



MATA Communications Strategy

Prepared by

Caissa Public Strategy

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ADDRESS

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Overview

Transit plays a critical role the greater Memphis area every day. First and foremost, it gets us to work and overall improves our quality of life. At Memphis Area Transit Authority (MATA), we are committed to connecting people to the places they want and need to be.

This plan outlines a series of actionable recommendations for ongoing improvements to our communications and outreach strategies. It is our goal that these improvements will help us better serve our current customers, attract new customers, and help build awareness of our services resulting in increased community and financial support.

Thank you to the many individuals that have contributed to the development of this plan. We look forward to working with you to improve the way MATA shares information and communicates with the community.

Gary Rosenfeld, Chief Executive Officer



Nicole Lacey, Chief Communications Officer



Introduction

Caissa Public Strategy was engaged to assist MATA in conducting a community engagement process during the summer of 2017. Nearly 250 people participated in one-on-one interviews, focus groups and an online survey focused on ways MATA can improve the way it shares information with the community. Comments from the community along with best practice research have provided the footprint for this communications plan.

Memphis deserves a world-class transportation system. Much like peer cities across the globe, Memphis' public transit is a critical part of our community's infrastructure. It ensures that citizens can secure and retain employment, get to the recreational opportunities and maintain a high quality of life. Public transit benefits customers and non-users, generating more than \$800 million per year in economic impact in the greater Memphis area.



MATA is poised to transform the way it serves its customers and the larger community. Currently underway are three critical efforts including: a plan to secure an additional \$30M or more in annual dedicated funding, a strategic plan to increase accountability and this communications plan to improve the visibility and customer interactions. Along with a new executive leadership team, improved operating systems and tracking, equipment upgrades including new buses, and the upcoming return of the steel wheel trolleys, it is time to clearly articulate the mission and vision of MATA and its critical role in the community.

This plan is a guide to clearly articulate MATA's mission, vision, services and impact across multiple channels, ultimately attracting new customers, leading to higher revenue and greater demand for public transit service.

Methodology and Best Practice Review

The communications needs for a transit authority are diverse and it is critical that there be resources in place to address immediate real-time needs while planning for the long term communications needs of the authority. Public transportation entities across the globe are moving from static communications to complex systems that include a range of tactics from customer service training for internal staff at all levels to interactive digital platforms to leveraging partnerships to maximize the reach of critical messaging and limited resources.

The Caissa team reviewed over 50 transit authorities and associations for activities and strategies in six key areas:

- Staffing and Training
- Internal Communications
- PR and External Communications
- Partnerships and Community Engagement
- User Information Systems
- User Feedback Systems

Throughout this document, you will see examples and best practices from a cross section of transit authorities, including:

Tennessee Public Transportation Assoc.	Fresno Area Express
American Public Transportation Assoc.	Los Angeles County Metropolitan Transportation Authority
Federal Transit Authority	Sacramento Regional Transit Department
Chattanooga Regional Transit Authority	Regional Transportation District (CO)
Nashville Transit Authority	Jacksonville Transit Authority
Birmingham Jefferson County Transit Authority	Miami-Dade Transit Authority
Sun Cities Area Transit Systems	Broward County Transit (FL)
Tempe Transit (AZ)	Washington Metro
Sun Tran (AZ)	Metropolitan Atlanta Rapid Transit Authority
Phoenix Transportation	Chicago Transit Authority
Valley Metro (AZ)	Saint Louis Metro
Foothill Transit (CA)	Transit Authority of River City
Long Beach Transit	New Orleans Regional Transit Authority
Orange County Transit Authority	New York City Transit
San Diego Trolley	Charlotte Area Transit System

Bay Area Rapid Transit	Fresno Area Express
Sonoma-Marín Area Rail Transit	Washington Metro
Sacramento Regional Transit Department	Mountain Area Regional Transit Authority (CA)
Regional Transportation District (CO)	Chicago Transit Authority
Jacksonville Transit Authority	Saint Louis Metro
Miami-Dade Transit Authority	Transit Authority of River City
New Orleans Regional Transit Authority	National Alliance Public Transportation Advocates in Action (D.C)
New York City Transit	Central Oklahoma Transportation and Parking Authority
Central New York Regional Transportation Authority	Port Authority Transit Corporation (PA/NJ)
Charlotte Area Transit System	Capital Metro (TX)
Capital Area Transit	Dallas Area Rapid Transit

In addition to reviewing peer organizations, Caissa conducted a series of qualitative research methodologies including, ride-alongs, survey interviews in transit centers and on high frequency bus routes, one on one meetings and small groups discussions with key stakeholders representing a diverse range of locations including Frayser, Parkway Village, Midtown, Whitehaven, Uptown, Downtown and key areas in West Memphis. Caissa also distributed an online survey via 25 MATA community partners, the MATA website and social media platforms.

Caissa also met with elected officials to discuss the state of public transportation in the greater Memphis area.

In addition, In-depth interviews and one on one meetings with stakeholders provided valuable perspectives on the demand and uses of public transportation. These along with the field survey provided insights on the overall attitude and perception towards MATA, the understanding of customers and the general public's knowledge of MATA's resources and the perceived pros and cons of existing service.

Survey and Community Engagement Findings

Caissa Public Strategy and the Memphis Area Transit Authority (MATA) have conducted a survey to assess the public's attitude about MATA as well as their awareness about certain services that MATA provides. The results show that MATA excels in some ease of use areas as well as driver competence. However, respondents reacted less favorably towards MATA for its perceived technological unawareness, inaccessibility, and inconvenience. Fortunately, respondents were also asked to provide or choose from a set of solutions that MATA can implement to fix these problems. Overall, this survey was conducted to give MATA a scope of the public's stance on the organization and its services.

The majority of respondents said they feel that it is easy to find information about bus routes and schedules and that signage is easy to identify and understand. Additionally, most respondents said that they were aware of bike racks on buses as well as how bus transfers work. However, most of these majorities were small, and changes are still necessary to improve services. Finally, more than 60% of customers said they haven't been impacted by MATA recent service changes.



60%

of MATA respondents have not been impacted by service changes.


Community Feedback: Desires vs. Perception	
Public Transit Desires	Public Transit Perception
Easy	Limited
Frequent	Insufficient
Dependable	Suffering
Intuitive	Unused
Diverse	Barrier to Employment
Full	Last Resort
Reliable	Slow
Relaxing	Unsafe
Affordable for All	Inconvenient

An average of only

28%

of MATA respondents use their services on a weekly or daily basis.

Most respondents say they use MATA services to get to work. One way to gain new customers would be to provide new routes on weekdays between 6AM and 9AM.



It is important to notice the tendencies of the respondents who answered that they do not currently use MATA. When asked why, they responded with three main reasons:

“inconvenience, inefficiency, and reputation.”

Most people feel like MATA only addresses their needs “somewhat well,” and its total service score was only a 58.5 out of 100. Most people do not use the MATA call center, and those who have feel like employees were not addressing their concerns. Because of this and other issues, interviewees would rather use their own cars, walk, use a taxi/Uber/Lyft, or bike than use the bus or trolley (rubber wheeled).

The respondents lack of knowledge of different online tools, featured significantly in the survey results. Half of respondents said they didn’t know how to access and use the bus system. The majority of respondents were unaware of Fast Pass, MATApplus services, the TransLoc app, the Trip Planner, and MATA Traveler.

When asked the question, **“What would make you consider riding MATA again?”** respondents answered with a variety of suggestions. The most frequent of these were:

- **Increased frequency of buses**
- **More routes**
- **A wider range of routes.**

For a full, detailed analysis of every question in the distributed survey, please see Attachment A.

Interviewees responded similarly when asked the question “What would make you more likely to use MATA?” Some responses included “buses that ran more frequently with varied routes,” “more direct, timely, and easily accessible routes,” and “routes going to the airport, more frequent routes like the U of M.”

Responses and comments indicate that respondents are often unaware of MATA route changes and additions like the new Airport Express route added in April of 2016. This is even after extensive route marketing and community promotion of services.

Unfortunately, adding new routes is expensive and requires comprehensive planning. Improving online digital customer service tools is another way that respondents suggested to make MATA better. Improving awareness of these services with public campaigns is critical. Additionally, providing up to date information and bilingual services are other opportunities to improve MATA’s overall image. This survey provided MATA not only with its strengths and weaknesses, but also with suggestions to help increase ridership.

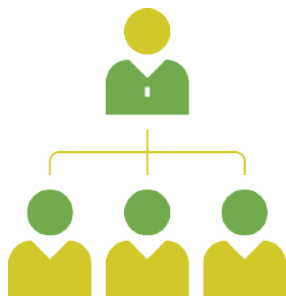
Strong communication can be a powerful means to further your brand identity. Without it, your brand may have little influence on consumer perceptions, public policy and can decrease support for future growth. Successfully communicating the value of your services generally leads to some sort of action, such as building support for better and expanded transportation services.

Staffing and Training

As noted above, leadership is critical to implementing a communications plan. With the recent transition of executive leadership, it is critical that the MATA Board of Commissioners appoint a permanent Chief Executive Officer. The ambiguity of this position is currently causing both internal communications and external stress on the brand. Appointing a permanent Chief Executive Officer shows commitment to the vision outlined in all of the ongoing strategic initiatives and allows both staff and partners to formalize relationships beyond an interim status.

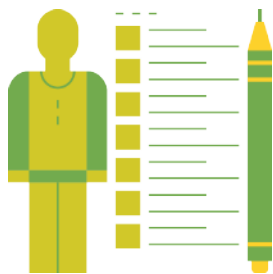
The appointment of a Chief Communications Officer in 2016 was a critical move for MATA. This position is integral in telling the MATA story accurately and ensuring that all media relations managed to protect the MATA brand and to bring awareness of the need of public transit.

Additionally, it is recommended that MATA do the following to enhance and grow its staff:



1. NEW HIRES

Add two additional staff members to complement the work being done by the Chief Communications Officer to help build and maintain the MATA brand. These positions include a Community Relations Director tasked specifically with external relationship management of partnerships (eg. neighborhood meetings) and a Marketing Project Manager tasked with increasing ridership.



2. CODE OF CONDUCT

Establish an employee code of conduct to maintain a standard of disciplinary action and prevent systematic problems. This is critical to creating an organization-wide customer service-focused culture change.



3. CUSTOMER SERVICE TRAINING

To compliment these standards, implement an bi-annual customer service training for bus drivers, frontline staff, and executive leadership. Funding for this training will need to be identified.

Internal Communications

“Everyone needs to understand and embrace the impact of service. Riders have to make a living too.” – G. Williams, Community Member and frequent MATA Customer

MATA’s internal culture should lead the organization where it wants to be in the community, with its values driving a consensus on how the organization communicates, operates, and services the public. This process begins with the Board of Commissioners but should be implemented and embraced across the whole staff complement.

Critical to this effort is the creation of a workplace values system that truly reflects the mission of the organization and speaks to the pride that MATA employees have in providing customer service to the community. The implementation of a *MATA Proud* program encourages employees to take ownership in the work that they perform, to be accountable to our customers, their peers and the organization as whole and to begin to communicate across departments and leadership levels to address the customer service needs of the organization.

In order for a program of this type to succeed, MATA must begin a cultural shift, encouraging all staff to focus on customer service. Conveying a clear vision with defined goals, expectations and roles puts all team members on a level playing field. These objectives should be laid out for new employees and regularly reiterated to existing employees, including clearly articulating the mission and vision of the organization. This can easily be accomplished through the establishment of processes.

