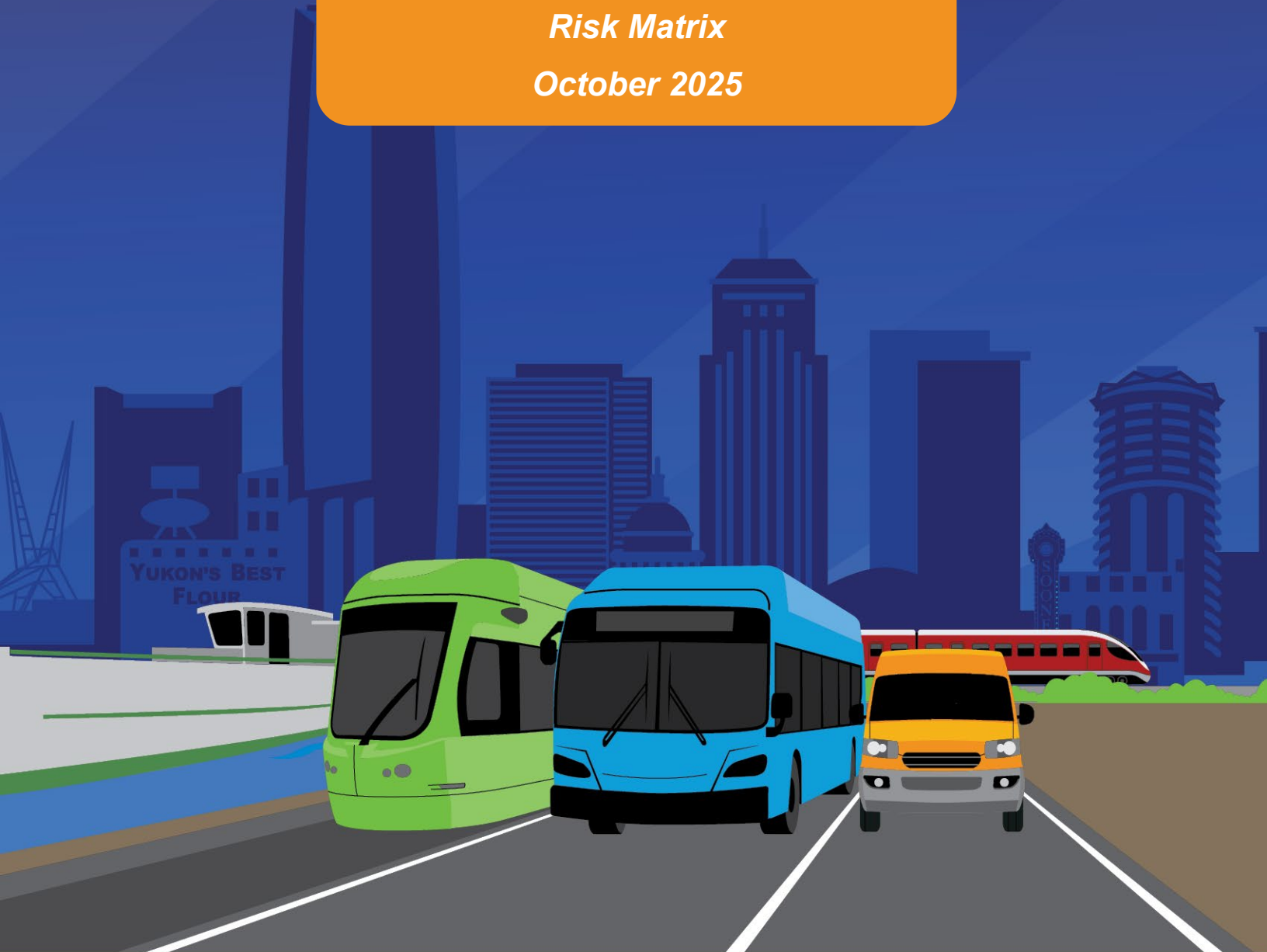


CENTRAL OKLAHOMA LONG RANGE TRANSIT PLAN

Appendix D
Risk Matrix
October 2025



The following matrix provides an overview of identified risks and potential mitigation strategies as the LRTP is implemented, serving as a strategic resource to anticipate challenges, prioritize responses, and support informed decision-making throughout the plan's lifecycle.

