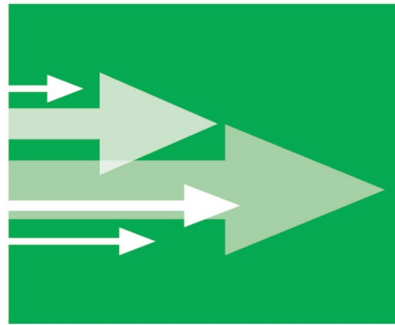




Statewide Transit Plan and Intercity Bus Study

Implementation Plan

May 2026

Final



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1 Introduction

The **Implementation Plan (Tech Memo 4)** represents the final step of the Mississippi Statewide Transit Plan and Intercity Bus Study. Building on the analysis and findings of prior technical memoranda, **Tech Memo 4** presents implementation considerations for each of the top ten proposed solutions developed to address identified gaps within the User, Provider, Readiness, and Innovation focus areas. These solutions were evaluated across the five future scenarios described in **Tech Memo 3** to assess their robustness and adaptability under varying conditions. Additionally, **Tech Memo 4** outlines cost considerations, funding approaches, and recommended phased actions in the near-, mid-, and long-term to advance the prioritized solutions toward execution.

1.1 STATUTORY AND STRATEGIC CONTEXT

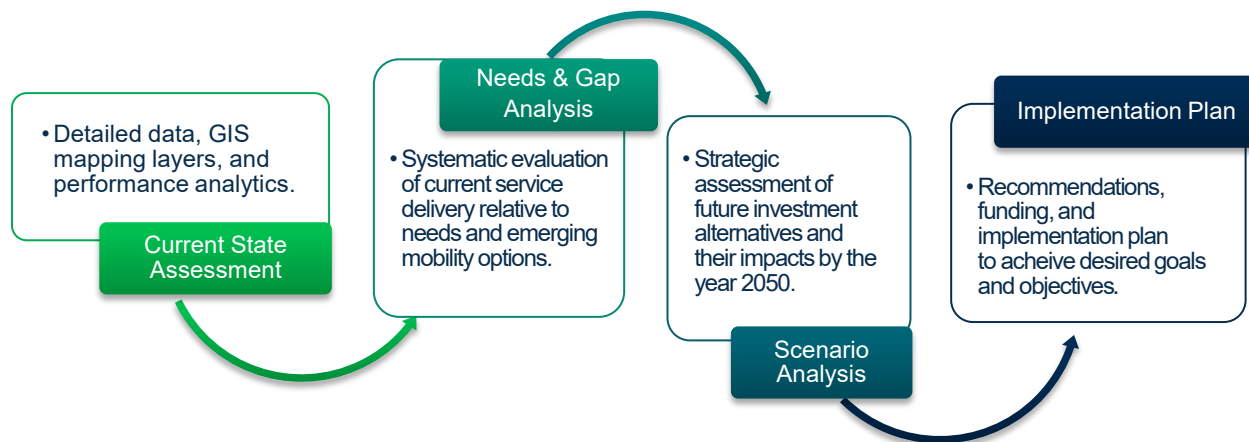
The Mississippi Department of Transportation (MDOT) is responsible for planning how people and goods move across the state—by road, rail, bus, and more. State law (Mississippi Code Section 65-1-8) and federal law (49 U.S.C. Section 5304) both require MDOT to create a long-term transportation plan that includes all modes of travel. This study supports this effort by taking a close look at Mississippi's public transportation system. It also operationalizes Mississippi's Unified Long-Range Transportation Infrastructure Plan (MULTIPLAN 2050) by identifying implementable transit programs, governance structures, and funding pathways enabling MDOT, and its partners, to advance coordinated, phased transit investments across the state.

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 4 advances the Mississippi State Transit Plan & Intercity Bus Study by building on the preferred solutions identified through prior analysis and public engagement in **Tech Memo 3** to discuss how those solutions can be implemented. This **Tech Memo 4** defines recommended actions, cost considerations, funding approaches, and implementation sequencing to support coordinated delivery. In doing so, it provides MDOT and its partners with a clear framework for translating planning concepts into implementable transit programs over the near-, mid-, and long-term.

1.3 REPORT STRUCTURE

Tech Memo 4 is organized to clearly link recommended strategies with cost considerations, funding approaches, and implementation actions:

- **Section 1 - Introduction** – Describes the role of this final tech memo in moving Mississippi’s statewide transit planning from analysis to action by establishing the policy context and practical foundation for implementing prioritized transit solutions.
- **Section 2 - Methodology** – Summarizes the approach used to the implementation framework, integration of the Statewide Transit Plan & Intercity Bus Study with the Mississippi Long Range Transportation Plan, and costing considerations that inform funding approaches and phased integration of the recommended solutions.
- **Section 3 - Solutions Review** – Documents the overall intent of each recommended solution and is structured in three primary groupings: foundational, enabling, and transformative.
- **Section 4 - Costs of Solutions** – Presents planning-level estimates and aggregated cost ranges in four cost categories: planning, operations, capital, and administration.

- **Section 5 - Scenario Assessment** – Assesses the potential cost implications to each solution across four future scenarios.
- **Section 6 - Public and Stakeholder Engagement** – Summarizes the input received and relevance to the overall implementation plan.
- **Section 7 - Funding Approach** – Outlines a funding approach reflecting current practices and identifies strategies to support implementation of recommendations.
- **Section 8 - Implementation Recommendations** – Conveys a sequenced framework for advancing the solutions over time for a ten-year planning horizon.
- **Appendix A - Solutions Profiles** – Provides a detailed prospectus for each of the recommended solutions that conveys implementation actions, costs, funding strategies, performance metrics, complementary actions amplifying benefits, and implementation resources.
- **Appendix B - Comprehensive Solution Set** – Provides an overview of all 62 solutions developed during the scenario analysis process.
- **Appendix C - Public Engagement Results** – Offers outcomes from public survey.

This structure has been established to provide MDOT and its partners with a clear, actionable roadmap that connects strategic planning to practical implementation.

2 Methodology

This section describes the methodology used to develop the implementation framework for the Mississippi State Transit Plan & Intercity Bus Study. Building on the findings from earlier phases of the study, this section outlines how preferred solutions were refined, prioritized, and structured into an implementation-ready roadmap. The methodology emphasizes alignment with MULTIPLAN 2050, consideration of implementation readiness, and the practical realities of funding, governance, and capacity. Together, these steps ensure that recommended strategies are not only responsive to identified needs, but are also phased, scalable, and feasible for implementation by MDOT and its partners over the planning horizon.

2.1 MULTIPLAN 2050 INTEGRATION

The recommended solutions advance MULTIPLAN 2050 by reinforcing its emphasis on phased, fiscally responsible investment and coordinated delivery across regions. Rather than proposing isolated transit initiatives, the solutions are organized to support incremental system improvement, beginning with foundational governance, planning, and policy actions and progressing toward enabling tools, shared services, and targeted innovation. This approach aligns with MULTIPLAN's long-range strategy of prioritizing investments that build institutional capacity early, reduces risk, and creates the conditions necessary for more complex or resource-intensive improvements over time.

MULTIPLAN 2050 also guided how solutions were prioritized and sequenced within the implementation framework presented in **Tech Memo 4**. MULTIPLAN principles related to system stewardship, regional coordination, and performance-based decision-making informed the tiering of solutions and the identification of near-, mid-, and long-term actions. Foundational solutions, such as statewide coordination, consistent planning and performance practices, and policy guidance, are positioned for early implementation because they establish the structures needed to support subsequent investments. Empowering and innovation-focused solutions are phased to follow once governance, data, and funding frameworks are in place, consistent with MULTIPLAN's emphasis on scalability and long-term sustainability.

By using the MULTIPLAN 2050 as a guide for both prioritization and phasing, **Tech Memo 4** creates implementation strategies that are realistic, aligned with statewide transportation policy, and responsive to varying levels of readiness and organizational capacity across the state. This integration provides MDOT and its partners with a clear pathway for advancing transit improvements in a deliberate, coordinated manner, linking long-range vision to actionable, sequenced steps that support consistent progress through the 2050 planning horizon.

2.2 SOLUTION ELEMENTS & EVALUATION FRAMEWORK

Each recommended solution was evaluated using a framework that enables comparisons across solutions while allowing flexibility in scope and scale. Each solution includes these core components (**Appendix A**):

- **Implementation Actions** – Outlines high level actions, organized by phase, for advancing the solution from planning to delivery.
- **Cost Considerations** – Provides planning-level cost ranges to indicate the relative magnitude of financial effort required across planning, operations, capital, and administration. Cost levels reflect typical implementation pathways and are intended to support awareness and comparison rather than establish fixed budgets. Cost ranges are expressed as:
 - \$ \$0-250k
 - \$\$ \$250-500K
 - \$\$\$ \$500-1M
 - \$\$\$\$ \$1M-3M
 - \$\$\$\$\$ \$3M+
- **Funding Strategies** – Identifies potential funding approaches aligned with solution characteristics and cost profiles, including federal formula and discretionary programs, state programs, shared or pooled funding models, institutional partnerships, and grant-based or pilot funding.
- **Performance Metrics** – Measurable indicators to track progress, outcomes, and effectiveness over time, supporting performance-based decision-making and accountability.
- **Complementary Solutions Amplifying Benefits** – Identifies complementary strategies that enhance the primary solution and maximizes overall impact and return on investment.
- **Implementation Resources** – Web links to best practices, guidance, regulatory information and more to help inform implementation activities.

2.3 COSTING, FUNDING AND PHASED IMPLEMENTAION

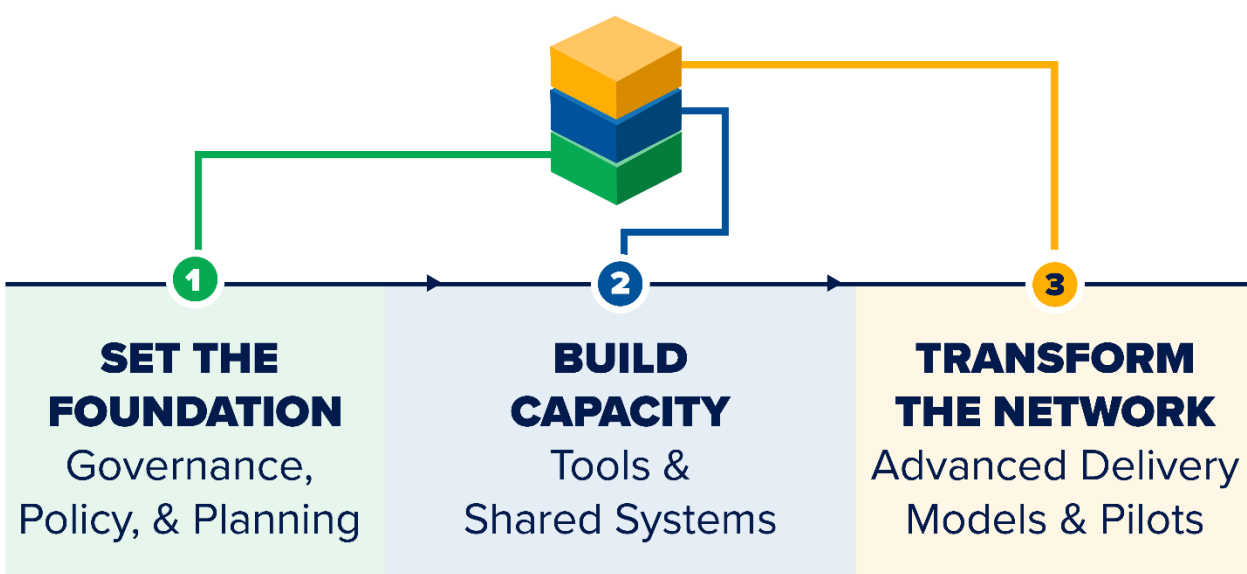
Costing, funding, and implementation phasing were developed iteratively rather than as standalone exercises. Initial solution concepts informed preliminary cost ranges, which were then tested against different future scenarios to assess cost sensitivity and risk. These insights directly influenced recommended phasing, ensuring that higher-risk or higher-cost solutions are sequenced after foundational investments are in place.

Funding considerations were evaluated in parallel to align solutions with realistic funding pathways and program eligibility. This integrated approach allows MDOT to advance low-cost, high-impact actions early, while positioning more complex and resource-intensive solutions for implementation as capacity, funding, and readiness increase. Together, this methodology supports a flexible yet disciplined implementation framework, one that links long-range policy goals to near-term action while remaining adaptable to evolving funding conditions, technologies, and travel behaviors.

3 Solutions Review

The recommended solutions collectively form a coordinated, scalable framework to strengthen public transportation services and mobility access statewide. Rather than advancing individual initiatives in isolation, the solutions are intentionally structured to build on one another, beginning with foundational governance, policy and planning capacity, expanding into enabling tools and shared systems, and progressing toward advanced service delivery and innovation (**Figure 2**). This approach allows MDOT and its partners to align actions with readiness, manage risk, and scale implementation based on capacity and resources.

Figure 2. Solution Structure



3.1 SET THE FOUNDATION

At the core of the implementation framework are solutions that would establish the structures, policies, and institutional capacity necessary to support all subsequent investments. These solutions would focus on coordination, consistency, and long-term stewardship, and support sound decision-making, reduce risk, and ensure that future investments are grounded in consistent policy and planning practices.

The **Statewide Mobility Management Coordinating Council** provides a formal mechanism for collaboration among state agencies, transit providers, human service organizations, and other stakeholders. By aligning policies, improving communication, and supporting shared problem-solving, the Council creates a stable governance framework that enables coordinated advancement of statewide mobility initiatives.

The **Statewide Transit Innovation Center / Interdisciplinary Innovation Center** plays a foundational role in building long-term institutional capacity to support applied research, evaluation,

and pilot deployment. Through partnerships with academic institutions and external stakeholders, the Center provides a mechanism for testing new ideas, translating research into practice, and sustaining technical expertise across the system. Furthermore, the Innovation Center can also provide third-party management of training programs, procurement assistance, and program reviews, thereby allowing MDOT to focus on core oversight and implementation while maintaining rigorous, objective support services across the state.

The **Fleet Planning and Right-Sizing Guidance** complements these efforts by providing agencies with structured approaches to aligning fleet investments with service models, demand patterns, and operating conditions.

3.2 BUILD CAPACITY

A second group of solutions focuses on enabling coordination, improving information sharing, and supporting more integrated planning and operations. These solutions become increasingly effective as data governance, technical capacity, and institutional partnerships mature and help the overall system through expanding overall capacities.

The **Five-Year Transit Planning and Performance Program / Transit Development and Performance Plans** establish common guidance, templates, and performance measures across providers. This solution aligns statewide goals and local planning efforts, promotes accountability, and creates a shared structure for monitoring progress over time.

Similarly, the **Statewide Transit Coverage Map and Planning Tool / GIS Service Coverage Map** enhances statewide planning by providing a consistent view of transit service coverage, gaps, and overlaps. The tool supports needs-based analysis of transit-reliant populations and access to key destination, coordination among providers, and identification of priority investment areas.

The **Statewide Mobility Resource Library / Mobility Management Resource Library, Database, and Website** improve transparency and access to information by centralizing transportation resources in a single, user-friendly platform. This solution supports riders, caseworkers, planners, and providers by making services easier to understand and coordinate across jurisdictions and provider types.

Workforce and institutional capacity are further strengthened through the **Regional Expertise Sharing Program / Regional Mobility Manager Lead Positions**, which formalizes peer learning and technical support across the state. By sharing applied expertise in areas such as service design, technology, procurement, and compliance, this solution improves consistency and reduces duplication of effort.

Finally, a streamlined **Shared Purchasing for Transit Agencies / Joint Procurement** enables cost savings and efficiency by coordinating procurement of vehicles, software, equipment, and services. By standardizing specifications and leveraging collective buying power, agencies can reduce unit costs, streamline compliance, and accelerate implementation timelines, supporting both traditional capital investments and technology upgrades.

3.3 TRANSFORM THE SYSTEM

These initiatives build on the aforementioned infrastructure and leverage expanded capacity by focusing on advanced service delivery models and technology-driven innovation. They are designed to be scalable and responsive to changing customer needs, deployment capacities, and technological advancements. These solutions allow the statewide transit system to adapt to emerging technologies, evolving travel behavior, and new partnership opportunities while remaining grounded in strong governance and planning foundations.

The **Rural Driver and Integrated Mobility Partnership Program** expands access to transportation in rural and underserved areas by supporting volunteer driver programs, employer-based transportation, healthcare partnerships, and other locally appropriate service models. By emphasizing partnerships and flexible service delivery, this solution helps address gaps where fixed-route transit is not feasible.

The **Transit Technology Grants / Statewide Innovate Grant Program** provides a structured mechanism to advance modernization efforts such as fare payment systems, vehicle location and tracking, customer information tools, and data management platforms. A grant-based approach allows MDOT to encourage innovation while managing financial risk, supporting pilots and scaling successful deployments over time.

3.4 ADDITIONAL SOLUTIONS

While the previously listed solutions identified were shown to strength the system and help expand mobility options, the broader set of solutions assessed in **Tech Memo 3** and listed in **Appendix B** also provide meaningful value. These solutions were not excluded due to lack of benefit, but rather because they offer more targeted, context-specific, or incremental impacts that are best deployed in select geographies, system types, or implementation phases. Collectively, these solutions also address gaps related to customer experience, operational efficiency, access, and system resilience. When layered strategically with the previous, they can help transit providers respond to local needs, pilot emerging practices, and strengthen service quality over time. Maintaining visibility of these options allows MDOT and its partners to retain a flexible toolkit that supports both near-term problem solving and longer-term system evolution.

3.4.1 SOLUTIONS BENEFITTING URBAN AREAS

Transit agencies in large urban areas within Mississippi have a different set of needs and priorities than both rural and small urban providers. Agencies such as Jackson Transit System (JTRAN) and Coast Transit Authority (CTA) operate in denser, more complex environments with higher passenger volumes, a broader mix of land uses, and greater expectations for service reliability and amenities from their customers. As a result, several solutions identified through the solution identification and analysis process provide targeted benefits for urban transit systems. They are discussed in the aforementioned sections.

MULTIMODAL ACCESS, PASSENGER AMENITIES, AND TRANSIT SUPPORT INFRASTRUCTURE

Urban transit providers rely heavily on transit supportive infrastructure, sidewalks, bicycle facilities, and roadways that support passengers accessing their services. The **Bike/Ped Infrastructure Program** helps state agencies, local governments, and private organizations better coordinate sidewalk, bicycle lane, and transit stop improvements with roadway and active transportation planning processes. This approach complements **Complete Streets Programs with Tiered Requirements and Technical Assistance**, which enacts complete streets policies and active transportation programs by tying planning, policy, and funding to walking, biking, and transit integration.

Roadway Context Classifications & Solutions further supports these efforts by aligning transit amenities and roadway improvements with the operating environment and context classification of the roadway. This creates a more consistent framework for determining which transit amenities and multimodal improvements are appropriate for different facilities. These context classifications can then support federal state and local governments as they plan and later implement corridor improvements through the **Employing Land Use as a Strategy**. This solution seeks to coordinate transit network improvements with Metropolitan Planning Organization projects and corridor studies to better align land use, multimodal transportation, and transit planning initiatives.

Bus Stop Guidance also supports urban transit systems by helping providers develop new bus shelter deployment strategies and provide upfront investment needed to expand the number and even distribution of shelters throughout an urban area.

Multimodal connectivity can further be expanded by **Mobility Hubs** and **Park and Rides**. These solutions involve constructing designated mobility hubs in areas identified through planning studies as well as the other solutions previously mentioned. These hubs would integrate transit, rideshare services, micromobility, bicycle facilities, and other services and infrastructure into a single, coordinated facility.

TRANSIT TECHNOLOGY, OPERATIONS, AND CUSTOMER CONVENIENCE

Focused on modernizing transit fleets, **Enhance Buses with Up-to-Date Technology** improves operational data collection and overall system performance while enhancing the customer experience through technologies such as Automatic Vehicle Locators (AVLs), which allow passengers to track buses in real time.

Technologies like **Transit Signal Priority** also support urban agencies by helping transit vehicles meet on-time performance standards by adjusting green or red-light timing at signalized intersections to improve travel times during peak traffic periods.

In many ways, technology provides time savings and a convenience factor. This is the case with both **Universal Payment App** and **Mobility as a Service (MaaS)**. Reducing the need for multiple mobile apps, the Universal Payment App allows riders to pay for services across multiple agencies and modes of transportation. MaaS expands this concept by integrating trip planning, booking, and

payment across multiple modes of transportation including buses, ridesharing, scooters, car rentals, etc., on one platform.

GRANT COMPETITIVENESS, INNOVATION, AND PROJECT DELIVERY

Grant writing support solutions help urban agencies achieve their goals. These agencies often pursue larger, more complex capital and operating projects compared to smaller agencies. Solutions such as **Statewide Grant Writing Support** can assist providers with narrative development and benefit-cost framing to raise the quality of submissions and increase competitiveness. **Partnerships with Universities for Innovation Pilots and Grant Writing** can further support agencies pursuing federal and state grant opportunities by teaming up with colleges and universities to assist with innovative technology pilots, research initiatives, and grant development activities. Through these partnerships, students gain experience while agencies reduce the cost and effort required to develop grant applications.

Workforce Development & Technology Assistance Grants provide technical assistance and workforce development to help agencies plan, manage, and sustain new technologies and pilot rollouts. As urban systems continue to adopt more advanced technology, workforce training and technology assistance will be key to each provider success.

Lastly, **Capital Planning Pipeline** supports long-term project success by funding early-stage planning and feasibility work and links planning grants to future capital funding opportunities to generate a strong inventory of grant ready projects.

3.4.2 SOLUTIONS BENEFITTING RURAL AREAS

Transit providers serving rural areas face a distinct set of challenges and opportunities compared to those operating in more densely populated communities. Rural transit systems cover larger service areas with lower population densities, longer trip lengths, and more limited local funding capacity, while serving a higher share of transit-dependent riders. These conditions often necessitate flexible service models, strong coordination with human service transportation providers, and a focus on cost-effective operations. Several solutions identified through the solution development and evaluation process provide specific benefits for rural areas and are described in the subsections below.

MULTIMODAL ACCESS, PASSENGER AMENITIES, AND TRANSIT SUPPORT INFRASTRUCTURE

In rural settings, the roadway often defines the multimodal environment. **Roadway Context Classifications Solutions** can help determine what transit service can realistically and safely provide. Roadway context helps identify suitable locations for passenger stations or hubs and opportunities for shared human services transportation.

Passenger stations and transit support infrastructure are essential to rural transit by providing safe, accessible, and visible access points that support coordination, improve rider experience, enhance operational efficiency, and reinforce transit's role as a reliable public service in low-density areas.

A **Bus Stop & Station Location Design Guidebook** can help guide infrastructure investments in rural areas. Similarly, **Mobility Hubs & Park and Rides** can enhance user access and help providers coordinate trips over longer distances and across jurisdictions.

TRANSIT TECHNOLOGY, OPERATIONS, AND CUSTOMER CONVENIENCE

Rural transit operations must prioritize flexibility, efficiency, and coordination to meet essential mobility needs with limited resources. **Regional Transit Operations Centers** can reduce administrative burden and operating costs through shared dispatch, scheduling, and customer service. Likewise, **Regional Call Centers** provide a one-stop resource that connects older adults and disabled users with information and services.

Expanding Rural On-Demand Transit through additional days and extended service hours has the potential to enhance access and better align service availability to meet user needs. **Improved Intercity & Regional Transit Connections** could increase mobility options and enable users to access destinations beyond their local service area. Transit providers could also establish **Regionally Coordinated Transit Networks** that braid rural providers, intercity links, and diversified funding sources to coordinate multimodal transit services across the region.

A **Transit Technology Guidance & Assistance Program** could help rural providers understand, procure, implement, and sustain new technologies that improve operational efficiency, service quality, data integration, and customer experience. **Transit Technology Grants** help rural providers access these new technologies without large capital investments.

GRANT COMPETITIVENESS, INNOVATION, AND PROJECT DELIVERY

Providing technical assistance throughout the grant process can improve competitiveness and strengthen rural providers' ability to secure funding. Establishing a **Rural Transit Funding Policy Framework** provides a clear, consistent approach for funding rural transit operations and capital needs and provides opportunities to support strategic service expansions. Developing **Guidance for Transit Funding Sources** provides rural providers with training and tools to support fund braiding efforts that blend federal, state, and local funding streams effectively.

A **Statewide Grant Resource Center** provides rural providers with a list of grant funding opportunities that includes fact sheets, guidance, and tools to see if they qualify, while **Statewide Grant Writing Support** provides rural providers with the technical expertise and assistance needed to pursue grant opportunities. Lastly, providing rural providers with **Annual Competitive Grants for Mobility Pilot Projects** can provide funding support for mobility management activities that encourage innovative service delivery.

3.4.3 SOLUTIONS BENEFITTING INTERCITY SERVICE

Intercity bus services play a critical role in connecting regions across Mississippi, linking rural communities and smaller urban areas to major destinations, employment centers, and critical services. These services operate across multiple jurisdictions and providers, requiring strong coordination, clear information, and efficient operations to function effectively. The following

complementary solutions provide targeted benefits that enhance intercity connectivity, improve service delivery, and strengthen the overall statewide network.

REGIONAL SERVICE INTEGRATION AND NETWORK EXPANSION

Intercity Bus services benefit from stronger integration with regional and local transit systems. Establishing **Regional Coordinated Transit Services** can help align intercity routes with rural and small urban providers, improving continuity between systems and enabling more seamless long-distance travel. **Expanding Demand Response Services** in key areas and coordinating them with intercity routes can further enhance access by improving first- and last-mile connections, particularly in low-density areas where fixed-route coverage is limited. Together, these approaches extend the reach of intercity services without requiring significant new standalone infrastructure.

CUSTOMER INFORMATION, OUTREACH, AND TRAVEL AWARENESS

Clear and accessible information is critical for intercity travelers navigating multiple systems and providers. A **Statewide Mobility Resource Library** or similar centralized platform can improve visibility of available services, and help users understand travel options, eligibility requirements, and connections across regions. Complimentary **Public Outreach and Transit Awareness Tools** can also further strengthen Intercity Bus use by improving communication with underserved populations and increasing awareness of intercity travel options. These efforts make the system more visible and accessible, especially for first-time users.

