWARENESS

Based on the results of the community survey, many in the community are unaware of the existence of transit. Others may be aware of its existence but do not know much about how to ride, when the buses run, and other critical details. Lack of knowledge about transit in the community can contribute to a sense that transit is not worth investing in. Communicating effectively with the public through marketing and branding efforts is an essential function of a transit agency, as it can help to build a positive image of transit and ensure that awareness of the service is high.

Earlier analysis of Minot City Transit's budget revealed that the agency does not invest in marketing efforts. Marketing should be prioritized in the future. Marketing and awareness campaigns do not need to be expensive. Marketing is about actively sharing information with travelers (including non-transit users) about the existence and benefits of transit. A common central goal of a transit agency marketing campaign is to provide travelers with important information needed to make informed travel decisions. Marketing is a continuous process that is necessary to maintain and enhance the image of transit services and can be accomplished inexpensively with the use of social media. Partnerships with the City of Minot's communications team can be a great way to effectively engage in marketing and awareness campaigns. Minot City Transit could also seek to operate its own dedicated social media page with dedicated transit content. The Minot City Transit website is another powerful marketing tool. Other methods of marketing can include advertising transit services to the public in various ways and setting up informational tables/booths at major public events, such as farmers markets and community festivals.

Beyond regular marketing, special marketing campaigns can also help spread awareness of transit by involving members of the public. One example that Minot City Transit could consider is an "Arts in Motion" campaign. Such campaigns typically involve a call for student artists or other artists in the community to

submit designs for a bus wrap. Minot City Transit would develop a process for selecting the winning design, which would then be applied as a bus wrap to a vehicle in the fleet. Arts in Motion campaigns are cost-effective ways to increase public awareness of transit and create attractive bus designs that catch people's attention and contribute to a positive image for the system. An example of a successful arts campaign is the Wheel Appeal Contest hosted by Metro Transit in Omaha, Nebraska.[11]

BUS STOP SIGNAGE

Currently, stops along Minot City Transit's fixed route system do not have any physical signage indicating the location as a bus stop, as is typical of flag stop systems. However, the lack of physically marked bus stops has been shown in various public engagement efforts in Minot to be a significant hindrance to many riders, who find the lack of marked signage to be confusing. Lack of signage can present a challenge to both existing transit riders and those who are new to the system, as they may be unsure whether they are waiting at a location along the route they intend to use. Signage posted at bus stops also helps with visibility of the transit system within the community. Even if someone does not ride the bus, seeing bus stop signage within the built environment can cause someone to develop an awareness that transit service exists in the community.

Signage represents a relatively simple, cost-effective infrastructure investment that can help make fixed routes easier to navigate, thus making the service more attractive to existing and potential riders. Ideally, signage at each stop location should include the following at minimum:

- Minot City Transit logo
- Universal bus symbol and/or the text "Bus Stop"
- Minot City Transit customer telephone number
- Minot City Transit website address or QR code link

Other optional information that may be present on bus stop signage can include a unique stop ID number, the route(s) that serve each stop, basic schedule information, and a simple route map. All information on the signs must be regularly updated in a timely manner as needed when service changes occur, including removal of signage at stops that may be removed from service.

Bus stop signage design should mirror the branding associated with other public-facing materials used by Minot City Transit, making use of identical color schemes, up-to-date logos, and other basic design elements to portray unified system branding. Bus stop signs should be simple in design, easy to read, and only present the most pertinent information for a given stop location. Bus stop signage is best designed by a professional graphic designer or sign company. However, if resources are not available for external design services, the National Rural Transit Assistance Program (RTAP) website offers basic templates in Canva along with additional guidance on bus stop sign design.[12] While the National RTAP primarily assists rural transit providers, its signage design guidelines and templates also work well for urban systems like Minot City Transit.

[11] https://www.ometro.com/wheelappeal/
[12] National RTAP Bus Stop Signage Guidance

BUS STOP SEATING AND SHELTERS

In addition to lacking bus stop signage, all but a handful of locations along Minot City Transit routes also lack dedicated seating or shelter. Because of this, transit riders typically must stand or sit on the ground while waiting for a bus to arrive. Transit riders are also exposed to the elements while waiting for their bus, which can be uncomfortable or even dangerous during Minot's harsh winters. Installation of shelters and seating at more locations is recommended for implementation over the course of this TDP.

Bus shelters and seating represent a higher capital investment burden than bus stop signage, but installing this infrastructure can go a long way to increase passenger comfort and the overall desirability of riding the bus. Due to both limited financial resources and the logistical infeasibility of placing seating and/or shelters at every potential stop location along Minot's flag stop system, seating and shelter installation should be prioritized over time at locations generating the most ridership consistently. Federal and state grants should be explored to help assist with financing shelters and seating.

Space limitations at some stop locations may make shelters/seating infeasible. In any case where shelters and/or seating are installed, the passenger waiting area should ideally be located on a hard paved surface directly connected to the sidewalk and should be ADA compliant.

Provisions for maintaining bus stop shelters are necessary. If not maintained properly, shelters and seating areas may accumulate trash, and vandalism may also occur. If a shelter or seating area is equipped with a trash can, it will need to be regularly emptied. If equipped with lighting, bulbs must be periodically replaced. Provisions for timely snow removal are also necessary. Bus shelter and seating area maintenance may present a good opportunity for partnerships with local organizations and companies through an "Adopt-A-Stop" program involving volunteers for basic maintenance activities. Volunteers are typically responsible for cleaning up trash and debris and reporting damage and vandalism to the transit agency. Transit agencies around the country have successfully implemented such programs, and Minot City Transit should consider a similar program if new shelters and seating are installed.

INTEGRATING TRANSIT INTO THE DEVELOPMENT PROCESS

Transit and land use go hand in hand, as the style of development in the city largely determines how successful transit can be at serving a particular area. Ideally, the Minot Community Development Department should integrate transit into the planning and development review process in a way that it integrates simple questions about transit at the application stage. The opportunities for integrating transit in the development process are described below.

Development Review Team Information Form

The Minot Community Development Department has a Development Review Team (DRT) that offers free pre-application meetings on all land and building development projects in the City. The DRT is interdisciplinary, with representation from multiple departments, and offers developers a chance to discuss proposed development applications with the City prior to application submittal. In many cases, a DRT meeting is even required prior to submitting an application.

To schedule a meeting, the DRT requires a standard information form to be filled out. The form asks questions about the details of the proposed development. The form currently does not ask about transit, but

it could be modified to do so. The DRT Information form can be expanded to include the following questions:

- Will the proposed development be used by residents, employees, or customers who are transit dependent? ____Yes ____No ____Unsure

- If yes, I am aware that fixed route transit services currently ____do ____do not exist within 1,320 feet (1/4 mile) of the subject property.

These questions are appropriate to ask on the form and discuss during the DRT pre-application review process. The answers to the questions can be used to guide a discussion on how the developer plans to accommodate any expected transit needs. For example, if a major development is located along or within walking distance of a transit route, the developer may be willing to consider constructing accessible pedestrian connections between the public right-of-way and building entrance and/or invest in a bench or bus shelter along the adjacent street to serve the development's ridership.

To help facilitate discussions regarding transit in pre-application meetings, the transit superintendent should be present whenever possible to provide the transit agency's perspective on how the development and the transit agency could mutually benefit from consideration of transit in the site design.

VII. CAPITAL ASSET REPLACEMENT PLAN

A critical part of this TDP is an estimation of future costs for replacement of fleet vehicles and other assets. This chapter outlines the needs for capital replacement over the course of the TDP's 5-10 year timeline. The revenue vehicle replacement schedule is specifically extended to 20 years to accommodate transit asset management planning needs for CDMPO.

REVENUE VEHICLE REPLACEMENT SCHEDULE

Minot City Transit's largest recurring capital expenses are the buses it uses for daily transit service. Minot City Transit currently uses 30-foot heavy duty transit buses, with its fleet being a mixture of school bus style buses manufactured by AmTrans and heavy duty city bus style buses manufactured by Eldorado National-California (ENC). The City of Minot previously purchased school bus style buses because at the time, the NDDOT did not offer city bus style buses for rural transit agencies through its procurement process. The City of Minot later invested in city bus style buses, which are generally more appropriate for local transit.

Heavy duty transit buses are significant expenses. Minot City Transit has recently received a quote from Gillig, a major bus manufacturer, for a new 30-foot heavy duty bus at a cost of $702,000. While this price may seem high, it reflects the fact that heavy duty transit buses are both highly capable and expected to last many years. The FTA's minimum expected useful life for a 30-foot heavy duty transit bus is 10 years, and the Useful Life Benchmark through both FTA and NDDOT for this type of bus is 14 years. Minot City Transit typically aims to utilize its heavy duty buses for at least 15 years, a practice that is aided by meticulous preventive maintenance.

Minot City Transit has recently placed an order for a refurbished heavy duty bus to replace one of its oldest. The cost of a refurbished bus is lower, about $450,000. However, refurbished buses typically do not last as long as new buses. Minot City Transit expects its refurbished bus to last about 10 years instead of 15.

As shown in the existing conditions chapter (Table 13), much of Minot's current fleet has exceeded its minimum useful life, and many of its buses have passed or are approaching the 15-year lifespan benchmark that Minot City Transit typically uses to determine when to replace buses. The City of Minot therefore needs to work through a revenue vehicle replacement program. Revenue vehicle replacement serves some of the goals of this TDP, especially those related to the passenger experience and the reliability of the system. Clean, well-functioning, and modern buses are more comfortable and attractive to passengers, and timely replacement of buses helps reduce reliability issues related to mechanical issues.

This section presents a sample revenue vehicle replacement plan that looks 20 years into the future. While this is longer than the planning horizon of this TDP as a whole, a 20-year plan for revenue vehicle replacement will assist in other metropolitan-level planning and funding efforts under the responsibility of CDMPO. This bus replacement plan aims to keeps costs as reasonable as possible by spreading out vehicle replacements over time rather than replacing many buses at once.

The following assumptions/guidelines were used to create the vehicle replacement schedule in Table 23:

- Replace a maximum of two buses per year, prioritizing buses furthest past their expected useful life
- Cost of a new 30' heavy duty bus: $702,000 (2026 dollars)

- Cost of a refurbished heavy duty bus: $450,000 (2026 dollars)
- Annual estimated cost increase of 3.0%

This replacement schedule is a suggested sample schedule based on useful life benchmarks. Minot City Transit should regularly assess vehicle conditions to determine replacement needs and conduct regular preventive maintenance to extend the lifespan of each vehicle as long as reasonably possible. Additionally, the schedule suggests replacing Minot City Transit's oldest school bus style vehicles first with refurbished heavy duty buses, which cost less and will be easier to budget for. Beyond initial replacement of these vehicles, the suggested schedule assumes the purchase of new heavy duty buses for all vehicle replacements, as new vehicles will generally last longer and require less frequent procurement cycles.

Table 23. Sample Revenue Vehicle Replacement Schedule

Year	Vehicle Numbers to Replace	Replacement Type	Total Replacement Cost	Federal Share	Local Share	Expected Replacement Year
2026	1004*	Refurbished Heavy Duty	$450,000	$360,000	$90,000	2036
2027	1002, 1003	Refurbished Heavy Duty	$927,000	$741,600	$185,400	2037
2028	1009, 1013	Refurbished Heavy Duty	$954,810	$763,850	$190,960	2038
2029	1005, 1006	New Heavy Duty	$1,534,190	$1,227,350	$306,840	2044
2030	1007, 1008	New Heavy Duty	$1,580,210	$1,264,170	$316,040	2045
2033	1011	New Heavy Duty	$863,370	$690,700	$172,670	2048
2036	1010, 1004*	New Heavy Duty	$1,886,860	$1,509,490	$377,370	2051
2037	1002, 1003	New Heavy Duty	$1,943,460	$1,554,770	$388,690	2052
2038	1009	Hew Heavy Duty	$1,000,880	$800,710	$200,180	2053
2044	1005, 1006	New Heavy Duty	$2,390,220	$1,912,170	$478,040	2059
2045	1007, 1008	Hew Heavy Duty	$2,461,920	$1,969,540	$492,380	2060
		TOTALS	**$15,992,920**	**$12,794,350**	**$3,198,570**	

The Minot City Transit superintendent has indicated that he is strongly considering reducing the MCT bus fleet from 11 heavy duty buses to 10 over time. Currently, the agency does not need 11 buses to serve its full schedule. The maximum number of buses in circulation at any given time is seven. MCT has been keeping 11 buses in its fleet because the overall fleet age results in frequent maintenance issues, particularly with the older AmFleet school bus style buses. The 11th bus has been instrumental in acting as a backup. However, purchasing new buses to replace older vehicles past their useful life is expected to increase overall fleet reliability and eliminate the need for the 11th bus. As such, vehicle number 1004, which will be replaced with a refurbished bus in 2026, is starred in the replacement schedule to indicate that it may not need to be replaced in the future after the bus received in 2026 reaches its useful life. When the 2036 replacement date nears, the Minot City Transit superintendent should re-evaluate whether a replacement is necessary or whether the fleet size may be reduced to 10. Alternatively, MCT could reduce the fleet to 10 buses earlier by removing another bus purchase from earlier in the schedule.

Why heavy duty buses?

The question of revenue vehicle type has come up at several points throughout the TDP process. Some steering committee members have raised the question of why Minot City Transit uses heavy duty transit buses instead of smaller, less expensive vehicles, like cutaway buses or vans. Public comments from the survey and in-person engagement have also brought up similar questions. The question is valid, however there are several reasons why Minot City Transit has chosen to use heavy duty buses over other smaller options, as explained below.

Accessibility – Wheelchair Ramps vs. Lifts

While all revenue vehicles must be ADA-accessible, heavy duty buses are capable of serving passengers with wheelchairs more efficiently. Heavy duty transit buses have built-in wheelchair ramps that automatically fold out to create an accessible surface that wheelchair users can use to board the bus. The process of deploying the wheelchair ramp is quick, which is important for keeping bus routes on schedule, particularly in Minot where fixed routes are designed to operate on a 30-minute pulse schedule with very little spare time.

By contrast, cutaway buses and vans typically have wheelchair lifts that require the driver to get out of their seat, deploy the lift, secure the wheelchair to the lift, and help the wheelchair user into the vehicle. This process takes several minutes per wheelchair passenger, which can cause a bus to run late on the rest of its schedule and potentially miss the pulse in/out of the downtown transit center. Additionally, Minot's fixed routes operate on major streets. Cutaway buses and vans are designed primarily for curb-to-curb or door-to-door service, where the driver will pull up to a rider's destination out of the way of traffic. Stopping a cutaway bus or van in traffic for several minutes would create hazardous situations for wheelchair users. Simply put, cutaway buses and vans are not designed with efficient and safe fixed route service.

Peak Capacity

While the Minot City Transit buses may often appear "empty" to casual observers, there are periods of the day when bus routes approach or reach full capacity. This is especially true on routes serving middle and high schools, as well as routes serving other high ridership destinations like Dakota Square Mall and Walmart. A 30' heavy duty fixed route bus may seat about 30 people, while a cutaway bus might have capacity for about 18 to 20 passengers. When a wheelchair rider is on board, typically two or three seats are lost per wheelchair for securement. Heavy duty buses are best-designed to handle the peaks that Minot City Transit routes face during the day.

If Minot City Transit ran smaller buses, its peak periods would run a higher risk of needing to turn away passengers for lack of capacity. Turning away passengers severely degrades the ridership experience, particularly in a system like Minot's in which routes run once an hour. To transit riders, the idea of needing to wait an additional hour for the next bus when one bus is full is unacceptable and pushes riders away from the system. Additionally, the possibility of denying boarding to a wheelchair user due to a bus being at full capacity may create liability for the city. If a pattern of trip denials affecting wheelchair users arises due to an explicit choice to use smaller vehicles, the city could be found in violation of federal civil rights laws.

A transit agency must build to its peaks to effectively serve passengers and maintain a high level of service. For this reason, switching to smaller revenue vehicles would run counter to the goals established in this TDP.

Capacity for Growth

The Minot City Transit system needs to remain capable of handling potential growth in ridership, and heavy duty buses position the agency best for this. The use of larger buses leaves more room for growth throughout the service day. Switching to smaller vehicles would place the agency in a position where it is not prepared for future growth.

Rider Experience

Heavy duty buses generally offer a higher quality rider experience than cutaway buses or vans. Heavy duty buses are spacious, have wider aisles, offer low-floor boarding, have better on-board climate control, and offer smoother ride quality, among other rider experience benefits. By contrast, cutaway buses and vans often feel more like shuttles or demand response and can signal to riders that there has been less investment in the transit system. Continued use of heavy duty buses serves the goals of this TDP by ensuring that the passenger experience is pleasant and dignified and matches the type of service being offered.

Vehicle Lifespans

While there is a significant difference in purchase price between heavy duty buses and smaller options, a more critical consideration is how the lifespan of each vehicle type affects long term capital costs. While a cutaway bus costs several hundred thousand dollars less, the useful life benchmark for the such vehicles is only 5 years or 150,000 miles. By contrast, a 30' heavy duty bus has a minimum useful life of 10 years or 350,000 miles, and Minot City Transit typically uses such vehicles for 15 years or more, exceeding the both the minimum useful life and the useful life benchmark of 14 years. Because smaller vehicles must be replaced more often, cost savings are minimal to nonexistent over the long term. To demonstrate this, Table 24 shows what a replacement schedule would look like if Minot City Transit transitioned its fleet to small cutaway buses. The sample schedule is built with similar logic and assumptions as the heavy duty replacement schedule shown above, except an estimated vehicle cost of $160,000 is used as the 2026 cutaway vehicle cost based on information gathered from Bis-Man Transit in Bismarck.[13]

[13] https://bismantransit.com/faq

Table 24. Sample Replacement Schedule for Transition to Cutaway Buses

Year	Vehicle Numbers to Replace	Replacement Type	Total Replacement Cost	Federal Share	Local Share	Expected Replacement Year
2026	1004*	Refurbished Heavy Duty	$450,000	$360,000	$90,000	2036
2027	1002, 1003	Cutaway Bus	$329,600	$263,680	$65,920	2032
2028	1009, 1013	Cutaway Bus	$339,490	$271,590	$67,900	2033
2029	1005, 1006	Cutaway Bus	$349,670	$279,740	$69,930	2034
2030	1007, 1008	Cutaway Bus	$360,160	$288,130	$72,030	2035
2032	1002, 1003	Cutaway Bus	$382,100	$305,680	$76,420	2037
2033	1009, 1011, 1013	Cutaway Bus	$590,340	$472,270	$118,070	2038
2034	1005, 1006	Cutaway Bus	$405,370	$324,290	$81,070	2039
2035	1007, 1008	Cutaway Bus	$417,530	$334,020	$83,510	2040
2036	1010, 1004*	Cutaway Bus	$430,050	$344,040	$86,010	2041
2037	1002, 1003	Cutaway Bus	$442,950	$354,360	$88,590	2042
2038	1009, 1011, 1013	Cutaway Bus	$684,370	$547,490	$136,870	2043
2039	1005, 1006	Cutaway Bus	$469,930	$375,940	$93,990	2044
2040	1007, 1008	Cutaway Bus	$484,030	$387,220	$96,810	2045
2041	1010, 1004*	Cutaway Bus	$498,550	$398,840	$99,710	2046
2042	1002, 1003	Cutaway Bus	$513,510	$410,800	$102,700	2047

Year	Vehicle Numbers to Replace	Replacement Type	Total Replacement Cost	Federal Share	Local Share	Expected Replacement Year
2043	1009, 1011, 1013	Cutaway Bus	$793,370	$634,690	$158,670	2048
2044	1005, 1006	Cutaway Bus	$544,780	$435,820	$108,960	2048
2045	1007, 1008	Cutaway Bus	$561,120	$448,900	$112,220	2049
2046	1010, 1004*	Cutaway Bus	$577,960	$462,360	$115,590	2050
2047	1002, 1003	Cutaway Bus	$595,290	$476,240	$119,060	2051
		TOTALS	**$10,220,170**	**$8,176,100**	**$2,044,030**	

Replacing all vehicles with cutaways would cost significantly less—about $1.2 million less in local match contribution over 20 years—but such a decision would also come with the consequence of reduced capacity during peaks. Minot City Transit would be faced with a critical decision: should the agency accept reduced peak capacity and the need to turn some riders away when cutaway buses are full, or should the agency invest in additional cutaway buses and drivers to handle peak periods? The former option would result in decreased ridership overall, while the latter option require spending more money on cutaway buses and labor, reducing or eliminating any potential savings associated with a decision to use smaller vehicles.

REPLACEMENT OF OTHER VEHICLES

In addition to heavy duty transit buses, Minot City Transit owns a fleet of vehicles that are used to support the fixed route network. This includes a mixture of four wheelchair accessible minivans, a light duty pickup truck, and a police SUV. Three of the minivans are currently unused and one is used for bus driver lunch relief. MCT plans to require the future paratransit contractor to provide its own vehicles, as Souris Basin Transportation does today, meaning MCT will be able to sell the three unused minivans after the FY 2027 paratransit contract is signed. The remaining minivan will continue to be useful for lunch relief and can be replaced with a standard minivan instead of an accessible model. The police SUV is a hand-me-down from the Minot Police Department and is used by the transit superintendent while on-duty. Ideally MCT could replace this vehicle with another retired police SUV in the future, but cost estimates for purchasing a new standard SUV are included below in case a police SUV is not available.

According to NDDOT useful life benchmarks, minivans and SUVs should generally last about 7 years. NDDOT's useful life guidelines do not specifically mention pickup trucks. However, Minot City Transit's pickup truck falls under the "trucks and other rubber tire vehicles" category on the FTA's Default Useful Life Benchmark Cheat Sheet.[14] Such vehicles have a useful life benchmark of 14 years. The replacement schedule

[14] https://www.transit.dot.gov/sites/fta.dot.gov/files/2021-11/TAM-ULB-CheatSheet.pdf

for MCT's minivans, police vehicle, and pickup truck is designed around these useful life benchmarks (Table 25). The following cost assumptions are used for each vehicle type:

- New SUV: $38,465 (2026 MSRP, Ford PI Explorer)[15]
- New Minivan: $37,390 (2026 MSRP, Kia Carnival MPV)[16]
- New Light Duty Pickup Truck: $37,000 (2026 MSRP, Chevrolet Silverado 1500)[17]
- Annual inflation factor: 3%

This replacement schedule is a suggested sample schedule based on useful life benchmarks. Minot City Transit should regularly assess vehicle conditions to assess replacement needs and conduct regular preventive maintenance to extend the lifespan of each vehicle as long as reasonably possible. Additionally, the replacement schedule assumes the purchase of new vehicles as replacements. Capital cost savings may be achieved through the purchase of used/refurbished vehicles if available, though the useful life of a used vehicle will generally be shorter, with actual useful lives varying based on the vehicle's age and condition at the time of purchase.

Table 25. Sample Replacement Schedule for Other MCT Fleet Vehicles

Year	Vehicle Numbers to Replace	Replacement Type	Total Replacement Cost	Federal Share	Local Share	Expected Replacement Year
2027	1000	New SUV	$39,620	$30,770	$7,690	2034
2027	1052	New Minivan	$38,510	$30,101	$7,770	2034
2028	1015	New Light Duty Pickup Truck	$39,250	$31,400	$7,850	2042
2034	1000	New SUV	$48,730	$38,980	$9,750	2041
2034	1052	New Minivan	$47,370	$37,890	$9,470	2041
2041	1000	New SUV	$59,930	$47,940	$11,990	2048
2041	1052	New Minivan	$58,250	$46,600	$11,650	2048

[15] https://www.ford.com/suvs/explorer/?gnav=header-suvs-vhp
[16] https://www.kia.com/us/en/carnival-mpv
[17] https://www.chevrolet.com/trucks/silverado/1500

Year	Vehicle Numbers to Replace	Replacement Type	Total Replacement Cost	Federal Share	Local Share	Expected Replacement Year
2042	1015	New Light Duty Pickup Truck	$59,370	$47,500	$11,870	2056
		TOTALS	**$391,030**	**$311,890**	**$77,970**	

OTHER CAPITAL ASSETS

Within the 5-10 year timeframe of the TDP, Minot City Transit does not anticipate needing to replace other major elements of its capital assets. The agency has recently invested in new on-board cameras (2021) and new Intelligent Transportation System (ITS) software (2024). Both items are expected to last the lifetime of this TDP. MCT is also currently in the process of procuring new fareboxes though Genfare, the system's farebox vendor. Current fareboxes are old and will soon no longer be supported by Genfare, which necessitates replacement. MCT also invested in a new downtown transit center in 2024, which has modernized the passenger experience and introduced amenities such as an indoor waiting area, restrooms, ticket vending machines, and a driver lounge. MCT does not expect the downtown transit center to require major investments over the next 10 years.