Category	Risk Description	Risk Rating	Potential Mitigation Strategies
Funding & Financial	Funding delays from federal sources or lack of dedicated transit funding	High	Diversify funding sources (state, local, private); maintain a contingency fund; engage in early and ongoing stakeholder outreach to build support.
Funding & Financial	Revenue uncertainty from tax initiatives or fare changes	Moderate	Conduct scenario planning; implement phased fare/tax changes; monitor revenue trends closely and adjust service levels as needed.
Funding & Financial	High capital costs for infrastructure, vehicles, and technology	Moderate	Seek grants and public-private partnerships; phase capital investments over time.
Funding & Financial	Limited matching funds for federal grants	Low	Identify alternative local funding sources; prioritize projects with available match; advocate for increased local/state contributions.
Funding & Financial	Developer opposition to tax or fee-based funding mechanisms	Moderate	Engage developers early; explore incentives or alternative funding models; communicate project benefits to the development community.
Funding & Financial	Funding delays from lack of dedicated operations funds	High	Identify and secure a dedicated funding source for transit operations, such as a sales tax. Build public and stakeholder support for new funding. Explore other local, state, or private funding options.
Infrastructure & Construction	Right-of-way (ROW) acquisition delays	Low	Begin ROW acquisition and preservation early; maintain flexible design; use eminent domain as needed.
Infrastructure & Construction	Construction disruptions and cost overruns	Moderate	Include contingency in budgets and schedule; conduct regular cost reviews.
Infrastructure & Construction	Site availability and zoning conflicts	Moderate	Work closely with local agencies; identify multiple site options; engage in early zoning and land use discussions.

Category	Risk Description	Risk Rating	Potential Mitigation Strategies
Infrastructure & Construction	Potential utility relocations	Moderate	Coordinate with utility providers early; map utilities in advance; include relocation in project schedule and budget.
Infrastructure & Construction	Maintenance coordination across operators	Low	Establish interagency agreements; hold regular coordination meetings.
Community & Political Resistance	Public resistance to new infrastructure (e.g., mobility hubs, driver facilities)	Moderate	Conduct robust public engagement; address concerns transparently; adjust plans based on feedback.
Community & Political Resistance	Political opposition to transit-oriented development.	Low	Build coalitions; demonstrate benefits; pilot programs to show value, monitor and report out economic impacts of transit-oriented development over time.
Community & Political Resistance	Gentrification or displacement	Low	Adopt affordable housing policies; partner with local agencies; monitor and report on impacts.
Infrastructure & Construction	Delays at at-grade crossings	High	Work with operators to reduce gate-down times; find federal grants to fund grade separation projects; modify routes to avoid these crossings.
Workforce & Operations	Driver shortages	High	Increase wages/benefits; offer flexible schedules; invest in recruitment and training programs; partner with vocational schools and workforce development agencies to create training-to-employment programs for drivers; phase service expansion; cross-train staff; use part-time or contract operators as needed.
Workforce & Operations	Staff availability for training and retention post-training	Moderate	Provide ongoing professional development opportunities; offer retention bonuses; foster positive work culture.
Workforce & Operations	Coordination uncertainty among multiple agencies	Low	Establish clear governance structures; use joint task forces; standardize procedures.

Category	Risk Description	Risk Rating	Potential Mitigation Strategies
Technology & Integration	System compatibility issues across jurisdictions	Moderate	Adopt open standards; require interoperability in procurement; pilot integration projects.
Technology & Integration	System legibility across operators	Moderate	Create clear and unified branding for all services (simple naming and color-coded routes); establish universal payment system; offer integrated trip planning tools.
Technology & Integration	Technology platform failures or low user adoption	Low	Provide user training; select proven platforms; monitor and respond to user feedback.
Technology & Integration	Digital divide affecting cash-dependent or tech-limited users	Low	Maintain cash payment options; provide outreach and support for technology adoption.
Technology & Integration	Data integration challenges for scheduling and dispatch	Low	Invest in robust IT systems; conduct regular data audits; provide staff training.
Planning & Policy	Slow decision-making in regional coordination	Moderate	Set clear timelines; use Memorandums of Understanding (MOUs); address unresolved issues promptly.
Planning & Policy	Inconsistent policy adoption across jurisdictions	Moderate	Foster interagency collaboration; align policies through regional agreements.
Planning & Policy	Local ordinance adoption challenges due to the absence of sample or model ordinances.	Moderate	Engage local officials early; provide model ordinances; monitor enforcement.
Planning & Policy	Equity concerns in facility siting (i.e., the selection and placement of transit infrastructure) and fare policy changes	Low	Conduct detailed Title VI equity analyses during the completion of future Facility Master Plans; engage affected communities; adjust policies as needed.

Category	Risk Description	Risk Rating	Potential Mitigation Strategies
Service Delivery	Low ridership during extended hours or in low-density areas	Low	Pilot service expansions; adjust service based on demand; market services to target populations; monitor growth to prioritize service expansion in growing or developing areas.
Service Delivery	Service duplication or jurisdictional gaps in paratransit	Low	Coordinate with neighboring agencies; standardize eligibility and service areas.
Service Delivery	Conflicts between service models (e.g., fixed route vs. on-demand)	Low	Analyze demand patterns; integrate scheduling platforms; educate riders on options.