Established processes support a streamlined work environment. *MATA Proud* should include a communication structure, whether it be daily, weekly or monthly, for how employees should stay informed on key initiatives and offer ways for them to engage and contribute to the process.

MATA Proud goes beyond employee recognition programs. It empowers employees, building their confidence and allowing them to be more open about challenges and more freely bring ideas to the leadership teams.



MISSION

We connect people to places.

VISION

MATA employees are committed to service excellence, creating an exceptional customer service, and inspiring the community to invest in our success.

This can be established through daily protocols including department weekly staff meetings and MATA's Buslines newsletter.

MATA must continue to think of public relations as a function that often needs to happen internally first and on an ongoing basis. This begins as soon as the onboarding process is initiated and continues throughout the year. Consistent, timely messaging and relevant examples of policies, procedures, mission, vision, and values should be at the heart of all interactions. When actionable standards are implemented regularly and at all levels throughout the organization, it helps employees to build trust in the organization.

6 Internal Communications Goals

1. Be Authentic.
2. Consider the Organization.
3. Deliver Consistent Service.
4. Use Multiple Delivery Vehicles.
5. Be Accountable to Customers and the Organization.
6. Listen and Take Feedback.

Mass Transit, *Improving Internal Communication*, Casey Grafe, Ann Derby, Amy Miller, Kenderlynn Christophe on February 9, 2016

W. Chan Kim and Renee Mauborgne, in *Blue Ocean Strategy* position primary four hurdles that organizations experience when trying to implement cultural and communication changes at all levels of the organization. The first is cognitive – employees need to have a reason to change and an understanding of why change is critical. The second is limited resources – cultural change often forces the assessment of and reallocation of resources from one program or priority area to another. The third hurdle is motivation – employees must have the desire and the motivation to change. And the final hurdle is politics of the organization, the organization's operating structure must be one that is open to and encourages change.

Implementing *MATA Proud*, will require a cultural change across the organization. The organization must plan where it wants to go before trying to make any changes in the organizational culture. Rooting this change in the Board's strategic vision is a start, but it is just as critical for the executive leadership to commit to and lead this change. MATA's executive leadership must support the cultural change in ways beyond verbal support. They must show behavioral support for the cultural change. Leadership throughout the organization must lead the change by changing their own behaviors and being accountable to our customers as the number one priority. It is extremely important for executives to consistently support the change.

A Best Practice Case Study: The Disney Quality Service Difference

The guest experience is something that Disney understands well. With five destinations and dozens of hotels in operation around the world, Disney could easily lose touch with the millions of people who walk through its turnstiles every year. Disney Imagineers go to great lengths to make the theme parks feel intimate, but it's the cast members who really make it work. A multi-million-dollar attraction won't be very memorable if the cast member at the front is impolite or inattentive.

Disney constantly strives to surpass the expectations of their primary guests, while also focusing on what they call the "secondary guest." A secondary guest is someone who frequently interacts with or exerts influence over a product, but is not considered a core consumer.

When you can exceed expectations, and create an unparalleled experience for your core and secondary guest, you can create a climate that produces repeat business. It's really about adjusting the company culture and mindset to make sure employees understand the purpose behind the concepts.

Disney has built a service oriented culture that helps them succeed far more often than they fail. Disney relies on a refined recruiting and training process that screens for the right behaviors and attitudes among potential cast members. They have a very collaborative culture, but also have very clear expectations that are communicated on a regular basis. They have a saying at Disney that *"it may not always be our fault, but it is our problem."*

Disney's service-oriented culture is rooted in strong leadership. By choosing leaders who understand that cast members are Disney's greatest asset, the company improves the chances that every guest will have an exceptional experience. Through consistent communication with their leaders, Disney cast members understand that their actions are integral to the company's success, and know their extra efforts are appreciated. Leaders spend the majority of their day in the field looking for cast members who are doing things right. Positive stories and examples of cast member excellence are frequently shared with others, so that the right behaviors get recognized, rewarded, and most importantly, repeated.

Disney Institute, D'Think Your Way to Success, *Quality Service Lessons From Disney*, Brian I. Jones.

Public Relations and External Communications

A. Brand and Identity

“Marketing is not a substitute for high-quality service”

– EMBARQ From Here To There: Marketing And Branding Public Transport

To build and sustain a successful brand, MATA should clearly articulate its core values while using language and visuals that resonate with a wide range of targets. The organization should strive to promote itself as a resource that addresses the concerns of its current customers and manages the desires of potential customers. As noted in the findings sections, customers need to be presented language that showcases MATA as dependable, intuitive, diverse, and affordable for all.

In order to ensure that MATA maintains a strategic and fully integrated brand position, it is critical that the values behind the brand are continuously and frequently presented. If various elements of MATA’s system convey different messages through their design, copy, content, and quality, stakeholders can be easily confused, which causes communications efforts to be less effective.

It is recommended that MATA communicate around four core value tenants, MATA Proud, MATA Strong, MATA Promise and MATA Value. At the core of these tenants is the MATA Proud program that encourages employees to take ownership in the work that they perform and to begin to communicate across departments and leadership levels to address the customer service needs of the organization. MATA Strong highlights the organization’s commitment to delivering quality services to its customers while finding ways to expand and improve services in a way that is responsive to

MATA Core Values



MATA PROUD

MATA is proud to provide customer focused, dependable, easy to use, and affordable transportation services.



MATA STRONG

MATA is committed to delivering quality services to our customers while finding ways to expand and improve services in a way that is responsive to community needs.



MATA PROMISE

MATA promises to provide safe, dependable and friendly service to our customers and to explore new ways to engage and interact with the community.



MATA VALUE

MATA connects you to where to where you need to go, when you need to be there.

community needs. This includes its focus on identifying resources for dedicated funding and consistently focusing on transit planning that is responsive to changes in resources, community needs (new employment centers, population shifts and other environmental changes), and legislation or public policy. MATA Promise establishes customer feedback loop as a priority for MATA, including timely customer service responses, the implementation of annual customer surveys, deliberate and timely engagement of the public in planning efforts and increased focus on community partnerships to raise awareness of services. Lastly, MATA Value emphasizes MATA's commitment to consistently provide services that get customers to the places that they need to be, when they need to be there ensuring citizens can retain employment, get to the recreational opportunities and maintain a high quality of life.

MATA's brand is realized in external communications, as well as in everyday operations. After decades of limited brand management, MATA has experienced a significant negative impact on the public perception of its brand as noted in the research findings. This impact can be seen across multiple stakeholders including customers, its legislators, news media, and within the public at large. It is critical that MATA begin to assess its interactions at all levels to ensure positive brand positioning. The diagram below demonstrates the complexity of how stakeholders connect to the MATA brand and incorporates direct feedback from customers and observations from peer organizations including Fort Collins, Colorado (Transfort) and Washington, DC (METRO).



It is important to understand that a company's brand is bigger than its visuals – the messaging, positioning, and experience of MATA are additionally imperative to building MATA's brand identity. In order to ensure the brand is consistent across all channels and to all stakeholders and customers, there need to be standards in place to maintain it. MATA should consider ways that it can position the four core tenants with each of these stakeholders in order to begin to convert negative brand perceptions and to build positive awareness of its services and brand. Additionally, MATA should look to incorporate messaging from its national partners that are consistent with industry standards. This strategy is important to ensure that MATA is in alignment with its key partners especially related to building and promoting legislative platforms that promote the importance and value of public transit.

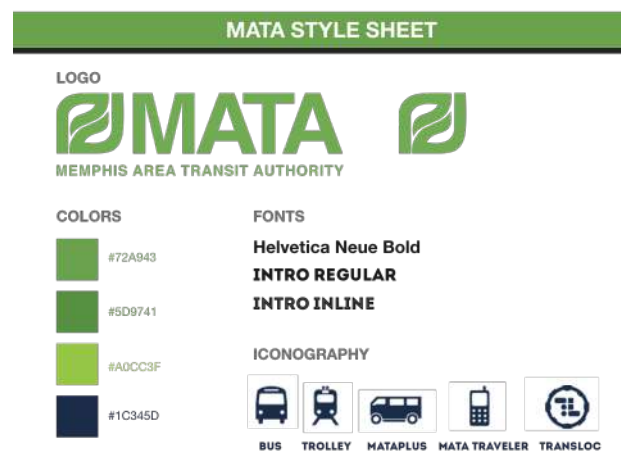
The American Public Transportation Association (APTA) recommends that transit agencies position their brand around the following principles:

1. Public transportation powers community growth through driving economic development and revitalizing neighborhoods.
2. With Americans increasingly favoring transit-centric cities and towns, public transportation is even more vital to growing communities today.
3. With demand for public transportation rising and our nation's infrastructure aging we need an investment in public transportation at the federal, state and local levels.

APTA Brand and Core Messages

As noted in the research findings, there are significant challenges in navigating the MATA brand. The participants surveyed were not tested for visual recognition of the MATA brand nor for interpretation of the visual brand. MATA should conduct a two-phased assessment of its visual brand. Phase One should include a visual brand analysis through focus groups to determine the impact of logo on public perception. From findings in Phase One, MATA should conduct a survey for continued assessment of potential needs for rebranding in conjunction with a market research and/or advertising firm.

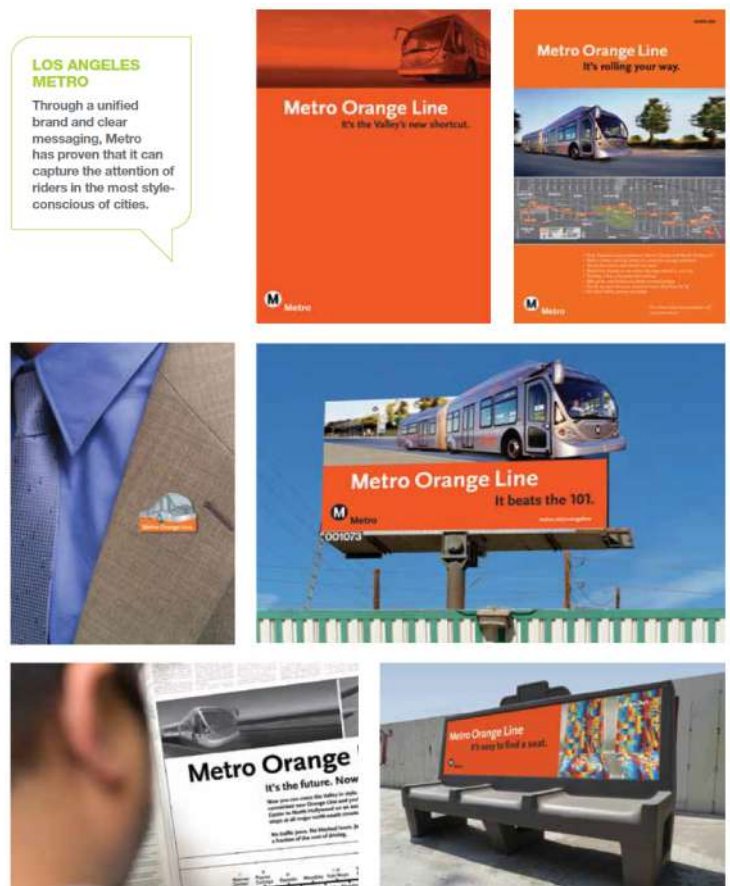
Whether MATA retains its current visual brand or institutes a new visual brand, it is critical that establish clear and easy to use brand standards for both internal and external purposes.