OPERATIONAL EFFICIENCY AND SHARED SERVICES

Intercity bus operations can be strengthened through shared service models and coordinated administrative functions provided by **Regional Transit Operations Centers**. This solution offers opportunities to consolidate dispatch, scheduling, and customer service functions across providers, reducing administrative burdens and improving efficiency. These strategies reduce duplication, streamline operations processes, and support more consistent system performance across regions.

DATA, PERFORMANCE, AND LONG-TERM SYSTEM PLANNING

Data-driven planning and performance monitoring are essential for sustaining and improving intercity services. Tools such as **Travel Behavior Analysis Software** and **Transit Data Management Systems** can help agencies better understand ridership patterns, optimize routes, and improve service reliability.

Other policy-focused solutions that can strengthen statewide mobility efforts include the development of a **Formal Funding Allocation Framework** to guide decisions related to capital and operating assistance. This solution would improve transparency, accountability, and alignment between funding decisions and statewide mobility goals by establishing clearer criteria and priorities for future investments.

4 Costs of Solutions

This section presents an aggregated view of costs for the recommended solutions presented in Section 3. The cost profiles support high-level decision-making and comparative assessment by conveying the magnitude of costs, informed by dominant cost drivers and the distribution of expenditures across four cost categories (planning, operations, capital, administration). This approach allows MDOT and its partners to understand where cost pressures are most likely to occur and which solutions represent the greatest near-term and long-term financial commitments.

Costs are expressed as ranges to reflect variability in scale, implementation approach, and timing. Many solutions are intentionally designed to be phased and scalable, allowing the state to begin with modest investments, often relying heavily on in-kind labor, shared staffing, and existing tools or resources, and expand over time as needs, funding, and institutional capacity evolve. As a result, several solutions demonstrate low initial costs with the potential for cost growth as the scope of services (functionality, geographic coverage, participation) increases.

Table 1 aggregates anticipated costs for each solution across major cost categories and presents approximate total ranges to facilitate comparison across solutions. These totals should not be interpreted as fixed budgets or funding commitments; rather, they provide a planning-level indication of relative cost exposure. Detailed assumptions, drivers, and implementation considerations for each solution are documented in **Appendix A**.

Scenario Assessment builds on this summary to examine how future conditions such as adoption of new technology, shifting customer preferences, and increased regional coordination may increase or reduce these costs over time.

Statewide Transit Plan and Intercity Bus Study

Table 1. Recommended Solutions Overall Costs

Solution	Planning	Operations	Capital	Administration	Total
Statewide Mobility Management Coordinating Council	\$0 - \$250k	\$0 - \$250k	N/A	\$0 - \$250k	\$250k - \$500k
Rural Driver & Mobility Partnership Program / Integrated Mobility Partnership Program	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M
Statewide Mobility Resource Library / Mobility Management Resource Library / Database / Website	\$0 - \$250k	\$0 - \$250k	N/A	\$0 - \$250k	\$0 - \$250k
Fleet Planning & Right Size Guidance	\$250k - \$500k	\$0 - \$250k	N/A	\$0 - \$250k	\$250k - \$500k
Statewide Transit Coverage Gap & Planning Tool / GIS Service Coverage Map	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$0 - \$250k	\$500k - \$1M
Five-Year Transit Planning & Performance Program / Transit Development and Performance Plans	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M
Transit Technology Grants / Statewide Innovate Grant Program	\$0 - \$250k	\$250k - \$500k	\$1M - \$3M	\$0 - \$250k	\$3M+
Regional Expertise Sharing Program / Regional Mobility Manager Lead Positions	\$0 - \$250k	\$0 - \$250k	N/A	\$0 - \$250k	\$0 - \$250k
Shared Purchasing for Transit Agencies / Joint Procurement	\$0 - \$250k	\$0 - \$250k	N/A ¹	\$0 - \$250k	\$0 - \$250k
Statewide Transit Innovation Center / Interdisciplinary Innovation Center	\$0 - \$250k	\$3M+	N/A	\$0 - \$250k	\$3M+
TOTALS	\$250k - \$2.75M	\$3.5M - \$5.75M+	\$1.5M - \$4.5M	\$0 - \$2.5M	\$8M - \$10.75M+

¹ The cost profile for this solution focuses on the activities to modernize the state's existing procurement model and potentially consider an alternative model that supplements or replaces existing practices. Capital is not factored into this solution as a key cost driver. However, it is important to note that the state is likely to realize greater capital cost efficiencies once existing models are modernized or alternative models are deployed.

5 Scenario Assessment

The four future scenarios (**Tech Memo 3**) were evaluated to understand how changing cost conditions influence overall outcomes and the effectiveness of the recommended solutions. Each scenario (New Technology, Changing Customer Preferences, Regional Mobility, Hybrid) places different pressures on the cost categories, which affects the feasibility of individual solutions. This assessment identifies which scenarios and solutions are most sensitive to these cost changes and where cost escalation may occur.

5.1 NEW TECHNOLOGY SCENARIO

The **New Technology** scenario refers to the use of modern tools, systems, and service models to improve service efficiency, reliability, safety, and customer experience. This scenario includes existing technologies that agencies are currently implementing and features emerging technologies that are in development (e.g., artificial intelligence, machine learning).

Transit technology requires both an initial capital investment and ongoing operational costs, which vary based on the type of technology selected, how widely it is implemented, and how well it integrates with the current system.² In many cases capital costs outweigh any near-term operational savings. Customer-facing technologies such as electronic fare (e-fare) collection system, automatic vehicle location, and real-time passenger information involve high upfront investments and annual operating costs. For example, in North Carolina the three counties that make up the Triangle region formed a Regional Technology Plan highlighting both the capital and operating costs across six forms of technology.³ Presenting a budgetary roadmap, the plan provides recommendations to guide planning decisions over a four- to five-year period and demonstrates the high cost of technology.

Note that capital investments can also become obsolete quickly. This reality represents an additional layer of financial risk for agencies when large capital expenditures are required. Henceforth, all strategies that help offset cost reduction will help to manage or potentially mitigate financial risk in the long term.

From an operational perspective, microtransit is a mode of transportation that utilizes numerous forms of technology, which is, in part, why it has higher operational costs per passenger when compared to a fixed route bus.⁴ However, in certain cases, technology can lower overall agency costs. For example, a case study out of Massachusetts Bay Transportation Authority (MBTA) paratransit program found that the agency reduced per-trip costs by over 80% after switching from traditional service to partnerships with Uber and Lyft, even after total trip volume increased

² U.S. Department of Transportation, Intelligent Transportation Systems Joint Program Office, *Transit Innovation Executive Briefing* (Washington, DC: U.S. Department of Transportation, 2025), https://www.itskrs.its.dot.gov/sites/default/files/2026-01/executive-briefing/2025%20EB_Transit%20Innovation_Final%20Formatted_508c.pdf

³ Wake County Transit Planning Advisory Committee (TPAC), Regional Technology Plan (Research Triangle Region, NC: TPAC, February 19, 2026), https://nmcndn.io/e186d21f8c7946a19faed23c3da2f0da/8bfec28a290449a7b10eb1fee3a0e264/files/TPAC/TPAC-Meeting-Files/2026/02-19-26-TPAC/6a-Regional-Technology-Plan_FINALDraft.pdf

⁴ North County Transit District (NCTD), *NCTD+ Microtransit Pilot Program Suitability Analysis* (Oceanside, CA: North County Transit District, February 16, 2024), <https://lfportal.nctd.org/WebLink/0/edoc/226106/001B%20NCTD%20Microtransit%20Suitability%20Analysis%20-%20FEB.pdf>

by 30%.⁵ At the same time, implementing and maintaining these technology-enabled services requires specialized technical capacity, which may be limited in smaller or rural areas, further reinforcing the value of shared services, regional coordination, and shared/pooled procurement approaches.

5.1.1 NEW TECHNOLOGY SOLUTION COST IMPACTS

Cost impacts vary widely across the ten recommended solutions, with the most significant increases occurring in capital and operations rather than planning or administration (**Table 2**)

Governance-, coordination-, and knowledge-based solutions, such as the **Statewide Mobility Management Coordinating Council**, **Regional Expertise Sharing Program**, and **Statewide Mobility Resource Library**, experience minimal cost escalation, as technology primarily serves a supporting role and does not materially change their staffing or operational models.

Moderate cost impacts are observed for planning-oriented and analytical solutions, including **Fleet Planning & Right-Size Guidance** and the **Five-Year Transit Planning and Performance Program**. As agencies adopt more advanced analytics, data integration, and performance monitoring tools, these solutions see incremental increases in development and maintenance costs. While initial capital needs remain limited, long-term operational expenses rise as systems become more data-intensive and technically sophisticated.

The greatest cost sensitivity occurs among technology-dependent and customer-facing solutions, particularly the **Statewide Transit Coverage and Planning Tool**, **Transit Technology Grants / Statewide Innovate Grant Program**, and the **Statewide Transit Innovation Center**. These initiatives require substantial investment in software platforms, hardware, communications infrastructure, licensing, hosting, cybersecurity, and staff training. Service delivery models that rely on technology, such as integrated mobility and volunteer driver programs, also see higher operating costs.

The New Technology scenario underscores the importance of careful sequencing, shared platforms, and standardized approaches to manage rising costs while advancing innovation.

Figure 3 conveys the key takeaways.

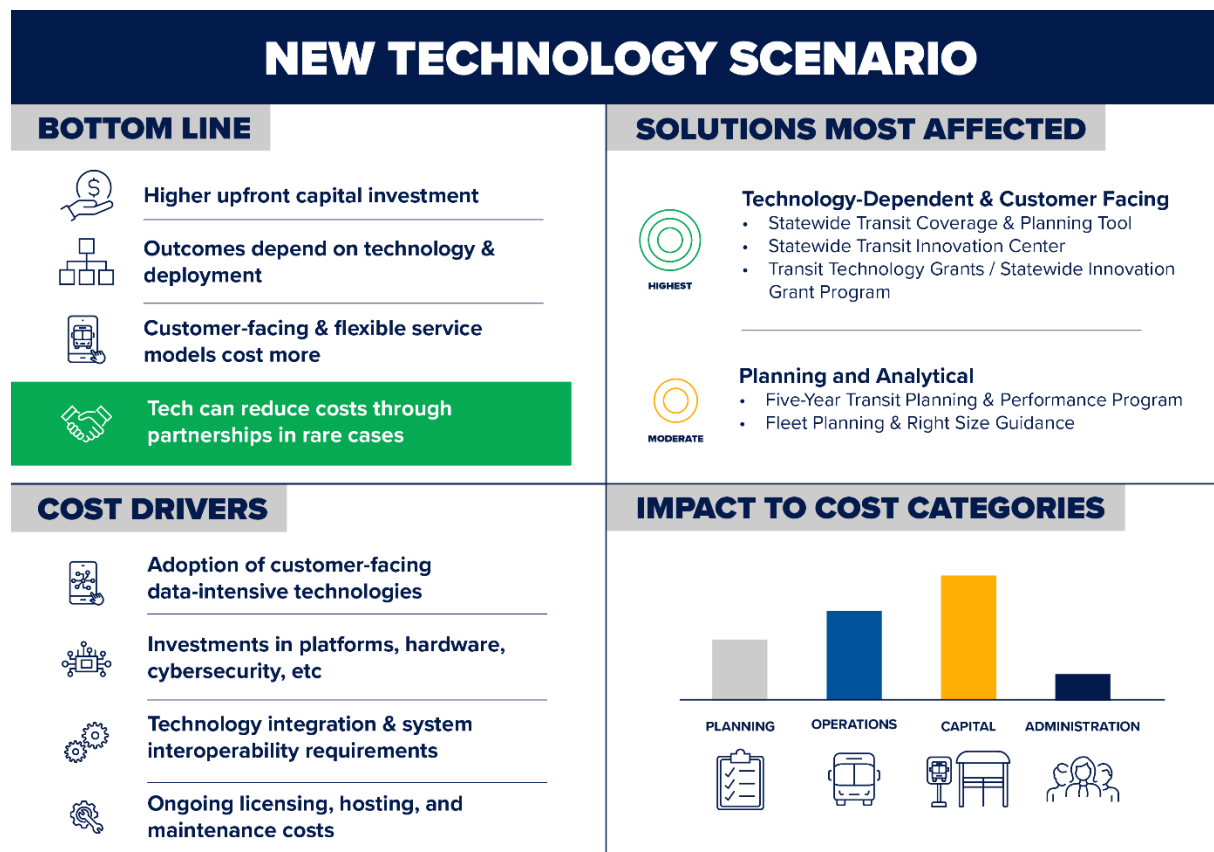
⁵ U.S. Department of Transportation, Intelligent Transportation Systems Joint Program Office, "Partnering with Uber and Lyft Reduced Per-Trip Costs on MBTA's 'The RIDE' Paratransit Program by Over 80 Percent," *ITS Knowledge Resources Summary*, January 23, 2019, <https://www.itskrs.its.dot.gov/2019-b01342>

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Table 2. Solution Costs Most Impacted by New Technology Scenario

Solution	Planning		Operations		Capital		Administration		Total	
	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future
Fleet Planning & Right Size Guidance	\$250 - \$500k	\$250 - \$500k	\$0 - \$250k	\$0 - \$250k	N/A	N/A	\$0 - \$250k	\$0 - \$250k	\$250 - \$500k	\$500k - \$1M
Five-Year Transit Planning & Performance Program / Transit Development and Performance Plans	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - 1.5M
Statewide Transit Coverage Gap & Planning Tool / GIS Service Coverage Map	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500 - \$1M	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$750k - \$2M
Statewide Transit Innovation Center / Interdisciplinary Innovation Center	\$0 - \$250k	\$0 - \$250k	\$3M+	\$3M+	N/A	N/A	\$0 - \$250k	\$0 - \$250k	\$3M+	\$3M - \$3.5M+
Transit Technology Grants / Statewide Innovate Grant Program	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$250k - \$500k	\$1M - \$3M	\$3M+	\$0 - \$250k	\$0 - \$250k	\$1.25M - \$3M+	\$3.25M - \$4M+
TOTALS	\$250k - \$1.5M	\$750k - \$2M	\$3.25M - \$4.25M+	\$3.25M - \$4.25M+	\$1.5M - \$4.25M	\$3.75M - \$4.5M+	\$0 - \$1.25M	\$0 - \$1.25M	\$5.25M - \$8.5M+	\$8M - \$12M

Figure 3. New Technology Scenario Cost Assessment - Key Takeaways



5.2 CHANGING CUSTOMER PREFERENCES SCENARIO

This scenario reflects a shift in how, when, and why people use transit. As companies and organizations continue to adopt more flexible, hybrid, and remote work environments, overall trip demand, especially during peak periods, is expected to decline.⁶ In response, riders will seek services that align with their individual schedules and needs. These services are flexible in nature and provide real-time travel options such as microtransit. At the same time, the growth of e-commerce, telehealth and other delivery services is changing travel behavior, reducing work-related trips, and increasing the share of discretionary midday travel.⁷

Unlike the New Technology scenario presented in Section 5.1, this scenario does not require the same level of upfront capital investment. Instead, it shifts costs toward planning and operations. As fixed route travel demand declines, particularly during peak-periods, a reduction in frequency or

⁶ Peter Dizikes, "Has Remote Work Changed How People Travel in the US?," *MIT News*, April 9, 2024, <https://news.mit.edu/2024/has-remote-work-changed-how-people-travel-0409>

⁷ Minnesota Department of Transportation, *Telework and E-Commerce Trend Analysis* (St. Paul, MN: Minnesota Department of Transportation, 2021), https://www.minnesotago.org/application/files/22/16/5887/0415/Telework_and_E-Commerce_FINAL.pdf

service levels may be required.⁸ This could lower operating costs; however, these savings are likely to be offset by more flexible service models like microtransit as they are far more expensive to operate on a per-person basis.⁹ While implementing microtransit may result in short-term capital increases, these vehicles are significantly smaller and less expensive than larger assets (e.g., 35- and 40-foot buses), resulting in reduction of capital costs over the long-term.

As agencies continue to monitor behavior and make major service adjustments planning costs are expected to increase. Declining fixed route ridership, combined with the high operating costs of microtransit, is likely to lead to overall higher operating costs. While these service models can be more expensive to launch (capital, operations), they often result in better access and are popular amongst riders. Administrative costs are expected to be minor under this scenario.

5.2.1 CHANGING CUSTOMER PREFERENCES COST IMPACTS

Cost impacts under this scenario are more targeted towards planning and operations, with some additional capital investment required as fleets transition to more flexible service models (Table 3).

Organizational- and coordination-driven solutions are expected to see minimal change, as this scenario is driven more by shifts in travel behavior than by structure or technology integration. As a result, solutions like **Statewide Mobility Management Coordinating Council**, **Regional Expertise Sharing Program**, and **Statewide Mobility Resource Library** are expected to remain unaffected.

Under the **Changing Customer Preferences** scenario, the most notable cost increases occur in solutions requiring services changes and system redesign.

Planning focused solutions like **Fleet Planning and Right Sizing Guidance**, **Five-Year Transit Planning and Performance Program**, and **Statewide Transit Coverage Gap & Planning Tool** are expected to see **moderate increases** in planning costs due to ongoing changes in service models, ridership trends, and service strategies. The **Five-Year Transit Planning and Performance Program** is also expected to experience a rise in capital costs, due to the robust need for enhanced planning tools to assist with system analysis and redesigns (Figure 4).

As demand shifts toward more flexible service, demand-responsive services solutions like the **Rural Driver & Mobility Partnership Program** are expected to see higher capital and operating costs. Expanded use of rideshare-like microtransit service models will require additional investment in scheduling and dispatching systems, driving capital costs higher. Operating costs will also increase from the increase in trip volumes and their associated diver mileage reimbursements.

⁸ Federal Transit Administration, *Effects of the COVID-19 Pandemic on Transit Ridership and Accessibility*, Report No. 0268 (Washington, DC: U.S. Department of Transportation, August 2024), <https://www.transit.dot.gov/sites/fta.dot.gov/files/2024-08/FTA-Report-0268-Effects-of-the-COVID-19-Pandemic-on-Transit-Ridership-and-Accessibility.pdf>

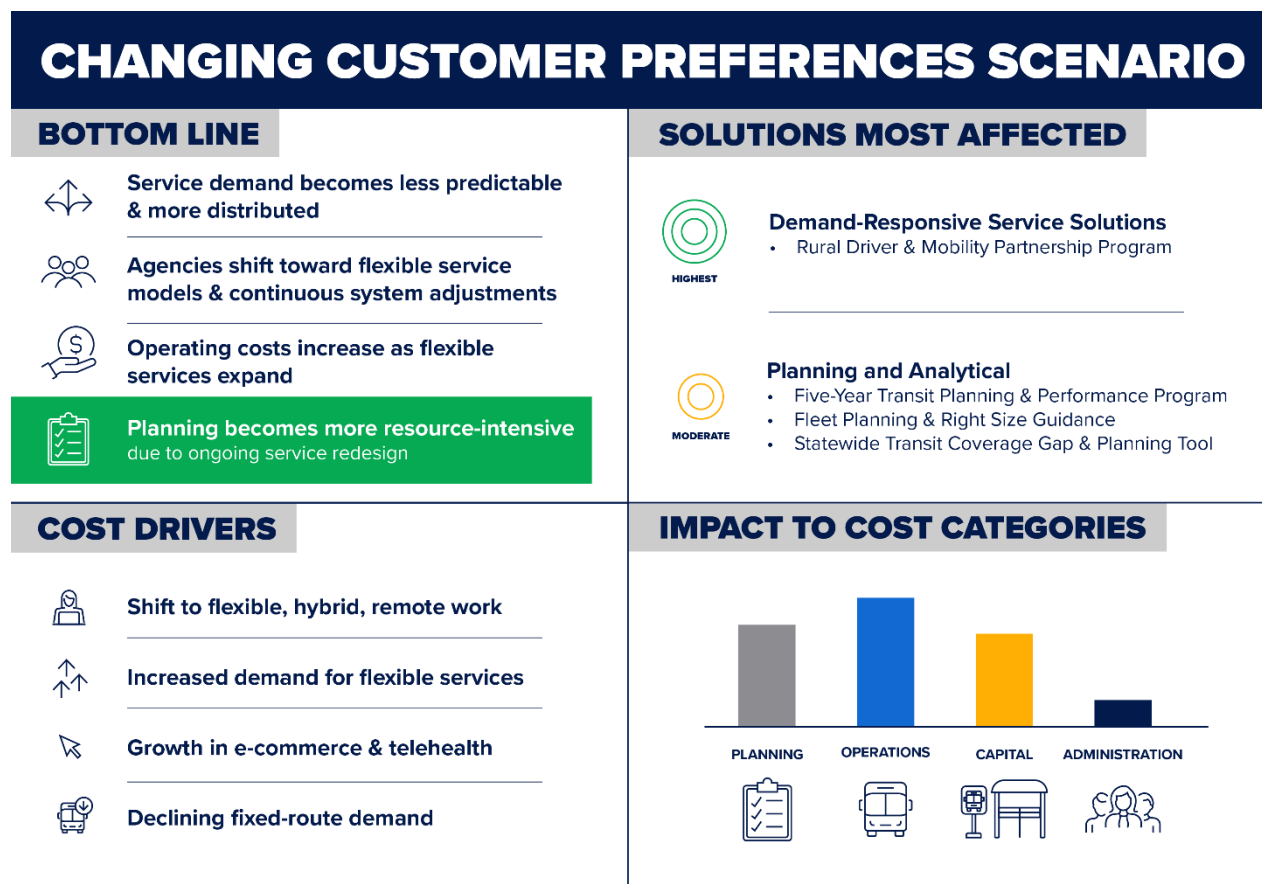
⁹ North County Transit District (NCTD), *NCTD+ Microtransit Pilot Program Suitability Analysis* (Oceanside, CA: North County Transit District, February 16, 2024), <https://lfportal.nctd.org/WebLink/0/edoc/226106/001B%20NCTD%20Microtransit%20Suitability%20Analysis%20-%20FEB.pdf>

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Table 3. Solution Costs Most Impacted by Changing Customer Preferences Scenario

Solution	Planning		Operations		Capital		Administration		Total	
	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future
Five-Year Transit Planning & Performance Program / Transit Development and Performance Plans	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - 1.5M
Fleet Planning & Right Size Guidance	\$250 - \$500k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	N/A	N/A	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$500k - \$1M
Rural Driver & Mobility Partnership Program / Integrated Mobility Partnership Program	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$500k - \$1M	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - \$1.75M
Statewide Transit Coverage Gap & Planning Tool / GIS Service Coverage Map	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500 - \$1M	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$750k - \$2M
TOTALS	\$250k - \$1.25M	\$750k - \$1.75M	\$250k - \$1.25M	\$500k - \$1.75M	\$500k - \$1.5M	\$750k - \$1.75M	\$0 - \$1M	\$0 - \$1M	\$1.75M - \$3M	\$2.25M - \$6.25M

Figure 4. Changing Customer Preferences Scenario Cost Assessment - Key Takeaways



5.3 REGIONAL MOBILITY SCENARIO

This scenario emphasizes increased coordination among transit providers, public agencies, and mobility partners at the regional level. Under this scenario, each of Mississippi's six coordination regions would be served through a collaborative network of transportation providers, potentially supported by regional transit operations centers overseeing dispatching, scheduling, and customer service, resulting in a more efficient system. Intercity Bus providers would support connections across jurisdictional boundaries while mobility hubs would be placed at various locations throughout the regions to support passenger transfers and enable integration of other travel options, such as biking, scooters, and/or rideshare services.

From a cost perspective, any reduction in fiscal impacts at the provider level will depend on the extent to which dispatching, scheduling, and administrative functions are consolidated within regional operations centers. Planning costs, especially at the beginning stages, are expected to increase due to the need for defined roles, responsibilities, operating framework, and service strategies. Over time, as operations become more streamlined and duplication of services is reduced, operating costs are likely to decline. However, these savings in the short term can be offset by the upfront investment required to establish regional operation centers.

Capital costs will be elevated in the short term due to the development of the operations centers, mobility hubs, and other supporting infrastructure. Furthermore, additional investment will be necessary to ensure compatibility between systems used by providers. Administrative costs are expected to be higher at the onset but may decrease over time as duplicated services are consolidated at the regional level, allowing providers more flexibility in their budgets. Continued funding for these centers, hubs and supporting infrastructure will be needed. Absent investments in the Regional Mobility scenario, responsibilities will shift back to individual providers and result in service fragmentation and funding complications.

5.3.1 REGIONAL MOBILITY COST IMPACTS

The Regional Mobility scenario affects all cost categories due to the emphasis on coordination, though the degree of impact varies by solution type (**Table 4**). **Figure 5** summarizes key takeaways based on this scenario.

While it may be expected that governance-, coordination-, and knowledge-based solutions would experience the **greatest increases** in cost, this is unlikely to be the case. Solutions such as the **Statewide Mobility Management Coordinating Council**, **Regional Expertise Sharing Program**, and **Statewide Mobility Resource Library** all rely heavily on staff time and in-kind coordination/contributions. Even if meeting frequencies or responsibilities were increased under this solution, the associated administrative costs would be negligible.

The **Regional Mobility** scenario shifts recommended solutions costs upward, with the potential for long-term operational efficiencies if regional systems are implemented and sustained.

