

Current Situation

CATS is implementing several new strategies and initiatives to enhance system safety. The larger goal of all of this work is to reinforce their commitment to safety and create a better transit experience for all.

This new Safety & Security initiative focuses on three broad categories of work:

- **Investing** in security measures to protect riders and operators
- **Modernizing** facilities and other parts of the transit experience for a safer, more efficient commute
- Cultivating **community partnerships** to enhance security and build trust that the transit experience will be safer and better for all

Improvements are already underway; however, very little has been communicated about these efforts to date. CATS is seeking a strategic marketing plan that will guide messaging and communications around all improvements aimed at making CATS the safest and most reliable transit system it can be. CATS wants customers and operators to understand that their safety is a priority and they are taking proactive steps to improve the experience for all.

An effective marketing and communications strategy will rely on **education and awareness, engagement, and sharing successes**. Strategies must also be crafted with various audiences in mind, including current riders, employees, connected audiences, future riders and the broader public.

Situation Analysis

Nationally, safety and security concerns for public transportation agencies have seen a significant increase since COVID. According to data from the National Transit Database:

- “Major” assaults on transit workers—defined by the Federal Transit Administration (FTA) as an event resulting in a fatality or injury requiring medical transport—nearly tripled between 2008 and 2022, from 168 to 492 annual events nationwide.
- In 2024, crime on public transportation showed mixed trends. Some agencies reported decreases in crime, while others saw increases or mixed results. For example, SEPTA in Philadelphia reported a 34% decrease in serious crimes during the first three quarters of 2024. However, Los Angeles Metro experienced a significant increase in crimes per boarding in August 2024, although they also reported a decrease in crime overall due to enhanced enforcement. WMATA in Washington, D.C. saw a decrease in both crime and fare evasion.

- Substance abuse problems and behavioral issues have been an epidemic in North America since the pandemic, and transit surveys from across the country indicate that these behaviors have a major impact on perceived safety.
- Feelings of safety can vary among specific groups. A [2024 study](#) on perceptions of safety in public transportation found, “One out of ten respondents answered that they very often/fairly often avoided public transport because of the fear of crime (women 11%, men 9%), which seems especially relevant during evenings and night-time.”

Locally, CATS has made a concerted effort to increase safety and security measures, but isolated incidents have occurred. And while rider surveys show that people using the system generally feel safe, a recent community survey found that, “More security on buses/trains and stops/stations” was the top response to “What transit improvements that CATS could add that would provide the most value to the community.” (45.1% of respondents). So while riders may say they feel safe, there is still an opportunity to increase the perception of safety and better communicate the specific steps CATS is taking to address any lingering safety concerns.

What drives customer perceptions of safety?

Various things contribute to perceptions of safety on public transportation. One study, “An empirical investigation of the impact of preferences for physical, social, and security factors on the feeling of safety on public transit”, by B Kapatsila · 2025” found that agencies are generally viewed as having, “responsibility for riders’ security is more indirect, especially when challenged by broader societal issues such as substance use, mental health, and homelessness crises (Vock, 2023) that affect the experience of transit users. Approaches to promoting safety and security on transit systems fall into three non-exclusive categories – doubling down on the presence and punitive practices of law enforcement, developing the capacity for social outreach by connecting individuals with basic health and housing services, and making changes to the design of transit infrastructure, vehicles, and the surrounding built environment, like introducing fare gates, camera surveillance, or improved lighting (i.e. crime prevention through environmental design (CPTED)).”

Other systems also report, through their own research or success stories, that increased surveillance, increased fare enforcement and improvements to lighting and cleanliness are top contributors to perceptions of safety and security.

Peer Assessment: Tackling Safety

A few examples of what transit systems nationwide are doing to increase safety and security measures (in response to real, or perceived challenges):

According to [this article](#):

