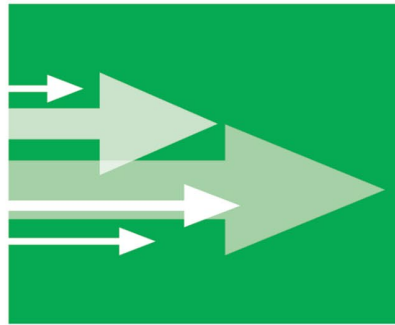




Statewide Transit Plan and Intercity Bus Study

Solution and Scenario Analysis

March 2026

Final



Executive Summary

Tech Memo 3 marks a key transition point in the Mississippi State Transit Plan & Intercity Bus Study. The earlier memos documented the current level of transit service and where challenges occur in meeting User Needs, Provider Needs, Readiness, and Innovation. This **Tech Memo** focuses on the next logical question: of the full range of actions Mississippi could take, which solutions are the most effective, feasible, and broadly supported, and therefore worth advancing toward implementation?

To answer that, the team began broadly. Using current state-of-practice research, examples from other Departments of Transportation (DOTs), transit industry publications, and on-the-ground knowledge of Mississippi's providers, the project team compiled a wide range of potential strategies targeting the needs identified in Tech Memos 1 and 2.

From there, this **Tech Memo** works through a structured screening process. Each potential solution was evaluated against a consistent framework that asked:

- Does it directly respond to Mississippi's documented gaps?
- Does it support statewide goals for reliability, access, integration, and system performance?
- Is it practical to implement given staffing, funding, and capacity realities?
- Does it provide benefits across agencies or customer groups?

This produced a draft list of high-performing solutions, but the analysis did not stop at the numbers. Every transit provider and Section 5310 organization in Mississippi were invited to rank the solutions and offer commentary. Their feedback added valuable nuance about real-world feasibility, resource needs, and operational challenges. They also elevated several additional ideas that were subsequently incorporated. The result is a final Top 20 that reflects both analytical rigor and the experience of agencies across the state.

Tech Memo 3 also checks the durability of these solutions under different possible futures. While the memo includes a detailed scenario evaluation, the takeaway is straightforward. The preferred solutions are strong performers across all scenarios, regardless of how travel patterns, technology adoption, or regional coordination evolve. This step ensures that Mississippi is not just choosing solutions that work today, it is choosing solutions that will continue to matter for decades and are adaptable to changing system needs.

These are the ten solutions that consistently emerged as the strongest, most practical, and most widely supported:

1. Statewide Transit Coordinating Council,
2. Rural Driver & Mobility Partnership Program,
3. Statewide Mobility Resource Library,
4. Fleet Planning & Right Sizing Guidance,
5. Statewide Transit Coverage Map & Planning Tool,

6. Five-Year Transit Planning & Performance Program,
7. Transit Technology Grants,
8. Regional Expertise Sharing Program,
9. Shared Purchasing for Transit Agencies, and
10. Statewide Transit Innovation Center

While not ranked among the programmatic solutions, these two mechanisms are critical enablers and are carried forward for further development:

- Statewide Transit Fund and
- Local Transit Funding Option.

These preferred solutions along with the two funding mechanisms will now move into broader public and stakeholder review. The next memo, **Tech Memo 4**, will translate them into a practical implementation roadmap, complete with recommended actions, phasing, and funding strategies. In that way, **Tech Memo 3** sets the stage for turning a well-supported set of ideas into a coordinated approach for improving transit across Mississippi.

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List of Commonly Used Acronyms

ADTRC	Aging, Disability & Transportation Resource Center
APR	Annual Progress Report
CCAM-TAC	Coordinating Council on Access and Mobility – Technical Assistance Center
COVID	Coronavirus Disease
CPV	Cooperative Purchasing Venture
CTA	Coast Transit Authority
CUTR	Center for Urban Transportation Research
DOT	Department of Transportation
DRPT	(Virginia) Department of Rail and Public Transportation
FDOT	Florida Department of Transportation
FPTA	Florida Public Transportation Association
FTA	Federal Transit Administration
GIS	Geographic Information System
GPS	Global Positioning System
GTFS	General Transit Feed Specification
JTRAN	Jackson Transit System
KDOT	Kansas Department of Transportation
KPI	Key Performance Indicator
LSCOG	Lower Savannah Council of Governments
MDOT	Mississippi Department of Transportation
MnDOT	Minnesota Department of Transportation
NCHRP	National Cooperative Highway Research Program
NGT	New Growth Transit



ODOT	Ohio Department of Transportation
PAC	Project Advisory Committee
RFP	Request for Proposals
RTAP	Rural Transit Assistance Program
SCC	State Coordinating Council
SMART	Starkville–MSU Area Rapid Transit
TAC	Technical Assistance Center
TDP	Transit Development Plan
TMCC	Transportation Management Coordination Center
TRB	Transportation Research Board
TRIPS	Transit Research Inspection Procurement Services
USC	United States Code
WSDOT	Washington State Department of Transportation

1 Introduction

The **Solution and Scenario Analysis (Tech Memo 3)** represents the third phase of the **Mississippi Statewide Transit Plan and Intercity Bus Study (Study)**, building directly upon the foundational insights established in the **Current State Assessment (Tech Memo 1)** and **Needs and Gap Analysis (Tech Memo 2)**. While **Tech Memo 1** and **Tech Memo 2** provide a comprehensive overview of Mississippi's existing public transportation landscape as well as the mobility challenges and needs of residents, workers, and visitors across the state, this phase shifts focus toward identifying potential solutions to improve the system and evaluating how those strategies perform across different scenarios.

1.1 STATUTORY AND STRATEGIC CONTEXT

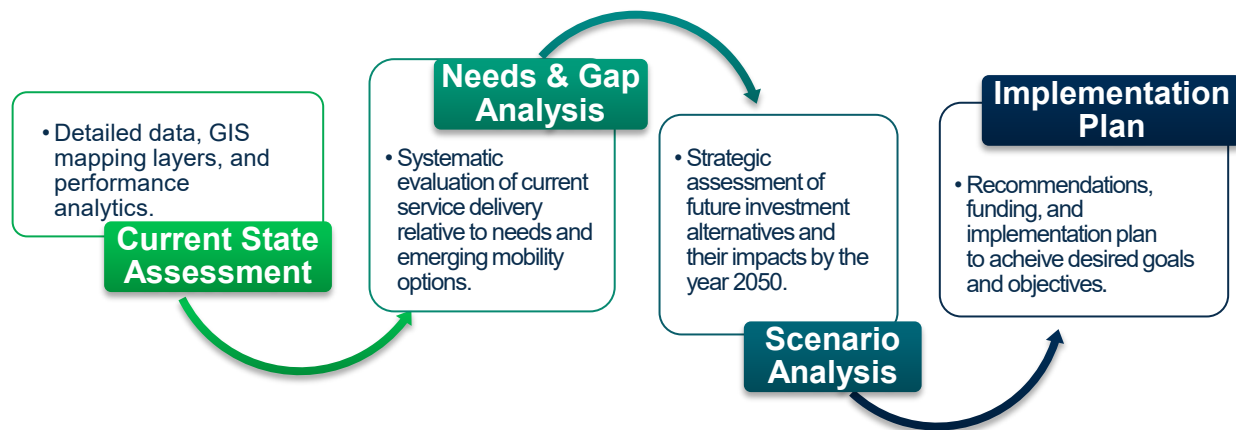
The Mississippi Department of Transportation (MDOT) is responsible for planning how people and goods move across the state—by road, rail, bus, and more. State law (Mississippi Code Section 65-1-8) and federal law (49 U.S.C. Section 5304) both require MDOT to create a long-term transportation plan that includes all modes of travel. This Study supports this effort by taking a close look at Mississippi's public transportation system. It also supports MDOT's 2050 Multiplan to help move the state forward by improving access to jobs, boosting the economy, and making transportation more available to every Mississippi's public transportation system that operates within a complex and diverse environment, shaped by rural expanses, urban centers, tribal lands, and intercity corridors.

1.2 OUTLINE OF TASKS

Figure 1 illustrates the overall task flow for the study:

- **Current State Assessment (Tech Memo 1):** Detailed data, GIS mapping layers, and performance analytics.
- **Needs & Gap Analysis (Tech Memo 2):** Systematic evaluation of current service delivery relative to user and provider needs, readiness for federal grants, and emerging mobility options.
- **Scenario Analysis (Tech Memo 3):** Strategic assessment of future investment alternatives and their impacts through 2050.
- **Implementation Plan (Tech Memo 4):** Recommendations, funding strategies, and implementation steps to achieve desired goals and objectives.

Figure 1. Project Task Flow



Tech Memo 3 assesses how a range of potential solutions identified through a review of industry best practices, strategies used by state departments of transportation and transit providers, and insights from subject matter experts respond to the challenges outlined in **Tech Memo 2**. The highest-performing options are then tested across multiple scenarios to determine which are most effective in improving public transportation in Mississippi. Solutions that continue to demonstrate strong performance will advance to **Tech Memo 4**, which will outline the recommended funding approach and implementation strategy.

1.3 REPORT STRUCTURE

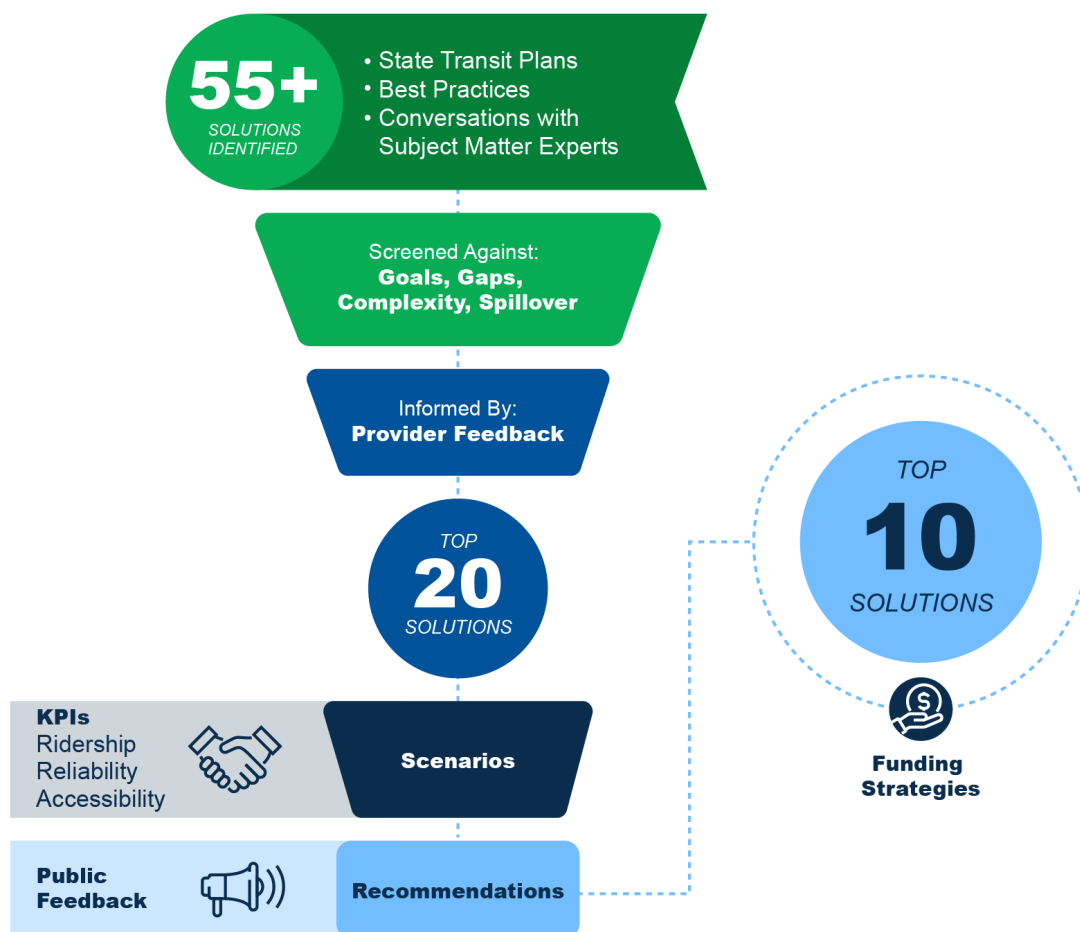
Tech Memo 3 presents the Solution and Scenario Analysis in the following structure:

- **Methodology** – Summarizes the approach used to identify and evaluate proposed solutions, including their performance across multiple scenarios and insights gathered through public engagement.
- **Solutions** – Describes the Top 20 Solutions, highlighting the specific gaps they address and the jurisdictions where they are currently in practice.
- **Scenarios** – Outlines the five scenarios (Current Conditions, New Technology, Changing Customer Preference, Regional Collaboration, and Hybrid) and assesses how the Top 20 Solutions perform against key performance indicators (Ridership, Reliability, and Accessibility).
- **Next Steps** – Presents the Top 10 Solutions emerging from the scenario analysis, which evaluates potential future conditions through the year 2050, and explains how **Tech Memo 4** will translate these findings into a funding and implementation strategy.

2 Methodology

To identify and evaluate solutions for addressing the system gaps, an iterative process was developed (**Figure 2**). The process began with compiling a broad list of potential solutions through a review of multiple sources and discussions with subject matter experts, followed by screening these options against defined measures and incorporating feedback from transit providers. This approach resulted in the selection of the Top 20 Solutions, which were then tested across scenarios to assess their performance relative to the Key Performance Indicators (KPIs). The resulting Top 10 Solutions will be presented during public engagement to gauge stakeholder support, followed by the development of a funding and implementation strategy. Each of these steps is summarized in greater detail below.

Figure 2. Solution Identification & Analysis Process



2.1 SOLUTION IDENTIFICATION

To develop a comprehensive set of potential solutions for addressing the gaps identified in **Tech Memo 2**, the project team undertook a structured review of practices within the public

transportation industry. This began with examining recent state transit plans from across the country to understand how other Department of Transportations (DOTs) and transit agencies are approaching similar challenges. These plans provided valuable insights into emerging strategies, program structures, and implementation approaches that have proven effective in other contexts.

Industry literature, including reports from national transit associations, research organizations, and professional publications, was reviewed to identify broadly recognized best practices. This included an assessment of innovative service models, performance improvement strategies, and programmatic approaches adopted by state departments of transportation and local transit agencies. An understanding of how other states structure their transit programs and address operational, governance, and funding challenges helped ground the solution set in approaches with demonstrated applicability.

Throughout the process, the project team engaged in internal discussions with subject matter experts with experience working across a range of transit providers, operational models, and state-led transit initiatives. These conversations helped interpret the relevance of national practices within Mississippi's context and ensured the emerging solutions addressed both the technical gaps identified in the analysis and the practical realities faced by stakeholders. The combination of cross-state research, industry best practices, and expert insights produced a well-vetted list of potential solutions tailored to Mississippi's needs.

2.2 SOLUTION SCREENING

Following the identification of a broad set of potential solutions in response to **Tech Memo 2**, the project team developed a structured, data-driven process to narrow this list to the Top 20 solutions. Each solution was first linked to the specific user, provider, readiness, and innovation gaps it directly addressed, as well as to the goals and objectives established for Mississippi's public transportation system. This approach meant that every option was evaluated not just on its conceptual appeal, but on how well it responded to documented needs such as access, coordination, intercity connectivity, provider capacity, and technology adoption.

2.2.1 QUANTITATIVE EVALUATION ACROSS FOUR DIMENSIONS

Each solution was then evaluated using a scoring framework across four dimensions:

- **Gap coverage** measured the share of identified gaps that the solution directly addressed across User Needs, Provider Needs, Readiness, and Innovation focus areas;
- **Implementation complexity** reflected feasible implementation considering various constraints such as funding requirements, policy alignment, organizational capacity, stakeholder acceptance, risk exposure, accessibility for transit-reliant populations, and implementation time;
- **Goal alignment** measured how many of the adopted transit goals and objectives the solution advanced, such as integration, accessibility, resilience, safety, expanded mobility options, and capital stewardship; and

- **Indirect benefit** score captured “spillover” impacts—for example, where a solution primarily targeted providers but also indirectly improved customer information, access, or service quality.