This process can begin with brand style sheet that can be updated annually and as needed with new visual elements.

MATA should also keep in mind for all future branding that it is important to not overwhelm customers with imagery and content, oversharing information that confuses them. Content and imagery should be able to be understood by both everyday customers, as well as, first-time customers.

The Los Angeles Metro system provides a good example of a unified brand that is consistent but appeals to its specific market. MATA must seek not to duplicate the standards of other transit authorities, rather employing strategies around their key elements, such as consistency of design, simplicity of language and messaging and geographic specific language/terminology.



EMBARQ From Here To There: Marketing And Branding Public Transport

Partnerships and Community Engagement

A. Partnership Benefits

The MATA Promise establishes customer feedback loop as a priority for MATA, including increased focus on community partnerships to raise awareness of services. MATA must position these partnerships from two critical perspectives, benefit to the organization and its customers and the benefit to the partnering entity.

Research and focus group findings indicate that while MATA has connections with a diverse range of community partners, that many of these partnerships are limited in return on investment. MATA regularly and strategically connects with partners across multiple sectors to share information on services, route changes, and potential partnerships benefitting customers and potential customers. In order to leverage and grow awareness, MATA should develop an approach that identifies clear benefits for the partner, ensuring that they are fully bought into not only sharing information on MATA services but promoting the brand in a positive manner.

MATA should approach each existing partner and jointly assess the opportunity to promote MATA and MATA services agreeing on a set of goals and tools for each partnership. By engaging partners MATA will be able to:

- Increase the visibility and awareness of services offered by MATA.
- Increase the understanding of the operational needs and challenges of MATA.
- Increase public ownership of policies and services MATA provides by involving partners and citizens in the assessment of needs and solutions and identifying challenges. To the extent that citizens are involved in the decision, their support will be sustained over time.
- Ensure that the planning decisions reflect community need and are participatory in nature.
- Increase organization credibility.

How Transit Agencies Can Improve Their Public Involvement Process To Build Better Transportation Solutions: A Real-Time Application in Public Engagement Strategies, Brandi Childress, Mineta Transportation Institute, San Jose State University.

Best practices included the 2014 Fresno COG Regional Transportation Public Outreach Plan (2012) and the Transfort Marketing Plan (2014-2016) among others highlight the importance strong partnerships. The following tables are based on a model recommended in the Transfort Plan and have been tailored to reflect MATA current and potential partnerships along with benefit positions for both MATA and the designated partner. A partnership matrix of this type would need to be reviewed annually by the executive leadership team and maintained by a staff member of the communications team (see staffing recommendations above). In order for partnerships of this nature to succeed, the MATA team must work consistently and on an agreed upon schedule to position MATA as a resource.

The following tables are based on a model recommended in the For Collins Transfort Plan and have been tailored to reflect MATA current and potential partnerships along with benefit positions for both MATA and the designated partner.

Sample Partnership Matrix

BUSINESS/ ORGANIZATION	MATA BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
BLDG Memphis	Advocacy support.	Supports mission of organization.	Training on MATA services and programs.
Chamber of Commerce	Access to business leaders and potential customers.	Access to affordable transportation for employees. Ability to partner with MATA to offer payroll deduction on fare cards.	Instructions on payroll deduction options and route information.
Innovate Memphis	Advocacy support.	Access to MATA data and influence on route and service areas.	Training on MATA services and performance measures.
Downtown Memphis Commission	Ability to influence parking authority to encourage public transit.	Alternative transit option for downtown employers and special events.	Training on MATA services and programs.
Bike Walk Memphis / Bike Walk Tennessee	Advocacy support.	Access to public transit as another alternative transportation system. Access to MATA data.	Training on MATA services and performance measures.
University of Memphis Southwest UTHSC Memphis College of Art Rhodes College CBU LeMoyne Owen Southern Optometry	Access to potential customer base including students and staff. Ability to raise awareness of and knowledge of using transit in Memphis.	Access to affordable transportation resources and potential for partnership on customer programs targeted to students and staff.	Instructions on payroll deduction or student account options and route information for staff and students
Memphis Medical District	Access to potential customer base.	Access to affordable transportation resources and potential for partnership on customer programs targeted to students and staff.	Instructions on payroll deduction or student account options and route information for staff and students

Sample Partnership Matrix

BUSINESS/ ORGANIZATION	MATA BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
Large Employers	Access to potential customers.	Ability to provide transportation solutions to employees.	Instructions on payroll deduction options and route information.
Overton Park / Shelby Farms	New touchpoint with potential and current customers. Maximize existing routes.	Reduce congestion in parks.	Training on MATA services and programs.
Community Libraries and 211 -LINC	New touchpoint with potential and current customers. Maximize existing routes. Access to public meeting spaces.	Ability to provide transportation solutions to citizens visiting or call the library system.	Training on MATA services and programs.
Shelby County Schools	Access to students and families. Ability to educate young riders on the advantages of public transit.	Transportation system knowledge and resources along with access to employment and after school activities.	Training on MATA services and programs.
Memphis Convention & Visitors Bureau	Access to the staff and volunteers of MCVB opportunities for breaking down knowledge barriers and bringing bus travel to the forefront as they work with visitors.	Timely information about transit, a deeper understanding of how the bus & trolley systems work.	Training on MATA services and programs. Destination and route mapping in partnership with the CVB.

Sample Partnership Matrix

BUSINESS/ ORGANIZATION	MATA BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
United Way of the Mid-South	Nonprofit intermediary organization with access to a variety of stakeholders whose clients use or potentially could use MATA.	Many of their organizations and clients rely on the public transit system, establishing a partnership raises awareness of the service to new and existing clients. Allows for increased access to work and social services.	Training on MATA services and programs.



B. Speakers Bureau

MATA should establish a Speakers Bureau consisting of MATA Executive Leadership, the Transit Advisory Committee, and the Board of Commissioners. Members of this bureau would be trained to speak on key organizational messaging, special projects, and available to present in a diverse range of settings as ambassadors for the organization. Additionally, MATA should leverage the TAC team to promote public meetings, share posts, distribute information on service changes, and other public announcements through a coordinated partnership with TAC chairperson and MATA designated staff.

C. Community Engagement

The executive leadership of MATA should leverage high profile community projects to increase the brand credibility of the organization. With the impending return of the steel wheel trolley system, MATA should establish a monthly Trolley Barn tour for key stakeholders modeled after the Memphis and Shelby County Airport Authority tour.

Other key opportunities include developing a faith-based outreach strategy to promote MATA and MATApplus services, as well as partnering with BLDG Memphis and Innovate Memphis to assess opportunities to do an ‘Adopt a Shelter’ program for MATA owned shelters.



COMMUNICATE WITH US.
ride with us.

ABOUT US

The Memphis Area Transit Authority (MATA) is the public transportation provider for the Memphis area. As one of the largest transit operators in the state of Tennessee, we proudly transport nearly eight million riders a year in the City of Memphis, other parts of Shelby County, and the City of West Memphis on fixed-route bus, paratransit, and rubber-tired and vintage rail trolleys. The system is governed by a seven-member policy board appointed by the City Mayor and approved by the Memphis City Council.

MISSION

MATA's mission is to provide a reliable, safe, accessible, clean and customer-friendly public transportation system that meets the needs of the community.

VISION

MATA will provide efficient, effective, and innovative transit services. We will operate transit services that are logical and practical, and by doing so, we will attract an increasing number of customers to our services.

In addition, MATA services will support regional goals of improving access to places where people live, work, and play; reducing dependence on fossil fuels; improving air quality; and strengthening the area's quality.

GOALS

Our organizational goals will be backed by monthly performance measures to ensure our ridership gets the best quality service.

1. Increase ridership while maintaining service efficiency.
2. Operate reliable transportation services.
3. Sustain a customer-focused service environment.
4. Ensure a safe and clean environment, for both customers and

QUICK FACTS

Number of Employees	515
Service Area	319 square miles - 744,444 population
Bus Ridership	7.5 million passenger trips
MATApus Ridership	205,638 passenger trips
Trolley Ridership	1 million passenger trips

CONNECT WITH MATA

www.matatransit.com

[f](#) @rideMATA

[t](#) @rideMATA

[v](#) Ride MATA

As MATA begins to grow and leverage its partnership base it is critical that all materials stay in alignment with the established branding, visioning, and core messaging. In doing so, MATA has the opportunity to develop tool kits for general use and specific to key partners, such as the CVB.



WE TAKE YOU WHERE YOU WANT TO GO -
RIDE WITH US

RIDE A MATA BUS



RIDE A MATA TROLLEY



AND VISIT IN MEMPHIS



BUS FARES

Adult Basic Fare	\$1.75
Student Basic Fare	\$1.00
Senior Citizens	\$0.85
Individuals with Disabilities	\$0.85
Zone 1 Fare	\$0.85
Zone 1 Fare for Senior Citizens and Individuals with Disabilities	\$0.40
Express Service Basic Fare	\$2.50

TROLLEY FARES

Trolley Basic Fare	\$1.00
Reduced Trolley Fare	\$0.50
Day Pass	\$3.50
3-Day Pass	\$9.00
5-Day Pass for Senior Citizens and Individuals with Disabilities	\$4.50
21-Day Pass	\$20.50
21-Day Pass for Senior Citizens and Individuals with Disabilities	\$12.50

PLAN YOUR TRIP TODAY

Trip Planner
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D. Legislative Engagement

There are many components of a successful legislative strategy, including for MATA, alignment with its State and Federal partners. MATA should implement a regular legislative update process at the local, state, and federal levels, including the formation of a legislative agenda based on both local and statewide priorities aligned with the Tennessee Public Transportation Association and the American Public Transportation Association goals and initiatives.

MATA should utilize this legislative agenda to assist in building support for a larger transit vision driving a focus on mobility and transit and shifting priority away from the current focus on congestion and infrastructure improvements.

MATA should leverage its partnership network to share and promote its legislative agenda. Additionally, MATA should brief both the Shelby County Delegation, local elected officials and the Chamber of Commerce on its legislative platform. Where possible, MATA should lobby to have its priorities included as part of others platforms to leverage the impact of key messaging.

Legislative engagement should be both planned and seen as an opportunity to educate elected officials on critical issues facing not only MATA but the industry as a whole.

In addition to developing a legislative agenda, MATA should provide quarterly updates to all local elected officials on its Net Promoter Score (NPS), customer service performance, and agreed upon Key Performance Indicators (KPI's) outlined in the Strategic Plan.

Example of APTA's legislative platform

WHERE PUBLIC TRANSPORTATION GOES COMMUNITY GROWS

It's a proven fact: Investment in our transportation infrastructure, particularly public transportation, drives growth. It attracts development and increases property values along its corridors. It connects employers to employees, restaurants to diners, landlords to renters, and families to local stores. It provides a vital connection for people from all walks of life. Robust investment in public transportation yields the following:

- 1.1 million jobs are created or sustained annually.
- \$66 billion in business sales are generated each year.
- \$9.5 billion in local, state, and federal tax revenue are generated each year.

Here are the facts:

- For every \$1 communities invest in public transportation, approximately \$4 is generated in economic returns.
- 50,000 jobs result from the productivity gains of \$1 billion in federal investment.
- Residential property values perform 42 percent better on average when they are located near public transportation with high-frequency service.