- Agencies are doubling down on enforcement to curb fare evasion and deter crime. Take MetroLink's Secure Platform Plan – rolling out gates and fencing at transit stops, ensuring only paying customers can access platforms. The first secured station, Emerson Park MetroLink, went live in September 2024, with more installations planned.
- Similarly, LA Metro has ramped up its approach. Alongside adding more security personnel and expanding video surveillance, they became the first U.S. transit agency to equip every bus with protective barriers for operators—completing the rollout by December 2024. The message? Operator safety is a top priority.
- Metropolitan Atlanta Rapid Transit Authority (MARTA) led from within. Its award-winning Bus Hazard Reporting Campaign turned bus operators into frontline safety enforcers—rewarding verified reports of street-level hazards and embedding safety awareness into daily routines. Over seven months, 49 hazards were flagged and resolved. The initiative earned APTA's 2024 Bus Safety Gold Award for its innovative approach to shared accountability.
- MTA Long Island Rail Road (LIRR) earned recognition at the 2024 APTA Rail Safety, Security and Emergency Management Awards for its Risk Mitigation Program (RMP)—a proactive initiative developed in-house to address potential risks and reduce operational incidents and employee injuries. Centered on operating rule compliance, the program emphasizes structured processes while embracing flexibility in communication and implementation. Designed to be cost-effective and easily replicated using existing staff, RMP reflects a forward-thinking approach to safety that balances consistency with adaptability.
- In Philadelphia, SEPTA Transit Police overhauled recruitment and retention strategies to address a severe staffing shortage that emerged between 2019 and 2023, when 84 officers resigned. In 2023 alone, they hired 48 new officers—equal to the combined total from the previous three years. SEPTA is also monitoring and analyzing CCTV footage to support more efficient, real-time deployment of officers. This people-powered model of enforcement reflects a proactive, scalable response to evolving transit security challenges. These efforts have contributed to a significant 33% decrease in serious crimes on the system through 2024 compared to 2023, marking the largest one-year drop in serious crimes in the authority's history.
- To strengthen safety on its system, Greater Richmond Transit Company (GRTC) implemented a layered public safety model combining enforcement and community engagement. The agency deployed armed security guards across buses, BRT stations, and key transfer points. But GRTC also introduced a new Public Safety Ambassadors program—unarmed employees who ride buses, assist passengers, and report concerns—fostering a visible, friendly presence onboard. This dual approach blends enforcement with outreach, ensuring both deterrence and trust.

CATS' Strategic Safety Priorities: Overview of New Safety & Security Initiatives

CATS is similarly taking a proactive approach to tackling security challenges. Below is an overview of what know is being done to address and improve safety across the system:

Investing in the Future: Fare Technology to Support Fare Enforcement

CATS is implementing a phased, comprehensive safety and security initiative focused on modernizing fare technology, reducing fare evasion, and enhancing rider experience. This approach incorporates engineering, education, and enforcement — the "Three E's" — to guide strategic decision-making.

Strategic Goals

- Simplify fare payment and reduce reliance on cash
- Increase customer understanding and compliance
- Enhance security and reduce fare evasion
- Improve visibility and usability of safety tools
- Align messaging and infrastructure to support safety and trust

Fare Technology Rollout Timeline (12–24 Months)

Phased Implementation:

- Lead: Buses, CTC
- Later: Blue/Gold Lines and STS (pending infrastructure)

Validators and Ticket Vending Machines (TVMs) Installation:

- CTC (Charlotte Transit Center): Four corners
- Rail Stations (Blue/Gold): Outside fare zones
- Onboard: Buses, STS Vehicles, Gold Line
- Roaming Validators: Staff-issued handheld devices

Validation Devices Will Support:

- CATS Pass App (Kuba platform)
- Credit cards (EMV)
 - Apple/Google Pay

Customer Instructions

- "Buy Before You Ride" – Clear expectation for all riders
- First violation = written warning
- Second = \$50 fine (recorded in ARM system)

Fare Product Enhancements

- Eliminate magnetic stripes, scratch cards, tokens, and paper tickets
- 105-minute transfer window (app); limitations on bus-issued transfers
- Printed transfers being phased out over 3–5 years
- Need to standardize printed and app-based transfer readability

Supporting Safety & Security Measures

- Install pole-mounted and solar-powered validators
- Upgrade security cameras and lighting at transit centers
- Minimize concealed areas to increase visibility
- Add fare zone striping and designated card reader areas
- Review South End station design from a security perspective (95% complete – urgent)

Enforcement Strategy

- Fare enforcement officers with handheld validators.
- Written warnings and fines recorded in the system.
- Verify card payment via the last four digits.
- Cameras assist with fraud prevention.
- **CMPD Mutual Aid Agreement:** Submitted – defines joint enforcement authority.

Modernizing Facilities: Improvements to the CTC and Beyond

After a failed attempt to redesign/rebuild the CTC, CATS is moving forward with implementing several improvements aimed at improving security and the overall rider experience at the CTC.