2.2.2 WEIGHTING, RANKING, AND SELECTION OF THE TOP 20

These scores were then combined into a single weighted score for each solution. In this weighting, advancing the statewide goals and objectives and directly addressing documented gaps were weighted more heavily, while implementation complexity and indirect benefits were also considered to ensure practicality and broader system value. The solutions were ranked based on their total weighted score, and the top twenty were selected as the highest performing options. Before advancing scenario testing, the project team offered public transportation providers across the state an opportunity to review and comment on the preliminary list, resulting in a final set of solutions reflecting on-the-ground operational realities and the perspectives of those who serve customers daily. Following this provider review, the validated Top 20 Solutions advanced into the scenario analysis.

2.3 PROVIDER ENGAGEMENT

As a final validation step before scenario testing, the draft Top 20 Solutions were shared with Mississippi’s public transportation providers and Section 5310 recipients through an electronic questionnaire. The survey was open to every provider in the state throughout February 2026. Responses were received from 16 public transportation providers and 11 Section 5310 organizations, representing a broad cross-section of small urban, rural, tribal, university, and nonprofit transportation operators. Participants were asked to rank the Top 20 Solutions and provide narrative feedback explaining why they selected their top five. Their comments highlighted perceived effectiveness, alignment with agency needs, and the resources needed for successful implementation. Most providers indicated that their top solutions were feasible with additional resources, offering valuable insight into system readiness and potential barriers.

In addition to evaluating the Top 20 Solutions, respondents were invited to select up to ten additional solutions from the broader pool for reconsideration. This step allowed promising ideas not captured in the initial weighting analysis to surface through practitioner insight. The five options receiving the most votes were added to the list, replacing the five lowest-ranked solutions from the original Top 20. This provider-informed adjustment produced a final, more representative set of solutions reflecting both statewide analytical priorities and the practical realities of those who operate transit services every day. This final list then advanced into the scenario evaluation stage.

2.4 SCENARIOS

The project team conducted a structured assessment using five scenarios to understand how the recommended solutions perform under different future conditions. These scenarios include:

- 
- **Current Conditions** – Extension of projects already planned in current transit and Long-Range Transportation Plans;
 - **New Technology** – Adoption of mobility technologies such as autonomous vehicles, micromobility, and Mobility as a Service;
 - **Changing Customer Preference** – Reduced commuter trips due to workplace flexibility, requiring transit to focus on other trip purposes;
 - **Regional Mobility** – Increased coordination among transit agencies and intercity systems to improve connections; and
 - **Hybrid** – Combination of the three future scenarios.

These scenarios reflect plausible shifts in workforce patterns, technology adoption, agency coordination, and customer expectations. Each provides a distinct lens for assessing whether solutions strengthen Mississippi's transit system across a wide range of futures.

The team applied a consistent framework based on the scenario worksheet and KPI evaluation structure. For each scenario, the worksheet documented assumptions and key features—triggers, early signals, market impacts, resource needs, and policy implications—to understand how conditions could affect transit demand, operations, governance, and customer needs. These characteristics were then mapped to the three KPIs identified in **Tech Memo 2**: Ridership, Reliability, and Accessibility. Solutions were rated on whether the scenario would amplify, diminish, or not meaningfully change expected performance, using a scale from high-positive to high-negative with supporting rationale. The score scale has five possible ratings, each represented by a corresponding symbol:

- High-Negative (↓↓),
- Low-Negative (↓),
- Neutral (-),
- Low-Positive (↑), and
- High-Positive (↑↑).

Scenario scores were used to identify solutions that perform well across multiple futures, as well as those sensitive to uncertainties such as technology readiness, changing trip patterns, or the degree of regional coordination. This comparison narrowed the list to solutions that remain effective, resilient, and feasible as conditions evolve.

Before advancing to **Tech Memo 4**, an additional round of public engagement assessed support among transit providers, riders, the general public, human-service partners, and other stakeholders. This feedback will inform the funding priorities and implementation pathways recommended in **Tech Memo 4**, ensuring final strategies reflect both analysis and community needs.

3 Top 20 Solutions

The Top 20 Solutions represent the highest-performing strategies emerging from the comprehensive filtering, weighting, and provider-validation process described in Section 2. These solutions address the critical gaps identified in **Tech Memo 2** and demonstrate strong alignment with Mississippi's statewide goals for accessibility, reliability, integration, and resilience. Taken together, the Top 20 form a set of practical, actionable initiatives that can significantly strengthen the state's public transportation network.

3.1 SURVEY RESULTS

To make sure these solutions reflect the realities faced by the providers who operate transit services every day, the project team conducted a statewide survey of public transportation agencies and Section 5310 organizations. Their feedback played an important role in validating the ideas, identifying implementation considerations, and highlighting conditions required for success. Providers emphasized the solutions they ranked most highly were those that expand service capacity, simplify customer experience, improve operational coordination, and increase access to funding. When explaining why they selected their top five solutions, many respondents pointed to their potential to close longstanding service gaps, strengthen rural mobility, modernize technology, and support recruitment and retention. These are issues they experience acutely in daily operations.

Providers also reported that while the top solutions are broadly feasible, nearly 90% indicated they would require additional resources, such as new operating funding, dedicated staff, or technical assistance, to implement them effectively. The most frequently cited challenges included the need for additional funding (reported by over 85% of respondents), staffing constraints (68%), and in some cases, policy or governance changes. Importantly, providers did not express skepticism about the value of the solutions themselves; rather, their concerns centered on the resources required to bring these strategies to scale.

Survey respondents were also invited to identify additional solutions outside the initial Top 20 that merited further consideration. Their selections emphasized interest in grant-writing assistance, regional call centers, technology modernization, and parts-sharing programs, underscoring a strong demand for statewide support for reducing administrative burden and improving system efficiency.

3.2 TOP 20 SOLUTIONS

Collectively, this feedback reinforces that the Top 20 Solutions are well aligned with provider needs while also highlighting the operational realities that will shape how each solution can be implemented. The following subsections present each solution in greater detail, summarizing the specific gaps it addresses and illustrating how similar approaches have been applied in other jurisdictions. For transparency and ongoing consideration, all remaining solutions screened are

included in **Appendix A**, making sure promising ideas outside the Top 20 remain visible for future planning discussions.

3.2.1 STATEWIDE TRANSIT COORDINATING COUNCIL

Statewide Transit Coordinating Council



Solution Defined:

A statewide group of representatives from transit agencies, transportation service partners, and community advocates works together to spot where service is missing and create practical, shared solutions.



Implementation Example:

[Massachusetts](#) has Regional Coordinating Councils that serve as coalitions in different parts of the state to support transportation for older adults, persons with disabilities, and low-income individuals.

First established in 2007, [New Hampshire State Coordinating Council](#) (SCC) develops, implements, and provides guidance to improve the capacity and accessibility of transportation options in the state.



Gaps Covered:

- User Needs – Propensity, Demand, Access, Coordination, and Intercity Connectivity
- Provider Needs – Collaboration, Funding, Staffing, and Resources

User Needs



Provider Needs



3.2.2 MISSISSIPPI TRANSIT TRAINING & SUPPORT HUB

Mississippi Transit Training & Support Hub

**Solution Defined:**

A centralized website that provides transit agencies with easy access to training materials, standard templates, and support when they need it.

Implementation Example:

[National RTAP](#) site provides a centralized location for training modules, toolkits, webinars, and other resources for rural transit agencies.



[Florida RTAP Center](#) is administered by FDOT and operated by the Center for Urban Transportation Research. This program provides training, continuing education, and technical assistance to rural and small urban transit agencies.

The [South Dakota DOT Public Transit Forms, Policies, and Publications](#) page serves as an online hub that provides resources including forms, policies, procurement guidelines, and other publications to assist agencies.

**Gaps Covered:**

- Provider Needs – Staffing, Training, and Resources

Provider Needs

3.2.3 REGIONAL EXPERTISE SHARING PROGRAM

Regional Expertise Sharing Program



Solution Defined:

Regional Mobility Managers develop expertise in specific focus areas, such as grant writing or marketing, and support statewide improvement by sharing tools, templates, and technical knowledge with their peers across the state.



Implementation Example:

This solution does not have an implementation example as it has not yet been piloted. Inspiration for the idea came from observing a statewide mobility management meeting in Mississippi, where resources and best practices were shared. This solution creates a virtual space for gathering resources and knowledge sharing amongst regional managers for long-term success.



Gaps Covered:

- Provider Needs – Collaboration and Resources

Provider Needs



3.2.4 STATEWIDE TRANSIT FUND

Statewide Transit Fund



Solution Defined:

A statewide funding program that supports transit service, vehicles, and other improvements, with priority given to expanding service in communities that currently have little or no transit. Funds must be used to add service rather than replace existing service.



Implementation Example:

[Oregon DOT's Statewide Transit Improvement Fund](#) has four programs with 90% of all funds going towards expanding and improving public transportation services, as well as assisting in service maintenance and operations costs.



Gaps Covered:

- User Needs – Propensity, Demand, Access, Coordination, and Intercity Connectivity
- Provider Needs – Collaboration, Funding, Resources, and Passenger Amenities
- Innovation – Technology Adoption and Pilot Project

User Needs



Provider Needs



Innovation



3.2.5 PUBLIC OUTREACH & TRANSIT AWARENESS TOOL

Public Outreach & Transit Awareness Tool



Solution Defined:

Partnership-building tools and outreach materials help agencies better reach underserved communities and promote the benefits of transit.



Implementation Example:

The Florida Public Transportation Association (FPTA) released a [Statewide Educational Campaign Request for Proposals \(RFP\)](#) in April 2024 seeking a consultant to create an educational campaign. This effort will result in a toolkit for all Florida agencies that cover an advertising strategy for print, video, and other digital methods that each agency can adapt and make their own. The [Transit Connects Florida website](#) is part of this effort.



Gaps Covered:

- User Needs – Propensity, Demand, Access, and Intercity Connectivity
- Provider Needs – Collaboration, Funding, and Resources

User Needs



Provider Needs



3.2.6 RURAL DRIVER & MOBILITY PARTNERSHIP PROGRAM

Rural Driver & Mobility Partnership Program



Solution Defined:

A program designed to expand the driver workforce, support volunteer transportation, and partner with nonprofits, healthcare providers, and employers to offer free rides.



Implementation Example:

The [Missouri Volunteer Driver Network](#) is made up of several community action agencies across the state. Affiliated with West Central Missouri Community Action Agency, [New Growth Transit \(NGT\)](#) is one example with over 70 volunteer drivers serving 13 counties. Trips include medical, workforce, and other essential services. Initially funded through a Health resources and Service Administration grant via the Health and Human Services Agency, NGT now receives funding from an array of partners. Volunteers use their own vehicles, only need a standard driver's license, and are reimbursed per mile.



Gaps Covered:

- User Needs – Propensity, Demand, Access, and Intercity Connectivity
- Provider Needs – Funding, Staffing, and Resources

User Needs



Provider Needs



3.2.7 STATEWIDE MOBILITY RESOURCE LIBRARY

Statewide Mobility Management Resource Library

**Solution Defined:**

An online library that allows regional mobility managers to share performance data, system information, and best practice tools to support greater consistency statewide.

Implementation Example:

The Coordinating Council on Access and Mobility Technical Assistance Center ([CCAM-TAC](#)) is a national program funded by FTA that documents on their website new promising practices from Mobility Managers across the country. Furthermore, CCAM-TAC provides e-learning courses, webinars, and a mobility management workshop series. Overall, the CCAM-TAC facilitates this solution for mobility managers by cross-sharing information of best practices and guidance across the county.



Ohio Department of Transportation provides a website to guide [Mobility Management](#) in their state. The site features funding sources, eligibility requirements, and program details for mobility management activities as a resource for mobility managers.

Tennessee Department of Transportation has developed a [Mobility Management Toolkit](#) that guides community engagement, local planning, mobility management program resources and activities, and a resource and training library for emerging mobility managers.

**Gaps Covered:**

- Provider Needs – Collaboration, Staffing, Training, and Resources

Provider Needs

3.2.8 STATEWIDE TRANSIT COVERAGE MAP & PLANNING TOOL

Statewide Transit Coverage Map & Planning Tool



Solution Defined:

A GIS-based map and set of analytical tools that help agencies coordinate service coverage and identify and reduce gaps.



Implementation Example:

Pennsylvania has a statewide GIS-based interactive service coverage map called "[Transit Map](#)" that helps the public find transportation providers in their county/area.

The [Department of Rail and Public Transportation \(DRPT\)](#) in Virginia also provides an interactive statewide map showing transit routes, stops, Amtrak and other state-run rail lines, as well as microtransit and demand response serve areas.



Gaps Covered:

- User Needs – Propensity, Demand, Access, Coordination, and Intercity Connectivity
- Provider Needs – Collaboration and Resources
- Readiness - Competitiveness

User Needs



Provider Needs



Readiness



3.2.9 LOCAL TRANSIT FUNDING OPTION

Local Transit Funding Option



Solution Defined:

Legislation to authorize local governments to raise dedicated transit revenue through taxes such as sales, property, or vehicle fees.



Implementation Example:

[South Carolina state law](#) authorizes counties to levy up to 1% local sales and use tax for transportation projects, including for transit.

[Texas](#) allows cities, counties, special purpose districts, and transit authorities the ability to levy a sales and use tax. The combined local sales tax rate cannot be more than 2 percent.



Gaps Covered:

- Provider Needs – Funding and Staffing
- Readiness – Competitiveness

Provider Needs



Readiness



3.2.10 STATEWIDE GRANT RESOURCE CENTER

Statewide Grant Resource Center



Solution Defined:

A statewide resource that agencies can use to find the latest grant funding opportunities, offering fact sheets, guidance, and tools to help determine eligibility.



Implementation Example:

The [Washington State Department of Transportation \(WSDOT\)](#) provides a comprehensive list of public transportation grant programs and awards. The grants at a glance table lists the different opportunities at both the state and federal level. Beyond listing the opportunities WSDOT offers program descriptions, eligibility criteria, and other guidance.



Gaps Covered:

- Provider Needs – Resources
- Readiness – Competitiveness
- Innovation – Pilot Project

Provider Needs



Readiness



Innovation



3.2.11 SHARED PURCHASING FOR TRANSIT AGENCIES

Shared Purchasing for Transit Agencies



Solution Defined:

Agencies purchase vehicles, technology, or services jointly to reduce costs and speed up procurement.

Implementation Example:

[NEORide](#) provides member agencies with the ability to leverage their combined buying power, which results in a competitive contract that is negotiated to reduce costs and the administrative resources needed to procure vehicles, equipment, and services.



Florida Department of Transportation (FDOT) [TRIPS Florida](#) is a procurement program managed by the Center for Urban Transportation Research (CUTR) where agencies can procure vehicles together.

[Minnesota Office of State Procurement](#) operates the Cooperative Purchasing Venture (CPV), which allows eligible local governments as well as transit providers who are members to purchase goods and vehicles directly from state-established master contracts rather than through their own procurements.



Gaps Covered:

- Provider Needs – Collaboration, Funding, and Resources

Provider Needs



3.2.12 FLEET PLANNING & RIGHT SIZING GUIDANCE

Fleet Planning & Right Sizing Guidance



Solution Defined:

Guidelines to help agencies select the appropriate vehicle size and type based on standards previously established for routes, schedules, and performance.



Implementation Example:

The Ohio Department of Transportation (ODOT) Office of Transit's [Vehicle Catalog and Selection Guide](#) shows the vehicles available through ODOT's Cooperative Purchasing Program – Vehicle Term Contracts and offers guidance on selecting the proper vehicle to meet an agency's needs.

The National Cooperative Highway Research Program (NCHRP) has pending publication of a guide for transit agencies called the [Rural Transit Fleet Mix and Vehicle Size Decision Tools](#).



Gaps Covered:

- Provider Needs – Funding and Staffing

Provider Needs



3.2.13 STATEWIDE TRANSIT INNOVATION CENTER

Statewide Transit Innovation Center



Solution Defined:

A hub where agencies, universities, and private companies test new technologies and share lessons learned from pilot projects.



Implementation Example:

Washington's [Mobility Innovation Center](#) conducts transportation-related research in partnership with the Department of Transportation, private sector, and local transportation agencies.

[SunTrax](#) in Central Florida provides a location where public agencies, private companies, and researchers can test connected, autonomous, and emerging mobility technologies before statewide deployment.



Gaps Covered:

- Provider Needs – Collaboration, Training, Resources
- Innovation – Technology Adoption, Pilot Projects, and Integration

Provider Needs



Innovation



3.2.14 FIVE YEAR TRANSIT PLANNING & PERFORMANCE PROGRAM

Five-Year Transit Planning & Performance Program



Solution Defined:

Funded transit systems prepare a five-year plan plus annual updates to guide service development, performance, and budgeting.