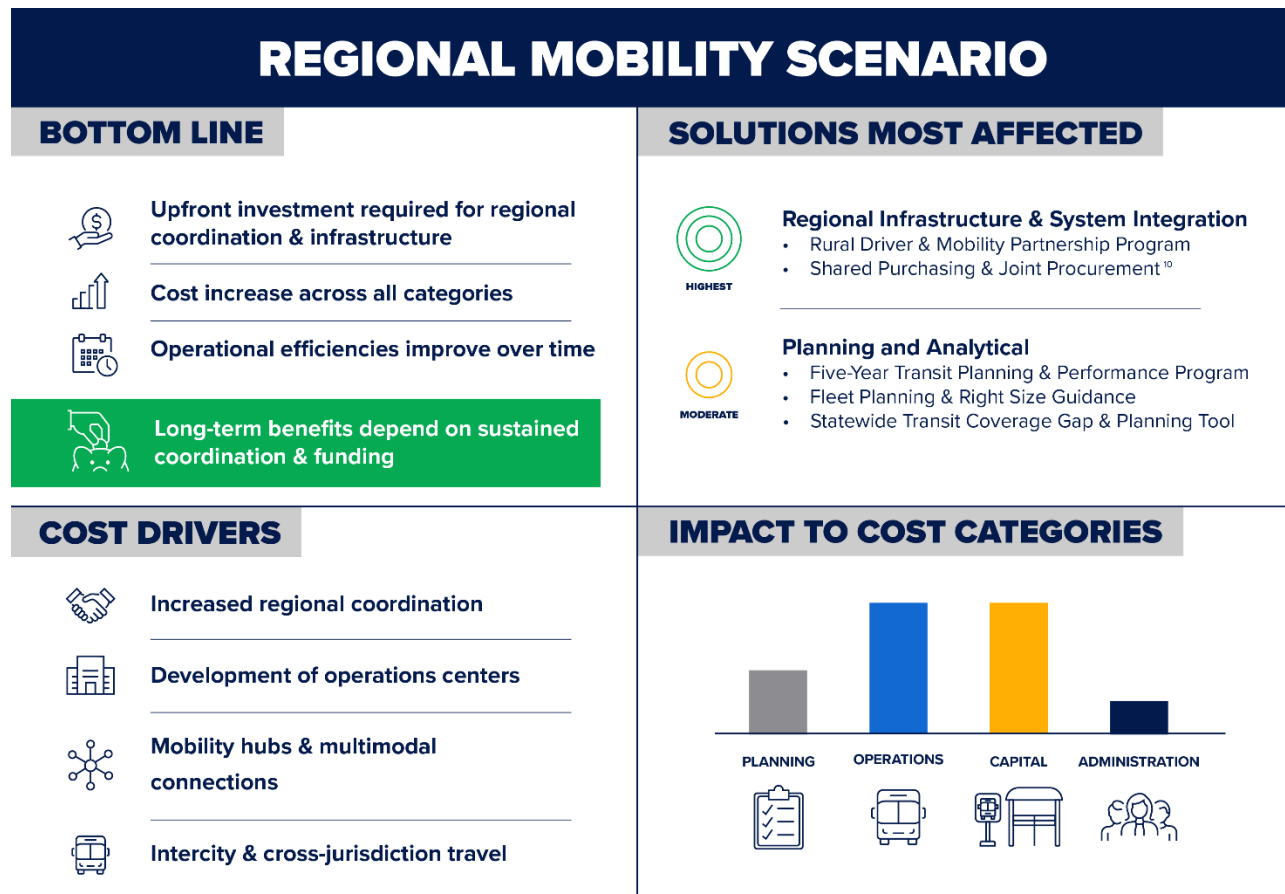
Planning-related solutions (**Five-Year Transit Planning and Performance Program**, **Fleet Planning and Right-Sizing Guidance**, and **Statewide Transit Coverage Gap & Planning Tool**) will experience a moderate increase in planning costs. These cost increases are driven by the need to establish regional service strategies, set service levels, and determine the mode(s) of service needed, and develop the framework for the regional transit operations center to function appropriately. Additionally, the **Statewide Transit Coverage Gap & Planning Tool** would see an increase in capital costs as it becomes an important decision-making tool for regional service.

Solutions tied to regional infrastructure and system integration require large upfront capital investments. The development of regional transit operations centers, mobility hubs, and intercity bus networks will be the driving force of these costs and crucial to the foundation of this scenario. While **Fleet Planning & Right Size Guidance** does not itself have a direct capital expense, implementation of its recommendations would result in fleet modifications, which are robust in the short term. **Shared Purchasing and Joint Procurement** should offset a small portion of these expenses.

Operational cost impacts vary across solutions. Programs such as the **Rural Driver & Mobility Partnership Program** may experience short-term increases in operational complexity as services

are centralized across the six regions. However, in time centralized dispatching and coordinated service delivery are likely to improve efficiency.

Figure 5. Regional Mobility Scenario Cost Assessment - Key Takeaways



¹⁰ Under this scenario, provider participation in shared procurements for vehicles, technology, and other services is expected to increase. While state administrative costs are unlikely to notably rise, greater participation is expected to improve purchasing power and reduce procurement costs for participating agencies.

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Table 4. Solution Costs Most Impacted by Regional Mobility Scenario

Solution	Planning		Operations		Capital		Administration		Total	
	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future
Five-Year Transit Planning & Performance Program / Transit Development and Performance Plans	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - 1.5M
Fleet Planning & Right Size Guidance	\$250k - \$500k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k			\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$500k - \$1M
Rural Driver & Mobility Partnership Program / Integrated Mobility Partnership Program	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$500k - \$1M	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - \$1.75M
Statewide Transit Coverage Gap & Planning Tool / GIS Service Coverage Map	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500 - \$1M	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$750k - \$2M
TOTALS	\$250k - \$1.25M	\$750k - \$1.75M	\$250k - \$1.25M	\$500k - \$1.75M	\$500k - \$1.5M	\$750k - \$1.75M	\$0 - \$1M	\$0 - \$1M	\$1.75M - \$3.5M	\$2.25M - \$6.25M

5.4 HYBRID SCENARIO

The Hybrid scenario represents a combination of the New Technology, Changing Customer Preferences, and Regional Mobility scenarios. In the Hybrid Scenario, Mississippi's transit system evolves into a more flexible, technology-enabled network supported by real-time information and digital tools, as travel patterns become more irregular and discretionary. Regional transit operations centers in each region oversee dispatching, scheduling, and customer service, increasing coordination while reducing the duplication of services.

This scenario results in the greatest financial pressure, as costs across all categories are expected to rise. The need for service redesign, regional coordination and technological integration will cause planning costs to rise. Administrative costs also increase because of expanded regional implementation, staffing needs, and the expertise required to manage more complex systems. Operating costs are expected to increase significantly as agencies transition from fixed route services to more flexible models like microtransit, which typically have a higher cost per trip. Furthermore, initial capital costs are also significantly higher, driven by investments in technology upgrades, regional operating centers, mobility hubs, and fleet adjustments needed to support flexible service.

While some efficiencies may be achieved through coordination and centralized operations, these savings are outweighed by the combined costs of implementing multiple system transformations at once. As a result, the Hybrid scenario represents the highest overall cost of any scenario.

5.4.1 HYBRID COST IMPACTS

When combining all three scenarios into one, the Hybrid Scenario results in the most extensive cost increases across the recommended solutions. Unlike other scenarios where cost increases are more concentrated within specific categories, this scenario puts modest pressure on planning, operations, capital, and administration all at once. While not every solution is expected to increase into the next cost tier, as shown in **Table 5**, even governance-, coordination-, and knowledge-based solutions are likely to experience more noticeable cost growth under this scenario.

Rather than affecting only one type of solution, it creates moderate to significant cost increases across multiple domains including: planning and analytical functions, customer-facing and technology-enabled services, and regional infrastructure and coordination. While some efficiencies may be achieved through shared infrastructure, centralized operations, and coordinated service delivery, these savings are not expected to offset the combined planning, operational, capital, and administrative costs required to implement this scenario successfully.

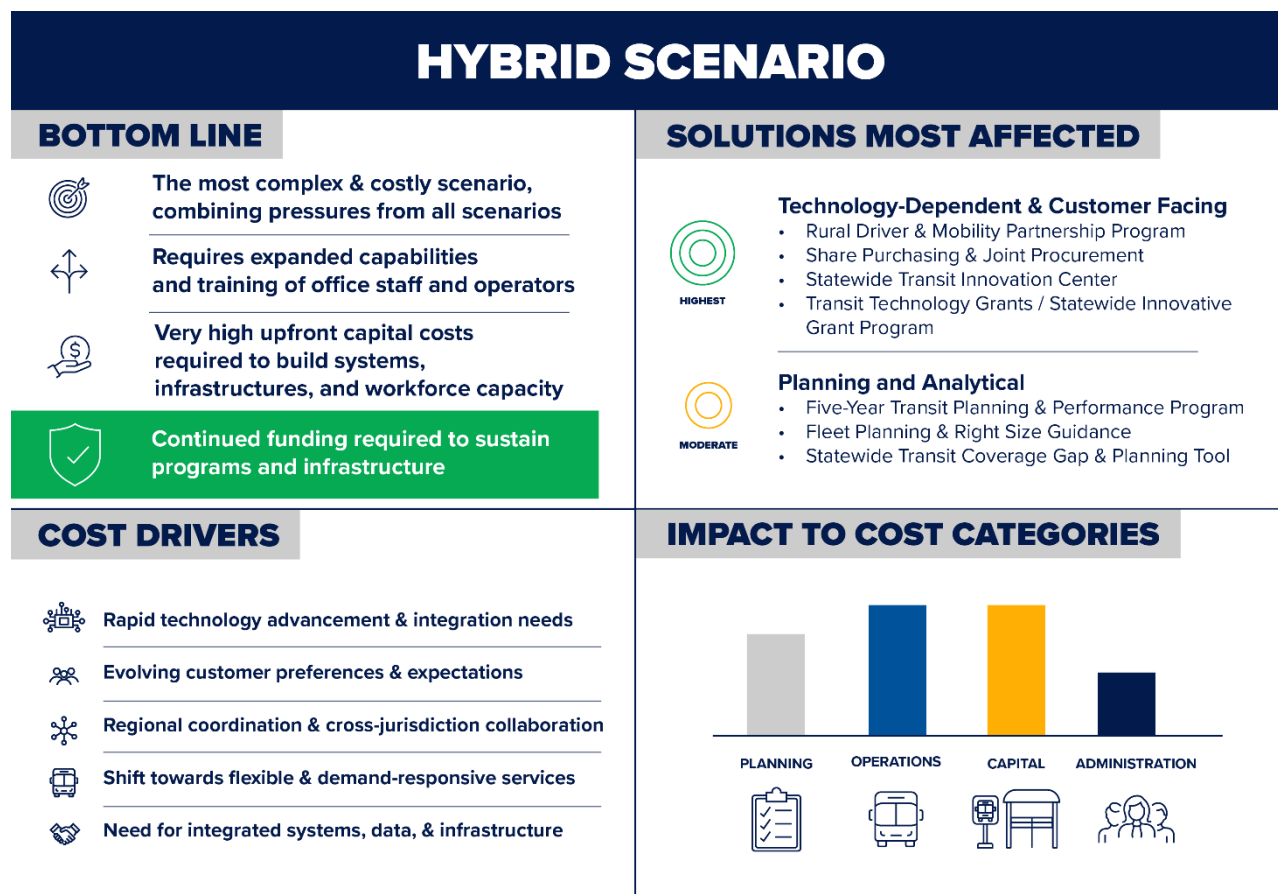
Refer to **Figure 6** for key takeaways.

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Table 5. Solution Costs Most Impacted by Hybrid Scenario

Solution	Planning		Operations		Capital		Administration		Total	
	Current	Future	Current	Future	Current	Future	Current	Future	Current	Future
Five-Year Transit Planning & Performance Program / Transit Development and Performance Plans	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - 1.5M
Fleet Planning & Right Size Guidance	\$250k - \$500k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	N/A	N/A	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$500k - \$1M
Rural Driver & Mobility Partnership Program / Integrated Mobility Partnership Program	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$500k - \$1M	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - \$1.75M
Statewide Transit Coverage Gap & Planning Tool / GIS Service Coverage Map	\$0 - \$250k	\$250k - \$500k	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$500k - \$1M	\$0 - \$250k	\$0 - \$250k	\$500k - \$1M	\$750k - \$2M
Statewide Transit Innovation Center / Interdisciplinary Innovation Center	\$0 - \$250k	\$0 - \$250k	\$3M+	\$3M+	N/A	N/A	\$0 - \$250k	\$0 - \$250k	\$3M+	\$3M - \$3.5M+
Transit Technology Grants / Statewide Innovate Grant Program	\$0 - \$250k	\$0 - \$250k	\$250k - \$500k	\$250k - \$500k	\$1M - \$3M	\$3M+	\$0 - \$250k	\$0 - \$250k	\$1.25M - \$3M+	\$3.25M - \$4M+
TOTALS	\$250k - \$1.75M	\$750k - \$2.25M	\$3.5M - \$4.75M	\$3.75M - \$5.25M	\$1.5M - \$4.5M	\$3.75M - \$4.75M	\$0 - \$1.5M	\$0 - \$1.5M	\$6M - \$9.5M+	\$8.5M - \$13.75M+

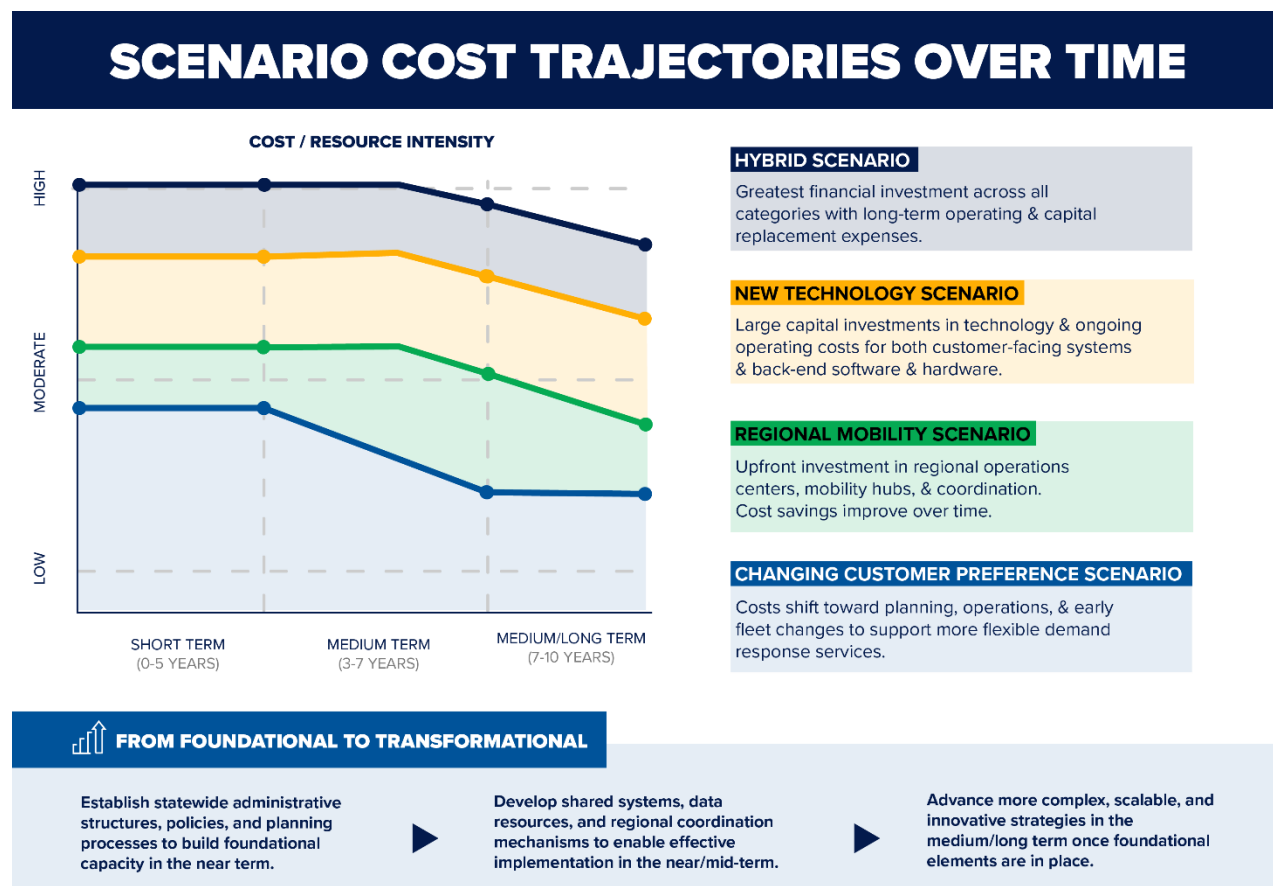
Figure 6. Hybrid Scenario Cost Assessment - Key Takeaways



5.5 SUMMARY

The cost assessment presented in Section 5 and depicted in **Figure 7** demonstrates that the recommended solutions comprise a flexible and scalable portfolio, with manageable near-term costs and increased long-term cost exposure. Expressing costs as ranges reflects both uncertainty and adaptability, reinforcing that many initiatives can begin with modest investments—often leveraging existing staff, tools, and partnerships—and expand over time as demand, funding, and institutional capacity evolve. Importantly, the distinction between capital and operating costs has strategic funding implications: while capital investments are often well positioned to compete for discretionary grant funding, operating costs are more constrained and typically rely on formula funding. As a result, prioritizing capital investments that can reduce long-term operating expenses represents a significant opportunity to improve financial sustainability and maximize available funding streams.

Figure 7. Scenario Cost Assessment Summary



Under the **New Technology** scenario, cost pressure is driven primarily by upfront capital investments and sustained operating expenses associated with customer-facing systems, advanced analytics, and technology-enabled service delivery. These cost pressures are highest among urban systems where customers expect a higher level of amenities and trip planning tools. While planning and administrative costs remain modest, capital and operations increase as agencies invest in software platforms, hardware, cybersecurity, system integration, and ongoing maintenance. In this context, strategically selecting technologies and offering downstream operating efficiencies can create a win-win by both securing external funding and mitigating long term cost burdens. Overall, this scenario highlights technology as a long-term financial commitment that requires careful sequencing and standardization to manage risk.

The **Changing Customer Preferences** scenario shifts cost pressures toward planning and operations as agencies adapt to declining peak demand, more discretionary travel, and growing interest in flexible, demand-responsive services. Planning costs rise as agencies continually reassess service designs, fleet needs, and coverage strategies, while operating costs increase due to the higher per-trip cost of flexible service models such as microtransit. Capital investments are more limited and tend to support smaller vehicles and supporting systems rather than large, fixed

assets, resulting in lower long-term capital exposure but fewer opportunities to leverage discretionary funding to offset ongoing operating costs.

The **Regional Mobility** scenario emphasizes coordination and integration across providers, resulting in higher near-term planning and capital costs to establish regional operations centers, mobility hubs, and interoperable systems. While operational and administrative costs may increase initially as services are centralized, this scenario offers the potential for longer-term efficiencies through reduced duplication, shared resources, and coordinated service delivery. These shared resources, particularly when structured as capital investments (e.g., regional operation centers, mobility hubs), may provide major benefits for rural transit systems and intercity bus services where staffing, coverage, and infrastructure needs are needed most. Governance- and coordination-focused solutions remain low-cost, relying on staff time and in-kind contributions rather than substantial new capital investments.

The **Hybrid** scenario represents the highest overall cost exposure among the futures evaluated. This scenario synthesizes these trends and highlights the cumulative effects of simultaneous system transformation. Under this combined future, Mississippi's transit system evolves toward a more flexible, technology-enabled, and regionally coordinated network, supported by real-time information, digital tools, and regional operations centers. While this scenario offers opportunities for improved coordination and service integration, it also produces the greatest financial pressure with costs increasing across all categories. Although some efficiencies may be achieved through shared infrastructure and centralized operations, these savings are insufficient to fully offset the combined planning, operational, capital, and administrative demands associated with implementing multiple transformations concurrently. This reinforces the importance of sequencing investments, particularly advancing capital project that unlock external funding and reduce long-term operating exposure.

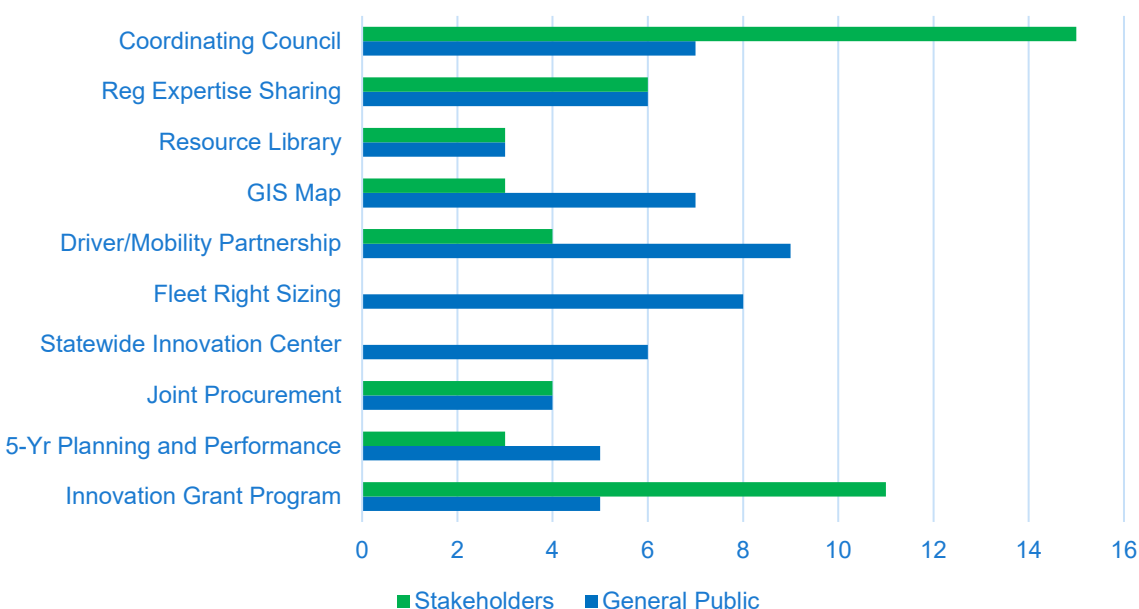
Taken together, these scenarios provide MODT and its partners with a clear, planning-level understanding of how magnitude and composition vary under different future conditions. Across all scenarios, technology-dependent, customer-facing, and regionally integrated solutions tend to drive higher capital and operating costs, while governance and coordination strategies remain comparatively low-cost and resilient. The Hybrid scenario underscores the importance of phasing, prioritization, and careful sequencing, as simultaneous transformation creates the highest cost exposure. Overall, this framework supports informed decision-making by illustrating how incremental implementation and strategic investment can manage financial risk while advancing long-term mobility goals under a range of plausible futures.

6 Public and Stakeholder Engagement

In April 2026, the project team distributed a final statewide public survey soliciting input on the study's proposed solutions and public feedback. The survey was circulated via MDOT's email system and shared across its social media platforms to maximize participation. A total of 171 responses were received.

Survey responses suggest the public is in overall agreement with the solutions presented. Primary interest centered around solutions that focused on service expansion (**Driver/Mobility Partnership**) and enhancing existing services (**Fleet Right Sizing** and **Coordinating Council**). The solutions preferred by transportation providers and other stakeholders are focused on establishing additional resources and enhancing efficiency of existing services. **Figure 8** shows a comparison of the solutions preferred by the public. All public survey results are provided in **Appendix C**.

Figure 8. Solutions Preferences - General Public and Stakeholders



Survey feedback indicates that future efforts should strike a balance between the needs and perspectives of both the riding public and public transit providers. Incorporating public allows services to be aligned with user expectations and travel needs, while provider input is essential for understanding operational constraints and opportunities for improvement. By strategically expanding resources and improving operational efficiency for providers, agencies can build capacity and create the conditions necessary for sustainable service enhancements over time. These improvements are expected to support gradual service expansions that better meet growing demand and improve overall system performance.

7 Funding Approach

As documented in the Current State Assessment (**Tech Memo 1**) and the Needs & Gap Analysis (**Tech Memo 2**), Mississippi's public transportation system is supported by a layered funding structure that includes federal, state, and local sources. These revenues form the backbone of transit operations, capital investment, and asset management across urban, small urban, and rural providers. Federal funding is driven by formula programs, such as Sections 5307 and 5311, administered through designated or direct recipients and MDOT, while discretionary grants provide opportunities to advance targeted projects and pilot initiatives. State funding is primarily directed at CTA and JTRAN, with remaining resources competitively awarded to other providers, and local funding is generated through a mix of general fund contributions, fares, advertising, and service contracts.

Building on this foundation, this section outlines a funding approach which reflects current practices but also identifies strategies to support the implementation of the recommendations. These approaches include:

- **Reallocation of existing resources**, which focuses on adjusting how current federal and state funds are programmed to better support non-traditional projects and statewide priorities;
- **New funding**, which considers the creation of additional state and local revenue sources to expand overall investment capacity, recognizing that local funding options would require enabling changes to state law; and
- **Smarter utilization of existing funds**, which emphasizes leveraging, braiding, and matching current funding sources to improve competitiveness for federal grants and maximize return on investment.

A **hybrid approach**, combining elements of all three, is also considered as a pragmatic pathway to balance near-term feasibility with longer-term funding sustainability.

7.1 REALLOCATION OF EXISTING RESOURCES

Reallocating existing resources offers an immediately implementable approach to advancing the proposed solutions without requiring new revenue sources or statutory changes. This approach focuses on changing how current federal and state funding programs are structured, prioritized, and programmed to better align with identified needs, implementation readiness, and statewide policy objectives. This reallocation can increase flexibility, improve outcomes, and allow existing funds to address gaps that are not effectively served through the current approach.

7.1.1 STRATEGIC USE OF SECTION 5310 FUNDS

The **FTA Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities) Program** provides an opportunity to advance some of the recommendations through reallocation

of existing federal funds. While Section 5310 has historically been used primarily for vehicle purchases and other traditional capital investments, federal guidance permits **up to 45 percent of program funds** to be used for **non-traditional projects** that improve access, coordination, and mobility outcomes for seniors and individuals with disabilities. These eligible activities include mobility management, travel training, technology deployment, coordinated service initiatives, and partnerships with human service providers.

To better align Section 5310 investments with the needs and recommendations identified in this plan, MDOT could establish a policy to set aside a **minimum of 30 percent** of annual Section 5310 funding for non-traditional projects, with the option to increase this share up to the federal maximum of 45 percent as project demand and provider capacity allow. Establishing a formal set-aside would provide clarity and predictability for applicants, support statewide priorities, and encourage the development of projects that address systemic gaps rather than isolated capital needs.

Importantly, this approach does not eliminate the program's ability to address critical vehicle replacement or capital needs. Rather, it introduces greater balance by reserving a defined portion of funding for initiatives that improve efficiency, accessibility, and long-term sustainability. Over time, increased investment in non-traditional projects could enhance competitiveness for discretionary grants and reduce pressure on capital programs by improving system performance through lower-cost, high-impact strategies.

7.1.2 REALLOCATING STATE FUNDING FOR TRANSIT GROWTH

In addition to federal programs, state funding policy presents a near-term opportunity to strengthen public transportation investment through targeted adjustments to existing mechanisms. Two complementary approaches are outlined below: establishing a statutory minimum for transit funding and refining the allocation structure of the Multimodal Transportation Improvement Fund to better reflect statewide needs.