These include:

- Establishment of Fare Zone - Restricts access to CTC for ticketed customers and employees only
- Renovations at CTC to improve safety and security and better meet the needs of employees and customers
 - Access changes
 - Lighting improvements
 - Security cameras
 - Enhanced crosswalks
 - Closing retail operations to implement facility improvements
- Additional renovations to improve comfort and experience
 - Interior refresh
 - Power wash of the entire facility

([See PPT slides in these meeting notes](#))

Cultivating Community Partnerships to Enhance Security & Build Trust

****Missing Details Here****

- Businesses
- Non profits
- Community organizations

Additional Efforts:

- Cleanliness - awaiting details
- Additional efforts TBC

Marketing Safety & Security: Key Goals

Key goals for promoting CATS's commitment to improving Safety & Security:

- Increase public awareness of investments being made into the system
- Improve perceptions of safety throughout the system
- Engage the community in the work being done
- Build excitement around the ways in which these investments will improve the rider experience
- Position CATS as proactive and strategic community partner
- Build trust in the system and CATS's ability to protect riders and employees
- Increase ridership

Target Audiences

Because this is a broad reaching campaign, we want to engage the entire community in our messaging. It is important that everyone understands that CATS cares about safety and security and is proactively taking steps to make improvements. At the same time, there are some specific audiences to keep in mind as we move forward with the campaign:

- Current riders/customers
- Potential riders
- Operators and employees
- Community leaders
- Community partners
- Regional partners
- Visitors

Recommended Marketing Strategies

- **Create an umbrella marketing campaign that effectively communicates CATS's commitment to improving safety and rider experience.** This campaign will become a vehicle for updating the public, creating excitement and prompting the investments that CATS is making. Ideally, it provides a platform that we can build on over time, as safety initiatives are implemented and we can begin to demonstrate meaningful improvements. It should also support a range of different messaging strategies for different audiences.
- **Evolve the marketing campaign in phases that align with the implementation of the safety & security work.**
 - Phase 1 – Awareness: At the beginning of the campaign, focus on reinforcing the organization's commitment to safety and security, underscoring that it is one of CATS's highest priorities and an area in which the organization is making significant progress. Highlight **what** investments and improvements the organization is making.
 - Phase 2–Engagement: Engage the community in **how** the organization is fulfilling these investments and **who** is behind the work. Share the progress of what is happening and how it is making a positive difference for riders, employees and the community.
 - Phase 3–Sharing Success: As successes are realized, shift messaging from “we are planning/doing this” to “we did this.” Continue to message around the importance of safety & security, but evolve communications into proving success. Highlight gains/wins. Share how improvements are positively impacting riders, employees and others. Work with community partners to show broader impact.
- **Support key investments with specific messaging and individualized tactics.** Some initiatives, like the CTC, could benefit from additional support that allows for a deeper dive into the work happening and tracking progress in real time.
- **Engage employees in the work and ensure they understand the investments being made.** Employees—especially front-line team members like operators and customer support staff—are essential ambassadors for a campaign like this. Ensure they understand the planned safety & security initiatives and the benefits these investments will offer them personally, as well as riders and the community at large. Equip them to support key messages and find ways to make them feel proud to be part of a system working to improve the overall experience.
- **Build advocacy and support through community engagement and partnerships.** Intentionally and actively engage local community leaders and key community partners throughout the campaign. If local leaders are aware and supportive of your efforts, they can serve as ambassadors to their own constituents and help build trust among the people in their own communities. Identifying and working with local organizations is another way to amplify the campaign and key messages. This also creates additional

avenues for feedback from specific groups (ie: women's organizations, under resourced communities) and expands efforts to include specific safety strategies that support these groups. Educational efforts and partnerships with local schools could also be an important component of the campaign and create additional engagement opportunities.

- **Make sure all customer service channels are ready to support the campaign and hold up key promises.** As we message about CATS's work to improve Safety and Security, we also need to give customers (and employees) ample opportunities to provide feedback and report incidents or issues. We also want to make sure we have consistent messaging across all of these platforms.

Recommended Tactics

Strategy: Create an umbrella marketing campaign that effectively communicates CATS's commitment to improving safety and rider experience.