Implementation Example:

[Florida's administrative rule](#) requires TDPs be updated every five years, and FDOT guidance/coordination materials describe Annual Progress Reports (APRs) in the interim years that must be submitted to FDOT for approval.

Though not state mandated, [Georgia TDP's](#) have a 20-year planning horizon and are updated every 5 years. The state released a TDP guidebook in 2021 and many agencies have developed TDPs to better align with the Georgia State Transit Plan and available funding opportunities.



Gaps Covered:

- User Needs – Propensity, Demand, Access, and Coordination
- Provider Needs – Collaboration, Training, and Resources
- Readiness – Compliance and Competitiveness

User Needs	Provider Needs	Readiness

3.2.15 STATEWIDE GRANT WRITING SUPPORT

Statewide Grant Writing Support



Solution Defined:

Assistance to local agencies with narrative development and benefit-cost framing raises the baseline quality of submissions and increases their competitiveness.



Implementation Example:

The [Michigan Infrastructure Office Technical Assistance Center \(TAC\)](#) assists in finding eligible grants, helping with grant writing, performing a grant readiness assessment, and can assist in match funding.



Gaps Covered:

- Provider Needs – Collaboration, Funding, and Resources
- Readiness – Competitiveness

Provider Needs



Readiness



3.2.16 TRANSIT TECHNOLOGY GRANTS

Transit Technology Grants



Solution Defined:

Creates a state-funded innovation grant program that improves transit reliability, access, and mobility options through the use of innovative technology.



Implementation Example:

The Minnesota Department of Transportation (MnDOT) has a [Technology grant](#) available for rural and small urban agencies that currently receive operating assistance from MnDOT.

The Kansas Department of Transportation (KDOT) through their [Innovative Technology Program](#) grant provides funding for transportation projects covering multiple modes including transit.



Gaps Covered:

- Provider Needs – Funding and Resources
- Innovation – Technology Adoption and Pilot Projects

Provider Needs



Innovation



3.2.17 REGIONAL CALL CENTERS

Regional Call Centers



Solution Defined:

A one-stop call center model that integrates mobility management, trip scheduling, and benefits counseling, handling thousands of calls annually and coordinating rural transit services across multiple counties.



Implementation Example:

In South Carolina, the [Lower Savannah Council of Governments \(LSCOG\)](#) operates the Aging Disability and Transportation Resource Center (ADTRC). Beyond providing an array of additional services like Medicare counseling and caregiver assistance, the ADTRC runs a Transportation Management Coordination Center (TMCC) which functions as a call center for trip scheduling, transportation questions, and other assistance across multiple transportation providers.



Gaps Covered:

- User Needs – Coordination
- Provider Needs – Collaboration

User Needs



Provider Needs



3.2.18 STANDARDIZED ONLINE GRANT & COMPLIANCE PORTAL

Standardized Online Grant & Compliance Portal

**Solution Defined:**

Develop a consistent, standardized online portal for all transportation technology purchases, supported by standardized documentation and technical assistance.

**Implementation Example:**

[Blackcat Transit](#) by B2GNow is grant management software often used by state DOTs to manage grants, compliance and capital purchases such as vehicles and technology. Additionally, BlackCat has a support team to provide technical assistance.

**Gaps Covered:**

- Provider Needs – Collaboration, Training, and Resources
- Innovation – Technology Adoption

Provider Needs**Innovation**

3.2.19 WORKFORCE DEVELOPMENT & TECHNOLOGY ASSISTANCE GRANTS

Workforce Development & Technology Assistance Grants

**Solution Defined:**

Technical assistance and workforce development that helps agencies plan, manage, and sustain pilot rollouts.

**Implementation Example:**

Ohio Department of Transportation's (ODOT's) [Workforce Mobility Partnership Program](#) grant supports capital, planning, and/or operating projects in both the rural and urban areas of Ohio that transport the workforce to economically significant employment centers or place outside their residential community. Though not required, this grant can include technology (e.g., mobile routers, fare collection systems, communication systems, etc.)

**Gaps Covered:**

- Provider Needs – Collaboration, Funding, Training, and Resources
- Innovation – Technology Adoption and Pilot Project

Provider Needs**Innovation**

3.2.20 TRANSIT VEHICLE PARTS EXCHANGE PROGRAM

Transit Vehicle Parts Exchange Program



Solution Defined:

Supply chain issues can affect reliable and on-time transit performance. While supply chain issues are a global challenge, MDOT should work with partners to explore potential opportunities to establish a convenient and efficient spare parts exchange program.



Implementation Example:

The Transportation Research Board (TRB) in 1998 published a report on [Internet Information Sharing for Transit Maintenance](#) conceptualizing this program for San Francisco Bay Area transit agencies but in many cases was not successful in implementing it locally.

In 2023, Maine State Transit Plan listed a Parts Exchange program as a strategy for consideration.



Gaps Covered:

- Provider Needs – Collaboration
- Innovation – Pilot Project

Provider Needs



Innovation



4 Scenarios

To better understand how future conditions may shape Mississippi's transit system, five scenarios were developed that reflect different pathways the state and its transit agencies could follow through 2050. These include a Current Conditions scenario that represents Mississippi's current trajectory, along with futures shaped by New Technology, Changing Customer Preferences, and Regional Mobility, as well as a Hybrid scenario that combines elements of all three.

Each of the Top 20 Solutions was evaluated by comparing its performance under each future scenario to the Current Conditions baseline. This comparison illustrates how a particular solution, or group of solutions, may have a positive or negative effect on KPIs as conditions change over time. The KPI evaluation is intended to reflect the full impact of each solution, assuming it is fully implemented, providing a consistent basis for assessing potential changes in ridership, reliability, and accessibility across all scenarios.

4.1 CURRENT CONDITIONS

4.1.1 DESCRIPTION

This scenario assumes Mississippi's transit network continues along its current trajectory, maintaining existing service levels, steady funding patterns, and system performance. It includes ongoing reinvestment in established systems—such as SMART, JTRAN, and CTA—but does not introduce any major service expansions or new regional coverage. Limited advancements would focus on incremental improvements and planned developments already in motion, including projects like the CTA Intermodal Center and transit supportive planning efforts along Jackson's State Street corridor. Additionally, there are no major shifts in the mobility marketplace taking place. Overall, the public transportation system remains functional but constrained, with aging assets, existing service gaps, and current mobility challenges largely persisting through the planning horizon.

4.1.2 EXPECTED TRIGGERS/IMPACTS

Triggers: The Current Conditions scenario does not require new triggers or emerging conditions because it represents the continuation of current trends and system conditions. It effectively reflects what occurs if no major policy shifts, funding increases, technological innovations, or structural changes are implemented.

Impacts:

- **Ridership:** Ridership is expected to remain relatively flat and may gradually decline over time. Without new service expansions, improved connectivity, or new destinations served, existing riders may age out of the system without sufficient replacement riders entering the network. Limited-service frequency and coverage may also discourage potential new riders from adopting transit as a travel option.

- **Reliability:** Reliability may slowly deteriorate as agencies struggle to maintain aging fleets and infrastructure with constrained funding. While agencies will attempt to maintain state-of-good-repair standards, limited investment in modernization or new operational technologies may result in increasing service disruptions or reduced operational efficiency over time.
- **Accessibility:** Accessibility remains largely unchanged or constrained. Existing service gaps, long trip times, and limited regional connectivity persist, particularly in rural areas and smaller communities. As a result, transit-dependent populations continue to face limited access to jobs, healthcare, and other essential services.

4.2 NEW TECHNOLOGY

4.2.1 DESCRIPTION

New technology refers to the use of modern tools, systems, and service models to improve service efficiency, reliability, safety, and customer experience. This includes advancements such as real-time vehicle tracking, digital fare payment, trip-planning platforms, data-driven service planning, and fleet management systems. It also encompasses emerging capabilities such as artificial intelligence (AI), machine learning, and predictive analytics, along with the addition or expansion of micromobility options like microtransit and shared mobility services. Together, these technologies and service innovations help agencies better coordinate services, optimize operations, respond more flexibly to changing travel needs, and provide riders with more accurate, accessible, and convenient mobility options.

4.2.2 EXPECTED TRIGGERS/IMPACTS

Triggers: The New Technology scenario is most likely to emerge when agencies face operational pressures, changing travel demand patterns, or opportunities to improve efficiency and coordination. Key signals include shifting ridership patterns, growing dissatisfaction with service reliability, and recognition that existing fixed-route systems are not meeting evolving travel needs.

Impacts:

- **Ridership:** Ridership is expected to gradually increase as improved trip planning, real-time information, and integrated fare systems reduce barriers to using transit. Data-driven planning and micro transit services can also extend service coverage into underserved areas, generating new trips that fixed-route systems could not support.
- **Reliability:** Reliability improves as agencies adopt technologies such as computer-aided dispatch, automatic vehicle location systems, and predictive maintenance tools. These systems allow agencies to monitor performance in real time, improve scheduling accuracy, and reduce service disruptions.
- **Accessibility:** Technology-enabled planning tools help identify service gaps and guide targeted service expansions. Flexible service models and improved information systems make transit easier to navigate while increasing access for rural communities and transit-dependent riders.