As a part of the Minot Public Works Department, MCT utilizes Public Works maintenance and administration facilities. According to the MCT superintendent, the facility will not need any transit-specific upgrades in the upcoming 5-10 years, with one possible exception. The agency's existing bus wash was installed in 2004 and has needed significant maintenance in the past. The transit superintendent expects the bus wash to remain operable throughout the lifetime of this TDP with proper routine maintenance. However, if the bus wash system were to fail and require replacement within the time span of this TDP, the City of Minot should plan for a significant expense. While costs for replacing a bus wash will vary depending on a number of factors, including scope of work, features, size, etc., recent price quotes in other areas offer a glimpse into potential costs. As an example, the City of Columbus, Georgia, in 2021 received bids for replacement of an automatic transit bus wash system ranging from $165,000 to $190,000.[18] In 2019, Topeka Metropolitan Transit Authority in Kansas received a quote of approximately $222,500 for similar work.[19] Topeka Metro's price quote also included an optional water reclaim/water recycling system valued at an additional $52,000, which would bring the total cost of installation to about $274,500. Accounting for inflation using the Consumer Price Index, a potential range of costs in 2026 dollars is about $205,000 to $355,000. Bus wash facilities are typically eligible for federal grant funding at a ratio of 80 percent federal funds to 20 percent local match.

[18] https://mccmeetingspublic.blob.core.usgovcloudapi.net/columga-meet-9355a77c80e34d769320a6893c8a20f8/ITEM-Attachment-001-ddd95866daa74ed788101496a228c54e.pdf
[19] https://www.topekametro.org/uploads/5SFOZs5W/Bid-WhitingSystemsInc10072019.pdf

VIII. GOVERNANCE AND FUNDING

Governance and funding are closely linked in Minot because decisions about who oversees transit, who makes budget decisions, and how funds flow through the system all shape what service can be provided in the future. This chapter is organized into two parts. The first part focuses on governance, beginning with Minot's current governance and organizational structure and then outlining several alternative models for consideration. Each alternative is evaluated relative to the current city-led structure to understand its potential advantages, disadvantages, and practical implications for Minot.

The second part focuses on funding, beginning with the current funding structure for public transportation in Minot and then identifying additional revenue options that could support transit over time. Because most potential revenue tools could be applied under multiple governance models, the funding discussion is presented separately from the governance alternatives. Together, these two sections are intended to help Minot consider not only how transit is managed today, but also how it could be governed and funded sustainably into the future.

GOVERNANCE

Governance influences how transit decisions are made, who is accountable for service outcomes, and how well the transit system can respond to changing needs over time. For Minot, governance questions are especially important because the transition to urban funding has increased the need for clear roles, responsibilities, and coordination among the City of Minot, Minot City Transit, Souris Basin Transportation, and CDMPO. This section describes the current governance structure and reviews several alternative models that could be considered in the future.

Current Governance and Organizational Structure

MCT is the primary public transit provider within the Minot urbanized area and operates as a service of the City of Minot. MCT is housed within the City's Public Works Department and directly operates the city's fixed-route bus network. Transit is therefore governed through the City's existing departmental and municipal decision-making structure rather than through a separate board or independent authority.

The City of Minot is also the public entity with formal responsibility for the region's federal urban transit funds, responsible for administering, programming, and overseeing the use of those funds. Prior to Minot's transition to urbanized area status, MCT operated as a rural transit provider and received Section 5311 funds as a subrecipient of the North Dakota Department of Transportation. Following Minot's reclassification as an urban area, the system transitioned to the Section 5307 Urbanized Area Formula Program, and the City of Minot became the designated recipient of federal transit formula funds for the Minot urbanized area. Additionally, while the CDMPO was recently established as the MPO for the region and is responsible for broader transportation planning, CDMPO does not have direct oversight or authority over transit.

While MCT directly operates fixed-route service, it contracts with SBT to provide paratransit service. SBT is a separate regional provider that also operates demand response and intercity service across a broader multi-county area, including within the City of Minot.

The current structure has become more complicated with the transition from rural to urban funding. Because Section 5311 funds cannot be used for service that operates solely within the urbanized area, the

longstanding relationship between MCT and SBT now requires clearer definition. The City must determine the governing and organizational structure of transit in the region, how funding will be allocated for complementary paratransit, and what portion of SBT's service in Minot should be treated as ADA paratransit versus supplemental general public demand response.

Governance Alternatives

There are several ways in which transit service can be governed and organized. The following five options describe the models and summarize what each model could look like in Minot.

Options 1-4 are currently allowable under the North Dakota Century Code while remaining eligible for state and federal grants and operating assistance. Option 5: Transit Authority is currently not allowable under the Century Code but could be pursued as a legislative initiative.

Option 1: City Department (Status Quo)

Under this model, transit remains a direct function of the City of Minot, as it is today. The City would continue to own and oversee the system, make policy and budget decisions through its existing governmental structure, and serve as the public entity responsible for transit funding and administration. For Minot, this option would represent continuity, with future improvements focused on clarifying roles and strengthening coordination within the current city-led framework.

Option 2: Contracted Nonprofit Provider

Under this model, the City would remain the sponsoring public entity but would contract some or all transit operations to a nonprofit organization. In practice, the City could continue to oversee policy, funding, and grant administration, while the nonprofit operator would manage day-to-day service delivery. Because the operator is a nonprofit corporation, it would typically have its own board of directors responsible for governing the organization, while the City would retain the responsibilities reserved through the contract and applicable grant requirements. The Bis-Man Transit Board in the Bismarck-Mandan Area provides an in-state example of this model. Bis-Man describes itself as a nonprofit organization with its own Board of Directors overseeing the organization. For Minot, this option could range from continuing to contract only paratransit service to a nonprofit provider to considering a broader nonprofit operating model for fixed-route service as well.

Option 3: Intergovernmental/Joint Powers

Under this model, the City could enter into a formal agreement with one or more other public entities to cooperatively administer certain transit-related powers or functions. A joint powers agreement can create a joint board, committee, or service council and can define cost sharing, budgeting, staffing, property use, grant applications, and other administrative arrangements. The agreement cannot create independent taxing authority beyond what the City is already authorized. For Minot, this could be used to formalize coordination among the City, CDMPO, and potentially other local governments or public agencies on matters such as service planning, cost allocation, mobility management, or regional transit coordination.

Option 4: Broader Governmental Reorganization

This category includes larger governmental changes, such as transferring transit responsibility to another public entity or embedding transit within a broader restructured local government arrangement. In practice,

this could mean assigning more transit responsibility at the county level or, in a much more significant long-term scenario, including transit within a unified county-city governmental structure if such a structure were ever pursued. For Minot, these options would represent the greatest departure from the current model and would likely only be considered if the community sought a broader governmental reorganization beyond transit alone.

Option 5: Transit Authority (Not yet Authorized under Century Code)

A standalone transit authority is not currently authorized under North Dakota Century Code. As a result, a transit authority model in Minot would require state legislative action before it could be implemented.

If enabling legislation were adopted in the future, a Minot transit authority could be structured as a separate public entity created specifically to oversee and fund public transportation. The authority could serve only the City of Minot or could be designed to reflect the broader urbanized area and any partner jurisdictions that may wish to participate over time. A governing board could be appointed by the City, by participating jurisdictions, or through another structure established in state law and local bylaws.

In Minot, one of the primary advantages of an authority would be the ability to create a governance structure more closely aligned with transit's service area and long-term funding needs, rather than relying entirely on the City's existing departmental structure.

Directly Operated versus Contracted Operations

For the governance options currently available under North Dakota law (Options 1-4), the responsible public entity may either operate service directly or contract with a private company or nonprofit provider. Either way, the public entity would retain the public oversight, funding, and compliance responsibilities required by state and federal programs. A future transit authority, if authorized by state legislation, could be structured in a similar way depending on the details of the enabling law.

Whether directly operated or contracted out, either approach can work, and many successful transit systems use one or the other, or even both. The best fit depends on local priorities, administrative capacity, labor considerations, and the degree of control the sponsoring public entity wants to retain.

Directly Operated Service

With direct operation, the public entity is responsible for day-to-day service delivery, including staffing, supervision, maintenance, dispatch, and customer service.

Potential advantages

- **Greater local control.** The public entity has direct control over service standards, staffing, operations, and day-to-day decision-making.
- **Closer connection to community priorities.** Service changes, customer concerns, and local policy goals can be addressed within the same organization that is accountable to elected officials and the public.
- **Institutional knowledge stays in-house.** Staff develop a detailed understanding of local routes, riders, and operating conditions over time.

- **Stronger public accountability.** The same public organization that receives funding and sets policy is also responsible for delivering service.

Potential disadvantages

- **Greater administrative burden.** The public entity must manage hiring, training, supervision, labor relations, procurement, maintenance, risk management, and compliance.
- **Higher staffing and management demands.** Operating service directly requires sufficient internal capacity and specialized expertise.
- **Less flexibility in some areas.** Adjusting staffing levels, replacing management functions, or changing operating practices can be slower in a fully public structure.
- **More direct exposure to operating risks.** The public entity bears the day-to-day responsibility for workforce shortages, maintenance issues, and service disruptions.

Contracted Service

With contracted service, the public entity retains policy and funding responsibility but hires another organization to provide some or all day-to-day operations.

Potential advantages

- **Reduced administrative responsibility for the public entity.** A contractor can take on functions such as operator management, supervision, dispatch, and maintenance.
- **Access to specialized expertise.** Some private and nonprofit operators bring experience with transit operations, scheduling, maintenance systems, or mobility services.
- **Potential flexibility.** Contracts can be structured to define service expectations, performance standards, and reporting requirements while allowing the operator to manage daily operations.
- **Continuity through organizational structure.** In some cases, a contractor may provide additional management depth or succession planning beyond what a small public agency can maintain internally.

Potential disadvantages

- **Less direct control over day-to-day operations.** Even with a strong contract, the public entity is one step removed from service delivery.
- **Need for strong contract oversight.** Contracting does not eliminate responsibility; it shifts the public role toward monitoring performance, enforcing standards, and managing the contract effectively.
- **Potential mismatch in priorities.** A contractor's organizational goals may not always align perfectly with local policy or community expectations.
- **Risk of transition challenges.** Moving from in-house to contracted service can be disruptive and may involve labor, procurement, and institutional knowledge issues.

Considerations for Minot

For Minot, the question is not simply whether one model is universally better than the other. Rather, the choice depends on what the community values most. If the priority is maintaining direct control and keeping transit fully embedded within city government, direct operation may remain the best fit. If the priority is reducing administrative burden or shifting more day-to-day operating responsibility to another organization, contracted service may offer advantages. In either case, the City would still need to retain clear oversight of policy, funding, service expectations, and compliance requirements.

Initial Screening

The five governance alternatives identified above provide a useful range of options for Minot to consider as it plans for the future of public transportation. At the same time, some options are more realistic and better aligned with Minot's size, geography, and institutional context than others. The options were reviewed against four practical considerations:

- Geographic fit with the Minot region
- Availability of logical partner jurisdictions or agencies
- Administrative feasibility
- Consistency with steering committee direction

Based on local conditions and feedback gathered throughout the steering committee meetings, **Options 3 and 4 are not recommended for further evaluation at this time** for the following reasons.

Option 3: Intergovernmental/Joint Powers

A joint powers or intergovernmental model is most useful where multiple local governments or public entities have a strong shared interest in jointly overseeing transit service. In Minot, that condition is limited. The MPO includes the City of Minot and the smaller communities of Surrey and Burlington, but these communities are too small and too far from Minot to support meaningful fixed-route coordination beyond the type of regional demand response service that SBT already provides. The organizational capacity for a more formal intergovernmental arrangement with the MPO is also limited. CDMPO plays an important regional planning role, but it is a very small organization closely intertwined with the City and not positioned to take on a major independent governance role.

Finally, there was no clear indication through the steering committee process that stakeholders were interested in pursuing a joint powers structure. Governance conversations focused more heavily on the current city-led model, the nonprofit model, and long-term interest in a possible transit authority.

For these reasons, Option 3 is not recommended for further evaluation. While intergovernmental coordination should continue where helpful for planning and mobility coordination, a formal joint powers governance structure does not appear to match the scale, geography, or institutional realities of the Minot region at this time.

Option 4: Broader Governmental Reorganization

Broader governmental reorganization includes ideas such as transferring transit responsibility to another public entity, assigning greater responsibility at the county level, or pursuing a unified county-city governmental arrangement. In Minot, this type of change would be disproportionate to the transit issues the

community is currently trying to solve. This type of reorganization would not be justified solely for the purpose of transit.

The regional service environment also supports this conclusion. In Minot and similar Great Plains urbanized areas surrounded by very low-density development, there is limited practicality to how much actual service coordination outside the city can be accomplished. Long travel distances and sparse development patterns limit the value of broader structural governance changes tied to a larger geography.

Comparative Evaluation of Options 1, 2, and 5

Following the initial screening of governance alternatives, Options 1, 2, and 5 were identified as the most relevant paths for further consideration in Minot. While these options differ in structure, each represents a distinct way of organizing transit decision-making, operational responsibility, and long-term accountability.

Figure 54 illustrates the general organizational and decision-making structure associated with each option, where purple represents City Council/boards, dark blue represents upper management, light blue represents transit management, and green represents operations. Status quo as a City department (option 1) shows the most layers between operations and final decision authority; additionally, this option includes three layers of upper management and the most competition among departments. Option 2, with a nonprofit operator with its own board, reduces the levels of upper management, but still has competition with other departments to reach City Council. Finally, the formation of a transit authority in option 5 has the closest connection between operations and the final authority of the transit board, while the City Council/City of Minot would likely retain an advisory role.

Table 26 compares the options across a common set of evaluation criteria intended to clarify the practical differences among the remaining alternatives. This type of analysis supports a more informed discussion of which governance approach is the best fit for Minot's needs and context.

Figure 54. Organizational and Decision-making Structure

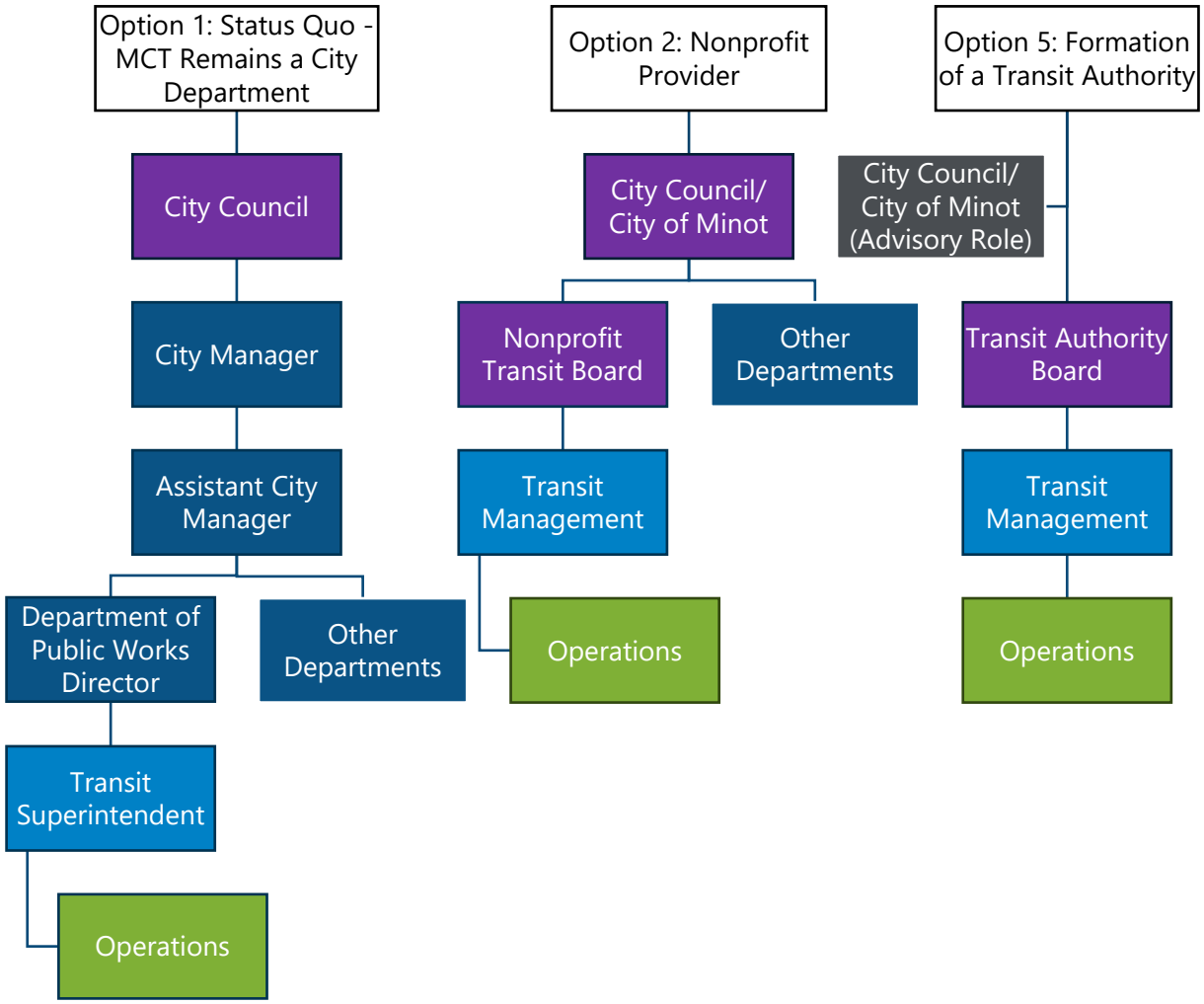


Table 26. Evaluation of Options 1, 2, and 5

Issue/ Objective	Option 1: Status Quo - MCT Remains a City Department	Option 2: Non-profit Provider	Option 5: Formation of a Transit Authority
Time Associated with Decisions	**Relatively unchanged.** Transit decisions would continue to move through the City's existing administrative and budget processes, which provides continuity but can slow response time for transit-specific issues.	**Could improve for day-to-day operations**. A nonprofit operator with its own executive leadership and board could respond more quickly on operating matters, but major policy, funding, and grant decisions would still involve the City.	**Potential improvement.** A transit authority would place transit decisions with an entity focused only on transit, which could streamline decision-making.
Transit Priority in Breadth of Responsibilities	**Moderate.** Transit remains one function within the City structure and must compete with other departmental priorities.	**Improvement.** A nonprofit board and management team would focus directly on transit, although the City would retain an oversight role with competing priorities.	**Substantial improvement**. Transit would be the sole responsibility of the authority and its governing board.
Expertise in FTA Requirements (Financial/ Legal)	**Adequate but split among agencies.** The City and MPO can support compliance, but transit is only one part of their responsibilities.	**Potential improvement.** A nonprofit operator could bring specialized transit financial/legal expertise, but the City would likely retain key grant oversight responsibilities.	**Potentially strongest long-term fit.** An authority could build transit-specific financial, legal, and grants expertise in-house.
Impact on Customer Service	**Relatively unchanged.** The current model benefits from local knowledge of the community and customers, but some currently unresolved issues may remain harder to address quickly.	**Could improve if contract expectations are strong.** A nonprofit operator focused only on transit may be more responsive to customer service issues, but results would depend on contract structure, oversight, and coordination with the City.	**Strong potential for improvement.** A transit authority could align governance, funding, and customer-facing priorities around transit alone.
Ease of Implementation	**Easiest.** This structure is already in place and would require no major legal or organizational change beyond clarifying responsibilities and improving coordination.	**Moderate effort.** This would require procurement or transition planning; establishment of a board; clear delineation of City and operator responsibilities; and decisions about staffing, asset ownership, maintenance, and contract management.	**Substantial effort.** This option would require state enabling legislation, local decisions about governance and service area, and likely transfer or reassignment of staff, assets, and administrative responsibilities.

Issue/ Objective	Option 1: Status Quo - MCT Remains a City Department	Option 2: Non-profit Provider	Option 5: Formation of a Transit Authority
Decision Communication	**Relatively unchanged.** Transit communication would continue through existing City channels, which provides familiarity but may create extra steps between transit operations and final decision-makers.	**Potential for clearer transit advocacy, but with another layer.** A nonprofit board and executive could articulate transit needs more directly, though communication would also depend on the quality of the City-operator relationship.	**Potentially strongest.** Decision-makers and leadership would be focused only on transit, which could support clearer communication and a more independent long-term vision.
Sustainability / Flexibility	**Stable in the near term, but limited in flexibility.** The current model is familiar and workable, but transit remains tied to broader City budget dynamics and existing funding constraints.	**Some additional management flexibility, but similar funding constraints**. A nonprofit structure could provide operational flexibility, but by itself it does not solve long-term revenue challenges and could cost more if functions currently performed by the City (accounting/legal/HR) are transitioned to the nonprofit.	**Potentially the most flexible long-term option.** An authority could be designed to better align governance, service area, and funding tools, but its financial sustainability would depend on what powers state law ultimately allows, such as taxing authority. It could cost more if functions currently performed by the City (accounting/legal/HR) are transitioned to the authority.
Addressing FTA Compliance	**Relatively unchanged.** The City and MPO already support compliance functions, though urbanized-area responsibilities have increased the need for more clearly defined internal roles.	**Mixed.** Contracting operations does not eliminate public compliance responsibilities; the City would still likely retain key federal oversight obligations even if a nonprofit operates service.	**Potential improvement.** A transit authority could centralize compliance within a transit-focused organization, but only if state law and local structure assign those responsibilities to it.

Transit Authority Legislation: What It Would Take in Minot

A standalone transit authority is not currently authorized under North Dakota Century Code. While an authority could provide a better match between governance, service area, and long-term funding needs, getting there would require a two-step process: first, the State would need to authorize transit authorities in law; second, Minot would need to decide whether and how to use that authority locally.

Passing Enabling Legislation

Pursuing this option would require both local preparation and state-level coalition building. At the local level, Minot would first need a clear policy direction on what it wants the legislation to do. That would likely include agreement on the basic service area, desired board structure, asset ownership, staffing approach, revenue powers, and the relationship between fixed-route transit and contracted paratransit/demand response service. Without that local clarity, it would be difficult to advance a useful bill.

At the state level, Minot would need support from legislators willing to sponsor and advance the bill. Steering committee discussions indicate that Rep. Dan Ruby has already expressed interest in reviewing models from other states and potentially drafting legislation if a workable approach can be identified. Those same discussions also emphasized that having the authority option available in state law could be valuable even if Minot does not use it immediately.

Because North Dakota's Legislature meets on a biennial cycle in odd-numbered years, timing matters. Any effort to create enabling legislation would need to be developed well in advance of a legislative session, with time for outreach, bill drafting, coalition building, and education of policymakers.

For Minot, the key participants in advancing enabling legislation would likely include:

- City of Minot leadership, including elected officials and administration
- Minot City Transit leadership
- CDMPO
- State legislators from the Minot area
- Other North Dakota transit systems and MPOs, for statewide support
- Community stakeholders, particularly those who depend on transit or have an interest in governance and funding stability

This broader coalition would matter because a transit authority law would likely be more viable politically if it is framed as a tool available to North Dakota transit systems generally, not just as a Minot-specific request. Discussions with the steering committee show that there may already be momentum and support underway in the Fargo-Moorhead and Bismarck-Mandan areas.

A bill authorizing transit authorities would likely need to address several core issues:

- Who is eligible to form an authority
- Whether an authority could begin with one jurisdiction and add members later
- How board members are appointed or elected

- Whether the authority may own, lease, or acquire transit assets
- Whether it may operate service directly, contract for service, or both
- Whether it may accept grants, loans, gifts, and other funds
- Whether it may provide service outside its core area by agreement
- Whether it may issue debt or borrow money
- Whether it may raise dedicated revenue, and if so, what type

Taken together, these considerations show that authorizing transit authorities in North Dakota would be a significant but achievable policy initiative if there is sufficient local and statewide support. If the groundwork can be established, Minot and partners could help the state to create a new governance tool that may be valuable both for Minot and for other communities in the future.

Creating an Authority in Minot

If the Legislature enacted an enabling law in the future, a Minot transit authority could be established as a separate public entity focused solely on transit. It could be structured to serve only the City of Minot at first, with the option for other jurisdictions to join later or contract for service, if preferred. That would likely be the most practical starting point for Minot, given that Minot is the region's clear transit center and the other municipalities in the MPO are currently much smaller and too distant to function as fixed-route partners.

At the same time, an authority would not necessarily need to limit itself only to fixed-route service within Minot. Depending on how enabling legislation is written and how local agreements are structured, an authority could potentially provide the core fixed-route network in Minot while also contracting for, coordinating, or directly providing certain demand response services in lower-density areas outside the city. In practice, that could mean a Minot-focused authority beginning with the existing fixed-route system and then deciding over time whether to include some broader demand response functions. For Minot, that type of phased approach would likely make more sense than trying to establish a fully regional authority from the outset.

A future authority could also be structured to either operate service directly or contract for service. For Minot, the most practical model would likely be one in which the authority serves as the governing and funding body, while retaining flexibility to decide whether operations are best provided in-house or through contracts.

If enabling legislation were pursued, the Legislature would need to decide how a transit authority board would be formed. In practice, the most realistic structures for Minot would likely include one of the following:

- **City-appointed board.** The City of Minot could appoint all members, which would fit a Minot-only authority model.
- **Multi-jurisdiction appointed board.** If other jurisdictions ever joined, appointments could be shared among participating governments.
- **Hybrid board.** A board could include a mix of elected officials and appointed public members.

- **Directly elected board with qualifications.** Elections could occur either at-large or by district. The law could require certain experience or perspectives, such as finance, transit use, disability advocacy, or senior services.

For Minot, an appointed board is likely the most practical concept. It would provide accountability while avoiding the complexity of creating elected transit board positions for a relatively small urbanized area. A board appointed initially by the City, with the option to evolve if other jurisdictions later join or contract for service. Steering committee discussions also reflected interest in keeping the authority concept practical and scalable to Minot's size and needs.