As Americans seek a transit-centric lifestyle, public transportation use has grown at a faster rate than both the U.S. population and vehicle miles traveled. In fact, Americans board public transportation 35 million times each weekday – more than 10.6 billion trips per year.



WHERE PUBLIC TRANSPORTATION GOES COMMUNITY GROWS

APTA Recommendations on MAP-21

America's future is riding on public transportation. To ensure strong federal public transportation and highway programs through and beyond the next long-term authorization bill, APTA recommends Congress:


- Authorize a public transportation program that provides strong funding for no less than six years.
- Establish a new dedicated Trust Fund funding mechanism that supplements existing dedicated revenues for the Highway Trust Fund and the Mass Transit Account.
- Authorize a \$100.4 billion federal transit program over six years, which would grow the current \$10.7 billion annual program to \$22.2 billion by 2020.
- Restore the bus and bus facilities program to pre-MAP-21 levels.
- Increase and balance federal capital investments in programs for formula funding, new starts and extensions, state of good repair, and bus and bus facilities.
- Ensure existing public transportation infrastructure and facilities are maintained and updated through major capital investments in current and future projects.
- Enact a robust and long-term program for investment in high-speed and intercity passenger rail.



Customer Experience

MATA should create an environment that customers and others want to spend time in and want to return to. Ensuring transit centers, stops, and buses are clean, safe, and provide easily-accessible information at all hours is critical to both sustaining and growing customer base.

As part of its cultural shift towards to focusing all staff on providing good customer service, MATA needs to begin to think beyond traditional brand promotion and begin to position public transit in a new light. Cities like Los Angeles have begun to market its bus services in such a way, focusing on reducing stress and making the ride fun. A commitment to recreating the customers experience will show MATA's dedication to its existing customers while positioning its services in a new way to attract and increase customer from a broader market.



By taking this approach, LA METRO was able to reposition public transit with its existing customers and to attract new customers.

Let the other superheroes wrestle with traffic.

M Metro

Commute with Metro and spend your time on more heroic pursuits. You'll arrive refreshed and ready for your next move. Go Metro.

Metro Magazine, *Where are the Super Bowl-esque ads about public transportation?* (2016)



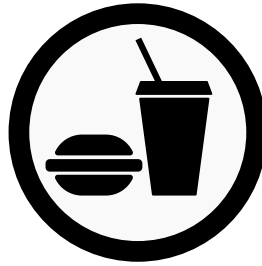
LA Metro, Opposites Campaign 2008

Survey and interviews revealed to enhance awareness of the code of conduct on buses, encouraging cleanliness and respect for other customers will be necessary. To improve the customer experience, through subtle tactics, many transit organizations, both bus and rail have implemented and posted not only a customer's code of conduct but also clear visuals on behavior protocols while riding the bus. As part of MATA's annual customer service training for bus drivers, must include on these protocols and encourage drivers to enforce them.

Sample signage



**Proof of Payment
Required Before Entering**



**Cover Food
and Drinks**



**Activities May Be
Monitored**



No Alcohol



No Smoking



No Loud Noises



No Littering



No Vandalism



No Profanity

Information Systems

The ways in which customers and the public access information evolves daily. It is critical that MATA continue to maintain and grow its presence in the community and digital space to ensure that all outlets are leveraged to promote MATA services. Additionally, MATA should continue its efforts to increase ADA accessibility to all information resources including its website.

Based on interview and survey findings, there is an ongoing desire for MATA to provide additional customers education materials, specifically through videos and social media. This material needs to be specific and address the practical needs of customers including how to buy a fare card, how to ride, and how to use bike racks. While much of this information exists on the MATA site, it needs to be repositioned and shared with community partners to increase awareness of already existing educational materials. Specifically, customers and community partners would like to see videos of actual customers using the system and accessing specialty services such as MATApplus.

Local MATA transit services are perceived by potential customers, and even some customers, as difficult to understand and use. Many customers are unaware or unfamiliar with the current MATA trip planning tools. MATA needs to focus on strategies designed to address both the reality and perception of ease of use.

Customer information systems, whether they are maps, customer service announcements, or other resources should be placed throughout the transportation system including in or at stops and transit centers.

This will allow customers, regardless of their transit experience, age, or literacy level, with multiple exposure points on how to use the system with ease.

These systems should be focused on four key elements:

- **Efficiency**
- **Usability**
- **Understanding**
- **Quality**

Transportation planning best practices recommend that customer information should be placed at decision points and be designed to be easily maintained and include information for temporary updates and displays. Design elements should be consistent and easy to understand for all passengers, including those with disabilities. Key features should include basic visuals, lighting, and durable materials (Marin Transit, 2009).

MATA should work to enhance bus stop signage and information. In addition to being an opportunity for branding, bus stops are an important vehicle for providing passengers with route and schedule information. Information at the bus stops was frequently mentioned as a significant cause of concern in the recent focus groups and survey. At a minimum, these signs would include the logo, customer service phone number, web address, and social media icons.

Signage which includes actual schedule information, similar to the temporary signage recently installed for new routes is highly recommended for all stops. Since schedule changes are made multiple times per year, MATA may wish to limit this strategy to only those stops with the highest level of boarding activity.

MATA should consider organizing route information by destination, not solely by route number and name. Currently, the MATA route information is organized by route number and its designated name. To increase ease of access for the customers, information could be organized by destination or neighborhood. This approach offers a unique opportunity to partner with the MCVB and key destinations to encourage MATA usage.

MATA should continue to grow and leverage its social media presence posting daily and on weekends as needed for service changes or public announcements to both Facebook and Twitter. Additionally, MATA should assess growth areas for attracting new customers via alternative social media platforms.



Customer service support via telephone is still the primary response tool for MATA. Many potential transit users still turn to the telephone for trip planning assistance when they make the decision to try transit. Telephone information for MATA's services is currently provided in house. MATA should streamline its customer service point of contact for both fixed route and paratransit to a single point of contact and review opportunities to direct customer service through a 311 partnership with the City of Memphis. At minimum, MATA should partner with 211 LINC to provide information on all service and routes.



Customer Feedback and Reporting

Both surveys and focus group findings indicated the need for increased customer feedback opportunities. This also aligns with the MATA strategic planning process and the organization's goal of establishing a structure to track its NPS. A NPS will allow MATA to track its stakeholders' willingness to recommend them to others on a scale ranging from -100 to 100. NPS' are often used as a tool to gauge a customer's overall satisfaction with a company's service and the customer's loyalty to the brand.

In addition to regularly scheduled customer service surveys, it is recommended that MATA consider alternative ways for customers to provide feedback including on bus comment boxes, clearly labelled transit center suggestion boxes and streamlining the customer service chat features on the MATA website.

MATA should initiate an annual customer satisfaction survey administered by the MATA staff. This survey can be similar to the survey initially instituted during the research phase of this plan, focusing on customer feedback on the following categories:

- Customer Service and Communication
- Accessibility
- Services
- Safety
- Fares
- Service Frequency and Routes
- Schedule Reliability
- Driver Courtesy
- Driver Competence

In addition to an annual customer satisfaction survey, MATA should administer quarterly customer satisfaction survey NPS administered by MATA staff. This tool could be as simple as one question or supplemented with additional questions, many transit authorities who are currently using standards outlined by the American Bus Benchmarking Group to collect this data.

Currently, MATA has a very limited email list of customers and is relying on feedback from a limited pool of stakeholders. It is critical that MATA build its contact database and dedicate funding towards expanding the ways it collects feedback from its customers. MATA staff members are encouraged to conduct one-on-one surveys in transit centers and on buses over an extended period of time to ensure a more accurate reflection of customers and stakeholder feedback. MATA should also consider leveraging the Transit Advisory Committee and ambassadors from other advocacy groups to assist in administering all surveys.

Reporting on survey findings should be documented and shared as part of the ongoing community engagement and posted on the website. MATA also should consider generating a report to be provided to all partners and elected officials that showcases the NPS, overall survey results, and community engagement activities.

Sample NPS Quarterly Survey (ABBG Sample Questions)

MATA's mission is to provide a reliable, safe, accessible, clean and customer-friendly public transportation system that meets the needs of the community. At MATA, we value your input, so we created a survey for you to tell us how we're doing. Thank you so much for helping us to complete our goals!

Primary Question

1. How likely is it that you would recommend a friend, family member or colleague to use MATA?

1 (Not Likely) - 10 (Extremely Likely) Score Rating

Supplemental Questions

- Overall, how satisfied are you with MATA and the bus system?
 - Very satisfied
 - Satisfied
 - Neutral
 - Unsatisfied
 - Very unsatisfied
- Buses are usually on time.
 - Agree
 - Disagree
- I feel safe waiting for my bus.
 - Agree
 - Disagree
- Do you have any suggestions for us to improve safety?
- Bus routes, times, and hours are usually convenient for me.
 - Agree
 - Disagree
- I feel that buses and bus stops are accessible for the disabled.
 - Agree
 - Disagree
- Do you have any suggestions for us to improve accessibility?
- Buses and bus stops are usually clean
 - Agree
 - Disagree
- Do you have any suggestions for us to improve cleanliness?
- Bus drivers are kind, professional, and do their jobs well.
 - Agree
 - Disagree
- Do you have any suggestions for us to improve customer service?



Communication Goals and Objectives

A. Service Excellence

Establish a culture of customer service and deliver services that are responsive to community needs.

Objective A: MATA's services and the way they are delivered are always customer focused.

- **Outcome:** People are more satisfied with MATA's services
- **Outcome:** Public perception improves as indicated by the Net Promoter Score

Objective B: Continue to improve public awareness of MATA products and services.

- **Outcome:** People understand how to use MATA's services and use them more often.

Performance Measures:

- Customer Satisfaction – Net Promoter Score
- Number of Customer Complaints
- On-time Performance
- Load factor
- Web/Social tracking (usage)

B. Public Engagement and Transparency

Promote robust public engagement that informs, involves and empowers people and communities to ride, support and advocate for MATA.

Objective A: Continue to empower specific stakeholder groups including customers, legislative partners, employees, and advocacy allies to play an active role in shaping MATA's services.

- **Outcome:** The public plays a role and is engaged in the development of a robust world class transportation system in the greater Memphis area.
- **Outcome:** Investment from philanthropic entities in support of MATA and public transportation.

Objective B: Continue to improve public awareness of MATA products and services.

- **Outcome:** People understand how to use MATA's services and use them more often.
- **Outcome:** Attracting new customers that currently use private transportation.

Performance Measures:

- Ridership Numbers
- Public Participation Rates
- Customer Satisfaction Regarding MATA's Communications via the Annual Survey



C. Dedicated Funding

Position MATA as a good financial steward of public and private funds that will encourage citizens to support legislative action for new dedicated funding in the amount of \$30M annually.

Objective A: Empower people to vote in support of MATA's services.

- **Outcome:** The public supports a referendum or other funding solution to provide dedicated funding to MATA.

Performance Measures:

- Successful referendum campaign
- Commitment from Shelby County to support MATA
- Commitment from municipalities in Shelby County Government to engage in partnership agreements that add new revenue to the MATA budget.