Policy Rationale

Tech Memo 2 conveyed that many of Mississippi's transit challenges, such as limited coordination, uneven access, and constrained provider capacity, are **systemic** and not fully addressed through vehicle-focused investments. Federal guidance allows up to **45% of Section 5310 funds** to support non-traditional projects that directly address these gaps. Establishing a **minimum 30% set-aside** aligns existing funding with documented needs, improves system performance, and strengthens readiness for future grants, without requiring new revenue or statutory changes.

ESTABLISHING A STATUTORY MINIMUM FOR PUBLIC TRANSIT

Mississippi's current state investment in public transportation is modest. Annual allocations to transit through the **Multimodal Transportation Improvement Fund** typically range from **\$1.5 million to \$2.0 million**, representing approximately **0.2 percent of MDOT's overall budget**. While this funding provides essential support, it limits MDOT's ability to respond to documented needs related to service expansion, coordination, and long-term system sustainability.

One option to strengthen funding stability is to establish a **statutory minimum allocation for public transportation**, expressed as a percentage of the MDOT budget. Increasing the transit share to **0.5 percent or 1.0 percent** would represent a policy-level commitment to multimodal mobility while remaining a small portion of total transportation spending. A statutory minimum would improve predictability for providers, support long-term planning, and better position transit to accommodate growth, innovation, and increased demand, particularly in rural areas where alternative funding sources are limited.

REFINING THE MULTIMODAL TRANSPORTATION IMPROVEMENT FUND ALLOCATION

A second option is to adjust how existing Multimodal Transportation Improvement Fund resources are distributed among transit providers. Currently, 60 percent of available funds are allocated to CTA and JTRAN, with each receiving 30 percent, while the remaining 40 percent is distributed to other transit agencies through a competitive process. An alternative allocation framework could increase support for rural transit by **dedicating 30 percent of total funding** specifically to rural agencies, with the remaining 10 percent reserved for competitive applications across all eligible providers. This approach would preserve a performance-based component while ensuring a more consistent baseline level of funding for rural systems, which often face the greatest constraints in generating local match and competing for discretionary funds. Changes to funding allocations are more feasible when paired with increasing the overall amount of funding available, such as establishing a statutory minimum through the Multimodal Transportation Improvement Fund.

7.1.3 SOLUTIONS SUPPORTED BY THIS APPROACH

Reallocating existing federal and state funding is most effective for solutions shown to strengthen coordination, planning, technology, and provider capacity rather than large capital investments. The following solutions are best supported by this approach since they can be implemented using existing resources to deliver near-term system improvements and support long-term statewide goals.

- **Statewide Mobility Coordinating Council** – Reallocated funds can support ongoing coordination, policy alignment, and cross-agency collaboration to address systemic gaps identified in the Needs & Gap Analysis.
- **Rural Driver & Mobility Partnership Program** – This approach supports flexible, non-traditional investments that expand access for seniors, individuals with disabilities, and rural residents without requiring new service infrastructure.

- **Statewide Mobility Resource Library** – Existing funds can be redirected to improve customer access to information and system navigation, addressing documented barriers related to awareness and usability.
- **Five-Year Transit Planning & Performance Management Program** – Reallocation enables consistent investment in planning, performance tracking, and readiness activities that strengthen agencies' ability to compete for future funding.
- **Transit Technology Grants** – Targeted reallocation supports technology adoption and modernization, particularly for rural and small agencies that face challenges competing for discretionary grants.

7.2 NEW FUNDING

While reallocating existing resources can advance many near-term solutions, some require **additional and more flexible funding** to be fully realized. New funding options expand the overall investment capacity for public transportation and enable projects that are difficult to support through existing federal, state, and local programs alone. The methods outlined below focus on providing flexibility, diversifying revenue sources, and strategically integrating transit investments into broader transportation programs.

7.2.1 ENABLING DEDICATED LOCAL FUNDING

One approach is to update Mississippi statutes to allow local jurisdictions to establish dedicated transit or transportation funding sources, subject to a supermajority vote of elected officials or approval through voter referenda. Examples could include **local option sales tax or gas tax**. Enabling local funding would allow communities to directly support services and infrastructure that reflect local needs and priorities, improve long-term funding stability, and provide local match required for state and federal grants.

There is strong public support for these types of funding streams. According to public engagement surveys conducted in Spring 2026, an overwhelming majority (63%) of respondents in Mississippi would support referenda allowing local governments the option to levy taxes for public transportation (**Appendix C**).

7.2.2 LEVERAGING NEW REVENUE STREAMS

A second method is to diversify transit funding by tapping non-traditional revenue sources that are already used in other states and regions to support transportation investments. Potential options include **bed taxes, car rental surcharges, transportation network company fees, and vehicle lease fees**, which align transportation funding with users who benefit from or contribute to travel demand. These revenue streams can provide flexible funding for transit operations, capital improvements, or matching funds while minimizing impacts on general taxpayers and increasing resilience against fluctuations in traditional funding sources.

The **State of Georgia** enables local governments to dedicate hotel–motel surcharge revenues to transportation purposes, allowing communities to align visitor-generated revenue with mobility investments that support tourism, economic development, and access. These funds have been used to support a range of transportation options, including transit, multimodal improvements, and local mobility programs, without increasing general taxes on residents. This approach demonstrates how targeted, locally controlled revenue sources can provide flexible and sustainable funding for transportation improvements that benefit both visitors and residents.

The applicability and revenue-generating potential of these mechanisms varies based on local economic and market conditions. For example, revenue sources such as hotel occupancy taxes and car rental surcharges tend to be more effective in regions with strong tourism activity. In Mississippi, where tourism demand is more geographically concentrated, such as along the Gulf Coast, these revenue sources may have more limited applicability or scale when considered broadly.

As a result, these options are best understood as location-specific rather than primary funding solutions. Their inclusion is intended to illustrate the range of mechanisms used nationally and to provide potential supplemental revenue opportunities where local conditions are supportive. Further evaluation would be needed to assess feasibility, scale, and alignment with state and local policy priorities.

7.2.3 STATEWIDE TRANSIT FUND

A Statewide Transit Improvement Fund would establish a dedicated, flexible funding source to support the expansion and enhancement of public transportation service across Mississippi. Modeled after other DOTs in how they support transit service, the program would prioritize projects that add new service, expand coverage, or improve access, rather than replace existing operating funds. Eligible investments could include new or expanded fixed-route and demand-response service, microtransit pilots, regional and intercity connections, and associated capital and planning costs that directly support service growth. This approach connects state investments with visible, customer-facing improvements, particularly in communities with limited or no transit today.

Funds would be administered by MDOT using a transparent allocation framework that balances predictability with performance. A combination of formula-based funding and competitive awards would allow broad participation, like the existing Multimodal Transportation Improvement Fund, while incentivizing readiness, coordination, and alignment with statewide goals. Participation could be tied to locally adopted plans (e.g., Five-Year Transit Plans) and basic performance reporting to ensure accountability and continuous improvement. By creating a clear pathway for service expansion, the Statewide Transit Improvement Fund would strengthen access, support economic and workforce mobility, and provide transit providers with a reliable tool to respond to evolving customer needs across Mississippi.

Consistent with the previous section, the Statewide Transit Improvement Fund could be supported through a combination of existing statewide transportation revenues and newly leveraged funding sources. In the near term, this could include a dedicated set-aside from the State Transportation Fund, which is primarily supported by motor fuel excise taxes and vehicle-related fees, allowing Mississippi to build on its established transportation finance framework without creating an entirely new revenue stream. Over time, this core funding could be augmented by new or expanded sources identified in Section 7.2.2 creating a diversified and more resilient funding structure. Together, these approaches would position the fund to grow incrementally, leverage local investment, and better align state transit funding with evolving mobility needs and economic development priorities.

7.2.4 EMPLOYING CONTEXT CLASSIFICATION

A third approach focuses on being more strategic with existing state transportation investments by incorporating transit-supportive elements into roadway projects through a **context classification process**. In suburban and urban environments, this could include designing projects to accommodate **bus stop amenities (benches and shelters), pedestrian and bicycle infrastructure, and safe access to transit** as part of road construction or reconstruction. By embedding transit capital improvements into state road projects, MDOT can improve customer access and safety, reduce standalone project costs, and ensure that roadway investments support multimodal travel rather than reinforce auto-only design.

7.2.5 SOLUTIONS SUPPORTED BY NEW FUNDING

New funding approaches are best suited for solutions that require **sustained investment, local flexibility, or physical infrastructure improvements** that cannot be reliably supported through reallocation of existing resources alone. The following solutions are best supported by new funding mechanisms, as they depend on dedicated revenue streams, integration with roadway investments, or long-term operational support.

- **Statewide Transit Innovation Center** – New funding provides the sustained, multi-year resources needed to support innovation, pilot projects, applied research, and technical assistance beyond the limits of existing formula programs.
- **Fleet Planning & Right-Sizing Guidance** – While planning elements can be supported through reallocation, implementation of fleet strategies benefits from new funding sources that can support capital investment, local match, and phased transitions.
- **Statewide Transit Coverage Map & Planning Tool** – Dedicated funding enables ongoing maintenance, updates, and integration with local and regional planning efforts, ensuring the tool remains current, credible, and widely used.

Additionally, new funding can be catalyst for many of the other solutions identified in **Appendix B**. As these new options come online, these proposals should be re-evaluated and prioritized for subsequent implementation.

7.3 SMARTER UTILIZATION

Fund braiding is an effective strategy for transportation providers seeking to leverage new and existing grants. By coordinating multiple funding sources, while keeping them legally and administratively distinct, providers can support transit services through smarter utilization of federal, state, and local funding. This approach is particularly important in rural areas, where funding constraints prevent service expansion and system enhancements. Under a braided funding model, each funding source is applied to specific, eligible components of the transit program and tracked independently, while collectively supporting an integrated transit service network.

Fund braiding supports new or existing transit services by using other funding sources to supplement existing funds. There are several approaches that are used by transit providers to accomplish this.

7.3.1 LAYERING GRANT FUNDS

The most common method of fund braiding involves layering federal, state, and local funding. In this method, each funding source covers a specific element of the transit system. For example, a transit system may:

- Use FTA Section 5311 funds for general operations
- Apply Section 5310 funds to support mobility management activities and capital equipment
- Receive Section 5339 funds to purchase transit vehicles
- Use local funds to meet matching requirements
- Receive human service agency payments for transporting clients; and
- Apply state funding to cover administrative or planning costs

In this approach, eligible activities are documented and billed separately to the appropriate funding source. This method helps limited funding go further, while keeping funds separate for reporting and billing purposes.

7.3.2 CASH MATCH SUBSTITUTION

Partnerships with human services programs or initiatives can be beneficial for expanding access to specific community needs. Certain federal programs outside the US Department of Transportation are eligible to support transportation and may be used as match where program purposes align.

The **Commonwealth of Virginia** uses Temporary Assistance for Needy Families (TANF) funding to support low-income families through the Virginia Transit Association's (VTA) Transit Zero-Fare for Working Families Program. The program provides competitive grants to transit providers serving TANF-eligible populations in need of public transportation. This example demonstrates how non-traditional funding sources can be coordinated with transit programs to expand mobility access and limited transportation resources.

These sources can be used to substitute cash match for FTA Section 5307, 5310 and 5311 funding. Some of these federal funding sources include:

- Partnerships with the US Department of Labor to use Workforce Innovation and Opportunity Act (WIOA) funds to connect potential commuters with employment;
- Partnerships with the US Department of Health and Human Services to use Older Americans Act (OAA) funds to help older adults access community-based resources; and/or
- Partnerships with the US Department of Housing and Urban Development to use Community Development Block Grants as local match to help riders access community resources.

The federal funding sources support eligible transportation costs, such as client trips to access employment or healthcare, and qualify as the local match for the FTA grant. The grant funds are tracked separately and reported to both agencies.

7.3.3 NON-TRADITIONAL FUND BRAIDING

There are non-traditional federal funding sources that can be braided with transit funding. For example, while USDA Rural Development funding does not directly pay for transportation services, it can be used to support transit-supportive infrastructure, such as:

- Construction or renovation of a rural transit operations facility
- Development of a multi-use community transportation hub
- Purchase of non-revenue equipment (dispatch systems, maintenance equipment); and/or
- Site improvements such as parking, lighting, or access roads.

Many USDA Rural Development programs aim to improve rural resident access to healthcare, services for older adults, and other community-based resources. Some of these programs may support transportation access to community facilities, such as clinics, senior centers, food pantries, or community centers. Other programs may support construction or expansion of community facilities. This can include bus shelters, including concrete pads and passenger benches, when they are located on or directly adjacent to eligible community facilities or related to economic development initiatives.

7.3.4 SOLUTIONS SUPPORTED BY SMARTER UTILIZATION

Fund-braiding can be used to support a variety of solutions through dozens of potential funding combinations.

- **Statewide Coordinating Council** can facilitate fund-braiding opportunities between federal, state, and local organizations. With representatives from each funding source collaborating to coordinate funding sources and services to fill service gaps and maximize transportation spending.
- **Regional Expertise Sharing** provides an opportunity to expand fund-braiding knowledge and expertise within the Mobility Management group. This solution prompts the Regional

Mobility Management team to become subject matter experts in fund-braiding to assist transportation providers with maximizing their existing funds.

- **Rural Driver and Integrated Mobility Partnership Program** can help transportation providers partner with agencies that will sponsor group trips or shuttles, such as workforce transportation. These program costs could substitute for cash match for specific federal grant programs.

7.4 HYBRID FUNDING

The recommended approach to funding the proposed solutions, and transit in Mississippi more broadly, will be contingent on employing a combination of the funding options summarized in Sections 7.1, 7.2, and 7.3. Given the diversity of recommended solutions, anticipated costs, and varying levels of implementation readiness, no single funding source or strategy is expected to be sufficient on its own.

This approach allows MDOT and transit providers to strategically combine the reallocation of existing resources, the pursuit of new funding sources, and the more effective utilization of current funds through mechanisms such as fund braiding, partnerships, and in-kind match. This approach provides flexibility to advance lower-cost and near-term solutions using existing programs, while positioning higher-cost or longer-term initiatives to be implemented as additional funding becomes available.

Reallocation of existing federal and state transit funds is expected to support many of the foundational and enabling solutions identified in this plan, particularly those focused on planning, coordination, technology, and system management. New funding sources, where feasible, may be necessary to support service expansion, capital investments, and long-term operational sustainability. Smarter utilization of funds, including coordination across agencies and sectors, can help maximize the impact of limited resources and improve competitiveness for discretionary funding opportunities.

The use of hybrid funding also allows solutions to be scaled based on feasibility, regional needs, and funding availability. Lower-cost solutions that rely primarily on reallocation and coordination are more feasible in the near term, while higher-cost solutions that depend on new revenue sources or legislative changes may require phased implementation or pilot efforts.

Overall, a hybrid funding strategy provides a practical and adaptable framework for implementing the recommended solutions, recognizing current funding constraints while allowing for incremental progress and long-term system improvement.

7.5 KEY TAKEAWAYS

Taken together, the funding approaches (**Table 6**) provide a flexible, scalable framework for advancing transit and mobility improvements statewide. Importantly, these funding options are not limited to the recommended solutions presented in Section 3. Rather, they are designed to support the full range of solutions identified and evaluated over the course of this project, including

foundational, enabling, transformational, and supplemental strategies documented in earlier technical memoranda and the appendices.

Reallocation of existing resources, new funding mechanisms, and smarter utilization strategies each play a distinct role in supporting implementation. Some approaches are best suited to advancing near-term, lower-cost actions that strengthen coordination, planning, and system readiness, while others provide the sustained flexibility needed to support service expansion, capital investment, pilots, and long-term system evolution. When combined through a hybrid funding strategy, these approaches allow MDOT and providers to match funding tools to solution type, scale, and readiness, rather than constraining implementation to a narrow subset of projects.

This broader applicability is intentional. Many solutions identified through this study may be implemented selectively, phased over time, or layered with other initiatives as needs and opportunities arise. Maintaining a funding framework that supports all solutions supports MDOT retaining a flexible toolbox to respond to emerging priorities, local conditions, and future policy or funding changes.

The funding approaches described in this section are meant to enable continuous implementation, not a one-time program of investments. By aligning funding strategies with the full spectrum of solutions developed through this project, MDOT and providers are better positioned to advance near-term improvements, pilot and refine new ideas, and scale successful strategies over time in support of long-term statewide mobility goals.

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Table 6. Funding Approach Summary

Funding Approach	What it does	Proposed Mechanisms	Best Fit Solution	Implementation Horizon	Notes
Reallocation of Existing Resources	- Improve outcomes using current funds - Addresses coordination and capacity gaps	- Section 5310 non-traditional set-aside (30-45%) - Statutory minimum for transit (0.5-1.0% of MDOT budget) - Adjusted Multimodal Fund distribution	- Statewide Mobility Coordinating Council - Rural Driver & Mobility Partnerships - Mobility Resource Library - Five-year Transit Planning & Performance Program - Transit Technology Grants	Immediate (>1 year)	Initiate Summer 2026 in time for next round of Federal grant applications in Q1 2027
New Funding Sources	- Expands in overall investments - Supports service growth and capital needs	- Enabling local option taxes - Bed taxes, rental car surcharges - Context-based classifications for roadway design	- Statewide Transit Innovation Center - Fleet Right-Sizing Guidance - Statewide Transit Coverage Map & Planning Tool	Medium Term (3-5 years)	Champion needed to advocate change to the allocation and/or support local funding options
Smarter Utilization	Leverage multiple programs to stretch limited dollars	- Layered FTA funding (5310, 5311, 5339) - Cash match Substitution (WIOA, OAA, CDBG) - USDA Rural Development Partnerships	- Statewide Coordinating Council - Regional Expertise Sharing - Innovation Grant Program	Medium Term (3-5 years)	Champion needed to advocate change to the allocation and/or support local funding options
Hybrid Strategy (Recommended)	- Aligns funding method with solution type - Maximizes flexibility	- Combines reallocation, new funding, fund-braiding - Phase solutions by cost and readiness	All recommended solutions, scaled appropriately	Medium / Long Term (5+ years)	Represents the culmination of the previous solutions

8 Implementation Recommendations

Advancing a coordinated, efficient, and resilient transit and mobility system in Mississippi warrants deliberate implementation sequencing that reflects statewide priorities, institutional capacity, and regional variability. The top ten solutions identified in **Tech Memo 4** represent immediate actions that can be implemented in the near and mid-term for MDOT and its partners. Each solution was developed with cost considerations, phased implementation actions, funding strategies and sources, performance measures, and resources supporting implementation.

While each solution in the near and mid-term horizon seeks to address a discrete policy, operational, or programmatic need, their effectiveness depends on how well they are aligned, coordinated, and sequenced within an integrated statewide framework. This implementation strategy establishes a clear pathway for advancing these solutions over time, emphasizing early investments in foundational governance and capacity, followed by enabling tools and partnerships, and culminating in innovation and targeted actions that can be sustained and scaled over the long term. Addressing a specific challenge or opportunity, their effectiveness depends on how well they are aligned, coordinated, and sequenced within an integrated statewide framework.

8.1 IMPLEMENTATION FRAMEWORK

The implementation framework organizes the solutions into short-, medium-, and long-term horizons based on the solutions' functional roles, dependency relationships, and anticipated contribution to statewide mobility outcomes. As such, the framework is intended to guide MDOT and its partners in prioritizing actions that:

- **Build foundational capacity in near term** by establishing statewide administrative structures, policies, and planning processes necessary to support consistent decision-making, coordination, and accountability.
- **Enable effective and coordinated implementation in the near/mid-term** through developing shared systems, data resources, and regional collaboration mechanisms that translate policy direction into practical implementation.
- Position the state to **advance more complex, resource-intensive, and transformative strategies in the medium/long term** once foundational and enabling elements are in place to support scalability and long-term impact.

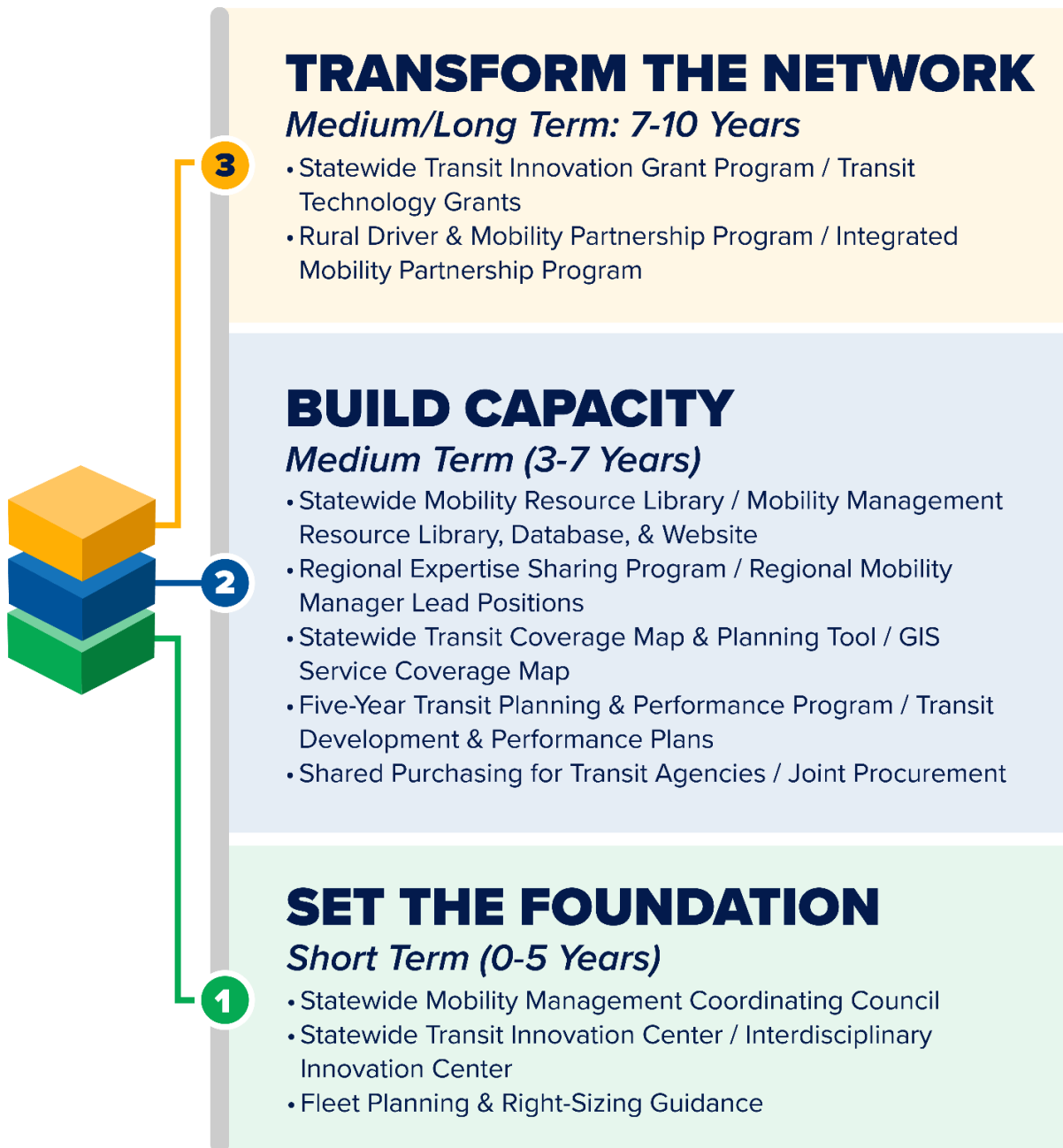
Solutions are hereby organized into three implementation tiers (**Figure 9**):

- **Tier A – Set the Foundation (Short Term: 0-5 Years)**
- **Tier B – Build Capacity (Medium Term: 3-7 Years)**
- **Tier C – Transform the Network (Medium/Long Term: 7-10 Years)**

While the tiers represent a recommended sequence, the framework is intentionally and necessarily flexible, allowing MDOT to advance select Tier B or Tier C initiatives earlier where readiness, funding, and need warrant acceleration.

Figure 10 conveys the recommended sequencing schedule to support phased implementation. Refer to **Appendix D** for an expanded schedule showing all solution implementation phases and **Appendix A** for detailed action steps for each solution.

Figure 9. Recommended Implementation Tiers



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Figure 10. Recommended Implementation Sequence

Tier	Solution	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
		3 6 9 12 15 18 21 24	27 30 33 36 39 42 45 48	51 54 57 60 63 66 69 72	75 78 81 84 87 90 93 96	99 102 105 108	111 114 117 120				
A	Statewide Mobility Management Coordinating Council										
	Statewide Transit Innovation Center / Interdisciplinary Innovation Center										
	Fleet Planning & Right Size Guidance										
B	Statewide Mobility Resource Library / Mobility Management Resource Library / Database / Website										
	Five Year Transit Planning & Performance Program / Transit Development and Performance Plans										
	Statewide Transit Coverage Map & Planning Tool / GIS Service Coverage Map										
	Regional Expertise Sharing Program / Regional Mobility Manager Lead Positions										
	Shared Purchasing for Transit Agencies / Joint Procurement										
C	Statewide Transit Innovation Grant Program / Transit Technology Grants										
	Rural Driver & Mobility Partnership Program / Integrated Mobility Partnership Program										

8.2 TIER A: SET THE FOUNDATION

Tier A solutions establish the institutional, planning and policy foundation necessary for statewide coordination, consistency, and long-term sustainability of transit and mobility initiatives. Tier A actions focus on strengthening MDOT's statewide leadership and coordination role and represents the highest near-term priority to be initiated immediately:

- **Statewide Mobility Management Coordinating Council**
- **Statewide Transit Innovation Center (Interdisciplinary Innovation Center)**
- **Fleet Planning and Right-Sizing Guidance**

The **Mobility Management Coordinating Council** provides a formal mechanism for aligning state agencies, regional partners, transit providers, and human service organizations around shared goals, priorities, and performance expectations.

The **Statewide Transit Innovation Center** serves as a central administrative and technical hub to support data analysis, technical assistance, pilot development, and partnership coordination. This function is particularly critical in Mississippi, where many transit providers operate with limited staff capacity and would benefit from support systems offered through the Center.

The **Fleet Right-Sizing Guidance** establishes consistent asset management expectations across providers, aligning future fleet investments with service models, demand patterns, and operating conditions.