If North Dakota were to pass enabling legislation, Minot would still need a substantial amount of local implementation work before an authority could begin operating. Likely steps would include:

7. Formally deciding whether to pursue the authority option locally
8. Creating the authority and appointing the initial board
9. Adopting bylaws, policies, and a basic organizational structure
10. Defining the authority's relationship to the City, CDMPO, and any contract operators
11. Determining whether service would be directly operated or contracted
12. Negotiating asset transfer or lease arrangements
13. Determining staffing, employment, compensation, and benefits structure
14. Establishing funding and revenue collection mechanisms if authorized by law
15. Assigning grant administration and compliance responsibilities consistent with state and federal requirements
16. Transitioning operations into the new structure

These steps would need to be approached carefully due to the evolving relationship between fixed-route transit, ADA paratransit, and the broader Souris Basin Transportation demand-response service in the urbanized area. Roles would likely need to be clarified before, or at least alongside, any transition to an authority model. More broadly, if Minot were ever to pursue an authority, the best path would likely be to start with a clear Minot-centered structure and then decide over time whether additional service functions or participating jurisdictions should be brought into the authority.

Governance Alternatives Evaluation Summary

The project team reviewed the full range of governance options that are currently available to Minot and evaluated them in light of Minot's size, geography, institutional context, and current transit needs. The evaluation first screened out intergovernmental/joint powers and broader governmental reorganization because they are not a strong fit for Minot's regional context, available partners, or stakeholder direction, at this time. The remaining options were then evaluated in more detail: the current city department model, a contracted nonprofit provider model, and a potential future transit authority.

Several important findings emerged from this evaluation. First, Minot's current city-led governance structure remains workable and stable in the near term. The City already directly operates fixed-route service, serves as the public entity responsible for urban transit funding, and has an established relationship with Souris Basin

Transportation for paratransit service. Second, the most immediate governance need is not major structural change, but greater clarity around roles, responsibilities, funding flows, and the future relationship between fixed-route, ADA paratransit, and broader demand response service. Third, while a contracted nonprofit model could be a viable future option that has benefits, it would not by itself resolve the larger funding and governance questions facing transit in Minot. Finally, a transit authority could offer long-term advantages by creating a governance structure more directly aligned with transit service and funding needs, but it is not currently available under North Dakota law and would require enabling legislation before it could be considered a realistic local option.

Based on this review, **the recommended near-term path is to continue with the current city department model while focusing on operational and administrative improvements within that structure**. **At the same time, Minot should begin supporting efforts to authorize transit authorities in North Dakota law**, **in coordination with local legislators and other urban transit systems.** This would not commit Minot to forming an authority, but it would help create an additional governance tool that could become valuable in the future.

Over the longer term, Minot should continue to monitor its transit needs, regional growth patterns, funding conditions, and the evolving relationship between the City, CDMPO, and Souris Basin Transportation. As those conditions change, the City should periodically revisit the governance options reviewed in this chapter to determine whether the current model remains the best fit or whether a different structure may better support the community's long-term transit goals.

FUNDING SOURCES

Funding shapes not only the amount of service Minot can provide, but also the system's long-term stability and ability to adapt as local needs change. With Minot now operating under an urban transit funding framework, it is especially important to understand how transit is funded today and what additional revenue tools could be available in the future. This section reviews the current funding structure for public transportation in Minot and outlines potential options for strengthening or diversifying transit revenues over time.

Current Public Transportation Funding

The City of Minot currently funds transit through its Public Transportation Fund, which is a Special Revenue Fund rather than part of the City's General Fund. A special revenue fund is intended to account for revenue sources that are legally restricted or designated for a specific purpose, in this case, public transportation. In the 2026 adopted budget, the budget for the Public Transportation Fund was $2,081,350, up from $1,724,349 in 2025.

A key component of this fund is a dedicated city property tax levy for public transportation. The City's budget shows that property tax is divided among several purposes, including the General Fund, Airport, Cemetery, Library, Debt Retirement, and Public Transportation. For Minot City Transit, the budgeted property tax revenue was $624,939 in 2025, equal to 2.52 mills, and $577,523 in 2026, equal to 2.26 mills.

The remainder of the Public Transportation Fund is made up primarily of federal and state operating revenues, along with a smaller amount of other local and city revenues. In the 2026 budget, the fund includes $1,239,439 in federal operating revenues, $135,697 in state operating revenues, $6,000 in local operating revenues, and $122,690 in city revenues such as charges for services and interest revenue. This means the transit fund relies on a combination of outside grant support and local revenue, with the property tax levy serving as the primary local tax source shown in the budget.

Revenue Sources Evaluation

The following subsections provide an overview of each potential funding source, grouped by the following: federal funding sources, state funding sources, and local funding sources.

Federal Funding Sources

Grants for Buses and Bus Facilities Formula Program (Section 5339)

Section 5339 provides funding to states and transit agencies through a statutory formula to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. In addition to the formula allocation, the Grants for Buses and Bus Facilities program includes two competitive components: the Bus and Bus Facilities Competitive Program (Section 5339(b)) and the Low or No Emissions Bus Vehicle Program (Section 5339(c)).

- **New revenue potential: High.** Although not guaranteed, the competitive grants offer high potential for new revenue for qualifying vehicles and facilities.

- **Viability potential in Minot: Unknown.** Discretionary funding is dependent upon Minot's need for facilities and vehicles that qualify, as well as the competition in a given year. Additionally, these programs may or may not exist when new surface transportation legislation is passed.

Congestion Mitigation and Air Quality Improvement (CMAQ)

CMAQ is a federal program that provides funding to areas in nonattainment or maintenance for ozone, carbon monoxide, and/or particulate matter. Funds may be used for any transit capital expenditure otherwise eligible for FTA funding as long as they have air quality benefit.

In addition to capital projects, a state may obligate CMAQ funds for operating costs under Chapter 53 of Title 49[20] in an eligible area, and the statute specifies no imposed time limitation when the operating assistance is for a transit system located in an urbanized area of 200,000 or fewer, which includes Minot.

In order to use CMAQ funding for transit, it must be determined as an eligible use in the LRTP. Then, it must go through the TIP process to identify the specific use.

- **New revenue potential: Low-Moderate.** North Dakota received about $12M in CMAQ funding statewide in recent years. If approved, Minot would likely receive a relatively small portion of the total.
- **Viability potential in Minot: Unknown.** Approval would depend on other statewide and local budgetary priorities.

Federal Sections 5307, 5310, and 5311 Funding

These formula funding programs are described in detail in the Federal Transit Administration section of the Coordinated Plan in Chapter X below.

State Funding Sources

State Aid/Public Transportation Fund

North Dakota has a statutory Public Transportation Fund. Money is distributed through a formula under NDDOT guidelines and may be used to establish and maintain public transportation, contract for public transportation, and serve as matching funds for other public transportation money. Portions of this grant may be used for operating expenses and capital improvements such as the purchase of new transit buses.

The fund receives a dedicated 1.6 percent share of the highway tax distribution fund, which is built from motor vehicle registration and related fees, fuels taxes, special fuels taxes, use taxes, and special fuels excise taxes. For the 2025-27 biennium, approximately $4.8 million was anticipated to be available each year to the urban and rural transit providers in the state.[21] Each county receives a base amount of four-tenths of one percent of the appropriation for the program plus one dollar and fifty cents per capita of population in the county, based upon the latest regular or special official federal census.[22]

[20] https://uscode.house.gov/view.xhtml?req=granuleid:USC-prelim-title23-section149&num=0&edition=prelim
[21] https://ndlegis.gov/sites/default/files/resource/committee-memorandum/27.9089.01000.pdf
[22] https://ndlegis.gov/cencode/t39c04-2.pdf

- **New revenue potential: Low.** Given the basis of the formula, a significant increase in new revenue is not expected.
- **Viability potential in Minot: High.** Minot already receives this formula funding.

State General Fund Appropriations and Other State Appropriations

Beyond the standing State Aid structure, transit can also be funded through direct state legislative appropriations. As an example, in Senate Bill No. 2254, the Legislative Assembly appropriated one-time funding of $2 million from the general fund to DOT for the 2025-27 biennium for grants to fixed route city transportation providers for paratransit services. The Legislative Assembly also appropriated $2 million from the general fund to DOT to provide grants to nonfixed route public transportation providers during the 2025-27 biennium in House Bill No. 1106 (2025).[21]

- **New revenue potential: Low.** It is likely that funding through this mechanism will be variable and relatively low.
- **Viability potential in Minot: Moderate.** Though funding is not guaranteed annually, Minot should be able to benefit whenever the legislation does pass.

Project-Specific Funding

Beyond the state aid and appropriations described above, North Dakota does not appear to have other major recurring transit-specific state funding programs. However, some broader state-administered transportation programs may provide project-specific support for capital, access, or multimodal improvements where eligible. Some examples include the Flexible Transportation Fund, the Urban Grant Program, and the Transportation Alternatives Program.

- **New revenue potential: Uncertain.** New revenue potential is dependent upon the project.
- **Viability potential in Minot: Moderate.** Viability is dependent upon a given project's alignment with discretionary grant eligibility criteria and the project's competitiveness.

Local Funding Sources

Property Tax Levy Authority Under North Dakota Century Code

North Dakota Century Code Chapter 57-15 establishes the property tax levy framework for cities. For general city purposes, the Century Code sets a limit of 105 mills. A city may also levy up to 10 additional mills for general purposes if approved by voters. One of those allowable purposes is public transportation. A city may levy a property tax specifically for the provision and operation of public transportation service if approved by a majority of voters at a citywide election. The maximum levy allowed for public transportation is 5 mills.

- **New revenue potential: High.** Given Minot has been levying about 2.5 mills out of the allowable 5 mills, there is potential to roughly double the revenue generated by property taxes. As an example, roughly doubling the 2026 budgeted property tax revenue would increase the revenue by about $600,000.
- **Viability potential in Minot: High.** The city already has the authority to do so in current legislation.

Local Sales and Use Tax

In North Dakota, sales tax may be used to fund public transportation. Minot's Public Transportation Fund does not currently receive dedicated local sales tax revenue. The City's sales tax rate is 2%, which was budgeted to generate approximately $26M in 2026. The city budget specifies exact percentages used for the following purposes: property tax relief, economic development, flood control, infrastructure, community facilities, and for the Northwest Area Water Supply Project. Given the current uses, it seems feasible that public transportation could be considered for use of sales taxes. Additionally, having a defined percentage of the total sales tax provides some stability as a funding source.

In addition to general Local Sales and Use Taxes, North Dakota authorizes cities to charge Local Lodging Tax, Local Lodging & Restaurant Tax, and Local Motor Vehicle Rental Tax. These taxes could potentially be used to fund transit, as well.

- **New revenue potential: High.** As low as 1% of the total general Local Sales and Use Tax revenue could yield $260,000, while 5% could yield as much as $1.3M.
- **Viability potential in Minot: Moderate.** While it is legal to use sales tax to fund public transportation, it would likely require a vote and political willingness.

Cost-share with Minot Public School District 1

This approach would recognize that transit supports trips serving students, not just general mobility. School-related travel is already a significant part of the transit market, and many students rely on MCT for access to school. Additionally, MCT schedules school trippers to account for the high passenger loads that occur at the start and end of the school day.

A strong cost-share model would include the school district covering the cost of MCT providing the service, rather than just the cost of fares for students.

- **New revenue potential: Moderate.** Net increase in revenue would depend on the agreement established and must account for loss of current fare revenue, if applicable.
- **Viability potential in Minot: Moderate.** While this funding source is possible, success would depend on political willingness.

Utility Fees

Utility franchise fee revenue is money a city receives from a utility or communications company in exchange for the right to use public streets, rights-of-way, and related municipal property under a local franchise agreement. While Minot does use utility franchise fees, they are not currently a dedicated transit source. It is a plausible discretionary local revenue stream the city could consider as part of a broader transit funding strategy.

- **New revenue potential: Moderate.** Actual revenue potential would be based on many factors, however there is potential for moderate revenue.
- **Viability potential in Minot: Moderate.** While this funding source is possible, success would depend on political willingness and fit with the City's other budget priorities.

Employer/Institutional Partnerships and Purchased Service Agreements

Employer/institutional partnerships are sometimes used by transit agencies to increase revenue and provide incentives for local workers to use transit. Generally, major employers or universities in the area purchase transit passes for all employees (typically at a discounted rate), who then have access to unlimited transit rides using their student or employee identification.

Similarly, employers or institutions may enter into service agreements whereby the transit agency may sell service at an hourly rate, so long as the service is open to the public and aligned with the agency's goals.

- **New revenue potential: Low-Moderate.** Revenue would depend on the number and structure of agreements established.
- **Viability potential in Minot: Low-Moderate.** This option works best when the quality of transit service is comparable to driving.

Concessions, Advertising, and Park and Ride

These are common types of directly generated revenue that could be applicable in Minot. First, concessions may include leasing space out to a vendor to sell goods or services. These are typically located at transit centers and are usually successful where there is heavy ridership or general pedestrian traffic. Advertising is common in transit systems. For Minot, there may be more potential for advertising on vehicles or at bus stop shelters, if more are constructed over time. Finally, park and ride fees may apply in Minot as the city grows in the future and potentially offers commuter services.

- **New revenue potential: Low.** Given the size of Minot and relatively few transit facilitates, the potential for revenue is low in the near term.
- **Viability potential in Minot: Low.** As Minot and the transit system grows, these options may become more viable, especially advertising on bus shelters, if built in the future.

Tax Increment Financing (TIF)

A TIF is a public financing tool used by local governments to fund redevelopment, infrastructure, and community improvements by capturing future tax revenue increases. A TIF district could be created to stabilize capital planning, budgeting, and funding. Transit facilities, bus stops, bus lanes, and other facilities could be included in current or future TIF districts.

- **New revenue potential: Unknown.** New revenue potential is dependent upon the specifics of the TIF and the projects to be funded.
- **Viability potential in Minot: Moderate.** Feasible for capital projects pending local approval for use.

IX. FARE POLICY ANALYSIS

While the results of the public survey indicate that members of the public generally believe the current fares for transit in Minot are set at an appropriate level, the topic of fares came up at Steering Committee meetings throughout the TDP process. Some members of the Steering Committee have advocated for free fare transit, primarily as a way to increase access to the service and potentially save money and time through the elimination of fareboxes. The possibility of raising fares also came up, as another urban transit agency in North Dakota (MATBUS in Fargo) recently raised its fares from $1.50 to $2.00 and there is uncertainty as to whether Minot could benefit from increasing its own fares. While this TDP does not recommend changes to fare policy, this chapter provides an overview of how switching to a fare-free policy or raising fares would affect the system. Ultimately, the decision to set fares remains in the hands of local decision-makers.

FARE-FREE EVALUATION

In recent years, the concept of substantially reducing or eliminating fare collection on transit buses has been investigated by agencies across the country and across a large range of system sizes. The range of reasons is broad and includes motives such as increasing transit ridership, improving public transit affordability, and reducing vehicle miles traveled (VMT). Benefits of a fare-free strategy include improved operational efficiency by streamlining boarding processes and reductions in regional emissions/air pollution from the transportation sector. Eliminating fares can make public transit more financially accessible to residents and promotes more inclusive and connected communities. The information in this section highlights the key assumptions and findings of an analysis of a fare-free transit network.

Terminology

To describe a program in which customers are charged no direct fare to board and ride transit, various names have been employed. “Fare-free” emphasizes the unlimited mobility that riders enjoy when payment is not a barrier. Other agencies have chosen to adopt the term “zero-fare,” feeling that “free” suggests the service does not have to be paid for at all despite the fact that operating costs continue to require a funding source. This section uses both terms interchangeably.

“Partial fare-free” may be used to describe a program that charges zero fare to some customers but not others. Eligibility criteria for zero fare in these programs could include city residency, college enrollment, low income, and/or others. This section assumes a universal zero-fare program without special eligibility requirements, as a fully fare-free system is what the TDP steering committee had discussed.

Recap of Current Fare Structure

MCT has a conventional fare structure for its fixed-route service. In addition to the regular adult fare, students, seniors, and people with disabilities also qualify for reduced-fare 10-ride and 31-day passes. Children under six ride free with an adult. Tickets are available as single fares, in books of 10, or as unlimited 31-day passes. In addition to fixed route fares, ADA complementary paratransit trips operated by Souris Basin Transportation charges fares of $3.00 per ride. Passes and discounted fare media are not offered for paratransit. Table 27 shows the fare structure as it is today.

Table 27. Minot City Transit Fares

Fare Type	Price
Single Ride	$1.50
Day Pass	$5.00
10-Ride Ticket	$10.00
10-Ride Ticket Student/Senior/Disabled	$8.00
31-Day Pass	$36.00
31-Day Pass Student/Senior/Disabled	$28.00
Children under 6 (accompanied by an adult)	Free
All Transfers	Free
ADA Complementary Paratransit single ride (operated by Souris Basin Transportation)	$3.00

Source: Minot City Transit and Souris Basin Transportation

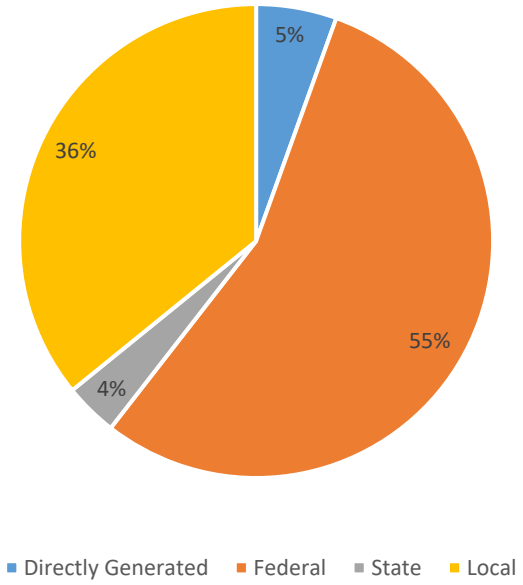
Fixed Route Fare Use

As presented in the Existing Conditions chapter, nearly half of Minot City Transit's ridership is students who use reduced-fare student passes. Moreover, when considering disabled and senior trips, at least 59 percent of MCT riders pay for their trip with a discounted fare. Only 16 percent of riders pay an adult fare, either through single ride fares or passes.

Fare Revenue in Context

Fare revenue covers a very small portion of operating costs. In 2024, total fare revenue, i.e. directly generated revenue, covered 5 percent of the agency's operating expenses (Figure 55). This number has remained mostly steady over the past few years.

Figure 55. FY 2024 MCT Transit Funding Sources



Peer Experience

In predicting potential outcomes of fare-free service in Minot, the best source of information is the experience of transit agencies with their own zero-fare programs. A 2023 Transit Cooperative Research program (TCRP) report (Kirschen et al., 2023[23]) compiles the results of surveys and interviews with United

[23] Kirschen, M., Pattine, A., Adams, M., and Persaud, H. 2023. *Fare-Free Transit Evaluation Framework*. Washington, DC: The National Academies Press.

States transit agencies. The full report, TCRP 237, is recommended reading for any agency considering a partial or complete fare-free program. Some general observations documented in this report include:

- Primary Benefits:
    - As reported by survey respondents and interviewees, the primary benefits include greater mobility, social equity, more efficient transit service, reduced cost of fare collection, and local economic growth.
- Fixed-Route Ridership Impacts:
    - Transit agencies that went fare-free before the COVID-19 pandemic saw an increase in fixed-route ridership ranging from 20 percent to 100 percent in the first two years, especially among those who are young, those with low incomes, and those experiencing homelessness.
    - Transit agencies that piloted or implemented long-term fare-free transit following the COVID-19 pandemic have also seen increased ridership, up to 26 percent (Northern Virginia Transit Commission 2021).
- Paratransit Ridership Impacts:
    - Transit agencies experienced a range of paratransit ridership changes after going fare-free, from no change at all to a 60 percent increase. One agency, the City of Steamboat Springs, Colorado, saw a 100 percent increase.
- Safety and Security Impacts:
    - Experiences varied. Some agencies reported less onboard conflict thanks to the elimination of fare disputes. Others reported an increase in disruptive behavior onboard.

Estimated Impacts

Minot City Transit's ridership data and operating costs suggest what the benefits and costs might be if it implemented its own fare-free program.

Table 28 shows a non-exhaustive list of the possible impacts to the agency. The first four categories – ridership, cost, federal revenue, and operating – are quantifiable. The final category, community impact, is less readily quantifiable but critically important. The primary motivation for introducing a fare-free program would be to enhance quality of life in the region.

Table 28. Types of Impact

Category	Impacts
Ridership	• Fixed-Route Ridership Impacts • Paratransit Ridership Impacts
Cost Impacts	• Foregone Fare Revenue • Operating Cost • Fare Collection Cost
Federal Revenue	• STIC

Category	Impacts
Operating Impacts	• Average Delay • Average Load
Community Impacts	• Mobility • Public Perception of Transit • Environment • Congestion • Community Spending

Ridership

Typically, changes in ridership resulting from a fare change are predicted using the economic concept of elasticity. A simple rule of thumb is that the price elasticity of demand for transit is -0.33, which means that a one percent reduction in the price of transit can be expected to increase ridership by 0.33 percent. A one *hundred* percent reduction in the price of transit, in theory, would therefore increase ridership by 33 percent.

Transit research over the last approximately 50 years has identified more tailored elasticity values for different modes and geographic locations, for short- versus long-term effects, and so on. More complex models account for additional variables affecting demand for transit, such as fuel prices and income.

A 2023 synthesis on fare-free transit conducted by the UCLA Institute of Transportation Studies concludes that free and reduced (FAR) fare programs "increase ridership to a degree consistent with the more general literature on transit pricing" (King and Taylor, 2023[24]). This "implies that much of the empirical literature focused on elasticities can indeed be applied to estimate the ridership impacts of FAR programs."

Other observations include:

- Although ridership is less responsive to changes in price than to changes in service quality, low-income riders tend to be more price-sensitive than higher-income riders. This suggests that an estimate in the upper part of the range of elasticities for bus service may be appropriate for Minot, where a high proportion of riders are likely to be price sensitive (an assumption made on the high usage of reduced fare products).
- King and Taylor (2023) note that it has not been established how much of the increased ridership is likely to come from new riders, versus how much consists of current riders taking additional trips.
- Chen et al. (2011)[25] note that fare decreases have a smaller impact on ridership than fare increases. Thus, the use of a single elasticity figure for all scenarios may be misleading.

[24] King, H., & Taylor, B. D. (2023). Considering Fare-Free Transit in The Context of Research on Transit Service and Pricing: A Research Synthesis. *UCLA: Institute of Transportation Studies*. http://dx.doi.org/10.17610/T6161T

[25] Chen, C.; Varley, D.; Chen, J. What affects transit ridership? A dynamic analysis involving multiple factors, lags and asymmetric behaviour. Urban Studies, Vol. 48(9), pp. 1893-1908. 2011.

Globally, price elasticities have been estimated as low as -0.01 and as high as -1.32. However, most United States estimates of short-term elasticity – i.e. the effect of fare changes on ridership in the first year or so after a fare change – sit between -0.2 and -0.4.

Holmgren (2007)[26] finds that it makes a difference if the researcher assumes that service levels are determined in part by demand. If yes, then Holmgren's short-term fare elasticity is -0.62, which is higher than typical. If it is assumed that service is not affected by demand, the old rule of thumb of -0.33 is within the range of expectations.

With all this in mind, it is possible to make ranged estimates divided by mode for Minot City Transit and Souris Basin Transportation. Table 29 shows the elasticities proposed for use on fixed route and paratransit, as well as the ridership implications resulting from the elasticity values. At the low end, a 20 percent ridership increase is assumed for both modes. At the high end, fixed-route ridership is assumed to increase 40 percent, while paratransit – which is demand responsive – is set at 62 percent, following the findings of Holmgren (2007). Critically, this value is at the high end of other agencies' experiences, so the 62 percent value should be interpreted not as a guaranteed ridership value but as a theoretical maximum expectation for fare-free transit.

Table 29. Range of Transit Fare Elasticity Values

Service	Low Elasticity	High Elasticity	Low Impact	High Impact
Fixed Route	-0.2	-0.4	+20%	+40%
Demand Response (paratransit, after hours, and general public)	-0.2	-0.62	+20%	+62%

Applying these elasticity values to recent ridership data suggests the additional annual ridership shown in Table 30.

Table 30. Short-Term Incremental Annual Ridership by Service Category

Service	Low End	High End
Fixed Route	16,386	32,778
Paratransit	4,404	13,654
After Hours	1,818	6,635
Demand Response	5,404	16,752

Fixed Route Ridership Impacts

Applying the chosen elasticities to fixed route ridership yields an estimated 16,386 to 32,778 additional annual boardings in the first one to two years of a zero-fare program. Over the longer term, if the pilot were extended or made permanent, the literature suggests that ridership would increase further.

[26] Holmgren, J. (2007). Meta-analysis of public transport demand. *Transportation Research Part A: Policy and Practice*, *41*(10), 1021-1035.

This estimate is based on the most recent year of available ridership data in the National Transit Database for Minot City Transit (2024). It includes all fare types.

Demand Response Ridership Impacts

Applying the chosen elasticities to the various demand-responsive service offerings in Minot yields an additional 4,404 to 13,564 annual rides on ADA complementary paratransit, 1,81, to 6,635 annual rides on after hours service, and 5,404 to 16,752 rides on general public demand response during the first one to two years of a zero-fare program. This estimate is based on 2025 estimated ridership in the City of Minot extrapolated from a partial-year data set provided by Minot City Transit.