Proposed Tactics

- Develop a comprehensive messaging/advertising concept that can be utilized across all touchpoints to communicate that safety is a number one priority. The campaign should work alongside (or feel like a continuation of) CATS Works For You, but will likely have its own unique creative concept (look and feel, messaging).
- As we develop messaging for the campaign, work with various departments within CATS to quantify the investment (existing or planned). This could include, but is not limited to the following:
 - Increase in dollars spent on safety and security in 2025/2026 vs prior years (or planned increase over the next X years)
 - Percentage or dollar increase in spend on security officers or plans to increase the number of new hires by X percent
 - Percentage increase in safety patrols or number of visits to stations/on vehicles
 - Increased investment in cleaning staff or an increase in the number of times vehicles/buses/stations are cleaned
 - Increased investment in people checking tickets on trains (or another way to quantify that tickets will be checked more often)

- Capture additional photography to support the campaign. Focus on the benefits of the investments and show happy/safe customers using the system. Photography, if needed at all, will fill gaps in the existing library and ensure we have the assets needed to fully support the campaign. We will look for opportunities to leverage real people in the campaign to minimize expenses. We will also explore limited shots of safety in action for website/educational content and social media, but will focus primarily on benefits as people care more about seeing a safe, clean system than how it gets done. Consider having the social team on set for any photoshoot to capture low-fi social content (interviews with real riders, employees, etc).
- Develop a Safety & Security landing page to support the campaign and serve as a destination for all advertising, social content, media outreach, etc. While the message initially will focus on communicating and explaining key initiatives, over time the page should evolve to include renderings/photos, progress updates, stories behind the work and, ultimately, success stories.
- Leverage the campaign message & graphics to introduce the campaign throughout key customer touchpoints, including:
 - Signage on rail lines and trains, not buses (audit needed)
 - QR Codes: Link TVMs and stations to instructional content
 - Call Boxes: Promote use via signage, paint/highlight at CTC
 - TVM Education: Provide instructions and visual aids
 - App Education: Promote features and how to validate
 - Audio Announcements: CTC speaker use for safety/fare info
- Support the campaign with a paid media strategy to ensure broad customer awareness. Media tactics will evolve as the campaign evolves, but we will likely consider all of the following:
 - On-transit advertising (via CATS vehicles)
 - Digital display
 - Paid social
 - Digital OOH
 - Radio
 - Paid editorial/media partnerships
 - CTV/Digital Video/YouTube
- Develop a comprehensive social media strategy to support the campaign. This is a key opportunity to share information and updates about the campaign, the progress being made, updates on investments realized and success stories. Social is also a key storytelling vehicle and should be looked at as a way to share stories behind the work.

The social strategy should be developed after the creative campaign is established to ensure alignment and to establish exactly how social can go a little deeper than the campaign, in some instances.

- Incorporate campaign language into ongoing media communications around safety and security initiatives to ensure consistency across all marketing channels. Adopt a key phrase that is used in all press releases when speaking about safety.
- Develop educational materials that will help support some of the safety and security initiatives we will promote in our campaign. These will primarily be in the form of infographics, explainer videos and FAQ content to address key questions like:
 - What's a fare zone?
 - How to use the CATS-Pass app to buy a ticket/pass?
 - Where does CATS Security patrol?
- Take a multi-lingual approach to key materials, but offering web content and educational materials in a range of languages. Also consider Spanish-speaking ads and use of targeted publications/media outlets like La Raza, La Noticia, Spanish-language social ads that use platform-specific features for language preferences.

Strategy: Evolve the marketing campaign in phases that align with the implementation of the safety & security work.

Proposed Tactics

Over time, we will have more opportunities to add layers to the campaign and shift the messaging from awareness of what investments are being made to showcasing how the organization is fulfilling these investments, who is behind the work and how it is making a positive difference for riders, employees and the community. This part of the strategy will likely need to grow and expand alongside the actual work, but here are some initial ideas:

Phase 2–Engagement: Engage the community in the progress being made and stories about the work

- Track progress being made and share key updates in the following places:
 - **Landing page**: Add a progress section to the landing page and highlight key improvements and investments. This can take the form of sharing progress photos and quantifying improvements where possible.