4.2.3 HOW IT AFFECTS MDOT & TRANSIT PROVIDERS (SURVEY RESULTS)

Figure 3. New Technology Reliability Expectations

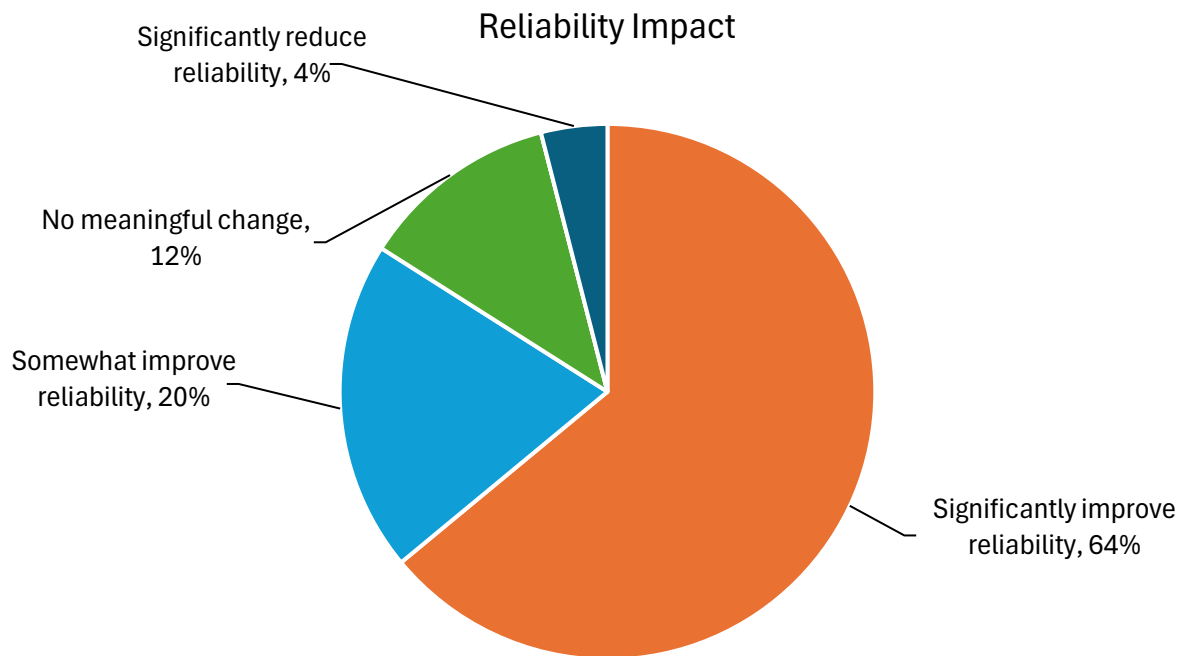


Figure 4. New Technology Ridership Expectations

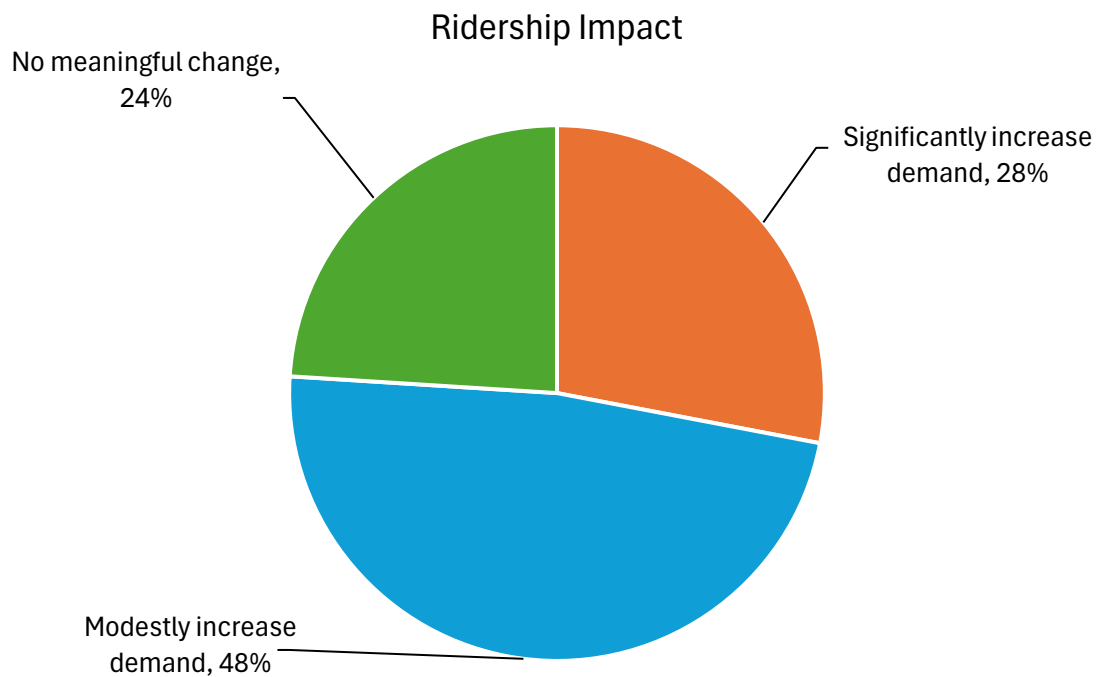


Figure 5. New Technology Budgetary Expectations

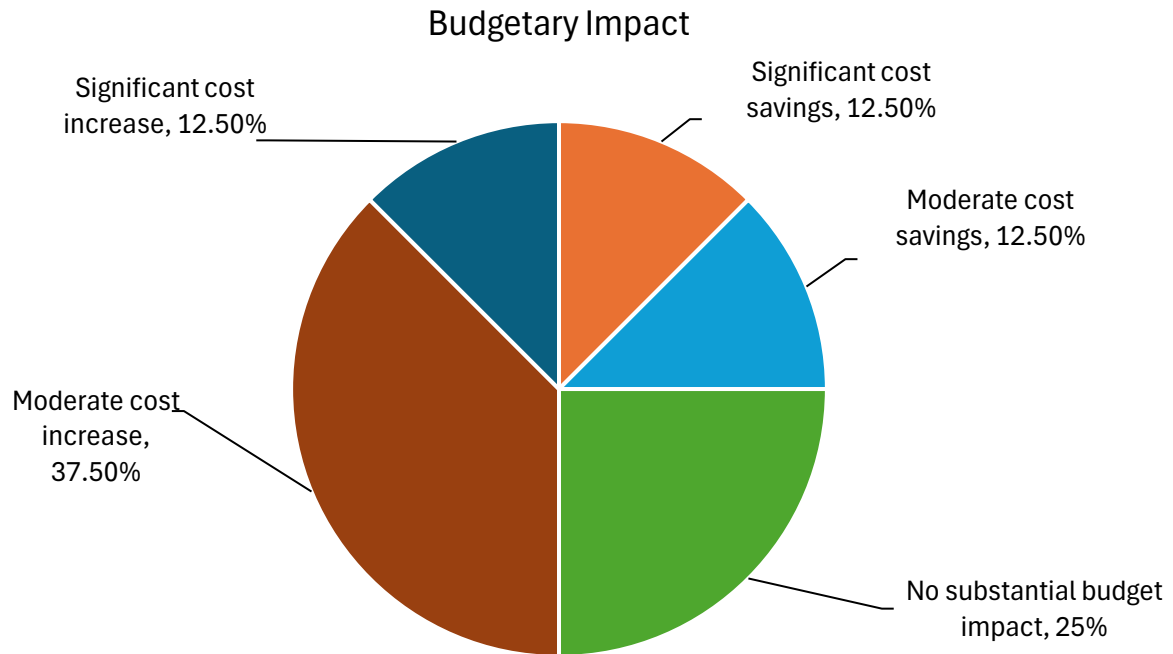


Figure 6. New Technology Regional Coordination

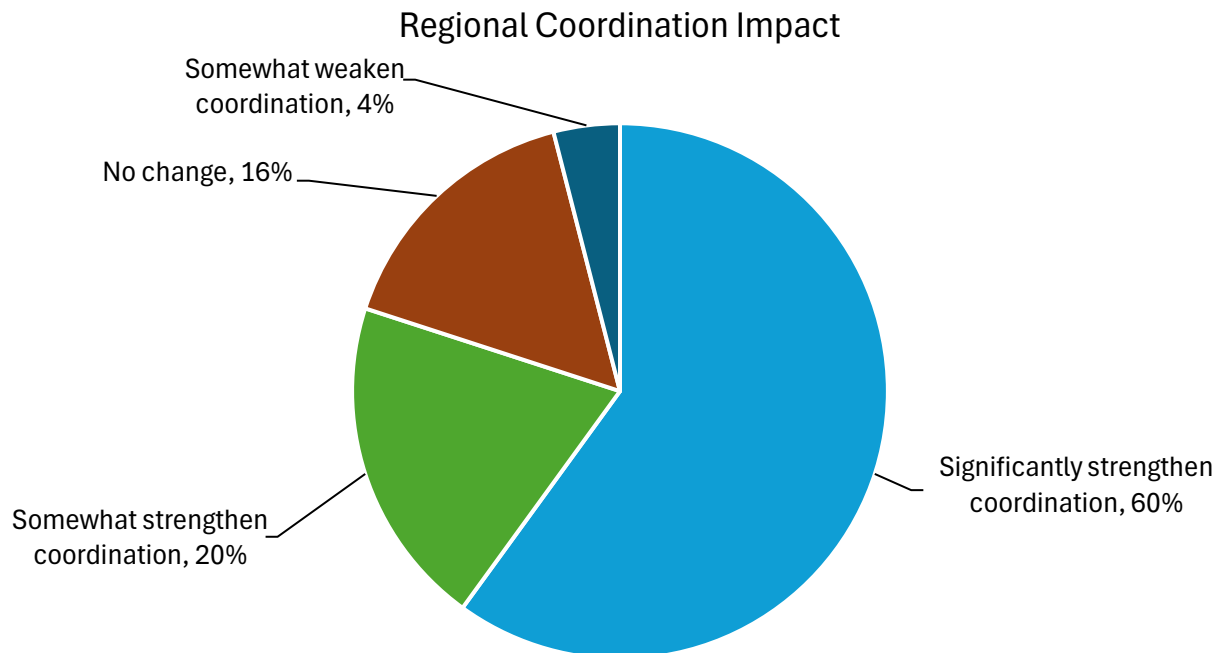
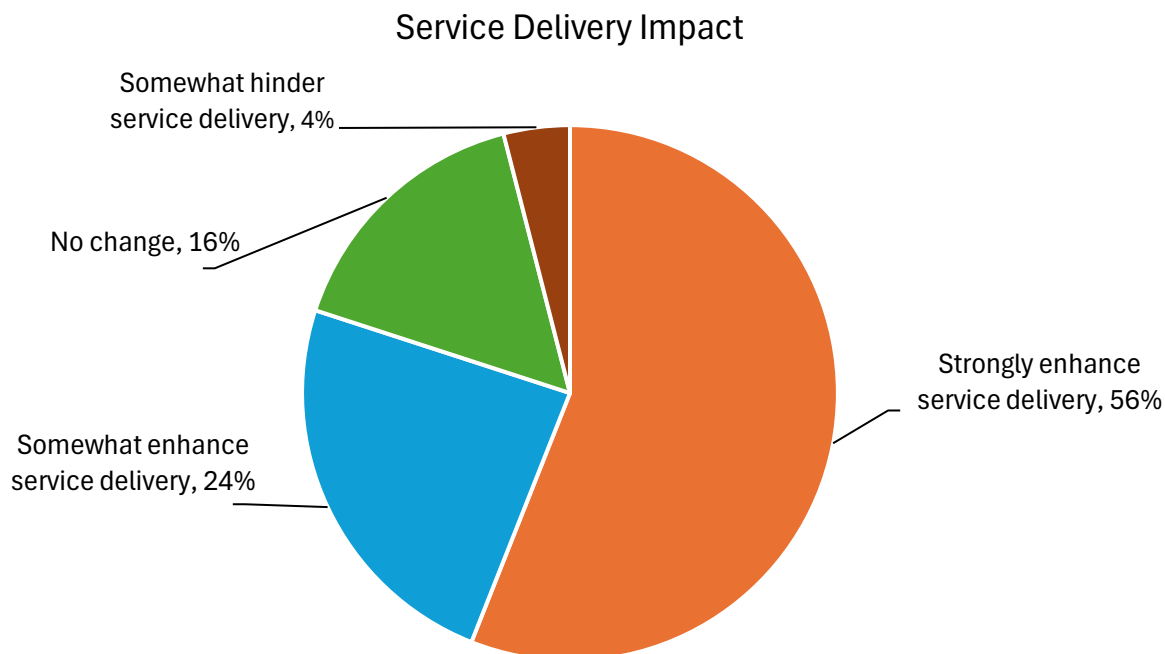


Figure 7. New Technology Service Delivery



4.2.4 MOST IMPACTED SOLUTIONS UNDER THIS SCENARIO

As previously stated in Section 2.4 a degree-of-effect score was assigned to three KPIs. **Table 1** shows the solutions most impacted by the New Technology scenario. Within the table the “Current” label represents the Current Conditions scenario and “Future” represents the implementation of the New Tech scenario. For example, if the Statewide Transit Coordination Council is implemented under the Current Conditions scenario, there would be a low positive improvement to ridership and if the Statewide Transit Coordination Council were implemented under the New Tech scenario, then there would be a high-positive improvement on ridership.

Table 1. Most Impacted Solutions Under the New Technology Scenario

Solution	Ridership		Reliability		Accessibility	
	Current	Future	Current	Future	Current	Future
Statewide Transit Coordination Council	↑	↑↑	↑	↑↑	↑↑	↑↑
Transit Technology Grants	↑	↑↑	↑	↑↑	↑	↑↑
Statewide Transit Innovation Center	↑	↑↑	↑	-	↑	↑↑
Regional Call Centers	↑	↑↑	-	↑	↑↑	↑↑
Mississippi Transit Training & Support Hub	-	↑	↑	↓	-	↑

Under the New Technology scenario, the Statewide Transit Coordination Council saw increased ridership and reliability from microtransit expansions closing first- and last-mile gaps. Improved statewide coordination through data sharing, and an increase in integrated trip planning and digital fare payment platforms, simplify multi-agency trips, while better coordination and scheduling systems further increase the success of Regional Call Centers.

Transit Technology Grants increase to high-positive as additional funding allows these programs to continue to expand. A Statewide Transit Innovation Center could accelerate adoption of currently available and even new technology. However, there is a risk that unsuccessful pilots lead to cost increases. A Transit Training and Support Hub improve an agency's capacity to implement technology and service improvements; However, ridership increases are dependent on how the agency applies the tool. Furthermore, any reliability benefits are indirect. The hub does not directly affect fleet uptime, scheduling, or real-time operations, having overall negative effect.

4.3 CUSTOMER PREFERENCES

4.3.1 DESCRIPTION

Customer travel patterns in Mississippi, like the rest of the country have seen a notable shift following the COVID 19 pandemic. The rise in people working from home has led to decreased demand, especially on trips to multiple community's central business districts. Overall, customers commute less frequently, with a focus on discretionary, off-peak trips. Additionally, the rise in telehealth for medical appointments, grocery delivery and other e-commerce services have reduced the need of customers to leave their homes.

4.3.2 EXPECTED TRIGGERS/IMPACTS

Triggers: Several societal and technological trends signal and accelerate this shift in customer preferences:

- Growth of remote and hybrid work, reducing traditional commuting demand
- Increased use of telehealth and virtual medical appointments, decreasing healthcare-related travel
- Expansion of grocery delivery and e-commerce services, which reduce transit demand by shifting trips that would have been made by riders to delivery drivers operating personal vehicles
- Year-over-year changes in commuting patterns reflected in surveys and census data

Impacts:

- **Ridership:** Changing customer preferences results in reduced peak-hour ridership but more activity throughout the day for discretionary trips. Agencies that choose to focus on more flexible schedules and demand response options may see increases in ridership. New users who previously avoided the fixed route model may embrace door-to-door

service resulting in positive growth. However, the rise in remote work and delivery service options may create a more neutral trip environment for some agencies.

- **Reliability:** More flexible services such as demand response and micro transit can help agencies more effectively allocate resources and respond to demand. Transitioning to new service models can require organizational changes, training, new technology and an overall learning curve resulting in operational challenges before reliability increases.
- **Accessibility:** Should agencies modify their services to reflect a change in travel patterns, accessibility will continue to increase especially due to the rise in door-to-door services. These reduce the barriers of transferring, small service areas, and provide service to areas that are rural and/or low density. While these services may be positive for many customers, reduced traditional transit service may result in less accessibility for some.