8.2.1 IMPLEMENTATION TIMING (0-5 YEARS)

Tier A solutions are intended for early initiation and ongoing refinement throughout the first Five-Years of the plan, with several actions continuing into the medium terms as standing programs or recurring planning processes.

8.3 TIER B: BUILD CAPACITY

Tier B solutions convert Tier A policies and structures into operational tools, shared resources, and regional capacity-building initiatives that support effective implementation in Mississippi's urban and rural communities. Solutions include:

- **Statewide Mobility Resource Library / Mobility Management Resource Database / Website**
- **Regional Expertise Sharing Program / Regional Mobility Manager Lead Positions**
- **Statewide Transit Coverage Map and Planning Tool / GIS Service Coverage Map**
- **Five-Year Transit Planning and Performance Program / Transit Development and Performance Plans**
- **Shared Purchasing for Transit Agencies / Joint Procurement**

Statewide Mobility Resource Library and **Statewide Coverage Map and Planning Tool/ GIS Service Coverage Map** provide for a shared information base to support service planning, coordination, and identification of service gaps particularly in rural and underserved areas.

The **Five-Year Transit Planning and Performance Program / Transit Development and Performance Plans** align statewide goals and local planning efforts, promotes accountability, and creates a shared structure for monitoring progress over time.

Regional Mobility Manager Leads and Expertise-sharing Programs expand technical capacity at the local and regional levels while reinforcing statewide standards and priorities established by MDOT.

Shared Purchasing and Joint Procurement initiative helps agencies reduce costs, streamline processes, and leverage collective buying power.

8.3.1 IMPLEMENTATION TIMING (3-7 YEARS)

Tier B initiatives are most effectively launched after Tier A governance, and administrative structures are in place. Some Tier B elements may begin earlier where readiness exists. Most Tier B solutions are expected to mature during the 5–10-year period, supporting sustained system coordination.

8.4 TIER C: TRANSFORM THE NETWORK

Tier C solutions emphasize innovation, experimentation, and targeted funding to address system gaps, test new service options, and advance statewide performance goals. These initiatives support pilots, partnerships, and technology-driven solutions that respond to community needs in Mississippi's urban and rural contexts. Tier 3 Solutions include:

- **Statewide Transit Innovation Grant Program / Transit Technology Grants**
- **Rural Driver and Mobility Partnership Program / Integrated Mobility Partnership Program**

By launching these programs within the context of established governance and technical support, MDOT can scale successful models supporting long-term viability.

Grant And Technology Programs incentivize innovation while ensuring alignment with MDOT's planning goals and performance measures.

Integrated Rural Drive and Mobility Partnership programs are particularly well-suited to address workforce access, aging populations, and limited-service availability in rural areas.

8.4.1 IMPLEMENTATION TIMING (7-10 YEARS)

Tier C solutions are expected to be initiated primarily in the medium/long term (7-10 years), with select pilots potentially launching earlier through the **Statewide Transit Innovation Center** to demonstrate proof of concept and inform long-term program design.

8.5 SOLUTION CHAMPIONS

Effective advancement of the recommended solutions relies on clearly identified project “champions” to help guide implementation from concept through delivery. In many cases, these entities are also the implementing agents where clear jurisdiction, statutory responsibility, or operational control exists. In others, the champion role reflects a coordination or facilitation function, with leadership is shared among multiple partners. Champions are therefore envisioned as leaders, conveners, and advocates who are responsible for advancing solutions, organizing resources, and fostering partnerships within the broader statewide framework.

This designation is not intended to prescribe exclusive ownership or limit collaboration; rather, it recognizes that successful implementation will depend on sustained coordination across MDOT, regional entities, transit providers, and other public and private stakeholders.

The champions identified in **Table 7** represent the agencies, organizations, or stakeholder groups best positioned to advance each initiative based on their existing responsibilities, technical expertise, and institutional authority as approved by governing bodies

For MDOT-championed solutions, implementation authority is exercised under the direction and oversight of the Mississippi Transportation Commission (MTC). Accordingly, while MDOT serves as the primary implementing entity for several solutions, actions involving new programs, funding commitments, or formal policy adoption (e.g., the technology grant program) will require MTC review and endorsement.

Table 7. Proposed Solution Champions

Proposed Champion(s)	Initial Rollout & Scope of Practice	Solution
MDOT	Statewide	• Statewide Mobility Management Coordinating Council • Fleet Planning & Right-Sizing Guidance • Statewide Transit Coverage Map & Planning Tool • Five-Year Transit Planning & Performance Program • Transit Technology Grants / Statewide Innovation Grant Program
State Department of Finance & Administration; MDOT	Statewide	• Shared Purchasing / Joint Procurement
Regional Mobility Managers	Regional	• Rural Driver & Mobility Partnership Program
Mississippi Public Transportation Association	Statewide	• Statewide Mobility Management Resource Library • Statewide Innovation Center
	Regional	• Regional Expertise Sharing Program / Regional Mobility Manager Leads

8.6 LONG-TERM IMPLEMENTATION (10–20 YEARS)

Completion and maturation of the Tier A, B, and C solutions within the first 10 years will position MDOT to pursue additional enhancements and expansion strategies in the long-term horizon (10–20 years). These longer-term efforts may include expanded service coverage, advanced mobility technologies, sustained funding programs, and deeper regional integration—building directly on the governance structures, data systems, partnerships, and lessons learned through initial implementation.

8.7 CONCLUSION

This tiered implementation framework provides MDOT with a clear, adaptable roadmap for advancing statewide mobility and transit improvements. By prioritizing foundational governance and planning, enabling shared tools and partnerships, and strategically deploying innovation and investment programs, MDOT can ensure that limited resources are used efficiently and effectively across the state. The framework supports both near-term action and long-term transformation, allowing Mississippi to respond to evolving mobility needs while maintaining alignment with statewide goals, performance expectations, and funding realities.



Appendix A – Solutions Profiles

INTRODUCTION

All recommended solutions comprise of the following core components.

- **Implementation Actions:** Outlines high-level actions organized by phase for advancing the solution from planning to delivery
- **Cost Considerations:** Provides planning-level cost ranges to indicate the relative magnitude of financial effort, broken down by four categories (planning, operations, capital, administration). Cost levels reflect typical implementation pathways and are intended to support awareness and comparison rather than establish fixed budgets. Cost ranges are expressed as these dollar icons:

\$	\$0 - 250,000
\$\$	\$250,000 – 500,000
\$\$\$	\$500,000 – 1,000,000
\$\$\$\$	\$1,000,000 – 3,000,000
\$\$\$\$\$	\$3,000,000+

- **Funding Strategies:** Identifies potential strategies aligned with solution characteristics and cost profiles, and includes federal formula and discretionary programs, state programs, shared or pooled funding models, institutional partnerships, and pilot funding. Previously presented in Chapter 7, four funding approach classifications were evaluated. Within this appendix, these classifications are represented as: Reallocation, New Funding, Smarter Utilization, Hybrid.
- **Performance Metrics:** Measurable indicators to track progress, outcomes, and effectiveness over time. Supports performance-based decision-making and accountability.
- **Complementary Solution Amplifying Benefits:** Identifies complementary strategies that enhance the primary solution and maximizes overall impact and return on investment.
- **Implementation Resource:** Web links to best practices, guidance, regulatory information and more to help inform implementation activities.

Statewide Mobility Management Coordinating Council

This solution that includes a statewide group of representatives from transit agencies, transportation service partners, and community advocates working together to identify where service is missing and create practical, shared solutions.

IMPLEMENTATION ACTIONS



Implementation phases focus on establishing a Council but not its institutionalization and sustainment. Early implementation work focuses on establishing a clear mission, governance structure, and strategic intent followed by forming a representative statewide body with defined roles. The Council will then create a unified work program, training and capacity-building plan and a coordinated strategy to guide consistent and efficient implementation. Such an initiative also requires ongoing monitoring through KPIs, annual reporting, and regular work program updates to ensure continuous improvement and responsiveness. It is highly recommended that technical assistance services be secured to support planning and development phases of this initiative.

Completion Timeline	Phase of Action
12 months	Council Development & Formalization
18 months	Work program and Capacity building
24 months	Integrated statewide strategy
24+ months	Monitoring

PHASE 1: Council Development & Formalization

- **Mission, Vision Purpose:** Establish the broad mission, vision, and purpose to inform scope of authority, function, and need.
- **Business Parameters:** Develop general bylaws (if applicable), operating procedures, decision making rules, onboarding process; map the roles, responsibilities, and partnership expectations.
- **Recruit Core Partners:** Bring in core partners including but not limited to MDOT, HHS, MPTA, Regional Mobility Managers, Intercity Bus providers, Aging & Disability providers, Medicaid brokers, VA, and HUD for representation and contribution to the Council.

PHASE 2: Work Program & Capacity Building System

- **Technical Assistance:** Enlist the Community Transportation Association for America (CTAA), other national associations, and/or consultants for technical assistance services.
- **Work Planning:** Develop standardized work plan and phased implementation strategy.
- **Training Curriculum:** Develop training curriculum and professional development priorities.

PHASE 3: Integrated Policy, Funding and Data Strategy

- **Policy Framework:** Review policies and identify regulatory barriers across agencies.
- **Data and Information Framework:** Define, identify, establish shared data and reporting standards, sharing agreements and governance protocols.
- **Funding Framework.** Map funding streams and fund-braiding opportunities.

PHASE 4: Monitoring

- **KPIs:** Establish specific KPIs and tracking system.
- **Annual Evaluation:** Conduct annual evaluation of progress.
- **Continuous Improvement:** Recommend Work Program refinements, improvements, and future priorities every two years

COST CONSIDERATIONS



Implementation is a low-cost initiative with minimal overhead. Cost drivers are limited mostly to operational and administrative needs due to council functioning primarily as a coordinating and advisory body rather than a direct service provider. This results in low overall financial impact to establish and maintain the council, making it a cost-efficient mechanism to improve coordination, reduce duplication, and strengthen mobility outcomes statewide.

Planning and Operational costs such as staff time, training, travel, and outreach represent the primary expenses, but these are modest and can often be absorbed or shared across participating agencies using existing budgets that already support mobility management activities.

No capital costs are anticipated within the initial implementation framework, as the Council does not require vehicles, dedicated facilities, or major infrastructure. Capital costs could potentially grow once a statewide council has matured in function, purpose, and scope.

Administrative expenses such as reporting, compliance, and governance support remain small and its reliance on existing organizational resources within MDOT and partner agencies.

Cost Category	Cost Drivers	Cost Range
Planning	In-kind Labor; Technical Assistance	\$
Operations	In-kind Labor; Training; Travel; Technical Assistance	\$
Capital	N/A	
Administration	Compliance Reporting	\$

FUNDING STRATEGY



This solution can be supported through a diversification of operating funds, all of which offer strong feasibility for planning, coordination, and ongoing administration. Technical assistance provides low-cost expertise that reduces early-phase expenses and accelerates implementation. Interagency cost-sharing offer supplemental support that promotes shared ownership and innovation.

Source / Strategy	Description	Considerations	Funding Approach
FTA 5310 – Mobility Management	Supports mobility management, coordination staffing, training, planning, and advisory council functions. Ideal for foundational operations.	+ Designed for mobility management & coordination – Highly subscribed; limited pool	• Smarter utilization • Reallocation
CTAA / NADTC / NCMM Technical Assistance Programs	Offers low-cost or no-cost training, coordination support, and expertise to guide governance, capacity building, and early work plan development.	+ Reduces early-phase costs while providing expert guidance – Time-limited and cannot replace ongoing operational funding	• Smarter utilization
FTA 5304 – Statewide Planning & Research	Funds statewide mobility planning, governance design, interagency frameworks, data structures, and development of the statewide strategy.	+ Strong alignment with planning-focused early phases – Competitive among statewide planning priorities	• Reallocation
State DOT Operating Budget	Provides stable annual operating support for staffing, reporting, Council administration, and long-term institutionalization.	+ Creates predictable support for the Council – Requires internal prioritization and ongoing budget commitment	• Reallocation

Source / Strategy	Description	Considerations	Funding Approach
Interagency Cost-Sharing	Agencies jointly contribute funds or in-kind support to sustain cross-sector governance, data work, and planning activities.	+ Promotes shared ownership and reduces single-agency burden – Requires negotiation and alignment across agencies	• Smarter utilization • Reallocation

MEASURING SUCCESS



Performance measures will track customer experience, system efficiency, and coordination outcomes using clearly defined KPIs, with annual reporting to assess progress. These measures will inform continuous improvement by identifying cost efficiencies, reduced duplication, and growth in partner participation statewide.

Metric Type	Potential Metric
Customer Centered	Customer Satisfaction
Provider	Cost per trip improved Reduction in trip duplication
Community/Organizational	Cost per agency participating Quantity of partners integrated into the mobility ecosystem

COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS



duplication.

Cross-Departmental Mobility Working Group: A formal interagency working group operating alongside the council to align transportation, health, aging, disability, and human-services programs, enabling coordinated policy decisions, shared data initiatives, and reduced service

Statewide Mobility Resource Library / Training Hub: A centralized digital platform that houses council-approved templates, policies, training materials, performance measures, and best practices to ensure consistency, speed implementation, and reduce administrative burden across regions.

Regional Expertise Sharing Program / Regional Mobility Manager Leads: Designation of regional mobility manager leads in specialized focus areas (e.g., grant writing, fund-braiding, technology, compliance) to provide peer-to-peer technical assistance and accelerate statewide adoption of proven practices supported by the council.

Statewide Transit Coverage Map & Planning Tool: A shared planning and analysis tool that supports council-led discussions by visualizing service coverage, identifying gaps, strengthening data-driven decision-making, and aligning funding, policy, and service investments.

Targeted Technical Assistance & Pilot Framework: A structured approach supported by national technical assistance providers and guided by council priorities to design, evaluate, and scale pilot projects, ensuring innovation efforts are coordinated, measurable, and replicable statewide.

IMPLEMENTATION RESOURCES



- [Federal Coordinating Council on Access & Mobility \(CCAM\)](#)
- [Minnesota Council on Transportation Access](#)
- [Kansas Coordinated Transit Council](#)

Rural Driver & Mobility Partnership Program / Integrated Mobility Partnership Program

This programmatic solution expands mobility by strengthening volunteer driver networks, partnerships with nonprofits, healthcare providers, community action agencies, employers, and social-service organizations. Enhance agency coordination to support trip scheduling, driver recruitment, training, and reimbursement. The solution is optimized through partnerships to co-fund rides and coordinate service delivery.

IMPLEMENTATION ACTIONS



Actions are grounded in cross-sector partnerships, clear sponsorship, alignment with regional and federal transit planning requirements, and proactive risk management. The approach defines sustainable funding, administration, and reimbursement policies while building a standardized framework for recruiting, screening, training, and supporting volunteer drivers statewide.

Completion Timeline	Phase of Action
9 months	Partnership & Planning
24 months	Funding & Administration
33 months	Volunteer Driver Infrastructure
33+ months	Performance & Continuous Improvement

PHASE 1: Partnership & Planning

- **Formalize Cross Sector Coalition:** Anchored by MDOT regional coordination groups, establish coalition that includes local transit providers, Area Agencies on Aging, community-based organizations, health agencies, and Division of Medicaid/Modivare.
- **Identify Project Sponsor:** Identify lead fiscal and programmatic sponsor(s) responsible for financial and program planning, coordination, and communications.
- **Coordinated Plan Alignment & Eligibility:** Align with regional and MPO coordinated planning frameworks to ensure program can qualify for FTA Section 5310.
- **Navigate Medicaid/NEMT Interface & Broker Context:** Define the Medicaid/NEMT interface and document the current broker contract context and service channels.

- **Insurance Identification & Risk Management:** Identify all insurance requirements and prepare risk register with mitigation and management strategies.

PHASE 2: Funding & Administration

- **Develop Program Management Plan:** Draft a management plan guiding all administrative, funding, management, and compliance approaches.
- **Establish Reimbursement Policy:** Generate a policy that is consistent with federal mileage rates, accounts for 2 CFR 200 cost principles, and is consistent with FTA program requirements.
- **Solicit and Secure Funding:** Identify local match and apply for funding through federal, state, local sources.

PHASE 3: Volunteer Driver Infrastructure

- **Onboarding & training program:** Develop training syllabus, driver handbook, and other orientation materials to onboard drivers.
- **Driver recruiting & screening:** Use national toolkits, adapted for Mississippi counties, to recruit drivers, conduct criminal checks, and HIPAA orientation.

PHASE 4: Performance & Continuous Improvement

- **Define KPIs:** Using the MDOT state goals and KPIs as a baseline, define KPIs that are relevant to operational realities. Sync with Modivcare and FTA performance contexts.
- **Ongoing Training:** Conduct ongoing training to mitigate risks and improve service delivery.
- **Monitor Performance:** Collect data from counties and regions to develop statewide performance outlook. Develop a business case with partners about return on investment.
- **Performance Reporting:** Use evaluation cadence tied to FTA to report to partners about program performance; update KPIs and refresh priorities in the Coordinated Plan cycle.

COST CONSIDERATIONS



Planning for a volunteer driver program is partnership-intensive but achievable, with stakeholder convening, legal review, and MOU development funded through existing revenue streams, including the requirement that any FTA Section 5310–supported activity align with a locally developed coordination plan

Operations represent the largest cost center due to ongoing recruitment, background checks, training, trip scheduling, incident management, and mileage reimbursements, all of which require dedicated staffing unless dispatch automation already exists, which are highly unusual in nascent volunteer driving programs.

Administration costs remain low and predictable. Programs must maintain driver insurance validation, reimbursement auditing, and compliance with updated FTA Circulars governing allowability and oversight for subrecipient networks comprised of nonprofits, healthcare agencies, and employers.

Cost Category	Cost Driver	Cost Range
Planning	Partnership development; Agreements (MOUs); Legal/insurance review	\$
Operations	Recruitment; Background Checks; Training; Dispatch/Scheduling/Incident Tracking; Mileage Reimbursements / Stipend Payments	\$\$
Capital	Software, Hardware, Vehicles, Wayfinding	\$
Administration	Reporting, Grant Compliance, Insurance	\$

FUNDING STRATEGIES



The solutions require a diversified and low-capital strategy anchored by FTA 5310/5311, supported by FTA 5304 planning dollars, and strengthened with a formal In-kind Funding Bank to meet match requirements while minimizing cash outlay.

Long-term sustainability is achieved through a Braided Interagency Funding Model, combining allowable contributions from MDOT, human-services agencies, healthcare partners, and local governments to support staffing, training, reimbursement management, and coordination. This approach reflects established national practice for rural coordination and volunteer transportation, limits upfront capital exposure, and provides a clear pathway toward stable long-term operations.

Source / Strategy	Description	Considerations	Funding Approach
FTA 5310 – Mobility Management	Core source for coordination, volunteer recruitment/training, scheduling support, and program governance; can be treated as capital mobility management at 80/20.	+ Purpose-built for coordinated mobility – Must be included in a coordinated plan	• Smarter utilization • Reallocation
In-kind Funding Bank	Structured collection/valuation of partner donations to meet non-federal match and reduce cash outlay.	+ Frees scarce cash while meeting match – Requires tight documentation/controls.	• Smarter utilization
FTA 5311 – Admin & TA Set-Aside	Rural admin support, volunteer screening, training, policy development, and limited operations benefiting rural subrecipients	+ Extends program strength in rural counties – Limited pool; statewide competition	• Smarter utilization • Reallocation
FTA 5304 / SPR	One-time planning for coalition building, MOUs, risk/insurance matrix, coordinated plan integration, early program design.	+ Excellent for startup planning/governance – Not eligible for long-term operations.	• Reallocation
Healthcare Partner Contributions	Co-fund mileage reimbursements, driver recruitment, and access-to-care trips; data-sharing for missed-appointment reductions/ROI.	+ Clear health outcomes and ROI case – Requires site-specific agreements and renewals	• Smarter utilization • New funding
Fund Braiding	Blend eligible activities across FTA funds with HHS, Aging, Disability, Medicaid admin funds for staffing, training, and shared systems.	+ Maximizes allowable use across programs – Must avoid duplication; strict compliance	• Smarter utilization

MEASURING SUCCESS



Outcome-focused performance metrics track service quality, efficiency, coverage, and return on investment. Performance measurement supports accountability, continuous improvement, and alignment with MDOT, FTA, and healthcare partner goals.

Metric Type	Potential Metric
Customer Centered	Customer satisfaction Appointment adherence
Provider Centered	Completed trips Cost per trip Rural coverage by county NEMT handoff rate
Community/Organizational	N/A

COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS



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.

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.

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.

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.

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.

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.

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.

Public Outreach & Transit Awareness Tool: Partnership-building tools and outreach materials help agencies better reach underserved communities and promote the benefits of transit.

IMPLEMENTATION RESOURCES



- [Missouri Volunteer Driver Network](#)
- [New Growth Transit \(NGT\)](#)
- [Coordinated Plan requirement & multi-sector participation \(FTA\)](#)
- [Low-capital technology tools and templates](#)
- [Referral models & KPIs](#)
- [Toolkit](#)
- [Volunteer driver best practices](#)
- [Volunteer driver case study](#)

Statewide Mobility Resource Library / Mobility Management Resource Library Database / Website

This solution serves as a technical assistance resource for Regional Mobility Managers to share performance data, system information, and best practice tools to improve consistency statewide. The website provides a collaboration environment for Regional Mobility Managers to learn new skills and provide guidance to other regional managers on areas of expertise. The website can be developed as a database.

IMPLEMENTATION ACTIONS



The implementation approach emphasizes early planning and governance, followed by structured development, testing, and long-term maintenance to ensure the platform remains effective, accessible, and responsive to evolving user needs.

Completion Timeline	Phase of Action
6 months	Resource Planning
12 months	Website Development & Design
15 months	Testing & Deployment
Ongoing	Maintenance and Support

PHASE 1: Resource Planning

- **Establish Responsible Agent and Support Task Force.** Designate a lead coordinating entity to oversee development, maintenance, and governance. Generate a core support team comprised of mobility managers, MDOT staff, and MPTA representative.
- **Define Scope of Information/Content.** Identify the data, system information, resources, and training elements to be integrated into resource library. Determine if content will be stored, linked externally, or both.
- **Needs Assessment.** Inventory existing information and resources and classify them by relevance and quality. Identify gaps and technical maturity. Determine whether library requires interactive elements or static document storage.
- **Technical Feasibility Review.** Evaluate hosting options (cloud-based, DOT servers, external contractor). Identify security compliance requirements per jurisdictional policies and file retention rules. Assess whether single sign-on or password-controlled access is needed.

PHASE 2: Website Development & Design

- **Define Website Features.** Determine core functionalities such as searchable databases, tagging and categorization system, user roles, content templates, forms, downloadable materials, and/or document management tools.
- **Branding & Visual Identity.** Develop brand guidelines. Align with lead/host agency requirements.
- **Website Design & User Experience Development.** Determine whether to use a standard website template or customized developed site. Create wireframes showing navigation structure, page layouts, user flow, and placeholder content. Conduct user testing and adjust accordingly.
- **Content Development & Web Copy.** Standardize document titles and tags. Draft descriptions, category labels, instructional text. Vet and update outdated resources. Develop style guide for future contributors.
- **Content Migration.** Prepare metadata schema and file naming conventions. Organize documents into folders and categories before uploading. Converge legacy documents to accessible formats where needed. This step typically requires substantial labor for classification and formatting.
- **Website Management Plan:** Define submission process for new materials. Establish frequency of review/update cycles. Outline version control and archiving procedure. Define backup and recovery procedures. Create contributor permissions and quality-control processes.

PHASE 3: Testing & Deployment

- **Quality Assurance and Testing.** Verify content accuracy and appropriateness followed by user testing to validate functionality.
- **Go Live.** Deploy website.

PHASE 4: Ongoing Maintenance & Support

- **Hosting & Technical Maintenance.** Execute hosting service-level agreement. Renew domains names and SSL certificates.
- **Technical Support System.** Develop help desk procedures and train internal teams or contractors on backend functions. Track and resolve issues.
- **Ongoing Content Management.** Continually update the resource library content based on statewide needs and user feedback. Regular updates to plugins, CMS software, themes, and security patches to keep the site running safely and efficiently.

COST CONSIDERATIONS



Cost considerations are born from core functions: resource library conceptualization and creation, website development, technical administration, hosting, security, and continuous content management. Initial development costs during the planning phase are the largest investment, while ongoing maintenance and updates make up a lower but predictable expenditure.

Planning: Developing the resource library represents the most significant financial investment due to the specialized setup required. Costs are driven by library and website development, website design and features, content migration, and accessibility factors. Cost range is determined by level of complexity.

Operations: Following deployment, the cost structure shifts toward recurring operational expenses such as website hosting, security, updates, maintenance, and technical support through a project sponsor and third-party website support.

Capital: There are no capital investments anticipated for this solution.

Administration: Costs involve staff contribution/support by mobility managers, MDOT and potential MPTA to develop a resource library and website.

Cost Category	Cost Driver	Cost Range
Planning	Website structure, design, development; Content strategy; Accessibility	\$ - \$\$
Operations	Website hosting and maintenance; Technical support; Content management	\$
Capital	N/A	
Administration	Staffing	\$

FUNDING STRATEGIES



The approach combines realistic sources to support both the initial build and long-term sustainability of the platform. Together, these create a low-capital, durable, and collaborative funding model that can support a continuously improving statewide resource for mobility managers.

Source / Strategy	Description	Considerations	Funding Approach
MDOT Operating Base	Annual line-item to cover hosting, security, CMS updates, help desk, and content governance after launch.	+ Stable, predictable funding for ongoing maintenance – Competes with other agency priorities each budget cycle	• Reallocation
In-Kind Contributions	Regional mobility managers, DOT, and association staff contribute vetted templates, SOPs, training slides, and peer-review time.	+ Builds ownership; reduces cash outlay; accelerates curation – Inconsistent supply/quality; requires editorial standards, metadata discipline, and QA	• Smarter utilization
FTA 5304 SPR	One-time planning funds for scoping, UX/wireframes, accessibility design (WCAG 2.1 AA), content standards, and initial content migration.	+ Strong eligibility for statewide planning tools and standards – Not suitable for long-term operations	• Reallocation
State IT Shared Services / Enterprise CMS	Use state enterprise platforms (SSO, CMS, secure hosting, backups) to reduce bespoke IT costs and meet cybersecurity baselines.	+ Lowers total cost of ownership with existing infrastructure – Requires alignment with state IT governance and timelines	• Smarter utilization
Association Partnership	Small annual grants or contracts to curate templates, run webinars, and manage editorial calendars with practitioner input.	+ Keeps content fresh and practitioner-led at modest cost – Requires SLAs to avoid role ambiguity and drift.	• Smarter utilization • New funding

Statewide Transit Plan and Intercity Bus Study

Source / Strategy	Description	Considerations	Funding Approach
University / Research Center Partnership	Capstone studios or research assistants tag resources, improve search/metadata, run accessibility checks, and evaluate usage analytics.	+ Cost-effective workforce – Academic calendars may slow deliverables	• Smarter utilization

IMPLEMENTATION RESOURCES



- [Industry Best Practice \(Tennessee\)](#)
- [Industry Best Practice \(Oklahoma\)](#)
- [RTAP Resource Library for Rural Transit](#)
- [CCAM-TAC](#)

MEASURING SUCCESS



Performance will be measured to gauge use of statewide mobility resource library, how it improves professional practice, and ways it delivers measurable value to agencies and mobility managers over time.