One important assumption warranting discussion is that all rides are equally elastic. As an example, medical-related paratransit trips for low-income passengers may be covered by Medicaid. If there is little to no cost to customers already, as in the case of Medicaid trips, there is a strong chance that the ridership for such trips would not substantially increase under zero-fare conditions.

Also of note given the multiple types of demand-responsive service available through Souris Basin Transportation is that a fare-free program initiated by Minot City Transit would necessarily result in fare-free paratransit, while Souris Basin Transportation could continue to charge fares for its after hours and general public demand response services. This is because federal law requires that paratransit fares be set at no more than double the cost of a standard-fare fixed route trip, while other types of demand responsive transit provided in addition to the required ADA complementary paratransit do not have fare requirements tied to fixed route fare levels. If Minot City Transit were to implement a zero-fare program, it would need to come to an agreement with Souris Basin Transportation on a higher reimbursement rate for paratransit trips to make up for Souris Basin Transportation's lost revenue.

Estimating Cost

Implementing a zero-fare program would result in foregone revenue as well as an incremental operating cost. On the other hand, there are also costs associated with the current fare model. Table 31 summarizes the possible cost impacts. The assumptions and methods used to arrive at these estimates are discussed in more detail below.

Table 31. Estimated Annual Cost Impacts of a Zero-Fare Program

Cost Element	Estimated Impact
Foregone Fare Revenue – Fixed Route	$76,870
Foregone Fare Revenue – Paratransit	$66,066
Foregone Fare Revenue – After Hours	$27,262
Foregone Fare Revenue – Demand Response	$81,060
Incremental Operating Cost – Fixed Route	$0
Incremental Operating Cost – Paratransit	$132.2k - $410.0k
Incremental Operating Cost – After Hours	$54.6k - $168.2k
Incremental Cost – Demand Response	$162.3K - $503.1k

Cost Element	Estimated Impact
Fare Collection Cost – Fixed Route	($2,614)
Fare Collection Cost - Paratransit	($2,246)
Fare Collection Cost – After Hours	($927)
Fare Collection Cost – Demand Response	($2,756)
Program Launch, Monitoring, and Marketing	Determined during project development
Net Annual Impact – MCT	**$74,256**
Net Annual Impact – SBT	**Paratransit: $196,020 - $$473,820** **After Hours: $80,935 - $194,535** **Demand Response: $240,604 - $581,404**

Foregone Fare Revenue

The simplest estimate of foregone fare revenue assumes that fare revenue would drop to zero. That is the most likely scenario. However, some paratransit revenue is not collected at the farebox and is instead provided by organizations such as Medicaid that reimburse the agency for rides provided to their clients, a.k.a. agency trips. If Souris Basin Transportation is able to negotiate ongoing reimbursement contracts with these organizations, the hit to its fare revenue would be lessened. The impacts of agency trip reimbursement are not able to be quantified for this study, as the information required to do so is not available from Souris Basin Transportation. However, experience from other communities that implemented fare-free service suggests it is likely that if passenger fares were reduced to zero, third parties the have historically reimbursed trips at agency rates would decline to participate further in reimbursement programs. The estimates for all transit services therefore are made using the assumption that fare revenue from all sources will fall to zero.

Table 32 shows a breakdown of fare revenue by service type used to calculate potential foregone fare revenue. For fixed route, 2024 fare revenue data from the NTD is used. Because the NTD does not break down SBT's data by location, Minot-specific data is not available. Instead, fare revenue data is calculated by multiplying SBT's estimated 2025 ridership by its $3 fare.

Table 32. Fare Revenue by Service Type

Service	Fare Revenues
Fixed Route	$76,870
Paratransit	$66,066
After Hours	$27,262
Demand Response	$81,060

Incremental Operating Cost

The incremental operating cost of fixed route transit is assumed to be zero. Minot City Transit operates 30-foot transit buses with a maximum seated capacity of approximately 30 people. Throughout the service day,

average boardings on any particular hourly route's run never exceed 22. This peak number is also only observed on the West route between 3:00 and 4:00 PM, when the route serves school trips. Even if ridership increased by 40%, the maximum anticipated change due to a free-fare program, the average number of boardings per hour would not typically exceed a bus's seated capacity. Additionally, peaks created by student ridership are less likely to increase under a zero-fare program since student 31-day passes offer unlimited rides already. Based on these considerations, additional service would likely not be needed to accommodate an increase in ridership from fare-free program.

The incremental cost of demand responsive services is a different story. On the one hand, the Steamboat Springs case study discussed above shows that an efficiency-driven approach can make it possible to accommodate even doubled growth with the same vehicle count. On the other hand, it is certainly not safe to assume that such an outcome could be replicated in Minot. A more conservative estimate assumes that the cost of operating demand responsive service will increase proportionately with ridership. If this is the case, then at an estimated per-trip cost of demand responsive service in Minot of $30.03, the incremental annual cost would be between about $349,100 and $1,082,300 for all three demand responsive services combined, using the low and high ends of estimated incremental ridership, respectively. Table 31 above breaks these costs out by service type.

Fare Collection Cost

The costs associated with the collection and processing of fare revenues are a factor as well. Costs for fare collection programs include the purchase and maintenance of fareboxes and fare vending machines, wholesale fare media costs, service contracts with firms that enable credit card transactions, and personnel costs. All of these ongoing costs subtract from fare revenue collected today. According to a 1998 survey described in TCRP Synthesis 101 (Volinski, 2012)[27], smaller bus systems spend an average of 3.4 percent of their total fare revenue on fare collection and related costs. This would suggest that Minot City Transit could see up to $2,614 in annual savings by switching to a fare-free system. Souris Basin Transportation could see a total of up to $5,929 in annual savings if it went fully zero-fare across it service offerings in Minot, or as little as $2,246 in savings if it only made its paratransit fare-free to comply with requirements associated with fixed route fares being made free.

Program Launch, Monitoring, and Marketing

Any new program requires a certain investment of time and attention. To ensure riders understand and take advantage of a zero-fare program, Minot City Transit would benefit from distributing flyers, hanging bus signs, and/or taking out radio/television/newspaper/social media ads to promote the program. Staff time would be required to connect with community partners and to track the short-term outcomes of the fare-free program.

Some agencies have accompanies their zero-fare pilot programs with extra security out of concern about disruptive behavior after fares no longer act as a barrier to boarding buses. Others have arranged a social services outreach presence to redirect passengers who might be inclined to use fare-free buses as shelter. Minot City Transit is a sufficiently small agency that these are unlikely to be needs, but they are a potential cost consideration.

[27] Volinski, Joel. TCRP Synthesis 101: Implementation and Outcomes of Fare-Free Transit Systems. 2012.

Estimating Federal Revenue

The federal formula currently received by Minot City Transit is calculated using revenue miles of service provided, urban area population, and urban area population density. None of these would be influenced by a change in ridership. However, when a boost to ridership or service provision is anticipated, it is worthwhile to assess whether a small urban transit system could become eligible for additional federal funding through the Small Transit-Intensive Cities (STIC) program. In Minot's case, this is unlikely to occur.

As Table 33 shows, the metrics in which Minot already qualifies for STIC funding are service based – vehicle revenue miles per capita and vehicle revenue hours per capita. A scenario in which ridership alone brings Minot City Transit above the unlinked passenger trips (UPT) per capita STIC program benchmark is unlikely. To reach the 8.64342 unlinked passenger trips threshold, Minot City Transit would need to generate three to four times its current ridership.

Table 33. STIC Performance Measures

	PMT/VRM	PMT/VRH	VRM/Capita	VRH/Capita	PMT/Capita	UPT/Capita
Average – UZAs under 1 million and over 200,000	4.71630	80.71282	10.44697	0.66475	55.43578	8.64342
Minot UZA	-	-	10.75103	0.78276	-	2.86690

Source: Federal Transit Administration

Operating Impacts

Average Delay

Fare-free programs tend to improve boarding efficiency, as they eliminate the time needed for a passenger to purchase or ask questions about fares while boarding. They also remove the burden of fare enforcement from drivers. Eliminating fares resulted in a 10 percent reduction in boarding times on LA Metro buses and a 20 percent reduction in Boston (King and Taylor, 2023). While Minot City Transit does not likely face the same amount of delay from fare payment as these large urban systems with much higher bus ridership, there may still be marginal time savings in eliminating the need to pay fares. This may in turn help with on-time performance on Minot City Transit routes that sometimes struggle with timeliness.

Average Load

One area of potential concern is that the ridership increase that results from eliminating fares could lead to crowding on buses. However, in the case of Minot City Transit, on all but a handful of trips over the service day, less than 10 boardings occur per trip (with trip being defined as the time from when a bus departs the transit center to when it returns). Even the highest outliers – the East route's 7:00 AM trip (19 average boardings) and the West route's 3:00 and 3:30 PM trips (22 and 21 average boardings, respectively) – still do not reach the bus's full capacity. The system therefore has plenty of reserve capacity to absorb any additional riders it may see with free fares. At an estimated increase of 20 to 40 percent, hourly ridership would continue to be at or under the seated capacity of Minot's 30-foot fixed route buses.

Implementation

Funding Sources

Any implementation of a zero-fare program would need to be accompanied by an increase in non-fare revenues to cover the additional costs of operations. If Minot City Transit were unable to draw on state, federal, or private sources, the funds would need to be included in an appropriation request to the City Council.

When other jurisdictions around the country have implemented fare-free programs, their funding sources have included:

- State DOT
- County
- City
- Sales tax revenue
- Transit operations fee, collected from all individuals and businesses through monthly utility bills
- FTA grants
- State block grants
- Community partner organizations, such as universities, hospitals, and health insurers.

Fare-Free Closing Thoughts

There are a number of potential benefits and costs associated with Minot City Transit and/or Souris Basin Transportation converting to a fare-free system. There are real financial burdens involved in eliminating fare revenue that are likely to outweigh any cost savings associated with elimination of fare collection. At the same time, zero-fare programs have great potential to increase the financial accessibility of transit, improve operational efficiency, and grow ridership.

This TDP does not make any recommendations one way or another on the topic of fare-free transit. While there has been some interest expressed by the Steering Committee during the TDP development process, the desire was not universal. Additionally, a full study of the impacts of fare-free transit is beyond the scope of a traditional TDP. The information presented here is meant to provide basic information to guide future discussions of fare-free transit that may occur among decision makers. Ultimately, the decision to implement a zero-fare program is within the purview of the Minot City Council at this point in time. A more in-depth and focused analysis on the impacts of fare-free transit is strongly recommended if the City Council wishes to pursue the concept further.

MINOT CITY TRANSIT FARE ANALYSIS

Increasing fare revenue is one way to fund operations and bolster financial sustainability. On way of increasing fare revenue – increasing fares – has been discussed in Steering Committee meetings as a possibility in Minot, especially since MATBUS in Fargo recently raised its fares from $1.50 to $2.00. Raising

fares, however, carries the risk of ridership reduction and potential equity concerns. Another potential way to increase total fare revenue without raising the cost of a care is to make it easier to purchase fares through multiple media and physical locations. To better understand MCT's fare practices and how they could potentially be improved, this section evaluates the following topics relative to comparable peer systems:

- MCT's fare revenue and operating cost context
- Fare structure comparisons, including base fares, pass pricing, and fare media
- Farebox recovery and cost per passenger comparisons
- Variations in local funding approaches

This analysis focuses on systemwide financial metrics to understand how MCT's operating expenses, fare revenue, and farebox recovery align with those of the same agencies used in the earlier peer analysis. Using 2024 National Transit Database (NTD) data, this section includes several measures to provide a consistent financial snapshot across agencies.

Peer Agencies

Peer agencies used in this fare analysis are the same peers used in evaluation of operating and performance statistics. The selection of these agencies is described in the peer analysis portion Chapter II Existing Conditions. To summarize, these agencies were selected as comparable peers using the peer selection tool in the Urban Integrated National Transit Database (iNTD) plus considerations of geographic and climatic similarity and input from the Steering Committee.

The peer agencies are listedlisted in Table 34.

Table 34. Peer Agencies Used in Fare Analysis

Agency Name	Service Area
Great Falls Transit District	Great Falls, MT
Valley Transit	Walla Walla, WA
Casper Area Transit Coalition	Casper, WY
Bis-Man Transit	Bismarck, ND
Basin Transit Service	Klamath Falls/Altamont, OR
Cheyenne Transit Program	Cheyenne, WY
Paducah Transit Authority	Paducah, KY

Fare Comparison

Passenger fares are an important portion of any transit agency's operating budget, including MCT's. Fare policy, fare levels, and fare collection technology are important to consider when determining a strategic direction for a transit agency.

Table 35**Error! Reference source not found.** lists peer agencies' single ride, day pass, and monthly pass fares. These fare categories were selected because they are consistently available across agencies, though many agencies also offer additional fare products, such as multi-ride passes and reduced fare categories. Two of the peer systems (Valley Transit and Cheyenne Transit Program) currently offer fare-free fixed-route service. Among the remaining systems, base single-ride fares range from $0.75 to $1.50.

MET Transit's base fare of $1.50 aligns with the higher end of the range of its peers. Day pass and monthly pass pricing also shows variation across agencies. Day passes range from $1.50 to $6.00, while monthly passes range from $27.00 to $36.00. MET's monthly pass price of $36.00 aligns with the highest of the peer agencies (Bis-Man Transit).

Table 35. Peer Agency Fixed Route Fare Comparison

Agency	Location	Single Ride	Day Pass	Monthly Pass
Great Falls Transit District	Great Falls, MT	$1.00	$4.00	$30.00
Valley Transit*	Walla Walla, WA	-	-	-
Casper Area Transit Coalition	Casper, WY	$1.25	-	$30.00
Bis-Man Transit	Bismarck-Mandan, ND	$1.50	$6.00	$36.00
Basin Transit Service	Klamath Falls/Altamont, OR	$0.75	$1.50	$27.00
Cheyenne Transit Program	Cheyenne, WY	-	-	-
Paducah Transit Authority	Paducah, KY	$1.00	-	$30.00
Minot City Transit	**Minot, ND**	**$1.50**	**$5.00**	**$36.00**

*Agency is zero-fare.

Overall, the comparison suggests that MCT's fare structure is higher than most of the selected peers. Only Bis-Man Transit charges identical single ride and monthly pass fares. All other agencies price their fare products lower than MCT.

Fare Structure Considerations

In addition to fare levels themselves, it is also important to consider broader factors which may influence how fares function within a transit system. These include fare collection methods and how changes in fare levels impact system ridership.

Fare Payment Methods

The types of fare media available can have an impact on rider convenience, fare collection efficiency, and the administrative costs borne by agencies associated with operating a fare system. Common fare media include cash payment, paper tickets or passes, smart cards, and mobile ticketing apps.

Table X summarizes the primary fare media available across the peer systems reviewed. Most agencies continue to accept cash onboard vehicles, while several systems also offer electronic or app-based fare payment. Specifically, mobile ticketing has become increasingly common industry-wide in recent years

among small and mid-sized urban transit agencies, as it allows riders to purchase and store tickets on their smartphones. This trend has the potential to reduce the need for physical ticket distribution and processing.

Table 36. Peer Agency Fare Media Comparison

Agency	Location	Cash	Paper Passes	Smart Card	Mobile Ticketing
Great Falls Transit District	Great Falls, MT	✓	✓	-	✓
Valley Transit*	Walla Walla, WA	-	-	-	-
Casper Area Transit Coalition	Casper, WY	✓	✓	-	-
Bis-Man Transit	Bismarck-Mandan, ND	✓	✓	-	✓
Basin Transit Service	Klamath Falls/Altamont, OR	✓	✓	-	-
Cheyenne Transit Program	Cheyenne, WY	-	-	-	-
Paducah Transit Authority	Paducah, KY	✓	✓	-	-
Minot City Transit	**Minot, ND**	✓	✓	**-**	**-**

Among MCT's selected peers, only two currently have mobile ticketing options. One of these is an in-state peer: Bis-Man Transit. While fare media does not relate directly to fare levels, it can influence how easily riders are able to access the transit system and how efficiently agencies collect revenue. Systems with multiple payment options may improve rider convenience and reduce barriers to using transit, while also allowing for the use of more advanced tools to track fare sales and patterns.

Additionally, the use of fare media like smart cards and mobile ticketing enables streamlined implementation of fare capping, a practice in which riders are automatically charged no more than the cost of a daily or monthly pass once their accumulated fares paid over the relevant time period reach that threshold. This provides many of the benefits of pass products without requiring upfront payment, which may improve affordability for some riders.

While Fargo MATBUS and Grand Forks Cities Area Transit are not in the peer list for Minot City Transit, they both also offer mobile ticketing options, meaning Minot City Transit is the last urban transit agency in North Dakota that has not implemented a mobile ticketing option. It is recommended that Minot City Transit implement mobile ticketing. One barrier to this has been lack of farebox compatibility with mobile ticketing. Minot City Transit is procuring new fareboxes in 2026 to replace aging equipment that will no longer be supported by the vendor, Genfare. The new fareboxes will be capable of handling mobile ticketing, though not right away, as it is a feature the agency must specifically request to activate. Once new fareboxes are installed, the agency will be in a position to more easily implement mobile ticketing, ideally within one to two years of TDP adoption.

Fare Elasticity

It is generally understood that changes to fare levels affect ridership, and those changes are most acutely felt by those individuals for whom transit fares are a significant financial burden. In other words, a fare increase can be associated with a decline in ridership, whereas a fare decrease, as discussed in the fare-free analysis, can increase ridership.

Transit planning research commonly describes this relationship using fare elasticity, which measures how sensitive ridership is to changes in price. As discussed in the fare-free analysis above, a commonly cited planning guideline is that transit ridership will increase by approximately 0.3 percent for every one percent decrease in fares over their previous level, and vice versa[28]. In more practical terms, this means that a 10 percent fare increase would, on average, lead to a three percent ridership decline. Research conducted through the Transit Cooperative Research Program indicate that short-run fare elasticities typically fall around -0.3 for many transit systems.

For planning level estimates, this is an acceptable estimate. However, when looking at specific user groups, it is important to be mindful of the following outcomes of transit fare changes:

- Rider groups that are least sensitive to fare changes tend to be "traditional" commuters traveling to core areas of cities.
- Demand is most sensitive to price at off-peak times, for short trips, in relatively affluent markets, and places without much traffic congestion.
- Fare increases affect travel behaviors of people with lower incomes more so than affluent passengers.
- The quality of transit service and the cost of automobile travel and ownership is a much more significant factor when determining transit ridership in comparison to fare changes.

While fare changes can influence ridership levels, their effects are typically expected to be modest and can vary across rider groups and local conditions. As such, fare policy is often considered along with broader questions of funding sustainability and service quality.

The question of what effect raising fares from $1.50 to $2.00 in Minot could have on ridership is a simple exercise in applying elasticities. Raising fares to $2.00 would represent a 33.3 percent increase. An elasticity of -0.3 suggests that ridership would decrease by about 10%. Assuming all fare products increased by a similar percentage across the board, ridership at Minot City Transit could decrease by as much as approximately 9,200 trips per year. If fares are only increased at the single ride level while all other pass products are left at the same price, overall ridership decreases would likely be much smaller, as only about 16% of Minot City Transit riders pay the full adult fare. If all adult fare trips are assumed to be made as single ride trips, the decrease in ridership could be as little as approximately 1,500 trips per year. Regardless, raising fare prices is expected to decrease ridership to some degree.

Fare Policy Takeaways

Given that Minot City Transit has among the higher fares of its selected peers, and because raising fares would almost certainly drive ridership down, it is not recommended that the agency raise its fares at this

[28] Transit Cooperative Research Program (TCRP) Report 95: Traveler Response to Transportation System Changes, Chapter 12 – Transit Pricing and Fares. https://trb.org/publications/tcrp/tcrp_rpt_95c12.pdf, p. 12-11.

time. If the agency receives strong external pressure to raise fares, increasing adult single trip fares to $2.00 while leaving the other fare products unchanged would be a good starting point, as it would leave a majority of riders unaffected and minimize ridership losses.

A more important fare policy goal to pursue is implementing mobile ticketing. Minot City Transit is the only one of the four urban transit providers to not offer mobile ticketing at this point, and adding this option would align it not only with in-state urban agencies but with some of its peers as well. Mobile ticketing also makes transit significantly more convenient for many people. This combined with the ability to implement automatic fare capping can increase the accessibility of transit for many people, thus drawing more riders into the system and potentially generating more fare revenue without raising fares.

X. COORDINATED PUBLIC TRANSIT HUMAN SERVICES TRANSPORTATION PLAN

Established under the provisions of the federal Fixing America's Surface Transportation Act (FAST Act), the coordination of public transit and human services transportation aims to improve transportation services for people experiencing disabilities, low income, and senior populations by ensuring transportation services supported through a variety of federal programs gain mutual efficiencies where possible. The intent of coordination is to enhance transportation access, minimize duplication of services, and facilitate cost-effective transportation, while maximizing the available resources. The coordination plan must be locally scoped, developed, and adopted.

The Coordinated Public Transit Human Services Transportation Plan (herein referred to as "CPTHSTP" or "coordinated plan") planning initiative for the Minot area is being led by the Central Dakota Metropolitan Planning Organization (CDMPO), which was recently established after the Minot area crossed the population threshold for urbanized area designation. This is the first regional CPTHSTP produced for the Minot Metropolitan Area specifically, although the North Dakota Department of Transportation has produced statewide CPTHSTPs in the past. The CPTHSTP is intended to identify needs and gaps in human service transportation services for people experiencing disabilities, low income, and senior populations in the Minot Metropolitan Area. The CPTHSTP can be used to guide the use of funds from the Federal Transit Administration's Section 5310 Enhanced Mobility for Seniors and Individuals with Disabilities Program.

While there are several transportation providers and human service agencies to support transit dependent and vulnerable populations, there are substantial service gaps due to constrained resources and limitations in fixed route and demand response services. Given the scarcity of available funding, coordination can help reduce the strain on resources by more effectively applying the assets of multiple agencies to common problems.

A questionnaire was distributed to 19 human service agencies identified within the Minot Metropolitan Area that were either known to provide transportation services or coordination to their clients or suspected to do so. The questionnaire aimed to identify current services, transportation needs and gaps, and levels of coordination. Agencies were initially contacted by phone to introduce the questionnaire and the purpose and goals of the CPTHSTP. Questionnaires were sent to agency representatives via email. Follow-up emails were also sent to agencies that were not able to be contacted by phone. The questionnaire was combined with the results of the Minot TDP community survey and existing conditions demographic analysis based on U.S. Census Bureau data to establish a list of goals and strategies for the coordination of human service transportation in the Minot area.

The needs and gaps identified in the outreach process, discussed in more detail in the Needs Assessment, included:

- Limited Service Hours
- Lack of Transit Infrastructure
- Access Beyond the Immediate Service Area of Transportation Providers

- Funding Instability for Transportation Assistance
- Eligibility and Program Restrictions
- Administrative and Structural Barriers

The five goals of the CPTHSTP are to:

- **Goal #1:** Provide accurate information to ensure a high level of public awareness about public transportation options and how they can access them.
- **Goal #2:** Public transit should have a span of service that meets user needs, including early morning, evening, and weekend service if such a market exists.
- **Goal #3:** Strengthen regional coordination between public transit and human service transportation providers to minimize gaps in coverage and maximize the use of available resources.
- **Goal #4:** The available modes of transportation should grow with the community and be appropriate for demand from all user groups.
- **Goal #5:** The Central Dakota Metropolitan Planning Organization should be equipped with adequate institutional capacity and staffing to position it well to help coordinate transit in the Minot metropolitan area in conjunction with key public transit providers including Minot City Transit and Souris Basin Transportation.

The top priority for CPTHSTP strategy implementation is the establishment of a coordination and communication forum for transportation providers that meets regularly, such as the regional mobility working group described in Strategy 3.1 in the Goals and Implementation Strategies section. Creation of a regional coordination group will allow for interested stakeholders to gather in one place regularly and advance new coordination efforts. All other coordination strategies recommended in this plan are downstream from the creation of the coordination group.

This CPTHSTP was a standalone task completed as part of the 2026-2030 Minot Area Transit Development Plan (TDP) project. It is included as a chapter within the TDP, but the information contained within this chapter is also intended to stand on its own as a CPTHSTP in accordance with federal requirements.

PLANNING STRATEGIES

The objectives of the CPTHSTP planning process are to provide an understanding of:

- Strengths and weaknesses of the transportation services available in the Minot metropolitan area
- Unmet needs and future transit service changes
- How to improve coordination among providers and best deploy resources to increase ridership and usage across providers by providing a better customer experience

Figure 56. CPTHSTP Planning Process



The CPTHSTP gives transportation providers and planning staff a fiscally responsible framework to work with local government officials, local planning agencies, board members, and other stakeholders to build local support for improving the transportation system. The planning process is outlined in Figure 56. The process included the discovery of fact and an analysis of current services, demographics, and current coordination efforts. This was accomplished through:

- A demographic overview of people with disabilities, low income, and senior populations in the Minot area
- Review of Minot TDP Fall 2025 community survey data to gauge ridership and travel information
- A transportation questionnaire distributed to 19 Minot area human service agencies in January 2026, which identified current services, transportation needs and gaps, and levels of coordination

The final document encompasses these efforts and includes the actions needed for strategy implementation and identifies potential local champions to lead the efforts. The CPTHSTP provides CDMPO with a clear definition of transit needs and a basis from which to request long-term commitment of local funds and leveraging state and federal funding.