4.3.3 HOW IT AFFECTS MDOT & TRANSIT PROVIDERS (SURVEY RESULTS)

Figure 8. Customer Preferences Reliability Expectations

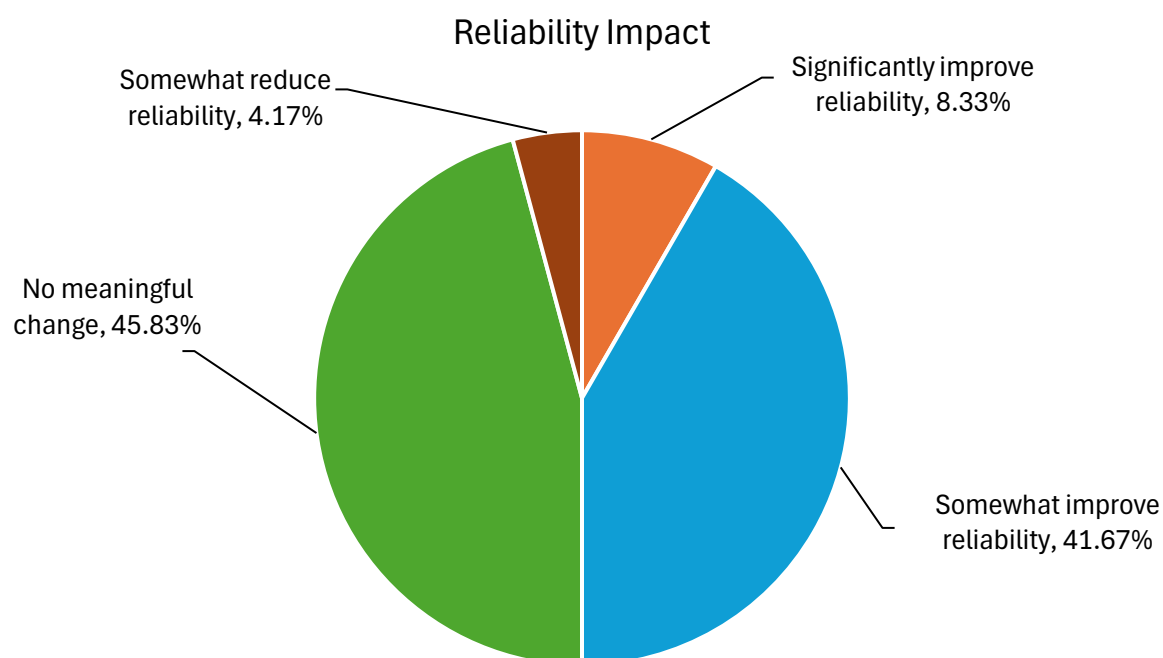


Figure 9. Customer Preferences Ridership Expectations

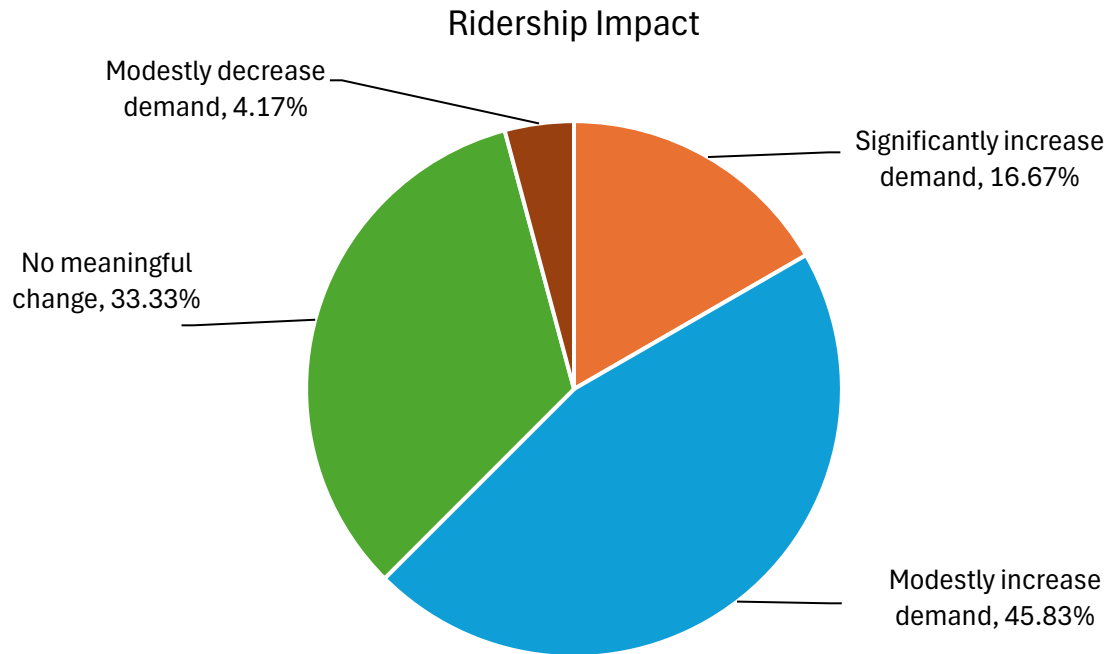


Figure 10. Customer Preferences Budgetary Expectations

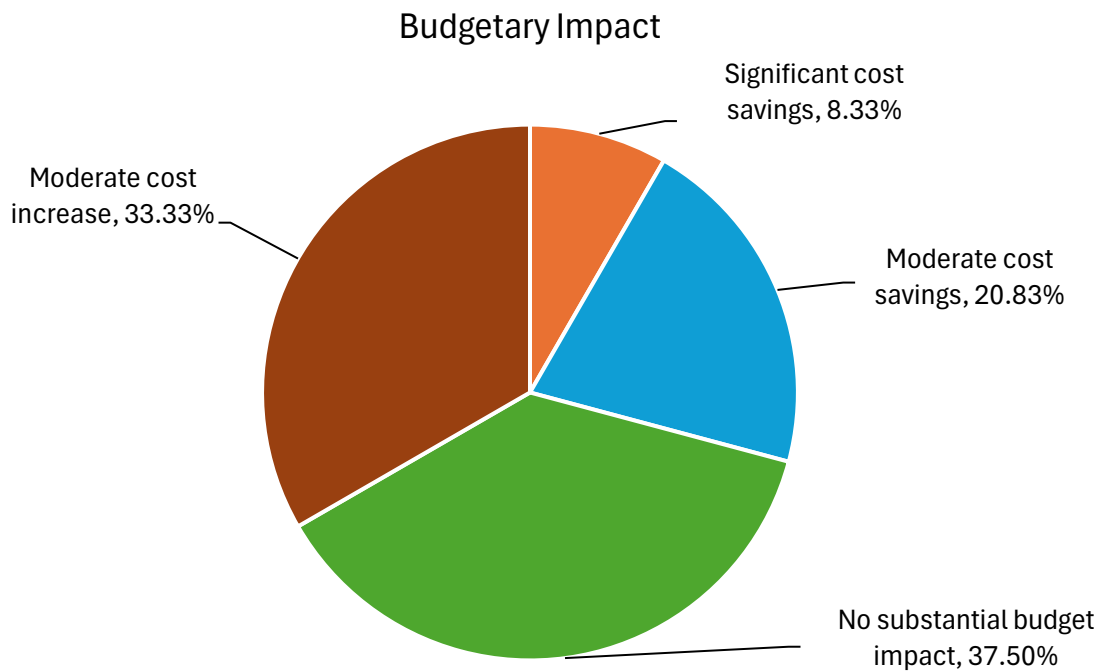


Figure 11. Customer Preferences Regional Coordination

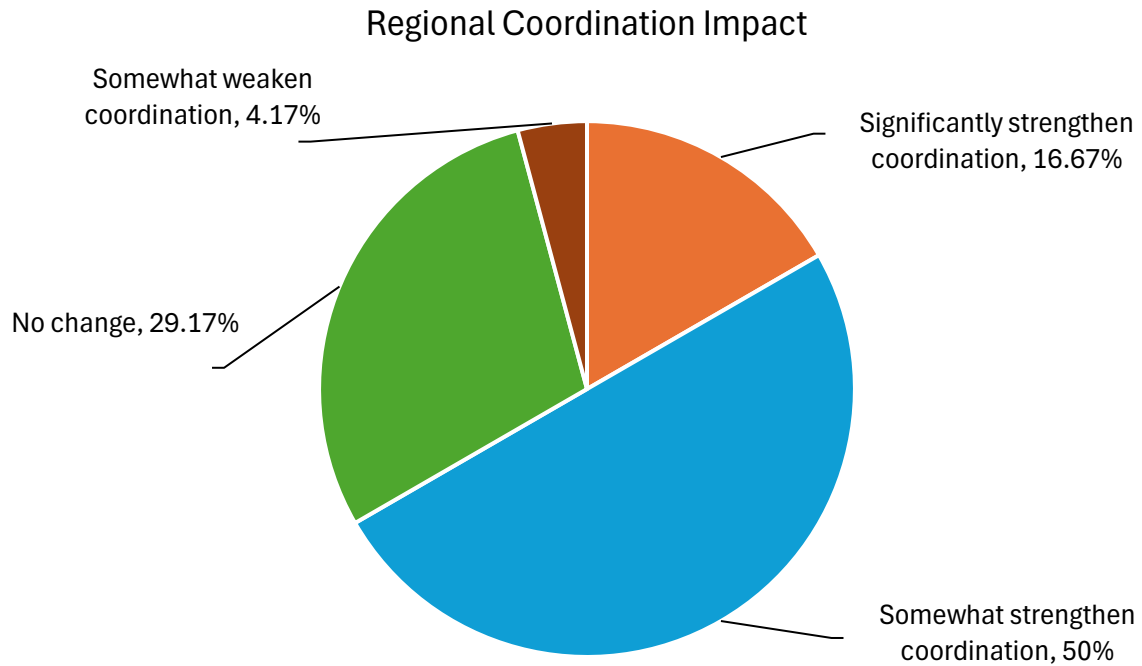
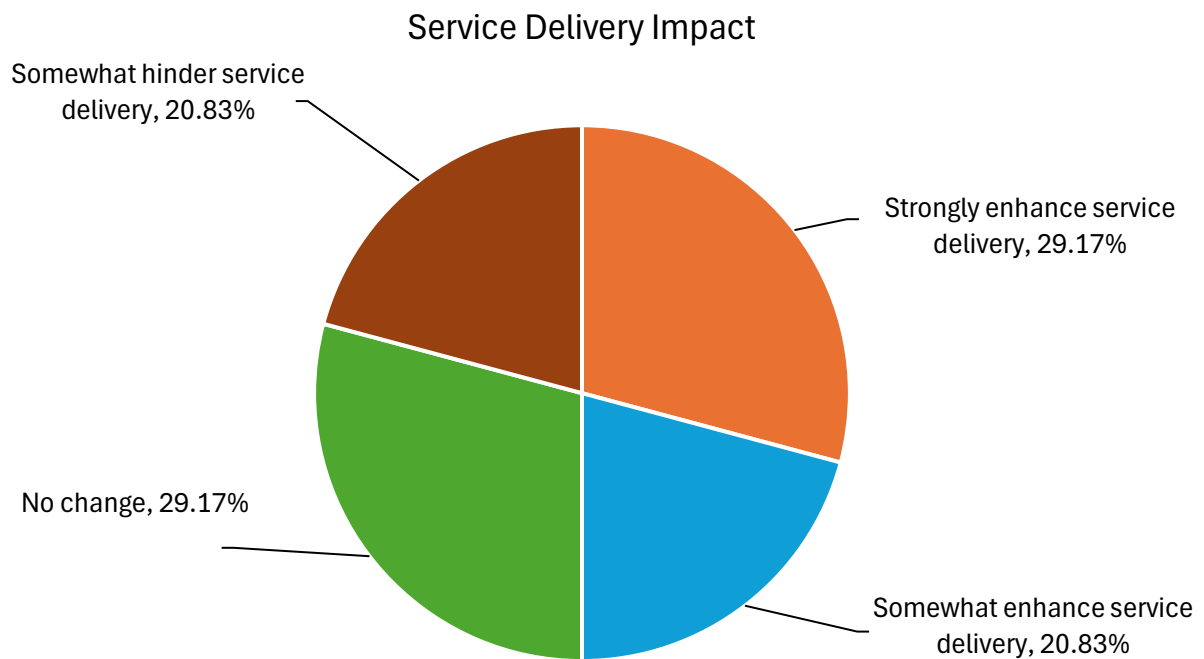


Figure 12. Customer Preferences Service Delivery



4.3.4 MOST IMPACTED SOLUTIONS UNDER THIS SCENARIO

Several solutions saw impacts under the Changing Customer Preferences scenario as seen in **Table 2**.

Table 2. Most Impacted Solutions Under the Customer Preferences Scenario

Solution	Ridership		Reliability		Accessibility	
	Current	Future	Current	Future	Current	Future
Fleet Planning & Right Sizing Guidance	↑	↑↑	↑↑	↑	↑	↑↑
Shared Purchasing for Transit Agencies	↑	↑	↑↑	-	↑	↑
Statewide Transit Innovation Center	↑	↑	↑	↑↑	↑	↑

Fleet Planning and Right Sizing allow agencies to deploy more appropriate vehicles on the road leading to expanded accessibility through cheaper, smaller vehicles and improved ridership from the rise in Microtransit. However, a large change in fleet size could require fleet turnover, changes to infrastructure, and a maintenance learning curve. Similarly, Shared Purchasing for Transit Agencies could also experience reliability concerns with a change in vehicles, leading to reduced part availability. Customer preferences would further increase the reliability of a Statewide Transit Innovation Center through greater demand for tools that riders have routinely grown to expect.

4.4 REGIONAL MOBILITY

4.4.1 DESCRIPTION

In the Regional Mobility scenario, each of Mississippi's six regions would be served using collaborative efforts among all transportation providers within each region. Each region will have an operations center to handle dispatch, scheduling, and customer service for riders within the region. Intercity bus providers will help make connections when transportation providers cannot cross jurisdictional boundaries. Mobility hubs would be placed at various locations throughout the region to help transportation providers coordinate passenger transfers or to integrate additional options (like bikes, scooters, and/or car share/ rideshare). Each region will establish an advisory committee that incorporates leadership from each county or transportation provider within the region.

4.4.2 EXPECTED TRIGGERS/IMPACTS

Triggers:

- Shared operational technology: Agencies begin sharing vehicle locations and service information through tools like GPS and GTFS data
- Mobility hubs: development of transfer points that integrate multiple transportation options such as transit, bikes, scooters, and rideshare

- Regional governance structures: formation of advisory committees and regional partnerships to coordinate service planning and fundings

Impacts:

- **Ridership:** Regional collaboration expands transit networks beyond individual service areas, allowing riders to reach more destinations across counties and jurisdictions. Improved connections between providers and intercity services make longer trips more feasible and convenient for riders. Mobility hubs and coordinated transfers can attract new users who previously found regional travel difficult or time-consuming. As a result, agencies may see increased ridership due to expanded travel opportunities and a more integrated transit system.
- **Reliability:** Centralized dispatch, scheduling, and operations through regional transit operations centers can improve service coordination and reduce duplication between agencies. Shared operational data and technology allow providers to better monitor vehicles and adjust service in real time. Coordination between agencies can also improve transfer timing and reduce missed connections between services. While implementation may initially require operational adjustments, long-term reliability is expected to improve as systems become more integrated.
- **Accessibility:** The collaboration scenario improves accessibility by allowing riders to travel across a larger regional network rather than being limited to a single agency's service area. Mobility hubs and coordinated transfers reduce barriers associated with multi-county travel and required transfers. Riders in rural or underserved areas may gain access to more destinations through coordinated regional services. Overall, the scenario increases accessibility by expanding service coverage and simplifying connections between transportation options.