B. Strategy Tables

STRATEGY	TACTIC	RESPONSIBLE	DATE
Staffing	Appoint permanent CEO	Board	2017
Staffing	Add Community Relations Director staff member to compliment MATA communications staff.	CCO	2018
Staffing	Add Marketing Project Manager staff member to compliment MATA communications staff.	CCO	2018
Staffing	Establish employee code of conduct to maintain a standard of disciplinary action and prevent systematic problems.	Executive Team	2018
Training and Refresher Training	Bi-Annual Customer Service Training for Bus Drivers, Frontline Staff and Executive Leadership	HR	Ongoing
Staffing	Assess feasibility of expanding staff hours at all three transit center to ensure adequate staff is available to meet and greet customers.	Bus Operations	2018
Training	Identify funding source for ongoing customer service training.	CEO/Executive Team	2018

STRATEGY	TACTIC	RESPONSIBLE	DATE
Brand Management	Set three core talking points to be institutionalized across the organization and board.	CEO	2017
Brand Management	Establish transparency statement and protocols.	Executive Team	2017
Brand Management	Establish brand standards for all internal and external publications with brand guide sheet.	CCO	2017
Brand Management	Adoption of mission, vision and core value statements.	Board	2017
Brand Management	Placement and education of mission and values across MATA facilities led by CEO.	CEO/Executive Team	2017
Brand Management	Design and implementation of a comprehensive employee engagement model: MATA Proud.	Executive Team	2017-18
Brand Management	Leverage existing newsletter with focus on promoting MATA mission, values, and the importance of cultural change.	CCO	2017
Brand Management	Design robust intranet that employees can use with full resources to HR, business calendar, and toolkits.	CCO	2018
Brand Management	Increase Board engagement through CEO managed monthly interactions.	CEO	2018

STRATEGY	TACTIC	RESPONSIBLE	DATE
Brand Management	Phase One: Conduct visual brand analysis through focus groups to determine the impact of logo on public perception. Phase Two: Conduct survey for continued assessment of potential need for rebranding.	CCO	2018
External/General	Establish a Speakers Bureau consisting of MATA Executive Leadership, TAC, and Board.	CCO	2017
External/General	Encourage continued promotional use of printed route maps on all modes of transit during bus operations precheck to ensure all riders have access to both printed and digital information.	Bus Operations	2017
External/PR	Establish a monthly Trolley Barn tour for key stakeholders modeled after the MSCAA tour. Potential targets including South Main Association, Chamber, CVB, DMC. Schedule a month prior for 60 days after rollout.	CCO/Trolley Operations	2018
External/PR	Establish an annual report.	CCO	2018

STRATEGY	TACTIC	RESPONSIBLE	DATE
External/PR	Leverage TAC team to promote public meetings, share posts, distribute information on service changes and other public announcements through a coordinated partnership with TAC chairperson and MATA designated staff.	Planning and Scheduling/CCO /TAC	2018
External/PR	Establish an checklist of themes to be used in earned media pitches, transitioning current earned media from reactionary to proactive, that highlight MATA mission and values.	CCO	2018
External/PR	Work with ad agency or consultant to establish a campaign focused on drawing attention to the benefits of taking public transportation.	CCO	2018
External/Ads	Use MATA resources to promote MATA services (eg. buses, shelters and transit centers).	CCO	2017
External/Ads	Continue to assess existing paid advertising on a quarterly basis and redirect investment as needed.	CCO	Ongoing
External/Partnership	Develop new and leverage existing partnerships to promote awareness of MATA and its services, including Innovate Memphis, MPO and Memphis 3.0 efforts.	CCO	Ongoing

STRATEGY	TACTIC	RESPONSIBLE	DATE
External/Partnership	Develop a one sheet tool kit for how to communicate and engage with MATA.	CCO	2018
External/Partnership	Develop a one sheet tool kit for tourism attractions and services on to encourage tourists to use MATA.	CCO	2018
External/Partnership	Develop a destination tool kit that promotes routes and popular destinations in town along with neighborhoods and other attractions.	CCO	2018
External/Partnership	Develop a faith based outreach strategy to promote MATA and MATApplus services.	CCO	2018
External/Partnership	Assess the feasibility of conducting an adopt a shelter program.	CCO/Planning and Scheduling	2018
External/Partnership	Conduct feasibility of reinstating special event busing (eg. Tigers, Redbirds, Grizzlies games).	Executive Team	2018
External/Legislative	Develop and distribute quarterly legislative reporting to City Council and County Commission.	CCO	Ongoing
External/Legislative	Conduct annual presentation to City Council and County Commission on MATA performance and services.	CEO/CCO	Ongoing
External/Legislative	Present public with annual legislative agenda in alignment with TPTA priorities and local initiatives.	CEO	2018

STRATEGY	TACTIC	RESPONSIBLE	DATE
External/ Legislative	Conduct annual presentation to federal legislators on MATA performance and services.	CEO/CCO	Ongoing
External/ Legislative	Conduct annual presentation to Shelby County delegators on MATA performance and services.	CEO/CCO	Ongoing
External/Legislative	Add monthly performance dashboards as presented to the City of Memphis administration on the website.	CEO	Ongoing
External/Legislative	Identify key legislative leadership at City Council and County Commission to advocate for dedicated funding.	CEO	2107
External/Funding	Establish lead role in advocacy campaign for dedicated funding for MATA services and communicate the need for public transit.	CEO/CCO	2017
External/ Public Meeting	Establish a MATA wide protocol for promoting public meetings on buses, in transit centers and online that includes visual announcements with required copy.	CCO	2018
External/Signage	Implement and post a customer's code of conduct.	CCO	2017
External/Signage	Train all bus drivers and MATA staff on the customer's code of conduct.	CCO/HR	2017

STRATEGY	TACTIC	RESPONSIBLE	DATE
External/Signage	Design and post visual rules in alignment with the code of conduct on the website.	CCO	2017
External/Signage	Work with bus operations and planning and scheduling and IT to assess accuracy of signage at stops and shelters and ensure that all items align with online planning and tracking tools.	CCO/Bus Operations/ Planning & Scheduling/IT	2017
Website	Assess the ability to increase mobile interactivity of the website.	CCO/IT	
Website	Continue to ensure ADA accessibility of website, including turn-by-turn materials for review.	Planning & Scheduling/CCO/IT	
Social Media	Continue to post daily and as needed on weekends as on needed for service changes or public announcements on Facebook & Twitter.	CCO	
Social Media	Continue to use Next Door postings to service changes and public meeting announcements.	CCO	
Social Media	Assess growth areas for attracting new customers via alternative social media platforms.	CCO	
Customer Service	Streamline customer service point of contact for both fixed route and paratransit to single point of contact.	Executive Team	
Customer Service	Review opportunity to streamline MATA customer service through a 311 partnership.	Executive Team	
General	Establish a customer feedback campaign.	CCO	Ongoing

STRATEGY	TACTIC	RESPONSIBLE	DATE
General	Installation of comment boxes in transit centers and on buses.	CCO/Bus Operations	Ongoing
General	Update and modify customer feedback on Customer Service Chat feature to ensure direct contact.	CCO/IT	Ongoing
Measurement/ Tracking	Establish baseline data collection protocols including identifying existing contacts and process for collecting and adding new contacts for information and survey distribution.	CCO	
Measurement/ Tracking	Establish annual training for the TAC on conducting ride along and in person surveys.	CCO	
Measurement/ Tracking	Implementation of an annual customer satisfaction survey administered by the MATA staff.	CCO	2018
Measurement/ Tracking	Implementation of a quarterly customer satisfaction survey (NPS) administered by MATA staff.	Executive Team	2018

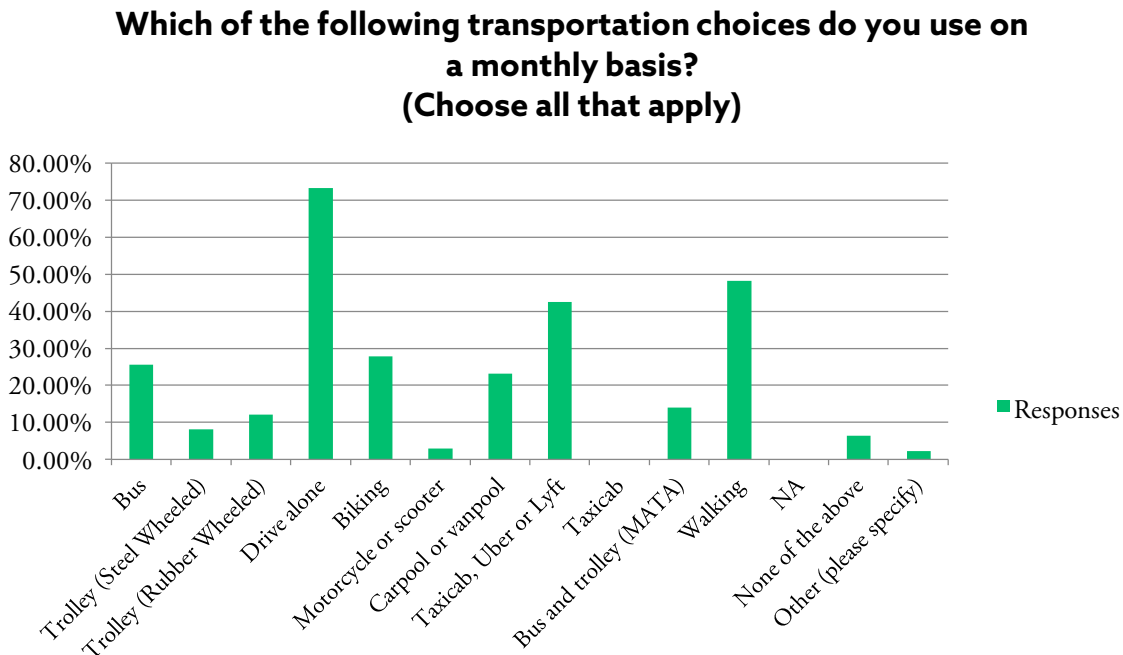


ATTACHMENTS

A: Survey Summary Report of Findings

Question #1: Which of the following transportation choices do you use on a monthly basis? (Choose all that apply)

Data Report:



Top Lines:

The overall response to this question showed that the top three modes of transportation used by respondents:

1. Drive alone (73.26%)
2. Walking (48.26%)
3. Taxicab, Uber, or Lyft (42.44%)

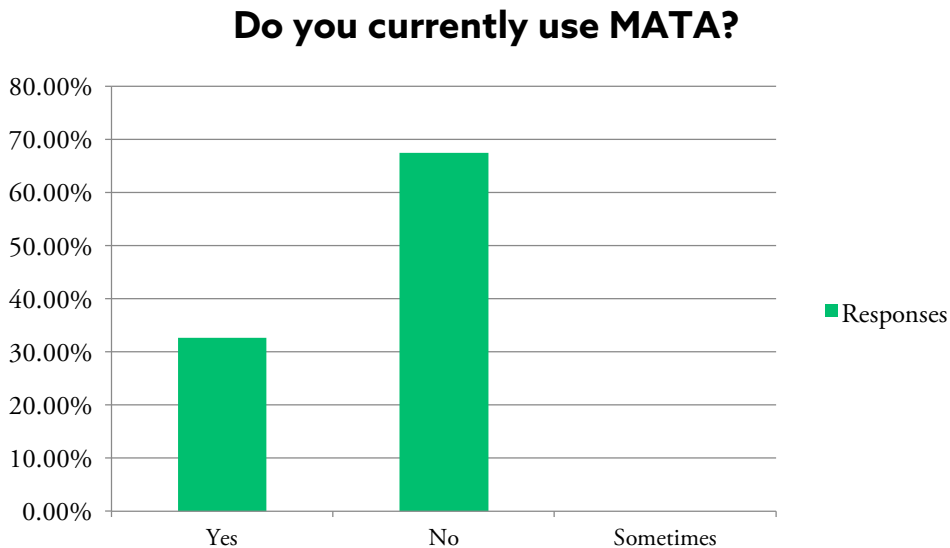
Summary:

It is important to note that the usage of bus and trolley (MATA systems) not only not in the top 33.3 percentile, but it actually fell below the usage of biking. Of the respondents, only 25.58% take a bus on a monthly basis and 13.95% use a combined bus and trolley, while 27.91% bike.