TRANSPORTATION PROGRAMS AND POLICY

A number of federal transportation programs and policies are relevant to the coordination of public transit and human services transportation. This section introduces and provides an overview of federal transportation programs and the policies requiring coordination between transit and human service transportation.

Federal Transportation Programs

The following is an overview of federal transportation programs relevant to the Minot metropolitan area. Transit services are subject to many federal and state guidelines, which may impact how improvements expansion, and coordination are implemented.

Additional federal programs with transportation benefits are listed in the appendix.

Federal Transit Administration

Federal Transit Administration (FTA) Sections 5307, 5310, and 5311 provide formula-based grants to support capital, planning, and operating assistance. This section includes a description of these transit funding programs. As the Minot metropolitan area is below 200,000 in population, FTA funds are distributed through NDDOT to the City of Minot as a subrecipient.

NDDOT assists in compliance with FTA regulations such as: training, safety, maintenance, and procurement. Any contracted service by transit agencies must also comply with FTA requirements. FTA additionally requires compliance with the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act of 1964, described in more detail later in this section.

All local match (non-federal) funds for Sections 5307, 5310, and 5311 programs must be provided from sources other than those provided by the U.S. Department of Transportation. Such sources may include:

- State or local appropriations
- Other non-transportation federal funds that are eligible to be used for transportation, such as:
    - Temporary Assistance for Needy Families (TANF)
    - Medicaid
    - Employment training programs
    - Rehabilitation services
    - Administration on Aging
- Tax revenues
- Private donations
- Revenues for human service contracts
- Net income generated by social service agencies

In North Dakota, most matching funds are provided by local appropriations.

It may be beneficial for transportation providers to find a diverse range of local match funding providers, as it is likely to improve the resiliency of the transportation providers facing limited budgets. Additionally, having multiple local match funding partners can expand the geographic reach of providers by no longer being confined to the jurisdiction or service area of a single local match funding partner, such as a city or county.

FTA Section 5307

The FTA Section 5307 funding program (a.k.a. Urbanized Area Formula Grants) makes federal resources available to urbanized areas and states for transit capital and operating assistance in urbanized areas and for transportation related planning. The activities eligible for funding under Section 5307 include:

- Planning, engineering, design and evaluation of transit projects and other technical transportation-related studies
- Capital investments in bus and bus-related activities such as replacement, overhaul, and rebuilding of buses; crime prevention and security equipment; and construction of maintenance and passenger facilities
- Capital investments in new and existing fixed guideway systems including rolling stock, overhaul and rebuilding of vehicles, track, signals, communications, and computer hardware and software
- Operations: for metro areas below 200,000 in population or with less than 100 buses in service, Section 5307 funds can be used for operations

In addition, associated transit improvements and certain expenses associated with mobility management programs are eligible under the Section 5307 program. All preventive maintenance and some ADA complementary paratransit service costs are considered capital costs.

Under the Section 5307 program, urbanized areas in North Dakota apply for funds directly through the FTA. FTA disburses funding to the designated recipient in the urbanized area, and the designated recipient may use the funds directly for approved purposes and/or allocate funds to a subrecipient.

FTA Section 5310

The FTA Section 5310 program (a.k.a. Enhanced Mobility of Seniors and Individuals with Disabilities) is intended to support mobility options for seniors and persons with disabilities. It does so by providing funds for programs to serve the special needs of transit dependent populations beyond traditional public transportation services and ADA complementary paratransit services. Eligible recipients of this funding are nonprofit agencies serving seniors and/or persons with disabilities, public entities approved by NDDOT to coordinate transportation for seniors and/or persons with disabilities, and public entities providing public and specialized transit services.

At least 55 percent of program allocations must be used on public transportation capital projects planned, designed, and carried out to meet the special needs of seniors and persons with disabilities when public transportation is insufficient, inappropriate, or unavailable. The remaining percentage – up to 45 percent – of the program allocations may be used for the following purposes:

- Public transportation projects exceeding the requirements of the ADA
    - E.g. Souris Basin Transportation's after hours paratransit-style service; travel training programs for people with disabilities
- Public transit projects improving access to fixed route services and decreasing the demand of individuals with disabilities for complementary paratransit
    - E.g. sidewalk accessibility improvements along transit routes; microtransit feeders; mobility management programs; relocation of bus stops closer to senior housing or medical facilities

- Providing alternatives to public transportation for seniors and persons with disabilities
    - E.g. volunteer driver programs; rideshare voucher programs

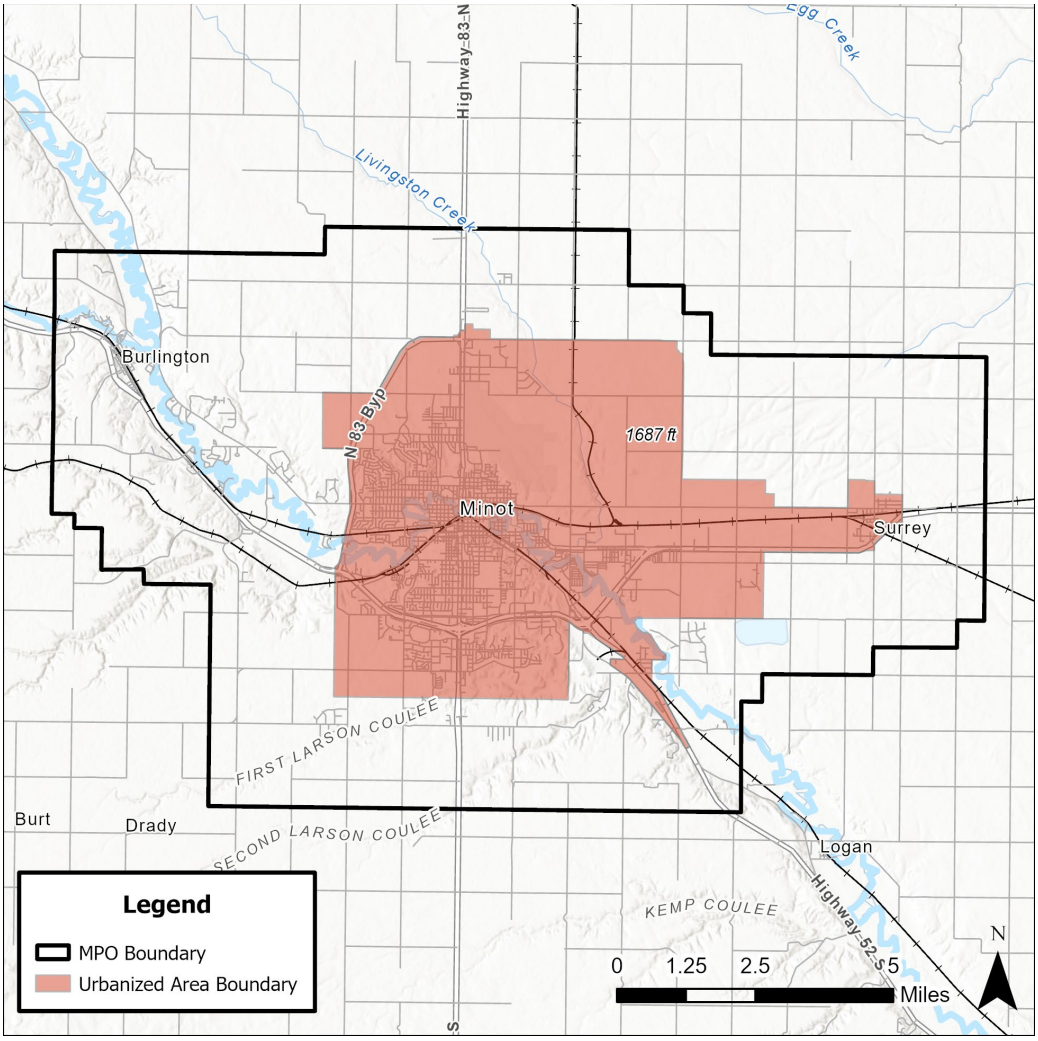
FTA Section 5311

The FTA Section 5311 program (a.k.a. Formula Grants for Rural Areas) authorizes capital, administrative, operating assistance and training grants to state agencies, local governments, Native American tribes, and nonprofit organizations providing rural public transportation services. All projects must benefit residents in non-urbanized areas (under 50,000 in population). Section 5311 provides up to 80 percent federal share of administrative expenses, up to 80 percent for capital expenses, and up to 50 percent of the net operating cost for rural transit operations.

NDDOT has oversight authority of this funding program within North Dakota and manages the solicitation process for Section 5311 recipients. The Rural Transportation Assistance Program (RTAP), a subset of Section 5311 funding, provides grants for training and technical assistance at 100 percent federal share. Additionally, 15 percent of Section 5311 funding must be set aside to support intercity bus services, per Section 5311(f), unless the governor certifies that all intercity bus needs are met within North Dakota without such funding.

The Minot area has historically made use of Section 5311 funds for transit services. The designation of the Minot region as an urbanized area has made transit services within the urbanized area boundary ineligible for funding through this program. Transit services provided outside of the urbanized area remain eligible for Section 5311 funding. Figure 57 shows a map of the Minot Urbanized Area.

Figure 57. Minot Urbanized Area Map



Title VI of the Civil Rights Act of 1964

The FTA requires all recipients and subrecipients to comply with the USDOT's Title VI regulations, based on Title VI of the Civil Rights Act of 1964. Title VI requirements for transit services generally relate to supplying language access to persons with Limited English Proficiency (LEP).[29] NDDOT is the primary recipient of funding sources mentioned above; thus, all transit providers in the Minot area are subrecipients. NDDOT has the primary responsibility for Title VI compliance and works with subrecipients to maintain compliance. Recipients of Section 5307 funding must also have their own Title VI programs.

Minot City Transit currently has its own Title VI plan and associated LEP plan. Documentation of these policies is available on the Minot City Transit web page.[30] Souris Basin Transportation has a Title VI nondiscrimination statement on its website as well.[31]

[29] https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/FTA_Title_VI_FINAL.pdf
[30] https://www.minotnd.gov/575/Title-VI
[31] https://www.sourisbasintransit.com/

Americans with Disabilities Act

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination based on disability. In terms of FTA programs and the provision of transit service, the ADA is structured to ensure equal opportunity and access for persons with disabilities.[32] ADA requirements apply to facilities, vehicles, equipment, bus stops, level of service, fares, and provision of service.

All public transit services that utilize federal funding must comply with the provisions of the ADA. Any new facilities or bus stops must be constructed to be ADA compliant. All transit service providers must also complete required ADA training.

Service provision-related equivalencies include the following for demand-response service:

- The response times, fares, geographic area of service, hours and days of service, trip purpose restrictions, availability of information, and reservation capabilities must be the same for all riders, including those with disabilities.
- Regarding capacity denials (denials within the existing service parameters in the above bullet), denials are allowed for demand response service if the frequency of denials is the same for riders with and without disabilities.
- Any priority given to persons with disabilities or higher levels of service is a local decision.
- Requirements for demand response service are different than those required for ADA complementary paratransit associated with fixed route service.

Non-Emergency Medical Transportation

Non-emergency medical transportation (NEMT) is a passenger transportation benefit of the Medicaid program. States are required in their Title XIX of the Social Security Act state plans to ensure necessary transportation of Medicaid beneficiaries to and from health care providers. Expenditures for transportation may be claimed as administrative costs of the state plan. Alternatively, the state may elect to include transportation as medical assistance under its state Medicaid plan but use a direct vendor payment system consistent with applicable regulations. There are various ways in which a state can construct the network by which these rides are provided to the users. Statewide, regional, or local provider networks are typical.

Older Americans Act

Various programs through the Older Americans Act support transportation of seniors. Grants can be made to social service agencies and transit providers to ensure older adults can reach necessary services such as nutrition, adult day services, and civil services such as government benefits, legal aid, and regular tasks that require presence at public agencies. Older Americans Act funding covers fare subsidy on behalf of the passenger if program funds are used to provide a transportation benefit.

Veterans Transportation Programs

The Department of Veterans Affairs (VA) contracts with medical and paratransit providers to provide transportation services for veterans who need access to healthcare. Social workers assist clients to refer them to public transit providers or more specialized transport.

[32] https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/Final_FTA_ADA_Circular_C_4710.1.pdf

Head Start

The Head Start program supports early childhood education for low-income families. Head Start programs are not required to provide transportation services. However, when they do provide those services, there are key regulations in Transportation, 45 CFR § 1030.70 with which grantee and delegate agencies are required to comply.[33]

Coordinated Public Transit Human Services Transportation Plan Requirements

Federal regulations require metropolitan areas to update their CPHSTPs at least every five years. FTA has provided specific guidance for the preparation of the CPTHSTP. The required elements of the CPTHSTP are:

- An assessment of transportation needs of seniors and individuals with disabilities. This assessment includes data collection and analysis of gaps and barriers in existing transportation services.
- An inventory of known transportation services in the region. These services include public fixed route transit, ADA complementary paratransit, demand response, and other transportation services.
- Strategies, activities, and/or projects that address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery.
- Priorities for implementation of the strategies identified based on resources, time, and feasibility.

TRANSPORTATION DISADVANTAGED POPULATIONS AND SERVICES

Transportation disadvantaged people, also known as individuals with special transportation needs, are those who are unable to transport themselves due to their age, income, or health condition. Travel needs of transportation disadvantaged populations are as diverse as the travel accomplished by persons with adequate access to transportation. Examples of needs include:

- An older adult trying to get to a specialized health center or to the grocery store
- A homeless individual trying to get to a job interview
- A single mother without a reliable car who works a second shift
- A visually impaired individual with a guide dog traveling to visit a family member after working all day

Essentially, transportation disadvantaged populations consist of local residents with the same daily need to get from one place to another for a broad range of trip purposes.

Regional Demographics and Socio-Economic Characteristics

Demographic and socio-economic measures can offer inferences on the number of people in a community who rely on transit. A transit dependent population may consist of those with low incomes, older adults, or those who by choice or necessity do not have access to personal automobiles. Areas with aging populations

[33] https://headstart.gov/transportation/article/requirements-program-transportation-services

and high percentages of people with disabilities and/or lower incomes are likely to have high demand for transit service as a lifeline connection to medical treatment and other services found in urban areas like Minot. Some of these standard measures include:

- **Population growth and decline:** Changes in total population can affect an area's overall demand for transit. Growing regions often generate increased travel demand, including demand for transit travel to and from areas previously unserved by transit. Areas with declining populations can also see increasing transit demand, as a reduced number of residents must travel further to accomplish their daily needs.
- **Youth population:** Youth (individuals under 18) often do not have a driver's license or access to a vehicle and exhibit a higher overall need for transit than the general population. Rural transit serves a higher proportion of young and school-age children than would typically be found in urban areas, in part due to Head Start and other childcare-oriented services. In Minot, youth reliance on transit is also likely higher than in other urbanized areas due to the role of the local transit system in transporting middle and high school students to and from school.
- **Senior population:** Seniors (adults age 65+) typically use public transportation more frequently than the general population. Older adults often exhibit higher demand for transit as they become less capable or willing to drive themselves or can no longer afford to own a personal vehicle on a fixed income.
- **Poverty Status:** Low-income households earn up to 150 percent of the federal poverty threshold. Low-income populations may not own a car or may temporarily not be able to afford to use their vehicle due to deferred maintenance, fuel prices, or other reasons.
- **Disability status:** Persons with disabilities are often heavily dependent on public transit service, particularly if their disability makes them incapable of operating a personal vehicle.
- **Vehicle ownership:** One of the most influential factors in transit need is whether a household has access to a car. Zero-vehicle households may include households that do not have the economic means to own a vehicle, households that choose not to own a car, and/or individuals who are unable to drive, such as seniors and persons with disabilities. Multi-person households with just one vehicle may need transit if the vehicle is used by one household member for commuting purposes, leaving remaining household members without a vehicle to use.
- **Unemployment:** A high unemployment rate may indicate a higher need for social services, while a low unemployment rate may indicate a need for commuter transit. A low unemployment rate may also negatively affect a transit agency's ability to attract and retain staff.

Transit is not used exclusively by people who make up the demographic groups listed above. However, these demographic groups tend to establish a market base for transit service. Figures from the most recent 2024 American Community Survey are shown in Table 37. The transit indicators are shown for the City of Minot compared to the State of North Dakota as a whole.

Table 37. Minot Transit Propensity Indicators

Demographic Indicator	City of Minot	Ward County	State of North Dakota
Population (2020)	48,377	69,919	779,094
Population (2024)	47,791 (-1.2%)	68,973 (-1.4%)	784,841 (+0.7%)
Youth (<18)	10,480 (21.9%)	16,616 (24.1%)	184,461 (23.5%)
Seniors (65+)	6,832 (14.3%)	9,636 (14.0%)	129,854 (16.5%)
Median Age	33.5	33.6	35.9
Poverty Rate	11.1%	8.6%	10.8%
Disability	15.4%	14.3%	12.0%
Zero-Vehicle Households	5.9%	4.8%	5.9%
One-Vehicle Households	35.8%	31.1%	30.1%
Unemployment, December 2025	2.5%	2.5%	2.6%

Sources: U.S. Census Bureau ACS 2024 5-year estimates; 2020 Decennial Census; Bureau of Labor Statistics Local Area Unemployment Statistics

Special Needs Transportation

Special needs transportation is any mode of transportation used by those defined as transportation disadvantaged or with a special transportation need. This includes buses that have regular stops (i.e. fixed route transit for the general public, and schools); specialized services, such as agency vans; demand response (dial-a-ride); taxis that pick people up at the curb or door; rideshare programs; or volunteer driver services.

The different agencies providing these special transportation services largely fit into two categories: human service transportation and public transit.

Regional and Special Services Provider Inventory

An inventory of known transportation services in the region is provided in Table 38 below. These services include public fixed-route, ADA complementary paratransit, demand response, and other transportation services. These providers either offer services within Minot or regularly provide services to the Minot area from outside the metro.

Table 38. List of Minot Area Transportation Providers

Provider	Local, Regional, Intercity Geography	Lift or Ramp Equipped
Amtrak	Intercity	Yes
Jefferson Lines	Intercity	Yes
Lyft, Inc.	Local	No
Minot City Transit	Local	Yes
Minot City Transport, LLC (Taxi)	Local	Yes
REM Community Services	Local	Yes
Souris Basin Transportation	Local, Regional, and Intercity	Yes
TransportME (Taxi)	Local	No
Trinity Health First Response	Local	Yes
Uber Health	Local	Yes
Uber, Inc.	Local	No
Wildrose Public Transportation	Regional, Intercity	Yes

NEEDS ASSESSMENT

An assessment of transportation needs for people experiencing disabilities, low income, and senior populations can identify areas of improvement for transportation services and coordination. This assessment includes data collection and analysis of gaps and barriers in existing transportation services. This section includes an overview of the coordinated plan engagement activities and summarizes the identified needs.

Operating Environment

In the Minot Metropolitan Area, as in other Great Plains and Midwest urbanized areas where there is a higher density metropolitan center surrounded by very low density areas, there is a limited practicality to how much actual service coordination outside of city limits can be accomplished. Rural density development with smaller communities located many miles apart creates an environment in which agencies can justify/support only a small number of vehicles and a limited number of drivers. Within rural areas, limited capital and personnel resources are controlling factors to the extent that coordination can be promoted.

Trips can be coordinated if agencies can pick up riders along the way to larger urban centers, but the large distances between providers could make that too long of a deviation from the direct route. Rural providers do not want to lengthen the travel time further for their customers.

Coordinated Plan Engagement

The coordinated plan engagement consisted of questions on the Minot Area TDP community survey and a human service agency questionnaire.

Community Survey: Transit User Questions

The Minot Area Transit Development Plan (TDP) Community Survey was conducted in fall of 2025. The survey was distributed to the Minot community via social media and through TDP steering committee members. The survey was primarily conducted online. Paper survey options were available through steering committee members representing human service agencies, though no responses were submitted on paper. For more information on the survey methodology, number of responses, and full survey results, please see Chapter III Public Engagement.

Human Service Provider Questionnaire

Human service agencies in the Minot area that are either known or suspected to provide transportation services and/or coordination services for their clients were asked to complete a questionnaire designed to gather information on:

- Agency background
- Hours of service, regular routes, and reservation procedures (if applicable)
- Customer/clients the organization supports or serves
- Equipment/fleet used to transport clients/customers
- Key trip origins and destinations in the metropolitan area
- Trip purposes supported by the organization
- Regional transportation needs and barriers
- Levels of coordination with other transportation and/or human service providers
- Barriers to enhanced coordination between providers in the region

These questions helped identify the types of services available, transportation needs, and helped assess current levels of coordination among providers.

Project staff sent the questionnaire to 19 human service agencies/transportation providers, and responses were received from eight agencies. Table 39 summarizes the agencies contacted.

Table 39. Human Service Agencies Contacted with Questionnaire

Agency	Clientele	Responded to Questionnaire
Community Action Partnership – Minot Region	Low Income	Yes
First District Health Unit	Multiple	Yes
Independence, Inc.	People with Disabilities	Yes

Agency	Clientele	Responded to Questionnaire
Kalix	People with Disabilities	Yes
Men's Winter Refuge	Low Income	Yes
Minot Commission on Aging	Seniors	Yes
Minot Area Partnership Services (Minot Area Homeless Coalition)	Low Income	Yes
North Dakota Center for Persons with Disabilities	People with Disabilities	Yes
Edgewood Minot on 10th	Seniors	No
Edgewood Minot Senior Living	Seniors	No
F5 Project	Low Income	No
Human Service Zone	Multiple	No
Minot Housing Authority	Low Income	No
Minot Lodge Senior Living	Seniors	No
North Dakota Association for the Disabled	People with Disabilities	No
Pathfinders Services of North Dakota	Low Income	No
Prohealth Home Care	Seniors	No
Somerset Court	Seniors	No
The View (Memory Care)	Seniors	No

All initial contact with human service agencies was initially attempted by telephone in mid-January 2026 to allow for an opportunity to introduce the coordinated plan, explain its purpose, and ask about whether the agency would be willing to fill out a questionnaire. For agencies that were able to be contacted by phone and were willing to respond to the questionnaire, a follow-up email was sent with a summary of the coordinated plan effort and a link to the questionnaire. For agencies that could not be contacted by phone or did not respond to a voicemail request for a call back, follow-up emails were sent to agency directors or comparable representatives with information about the coordinated plan and a link to the questionnaire. Reminder emails were sent to agencies that had not responded by late January 2026.

The questionnaire response rate was 42 percent. Table 40 documents the information gathered from each of the eight organizations that responded to the questionnaire.

Table 40. Agency Questionnaire Responses

Question	Community Action Partnership – Minot Region	First District Health Unit	Independence Inc.	Kalix	Men's Winter Refuge	Minot Commission on Aging	Minot Area Partnership Services (Minot Area Homeless Coalition)	North Dakota Center for Persons with Disabilities
What sector is your agency?	Private, non-profit	Public	Private, non-profit	Private, non-profit	Private, non-profit	Private, non-profit	Private, non-profit	Private, non-profit
Other than transportation, what types of services does your agency provide? (select all that apply)	Other (please specify): Rent assistance, Energy Share, weatherization, Representative Payee, Supportive Services for Veteran Families, furnace & water heater repairs/replacements, cooling, etc.	Head Start/children services, Nursing, Nutrition site/food service	Job training, Mental/behavioral health services	Developmental services, Group home, Job training, Nursing, Sheltered workshop/facility-based employment, Day activity center	Nutrition site/food service Other (please specify): Men's homeless shelter	Nursing, Senior Center, Nutrition site/food service Other (please specify): We don't provide any transit services	Other (please specify): Social Services including direct financial assistance in the areas or rent/deposit, utilities, identification, medication and transportation assistance. Pantry services, budget assistance, information and referral services.	Developmental services, Head start/children services, Job Training Other (please specify): We work with infant to elderly people with disabilities. We have around 20 different projects at the Center.
How do your clients/customers receive transportation services?	Other (please specify): We give out gas cards & public transit tickets and give rides to some of our homeless veteran clients.	We purchase services from other providers	Other (please specify): We mostly train people to use the public bus systems.	Other (please specify): We operate our own fleet as well as utilizing SBT & Lyft	We operate our own vehicles	Other (please specify): We are not a transit provider, we do help seniors figure out the services available throughout the city, county and state	Other (please specify): Donations received for gas vouchers, bus passes and tokens.	Other (please specify): With our program, we request funding for transportation of clients to apartment showings and to other agencies.
Are there restrictions on who your agency can carry as a passenger? If so, what are the eligibility criteria?	*Respondent skipped this question*	N/A	Our preference is not to provide rides in most situations, but rather to help people learn the system. However all staff can do it when necessary.	We only provide transportation to those enrolled in our services.	No	We don't do transit	As an organization, we are not insured to transport clients.	We are not allowed to provide transportation due to liability.
What fare does your agency charge for transportation services, if any?	*Respondent skipped this question*	N/A	Nothing	For most, it is a $20 a month fee.	None	We don't do transit	N/A	N/A
Does your agency provide a low-income fare program?	N/A – all transportation services are fare-free	No	No	No	N/A – all transportation services are fare free	No	N/A – all transportation services are fare-free	No
For what purpose(s) does your agency provide trips? (select all that apply)	Medical, Employment, Social service/government, Shopping Other (please specify): Case by case basis	Medical	No limitations	No limitations	Medical, Employment, Social service/government, Court appointments, Religious	We don't do transit	Medical, Employment, Social service/government, Court appointments, School	Other (please specify): To meet with housing authorities and to view apartments.
Please briefly describe the service area for your agency's transportation services	Mainly the Minot area	Our service area includes Bottineau, Burke, McHenry, McLean, Renville, Sheridan, and Ward counties.	We serve 11 counties in NW North Dakota	Mainly the City of Minot, but we support people to medical appointments throughout the state of ND if they have special providers outside of Minot city limits.	The City of Minot	We don't do transit	Serving Region 2 (Bottineau, Burke, McHenry, Mountrail, Pierce, Renville and Ward Counties).	We cover the state.
How do your clients/customers reserve trips (if reservations are required)? (select all that apply)	*Respondent skipped this question*	Phone, Email, In-person with a staff member	In person with a staff member	Other (please specify): No reservations required. Just some pre-planning.	Other (please specify): Not required	Other (please specify): We don't do transit	*Respondent skipped this question*	Other (please specify): The housing facilitator will line up transportation through a cab, Lyft, or Souris Basin.
Approximately how many trips did your agency provide in the most recent calendar year?	Approx. 233: we gave out 80 gas cards, 93 bus passes, & around 5 ride/month for our homeless veterans in our agency vehicle.	10	12	Hard to say a number. We have a fleet of over 40 vehicles in Minot that are running non-stop M-F and we also reimburse staff who are utilizing their personal vehicles for transportation around 24/7. On the weekends the transportation dips a bit because of less work and no day programming, but many are still running throughout the day.	1,500 to 2,000	0 because we don't do transit	We do not provide trips.	For Minot specifically, we probably lined up 25 rides.