4.4.3 HOW IT AFFECTS MDOT & TRANSIT PROVIDERS (SURVEY RESULTS)

Figure 13. Regional Mobility Reliability Expectations

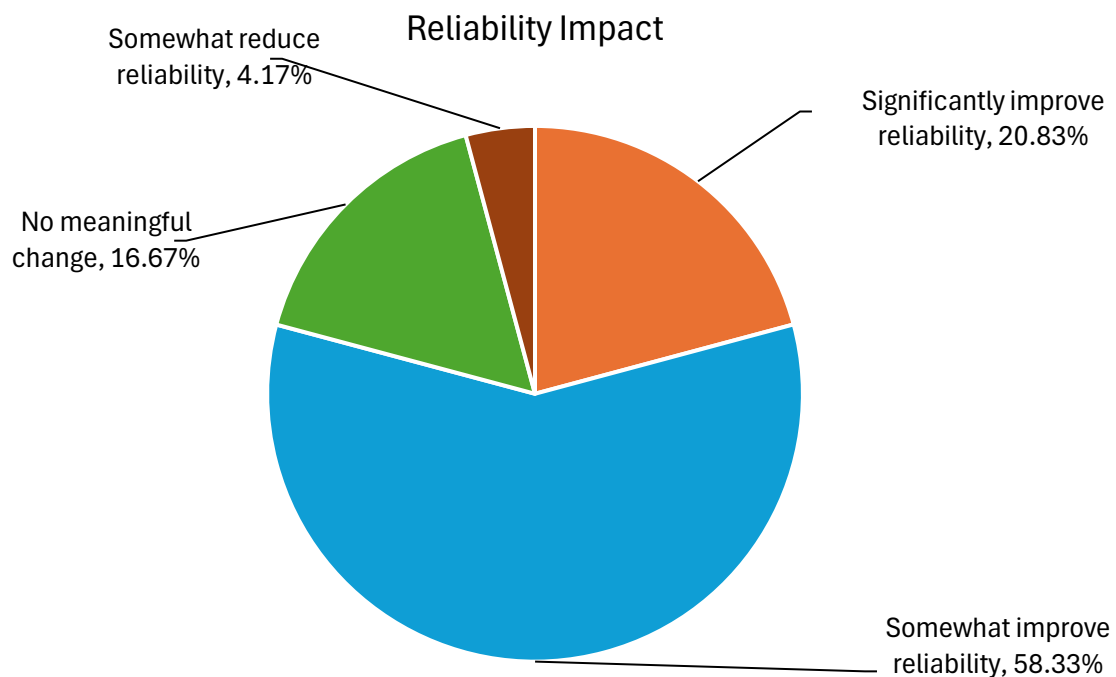


Figure 14. Regional Mobility Ridership Impact

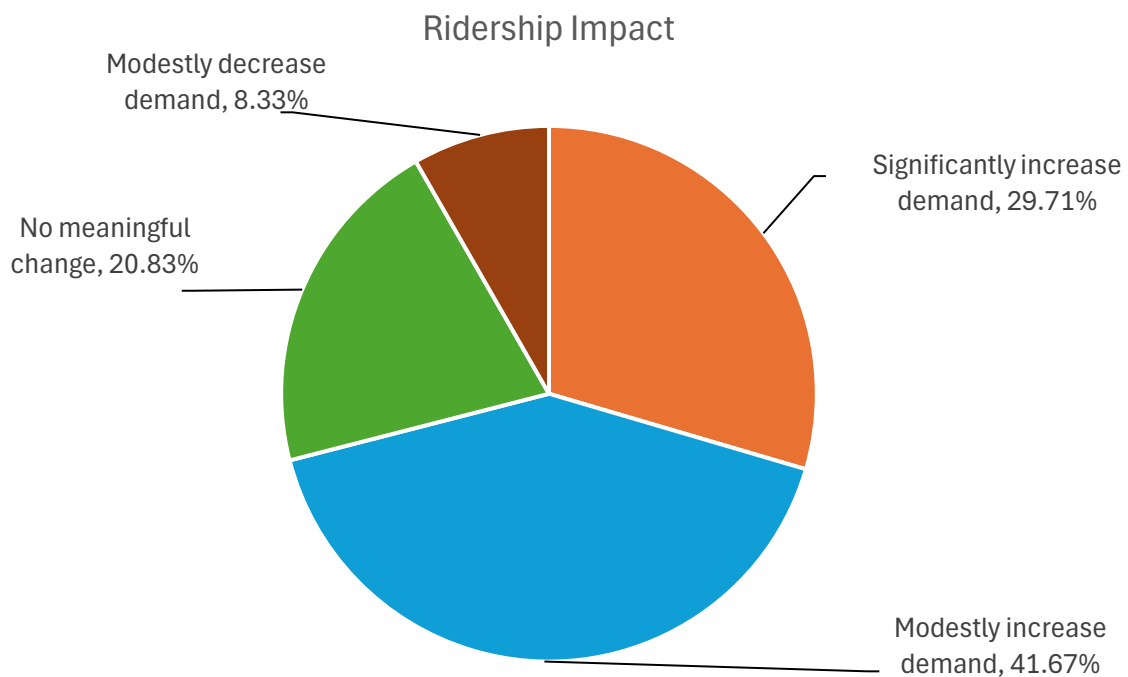


Figure 15. Regional Mobility Budgetary Expectations

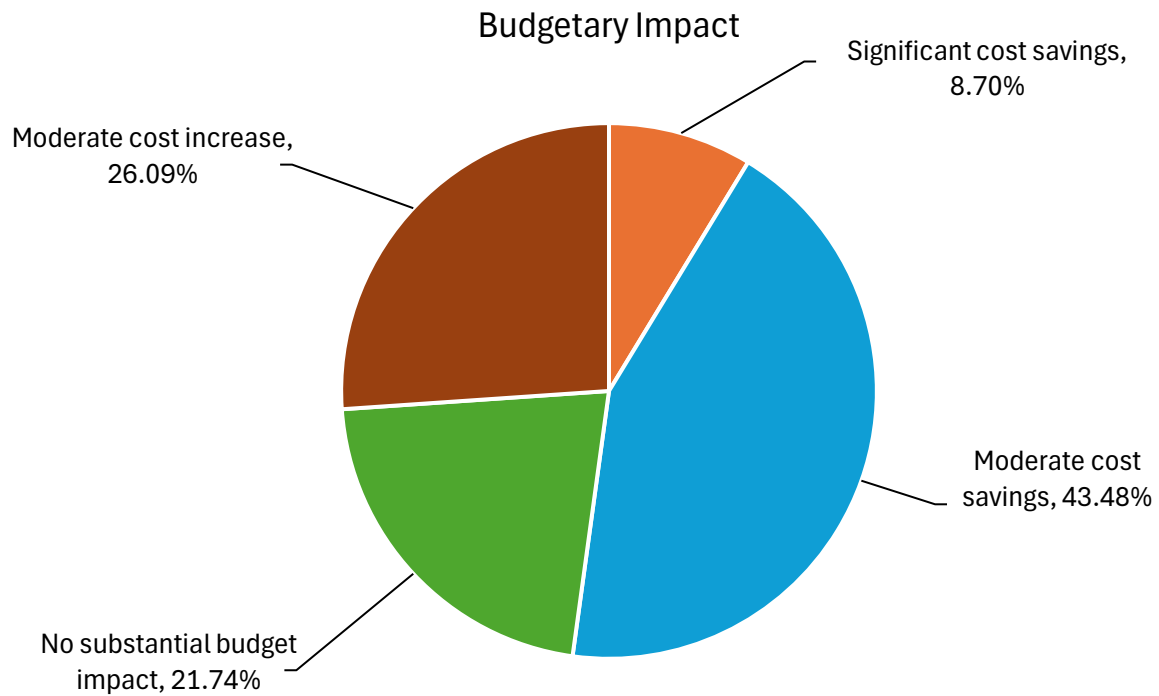


Figure 16. Regional Mobility Regional Coordination

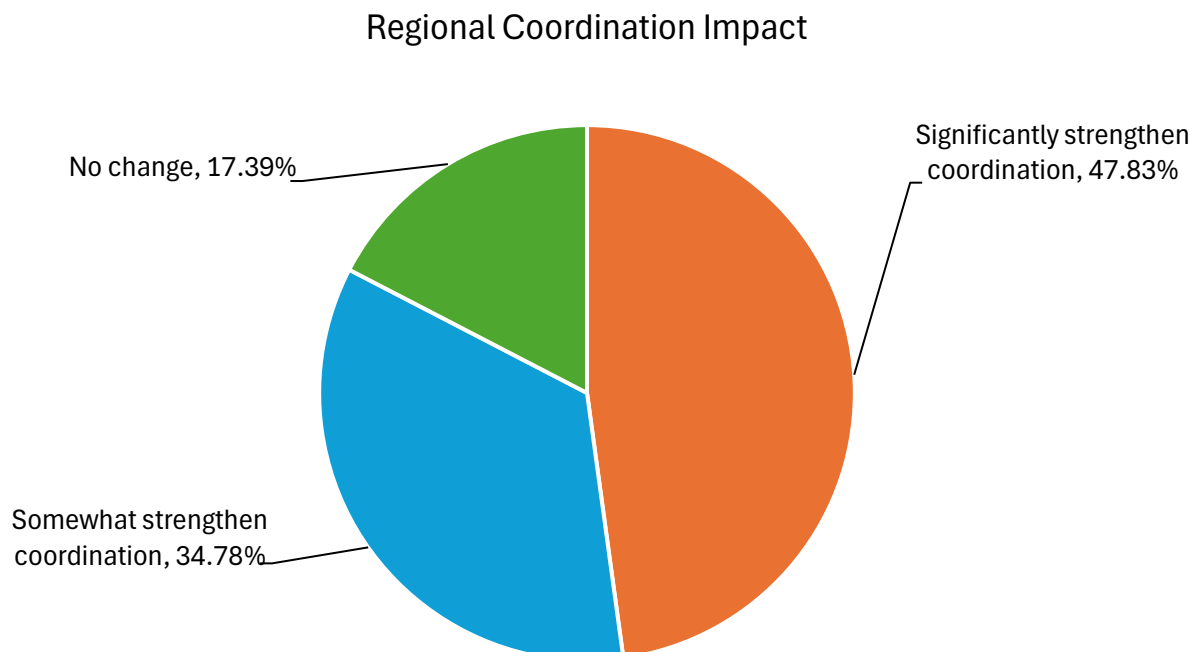
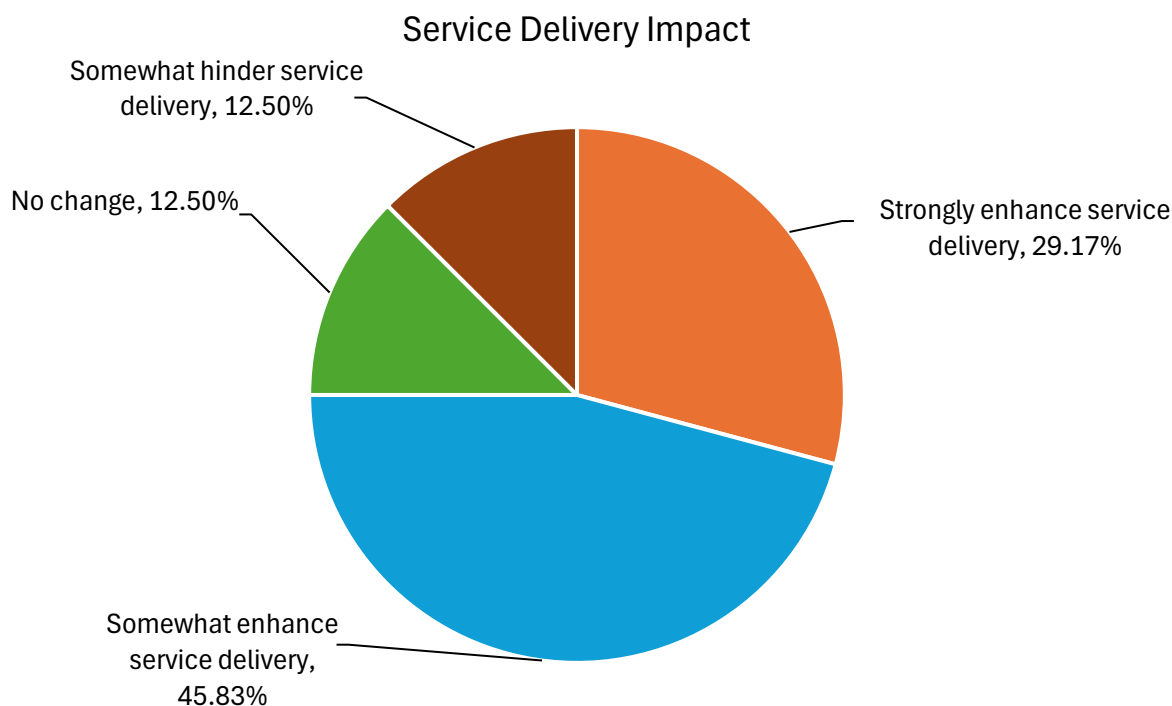


Figure 17. Regional Mobility Service Delivery



4.4.4 MOST IMPACTED SOLUTIONS UNDER THIS SCENARIO

Under the Regional Mobility scenario, stronger cross-agency coordination and shared operations increase the benefits of many solutions (**Table 3**).

Table 3. Most Impacted Solutions Under the Regional Mobility Scenario

Solution	Ridership		Reliability		Accessibility	
	Current	Future	Current	Future	Current	Future
Statewide Transit Fund	↑↑	↑	↑↑	↑↑	↑↑	↑
Statewide Transit Coordinating Council	↑	↑↑	↑	↑↑	↑↑	↑↑
Statewide Mobility Resource Library	↑	↑↑	↑	↑↑	↑↑	↑↑
Statewide Transit Coverage Map & Planning Tool	↑	↑↑	-	↑	↑↑	↑↑
Five Year Transit Planning & Performance Program	↑	↑	↑	↑↑	↑	↑↑

The Statewide Transit Coordinating Council saw high-positive results for all KPIs mostly through increased collaboration. Similarly, the Statewide Mobility Resource Library sees high-positives as well by giving mobility managers best-practice tools, performance data, and other resources. In contrast, the Statewide Transit Fund would see negative impacts to ridership and accessibility

due to the fund being mostly tied to areas with little or no transit service. Meaning fewer areas would qualify because of the high levels of collaboration under this scenario.

A Statewide Coverage Map and Planning Tool increases ridership and reliability by identifying service gaps or areas of weaker service and eliminating them. Five-Year Transit Planning and Performance Program give agencies a structured way to analyze service and recommend improvements that strengthen both reliability and accessibility.

4.5 HYBRID

4.5.1 DESCRIPTION

This scenario blends shifting rapid technology adoption, customer travel behaviors, and expanding regional collaboration into a single operating environment, where riders increasingly expect flexible, on-demand, tech-enabled mobility supported by real-time information and digital tools as travel patterns become more irregular and discretionary. Transit agencies respond by adopting modern systems, such as integrated trip-planning platforms, digital fare payment, micro transit, and advanced data tools, to improve efficiency, enhance reliability, and deliver more responsive service, while coordinated regional operations, shared dispatch and scheduling, aligned data systems, and mobility hubs create seamless cross-jurisdiction travel. Simultaneously, the rise of remote work, virtual appointments, and app-based delivery services continues to replace many traditional work-based and errand-based trips, shifting demand away from peak periods and requiring transit providers to rethink service models and focus more heavily on flexible, customer-responsive options that complement digital alternatives rather than compete with them.

4.5.2 EXPECTED TRIGGERS/IMPACTS

Triggers: This scenario emerges when,

- Travel patterns begin to shift from remote work
- Expectations begin to rise for flexible tech-enabled mobility
- Growing use of virtual and delivery (e-commerce) services
- Increasing pressure for regional coordination

Impacts:

- **Ridership:** Improves ridership by offering more flexible, tech-enabled options that make transit easier to use and better aligned with customers' shifting travel patterns. Real-time information, integrated trip-planning, and digital fare tools reduce friction and help existing customers take more trips with greater confidence and convenience. Regional coordination expands access across jurisdictions, opening new destinations and making transit a more viable option for both current riders and potential new users. At the same time, the rise of remote work and virtual services may moderate overall trip demand,

meaning agencies must focus on attracting riders through flexibility, reliability, and better alignment with discretionary travel needs.

- **Reliability:** Strengthens reliability by enabling agencies to use modern technologies, such as real-time tracking, digital fare systems, and data-driven planning, to reduce service interruptions and manage operations more efficiently. Regional coordination and shared operations centers further streamline dispatching and scheduling, helping agencies respond more quickly to issues and maintain consistent service quality across jurisdictions. Flexible service models supported by technology allow providers to better match supply with shifting demand, reducing strain on fixed routes and improving overall system performance.
- **Accessibility:** Improves accessibility by reducing key barriers such as limited-service areas, required transfers, and inconsistent cross jurisdiction travel through stronger regional coordination and shared operations centers. Technology upgrades, including real time information, integrated trip planning, and digital fare payment, help customers navigate transit more easily, making the system more usable for riders with varying needs. Flexible, on demand service options better accommodate those with irregular travel patterns or mobility challenges.