Metric Type	Potential Metric
Customer Centered	N/A
Provider Centered	% of mobility managers utilizing the resources
Community/Organizational	% of agencies reporting improved practices

COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS



Regional Mobility Management Expertise: Mobility managers assist with content management and are responsible for developing and uploading resources focused on their designated areas of expertise, thereby reducing the burden and cost for ongoing content management.

Fleet Planning & Right Sizing Guidance

This state-supported guidance and decision framework helps Mississippi transit providers optimize their fleet by aligning the number, type, size, and function of both commercial driver's license (CDL) and non-CDL vehicles with the characteristics of the surrounding built-environment. Building on existing state standards, the framework recommends fleet configurations based on route and service characteristics, roadway functional classification, land-use patterns, and available pedestrian and bicycle infrastructure. By applying these guidelines, providers can improve route productivity, enhance service delivery, and improve long-term financial performance.

IMPLEMENTATION ACTIONS



Implementation phases offer MDOT the ability to scale the level of effort needed to complete the guidance with tiered optional add-ons. Early phases focus on producing a guidebook while later phases (beyond ongoing maintenance) incorporate advanced analytics, decision-support tools, and adaptive learning capabilities

Completion Timeline	Phase of Action
9 months	Guidebook Development
12 months	Advanced Planning Framework (Optional Add-On)
15 months	Interactive GIS Tool Development (Optional Add-On)
Ongoing	Updates and Continuous Improvement

PHASE 1: Guidebook Development

- **Identify Data Needs.** Compile an initial list of required datasets and sources to be expanded during development.
- **Develop Baseline Guidebook.** Produce a PDF guidebook with recommendations on basic fleet planning and right sizing elements incorporating criteria such as vehicle types, service type and need, ADA requirements, and operational considerations. Align with MDOT planning priorities and national practices, where practicable.
- **Integrate Performance Measures.** Define success metrics and performance indicators to guide decision making.
- **Deploy and Institutionalize Guidance Through Training.** Promote, train, and support public transportation providers in adopting and applying the guidebook.

PHASE 2: Advanced Planning & Guidance Framework (Optional Add-On)

- **Expand Guidebook with Advanced Criteria:** Add to basic elements with more detailed recommendations using land use, roadway classification, service characteristics, and transportation infrastructure criteria.
- **Integrate Advanced Planning Tools/Templates:** Link additional tools (worksheets, calculators, and templates) to help agencies apply guidance to their systems.
- **Expand Performance Measures:** Define success metrics and performance indicators to guide decision making.

PHASE 3: Interactive GIS Tool Development (Optional Add-On)

- **Develop and Deploy GIS-based Platform.** Create and promote an interactive mapping platform that uses large datasets such as service coverage, roadway type, and land use to further inform fleet right sizing.
- **Automate Recommendations.** Program the tool to generate vehicle and service recommendations based on user inputs and system characteristics.
- **Integrate Feedback Loop and Continuous Learning.** Incorporate mechanisms for agencies to input operational performance data, outcomes, and user feedback, enabling the tool to refine recommendations over time.
- **Support Evolving Vehicle Technologies and Service Models.** Design the tool and underlying logic to be adaptable as vehicle types (e.g., electric, autonomous, microtransit fleets) and service delivery models continue to evolve, ensuring recommendations remain relevant and future ready.

PHASE 4: Ongoing Updates

- **Regular Updates.** Update the guidebook as needed.
- **Data Maintenance.** Update datasets as new information becomes available.
- **Iterative Enhancement.** Use insights from the GIS tool feedback loop and performance tracking to continuously refine guidance, assumptions, and recommendations.

COST CONSIDERATIONS



To support future scalability, the phasing framework includes options from a low-cost PDF guidebook to more advanced, data-driven tools such as interactive GIS-based platform incorporating provider service characteristics, roadway and infrastructure data, and land-use patterns to recommend vehicle types and service models. These tools function similarly to off-the-shelf transit planning and GIS-based scenario modeling solutions used by agencies to evaluate service alternatives and operational impacts, but with more limited scope. Initial costs focus on producing the guidebook while long-term expenses involve periodic updates and potential technical support or training needs.

Planning costs are low if completed in-house. Consultant-developed PDF guidebooks with worksheets or calculators would be moderately priced, while building an interactive GIS tool would result in higher costs.

Operations expenses focus on maintaining the guidebook and procuring any necessary data. A digital interface would add costs for technical upkeep, software licensing, and platform maintenance.

Administrative expenses center on MDOT oversight throughout the planning process as well as oversight of operations.

Cost Category	Cost Driver	Cost Range
Planning	PDF Guidebook & Interactive Platform	\$-\$
Operations	ArcGIS License; GIS tool development; Data procurement; Software/platform integration; Maintenance / renewal	\$
Capital	N/A	
Administration	DOT oversight	\$

FUNDING STRATEGIES



The approach emphasizes using resources to support development of a scalable framework. FTA 5304 funds and MDOT staff capacity are the primary sources for early phases, enabling cost-effective delivery of the guidebook. Optional enhancements can be supported through targeted sources.

Source / Strategy	Description	Considerations	Funding Approach
FTA 5304 SPR	Support guidebook development, evaluation criteria, and advanced planning guidance.	+ Strong eligibility; can fund consultant work. – Requires match; cannot fund long-term maintenance	• Reallocation
MDOT In-House Development	Use existing staff to develop materials. Covers Phases 1–2 without external procurement.	+ Lowest cost; high control; fast deployment. – Requires available staff capacity and technical expertise	• Reallocation
FTA 5310 Mobility Management	Supports planning tools that improve efficiency for older adults and individuals with disabilities.	+ Eligible for developing planning tools; coordination oriented. – Must tie to mobility management outcomes.	• Smarter utilization • Reallocation
MDOT Operating / Administrative Budget	Annual allocation for guidebook updates, data refresh, and training.	+ Predictable and stable source for maintenance (Phase 5). – Not intended for tool development	• Reallocation
University / Research Partnership	Academic partners assist with data analysis, criteria development, and possibly early GIS prototyping.	+ Cost-effective analytics support. – Academic calendars and turnover may delay delivery.	• Smarter utilization
State IT Modernization / Innovation Fund	One-time state funds for digital components (GIS features, data integration, automation).	+ Supports optional advanced features. – Not suitable for annual upkeep; competitive requests.	• New funding

MEASURING SUCCESS



Performance will be measured to assess whether the fleet right-sizing and planning guidance is improving service efficiency, cost effectiveness, and alignment between vehicle deployment and actual service demand.

Metric Type	Potential Metric
Customer Centered	Trip denials due to capacity constraints On-time performance linked to appropriate vehicle deployment
Provider Centered	Cost per trip Passengers load factor Reduction in underutilized or oversized vehicles in service Maintenance cost per vehicle by type
Community/Organizational	None

COMPLEMENTARY SOLUTION AMPLIFYING BENEFITS



Five-Year Transit Planning & Performance Program: Allows fleet right sizing to be incorporated into the formal planning process.

Statewide Transit Coverage Map & Planning Tool: This solution can provide some of the initial data needed, such as existing provider service coverage, for the interactive platform. Help defray development costs.

Shared Purchasing for Transit Agencies: Aligns vehicle procurement with right sizing guidance as providers fleets and other needs change over time.

Transit Technology Grants: Supports the deployment of technologies such as AVL, automatic passenger counters (APCs), and other scheduling software that can assist in collecting data that can be used to accurately right-size.

Statewide Transit Innovation Center: Pilot projects run out of the innovation center can be used to inform updates to fleet guidance and recommendations.

Statewide Mobility Resource Library: Provides a centralized location for providers to access the guidebook as well as its tools.

Regional Expertise Sharing Program: Allows providers to share information on fleet composition to their peers.

IMPLEMENTATION RESOURCES



- [Ohio DOT Vehicle Catalog & Selection Guide](#)
- [National Rural Transit Assistance Program Transit Managers Toolkit](#)
- [Rural Transit Fleet Mix and Vehicle Size Decision Tools](#)

Statewide Transit Coverage Map & Planning Tool / GIS Service Coverage Map

This solution is a GIS-based platform that provides a comprehensive, statewide view of public transit services. This solution helps agencies, mobility managers, and public transit and intercity bus providers better understand where services exist, where gaps remain, and how transportation options align with community needs.

IMPLEMENTATION ACTIONS



This phased implementation approach guides the structured planning, development, deployment, and long-term sustainment of a data-driven GIS planning tool to support statewide transit analysis, coordination, and decision-making.

Completion Timeline	Phase of Action
6 months	Plan & Prepare
12 months	Design & Develop
15 months	Test & Launch
15+ Year	Sustain & Enhance

PHASE 1: Plan & Prepare

- **Conduct Stakeholder Needs Assessment.** Engage state agencies, transit providers, and mobility managers to define user needs, key use cases, and success metrics that will guide tool development.
- **Complete Data Inventory & Gap Analysis.** Compile existing datasets (GTFS, GIS, demographics, land use) and evaluate quality, coverage, and gaps to inform data acquisition and preparation needs.
- **Develop Data Standards & Governance Framework.** Establish consistent data schema, naming conventions, and update protocols to ensure data integrity, interoperability, and long-term sustainability.

PHASE 2: Design & Develop

- **Define System Architecture & Platform Environment.** Design the technical framework, including data storage, processing workflows, and platform selection.

- **Develop GIS Analytical Tools.** Configure models for service coverage, accessibility, and transit need/potential to support planning and decision-making.
- **Build User Interface & Web Applications.** Create Interactive maps, dashboards, and applications that allow users to explore transit coverage, gaps, and key metrics.
- **Establish Automated Data Integration Workflows.** Develop processes for routine updates (GTFS feeds, demographic data) to keep the tool current and dependable.

PHASE 3: Test & Launch

- **Perform QA/QC of Data and Analyses.** Validate datasets, analytical outputs, and system performance to ensure accuracy, consistency, and reliability.
- **Conduct User Acceptance Testing.** Engage stakeholders to test usability and functionality, gather feedback to refine tools and improve user experience.
- **Finalize Deployment & System Configuration.** Deploying the tool in a production environment, ensuring performance optimization, security, and accessibility.
- **Develop Training Materials & Conduct Training.** Prepare user guides and deliver training sessions to support adoption by technical and non-technical users.

PHASE 4: Sustain & Enhance

- **Establish Ongoing Data Maintenance Procedures.** Implement regular update cycles and quality checks to ensure datasets remain accurate and up to date.
- **Provide Technical Support & System Monitoring.** Offer user support, troubleshoot issues, and monitor system performance to maintain reliability and usability.
- **Integrate Tool into Planning & Decision Processes.** Support agencies in applying the tool for service planning, funding decisions, and coordination efforts.
- **Plan for Enhancements & Future Functionality.** Identify opportunities to expand capabilities (scenario planning, micro transit analysis) based on user needs and evolving priorities.

COST CONSIDERATIONS



Estimated cost ranges are comparable to those associated with statewide GIS portals, transportation planning tools, or ArcGIS-based tools commonly used by state DOTs and regional agencies. Capital costs typically represent the largest portion of the investment, as they include obtaining necessary software licenses and developing the GIS-based mapping platform and associated analytical tools. Note that costs can be supplemented if software licenses are already available through the agency.

Planning: Initial costs will account for a Needs Assessment in coordination with all transit providers. Costs are driven primarily by the level of stakeholder coordination required and the complexity of defining statewide datasets and analytical capabilities. Tool development occurs here.

Operations: Once the tool is developed, ongoing system hosting and maintaining software licenses are the main costs influenced by the frequency of data updates and the complexity of analytical tools included in the system.

Capital: Obtaining software licenses, deploying enterprise systems, and hiring/training staff to maintain the tool will be the most significant financial investment in implementation. Costs increase if the tool includes advanced analytics, custom development, or public-facing tools.

Administration: Most costs will depend on the number of agencies participating and the level of coordination required to maintain consistent statewide data. Technical staff will be needed in all elements of this solution.

Cost Category	Cost Driver	Cost Range
Planning	Stakeholder Engagement; Data Collection; Development of Data Standards; Database Development; Tool Design	\$\$
Operations	Data Storage (External To MDOT); Data Updates; Software Licensing	\$
Capital	Enterprise Deployment	\$
Administration	Transit Agency Coordination; Governance of The Tool; User Training	\$

FUNDING STRATEGIES



The funding approach for this solution relies on a blend of federal planning funds, state planning and operating budgets, and selective competitive sources to support both development and long-term sustainability. FTA 5304 SPR funds and MDOT's planning budget provide the strongest foundation for early development, consultant support, and system design, while MDOT's operating budget offers the most reliable option for ongoing maintenance and updates. Additional sources including state IT modernization funds, interagency cost-sharing, and targeted 5311 and 5310 dollars can supplement capital needs or enhance specialized features but are less suited for core, long-term system operations.

Source/Strategy	Description	Considerations	Funding Approach
FTA 5304 SPR	Funds planning tasks, needs assessment, data inventory, governance framework, system architecture design, GIS tool design, consultant support.	+ Strongest fit for statewide planning and GIS tool development; can cover consultant-heavy phases. – Cannot fund long-term O&M.	• Reallocation
MDOT Planning Budget	Supports staff-led work: project management, stakeholder engagement, data standards, testing, training.	+ High control, stable, flexible. – Requires staff capacity and GIS expertise.	• Reallocation
MDOT Operating Budget (O&M)	Supports data updates, user support, hosting renewals, software subscriptions, annual maintenance.	+ Most reliable long-term funding. – Not adequate for major capital updates or rebuilds.	• Reallocation
State IT Modernization / Innovation Fund	One-time investment for system architecture, hosting environment, ArcGIS licenses, automation workflows, cybersecurity.	+ Ideal for Capital development and tech buildout – Competitive; not suitable for ongoing maintenance.	• New funding
Interagency Cost-Share Model	Shared annual cost among MDOT, transit providers, human service agencies, MPOs.	+ Distributes cost; increases stakeholder ownership. – Requires governance; varying agency budgets.	• Smarter utilization • Reallocation
FTA 5311 TA Set-Aside	Enhancements supporting rural transit analysis, coverage gap mapping, rural accessibility modeling.	+ Good fit for rural service layers – Limited funds statewide; must directly benefit rural providers.	• Smarter utilization • Reallocation
FTA 5310 Mobility Management	Enhancements related to accessibility, including ADA coverage layers, older adult access mapping, and demand indicators.	+ Supports transit-reliant population demand and accessibility features. – Narrow eligibility; not for core platform costs.	• Smarter utilization • Reallocation

MEASURING SUCCESS



Success will be measured for the statewide transit coverage map and planning tool by tracking its effectiveness in improving coordination, service efficiency, access analysis, and integration into planning and funding decisions.

Metric Type	Potential Metric
Customer Centered	Customer satisfaction Travel time reduction
Provider Centered	Coordination improvements Increase Service Efficiency Increase in ridership performance Increase in service optimization
Community/Organizational	Tool integration in planning Gap reduction Alignment of funding and service improvements

COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS



GIS Service Coverage Map: This is the foundation of the tool itself. Without a baseline, statewide map of transit service areas, there is no ability to visualize gaps, analyze access, or support planning decisions

Transit Data Management System: A centralized data system ensures consistent, accurate, and up to date inputs.

Statewide Coordination and Connectivity: This solution ensures alignment across providers, reducing duplication and filling gaps in participation.

Cross-Departmental Mobility Working Group: This group ensures data sharing, integration, and alignment across departments.

Mobility Management Performance Measures: Standardized metrics allow users to evaluate gaps, track improvements, and justify investments.

Technology Grant/Transit Technology Primer: This solution ensures baseline technological capability statewide.

IMPLEMENTATION RESOURCES



- [Red Line Commuter Rail Project Map - Existing Conditions & Community Analytics](#)

Five-Year Transit Planning & Performance Program / Transit Development & Performance Plans

Transit Development and Performance Plans (TDPs) provide a standardized, statewide framework for evaluating public transportation agency performance and guiding system improvements. Through a structured process, agencies assess existing conditions, identify unmet needs and service gaps, evaluate performance, and develop a five-year implementation plan for capital, operational, and service enhancements. Public involvement—a required component—ensures transparency and community buy-in. As a prerequisite for state funding, each TDP serves as the agency’s primary planning and operational guidance document. Annual updates, though more limited in scope, track progress against key performance indicators and give MDOT a clear mechanism to monitor performance and inform funding decisions.

IMPLEMENTATION ACTIONS



The phases offer a structured framework for the state to build its TDP program. Early phases focus on establishing the initial design of the program while later phases include performance dashboard and routine updates to program guidance and training materials.

Completion Timeline	Phase of Action
12 months	Program Foundation
24 months	Standards, Tools, & Guidance Development
36 months	Initial Plan Development & Review
48 months	Integration & Performance Tracking
Ongoing	Updates

PHASE 1: Program Foundation

- **Establish Development Responsibilities:** Construct an RFP to procure consultant support for guiding MDOT in the initial project development.
- **Define Statewide Performance Metrics:** Establish core KPIs aligned with MDOT goals and scalable for small, medium, and large agencies.
- **Develop TDP Guidance Manual:** Define required methodologies, data inputs, analysis expectations, and submission procedures for TDPs.
- **Prepare Onboarding Materials:** Produce training modules, instructor guides, and reference tools to ensure consistent adoption statewide.

PHASE 2: Standards, Tools & Guidance Development

- **Create Standardized TDP Structure:** Develop the required TDP elements such as existing conditions, service analysis, financial plan, capital needs, and implementation plan.
- **Define Statewide Performance Metrics:** Establish core KPIs aligned with MDOT goals and scalable for small, medium, and large agencies.
- **Develop TDP Guidance Manual:** Define required methodologies, data inputs, analysis expectations, and submission procedures for TDPs.
- **Prepare Onboarding Materials:** Produce training modules, instructor guides, and reference tools to ensure consistent adoption statewide.

PHASE 3: Initial Plan Development & Review

- **Support Agency Plan Development.** Provide technical assistance to transit providers during their first TDP.
- **Review And Approve Plans.** Evaluate agency plans for alignment with the overall program guidance and statewide goals.

PHASE 4: TDP Integration & Monitoring

- **Plans Reflect Funding Decisions.** Use TDPs to inform funding decisions.
- **Monitor Performance.** Develop a performance tracking dashboard that allows the state to monitor KPIs, compare outcomes, provide oversight, and make informed decisions for funding allocations.

PHASE 5: Updates

- **Refine Program Guidance.** Update guidance and training materials to reflect new or modified regulations.

COST CONSIDERATIONS



Planning represents the largest upfront investment and focuses on establishing the overall program structure, guidance, and coordination. Costs may increase if consultants are used to accelerate development and support program rollout.

Operational costs are ongoing and moderate, driven by technical assistance, training, and periodic updates to program materials. These costs are typically higher during early implementation and stabilize over time.

Capital costs are minimal unless new tools or systems are introduced to support monitoring or reporting, in which case costs are mostly one-time or infrequent upgrades.

Administrative costs are primarily staff-time related and support program oversight and coordination. These costs remain modest and tend to decrease as processes become more standardized.

Cost Category	Cost Driver	Cost Range
Planning	Program Framework Development; Templates; Guidance; State Goals	\$
Operations	Technical Assistance and Training; Guidance Updates; Performance Tracking	\$
Capital	Performance Dashboards; Data Systems and Planning Tools (If Implemented)	\$
Administration	Plan Review; Compliance; Coordination; Program Oversight	\$

FUNDING STRATEGIES



The funding approach prioritizes federal and state planning resources to establish a standardized, sustainable TDP program. FTA 5304/SPR funds and MDOT in-house resources provide the strongest alignment for program development, guidance creation, and early technical assistance. Targeted federal programs such as FTA 5311 and 5310 can supplement

planning efforts for rural providers and mobility-focused elements, while consultant and university partnerships offer flexible, short-term support during rollout. Long-term program stability is achieved through MDOT operating and administrative funds to support plan reviews, updates, training, and performance monitoring.

Source / Strategy	Description	Considerations	Funding Approach
FTA 5304 SPR	Useful for statewide framework, guidance, templates, and performance metrics, including consultant support.	+ Strong eligibility for planning and technical assistance – Requires state match and limited to planning activities	• Reallocation
MDOT In-House Program Administration	MDOT staff oversee program development, TDP review, compliance monitoring, and coordination once the program is launched.	- + Low cost and strong institutional control – Dependent on staff availability and expertise	• Reallocation
FTA 5311 Planning Share	Supports TDP development and updates for rural and small urban transit providers.	+ Strong alignment for required rural planning activities – Competes with other local planning priorities	• Smarter utilization • Reallocation
FTA 5310 Mobility Management	Funds TDP components addressing coordination, unmet needs, and services for older adults and individuals with disabilities.	+ Eligible for coordination-focused planning – Must link tasks to mobility management outcomes	• Smarter utilization • Reallocation
MDOT Operating / Administrative Budget	Annual state funds support program oversight, guidance updates, training, and routine technical assistance.	+ Predictable and dependable for ongoing needs – Not suitable for major program development.	• Reallocation
Consultant On-Call Planning Contract	On-call consultants provide technical assistance, plan reviews, and rollout support during early implementation years.	+ Access to specialized expertise and flexibility – Higher costs during startup years	• Reallocation
University / Research Partnership	Academic partners assist with data analysis, performance evaluation methods, and applied research supporting the TDP program.	+ Cost-effective analytical support – Academic timelines may affect delivery speed	• Smarter utilization

MEASURING SUCCESS



Performance measures evaluate how effectively the tool supports planning decisions, improves service coordination, and drives measurable improvements in access, efficiency, and system outcomes.

Metric Type	Potential Metric
Customer Centered	Public involvement evidence in TDP
Provider Centered	Percentage of agencies completing TDPs in accordance with MDOT guidance
Community/Organizational	N/A

COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS



Statewide Transit Coverage Map & Planning Tool: Allows agencies to easily identify service coverage gaps and use data-driven recommendations to inform their TDP.

Fleet Planning & Right Sizing Guidance: Helps inform fleet planning and gives agencies the opportunity to identify strategies to right-size within their TDP.

Transit Technology Grants: Helps agencies afford and implement technology that can generate data used for performance tracking within the TDP.

Statewide Mobility Resource Library: Serves as a centralized location for all TDP training, templates, and guidance documents.

Regional Expertise Sharing Program: Allows agencies to share TDP best practices on a peer-to-peer level.

Statewide Transit Fund: Provides funding for qualifying projects that are identified in each agency TDP.

IMPLEMENTATION RESOURCES



- [Florida Transit Development Plan \(TDP\) Program](#)
- [Washington State Transit Development Plan Guidebook](#)
- [Georgia Transit Development Plan Program](#)

Transit Technology Grants / Statewide Transit Innovation Grant Program

A state led, competitive grant program that helps transit providers implement core technologies and pilot, deploy, and scale technology-enabled mobility. Supported by a robust technical resource and assistance program focused on planning, procurement, and implementation of best practices. Together the technology grant and innovation program accelerates technology adoption, improves transit reliability and access, and provides expanded mobility options.

IMPLEMENTATION ACTIONS



This section outlines a broad plan that provides MDOT with a clear path to design, launch and administer the program. The phases begin with confirming authority and assessing rulemaking needs, defining the program structure, and developing application materials, and end with releasing the NOFO, selecting recipients, and monitoring progress.

Completion Timeline	Phase of Action
6 months	Authority, Intent & Program Positioning
15 months	Governance, Funding & Administrative Design
27 months	Grant Solicitation & Award
27+	Evaluation & Program Refinement

PHASE 1: Authority, Intent, and Program Positioning

- **Define Program Intent and Desired Outcomes.** Establish clear goals of the program.
- **Assess Program Positioning.** Determine how the Transit Technology Grant program fits with existing funding programs.
- **Validate Authority & Need for Rulemaking.** Confirm statutory and administrative authority to create new statewide transit technology / innovative grant program. Determine if formal rulemaking is required or if the program can be embedded within existing grant authorities.
- **Statutory Authorization Strategy (if required).** If current authority is determined to be insufficient, develop a strategy to pursue enabling legislation, including coordination with MDOT leadership, legislative staff, and external stakeholders to support adoption in a future legislative session.
- **Engage Executive Leadership** Coordinate with the executive leadership and the transportation commission to confirm program direction, appetite, and risk tolerance.

PHASE 2: Governance, Funding & Administrative Design

- **Acquire Statutory Authority (if necessary).** Provide data and information regarding program intent. Be responsive to legislators as requested during legislative session(s).
- **Advance Rulemaking (if necessary).** Update the administrative code or implement statutory changes enacted during Phase 1.

- **Determine Program Oversight.** Define MDOT role for policy development, oversight, grant administration, compliance, and technical assistance.
- **Identify Funding Sources.** Evaluate if funding comes from the state and/or FTA formula funds.
- **Define Program Structure.** Define whether the program will be discretionary, formula based, or a hybrid approach.
- **Define Eligibility and Evaluation Requirements.** Identify eligible applicants, project types, match requirements, allowable costs, and criteria for reviewing and ranking applications.
- **Reporting and Compliance.** Establish requirements for the oversight process including reporting, performance tracking, and federal/state compliance.
- **Establish Recurring Funding Cycles.** Formalize the NOFO schedule (annual or biennial).
- **Advance Rulemaking (if necessary)** Update the administrative code.