Question	Community Action Partnership – Minot Region	First District Health Unit	Independence Inc.	Kalix	Men's Winter Refuge	Minot Commission on Aging	Minot Area Partnership Services (Minot Area Homeless Coalition)	North Dakota Center for Persons with Disabilities
If you operate your own vehicles, how many vehicles does your agency operate?	1	N/A	Unknown	41 in Minot	2	We don't do transit	N/A	N/A
Does your agency own any additional vehicles intended for client transportation that are not used due to driver shortages or other reasons?	No	No	No	No	No	No	No	No
How many drivers does your agency employ to operate transportation services?	Full time: 0 Part time: 0	*Respondent skipped this question*	Full time: 0 Part time: 0	Full time: when fully staffed, over 150 Part time: when fully staffed, about 25	Full time: 1 Part time: 0	Full time: 0 Part time: 0	Full time: 0 Part time: 0	Full time: N/A Part time: N/A
Do you coordinate or share responsibilities with other nearby agencies for transportation or other services?	No	No	Yes	Yes	Yes	No	Yes	Yes
Which organization(s) do you coordinate with, and in what capacity?	*Respondent skipped this question*	*Respondent skipped this question*	We make use of the public bus systems in Minot and the rural areas, and we will use the NDAD accessible ban when appropriate.	SBT. Our clientele set up their own rides when they want to utilize this service.	All agencies that work with homeless individuals or vulnerable population.	We don't do transit	Men's Winter Refuge, Domestic Violence Crisis Center, Salvation Army, St. Vincent DePaul and Community Action. Area partner programs work together to find resources for clients. If one needs bus passes and the other one has them, they share. If a client needs transportation that is more costly to get to shelter, two organizations can work together to split the cost of transportation.	Independence, Inc.
Is your agency interested in any of the following possible coordination activities? (select all that apply)	Working with another agency to support your clients; Coordinating with the local public transit agency to support your clients; Grant administration	Coordinating with the local public transit agency to support your clients	Coordinating with the local public transit agency to support your clients; Travel training	Working with another agency to transport your clients; Coordinating with the local public transit agency to support your clients	None of the above	Other (please specify): We don't do transit	Working with another agency to transport your clients; Coordinating with the local public transit agency to transport your clients; Shared training; Grant administration; Marketing	Working with another agency to transport your clients; Coordinating with the local public transit agency to support your clients
Does your agency work with Minot City Transit on coordination of mobility services?	No	No	Yes	No	No	Yes	Yes	Yes
Are there any transportation needs in your local area not currently being met by local agencies?	Access to destinations outside service area, Lack of transit shelters, Lack of access to transit	Lack of access to transit	Lack of transit shelters, Limited service hours	No	Limited service hours	Lack of transit shelters, Limited service hours	Access to destinations outside service area, Lack of transit shelters, Limited service hours, High costs/qualifications to ride transit	Access to destinations outside service area, Limited service hours
What are the barriers to meeting the needs of providing transportation?	Service funding	Service funding	Political support; Other (please specify): The cultural aspect that is cars first and does not see public transportation as an option	Paperwork/costs/abilities of clients, Availability/reliability	None of the above	Political support	Service funding, Paperwork/costs/abilities of clients, Routes/schedule	None of the above

Question	Community Action Partnership – Minot Region	First District Health Unit	Independence Inc.	Kalix	Men's Winter Refuge	Minot Commission on Aging	Minot Area Partnership Services (Minot Area Homeless Coalition)	North Dakota Center for Persons with Disabilities
Rate your opinion on each of the following transportation needs statements	**Strongly disagree** – I am confident that my organization will be able to meet all my customers' transit needs **Strongly agree** – My organization would be willing to consider partnering with another organization or entity to meet our clients' needs **Neutral/no opinion** – One of our biggest challenges will be to provide local match funds for equipment and buses **Neutral/no opinion** – One of our biggest challenges will be meeting medical transportation demand **Neutral/no opinion** – The cost of insurance will have a significant impact on our operations **Neutral/no opinion** – Our clients/riders will need to travel more often in the future **Neutral/no opinion** – Our clients/riders will need to travel to more locations in the future than they do today **Neutral/no opinion** – The number of clients/riders our organization serves will increase	**Disagree** – I am confident that my organization will be able to meet all my customers' transit needs **Agree** – My organization would be willing to consider partnering with another organization or entity to meet our clients' needs **Neutral/no opinion** – One of our biggest challenges will be to provide local match funds for equipment and buses **Agree** – One of our biggest challenges will be meeting medical transportation demand **Neutral/no opinion** – The cost of insurance will have a significant impact on our operations **Neutral/no opinion** – Our clients/riders will need to travel more often in the future **Neutral/no opinion** – Our clients/riders will need to travel to more locations in the future than they do today **Neutral/no opinion** – The number of clients/riders our organization serves will increase	**Disagree** – I am confident that my organization will be able to meet all my customers' transit needs **Strongly agree** – My organization would be willing to consider partnering with another organization or entity to meet our clients' needs **Neutral/no opinion** – One of our biggest challenges will be to provide local match funds for equipment and buses **Neutral/no opinion** – One of our biggest challenges will be meeting medical transportation demand **Neutral/no opinion** – The cost of insurance will have a significant impact on our operations **Agree** – Our clients/riders will need to travel more often in the future **Neutral/no opinion** – Our clients/riders will need to travel to more locations in the future than they do today **Agree** – The number of clients/riders our organization serves will increase	**Agree** – I am confident that my organization will be able to meet all my customers' transit needs **Neutral/no opinion** – My organization would be willing to consider partnering with another organization or entity to meet our clients' needs **Disagree** – One of our biggest challenges will be to provide local match funds for equipment and buses **Disagree** – One of our biggest challenges will 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Our clients/riders will need to travel more often in the future **Strongly disagree** – Our clients/riders will need to travel to more locations in the future than they do today **Agree** – The number of clients/riders our organization serves will increase	*Respondent skipped this question*	**Disagree** – I am confident that my organization will be able to meet all my customers' transit needs **Strongly agree** – My organization would be willing to consider partnering with another organization or entity to meet our clients' needs **Strongly agree** – One of our biggest challenges will be to provide local match funds for equipment and buses **Agree** – One of our biggest challenges will be meeting medical transportation demand **Strongly agree** – The cost of insurance will have a significant impact on our operations **Neutral/no opinion** – Our clients/riders will need to travel more often in the future **Neutral/no opinion** – Our clients/riders will need to travel to more locations 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Describe any steps your agency is taking to plan for future transportation needs	We are considering writing a grant to purchase gas cards and transit tickets.	*Respondent skipped this question*	We continue to try to teach service providers about how to use and take advantage of public bus systems	I wouldn't say there is any future planning occurring. Just continuing to assess current needs of our clientele and responding accordingly.	We provide transportation for all of our shelter residents and will continue to do so.	We don't do transit	During budget planning at the end of each year, adjustments are made for each line item depending on increase or decrease in needs. As funding is being cut and limited, so decreases the amount of services we are able to provide unless new funding sources are found. At this time, search for new funding sources is underway to try to meet all anticipated client needs.	*Respondent skipped this question*

Question	Community Action Partnership – Minot Region	First District Health Unit	Independence Inc.	Kalix	Men's Winter Refuge	Minot Commission on Aging	Minot Area Partnership Services (Minot Area Homeless Coalition)	North Dakota Center for Persons with Disabilities
Please provide any additional comments on transportation coordination and needs in the Minot region.	*Respondent skipped this question*	We do a limited amount of transportation assistance. Our ability to assist with transportation is dependent on our grant funding and allowable expense. We will be applying for Rural Health Transportation Grant that may be used for transportation needs in regard to health.	*Respondent skipped this question*	*Respondent skipped this question*	None	We are not a transit provider, but we are interested in and concerned with providing transportation services to our seniors	Those with little to no income rely on receiving donated bus passes or tokens and gas cards by non-profit organizations. As funds and funding options decrease, less and less of the demand is met. In most cases, if we can't provide a pass or gas card, clients don't make it to school for their kids, doctors appointments are missed and jobs are lost. This is a repeating cycle without a steady source of transportation assistance for those in need.	*Respondent skipped this question*

Questionnaire Findings

The results from the human service provider questionnaire reveal several key themes related to public transit and human service transportation coordination. The themes are summarized below.

Theme 1: Most Human Service Agencies Are Not Transportation Providers

Of the eight agencies that responded to the questionnaire, only three directly operate their own vehicles or provide direct transportation services to their clients. Some agencies that do not operate their own transportation services offer transportation assistance in the form of gas cards that can be distributed to clients in need. Several agencies also offer transit passes/vouchers that enable their clients to use the Minot City Transit system and/or Souris Basin Transportation services. Souris Basin Transportation in particular was mentioned as a critical partner by several of the agencies in the questionnaire, suggesting that the agency is essential in the human service transportation space.

Theme 2: Heavy Reliance on Gas Cards and Bus Passes

Several agencies are not able to provide transportation services directly to their clients, for differing reasons. Several agencies mentioned that they can provide gas cards or passes for Minot City Transit and/or Souris Basin Transportation. Less commonly mentioned, but still provided by some agencies, were ride reimbursements and taxi/rideshare trips organized and paid for by the agency.

> **"If we can't provide a pass or gas card, clients don't make it to school, miss doctor's appointments, and lose jobs." -Minot Area Partnership Services**

Generally, the input from providers also indicated that the ability to provide gas cards, transit passes, or other subsidized transportation via third party services is highly dependent on available funding. This suggests that access to mobility services is limited based on available funding for transportation assistance programs at the organization level. There is no stable regional mobility assistance program, which could be a coordination opportunity.

Theme 3: Vehicle Operators

Only three of the agencies that responded to the survey operate their own vehicles for client transportation. Small scale operators include Community Action Partnership, with one vehicle, and Men's Winter Refuge, with two vehicles. Kalix is the Minot region's sole large-scale operator, with a fleet of 41 vehicles based in Minot and over 150 full-time drivers agency-wide when fully staffed. Even while Kalix operates a sizeable vehicle fleet, its transportation services are available only to clients enrolled in its programs, and the agency did not indicate interest in broader coordination expansion with other human service agencies. The questionnaire results paint a picture of a limited and highly siloed human service transportation system with minimal shared use of vehicles across agencies.

Theme 4: Consistent Service Gaps

Across the providers who responded to the questionnaire, there was a high level of agreement that the most common unmet mobility needs in the Minot area are the lack of transit shelters, limited service hours, and access to destinations outside agencies' service areas. Secondary issues mentioned less frequently by providers but still brought up at least once, include high costs/eligibility requirements, lack of access to transit generally, and limited political support for expanded mobility options. Notably, no agency identified

driver shortages as a major constraint to their transportation offerings, except to the extent that funding limitations imply a constraint on the number of drivers that any given organization can employ. The lack of major concern about driver shortages is somewhat unexpected given the very low unemployment rate in the Minot region, which in many cases would suggest that service providers might face difficulties recruiting and retaining drivers.

Theme 5: Funding Is the Primary Barrier

Across the questionnaire, the most common barrier to meeting clients' transportation needs cited by agencies was service funding. Transportation assistance in Minot is first and foremost a funding problem, and human service agencies are keenly aware of this.

Other barriers that were mentioned less frequently include meeting local match requirements for grant funds, the cost of insurance, paperwork, abilities of clients, and political/cultural support. Independence, Inc. specifically noted that the "cars first" cultural attitude leads many people to not view public transportation as a valuable service.

Theme 6: High Willingness to Coordinate Transportation Services

With some exceptions, the agencies that responded to the questionnaire are generally at least somewhat open to coordinating transportation services. Many agencies reportedly already engage in some level of coordination with public transit providers like Minot City Transit and Souris Basin Transportation. Some organizations also already collaborate to share passes or split transportation costs on a mostly informal, as-needed basis.

However, not all agencies coordinate with public transit providers. The potential or additional mobility coordination between human service agencies and transit providers likely exists, and existing strategies for coordination could be more formalized or structured.

Theme 7: Agencies Proactively Anticipating Future Needs and Challenges

Human service agencies in the Minot area are looking toward the future and have mixed outlooks. Some agencies such as Kalix are confident that they can meet future transportation needs of their clients. Other agencies, however, indicated they anticipate increased demand for trips, increased medical transportation needs, and increased pressure related to insurance costs. There is a clear awareness of funding instability across the human service agency network in Minot, and some agencies are actively seeking future funding opportunities. For example, Community Action Partnership is currently considering writing a grant to purchase gas cards and transit tickets, and First District Health Unit plans to apply for a Rural Health Transportation Grant to fund healthcare-related transportation needs for its clients.

Unmet Needs: Barriers and Gaps to Transit Use and Coordination

Survey responses from human service agencies in the Minot region indicate that while a range of transportation resources exists, significant unmet needs and systemic barriers limit the ability of seniors, people with disabilities, and low-income households to reliably access essential services. These unmet needs create both direct mobility gaps and broader coordination challenges among providers, as described in this section.

Limited Service Hours

Limited service hours have emerged as one of the most frequently cited unmet needs, both in the human service provider questionnaire and in the community survey. Agencies specifically reported that clients experience difficulty accessing employment, medical appointments, social services, and court obligations outside of standard weekday transit service windows. In particular, the lack of evening and weekend service likely limits mobility for individuals working nontraditional shift schedules or requiring time-sensitive medical care.

For clients experiencing housing instability or financial hardship, missed appointments or shifts can have cascading consequences, including job loss, missed medical treatment, or difficulty maintaining eligibility for public benefits. The absence of expanded service hours increased reliance on costly alternatives, such as taxis, rideshare services, or agency-operated vehicles, which may not be consistently available.

Lack of Transit Infrastructure

Multiple agencies along with community survey respondents identified inadequate transit infrastructure (shelters, marked bus stops, etc.) as a barrier to transit use. Many clients served by human service organizations have mobility limitations, chronic health conditions, or limited access to weather-appropriate clothing. In North Dakota's climate, exposure to extreme temperatures and inclement weather can significantly deter transit use or pose safety risks.

Lack of shelters and clearly marked transit stops also potentially deter first-time or infrequent riders due to confusion about where to board. As several agencies mentioned they train clients to use transit options, infrastructure deficiencies directly impact the effectiveness of travel training and mobility independence efforts.

Access Beyond the Immediate Service Area

Agencies reported difficulty coordinating trips outside of the service area of their own organization or local transit agencies, particularly for specialized medical care and regional services. Clients requiring specialty healthcare often must travel to other communities within or beyond Ward County. When public transit or demand response services do not serve these destinations, agencies may rely on limited funds to assist with transportation, volunteer efforts, or ad hoc arrangements.

Lack of regional connectivity creates inequities for individuals without access to or the ability to use personal vehicles and increases the administrative burden on human service providers attempting to piece together transportation solutions.

Funding Instability for Transportation Assistance

A recurring theme among agencies in the questionnaire was reliance on short-term, grant-funded transportation assistance programs, including gas cards, bus passes, and rideshare reimbursements. Transportation assistance is frequently contingent upon the availability of donations or grant dollars. When funding is exhausted or unavailable, clients may lose access to transportation entirely.

Agencies noted that the inability to provide consistent transportation assistance contributes to missed school days, lost employment opportunities, and delayed medical care. The absence of a centralized or sustainable funding source for transportation assistance means that the availability of transportation

assistance depends more on annual budget conditions at an organization than on actual levels of need in the community.

Eligibility and Program Restrictions

Several agencies in the questionnaire noted that they operate vehicles exclusively for individuals enrolled in their programs. Some agencies also noted that their ability to directly provide transportation is restricted by insurance/liability. While transportation services being restricted to clients is a sensible way for an agency to structure its services, the result is siloed transportation options.

Insurance limitations prevent some agencies from providing transportation even when client needs exist. Agencies would likely face much higher liability, and therefore higher insurance premiums, if they decided to operate their own transportation services for clients. As a result, capacity that might otherwise be leveraged for coordinated service delivery remains unused.

Administrative and Structural Barriers

In the questionnaire, agencies identified a collection of broader structural barriers that may hinder transportation service coordination or expansion, including:

- Limited local match availability for grant funding
- Rising insurance and operational costs
- Administrative burdens associated with grant compliance
- Cultural and political preferences that prioritize personal vehicle travel over public transit investment

These factors each contribute to difficulties that human service providers may face when seeking to pursue collaborative transportation initiatives in the Minot area.

COORDINATION OPPORTUNITIES

The end result of the CPTHSTP planning process is the development of a set of goals and strategies for the Minot region to pursue with a goal of enhancing coordination between public transit and human services transportation offerings. The development of goals and strategies is the direct result of analysis of survey findings and the human service provider questionnaire. The steering committee for the Minot area TDP also contributed to the review of coordinated plan goals and strategies prior to official plan adoption. The steering committee has representation from three human service organizations serving the Minot region serving seniors, low-income households, and people with disabilities.

Goals and Implementation Strategies

In assessing some of the barriers and gaps associated with efficient coordinated transportation and service coverage, the following goal statements address the perceived deficiencies.

Goal #1: Provide accurate information to ensure a high level of public awareness about public transportation options and how they can access them.

Strategy 1.1: Develop a Regional Transportation Resource Guide

Create and regularly update a consolidated transportation resource guide that includes fixed route transit services, demand response services, intercity transportation services, human service transportation providers, eligibility requirements, and fare assistance programs. Distribute the guide online through the Minot City Transit and/or CDMPO website and ensure that information is also accessible through human service agencies, healthcare providers, and local libraries. Ensure that information is available in multiple languages to provide equitable access to Limited English Proficiency (LEP) populations.

Strategy 1.2: Expand Travel Training Partnerships

Collaborate with human service providers to expand travel training opportunities for older adults, individuals with disabilities, and first-time transit riders to increase individuals' ability to confidently and independently use available transit resources.

Strategy 1.3: Improve Digital and Real-Time Information Access

Invest in online trip planning tools for public transit services and continue to budget for and support real-time bus tracking and mobile friendly service information. Take advantage of any opportunities that may arise to improve access to digital service information services within the constraints of budgeted resources.

Strategy 1.4: Establish a Coordinated Referral Process

Develop a standardized referral protocol among human service agencies and public transit providers to ensure that seniors, individuals with disabilities, and low-income individuals are directed to the most appropriate and cost-effective transportation option.

Goal #2: Public transit should have a span of service that meets user needs, including early morning, evening, and weekend service if such a market exists.

Strategy 2.1: Conduct Periodic Market Assessment for Extended Service

The TDP process, including data analysis and public engagement, has established the fact that there is reasonably strong desire and justification for increased public transit service span on weekdays and new service on weekends. Periodic re-evaluation of the market for extended service should be conducted, perhaps in conjunction with broader TDP updates, to determine the optimal service span for transit services in the region.

Strategy 2.2: Pilot Extended Service Options

Prior to committing long term local funding for expanded service hours, implement limited pilot programs to assess real-world feasibility. Pilot programs should be limited in duration and be clearly marketed as such. Evaluation of pilot program data and outcomes should recognize the inherent limitations of pilot programs, such as public reluctance to become reliant on a service that is not guaranteed to continue past the pilot program expiration date.

Strategy 2.3: Explore Alternative Service Models

As the community grows and develops, periodically assess the feasibility of alternative public transit service models, such as flexible or on-demand service models during low-demand periods to provide cost-effective coverage outside traditional hours of service.

Strategy 2.4: Coordinate After-Hours Trip Sponsorships

Partner with local agencies to jointly fund or sponsor critical after-hours trips for medical, employment, or other critical needs.

Goal #3: Strengthen regional coordination between public transit and human service transportation providers to minimize gaps in coverage and maximize the use of available resources.

Strategy 3.1: Establish a Regional Mobility Coordination Working Group

Formalize a regional working group composed of representatives from area transit agencies, human service agencies, private transportation providers, and CDMPO. Hold regular group meetings (e.g. quarterly) to discuss coordination opportunities.

Strategy 3.2: Inventory Regional Resources

Maintain an updated inventory of available transit, human service transportation, and private transportation resources. Update this database annually with information such as number of vehicles, capacity, operating constraints, and other information that can be used to identify potential coordination opportunities.

Strategy 3.3: Pursue Joint Grant Applications

Encourage collaborative applications for Section 5310 funds and other federal, state, local, or private grants to support coordinated mobility initiatives, capital investments, or other programs to support mobility for seniors, people with disabilities, and/or low-income households.

Strategy 3.4: Share Transportation Assistance Resources

Formalize interagency agreements to share transit passes, vouchers, or mobility funding pools to reduce duplication and ensure equitable distribution. Vehicle sharing is also a possibility to explore, is agencies are willing to engage in vehicle sharing.

Goal #4: The available modes of transportation should grow with the community and be appropriate for demand from all user groups.

Strategy 4.1: Monitor Demographic and Development Trends

Regularly review population and employment trends, locations of healthcare facilities and other critical trip generators, and housing development patterns to proactively adjust transit service planning. Use such information to periodically engage with city planning staff to ensure that development patterns do not hinder the effectiveness or efficiency of mobility services for seniors, people with disabilities, or low-income individuals.

Strategy 4.2: Evaluate Emerging Service Technologies

Periodically assess new mobility tools such as microtransit, app-based scheduling, or mobility-as-a-service (MaaS) platforms for potential integration into the regional mobility network if/when such integration offers opportunities to efficiently enhance mobility for transportation disadvantaged populations.

Strategy 4.3: Expand Accessible Infrastructure

Coordinate investments in shelters, ADA-accessible stops, and pedestrian connectivity to ensure transit remains accessible to all user groups. Explore partnerships between Minot City Transit and local organizations for in-kind contributions such as bus stop/shelter maintenance at locations that provide a high level of usefulness for an organization's clients.

Strategy 4.4: Engage Eligible Employers and Major Institutions

Partner with major Minot-area employers, healthcare systems, and educational institutions to assess transportation needs and explore institutionally-supported transit programs.

Goal #5: The Central Dakota Metropolitan Planning Organization should be equipped with adequate institutional capacity and staffing to position it well to help coordinate transit in the Minot metropolitan area in conjunction with key public transit providers including Minot City Transit and Souris Basin Transportation.

Strategy 5.1: Continue to Fund Regional Mobility Coordination

Minot City Transit currently employs a full-time mobility manager. This position should continue to be funded and empowered to oversee regional transportation coordination activities to the extent possible.

Strategy 5.2: Provide Ongoing Technical Support and Data Sharing

Develop formal data-sharing agreements as needed between transit providers, human service agencies, and CDMPO to support performance monitoring and coordinated planning.

Strategy 5.3: Conduct Annual Coordination Review

Implement an annual review of coordinated plan goals, progress, and emerging needs to ensure continued compliance with federal requirements and responsiveness to community conditions. If established as in Strategy 3.1, a regional mobility working group can hold the responsibility for producing and/or approving the annual coordination review, perhaps with technical support from CDMPO.

Strategy 5.4: Pursue Sustainable Funding for Coordination Activities

Identify and secure sustainable sources to support planning, grant administration, and mobility management activities. Additionally, engage in periodic conversations with the Minot region's representatives in the North Dakota Legislative Assembly and US Congress regarding mobility coordination needs and funding gaps.