4.5.3 HOW IT AFFECTS MDOT & TRANSIT PROVIDERS (SURVEY RESULTS)

Figure 18. Hybrid Reliability Expectations

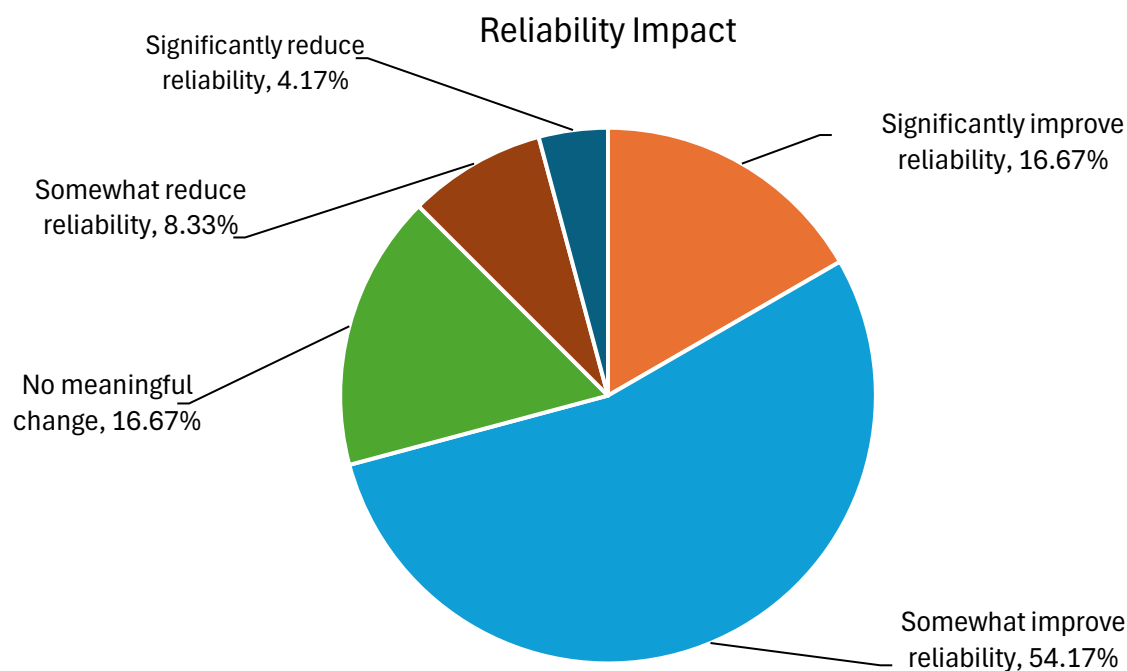


Figure 19. Hybrid Ridership Expectations

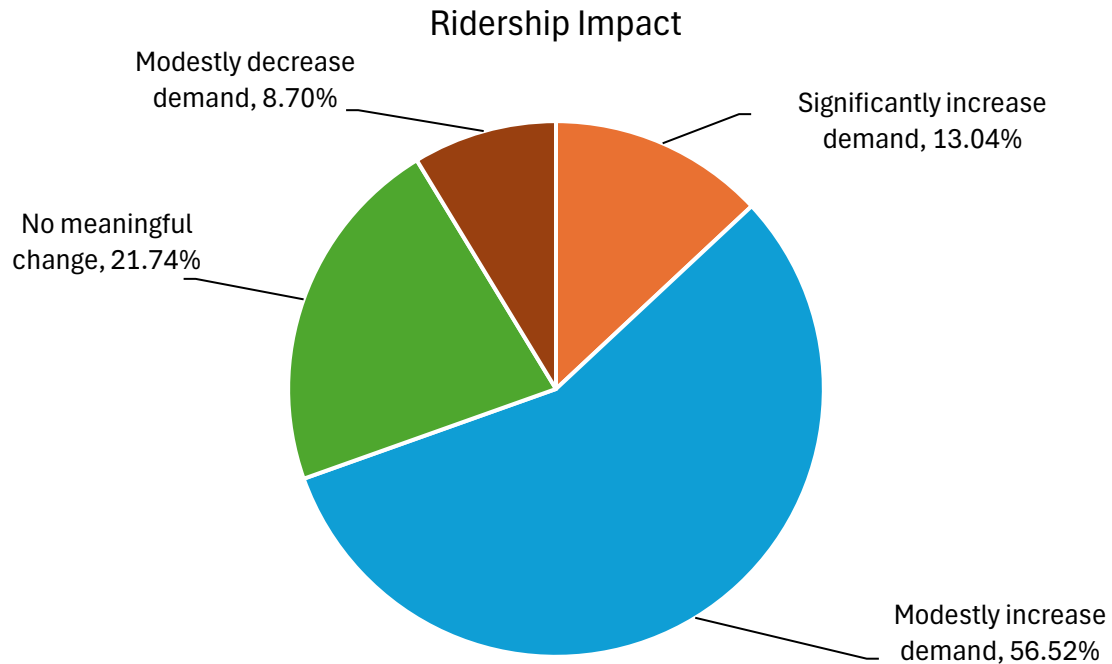


Figure 20. Hybrid Budgetary Expectations

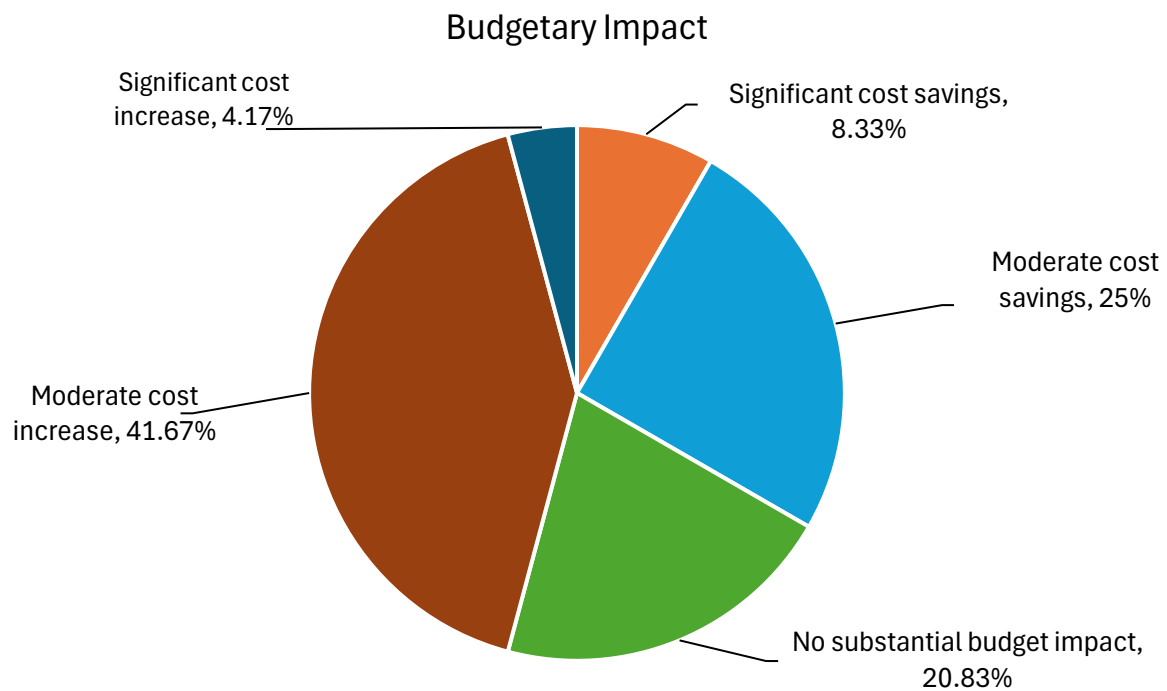


Figure 21. Hybrid Regional Coordination

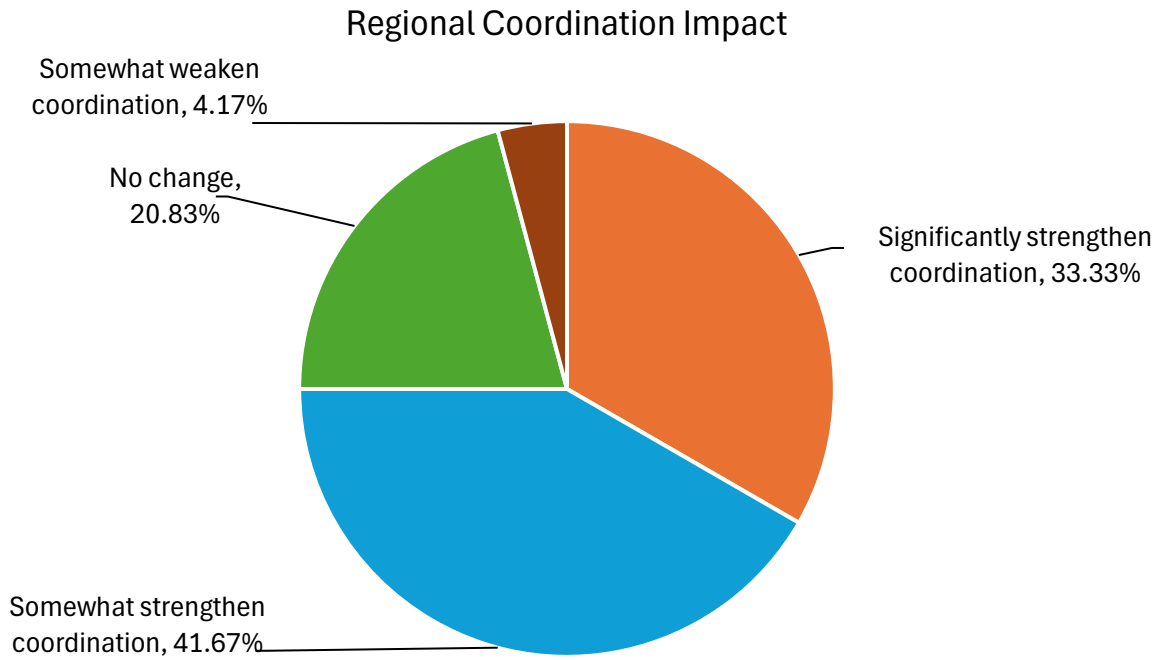
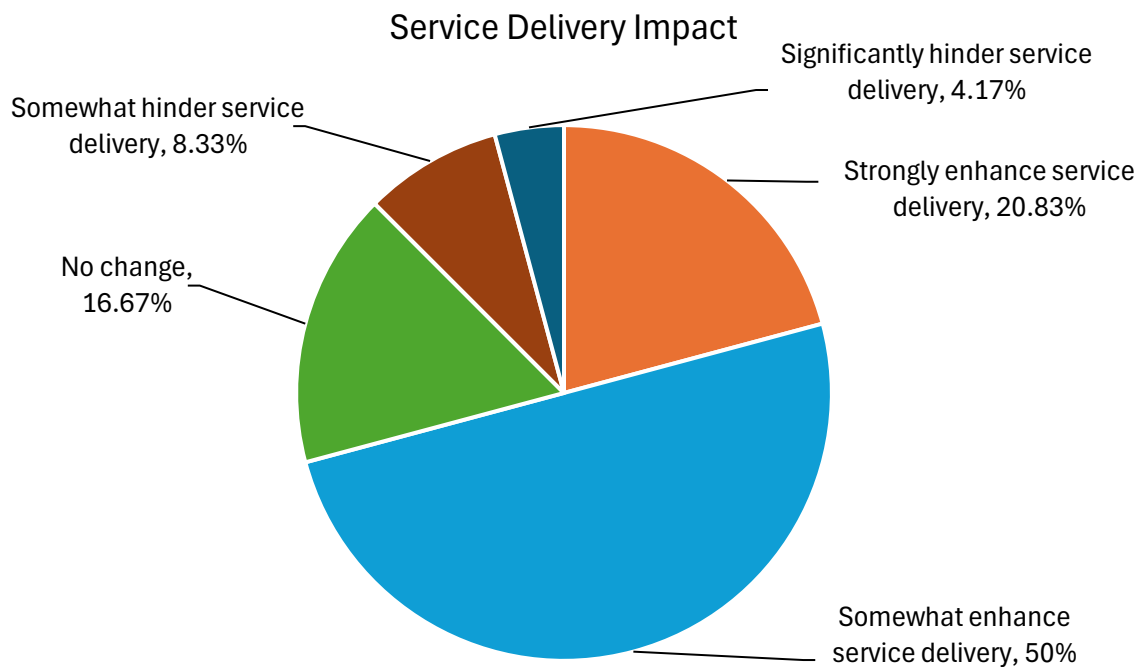


Figure 22. Hybrid Service Delivery



4.5.4 MOST IMPACTED SOLUTIONS UNDER THIS SCENARIO

The Hybrid scenario provides a greater mix of positive and negative impacts across many solutions KPIs. Fleet Planning and Right Sizing help increase ridership, providing more flexible service, but right-sizing creates operational complexities to reliability, while offering a cost-effective way to improve accessibility (**Table 4**). Similarly, Workforce Development & Technology Assistance Grants have mixed outcomes, ridership can fall from the increase in service flexibility requirements, even as reliability gains take place from stronger staff training and technical support. Additionally, the Statewide Grant Resource Center and the Statewide Transit Innovation Center do not offset the Hybrid scenarios structural ridership decline from remote work and e-commerce trip substitution. Though an increase in funding or an Innovation Center would assist both reliability and accessibility.

Some solutions saw an increase across all KPIs, including the Regional Expertise Sharing Program. This is due to mobility managers being able to coordinate routinely, share their expertise, and help reduce regional barriers for riders.

Table 4. Most Impacted Solutions Under the Hybrid Scenario

Solution	Ridership		Reliability		Accessibility	
	Current	Future	Current	Future	Current	Future
Fleet Planning & Right Sizing Guidance	↑	↑↑	↑↑	-	↑	↑↑
Regional Expertise Sharing Program	↑	↑↑	↑	↑↑	↑	↑↑
Statewide Transit Innovation Center	↑	-	↑	↑↑	↑	↑↑
Statewide Grant Resource Center	↑	-	↑	↑↑	↑	↑↑
Workforce Development & Technology Assistance Grants	↑	↓	↑	↑↑	-	-

4.6 TOP 20 SOLUTIONS AND KPI IMPACTS

This section presents a single table summary (**Table 5**) of the Top 20 solutions for all scenarios and their corresponding degree-of-effect across all KPIs. An overall combined score is provided for each solution and ranked accordingly.

The Statewide Transit Fund and Local Transit Funding Option were intentionally excluded from the ranking because they function as foundational funding mechanisms rather than discrete programmatic solutions. Additionally, being funding solutions they held low- and high-positive rankings across every scenario. Their role will be central in **Tech Memo 4**, as they help determine the level of resources available to implement the preferred system.

Table 5. Top 20 Solutions Across All Scenarios

	Solution Name	Total Score	Current Conditions			New Technology			Customer Preferences			Regional Mobility			Hybrid		
			Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility
TOP 10 Solutions	Statewide Transit Coordinating Council	25	↑	↑	↑↑	↑↑	↑↑	↑↑	↑	↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑
	Rural Driver & Mobility Partnership Program	23	↑↑	-	↑↑	↑↑	↑↑	↑↑	↑↑	↑	↑↑	↑↑	↑	↑↑	↑↑	↓	↑↑
	Statewide Mobility Resource Library	23	↑	↑	↑↑	↑	↑↑	↑	↑	↑	↑	↑↑	↑↑	↑↑	↑↑	↑↑	↑↑
	Fleet Planning & Right Sizing Guidance	21	↑	↑↑	↑	↑	↑↑	↑	↑↑	↑	↑↑	↑	↑↑	↑	↑↑	-	↑↑
	Statewide Transit Coverage Map & Planning Tool	20	↑	-	↑↑	↑↑	↑	↑↑	↑↑	-	↑	↑↑	↑	↑↑	↑↑	-	↑↑
	Five Year Transit Planning & Performance Program	20	↑	↑	↑	↑	↑↑	↑	↑	↑	↑	↑	↑↑	↑↑	↑	↑↑	↑↑
	Transit Technology Grants	20	↑	↑	↑	↑↑	↑↑	↑↑	↑	↑	↑	↑	↑	↑	↑	↑↑	↑↑
	Regional Expertise Sharing Program	19	↑	↑	↑	↑	↑↑	↑↑	↑	↑		↑	↑	↑	↑↑	↑↑	↑↑
	Shared Purchasing for Transit Agencies	19	↑	↑↑	↑	↑	↑↑	↑	↑	-	↑	↑	↑↑	↑	↑	↑↑	↑↑
	Statewide Transit Innovation Center	18	↑	↑	↑	↑↑	-	↑↑	↑	↑↑	↑	↑	↑	↑	-	↑↑	↑↑
	Regional Call Centers	17	↑	-	↑↑	↑↑	↑	↑↑	↑	-	↑	↑	-	↑↑	↑↑	-	↑↑
	Public Outreach & Transit Awareness Tool	15	↑	-	↑	↑↑	-	↑↑	↑	-	-	↑↑	-	↑↑	↑↑	-	↑↑
	Statewide Grant Resource Center	15	↑	↑	↑	↑	-	↑	↑	↑	↑	↑	↑	↑		↑↑	↑↑
	Workforce Development & Technology Assistance Grants	9	↑	↑	-	↑	↑↑	↑	↑	↑	-	↓	↑	-	↓	↑↑	-
	Transit Vehicle Parts Exchange Program	9	-	↑↑	-	-	↑↑	-	-	↑	-	-	↑↑	-	-	↑↑	-

Solution Name	Total Score	Current Conditions			New Technology			Customer Preferences			Regional Mobility			Hybrid		
		Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility	Ridership	Reliability	Accessibility
Mississippi Transit Training & Support Hub	8	-	↑	-	↑	↓	↑	-	↑	-	↑	↑	-	↑	↑	↑
Standardized Online Grant & Compliance Portal	5	-	↑	-	↑	↑↑	↑	-	↑	-	-	↑	↓	↓	↑	↓
Statewide Grant Writing Support	0	-	-	-	↑	↑	↑	-	-	-	-	-	-	↓	↓	↓

5 Next Steps

The scenario analysis identified a set of solutions that consistently performed well across all five futures—Current Conditions, New Technology, Changing Customer Preference, Regional Mobility, and Hybrid—demonstrating strong potential to improve ridership, reliability, and accessibility under widely varying conditions. The highest-performing strategies emerging from this evaluation are presented below in descending order of their score in **Table 5**.

1. **Statewide Transit Coordinating Council**
2. **Rural Driver & Mobility Partnership Program**
3. **Statewide Mobility Resource Library**
4. **Fleet Planning & Right Sizing Guidance**
5. **Statewide Transit Coverage Map & Planning Tool**
6. **Five-Year Transit Planning & Performance Program**
7. **Transit Technology Grants**
8. **Regional Expertise Sharing Program**
9. **Shared Purchasing for Transit Agencies**
10. **Statewide Transit Innovation Center.**

5.1 PUBLIC ENGAGEMENT ON THE PREFERRED SET OF SOLUTIONS

Before progressing to final recommendations, the Top 10 Solutions and the associated funding mechanisms will undergo an additional round of public and stakeholder engagement. This engagement builds on the initial provider input gathered through the statewide survey and will broaden outreach to include riders, general public, human-service agencies, regional and local planning partners, tribal governments and other stakeholders.

This step is critical for validating the selected solutions, understanding levels of support, and clarifying the operational realities that will shape implementation. Insights from this engagement will directly influence both the structure of the preferred system and the prioritization of recommendations in the implementation plan.

5.2 INTEGRATION WITH TECH MEMO 4: FUNDING & IMPLEMENTATION STRATEGY

Tech Memo 4 will build on the preferred system by translating the recommended solutions into an actionable programmatic, financial, and policy implementation framework, consistent with the study scope. Specifically, the next deliverable will:

- **Develop detailed solution recommendations**, grounded in earlier tasks including needs and service gaps, scenario performance, and the benefits and costs associated with different investment strategies.
- **Sequence recommendations** into near-, mid-, and long-term actions, recognizing administrative capacity, procurement requirements, and the readiness of agencies to implement different strategies.
- **Develop an overall implementation schedule and framework**, clarifying responsibilities across MDOT, transit providers, regional organizations, and partners.
- **Integrate statewide and local funding mechanisms**, including the Statewide Transit Fund and Local Transit Funding Option, to illustrate how new revenues could accelerate or expand implementation.

5.3 PREPARING FOR A PREFERRED SCENARIO

The combination of scenario performance, provider insights, and upcoming public engagement will position MDOT and the PAC to select solutions that strengthen Mississippi's transit network under both current conditions and future uncertainties. These strategies will serve as the foundation for the implementation roadmap and financial strategy in **Tech Memo 4**, ensuring the final plan is realistic, resilient, and aligned with both statewide goals and local needs.



Appendix A – All Solutions

Table 1. Full List of Solutions

Solution ID	Solution Name	Solution Description	Gap Category
1	Regional Call Centers	A one-stop call center model that integrates mobility management, trip scheduling, and benefits counseling, handling thousands of calls annually and coordinating rural transit services across multiple counties.	• User Needs: Coordination • Provider Needs: Coordination
2	Annual Competitive Mobility Management Pilot Projects	Establish an annual competitive grant opportunity for Regional Mobility Management programs to pilot projects that are outlined in their Regional Coordinated Human Services Plans. Grants are funded through combination of 5310/5311 grant funds. Pilot projects are chosen by state DOT. Projects could be chosen by the Statewide Transit Coordinating Council (if established).	• Provider Need: Funding • Innovation: Technology Adoption & Pilot Project
3	Automated Bus Pilot Project	Launch pilot projects to deploy 40-foot autonomous buses and advance initiatives such as zero-emission automated vehicle programs and Level 4 automation transit services in collaboration with research institutions and industry partners. These efforts aim to integrate and scale autonomous technology within public transportation systems.	• Innovation: Technology Adoption & Pilot Project
4	Bike/Ped Infrastructure Program	Coordinate with state agencies, local governments, and private organizations to align sidewalk, bike lane, and transit stop improvements within roadway and active transportation planning processes. This approach ensures that infrastructure projects are co-located and connected, improving safe and convenient access to transit services.	• Provider: Passenger Amenities & Intermodal Centers • Innovation: Integration

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Solution ID	Solution Name	Solution Description	Gap Category
5	Bus Station Guidance	Partner with communities to design and roll out a modernized bus shelter program. Coordinate closely with municipalities to develop new bus shelter deployment strategies and provide the upfront investment required to dramatically increase the number and equitable distribution of shelters. This would require that the stops become ADA compliant. This could include pilot projects such as a solar panel stop program.	• Provider: Collaboration, Passenger Amenities, & Intermodal Centers
6	Capital Planning Pipeline	Funding early-stage planning and feasibility work. Linking planning grants explicitly to future capital grant cycles to generate a bench of grant ready projects.	• Readiness: Competitiveness
7	Statewide Grant Writing Support	Assistance to local agencies with narrative development and benefit-cost framing raises the baseline quality of submissions and increases their competitiveness.	• Provider Needs: Collaboration, Funding, & Resources • Readiness: Competitiveness
8	Complete Streets Programs with Tiered Requirements and Technical Assistance	Institutionalize Complete Streets with statewide policy and active transportation program, tying planning, policy, and funding to walking/biking/transit integration. Sponsors adopt policy, develop prioritization plan, and fund construction explicitly for multimodal elements near transit (sidewalks, bike lanes, crosswalks, bus lanes).	• Provider: Passenger Amenities • Innovation: Integration
9	Statewide Grant Resource Center	A statewide resource that agencies can use to find the latest grant funding opportunities, offering fact sheets, guidance, and tools to help determine eligibility.	• Provider Needs: Resources • Readiness: Competitiveness • Innovation: Pilot Project