- **Social media:** Create content series rooted in sharing updates and progress. As an example, monthly video updates at the CTC to show progress there. Be sure to share any tangible updates as well, such as documented increases in patrols, or the number of fare citations issued per quarter (to reinforce CATS is taking this seriously)
- **Advertising campaign:** Refresh the advertising campaign with new messages, as appropriate. Not only will this keep the campaign fresh but it will also allow us to support and communicate progress in a public way.
- **PR:** Share updates with the media, to help them see that progress is being realized. Invite them in at key points to experience changes—such as seeing the new fare zone and learning more about how it works, giving them an opportunity to meet members of PSS and see some of the new ways they will patrol/enforce fares, ec.
- Begin to highlight some of the people behind the work, which both humanizes people like safety & security officers, but also engages people in the stories behind the progress being made. We see several initial opportunities here, all of which could be captured as photo or video story series.
 - Highlight PSS and highlight some of their employees—talk about their commitment to the community, local ties, and some of the changes they are seeing. This is a great way to underscore that safety is a team effort and also humanize the people who are keeping us safe.
 - Show the companies behind the work, especially DBEs or other MWSBE entities. This is a great way to lift up these organizations while also highlighting CATS's commitment to using small/minority businesses to help improve the system. It is worth noting that spotlighting the way in which you work with DBEs is tangential to the primary campaign and probably less of a public-facing message. However, this is great content to share on LinkedIn/other social channels and as a news release on the website since the audience for this kind of content is not quite as broad as other forms of storytelling.
 - Share operator stories and begin to leverage them as a way to reinforce everyone in the organization's commitment to safety and security. We will want to reconsider their specific role for paid media vs. digital-only content, but there are quite a few ways we could spotlight them in the campaign. These include: using them to talk about some of the changes customers might see as fare enforcement is implemented, highlighting the many ways in which employees are helping with safety (cleanliness, fare enforcement, looking out for riders—really continuing to tell the stories you are already telling but in a way that is more directly tied to the campaign messaging), etc.

- Create tools that engage families & kids, such as a "Rail Safety Passport" for kids that both encourages safe behavior and creates opportunities for kids to check off safe things they see along their trip (such as purchasing a pass/ticket to ride, seeing a safety officer, etc. These could be given out at events, along with stickers with cute safety sayings.

Phase 3–Sharing Success: As successes are realized, shift messaging from “we are planning/doing this” to “we did this.” This is another part of the strategy that will need to be re-evaluated once enough progress is made that we feel comfortable moving into this phase.

- Communicate success in a more narrative way—at this point in the campaign, we would suggest capturing and sharing customer testimonials with people talking about how their experience has improved, what changes they have noticed (in a positive way).
- Update the landing page with these testimonials and also clearly document progress—both in success metrics, as well as photos of new security measures in place (security cameras, new lights/brighter spaces, better signage, fare zone, increased presence of safety & security officers), etc.
- Share wins with the media, quantifying these successes as much as possible so there is tangible evidence of progress.
- Shift the tone of the advertising campaign to incorporate more past tense/present tense messaging vs. copy that speaks to the future or changes that are “coming.” Continue to support ongoing work with new ad executions and explore ways to continue to evolve the campaign.
- Ultimately, look for ways to tie an increase in ridership back to the safety and security work, as this will be the ultimate measure of success and story to tell, if we can!

Strategy:

Support key investments with specific messaging and individualized tactics. Some initiatives, like the CTC, could benefit from additional support that allows for a deeper dive into the work happening and tracking progress in real time.

For the CTC, consider the following tactics, all of which should be viewed as a subset of the larger campaign:

- Customize “pardon our progress” signage at the CTC, with messaging and design that feels more aligned to the work happening there
- Create a dedicated landing page, just for the CTC. This can mirror the format of the primary safety and security landing page, but creates a destination for signage, media releases and/or social content about the CTC improvements, specifically. Share construction/renovation progress photos, share news and updates, and incorporate (over time) storytelling about the work happening.

For Fare Enforcement:

- Consider a subset of creative messaging that directly addresses the people using the system. We see this as a complement to the primary umbrella campaign, but where that focuses on highlight investments and improvements, these messages would remind riders about some of the changes, while subtly reminding them to do their part (think along the lines of “Don’t get caught without a fare” or “It’s not fair to skip out on your fare”).
 - These messages would be incorporated into the CATS-Pass app, via signage at stations, on fare/ticket booths and via digital screens & audio announcements at stations.
 - This creative would be more copy-forward and use eye-catching graphics & messages to remind riders of fare enforcement and other key security messages.
- Give operators signage and/or small wearables that carry fare reminders
- Use media relations to highlight wins in enforcement by sharing positive data—this could include the number of fines issued, increases in fares purchased, or the reduction in people without a fare at stations.

Strategy:

Proposed Tactics

Engage employees in the work and ensure they understand the investments being made.

Similar to what was done with the Commitment work, engage employees in Safety & Security efforts, so they can advocate for the improvements CATS is making in their own communities.