Implementation Priorities

The top priority for implementation is the establishment of a coordination and communication forum for transportation providers that meets regularly, such as the regional mobility working group described in

Strategy 3.1. This body should be open to participation by representatives of CDMPO, NDDOT, local transit agencies, social/human service providers, and other transportation services that may play a role in the provision of mobility services for seniors, people with disabilities, and low-income individuals. As mentioned above, the forum could meet quarterly, or more frequently if desired, to discuss the identified needs in the Minot area and implementation of further strategies. CDMPO and NDDOT could facilitate speakers and connect providers with grant and other resource opportunities at the state and federal level. This group will be able to establish local champions of the strategies and identify the need for organizational capacity to regional and state transportation planning agencies. The group should also take on the responsibility of setting priorities for the other strategies mentioned in this CPTHSTP, identifying emerging priorities after the adoption of this plan, and conducting an annual review and report of progress toward meeting regional mobility coordination goals.

XI. CONCLUSION

The Minot Metropolitan Area is at a pivotal moment in its history as it pertains to transit. The transition from rural to urban funding, continual population shifts, and changing mobility needs have created both challenges and opportunities that require thoughtful, deliberate action. The analysis conducted during the TDP process indicates that Minot City Transit and Souris Basin Transportation together provide essential mobility options that are a lifeline for many residents, connecting people to work, school, healthcare, shopping, and other elements of community life. Ridership patterns, demographic trends, and public input affirm the sentiment that transit is not a luxury, but rather an critical public service that supports economic vitality, equitable access, and quality of life across the region.

The existing transit system in the Minot area has demonstrated resilience, efficiency, and fiscal responsibility over the last several years, even as it faced difficulties related to the Covid-19 pandemic and associated impacts on travel needs. Ridership has been recovering, service performance remains strong, and careful management has enabled the system to operate in a fiscally responsible manner while adding new routes. The service and policy recommendations in this TDP are intended to build on these strengths by focusing on targeted service adjustments, improved user experience, and more intentional coordination between transit and land use planning. Cost-neutral route modifications will help optimize existing resources and set the stage for longer-term initiatives to strategically expand service and improve the customer experience.

Public engagement has played a central role in shaping this plan, and the feedback received from riders, non-riders, community organizations, and local leaders emphasizes a shared desire to make the system more convenient, visible, and accessible. Themes such as adding bus stop signage and more shelters, modernized fare payment options, and improved pedestrian access reflect community values and highlight the importance of investing in the rider experience. The plan also underscores the need to maintain fiscal sustainability by ensuring Minot City Transit remains qualified for STIC funding, which provides funding critical for robust fixed route operations.

Ultimately, this TDP provides a future-oriented framework that will position the Minot area and its transit providers for success over the next decade. By building on existing strengths, addressing identified gaps, and pursuing strategic improvements, local decision-makers can ensure that transit remains an essential, effective, and equitable service for all who live and work in the region. With continued collaboration, thoughtful investment, and a commitment to serving the needs of residents, public transportation in the Minot area will be highly capable evolving to meet future needs with confidence and purpose.

APPENDIX A.

Additional Federal Programs supporting Human Service Transportation

Department of Agriculture

Program Title	Program Benefit	Program Purpose	Eligibility
SNAP Employment and Training Program	Advanced payment for fuel/bus fare	Access to education, training, employment services, and employment	Low-income (ages 16-59)

Department of Education

Program Title	Program Benefit	Program Purpose	Eligibility
21st Century Community Learning Centers	Contract for student transportation services	Access to educational services and programs	Students from low-income families
Assistance for Education of All Children with Disabilities	Purchase and operate vehicles, contact for service	Access to educational services and programs	Students from low-income families
Independent Living Services for Older Individuals Who Are Blind	Referral, assistance, and training in use of public transportation	Access to services for general trips	Persons 55 years or older with significant visual impairment
Supported Employment Services for Individuals with Severe Disabilities	Bus fares	Access to employment, employment services, and vocational rehab services	Persons with significant disability
Vocational Rehabilitation Grants	Bus fares	Access to employment, employment services, and vocational rehab services	Persons with physical and mental impairments

Department of Health and Human Services

Program Title	Program Benefit	Program Purpose	Eligibility
Community Services Block Grant Program	Taxi vouchers and bus fares	General trips	Low-income persons
Developmental Disabilities Projects of National Significance	Transportation information	General Trips	Persons with developmental disabilities

Program Title	Program Benefit	Program Purpose	Eligibility
Head Start	Purchase and operate vehicles, contract with providers, coordinate with local education agencies	Access to educational services	Children from low-income families
Refugee and Entrant Assistance Discretionary Grants	Bus passes	Access to educational and employment services	Refugees
Refugee and Entrant Targeted Assistance	Bus passes	Access to educational and employment services	Refugees
Refugee and Entrant Assistance Voluntary Agency Programs	Bus passes	Access to educational and employment services	Refugees
Temporary Assistance for Needy Families	Any transportation related use, matching portion of JARC grants	General trips	Families with minor children
Medicaid	Bus fares and brokerage services	Access to healthcare	Low-income persons
State Children's Health Insurance Program	Any transportation related use	Access to healthcare	Children from low-income families
Community Health Centers	Bus passes, transportation coordinators, and drivers	Access to healthcare	Medically underserved population
Healthy Start Initiative	Bus fares, taxi vouchers	Access to healthcare	Persons with significant perinatal health disparities
Maternal and Child Services Block Grants	Any transportation related use	Access to healthcare	Mothers, infants, and children from low-income families
Community Mental Health Services Block Grants	Purchase vehicles and bus passes	Access to healthcare	Medically underserved populations
Substance Abuse Prevention and Treatment Block Grants	Any transportation related use	Access to healthcare	Persons with substance related disorders and/or recovering from substance related disorders

Department of Labor

Program Title	Program Benefit	Program Purpose	Eligibility
Job Corps	Bus fares	Access to Job Corps sites and employment services	Low-income youth
Native American Employment and Training Programs	Bus fares and passes	Access to employment	Unemployed American Indians and other persons of Native American descent
Senior Community Service Employment Program	Mileage reimbursement, reimbursement for travel costs, and payment for costs of transportation	Access to employment	Low-income persons age 55 and older
Trade Adjustment Assistance for Workers	Bus fares	Access to training	Persons found to be impacted by foreign trade, increased imports, or shifts in production
Workforce Innovation and Opportunity Act Adult Program	Bus fares and passes	Access to training	People on public assistance and low-income individuals
Workforce Innovation and Opportunity Act Youth Formula Program	Bus fares and passes	Access to training and other support services	Youth with low individual or family incomes
Homeless Veterans Reintegration Program	Bus fares and passes	Access to employment	Homeless Veterans

Department of Veterans Affairs

Program Title	Program Benefit	Program Purpose	Eligibility
Veterans Medical Care Benefits	Contract for services	Access to healthcare	Veterans with disabilities or low incomes

Minot Area Transit Development Plan
Summary of Public Comments and Responses

Comment Number	Comment	Response
1	Is there any chance to have the buses run on Saturday?	Saturday service is one of the recommendations within this plan, though the ability to offer it will be dependent on available funding.
2	First, get an actual school bussing system, stop using public buses. They are NOT safe for our children. It would be so helpful around ever single school in this town. And without ready this over stuffed plan, I can tell you that this city council will waste our tax money on a program that few people in this town use.	Establishing a school bus program is beyond the scope of this TDP. The plan focuses on general public transit in the City of Minot. Most of the service recommendations within this plan are designed to be cost-neutral aside from modest inflation-related cost increases. Some service recommendations would require additional operating funds, which the plan makes clear that such recommendations are dependent on available funding.
3	I think the drivers and the transit department do what they can with what they have but really would like to see the city get behind them and improve their Buses	This comment is noted and appreciated.
4	It would be good for more bus routes to go to the Trinity hospital campus. Also for buses to drop people off by one of the clinic/hospital doors instead of at the outer edge of the north parking lot. Another dream - to have a few bus shelters for people waiting in the cold winter wind.	Serving the hospital with multiple routes was explored during the service planning portion of this project. As the hospital draws from all parts of the city, service from the downtown transit center is critical. The travel time between the transit center and the hosptal with more frequency requires more buses, which requires additional funding. Additionally, with the exception of the hospital, the Dakota Square Mall and Walmart, there are few other generators in the southwest that would support a higher level of service. Recommendations include improving service to the mall and Walmart to every 30 minutes. Including the hospital area with the improvements is not possible at this time. Moving the hospital bus stop location adds time to an already tight route, which makes staying on a schedule that would connect with more routes in downtown difficult. Adding moree shelters over time is a recommendation in the final TDP.

Comment Number	Comment	Response
5	I don't think this is a very good use of tax dollars it hasn't made money and it isn't self sustaining which it should be	Your comment is noted.
6	City bus should go to one bus that starts at 7am and runs till about 10am; the bus starts up again at 11am and runs until 1:30pm; fires back up at 3pm and runs till 6pm. It is costing tax payers too much money to continue to keep the old buses running and the city doesn't have enough riders to compensate for the cost of running the buses. Turn the school kids that use the city transit to get to school, back to the school. There are plenty of yellow buses that sit in the lot that are not being used. Souris Basin, keep that. If there is a rider that needs to be picked up at a certain time, due to route cuts from the city transit, that rider can coordinate with Souris Basin transport. With the amount of money that will be saved from wasteful spending, that money can be shifted to the street department to get contractors to fix the pot holes that are around the city and possibly get an actual company that paints lines on the road!	This plan aims to make the best use of all federal transit dollars for which Minot is eligible under urban transit funding formulas. The idea of switching to a purely Souris Basin-style demand response service was considered during this study, but analysis showed such a service would not be able to serve the same number of passengers that Minot City Transit currently serves without adding more drivers and vehicles. As driver labor is a substantial portion of the overall service cost, adding the number of drivers/vehicles needed to support current fixed route demand would cost significantly more money.
7	Balance the budget. So the 80k we collect we're going to give up?	The approximately $80-85k collected in fare revenue annually is directly used to help fund transit operations. A part of the range of analyses completed was a zero fare option, which would require identifying a local revenue replacement option. As a result, the idea was not advanced as recommendation.
8	Consider local cab companies and impacts on their potential viability in transportation planning. Additionally, service to/from the airport needs to be considered as without cab or transit, some people can be stranded.	Addressing the role cab companies play in transportation is likely best addressed in the coordinated human service-public transportation plan element of the TDP. Including represenatives from cab companies on a Regional Mobility Coordination Work Group is suggested as a means of including their voice in the process.

Summary of Comments on Minot Area Transit Development Plan

Page: 7

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 5/29/2026 8:40:16 AM
Suggestion: Throughout this Summary it might be helpful to know where the reader can go in the main portion of the plan to do a deeper dive on any of these summaries.

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 12:39:14 PM
Add Pointers to pertinent sections

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 11:52:43 AM
what does this mean? is there justification/reasoning to the areas not covered? What is being done to serve those areas?

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 12:40:41 PM
Review unserved areas. Are they areas developed since the last plan? Modify text a bit, possibly.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 11:56:24 AM
should "and" be switched to "which" because it is the start of an example list.

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:05:45 PM
Revised text

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 5:11:02 PM
The PDF is 185 pages long including the upfront stuff. I show this as page 7 of 185 in the PDF file. The last page in the file is page 179 of 185, so I would be looking for the missing 6 pages. Something may need to be adjusted to ensure that others do not fall for this.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 5/29/2026 8:44:30 AM
It appears that six pages come before the Executive Summary for the Cover Page, TOC, and list of figures, tables. I agree the page count total should probably exclude those 6 pages

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:06:28 PM
Removed the Of 185....not needed

Page: 9

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 5/29/2026 8:47:00 AM
See Comment in main portion of the plan document.

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:06:53 PM
Direction comment - no action

Page: 12

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 12:05:56 PM
"2024" has been referenced a couple of times to this point in the document, was this the study base year? Since we are now in 2026, does any of the data need to be updated to reflect the latest information available?

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:07:41 PM
Revised text to identify 2024 as the base year and reasoning for staying with 2024.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 12:08:15 PM
December 29, 2022.

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:07:50 PM
Revised text

Page: 14

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 12:35:38 PM

Brian, John, and Darrell are all listed in this list and the grouping below. Is it needed in both locations? What is the difference between the locations?

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 5/29/2026 9:05:20 AM

It appears the table is acknowledging the Steering Committee Members and the other three groupings below are other agencies/groups receiving acknowledgments for their role with this effort.

The white space after Souris Basin makes it appear that is the end of the acknowledgments. Could the three various groupings after the SC be moved to the top and th two tables after?

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:08:24 PM

Updated table to remove redundancy

Page: 16

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 5/29/2026 9:11:31 AM
Run-on sentence

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:08:40 PM
Revised.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 12:52:19 PM
If we are going to reference the MPO, should it be by their name of Central Dakota or CDMPO? I am thinking from the reader's POV and then they are start to try to find "Minot MPO". The reference to Minot MPO area also takes away from the other communities that make up CDMPO and covered by either SBT or Minot Transit.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 5/29/2026 9:12:52 AM
I agree

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:09:47 PM
Replaced with Central Dakota MPO in all instances.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 12:55:55 PM
This statement seems odd as part of existing services. Was this part of the early draft and then just expanded upon in 2026? Is the intent to potentially bring back in the future?

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:32:59 PM
Removed. Not pertinent

Page: 17

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Polygon Date: 5/29/2026 9:19:11 AM

Do more than one route operate along this stretch or other. I there a way to show all (perhaps using a dash line for each route in which the gap in one shows the dash for the other.

Page: 18

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 3:42:04 PM
I did check Minot's website and verified this is how the fare structure is worded, but I didn't dig too deep to see if this is defined somewhere or what would be needed to get the reduced rate based on this designation. Is something needed because I don't believe it can be questioned.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 5/29/2026 9:21:53 AM
All three could benefit from a criteria definition.
-Does student apply to university students,
-Is Senior 50,55,60,63...

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 3:44:32 PM
Should this be "The" instead or are there multiple primary impacts?

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:11:45 PM
Revised text

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/20/2026 4:11:37 PM
Minot Transit will need to put the work Souris Basin currently does out to an RFP every 5 years for this contracted work. This section seems to be written like this is a permanent partnership.

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 3:22:12 PM
Revised text

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/18/2026 3:50:03 PM
are only select areas within Minot eligible for paratransit or is it the entire city? Seems this statement would be clearer if it simply stated like "SBT has a contract with Minot to provide paratransit transportation within the City."

Author: Bill Troe Subject: Sticky Note Date: 6/4/2026 2:36:45 PM
Revised text

Author: Bill Troe Subject: Sticky Note Date: 6/5/2026 9:21:39 AM
Text was modified to clarify

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/20/2026 3:56:45 PM
I understand that this is the existing conditions, but I believe Minot Transit was required to send an RFP to keep this relationship in tact. There may be a day when this relationship doesn't exist anymore, but this is almost written like it is a simple contract renewal and I don't think it is that simple.

Author: Bill Troe Subject: Sticky Note Date: 6/5/2026 9:22:14 AM
Text was modified to clarify.

Page: 19

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 5/29/2026 9:39:27 AM
I see this answers Waynes question left in the Executive Summary and supports my suggestion to provide a reference to where more detail can be found.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 10:51:19 AM
Informational. No response needed.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 10:52:49 AM
Removed "substantial"

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/20/2026 4:13:41 PM
How much of an increase does it take to be considered "substantial"? Is this 5% or is it 100%?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 12:54:29 PM
Removed substantial

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/20/2026 4:24:06 PM
do we have this data yet?

Author: James Sayler (jamsayler@nd.gov) Subject: Sticky Note Date: 5/26/2026 1:07:57 PM
This may be something Ryan would have (NTD)?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 12:54:47 PM
Added 2025 RM

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Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 11:19:10 AM
Does this figure (and overall document) meet ADA requirements?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:00:08 PM
Removed the system map and referenced it in the text.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:01:16 PM
Document was reviewed relative to ADA requirements.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 11:30:35 AM
would "deboardings" be better? I found myself checking a dictionary to see if this was a real word. Generally a NEPA document is to be written to something like a 7th grade reading level, this document is also for the public.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:02:21 PM
Added (deboardings)

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 9:25:40 AM
This says anywhere along a route, however the map on the next page seems to show those points as always being at an intersection. Is it human nature for people to wait at the corner for the bus or is the map generalized to place the pickup dots at the nearest intersection along the route?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:04:45 PM
Comment noted - No changes

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:26:12 AM
See my previous comment

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:05:20 PM
Comment noted - No change made.

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Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 9:22:31 AM
change wording and search for any other time this is used.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:06:15 PM
Made a note of (deboardings). Alightings is the preferred term.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 12:06:53 PM
other references throughout this report is using 2024 as a base year, is this going to provide apples to apples check? While I like the more resent data, I am concerned it is skewing results with other data using 2024.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:06:57 PM
Comment noted. the analysis was done at the beginning of the planning work and will not be updated.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 11:37:06 AM
I assume this should be "table 5" instead of 3. Table 3 is a few pages back and talks about fare rates.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 11:53:35 AM
Where is B + A defined or is this industry standard? I assume it has something to with boardings and alightings because that has been discussed in this section, but was not clear.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:14:47 PM
Added Boardings and Alightings to headers

Page: 27

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 12:03:27 PM
It appears the source data uses "by type", but maybe "event" or some other qualifier should be used. I read "type" and thought "where are the riders going"; i.e. s it a shopping trip or are they going to the fair or school?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:15:23 PM
Modified heading to be Ridership by Fare Category -

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 11:58:10 AM
what are "students" defined as? is it 6-18 (kindergarten thru high school) or is it thru college?

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 11:56:37 AM
may want to consider calling this <1% if there were riders. The way it is currently appears there were no riders under 5, but that isn't was the paragraph above notes.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:28:22 AM
Senior Should also be defined

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 12:04:19 PM
I am not a fan of labeling like this; there has got to be a better way. I also understand this was source data.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:22:56 PM
Comment Noted - It is the fare category name. No modification made.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 10:15:59 AM
Is this graph considered ADA compliant? My question is not meant as a passive way of saying it is not - I simply asking because If I was asked to describe it I wouldn't know how I would approach that,

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 9:27:13 AM
How is there not a full year of data available?

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 10:10:59 AM
It mentions those routes being added midyear in 2024 - which appears to be the year they set for data sources at the time this portion of the report was written.

To consultant - I assume 2025 data is available but if not ignore my comment: Would intermixing dataset from different years create any validity issues for plan?. If it is possible to use some 2025 data vs 2024 in some cases (as available), would that be labor intensive to go back to revisit some of thes existing conditions to reflect the most up to date information.?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:25:06 PM
Commented noted. We are using the peer assessment data availability to control all years of analysis (and analysis was done prior to 2025 data being available). No change.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:27:45 PM
Note is referring to two specific routes that were started in the later part of 2024.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 10:26:09 AM

Very nice Map and Great way of representing the data

Comments:
The use of the same color for all lines means it is harder to see which O&D result in more trips so some of the statements below are getting lost. Did you consider a different Map color scheme to show trips, either as varying shades of blue or different color for each the volume categories?

Nothing in the text speaks to those destinations off the map. I assume the one to the north is the Airforce Base, what are the O/Ds shown going to the SE and SW? - Although this information may not be all that critical to this effort it could allude to rural or intrastate needs.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 1:54:10 PM

Modified map to address comments.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 10:30:25 AM

Careful not to make recommendations in the existing condition portion. The first half of this sentence is fine as written but the "should be explored further" is a call to action. Hope to see this in the recommendations now as well.'

Alternatively -
...and may warrant further exploration.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:02:01 PM

Removed the final sentence as the statements in earlier sentences of the paragraph reflect the intent of the review.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 10:35:42 AM
Context needed - low in comparison to:
cities of similar size nationwide
density of all block groups across the US
densities of all- or similar ND -town? -cities?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:09:56 PM
Updated text to clarify.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 10:36:23 AM
See previous comment.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:10:09 PM
Updated text to clarify

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 11:19:58 AM
Is this the context used for comparison?

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:10:19 PM
Updated text to clarify

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 11:29:04 AM
Can you expand on this? Consider clarifying the purpose of this observation. As written, it notes a correlation between low-density areas and higher concentrations of low-income individuals, but it's not clear how this informs the subsequent analysis or recommendations.
(Note be careful to not delve into a correlation–causation fallacy)

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:31:24 PM
Clarified text to address comment.

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Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 12:48:33 PM
I understand this in concept, but need to be careful with a statement like this because these reasons can happen at any age.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 11:33:31 AM
I think the difference is that seniors., due to their age, have higher instances of the reasons that inhibit their ability to drive.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:33:34 PM
Removed text regarding illness and disability. Not really needed to make the point.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 12:51:33 PM
Central Dakota MPO or CDMPO

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 11:37:53 AM
CDMPO is introduced in the first paragraph of page 1 . Also I understand how this can happen but it should not have made it out for public release considering multiple jurisdictions are part of the MPO.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:35:26 PM
Updated the MPO name and revised text regarding SBT.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 12:53:15 PM
Consider replacing "partnership" with "program" or something along those lines and removing reference to SBT because Minot Transit will need to complete an RFP on a regular basis and it may be a different service provider

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Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 2:50:01 PM
Need to be careful with statements like this because Minot Transit needs to follow an RFP process on a regular basis.

Author: Bill Troe Subject: Sticky Note Date: 6/8/2026 2:58:03 PM
Modified the text to address comment.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 11:44:09 AM
For consistency purposes I would add in what constitutes a disability based on the ACS - and further does Minot Transit and Souris use that same definition to define a disability?

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 7:16:10 AM
Comment noted - No new text added as the definitions are not one to one.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 11:52:44 AM

Consider additional column to denote what considerations were give to selecting each of these? Population? Regiona, Climate, Terrain, Socio-Characteristics, Transit Operations Size?

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 7:35:05 AM

Added text to narrative.

Page: 42

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/21/2026 3:02:25 PM
We may want to call this out as Central Dakota MPO TDP; just a suggestion.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 11:48:01 AM
Agree - That would also align with RFPn which called this the Central Dakota Transit Development Plan.

The contract called this effort the: Central Dakota Development Plan Project however I feel that without the Transit acting as a adjective, it lacks clarity.

These tend to be routine plans the MPO produces and so maintaining the more inclusive name will ensure that the name can be used in the future should service ever expand to include other CDMPO Jurisdictions.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 11:57:04 AM
These two highlights seem to contradict each other.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 12:09:35 PM
Complementary to me implies no cost. Complimentary Mints, Complimentary Water

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 7:41:09 AM
Removed complementary to eliminate any confusion. Note, complementary and complimentary have different meanings and original reference is consistent with FTA terminology.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 12:02:16 PM
These two highlights seem to contradict each other.

Page: 48

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 10:25:44 AM
Shouldn't this refer to what actually has happened between Minot and Souris Basin? This makes it sound like an agreement has not been met.

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 10:27:11 AM
and/or other eligible transit providers? Shouldn't this be left open to what will happen with the RFP?

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 12:11:32 PM
Yes agree there is no guarantee that Souris Basin will be the defacto paratransit and demand response provider.r

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 7:51:22 AM
Added future contractor reference

Page: 50

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 12:16:15 PM

Hard to read - scrunched vertical scale, labels overlapping category, unnecessary 0% labels and use of similar color tonal ranges for federal / local and directly generated / other (at least for colorblind individuals-

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 8:04:30 AM

Adjusted font colors

Page: 52

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 12:27:11 PM
Are you referring to the Consumer Price Index
Is this only the case for Minot City Transit or have other operators experienced the same.

I genuinely stray away from drawing parallels or comparisions to the nationwide "inflation rates" derived from CPI because is does not always tell the whole story. Knowing that costs of goods are not the only consideration that affects cost of operations, as we saw during the pandemic, somethings can rise is cost exponentially more than others. A suppressed labor wage in a region that is suddenly uppdate could be a play. Consider current spike in fuel up 17.9% - yet all items are up just 3.8% in the last 12 months.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 8:07:36 AM
Comment noted. Revised text.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/26/2026 4:33:57 PM
how much is "the bulk"? Specific % was provided later in the paragraph for wages.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/26/2026 4:38:17 PM
This statement can be rewritten to avoid undefinable terms to be something like, "The agency spent $12.64 on advertising in 2023 of the $11,000 budgeted." My engineering/NEPA background wants to get rid of the "fluff".

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:01:24 AM
Revised text.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 12:31:36 PM
I, not knowing vehicle manufacturers and type, experienced a disconnect between this first sentence and Table 13. Would be helpful if table grouped and labeled under sub-groupings:
- Transit Buses- (consider expanding on the type. are these not accessible?)
- Accessible Minivans
- Support Vehicles

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:09:37 AM
Added vehicle category headings to table.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 12:32:56 PM
I assume this is ADA accessible; is that a correct assumption?

Author: Stefan Ming (sming@nd.gov) Subject: Sticky Note Date: 5/28/2026 2:56:56 PM
Correct.

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Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 12:36:13 PM

Should this be months instead? 120 years seems like a long time for a bus. It appears that the "years" should be changed to "months"

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Cross-Out Date: 6/1/2026 12:33:03 PM

unnecessary but I would like to meet this giant and see his hands

Page: 54

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 12:40:36 PM
This information is provided, but there doesn't appear to be any mention of the age of the shelters

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:12:14 AM
Removed reference as data on age/condition is not readily available.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 12:46:03 PM
I still think there needs to be a caveat that this is the current relationship and Minot will needs to complete a regular RFP to send this work out.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:14:01 AM
Added statement that SBT is current contractor.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 12:47:11 PM
There are other references to 2025 and 2026 throughout the document; are these values able to be updated? they almost seem out of date already.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:15:08 AM
Dates referenced reflect the data available when the analysis was completed. Updates will not be completed.