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Solution ID	Solution Name	Solution Description	Gap Category
10	Coordinate STIP Development Across Roadway, Active Transportation and Transit Investments	Weighting of improvements during MPO TIP and Statewide STIP project screening to promote investments in projects that have compounding benefits.	• Innovation – Integration
11	Create Statewide Pilot Framework	Provides centralized structure to guide, evaluate, or replicate pilot program efforts and therefore increasing the potential for scaling successful models across regions.	• Innovation: Technology Adoption & Pilot Projects
12	Cross-Departmental Mobility Working Group	Establish a formal working group with other offices within MDOT, as well as other state departments that either administer, support, or operate passenger mobility services. This working group, in concert with local transit operators, could identify where services are overlapping or where connections between systems are not being made and seek solutions to provide more convenient and seamless mobility in these areas.	• Innovation: Integration
13	Dedicated Active Transportation Capital Programs	Create a Active Transportation Capital program that consolidates existing federal and state bicycle/pedestrian transportation programs into a single program that aims at improving walking, biking, and other non-motorized transportation options.	• Innovation: Pilot Projects & Integration
14	Employ land use as a strategy	Collaborate/coordinate the inclusion and improvements of the transit network with the Metropolitan Planning Organizations (MPOs) projects and corridor studies to better align land use, multimodal transportation, and transit planning initiatives.	• Innovation: Integration

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Solution ID	Solution Name	Solution Description	Gap Category
15	Enhance Buses with up to date technology	Buses which feature low flooring to speed customer boarding, wheelchair ramps, USB charging ports, onboard camera systems for safety and security, improved intercom systems and LED lighting and bicycle racks. Smaller providers that have not yet implemented automatic passenger counters (APC) or automatic vehicle locators (AVL), for example, can implement these technologies to aid service planning and delivery. This can include digital fare integration as well.	• User Needs: Coordination • Provider Needs: Funding & Resources • Innovation: Technology Adoption
16	Expanded demand response systems	Days or hours of service for demand response systems in rural areas can be expanded. This could also be a specific program such as a Rural Health Express Shuttle to coordinate appointment scheduling to enable fixed-route service instead of costly demand-response trips.	• User Needs: Propensity, Demand, & Access • Provider Needs: Collaboration & Staffing
17	Fleet Planning & Right Sizing Guidance	Guidelines to help agencies select the appropriate vehicle size and type based on standards previously established for routes, schedules, and performance.	• Provider Needs: Funding & Staffing
18	Fund-Braiding Guidance or Training	Establish a technical assistance manual/guide/training to inform fund-braiding techniques and opportunities for Regional Mobility Managers and transit agencies. As most of Mississippi is rural, it could be beneficial to create fund-braiding guidance that is unique to their transit environment (Regional MM, Dept. of Rehabilitation, Dept. of Health and Human Services, etc.) This could help consolidate some of the most important information that can be found in the various federal guidance that exists.	• Provider Needs: Collaboration, Funding, Training, & Resources

Statewide Transit and Intercity Bus Study

Solution ID	Solution Name	Solution Description	Gap Category
19	Funding Policy Guidance	Define a policy approach to support the appropriate allocation of capital and operating funds to best meet the needs of existing rural transit services and to support service expansion.	• Provider Needs: Funding, Training, & Resources • Readiness: Compliance
20	Statewide Transit Coverage Map & Planning Tool	A GIS-based map and set of analytical tools that help agencies coordinate service coverage and identify and reduce gaps.	• User Needs: Propensity, Demand, Access, Coordination, & Intercity Connectivity • Provider Needs: Collaboration & Resources • Readiness: Competitiveness
21	Incentivized Employer Collaborations	Collaborations between transit agencies and local employers that provides transit services for employees while subsidizing transit operations. Some examples include driver wage supplementation, employee transit benefit (non-cash incentive), joint recruitment campaigns, etc. These models can support multiple corporations working with transit agencies to ensure their employees have reliable transportation to/from work - funds offset cost of transit operations and provide workers with transit benefits.	• Provider Needs: Collaboration, Funding, Staffing, & Resources
22	Rural Driver & Mobility Partnership Program	A program designed to expand the driver workforce, support volunteer transportation, and partner with nonprofits, healthcare providers, and employers to offer free rides.	• User Needs: Propensity, Demand, Access, & Intercity Connectivity • Provider Needs: Funding, Staffing, & Resources

Statewide Transit and Intercity Bus Study

Solution ID	Solution Name	Solution Description	Gap Category
23	Intercity - Better connections between systems and regions	Enhanced connections can include timed transfers between different systems, more transfer points between systems, and resource sharing among systems to deliver needed regional connections that are currently not provided.	• User Needs: Access, Coordination & Intercity Connectivity • Provider Needs: Collaboration
24	Statewide Transit Innovation Center	A hub where agencies, universities, and private companies test new technologies and share lessons learned from pilot projects.	• Provider Needs: Collaboration, Training, & Resources • Innovation: Technology Adoption, Pilot Projects, & Integration
25	Shared Purchasing for Transit Agencies	Agencies purchase vehicles, technology, or services jointly to reduce costs and speed up procurement.	• Provider Needs: Collaboration, Funding, & Resources
26	Local Transit Funding Option	Legislation to authorize local governments to raise dedicated transit revenue through taxes such as sales, property, or vehicle fees.	• Provider Needs: Funding & Staffing • Readiness & Competitiveness
27	Mississippi Transit Training & Support Hub	A centralized website that provides transit agencies with easy access to training materials, standard templates, and support when they need it.	• Provider Needs: Staffing, Training, & Resources
28	Mobility as a Service (Maas)	Integrates multiple modes of travel into a single on-demand platform (an app or website) letting users plan, book, and pay for each trip via one platform. Maas incorporates multiple modes including buses, ridesharing, scooters, car rentals, etc.	• User Needs: Propensity, Demand, & Coordination • Provider Needs: Staffing • Innovation: Technology Adoption

Solution ID	Solution Name	Solution Description	Gap Category
29	Mobility Hubs and Park and Rides	Construct mobility hubs where multiple travel modes come together including buses, rail, bike share, scooters, rideshare, walking paths, etc. making it easy for people to switch between modes. These hubs often feature real-time information, sheltered waiting areas, wayfinding, and secure bike parking. They're designed to improve access and reduce reliance on single-occupancy vehicles. Mobility hubs can include park-n-ride systems for carpooling and ridesharing to support commuting activities. This can include a subscription price service that works across all bus services in the state and includes bikes, scooter sharing, and parking facilities.	• User Needs: Coordination & Intercity Connectivity • Provider Needs: Collaboration & Intermodal Centers • Innovation: Integration
30	Mobility Management Performance Measures	Establishing performance measures for Regional Mobility Management that assesses quantitative and qualitative measures. Quantitative measures can include ridership increases, service expansions, passenger amenities, outreach activities, etc., while qualitative measures can include coordination enhancements, variations in public information formats, education programs, other programs, etc.	• Provider Needs: Collaboration, Resources, & Passenger Amenities
31	Statewide Mobility Resource Library	An online library that allows regional mobility managers to share performance data, system information, and best practice tools to support greater consistency statewide.	• Provider Needs: Collaboration, Staffing, Training, & Resources
32	Partnership with Universities for Innovation Pilots and Grant Writing	Partner with colleges and universities to share the cost and staff time needed to run innovative technology pilots, and use college grant-writing courses to help agencies pursue funding. Through these partnerships, students gain experience while agencies reduce the cost and effort required to develop grant applications.	• Provider Needs: Collaboration, Funding, & Resources • Innovation: Pilot Projects

Statewide Transit and Intercity Bus Study

Solution ID	Solution Name	Solution Description	Gap Category
33	Transit Vehicle Parts Exchange Program	Supply chain issues can affect reliable and on-time transit performance. While supply chain issues are a global challenge, MDOT should work with partners to explore potential opportunities to establish a convenient and efficient spare parts exchange program.	• Provider Needs – Collaboration • Innovation: Pilot Project
34	Passenger advisory committees (all transit systems)	Establishing a local committee of riders and local stakeholders to discuss issues associated with service delivery, resolve complaints, discuss grant opportunities, etc.	• User Needs: Propensity, Demand, & Access
35	Pre-Application Readiness Screening	Conceptual cost estimates, public engagement summary, and benefit-cost narratives tied to federal criteria are used by DOT before endorsing or awarding applications.	• Readiness: Compliance & Competitiveness
36	Project Shortlists	Maintaining ranked inventory of candidate projects that pre-align scopes with likely federal funding programs.	• Readiness: Competitiveness
37	Regional Coordinated Transit Service	Establish several regional transit networks that are small to start and can be scaled that are similar in nature to the success of Delta Rides. Start this as a state supported pilot program that integrates with other rural providers, provides intercity connections, and seeks funding as a non-profit.	• User Needs: Propensity, Access, Coordination, & Intercity Connectivity • Provider Needs: Collaboration & Funding
38	Regional Expertise Sharing Program	Regional Mobility Managers develop expertise in specific focus areas, such as grant writing or marketing, and support statewide improvement by sharing tools, templates, and technical knowledge with their peers across the state.	• Provider Needs: Collaboration & Resources
39	Regional Pooled Compliance Support	Pool of compliance support specialists shared by multiple grantees across districts or regions	• Provider Needs – Collaboration & Training • Readiness – Compliance & Competitiveness

Statewide Transit and Intercity Bus Study

Solution ID	Solution Name	Solution Description	Gap Category
40	Regional Transit Operations Centers	Establish regional transit operations centers for shared dispatch and administration duties between transit agencies. Shared positions would reduce the administrative burden for each individual transit agency and result in cost-sharing of these positions that can free up additional money for drivers.	• Provider Needs – Collaboration Funding, & Staffing
41	Roadway Context Classifications & Solutions	Context based classification of roads and solutions that meet that classification based on the operating environment to determine what amenities are needed along the facility.	• Provider Needs – Resources & Passenger Amenities • Innovation – Integration
42	Sensor Based Preventative Maintenance	Advanced technology to detect issues before breakdowns, reducing downtime and improving reliability. Sensors which can detect minor issues and correct them before they become major repairs/disrupt service.	• Innovation – Technology Adoption
43	Standardized Online Grant & Compliance Portal	Develop a consistent, standardized online portal for all transportation technology purchases, supported by standardized documentation and technical assistance.	• Provider Needs – Collaboration, Training, & Resources • Innovation – Technology Adoption
44	Statewide Asset Management Platform	Obtain and utilize a statewide asset management platform to support the capital planning, prioritization, and reporting functions of MDOT.	• Provider Needs – Collaboration, Funding, Resources, Passenger Amenities, & Intermodal Centers
45	Statewide Capital Resiliency Program	Strengthen existing transit assets to reduce the impact of weather events, and build assets that increase the system's adaptability before, during, and after extreme events. This includes relocating or hardening critical infrastructure and investing in additional system flexibility.	• Provider Needs – Collaboration, Funding, Resources, & Passenger Amenities

Statewide Transit and Intercity Bus Study

Solution ID	Solution Name	Solution Description	Gap Category
47	Statewide Transit Coordinating Council	A statewide group of representatives from transit agencies, transportation service partners, and community advocates works together to spot where service is missing and create practical, shared solutions.	• User Needs – Propensity, Demand, Access, Coordination, & Intercity Connectivity • Provider Needs – Collaboration, Funding, Staffing, & Resources
48	Statewide Negotiated Contracts	Statewide contracts negotiated and acquired by the state that all transit agencies can use instead of procuring individually.	• Provider Needs – Collaboration & Funding • Innovation – Technology Adoption & Pilot Projects
49	Statewide Real Time Trip Planning, Ticketing, and Integrated Applications	Integrated platform to reduce fragmentation and limited capacity of agencies to scale solutions.	• Provider Needs – Collaboration, Staffing, & Resources • Innovation – Technology Adoption
50	Transit Technology Grants	Creates a state-funded innovation grant program that improves transit reliability, access, and mobility options through the use of innovative technology.	• Provider Needs – Funding & Resources • Innovation – Technology Adoption & Pilot Projects
51	Technology Grant	Funding for core (targeting APCs, MDOT/ASAs) and advanced technologies for rural and small urban agencies. Incorporate procurement lists and plug and play specifications.	• Provider Needs – Funding • Innovation – Technology Adoption

Solution ID	Solution Name	Solution Description	Gap Category
52	Transit Compliance & Technical Assistance Program/Resource Centers	Centralized technical assistance and compliance support program and on-demand support services helping to correct recurring federal oversight deficiencies by delivering post-review corrective action support, standardized guidance, training, and targeted expertise in procurement, financial management, civil rights, asset management, ADA and Drug & Alcohol compliance, and federal grant administration.	• Provider Needs – Resources • Readiness – Compliance & Competitiveness
53	Transit Data Management System	Similar to NCDOT's BlackCat Transit Data Management System create a web based platform that all agencies use to track procurement documentation, maintain their asset inventories, log preventative maintenance, etc. Have this available to all agencies, not just those applying for grants.	• Provider Needs – Collaboration & Resources
54	Five Year Transit Planning & Performance Program	Funded transit systems prepare a five-year plan plus annual updates to guide service development, performance, and budgeting.	• User Needs – Propensity, Demand, Access, & Coordination • Provider Needs – Collaboration, Training, & Resources • Readiness – Compliance and Competitiveness
55	Transit Expense and Revenue Growth Assessment	A study in partnership with transit operators to examine the growth trend of transit operational expenses to conclusively identify the primary drivers of this trend and develop solutions and strategies to slow or reverse further growth of operational costs. Alternative sources of revenue generation should be explored to offset these expenses.	• Provider Needs; Collaboration, Funding, & Resources

Statewide Transit and Intercity Bus Study

Solution ID	Solution Name	Solution Description	Gap Category
56	Statewide Transit Fund	A statewide funding program that supports transit service, vehicles, and other improvements, with priority given to expanding service in communities that currently have little or no transit. Funds must be used to add service rather than replace existing service.	• User Needs – Propensity, Demand, Access, Coordination, & Intercity Connectivity • Provider Needs – Collaboration, Funding, Resources, & Passenger Amenities • Innovation – Technology Adoption & Pilot Project
57	Public Outreach & Transit Awareness Tool	Partnership-building tools and outreach materials help agencies better reach underserved communities and promote the benefits of transit.	• User Needs – Propensity, Demand, Access, & Intercity Connectivity • Provider Needs – Collaboration, Funding, & Resources
58	Transit Signal Priority (TSP)	Transit Signal Priority (TSP) is a general term for the technology that can be utilized at signalized intersections on a corridor or intersection level to prioritize traffic flow for public transit. Implementation of TSP varies greatly, but the goal is to reduce dwell time at traffic signals for public transit vehicles. This can be done by holding green lights longer or shortening red lights.	• Innovation: Technology Adoption

Solution ID	Solution Name	Solution Description	Gap Category
59	Transit Technology Primer and Readiness Assessment	This provides a guide to what technology exists, its uses, costs, staffing needs and how and agency can go about purchasing transit technology. Furthermore, a readiness assessment questionnaire similar to the one developed by the National Center for Applied Transit Technology (NCATT) link within the guide scores Mississippi agencies on the following performance measures: contract management & organization, systems & culture, performance measurement, organizational resilience, and cybersecurity as well as readiness for specific technologies. Additional resources and next steps may accompany the Assessment.	• Provider – Collaboration, Funding, Resources • Innovation: Technology Adoption & Pilot Project
60	Travel Behavior Analysis/Replica Software	Collect and analyze rider feedback and trip patterns to optimize routes and schedules for both urban and rural contexts.	• Provider Needs: Collaboration & Resources
61	Universal Payment App	Allows riders to pay for services across multiple agencies and modes of transportation. Reduces the need for multiple mobile apps.	• User Needs: Propensity & Coordination • Provider Needs: Collaboration & Resources • Innovation: Technology Adoption
62	Workforce Development & Technology Assistance Grants	Technical assistance and workforce development that helps agencies plan, manage, and sustain pilot rollouts.	• Provider Needs – Collaboration, Funding, Training, & Resources • Innovation – Technology Adoption & Pilot Project



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