PHASE 3: Grant Solicitation & Award

- **Develop NOFO and Application Materials.** Develop the materials that define the project requirements, evaluation criteria, required documentation, etc.
- **Prepare Internal Processes.** Establish review procedures, scoring teams, and grant management workflows.
- **Issue the NOFO.** Publish the NOFO on the MDOT website and through standard grant announcement methods.
- **Evaluate and Select Projects.** Prioritize projects that align with program goals and select recipients.
- **Execute Grant Agreements.** Formalize funding agreements and compliance requirements.
- **Initiate Projects.** Begin implementation with oversight and support.

PHASE 4: Evaluation & Program Refinement

- **Maintain compliance and oversight.** Continue monitoring subrecipients and ensure they follow federal and state requirements.
- **Evaluate Outcomes.** Identify challenges and lessons learned based on the success of the grant program.
- **Refine Program** Adjust eligibility, scoring criteria, and technical requirements after the first round of grant money has been fully utilized.

COST CONSIDERATIONS



Expect planning and administration to be moderate while capital can be moderate to high, and operations to vary by use cases. FTA requirements (TAM, safety, civil rights, Buy America, and 2 CFR 200) drive some fixed administrative effort, whereas establishing common data schemas and evaluation templates reduces lifecycle cost and eases replication.

Planning costs arise from pre-application reviews, feasibility studies, and evaluation plan development (often required by state programs and by FTA for innovation projects). Building common data schemas and metrics early reduces lifecycle costs and eases replication.

Operations costs vary by scope.

Capital cost drivers are on-board and wayside equipment (payment validators, APC, TSP hardware), and network/backhaul. Some grants fund bus purchases and charging as part of integrated technology upgrades.

Administrative Budget shall account for grant compliance (procurement, asset management, safety, civil rights), performance reporting (NTD/TAM), and audits particularly for subrecipients.

Cost Category	Cost Driver	Cost Range
Planning	Grant Program Design & NOFOs; Pre Application Technical Review; Feasibility & Concept of Operations; Data/Evaluation Framework; Procurement Support	\$
Operations	Software Subscriptions (Dispatch, Fare, Data); Systems Hosting; Customer Support; Training; Maintenance	\$\$
Capital	Payment Readers And Validators; On-Board Technology (AVL/CAD, APCs); Communications; Spares	\$\$ - \$\$\$\$
Administration	Grant Management & Compliance; Procurement Oversight; Performance Reporting; Audit & Subrecipient Management	\$\$

FUNDING STRATEGIES



The approach combines federal formula funds and targeted state resources to support both technology pilots and scalable transit technology investments statewide. FTA 5307 and 5311 funds form the backbone for capital deployment while 5304 funds support planning, evaluation, and technical assistance needed to improve replication. State discretionary funding and MDOT administrative budgets provide flexibility for innovation, program management, and compliance. Supplemental sources further extend program reach.

Source / Strategy	Description	Considerations	Funding Approach
FTA 5307	Urbanized Area Formula Primary source for capital investments such as fare systems, AVL/CAD, APCs, and communications infrastructure in urban areas.	+ Strong eligibility for core transit technology and capital assets. – Competitive with other capital priorities at the local level.	• Reallocation
FTA 5304 SPR	Funds feasibility studies, concepts of operations, data standards, evaluation frameworks, and pre-award technical assistance.	+ Ideal for program design and early planning activities. – Cannot be used for capital deployment.	• Reallocation
FTA 5311	Supports technology deployment, operations software, and planning assistance for rural and small urban transit providers.	+ Flexible for rural innovation and operations support. – Limited funding levels per provider.	• Smarter utilization • Reallocation
State Transit Innovation / Discretionary Fund	State-funded discretionary grants support pilot projects, innovation, and gap funding not eligible under federal programs.	+ Provides flexibility and risk tolerance for pilots. – Subject to annual appropriations and budget cycles.	• New funding
MDOT Operating & Administrative Budget	Supports program administration, NOFO development, compliance, reporting, and performance evaluation.	+ Stable funding for recurring administrative needs. – Limited capacity for capital or pilot costs.	• Reallocation
FTA 5310 Mobility Management	Supports technology projects that improve access, coordination, and trip making for older adults and individuals with disabilities.	+ Strong eligibility for customer-facing and coordination tools. – Requires clear linkage to mobility populations.	• Smarter utilization • Reallocation
Private / Vendor Cost Share & Partnerships	Encourages vendor discounts, pilots, and cost sharing to extend grant impact and reduce public risk.	+ Leverages private-sector expertise, innovation, and resources – Requires careful procurement planning and contract management to ensure compliance and transparency	• Smarter utilization • New Funding

MEASURING SUCCESS



Performance will be measured to ensure the Transit Technology Grant Program delivers successful, scalable projects that advance system efficiency, innovation, and equitable benefits across urban and rural transit providers. Metrics will focus on improving customer-facing transit experience through technology adoption.

Metric Type	Potential Metric
Customer Centered	Percentage of transit systems implementing core customer-facing technologies (e.g., real-time arrival information, mobile ticketing, trip planning tools) Share of riders served by systems with core customer facing technologies
Provider Centered	Percentage of funded projects successfully implemented Adoption rate of funded technologies across participating agencies Time to award to deployment (implementation efficiency)
Community/Organizational	Geographic distribution of funded projects across urban and rural areas

COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS



Five-Year Transit Planning & Performance Program: Agency TDP's help ensure technology investments are identified during the planning process and are prioritized appropriately.

Fleet Planning & Right Sizing Guidance: This solution helps agency purchase the appropriate technology for their service and overall vehicle type and size.

IMPLEMENTATION RESOURCES



- [Federal Grant Administration Requirements \(2 CFR Part 200\)](#)
- [FTA Grant Management Requirements \(Circular 5010.1F\)](#)

Shared Purchasing for Transit Agencies / Joint Procurement / Cooperative Purchasing

An effective procurement program enables multiple entities to collaboratively acquire goods or services through joint procurements or cooperative purchasing. This model creates a unified and efficient process that leverages shared needs and collective purchasing power to achieve better outcomes than individual procurements. When structured effectively, shared purchasing can improve pricing, expand vendor participation, accelerate procurement timelines, standardize specifications, reduced administrative burden, and procurement lower risk. FTA explicitly supports joint procurements and cooperative purchasing when conducted in accordance with 2 CFR 200 and FTA Circular 4220.1G, including participation in the Joint Procurement Clearinghouse established under the FAST Act (Section 3019(b)(4)), which enables grantees to identify and coordinate opportunities for joint procurement of rolling stock and other assets.

IMPLEMENTATION ACTIONS



MDOT's current procurement structure is administered through the Department of Finance and Administration (DFA). The existing process limits flexibility, competition, and vendor participation for public transit providers due to constraints on cooperative purchasing, layered approval thresholds, and limited vendor competition particularly for vehicles and technology. These constraints result in higher costs, fewer purchasing options, and longer delivery timelines.

This section outlines a structured approach to evaluating and identifying viable pathways forward rather than prescribing implementation. The intent is to support MDOT and partners in determining whether and how procurement modernization or alternative models could be pursued. Options focus on modernizing procurement practices, enabling joint and cooperative purchasing strategies, and exploring alternative delivery models that increase competition, reduce costs, and improve provider access to critical assets and both core and innovative technologies.

Completion Timeline	Phase of Action
6 months	Policy Evaluation & Benchmarking
18 months	Program & Institutional Design

PHASE 1: Policy Evaluation & Benchmarking

- **Diagnose Existing Structural Constraints.** Document procurement bottlenecks, approval thresholds, and vendor limitations impacting providers.
- **Build a Coalition and Create Alignment.** Identify executive-level champion within MDOT and/or DFA and engage procurement leadership and legal counsel early.
- **Develop a Business Case for Reform.** Compare current practices with alternative models (peer DOTs, national cooperatives, third-party models) to assess opportunities for cost savings, increased competition, and reduced procurement timelines.
- **Research Procurement Alternatives.** Evaluate potential approaches including participation in national or multi-state cooperative contracts; joint procurements across MS transit providers; piggybacking from compliant contracts; third-party procurement models (e.g., university or agency-led procurement administrators)
- **Assess Feasibility and Constraints.** Evaluate the feasibility of modernization versus alternative delivery models including legal and regulatory constraints under DFA authority; compliance with FTA and 2 CFR 200 requirements; risk tolerance and mitigation strategies; required changes to administrative code, DFA procedures, and MDOT policies.

PHASE 2: Program & Institutional Design / Decision Framework

- **Define Potential Procurement Pathways.** Outline and compare two primary approaches:
 - **Modernizing Existing State Procurement Processes** (e.g., enabling cooperative purchasing, adjusting approval thresholds)
 - **Utilizing a Third-Party Procurement Model** (e.g., outsourcing or leveraging another public entity through intergovernmental agreements)
- **Determine Governance and Oversight Considerations.** Define potential roles for MDOT, DFA, and any third-party entities, including oversight, compliance, and decision-making authority.

- **Evaluate Funding and Administrative Implications.** Assess how each pathway aligns with state and federal funding requirements, including administrative burden and scalability.
- **Define Participation and Use Cases.** Identify which types of procurements (e.g., vehicles, technology, equipment) are best suited for shared purchasing approaches.
- **Identify Required Policy or Regulatory Actions.** Document potential changes required to enable each pathway, including updates to the State Management Plan (SMP), administrative rules, or statutory authority.
- **Develop Decision Framework.** Establish criteria to guide MDOT and DFA in selecting a preferred path forward based on cost, risk, administrative feasibility, and stakeholder alignment.

COST CONSIDERATIONS



Costs are associated with evaluation, coordination, and policy development, while the primary benefit is the identification of pathways that could yield long-term cost savings, improved competition, and administrative efficiencies.

Planning: Staff and/or consultant support to evaluate procurement constraints, benchmark peer practices, and develop decision frameworks.

Operations: Limited currently; primarily internal coordination and stakeholder engagement.

Capital: Not directly applicable at this stage, though future procurement models may influence capital cost efficiencies.

Administration: Legal review, policy analysis, and coordination across MDOT, DFA, and external stakeholders.

Cost Category	Cost Driver	Cost Range
Planning	Policy analysis, benchmarking, stakeholder engagement, and development of alternatives	\$
Operations	Internal coordination and interagency collaboration	\$
Capital	N/A – future savings potential	
Administration	Legal review, compliance assessment, and policy development	\$

FUNDING STRATEGIES



The strategy prioritizes planning, policy evaluation, and institutional design activities needed to assess and advance shared purchasing and procurement modernization pathways. Federal planning funds and existing administrative resources serve as the primary sources to support analysis, stakeholder coordination, and development of decision frameworks. Limited targeted funding may be leveraged to explore pilot concepts or technical assistance, while maintaining flexibility for future implementation decisions outside the scope of this effort.

Source / Strategy	Description	Considerations	Funding Approach
FTA 5304 SPR (State Planning & Research)	Supports procurement evaluation, peer benchmarking, policy analysis, and development of decision frameworks and implementation pathways.	+ Strong alignment with planning, evaluation, and policy development activities. – Cannot fund procurement of goods/services or capital purchases.	• Reallocation
FTA 5311 (Rural Formula)	May support limited technical assistance, coordination, and planning activities for rural providers related to participation in shared procurement models.	+ Flexible for supporting rural provider engagement and planning. – Limited scale; primarily supplemental to core planning funds.	• Reallocation
State Planning / MDOT Planning Funds	Supports internal staff time, stakeholder engagement, and development of procurement reform strategies and recommendations.	+ Provides flexibility to address state-specific policy and institutional needs. – Subject to competing planning priorities.	• Reallocation
MDOT Operating & Administrative Budget	Funds internal coordination, legal review, and collaboration with DFA and other stakeholders.	+ Stable and readily deployable for internal efforts. – Limited capacity for external technical support without reallocation.	• Reallocation

Statewide Transit Plan and Intercity Bus Study

Source / Strategy	Description	Considerations	Funding Approach
DFA / Interagency Resources	Leverages existing procurement and legal resources within DFA to support evaluation of constraints and policy pathways.	+ Critical for alignment with statewide procurement authority and feasibility. – Dependent on interagency priorities and capacity.	• Existing Resources
Technical Assistance / Consultant Support (as needed)	Targeted support for benchmarking, legal analysis, and development of comparative procurement models and decision frameworks.	+ Provides specialized expertise and accelerates analysis. – Requires procurement and funding allocation; scope should remain focused on evaluation.	• New Funding (limited, targeted)
National Cooperative Engagement (e.g., peer exchanges)	Participation in peer networks, cooperative purchasing forums, and knowledge exchange to inform Mississippi's approach.	+ Low-cost way to access best practices and proven models. – Informational only; does not implement procurement changes.	• Reallocation / Existing Resources

MEASURING SUCCESS



Performance will be measured to assess whether proposed procurement reforms and shared purchasing strategies would improve efficiency, competition, and access for transit providers. Metrics are structured to evaluate procurement effectiveness, market responsiveness, and systemwide benefits, and are intended to inform decision-making and future program design.

Metric Type	Potential Metric
Customer Centered	
Provider Centered	Reduction in procurement cycle time Increase in number of vendors responding to solicitations Share of agencies utilizing cooperative or joint procurement mechanisms
Community/Organizational	Increase in number of vendors responding to procurement solicitations



COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS

Five-Year Transit Planning & Performance Program: Provides a structured framework for identifying future capital and technology needs, enabling agencies to align procurement timing and aggregate demand across multiple providers.

Capital Planning Pipeline: Establishes a pipeline of procurement-ready projects, improving MDOT's ability to bundle procurements, reduce delays, and support more efficient joint purchasing opportunities.

Fleet Planning & Right-Sizing Guidance: Ensures agencies procure appropriate vehicle types and specifications, improving consistency across agencies and enabling standardization required for joint procurements.

Statewide Negotiated Contracts: Creates pre-competed, compliant contracts that agencies can access directly, forming a core implementation mechanism for cooperative and shared purchasing.

Transit Compliance & Technical Assistance Program: Provides support on procurement requirements, federal compliance, and contract management, helping agencies reduce risk and increase readiness to participate in shared procurement models.

IMPLEMENTATION RESOURCES



- [Federal Grant Administration Requirements \(2 CFR Part 200\)](#)
- [FTA Third Party Contracting Guidance \(Circular 4220.1G\)](#)
- [FTA Grant Management Requirements \(Circular 5010.1F\)](#)
- [FTA Best Practices Procurement & Lessons Learned Manual](#)
- [FTA Joint Procurement Clearinghouse \(FAST Act Section 3019\(b\)\(4\)\)](#)
- [National RTAP Transit Manager's Toolkit \(Procurement 101 & Beyond\)](#)
- [Transit Cooperative Research Program \(TCRP\) Publications](#)
- [Center for Urban Transportation Research \(CUTR\), Florida – Statewide Procurement Model](#)

Regional Expertise Sharing Program / Regional Mobility Manager Lead Positions

This programmatic solution formalizes peer-to-peer expertise sharing among Regional Mobility Managers by designating focus areas of specialization. Managers with demonstrated strengths or those assigned to develop expertise are to serve as subject matter leads, producing tools, templates, and guidance that can be adapted statewide. The intent is to institutionalize best practices and replicate successful initiatives across regions, improving efficiency, consistency, and program performance.



IMPLEMENTATION ACTIONS

Actions focus on identifying priority skill areas, formalizing lead roles, and systematically sharing, documenting, and scaling proven tools and knowledge across regions over time.

Completion Timeline	Phase of Action
3 months	Strategic Planning & Design
6 months (ongoing)	Implementing Knowledge Sharing
9 months (ongoing)	Documenting, Maintaining, Scaling Resources

PHASE 1: Strategic Planning and Design

- **Needs Assessment.** Identify where specialized skills are needed (e.g., grant writing, marketing, procurement, technology, website development, etc.).
- **Role Definition:** Define expectations, time commitments, and outputs for Regional Mobility Manager leads.
- **Focus Area Assignment:** Voluntary or strategic designation for managers with existing expertise and/or developing new skillsets.

PHASE 2: Implementing Knowledge Sharing

- **Knowledge Acquisition.** Research and real-time practice of specialized skills in assigned focus area as part of routine job duties.
- **Knowledge Sharing.** Peer to peer engagement through webinars, workshops, training, mentoring, site visits, peer reviews.
- **Applied Support.** Focus area leads assist regions implementing similar initiatives, providing templates and technical assistance.

PHASE 3: Documenting, Maintaining, And Scaling Resources

- **Resource Repository Development:** Store all tools, guidance, and exemplars in a centralized, accessible format.
- **Statewide Replication:** Promote adoption of proven practices across all regions.
- **Continuous Improvement:** Periodic review of focus areas and reassignment as needs evolve.

Statewide Transit Plan and Intercity Bus Study

COST CONSIDERATIONS



Cost considerations are minimal overall and mostly consist of indirect expenses for job duties fulfilled.

Planning: Staff time to assess statewide needs, define focus areas, and identify or assign Regional Mobility Manager leads.

Operations: Staff time for research and applied practice in specialized areas; staff time for mentoring other mobility managers and transferring knowledge. Establishing a method for disseminating expertise (e.g., website or resource library) may require modest additional costs for development and maintenance.

Capital: None

Administration: Staff time for overseeing process and facilitating coordination among mobility managers.

Cost Category	Cost Driver	Cost Range
Planning	Staff time	\$
Operations	Staff time (research and practice in focus area) Website or other means of sharing expertise	\$
Capital	None	-
Administration	Staff time for overseeing process	\$

FUNDING STRATEGIES



The Regional Expertise Sharing Program relies primarily on existing staff resources, making it well suited for incorporation into ongoing administrative and planning funding streams.

Source / Strategy	Description	Considerations	Funding Approach
FTA 5310 Program Administration / Mobility Management	Supports staff time for coordination, mentoring, training, and development of shared expertise tools	+ Directly supports mobility management activities – Requires non-federal match	• Smarter utilization • Reallocation
In-Kind Local Match	Provides required match through existing staff time, platforms, and meeting resources	+ No new cash outlay required – Impacts staff workload capacity	• Smarter utilization
FTA 5304 / 5303	Statewide and Metropolitan Planning Funds for planning, needs assessments, coordination meetings, and documentation of best practices	+ Well-suited for planning and coordination – Competitive and planning-cycle dependent	• Reallocation
State Transportation Funds	Supplements federal funds for staff time, training events, or limited technology costs	+ Flexible and responsive to state priorities – Availability varies year to year	• Reallocation

MEASURING SUCCESS



Success may be measured by tracking the extent to which regional expertise is actively shared, applied, and scaled to strengthen capacity, consistency, and outcomes across the statewide mobility management network.

Metric Type	Potential Metric
Customer Centered	None
Provider Centered	Number of projects supported by shared expertise Reduction in duplicated efforts across regions
Community/Organizational	Number of active focus areas Frequency of knowledge-sharing activities

COMPLEMENTARY SOLUTIONS AMPLIFYING BENEFITS



Mobility Management Resource Library/Website:

Centralized warehouse for retaining, updating, and sharing expertise among mobility managers statewide, reducing long-term operating costs and improving accessibility of best practices.

IMPLEMENTATION RESOURCES



- [National Center for Mobility Management technical assistance center](#)
- [Coordinating Council on Access and Mobility](#)
- [National RTAP Mobility Management Topic Guide](#)

Appendix B – All Solutions

Statewide Transit Plan and Intercity Bus Study

Table 1. Full List of Solutions

ID	Name	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.	• <i>User Needs</i>: Coordination • <i>Provider Needs</i>: 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).	• <i>Provider Needs</i>: Funding • <i>Innovation</i>: 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.	• <i>Innovation</i>: 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.	• <i>Provider Needs</i>: Passenger Amenities & Intermodal Centers • <i>Innovation</i>: Integration
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.	• <i>Provider Needs</i>: 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.	• <i>Readiness</i>: Competitiveness

Statewide Transit Plan and Intercity Bus Study

ID	Name	Description	Gap Category
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.	• <i>Provider Needs:</i> Collaboration, Funding, & Resources • <i>Readiness:</i> 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).	• <i>Provider Needs:</i> Passenger Amenities • <i>Innovation:</i> 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.	• <i>Provider Needs:</i> Resources • <i>Readiness:</i> Competitiveness • <i>Innovation:</i> Pilot Project
10	Coordinate STIP Development Across Roadway, Active Transportation and Transit Investments	Weighing improvements during MPO TIP and Statewide STIP project screening to promote investments in projects that have compounding benefits.	• <i>Innovation:</i> 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.	• <i>Innovation:</i> 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.	• <i>Innovation:</i> Integration
13	Dedicated Active Transportation Capital Programs	Create an 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.	• <i>Innovation:</i> Pilot Projects & Integration

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ID	Name	Description	Gap Category
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.	• <i>Innovation</i>: Integration
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 APC or AVL, for example, can implement these technologies to aid service planning and delivery. This can include digital fare integration as well.	• <i>User Needs</i>: Coordination • <i>Provider Needs</i>: Funding & Resources • <i>Innovation</i>: 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.	• <i>User Needs</i>: Propensity, Demand, & Access • <i>Provider Needs</i>: 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.	• <i>Provider Needs</i>: 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.	• <i>Provider Needs</i>: Collaboration, Funding, Training, & Resources
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.	• <i>Provider Needs</i>: Funding, Training, & Resources • <i>Readiness</i>: Compliance

Statewide Transit Plan and Intercity Bus Study

ID	Name	Description	Gap Category
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.	• <i>User Needs:</i> Propensity, Demand, Access, Coordination, & Intercity Connectivity • <i>Provider Needs:</i> Collaboration & Resources • <i>Readiness:</i> Competitiveness
21	Incentivized Employer Collaborations	Collaborations between transit agencies and local employers provide 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.	• <i>Provider Needs:</i> 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.	• <i>User Needs:</i> Propensity, Demand, Access, & Intercity Connectivity • <i>Provider Needs:</i> Funding, Staffing, & Resources
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.	• <i>User Needs:</i> Access, Coordination & Intercity Connectivity • <i>Provider Needs:</i> Collaboration
24	Statewide Transit Innovation Center	A hub where agencies, universities, and private companies test new technologies and share lessons learned from pilot projects.	• <i>Provider Needs:</i> Collaboration, Training, & Resources • <i>Innovation:</i> 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.	• <i>Provider Needs:</i> Collaboration, Funding, & Resources

Statewide Transit Plan and Intercity Bus Study

ID	Name	Description	Gap Category
26	Local Transit Funding Option	Legislation to authorize local governments to raise dedicated transit revenue through taxes such as sales, property, or vehicle fees.	• <i>Provider Needs</i>: Funding & Staffing • <i>Readiness</i>: 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.	• <i>Provider Needs</i>: 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.	• <i>User Needs</i>: Propensity, Demand, & Coordination • <i>Provider Needs</i>: Staffing • <i>Innovation</i>: Technology Adoption
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 are 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.	• <i>User Needs</i>: Coordination & Intercity Connectivity • <i>Provider Needs</i>: Collaboration & Intermodal Centers • <i>Innovation</i>: 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.	• <i>Provider Needs</i>: 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.	• <i>Provider Needs</i>: Collaboration, Staffing, Training, & Resources

Statewide Transit Plan and Intercity Bus Study

ID	Name	Description	Gap Category
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.	• <i>Provider Needs:</i> Collaboration, Funding, & Resources • <i>Innovation:</i> Pilot Projects
33	Transit Vehicle Parts Exchange Program	Supply chain issues can affect reliability 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.	• <i>Provider Needs:</i> Collaboration • <i>Innovation:</i> 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.	• <i>User Needs:</i> 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.	• <i>Readiness:</i> Compliance & Competitiveness
36	Project Shortlists	Maintaining ranked inventory of candidate projects that pre-align scopes with likely federal funding programs.	• <i>Readiness:</i> 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.	• <i>User Needs:</i> Propensity, Access, Coordination, & Intercity Connectivity • <i>Provider Needs:</i> 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.	• <i>Provider Needs:</i> Collaboration & Resources
39	Regional Pooled Compliance Support	Pool of compliance support specialists shared by multiple grantees across districts or regions	• <i>Provider Needs:</i> Collaboration & Training • <i>Readiness:</i> Compliance & Competitiveness

Statewide Transit Plan and Intercity Bus Study

ID	Name	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.	• <i>Provider Needs:</i> 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.	• <i>Provider Needs:</i> Resources & Passenger Amenities • <i>Innovation:</i> 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.	• <i>Innovation:</i> 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.	• <i>Provider Needs:</i> Collaboration, Training, & Resources • <i>Innovation:</i> 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.	• <i>Provider Needs:</i> 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.	• <i>Provider Needs:</i> Collaboration, Funding, Resources, & Passenger Amenities
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.	• <i>User Needs:</i> Propensity, Demand, Access, Coordination, & Intercity Connectivity • <i>Provider Needs:</i> Collaboration, Funding, Staffing, & Resources

Statewide Transit Plan and Intercity Bus Study

ID	Name	Description	Gap Category
48	Statewide Negotiated Contracts	Statewide contracts negotiated and acquired by the state that all transit agencies can use instead of procuring individually.	• <i>Provider Needs:</i> Collaboration & Funding • <i>Innovation:</i> 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.	• <i>Provider Needs:</i> Collaboration, Staffing, & Resources • <i>Innovation:</i> Technology Adoption
50	Transit Technology Grants	Creates a state-funded innovation grant program that improves transit reliability, access, and mobility options using innovative technology.	• <i>Provider Needs:</i> Funding & Resources • <i>Innovation:</i> 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.	• <i>Provider Needs:</i> Funding • <i>Innovation:</i> Technology Adoption
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.	• <i>Provider Needs:</i> Resources • <i>Readiness:</i> Compliance & Competitiveness
53	Transit Data Management System	Like NCDOT's BlackCat Transit Data Management System, it creates 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.	• <i>Provider Needs:</i> Collaboration & Resources

Statewide Transit Plan and Intercity Bus Study

ID	Name	Description	Gap Category
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.	• <i>User Needs</i>: Propensity, Demand, Access, & Coordination • <i>Provider Needs</i>: Collaboration, Training, & Resources • <i>Readiness</i>: 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.	• <i>Provider Needs</i>: Collaboration, Funding, & Resources
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.	• <i>User Needs</i>: Propensity, Demand, Access, Coordination, & Intercity Connectivity • <i>Provider Needs</i>: Collaboration, Funding, Resources, & Passenger Amenities • <i>Innovation</i>: 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.	• <i>User Needs</i>: Propensity, Demand, Access, & Intercity Connectivity • <i>Provider Needs</i>: 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, 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.	• <i>Innovation</i>: Technology Adoption