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Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 12:51:13 PM
This is an MPO study, but it continues to reference Minot only. Please correct this

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:15:56 AM
Changed to Central Dakota MPO

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 12:34:46 PM
Make sure this gets updated for final

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:17:17 AM
Updated

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 12:38:39 PM
Are these actually online on City's website? TAC and Policy Board yes but steering committee agendas and minutes - and if so will they remain there? I'm accustomed to these being included as an appendix item to the plan.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:20:07 AM
Yes. Material is available on the website.

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Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 4:13:33 PM

Consider defining this. It is not until part way through the opening paragraph of the next section where it is finally defined (or I inferred the definition).

Page: 58

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 4:27:54 PM

The first 3 were self explanatory, but what is this section getting at? Is this a physical threat on a bus route or is this more of a threat to services. If it makes sense, consider putting a statement under each of these to define to briefly define. For example under "Opportunities", it could be something as simple as opportunities to increase ridership (if that is what the intent was).

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/27/2026 4:22:27 PM

Consider putting a few more on this side so this one bullet isn't floating out on its own.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 12:38:42 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 12:41:59 PM

Above you mention post card flyers handed out at the transit center to riders,

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:25:24 AM

Modified text.

Page: 85

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Inserted Text Date: 6/1/2026 1:54:09 PM

Please revise word choice to be that which the common public can understand without needing to look it up. An alternate could be the "around the Council's Chamber table:. or simply "around the room"

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:43:56 AM

Modified text

Page: 86

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Pencil Date: 6/1/2026 1:58:27 PM

This entire section seems to be related to turnout but is under a title labeled results and discussion, It wasn't until I kept reading that i realized Commmunity Feedback is a sub heading of the Results and Discussion., To avoid confusion, consider adding a "Participation" subheading for this text as well.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:45:29 AM

Modified Heading

Page: 87

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 1:59:43 PM
This conflicts with the flag system discussed in various other section earlier in this document that notes there are only a few shelters and no signed stops.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 2:08:35 PM
Maybe this would read better if it said the signed bus stops and bus shelters to be

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:47:51 AM
Modified text.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 1:59:43 PM

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:51:16 AM
Modified text

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:07:00 PM
Since the majority of the system is a flag based I would argue it is in fact also something the transit agency has some responsibility in - otherwise where and how improvements are made to accomodate accessibile stops for loading and unloading would be essentially along the entire corridor. The City can't be expected to make the entire curb along a street block into one long ADA accessible ramp and prohibit parking just so a disabled rider can flag a stop anywhere they want. I know the bus has a ramp system but thats only if it can get close enought to span the distance to ensure the ramp rests on the curb edge. What if its grass between the sidewalk and curb

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:51:25 AM
Modified text.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:11:29 PM
Make sure this gets updated for final version.,

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:53:40 AM
Updated

Page: 89

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:11:55 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:13:40 PM

again consider the inherent conflict from what is described in the existing conditions portion of this plan that notes its is almost entirely a flag based system.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:56:59 AM

The reference is to comments received. No change made as it is public input.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:16:09 PM

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:57:54 AM
The reference is to comments received. No change made as it is public input.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:16:20 PM

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 10:58:38 AM
Modified text.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:22:09 PM
to identify appropriate locations for dedicated accessible stops as opposed to flag based may be necessary at more locations requiring coordination between city engineering (acccessibility design) planning (identification of location during development review, public works (installing shelters and/or signs), and transit,

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:24:25 PM
please make sure when adding to this section that all future tense placeholders are removed accordingly

Page: 92

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:46:32 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:51:57 PM

I question is Minot City Transit going to be directly included in the review process, if not then it falls on someone else to carry that water and someone who does not used the service or is not involved in transit planning will be far less likely to make transit a huge priority over the many other outstanding concerns City staff may identify. I do agree with this overall idea is valuable overall but to succeed as intended a champion or trusted voice should leading these conversations.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:01:37 AM

Comment noted. No change.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 2:27:49 PM

consider adding what benefits this provides to the developer - marketability as a neighborhood feature. Based on my experience that question and subsequent conversation alone is not going to change some strong held negative beliefs the developer may hold about transit and transit riders.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:01:53 AM

Comment noted. No change.

Page: 96

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 6:26:20 AM
Was this quantitative data intended to have a Qualitative Data counter point?

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:04:30 AM
Added text to table reference sentence to clarify.

Page: 97

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 3:01:39 PM

These maps caused some confusion for me. At first I read it as though the changes would be made to the entire system resulting in what is shown here. I am not entirely certain but it seesm these are just some tweaks /changes to parts or all of a current routes but not fully showing all the routes.

If the latter is correct and this is just making some changes to the existing i wonder if the maps could be amended to still show all routes but use a dashed lined of the same color to either indicate the proposed and solid be existing or vice versa to show how the system is and would be changed under these service concepts.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:05:32 AM

Comment noted. No change made.

Page: 99

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 3:05:06 PM

Related to note for Figure 50 - I admit this is more clear however without the other routes shown it looks like what is being proposed reduced the overall City's transit service to just one route and as a rider without the other routes shown I would question how that impacts any transfers - will the proposed change mean more or less convenience.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:07:31 AM

Comment noted. Text highlights impacts of change concept.

Page: 100

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 3:09:21 PM
See notes on Figures 50 & 51

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:08:11 AM
Comment noted.

Page: 102

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 7:12:24 AM

How are these values determined? I ask because the weekend service for all routes to run for 12 hours is estimated to cost $321,000, but adding only an hour to a regular work day is estimated to be $157,000. I would question if it was driver overtime or a second shift of drivers, but wouldn't that also be required for Saturday service (driver OT or 2nd shift)?

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 3:13:14 PM

I share the same question as I read the cost estimates. Using a straight cost per hour calculation does not account for the scheduling nightmare that can sometime occur when you only get 40 hours a week from each employee, you can simply shift one drivers time to acccomodate the additional hour, so you either pay OT or have to find a new employee. Justification for a new FTE may not be something supported by the City if its only to cover 1 additional driver, finding PT driver for one hours work may be equally difficult.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:09:48 AM

Comment noted. The analysis is very high level and if advanced, more detailed analysis will be completed. No change.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 3:20:09 PM

One thing to consider with the short, medium and long term listed here is a recent discovery from FTA and FHWA about the contents of the MPO's MTP. Specifically that the MTP which uses similar grouping terminology (but different ranges), should be fiscally constrained for not only roadway projects but transit as well. Its fine that they both use short, medium and long term and they don not match in terms of the number of year but having the same time frame and planning horizon could be a helpful way for the MPO to reduce redundancies and inconsistent calculations. I see the vehicle replacement schedule has a twenty year horizon but this is just 10.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:11:00 AM

Comment noted. TDP horizons are generally 5 to 10 years. Not the 20 of a MTP.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 7:17:33 AM

This is shown as $157,000 in the write up on the previous page.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:13:06 AM

Corrected.

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Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 10:43:36 AM
After Hours and Weekend

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:15:57 AM
Comment noted. No change. Weekend is after hours.

Page: 107

Author: Wayne Zacher (wzacher@nd.gov) Subject: Sticky Note Date: 5/28/2026 7:54:22 AM
Is there supposed to be something else on this page? the next page is also a half sheet.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:20:59 AM
Orphans are removed.

Page: 110

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 8:18:24 AM
appear to be missing a letter. I assume this should be "add"

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:21:23 AM
Text modified.

Page: 111

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Cross-Out Date: 6/1/2026 8:57:44 PM
First abbreviation of Minot City Transit and no supporting full version (abbreviation) reference. Recommend not abbreviating per APA recent updated recommended standards (abbreviations should be limited to those that are commonly known)

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:21:51 AM
Modified text.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Cross-Out Date: 6/1/2026 8:57:51 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Cross-Out Date: 6/1/2026 8:57:53 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Cross-Out Date: 6/1/2026 8:59:08 PM
Please do a find and replace for all

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:11:33 PM
I know this section is about effort primariy focused on Marketing and Awareness for Minot Transit but it also made me think of another potential income generator - Ad and Vinyl Wrap Space sales for inside the busses, the outside of the bus at the bus stops/shelters. If this is already something Minot is doing disregard. If local laws are prohibitive, is this something the committee discussed potentially recommending changes to allow? Are you seeing a net positive overall in terms of net revenue for this program.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 11:24:00 AM
Comment Noted.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:02:56 PM
Poetry in Motion is another and can pull not just from local artists but respected works by great well known poets. Typicall 1-4 lines pose that give the reader pause and something to think about. They would be printed on durable thick vinyl and placed in the changeable copy area that is often used for advertisements and displaying route information inside the vehicle. These were one of my favorites from my 12+ years riding using transit.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:07:54 PM
Comment noted.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:06:28 PM
The poetry in Motion example I listed is from the TriMET (Portland OR Metro Area) but is supported through the Poetry Society of America: https://poetrysociety.org/poetry-in-motion

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:08:02 PM
Comment noted.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:18:02 PM

Another consideration is exploring the potential to have occupant present automatic initiated heating elements to help cut down on some of the severe weather impacts to riders and potential riders. This is very common amongst Canadian communites but does require additional planning and utility infrastructure/coordination to be viable. Their are however much greater cost implications as well as heightened potential to attract nefarious behaviors and become a place of refuge for those experiencing housing insecurity but there are various deterrants that cab be deployed to cut down on this

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:09:51 PM

Comment noted. While interesting, the cost of adding electrical and maintenance of the system likely price it out of the budget.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:21:46 PM
agree with this - and it addresses my previous noted concern.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:10:30 PM
Comment noted.

Page: 116

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:22:25 PM
Was an inflation % applied and if so what was it and how was it determined/sourced

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 11:07:07 AM
New

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:12:26 PM
Text states 3%.

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 11:07:13 AM
New

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:13:53 PM
Spelling corrected.

Page: 117

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:26:05 PM

I would question why even 10 is needed if a robust maintenance schedule is utilized at any given time how many busses are in the shop for maintenance and what keeps them there for any period of time greater than a day or two at most. If the fleet need is 7 could you get by with 8.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:19:18 PM

Comment noted. Seven are needed for peak service (with trippers) and add a 20% industry reasonable spare percentage and the number is 9. The fleet today is 11. 10 represents a midpoint and a conservative number.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:30:49 PM

I've heard this argument many times before but where I think people are coming from when they mention it is overall costs. Is there any counter argument to increased operating costs for the larger heavy duty both in terms of fuel efficiency and maintenance?

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:22:02 PM

The section lays out additional arguments to just the dollars and cents.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Text Box Date: 6/1/2026 9:31:11 PM

Operating Cost differences

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:29:58 PM

Comment noted. Section was not added.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 9:32:58 PM

Consistency - again do not recommend using an abbreviation.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:31:38 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:33:02 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:33:06 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:33:11 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:33:13 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:33:16 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Highlight Date: 6/1/2026 9:34:25 PM
Missing: What were the reduced water consumption savings from installing this?

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:31:14 PM
Comment noted. Reclamation costs are not known.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:37:27 PM
Are new and replacement shelters considered here
Any other needs in the next 20 year horizon. New roofs, replacement floorings, office space remodels and IT improvements, hvac, plumbing, paint,etc.. historical records should show the frequency of these past expenditure to give an idea of when and how much to expect in the future

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:32:02 PM
No additional cost items were included based on conversations with Minot City Transit.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Pencil Date: 6/1/2026 9:39:20 PM

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:42:31 PM

could the content on this page be reorganized to provide more clear seperation between each. As is since some boxed creep into the columnar space for each at its widest, they all appear to be integrated at first and second glance and its not until you really focus on what is being displayed that its clear each are seperate.

Page: 134

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 10:50:21 AM
was this list intended to start with 7?

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 11:39:12 AM
maybe instead state eligible transportation service providers in the urbanized area?

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:48:58 PM
No change made.

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Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 11:40:14 AM
and other eligible transportation providers.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 3:50:49 PM
Text was revised.

Page: 137

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:45:50 PM

recommend removal see Waynes comment. We do not have a seperate CMAQ funding pot nor do we want our air quality to ever get that bad. Its my understanding that the the amount that would be CMAQ is provided within other grants.

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 11:04:55 AM

What is this getting at? ND does not have any non-attainment areas, so the funds are not specifically called out.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:11:34 PM

Modified text to address confusion.

Page: 138

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:49:19 PM

This implies there would be no public backlash or that a city council would be willing to consider this. Doubling the mill rate would not be a popular action. As written this makes it sound as easy as slice pudding pie. Political ideology aside some consideration needs to be given to ensure Transit does not shoulder responsibility for a potential new unpopular tax.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:15:13 PM

Modified text to better reflect political climate for property tax increases.

Page: 139

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 9:50:14 PM
this paints a more realistic picture than the previous mill levy idea

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:17:01 PM
Comment noted.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 9:51:42 PM
suggest re-wording - Perhaps:
they are not currently collected/identified for transit purposes.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:26:01 PM
Modified text.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 9:54:01 PM
this may require a stress test against century code. I believe the utility fees allowed uses was broadened by legislative action within the last ten years. (don't quote me on that). If allowed instances not specifically called out this recommendation could backfire and cost the city more in legal challenges.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:26:11 PM
Modified text.

Page: 140

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 9:54:27 PM
this speaks to my previous comment.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Comment on Text Date: 6/1/2026 9:56:12 PM
I disagree Bismarck and I believe GF both generate ad sales especially from bus wraps that are on busses with similar route head times. Cost to wrap is fully place on the company doing the advertising

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:29:42 PM
Modified text for include revenue generated in Bismarck from advertising.

Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/1/2026 9:58:39 PM
May also suffer from political willingness.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:30:28 PM
Comment noted.

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Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 11:45:08 AM
weekends

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:31:31 PM
Weekends are considered after hours.

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 11:45:37 AM
/Weekends

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:31:51 PM
Weekends are considered after hours.

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Author: Will Hutchings (hutchingswill@nd.gov) Subject: Sticky Note Date: 6/9/2026 4:32:03 PM

Another common method is consideration of free fares for certain areas of the community *ie downtown/core area and time of day such as evenings - usually as a way to reduce drunk driving

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:32:36 PM

Comment noted. Likely requires adding substantially to hours of service.

Page: 152

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 11:27:32 AM
I am not sure what this error is from or what it is trying to reference, but please correct.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:34:23 PM
Corrected

Page: 160

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 12:04:43 PM
and weekends

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:34:55 PM
Weekends are included in After Hours.

Page: 161

Author: Bill Troe Subject: Cross-Out Date: 6/9/2026 4:35:22 PM

Author: Wayne Zacher (wzacher@nd.gov) Subject: Highlight Date: 5/28/2026 11:42:19 AM
This figure is showing the CDMPO Urbanized area (more than just Minot)

Author: Bill Troe Subject: Inserted Text Date: 6/9/2026 4:36:21 PM
Added text to reference the MPO boundary.

Page: 163

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 12:08:39 PM
You should link directly to FTA, not to NDDOT for circulars.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:36:49 PM
Comment noted.

Page: 181

Author: Becky Hanson (bhanson@nd.gov) Subject: Sticky Note Date: 5/28/2026 4:01:40 PM

I am not sure that facilitating speakers is the NDDOT or CDMPOs role. I would assist to find speakers, Minot Transit would know their community more than the NDDOT would.

Author: Bill Troe Subject: Sticky Note Date: 6/9/2026 4:38:28 PM

Modified text.

RESOLUTION NO. 2026-5

A RESOLUTION ADOPTING THE 2026 TRANSPORTATION DEVELOPMENT PLAN (TDP)

WHEREAS, The Central Dakota Metropolitan Planning Organization is the Metropolitan Planning Organization (MPO) designated by the Governor of North Dakota to maintain the metropolitan area's transportation planning process in accordance with federal regulations; and

WHEREAS, Central Dakota MPO has undertaken the task of preparing the 2026 Transit Development Plan (TDP), which is a vital element of the regional multimodal planning process and establishes a strategic framework for enhancing transit services and identifying funding opportunities; and

WHEREAS, The TDP was prepared through a collaborative process involving public engagement, stakeholder input, and coordination with Minot City Transit and other regional transit partners; and

WHEREAS, The Minot City Council is the duly elected body for the City of Minot and is responsible for the planning and development of the public transit system in a safe and functional manner; and

WHEREAS, The City of Minot recognizes the importance of providing efficient, reliable, and accessible public transportation to support community mobility, economic vitality, and improved connections; and

WHEREAS, The City of Minot adopted the 2026 Transit Development Plan at their July 6 regularly scheduled City Council meeting; and

WHEREAS, The City of Surrey and Ward County, being a part of the Urbanized Area and thereby directly impacted by decisions related to transit services, was provided a presentation at their regularly scheduled City Council and County Commission meeting on July 6 and July 7 respectively; and

WHEREAS, Adoption of the 2026 Transit Development Plan will enable the local jurisdictions to pursue state, federal, and other funding sources and to coordinate more effectively with regional transit partners; and

NOW, THEREFORE, BE IT RESOLVED, that Central Dakota MPO Policy Board does hereby adopt the 2026 Transit Development Plan to guide transit-related investments, grant applications, and service planning.

PASSED AND ADOPTED THIS 23rd DAY OF JULY, 2026.

ATTEST:

APPROVED:

_____

Executive Director

_____

Policy Board Chair/Vice Chair

To: Policy Board
From: John Van Dyke, Executive Director
Date: July 23, 2026
Subject: July 2026 Monthly Activities Report

Policy Board Members,

Since the last Policy Board meeting on June 25, 2026, Executive Director Van Dyke has spent his time amongst multiple tasks, with the majority of time being spent on the bike and pedestrian plan. Work has been focused on deployment of the bike and pedestrian counters, which were recently purchased. The data obtained from the counters will be crucial in better understanding how the bike and pedestrian infrastructure is utilized throughout the region. Further, the bike and pedestrian plan kick-off meeting occurred with the consultant, which focused on identification of several public engagement opportunities in the near future to obtain public input critical to the project.

In addition, work revolved around the Transit Development Plan, which consisted of coordination of presentation of the final plan to City of Minot, City of Surrey, and Ward County. The City of Minot adopted the plan at their July 6 meeting. A presentation was provided to City of Surrey and Ward County on July 6 and July 7 respectively, as these two jurisdictions fall within the Urbanized Area and may be impacted by any adjustments to transit service. The project received praise from our federal partners at the Federal Highway Administration and Federal Transit Administration.

Work continues on the inaugural Transportation Improvement Program (TIP). NDDOT recently provided a list of projects that are required to be included in the document. This was the last piece of information that was needed in order to complete the draft TIP. It is expected that this will be finalized in the next several weeks.

The pavement condition data collection project is well underway, with the pavement condition data collection vehicle likely completing data collection in the area by the July Policy Board meeting. Central Dakota MPO coordinated a show and tell of the vehicle on July 15 that was attended by a handful of decision makers.

Transportation Specialist Bosley dedicated a majority of her time to coordinating agendas and attending meetings for Policy Board and Technical Advisory Committee. Bosley also worked on getting the bike and pedestrian counters operating and deployed. Bosley is presently working on the mid-year report that is due to NDDOT by June 30.

Total hours and corresponding percentages of hours for each major task are provided in Table 1. on the subsequent page.

Table 1. Employee Hours by Task – June 21 – July 18, 2026

PROJECT TASK	John Van Dyke		Bailey Bosley	
	HOURS	PERCENTAGE OF TOTAL HOURS	HOURS	PERCENTAGE OF TOTAL HOURS
New/Modification of Existing Agreements/Contracts & Document Branding	0	0.0%	0	0.0%
Mid-year Review	0	0.0%	0	0.0%
Data Collection and GIS Mapping	0	0.0%	0	0.0%
Reimbursement Requests	7.5	4.7%	22.75	14.2%
Holidays and PTO	28.5	17.8%	16	10.0%
TAC, Policy Board, and Other MPO Coordination Meetings	34	21.3%	54.5	34.1%
Central Dakota Website and Social Media	0	0.0%	3.25	2.0%
200.1 - Transit Development Plan (TDP)	21	13.1%	0	0.0%
200.2 - Signalized Intersections Traffic Data Collection	1	0.6%	0	0.0%
200.3 - Pavement Data Acquisition	8	5.0%	1	0.6%
200.4 - Bicycle and Pedestrian Plan	37.5	23.4%	36.25	22.7%
200.5 Unspecified DO NOT USE)	0	0.0%	0	0.0%
Member Jurisdiction Transportation Planning Support and Coordination	2	1.3%	0	0.0%
Metropolitan Transportation Plan	0	0.0%	0	0.0%
Transportation Improvement Program	17	10.6%	17	10.6%
Unified Planning Work Program	3.5	2.2%	9.25	5.8%
Public Participation Plan	0	0.0%	0	0.0%
Total	160	100.0%	160	100.0%

EXPENDITURE DETAIL

Implementing Agency

Central Dakota MPO

38251324: Central Dakota MPO 2026 UPWP

			Budget Catagories									
Item	Invoice	Payee	Task 100.1 - Staff Activities	Task 100.2 - Training & Travel	Task 200.1 - Transit Development Plan	Task 200.2 - Signalized Intersections Traffic Data Collection	Task 200.3 - Pavement Data Acquisition	Task 200.4 - Bicycle & Pedestrian Plan	Task 200.5 - Unspecified Corridor Study/Plan/Data Acquisition	Task 300.1 - Overhead	Task 300.2 - ATAC Annual Fee	Total
1	230236	6/5/26 Director Payroll	6,094.11									6,094.11
2	230235	6/5/26 Transportation Specialist Payroll	3,011.77									3,011.77
3	250248	6/18/26 Director Payroll	5,960.34									5,960.34
4	250247	6/18/26 Transportation Specialist Payroll	2,935.14									2,935.14
5	230100	6/5/2026 Accountant Payroll	237.28									237.28
6	18988.00-10	SRF Consulting Group			13,094.12							13,094.12
7	260506TE	TRAFx Research Ltd.						4,209.80				4,209.80
8	260506TE	TRAFx Research Ltd.						42.10				42.10
9	91142039445	Menards						129.06				129.06
10	99522605153	Menards						(45.96)				(45.96)
11	49889012611	Menards						61.64				61.64
12	49889016577	Menards						20.79				20.79
13	287342481817X06122026	AT&T								46.53		46.53
14	cec1c6f7	Ebeltoft Sickler Lawyers								284.00		284.00
15	DP052026.951.0	NDIT								13.18		13.18
16												-
17												-
18												-
19												-
20												-
21												-
22												-
23												-
24												-
25												-
		Total Current Expenditures	18,238.64	-	13,094.12	-	-	4,417.43	-	343.71	-	36,093.90
		Total Previously Reported	85,947.90	-	72,144.18	-	-	-	-	4,479.88	10,000.00	172,571.96
		Total Expenditures To Date	$ 104,186.54	$ -	$ 85,238.30	$ -	$ -	$ 4,417.43	$ -	$ 4,823.59	$ 10,000.00	$ 208,665.86

City of Minot, North Dakota
Balance Sheet
Central Dakota Metropolitan Planning Organization
June 30, 2026
With Comparative Totals for June 30, 2025
(Unaudited)

	June 30, 2026	June 30, 2025
ASSETS		
Cash and cash equivalents	$ 72,349	$ 75,841
Accounts receivable	61	41,906
Prepaids	42	529
Total assets	$ 72,451	$ 118,276
LIABILITIES		
Accounts payable	$ -	$ 35,952
Accrued salaries and benefits payable	12,535	6,522
Total liabilities	12,535	42,474
FUND BALANCE		
Nonspendable	$ 42	529
Committed for CDMPO activities	59,874	75,273
Total fund balance	59,916	75,802
Total liabilities and fund balance	$ 72,451	$ 118,276

City of Minot, North Dakota
Schedule of Revenues, Expenditures and Changes in Fund Balance, Budget to Actual
Special Revenue Fund
June 30, 2026
With Comparative Totals for June 30, 2025
(Unaudited)

	Central Dakota Metropolitan Planning Organization				
REVENUES	**Original Budgeted Amounts**	**Final Budgeted Amounts**	**June 30, 2026 Actual Amounts**	**Variance with Final Budget**	**June 30, 2025 Actual Amounts**
Federal revenues	$ 168,911	$ 168,911	$ 96,110	$ (72,801)	$ 120,244
Local operating revenues	$ 13,091	$ 13,091	39,272	26,181	38,690
Interest income	$ -	$ -	1,224	1,224	1,235
Miscellaneous	-	-	150	150	-
Total revenues	182,002	182,002	136,757	(45,245)	160,169
EXPENDITURES					
Current					
Salaries	96,221	96,221	87,631	8,591	62,027
Employee benefits	9,360	9,360	27,340	(17,980)	15,862
Professional services	139,305	139,305	100,478	38,826	131,031
Property services	2,633	2,633	3,173	(540)	2,865
Purchased services	4,533	4,533	444	4,089	2,906
Supplies	1,167	1,167	382	785	-
Total expenditures	253,219	253,219	219,448	33,772	214,691
Excess (deficiency) of revenues over (under) expenditures	(71,217)	(71,217)	(82,691)	(11,474)	(54,522)
OTHER FINANCING SOURCES (USES)					
Transfers in	87,412	87,412	87,412	-	86,117
Total other financing sources (uses)	87,412	87,412	87,412	-	86,117
Net change in fund balance	$ 16,195	$ 16,195	4,721	$ (11,474)	31,595
Fund balance, January 1			55,195		44,205
Fund balance, June 30			$ 59,916		$ 75,800