- Communicate all planned investments and improvements to employees via Transit Treads, but also through other internal communications channels.
- Be sure to help them understand not just how this helps riders, but how this will improve the employee experience.
- Share the landing page, so they can get more information and follow the progress.
- Create excitement by giving them buttons/badges/shirts that carry campaign messaging (something that feels inclusive, such as “making the system safer, together.”)
- Give front-line employees key talking points and train them on how to respond to questions about things like fare enforcement and improvements at the CTC.
- Ask employees to share their stories and invite them to participate in the campaign but appearing in photos or on camera, talking about the positive impact the changes have made for them and for riders.

- Periodically solicit employee feedback to see what kind of impact they are noticing.
- Share updates with employees when significant milestones occur or when data shows investments are making an impact.
- Continue to recognize employees publicly for their contributions by highlighting people who are supporting the work to improve safety and security. This can/should happen on social media channels, company-wide communications, at MTC meetings, etc.

Strategy:

Proposed Tactics

Build advocacy and support through community engagement.

Intentionally and actively engage local community leaders throughout the campaign.

- Develop a network of community leaders and establish a strategy for consistently communicating with them, so that you can not only introduce the campaign but share ongoing progress updates and success stories.
- Invite them to participate in the progress—invite them to the CTC to learn about the changes happening there first hand, then invite them back as progress is made and finally to a “re-opening” event, if you have one.
- Give them tools and information to take back to their communities. This could be as simple as a toolkit that has social graphics/copy, email content and fliers to distribute.
- Attend community events and meetings and share updates about safety & security initiatives. Invite PSS employees to join you at these events to humanize those providing front line support. Answer questions and also use these meetings as an opportunity to collect feedback and address any lingering concerns. Saying you are “committed” to safety is an ongoing process and this is a chance to demonstrate that.

Partner with Local Community Organizations

- Form partnerships with local groups who support key rider audiences and share how the planned investments and improvements will positively impact their audiences.
- Give them the same (or similar) toolkit so that they have materials they can share with their constituents.
- Create open dialogue with them to see where additional support may be needed and look for opportunities to either show how current plans meet those needs, or create plans to address these additional needs in the future.

Leverage Local Business Partnerships

- Share information about planned improvements with local businesses along key rail and bus routes, as well as businesses who may engage with people from outside the community who want to use the transit system (such as colleges, hotels or the CVB).
- Provide easy-to-share educational materials that focus on how to use the system safely and effectively. This would be a slightly more subtle approach to safety and security measures, and could even be handled as an update to existing measures, but it is a way to say “your safety is our priority” to anyone wanting to try the system.
- This same line of thinking could be expanded to include content for school programs: in addition to educating students about the transit system and the many ways it helps our city, include a small reference to safety as a priority and highlight some of the things people can expect to see/experience that keep our system safe (fare zones, safety & security officers, keeping stations free of litter and debris, innovative solar lights, etc). If done correctly, this will feel like additional educational content but reinforce what CATS is doing at the same time.

Create Opportunities for Community Members to Participate in Safety Improvements

- Consider a public art program at the CTC. Beyond just engaging artists for temporary signage, find ways to engage local artists or school groups to create art to adorn the walls of the CTC. These could be permanent murals, or temporary/changing murals (like Metropolitan has done on some of their exterior walls).
- Find other ways to use environmental design as a crime reduction strategy, such as color crosswalks inside the CTC, wrapping ticket/fare stations in public art, local art inside waiting rooms, colorful benches inside the CTC, etc.
- Classical music has also been used as a crime deterrent; work with the local symphony to curate a playlist of music that is played at stations and the CTC. Another avenue for creating this is to partner with various high schools to record music (could rotate a different school every few months, or play “local” music and bus/rail stations in close proximity to those schools).

Strategy:

Proposed Tactics

Make sure all customer service channels are ready to support the campaign and hold up key promises.

- "See Say" Button: Improve integration and UX in CATS Pass and make sure messaging around submitting a concern is tied into the overall campaign messaging. We can look for ways to promote the See Say app, through the campaign, but it will also be important to re-evaluate all pathways to the app and ensure consistent communication throughout touchpoints.
- Educate customer service representatives on all of the safety and security so that they are prepared to address concerns or answer questions related to these initiatives. It will also be important to share progress updates with them so that they can provide accurate information.

Priority Next Steps & Timeline

To come

Anticipated Investment/Recommended Budget

To come