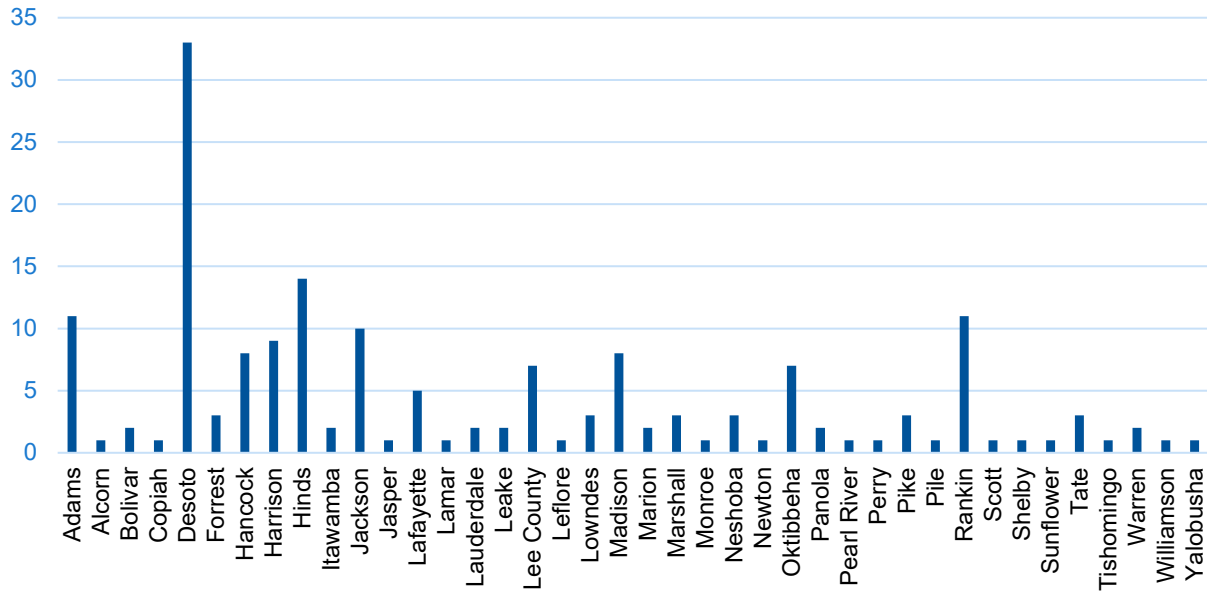
Statewide Transit Plan and Intercity Bus Study

ID	Name	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 an agency can go about purchasing transit technology. Furthermore, a readiness assessment questionnaire like 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.	• <i>Provider Needs:</i> Collaboration, Funding, Resources • <i>Innovation:</i> 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.	• <i>Provider Needs:</i> Collaboration & Resources
61	Universal Payment App	Allow riders to pay for services across multiple agencies and modes of transportation. Reduces the need for multiple mobile apps.	• <i>User Needs:</i> Propensity & Coordination • <i>Provider Needs:</i> Collaboration & Resources • <i>Innovation:</i> Technology Adoption
62	Workforce Development & Technology Assistance Grants	Technical assistance and workforce development that helps agencies plan, manage, and sustain pilot rollouts.	• <i>Provider Needs:</i> Collaboration, Funding, Training, & Resources • <i>Innovation:</i> Technology Adoption & Pilot Project

Appendix C – Public Engagement Results

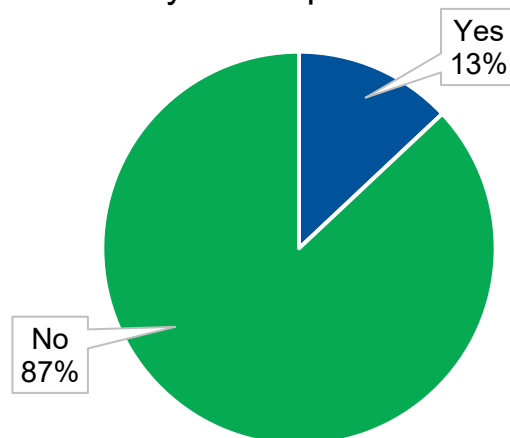
Question 1

What county do you live in?



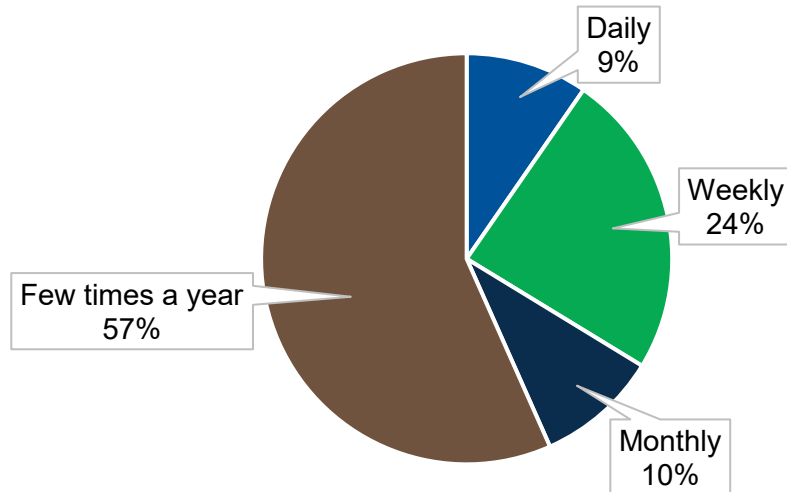
Question 2

Do you use public transit?



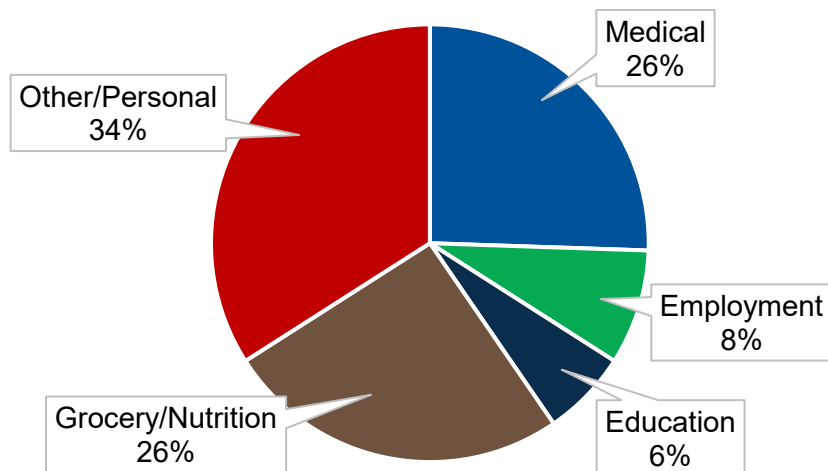
Question 3

How often do you use public transit?



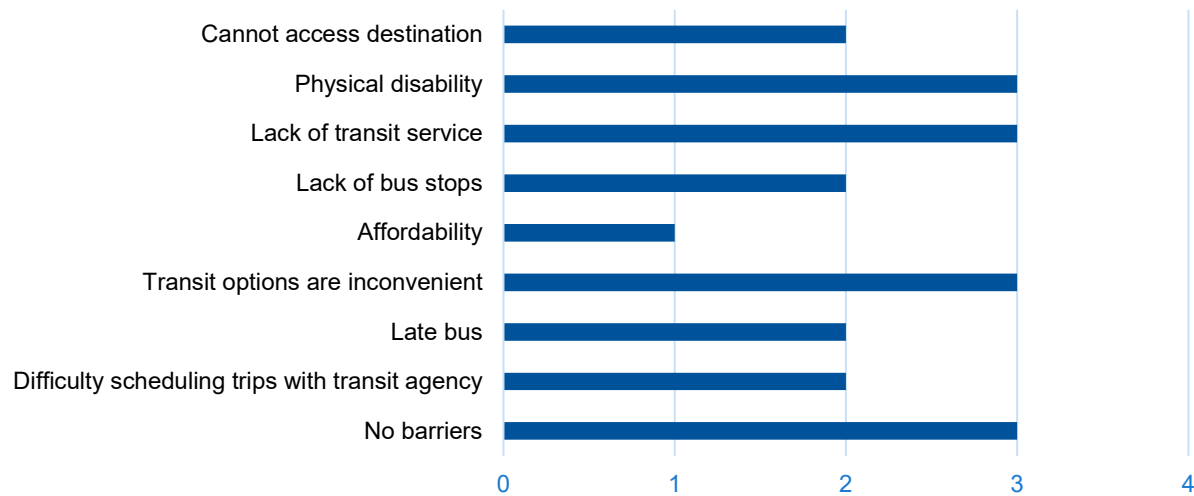
Question 4

What are your trip purposes?



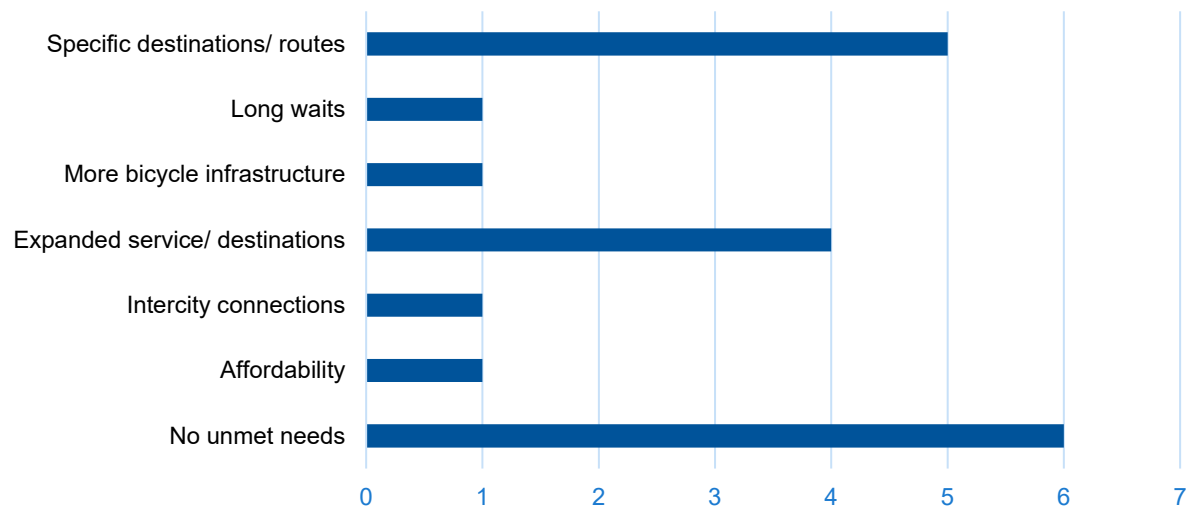
Question 5

Do you face any barriers when accessing transit?



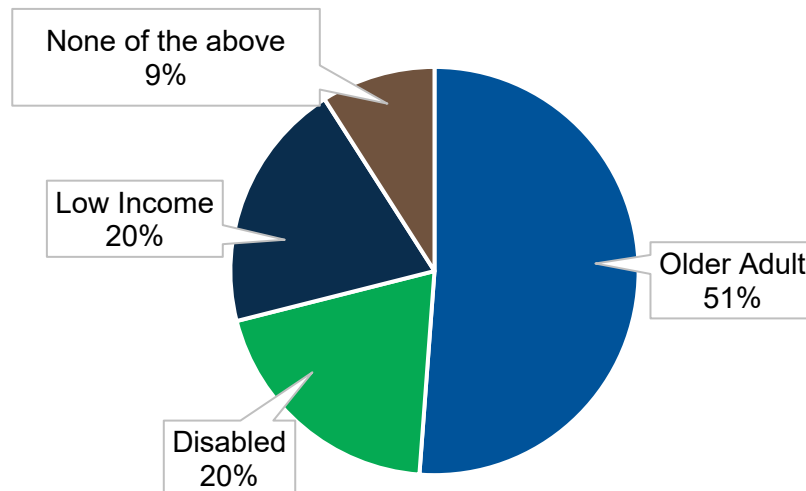
Question 6

Do you have any unmet travel needs?



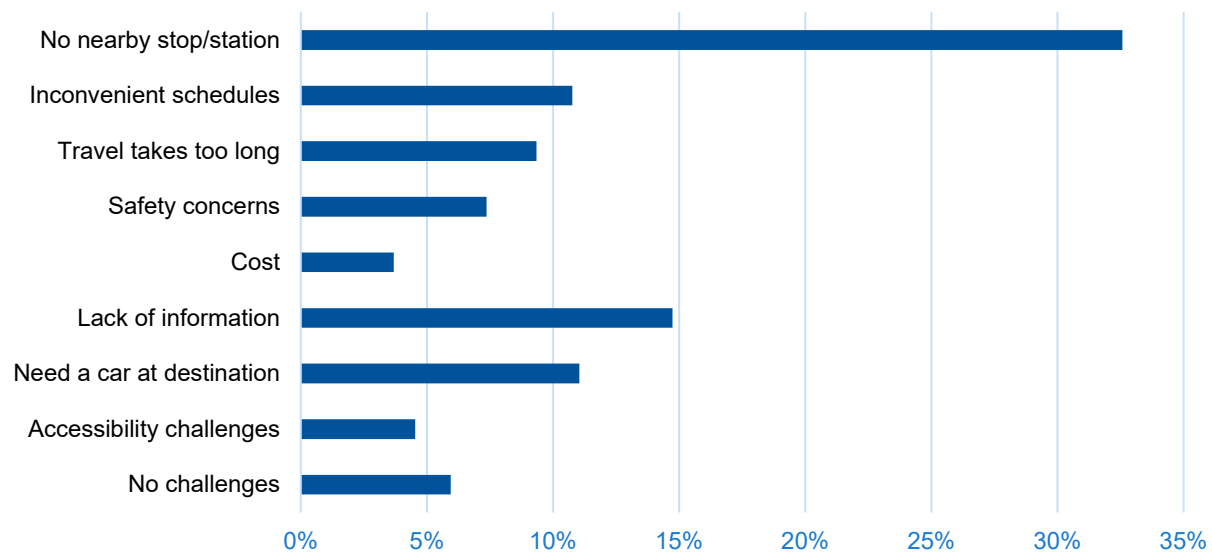
Question 7

Are you classified as an older adult, disabled, or low income?



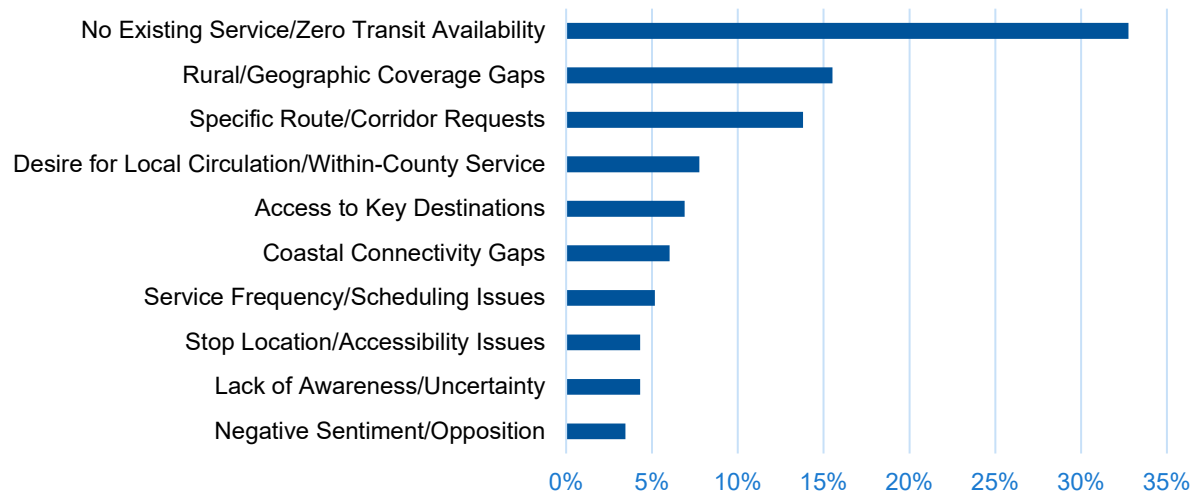
Question 8

What prevents you from using intercity bus services today?



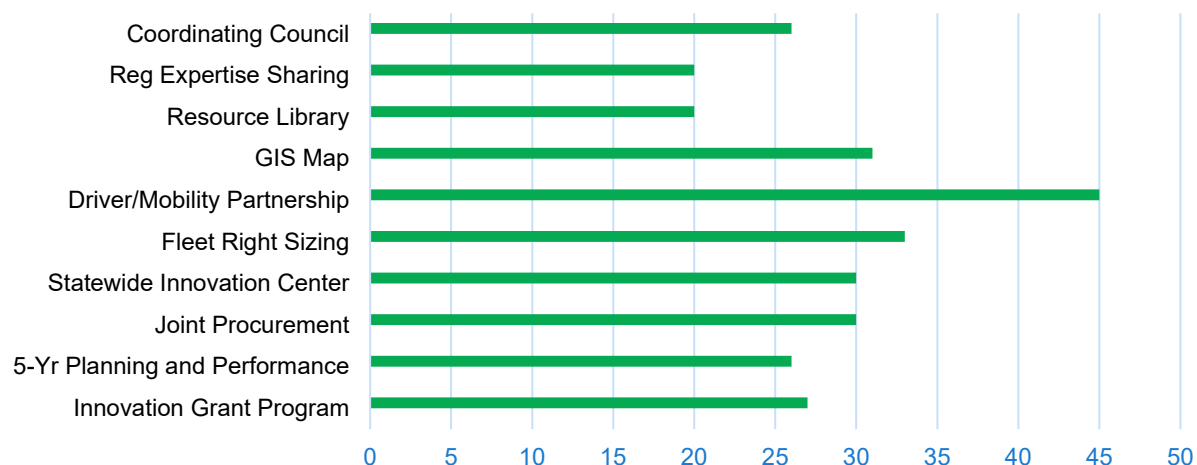
Question 9

Are there any specific intercity bus destinations or routes you feel are missing today?



Question 10

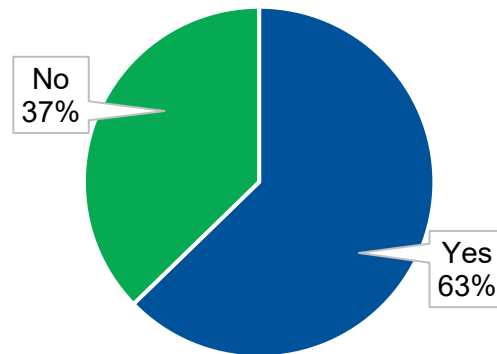
Rank the top 10 solutions from 1-10 with 1 representing the solution you like best and 10 representing the solution you like least**



** Chart shows the number of times each solution was ranked in the top 3

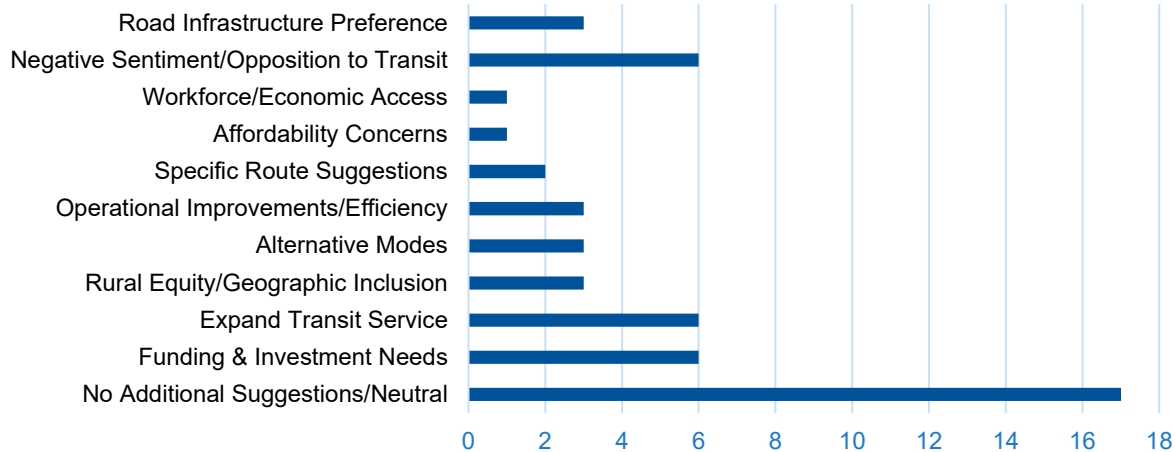
Question 11

Would you support implementing a local funding option to expand and improve transit in your area?



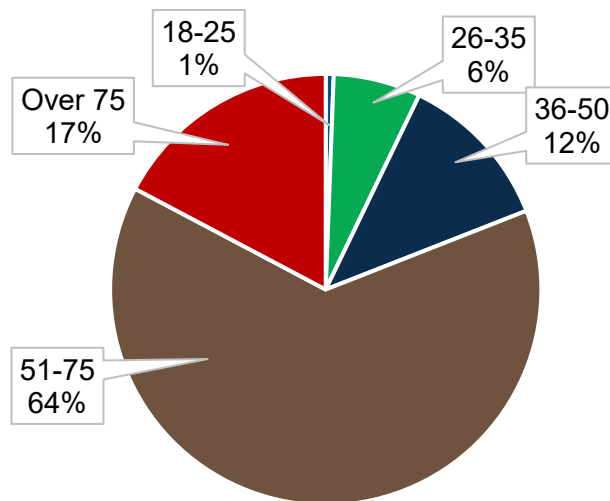
Question 12

Are there any solutions you think we missed?



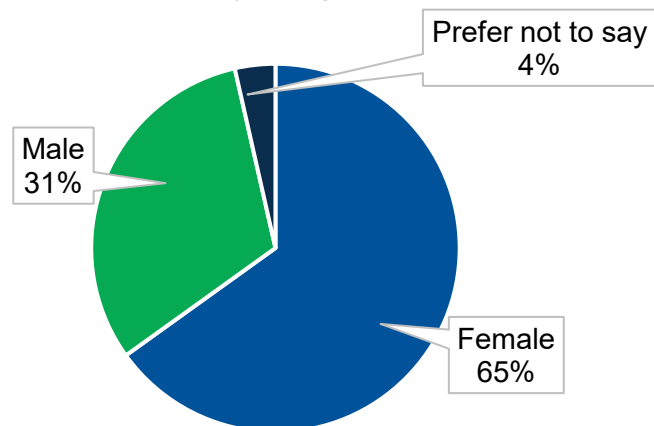
Question 13

What is your age range?



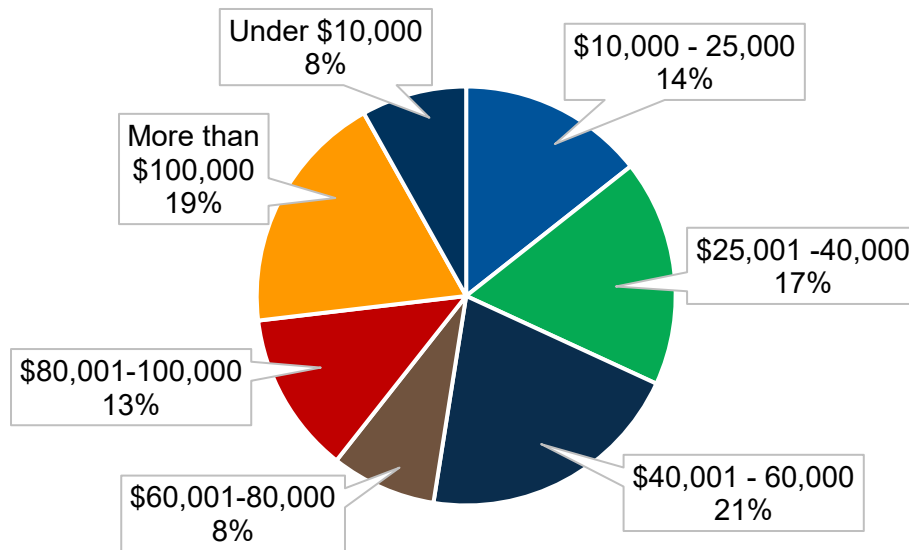
Question 14

What is your gender?



Question 15

What is your annual household income?





Appendix D – Recommended Implementation Sequence Expanded with Phases of Action

Tier	Solution	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
		3 6 9 12	15 18 21 24	27 30 33 36	39 42 45 48	51 54 57 60	63 66 69 72	75 78 81 84	87 90 93 96	99 102 105 108	111 114 117 120
A	Statewide Mobility Management Coordinating Council										
	Council Developmen & Formalization										
	Work Program & Capacity Building System										
	Integrated Policy, Funding, and Data Strategy										
	Monitoring										
A	Statewide Transit Innovation Center / Interdisciplinary Innovation Center										
	Champion Identification & Center Establishment										
	Implement Programs and Pilot Project										
	Expand Funding & Project Opportunities										
	Legislative Endorsement and/or Appropriation										
A	Fleet Planning & Right Size Guidance										
	Guidebook Development										
	Advanced Planning Framework (optional add-on)										
	Interactive GIS Tool Development (optional add-on)										
	Updates										
B	Statewide Mobility Resource Library / Mobility Management Resource Library / Database / Website										
	Resource Planning										
	Website Development and Design										
	Testing & Deployment										
	Ongoing Maintenance & Support										
B	Five Year Transit Planning & Performance Program / Transit Development and Performance Plans										
	Program Foundation										
	Standards, Tools and Guidance Development										
	Initial Plan Development & Review										
	Integration & Performance Tracking										
B	Statewide Transit Coverage Map & Planning Tool / GIS Service Coverage Map										
	Plan & Prepare										
	Design & Develop										
	Test & Launch										
	Sustain & Enhance										
B	Regional Expertise Sharing Program / Regional Mobility Manager Lead Positions										
	Strategic Planning & Design										
	Implementing Knowledge Sharing										
B	Shared Purchasing for Transit Agencies / Joint Procurement										
	Policy Evaluation & Benchmarking										
	Program & Institutional Design										
C	Statewide Transit Innovation Grant Program / Transit Technology Grants										
	Authority, Intent & Program Positioning										
	Governance, Funding and Administrative Design										
	Grant Solicitation										
C	Rural Driver & Mobility Partnership Program / Integrated Mobility Partnership Program										
	Partnership & Planning										
	Funding & Administration										
	Volunteer Driver Infrastructure										
	Performance & Continuous Improvement										



Mississippi Department of Transportation

401 North West Street

Jackson, MS 39201

mdot.ms.gov

(601) 359-7074