The result of this data shows that though a majority of respondents do not use MATA on a monthly, frequent basis, respondents are open and willing to use alternate forms of transportation than driving alone.

Question #2: Do you currently use MATA?

Data Report:



Top Lines:

Of respondents, 67.44% do not currently use MATA, while 32.56% do. It is also important to note that 0% of respondents answered that they sometimes use MATA, which implies that the system is not geared to pleasure or “choice” customers.

Summary:

For those who answered that no, they do not currently use MATA, themes that ran inherent throughout their responses included:

- Inconvenience of MATA service

“The routes are too limited and infrequent.”

“Routes are not efficient or convenient.”

“It seems to take some times hours to get short distances and I do not have the time for that wait.”

- Inefficiency of MATA service

“Routes appear inefficient and organized by density, not by need.”

“Inefficient timewise...takes too long to get from point A to point B.”

“Busses do not arrive or depart reliably. app does not predict accurately arrival/departure times.”

- Reputation of MATA Service

“I wish I did, as I moved here from Chicago. It's really just reputation of the buses not being on time and how long it takes to get places. However, I haven't tried myself, so it's not really fair to have the opinion.”

“...The bus stops always appear to be unsafe.”

“...Uber/Lyft seems safer than public transit.”

- Convenience of personal vehicle makes MATA unappealing

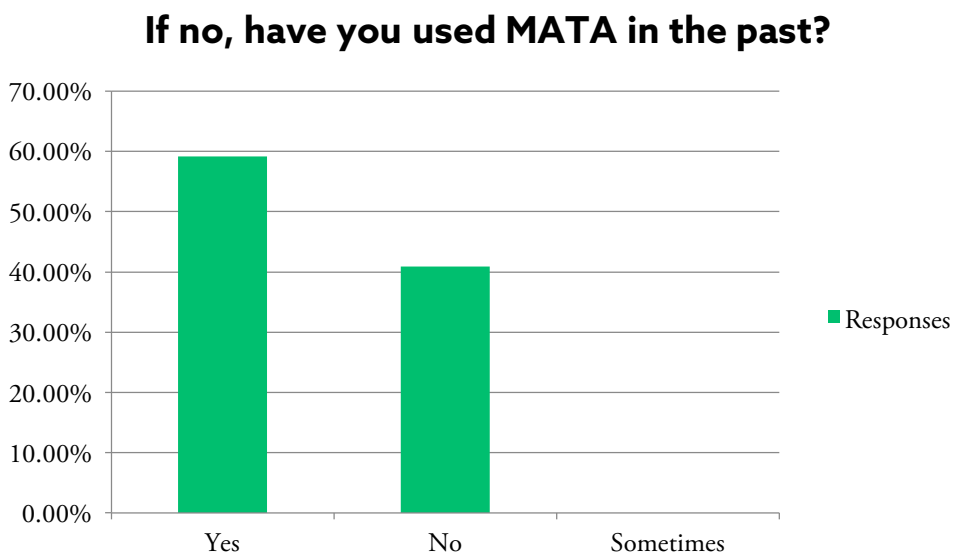
“Using my own vehicle is more convenient.”

“I used MATA as primary transportation for two years before I got a car.”

Respondents also frequently mentioned that a primary reason they do not use MATA is because the trolleys are no longer in service, but used them frequently when they were. Others also stressed that MATA service is not available in their area of residence or does not offer routes that are convenient for them to take to work.

Question #3: If no, have you used MATA in the past?

Data Report:



Top Lines:

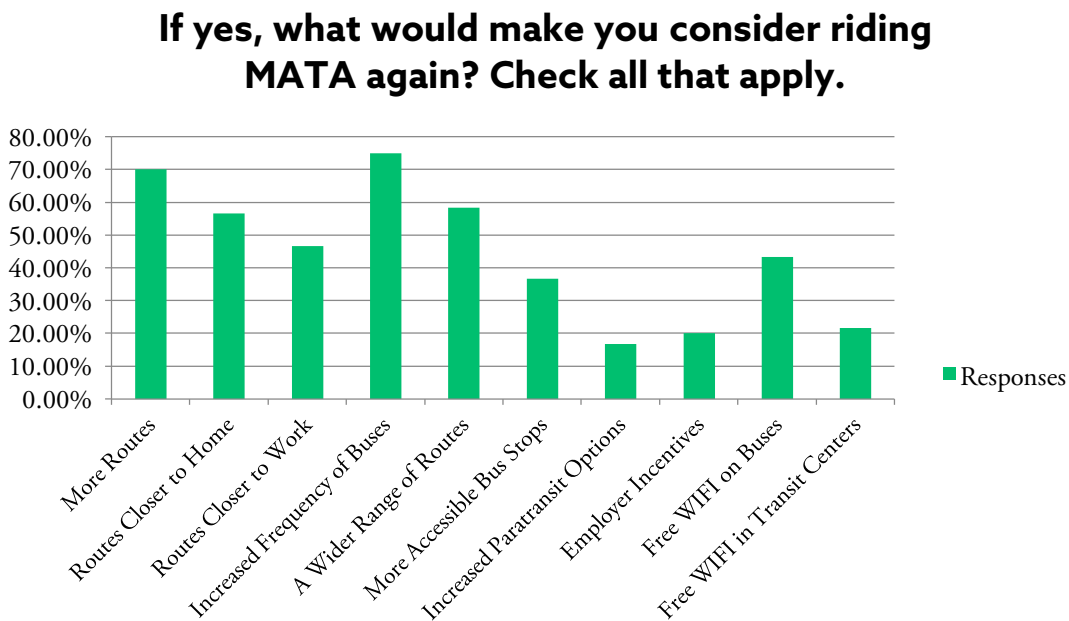
Although in the previous question the majority of respondents said that they do not currently use MATA, of those respondents, the majority (59.13%) have used MATA in the past.

Summary:

Like with the previous question, when these respondents answered why they have never used MATA, their answers showed primarily themes of unreliability, inconvenience, and the personal ownership of a car as reasons to why.

Question #4: If yes, what would make you consider riding MATA again?

Data Report:



Top Lines:

The overall response to this question showed that the following would most incentivize past MATA customers to ride MATA again:

1. Increased frequency of busses (75%)
2. More routes (70%)
3. A wider range of routes (58.33%)
4. Routes closer to home (56.67%)
5. Routes closer to work (46.67%)

Summary:

Respondents also noted that increased reliability of service and safety would be factors in encouraging them to use MATA again.

“Safer transit centers.”

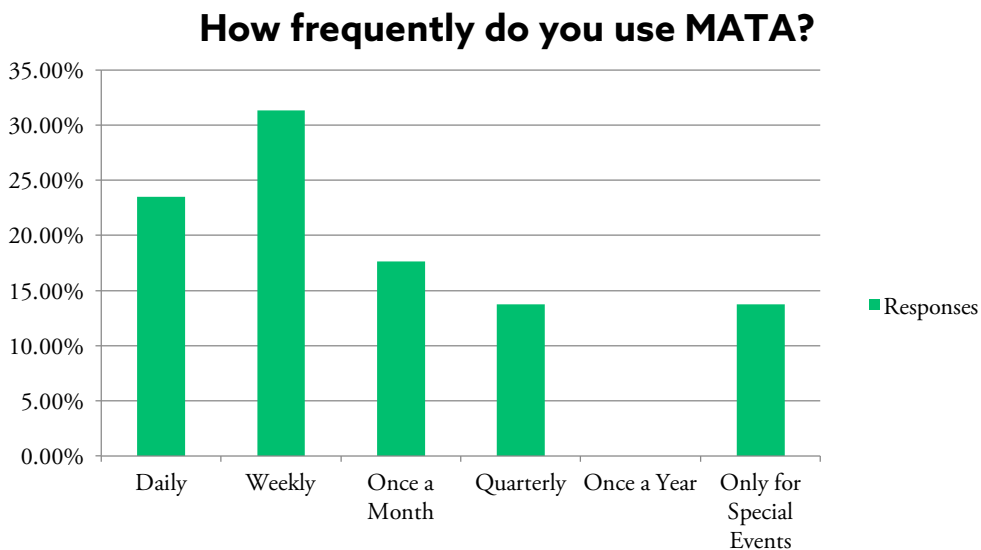
“Reliable service to where I want to go, when I want to go - like uber.”

“Routes that connect people and places. To University for example.”

The method of buying passes also stood out in responses. Some noted that being able to use a debit/credit card on the bus or being able to buy weekly and monthly passes more easily - online, at grocery stores, etc. would be encouraging as well.

Question #5: How frequently do you use MATA?

Data Report:



Top Lines:

This question, directed at those who stated that they currently use MATA, showed that the majority of users (31.27%) use MATA on a weekly basis, while 23.53% use it daily.

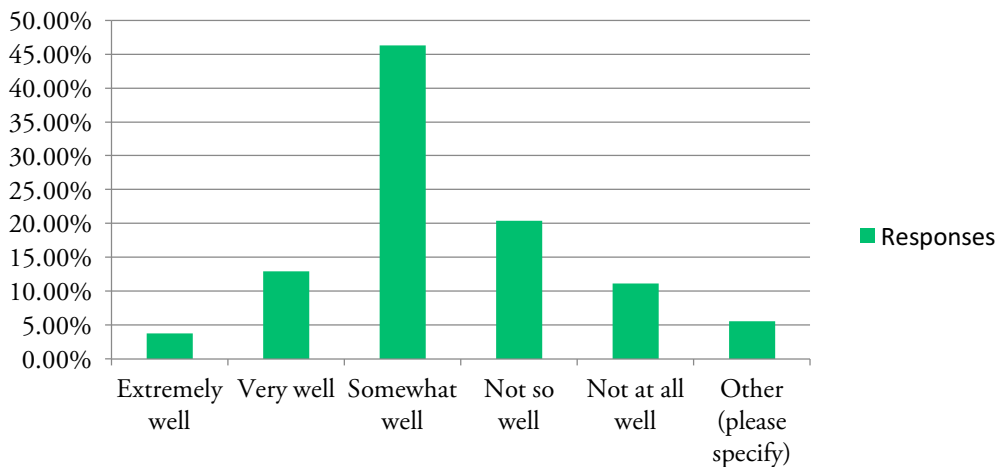
Summary:

The data provided from this question shows that the majority of MATA customers use MATA on a frequent basis, which implies that it is their primary form of transportation, not something they use solely for event or special purposes.

Question #6: How well do you feel that MATA understands your needs as a bus customers?

Data Report:

How well do you feel that MATA understands your needs as a bus rider?



Top Lines:

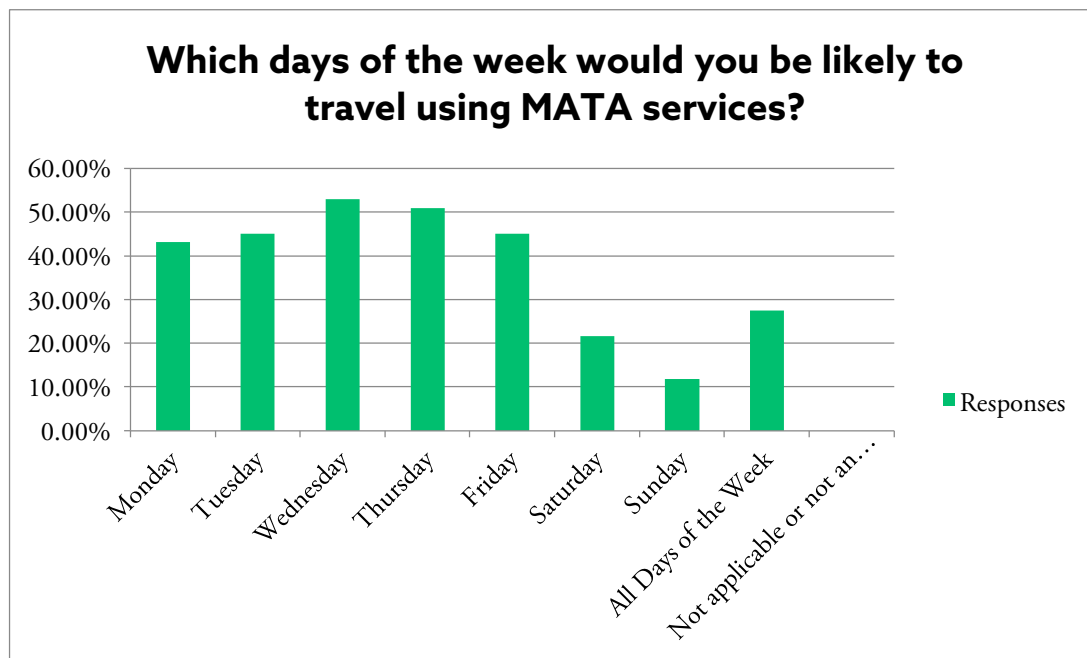
The majority of respondents (46.30%) feel as if MATA only somewhat understands their needs as a bus customers. Secondly, 20.37% of respondents describe how well MATA understands their needs as “not so well.”

Summary:

A powerful response received read, “Your drivers have no concerns for the passengers.” Based on this feedback provided, the overall communication between MATA customers and employees could be improved, as they feel their needs are not being understood well enough.

Question #7: Which days of the week would you be likely to travel using MATA services?

Data Report:



Top Lines:

The range of typical MATA usage is paralleled between Monday and Friday, with the percentage of respondents falling about the same for each of those days, between 43.14% and 52.94%.

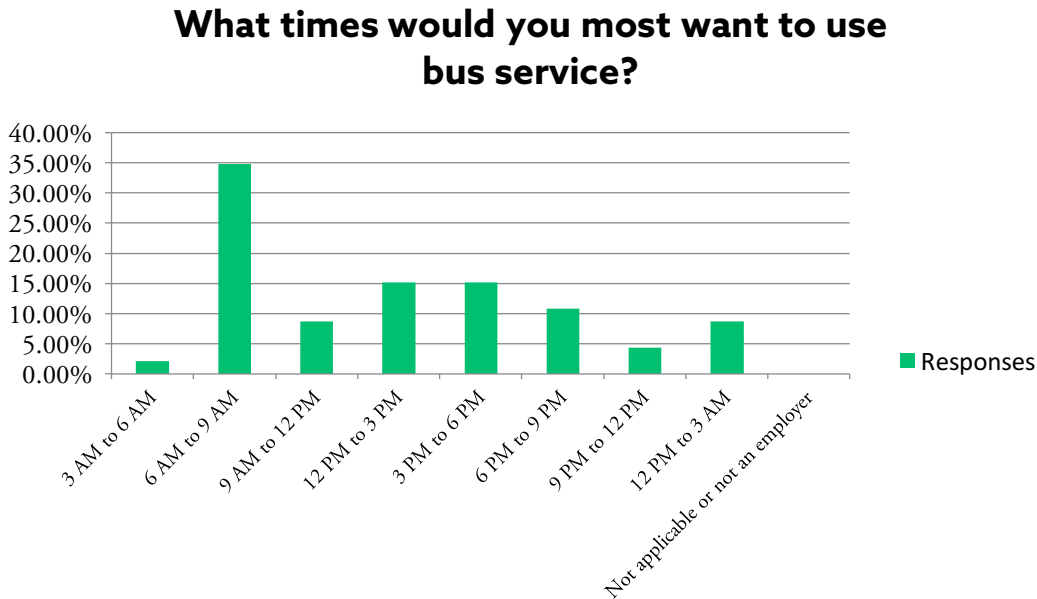
Summary:

With the majority of usage falling between Monday and Friday, days of the standard work week, the data provided from this question implies that typical MATA usage is for two-and-from work transit.

Respondents did note, though, if the routes were more convenient to them for pleasure use, they would be open to taking MATA on the weekends. Powerful statements included, “Currently I am more likely to use it during the week, but would like to be able to use it on the weekends too in the future,” and “If I were in an area of the city and a MATA route could get me where I wanted to go just as quickly as driving and finding parking.”

Question #8: What times would you most want to use bus service?

Data Report:



Top Lines:

With 34.78% of the vote, the top time period that respondents said they would most want to use MATA services would be from 6:00 AM to 9:00 AM. The second most prominent time came from a tied 15.22% of respondents, being periods between 12:00 PM to 3:00 PM and 3:00 PM to 6:00 PM.

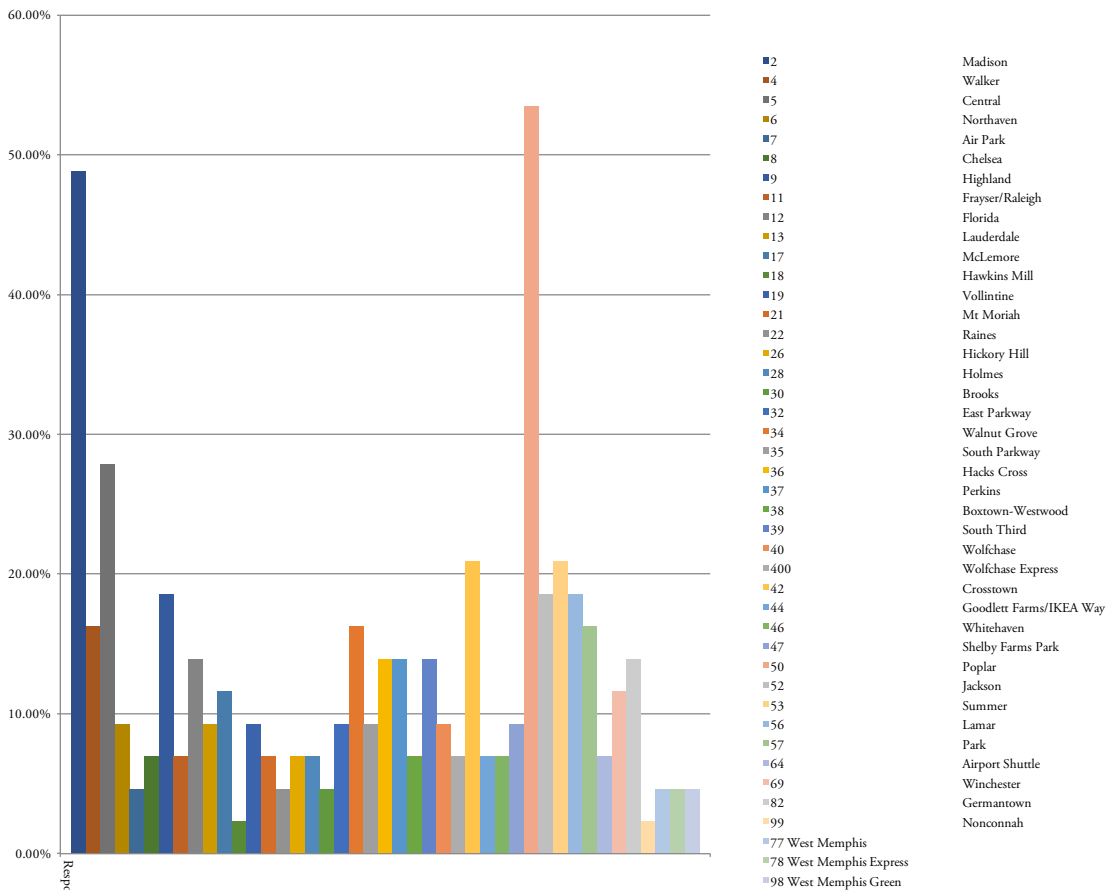
Summary:

From the top response, we can assume people would most want to use MATA in order to get to work. The second two time periods indicate a duality: both getting back home from work as well as getting to and from after-work entertainment. People mentioned: they would like to use MATA services for, “meetings, dinner, or entertainment till maybe 10:30,” and “To go out to eat, visit friends after work, etc.”

Question #9: Which bus lines do you use? Choose all that apply.

Data Report:

Which bus lines do you use? Check all that apply.



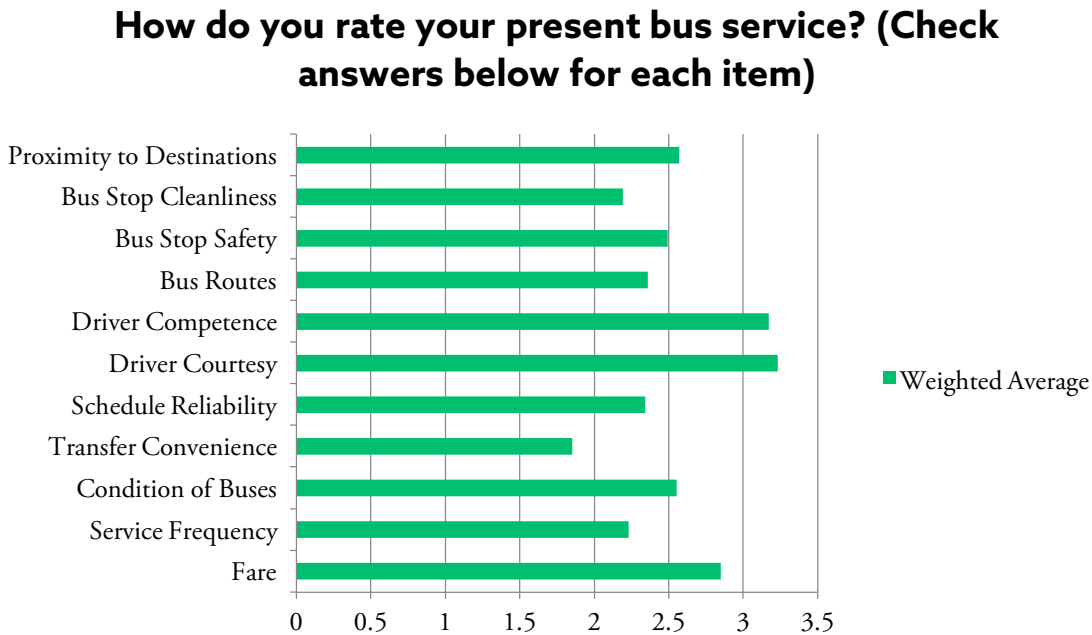
Top Lines:

The top bus lines used by respondents were as follows:

1. 50 Poplar (53.49%)
2. 2 Madison (48.84%)
3. 5 Central (27.91%)
4. 42 Crosstown (20.93%)
53 Summer (20.93%)
5. 9 Highland (18.60%)
52 Jackson (18.60%)
56 Lamar (18.60%)

Question #10: How do you rate your present bus service? (Check answers below for each item)

Data Report:



Top Lines:

Respondents of this question were asked to describe a series of MATA services by ranking them based on service quality, and each service quality was then given an associated ranking weight between 1 and 7 points. The ranking options were as follows:

- Poor (1 point)
- Fair (2 points)
- Average (3 points)
- Good (4 points)
- Very Good (5 points)

From this data, what is most important to note is that only two services ranked above a 3-point score out of 5:

- Driver Competence – Average score 3.23 – Average rank between average and good
- Driver Courtesy – Average score 3.17 – Average rank between average and good

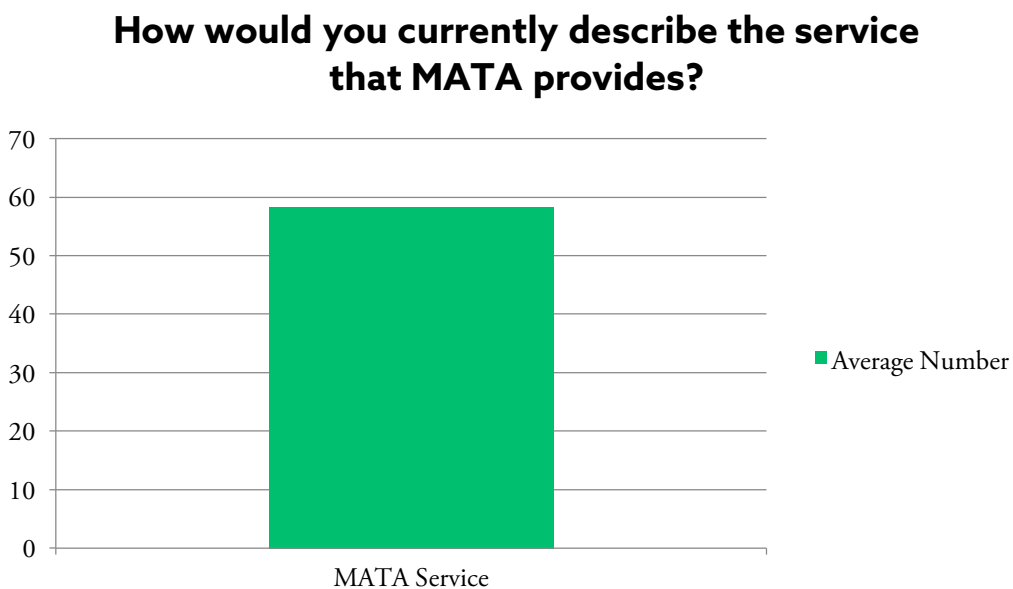
Summary:

As none of the responses received an average ranking of good or very good (4 points or higher), it can be implied that all services need to be improved upon. The two ranked the lowest were:

- Bus Stop Cleanliness – Average score 2.19 – Average rank between fair and average
- Transfer Convenience – Average score 1.85– Average rank between poor and average

Question #11: How would you currently describe the service that MATA provides?

Data Report:



Top Lines:

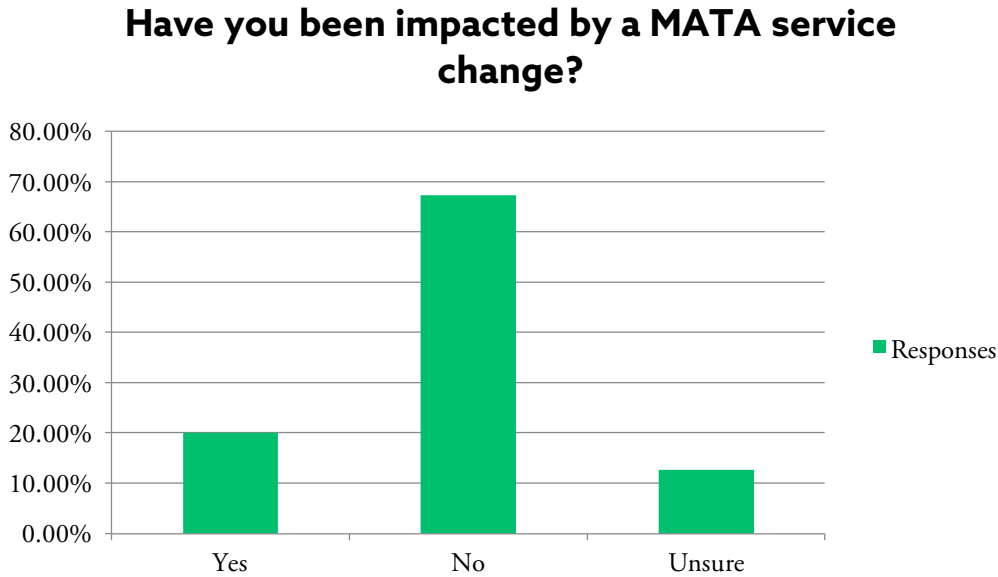
The average response out of a score of 100 describing the overall level of service that MATA provides was a 58.35.

Summary:

Based upon this data, the perceived level of MATA service is overall only a little over mediocre. MATA should consider working on its reputation for providing good, quality service. An ideal score would be an 80 or higher.

Question #12: Have you been impacted by a MATA service change?

Data Report:



Top Lines:

The majority of respondents, 67.27%, stated that they had not been impacted by a MATA service change.

Summary:

This data implies that service changes made by MATA have not had an overall impact or negative influence on their typical customers.

Some of those who responded that they had been impacted by a service change noted the following notes:

- “I was impacted by the Millington route being cut more than 10 years ago as well as cuts to the Cordova area.”
- “Back when Route 57 used to go through Mt Moriah, I could just take it directly to my school rather than having to take different buses as I do now.”
- Madison Avenue
- “I lost employees when Route 31 was cancelled.”

Question #13: What would make you more likely to use MATA?

Top Lines:

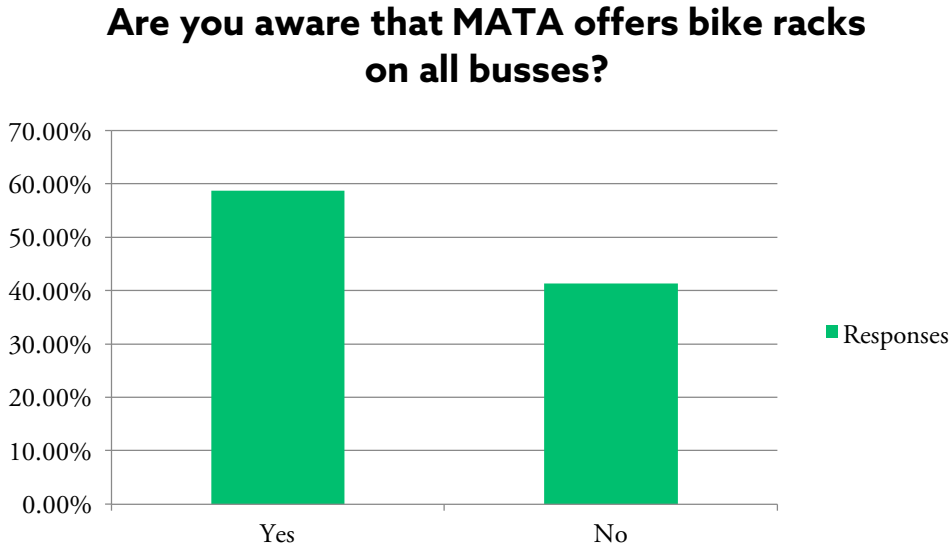
The most prominent themes throughout the open-ended responses provided in result of this question noted that increased route options and frequency of routes would make respondents more likely to use MATA. Some of these responses included:

- “Buses that ran more frequently with more varied routes.”
- “More direct, timely, and easily accessible routes.”
- “Routes going to the airport, more frequent routes to the U of M.”

People also noted a desire for more direct routes to downtown and midtown areas, which show an interest in using MATA services for pleasure and transportation to the entertainment districts of the region. Lastly, at least two respondents mentioned a desire for a mobile app, which shows a lack of knowledge of the app to those who do not use MATA.

Question #14: Are you aware that MATA offers bike racks on all busses?

Data Report:



Top Lines:

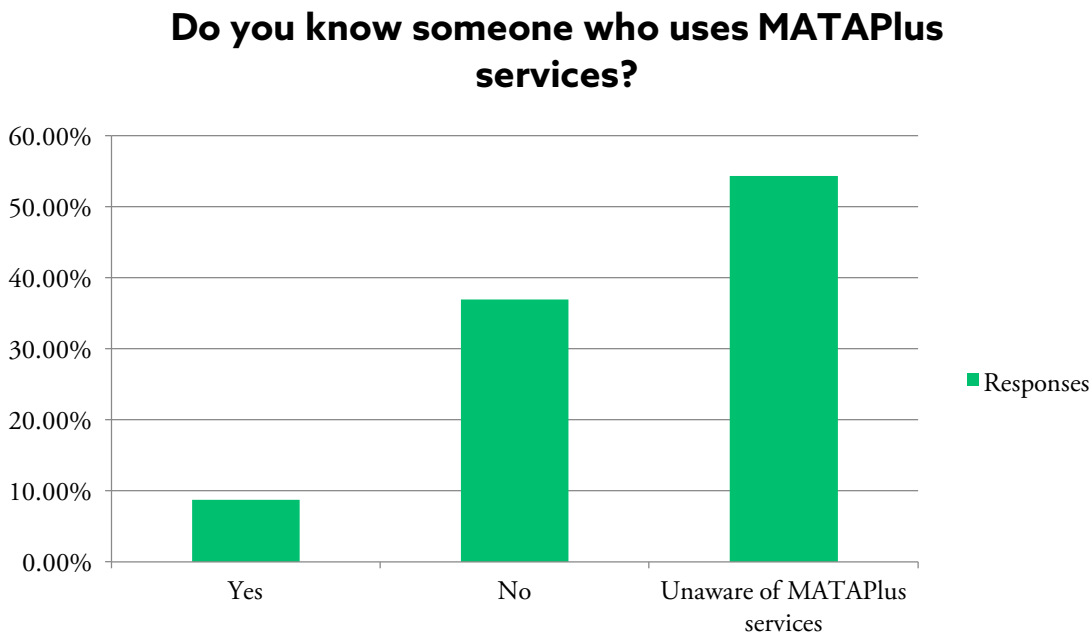
Although a majority of respondents said that they were aware that MATA offers bike racks on all busses, this is not a large majority. 58.70% of respondents were aware, while 41.30% were not. It is also important to note that these respondents previously answered that they do not currently use MATA services.

Summary:

With almost half of respondents unaware, MATA should consider increasing the promotion of the fact that they provide bike racks on all busses.

Question #15: Do you know someone who uses MATAPlus services?

Data Report:



Top Lines:

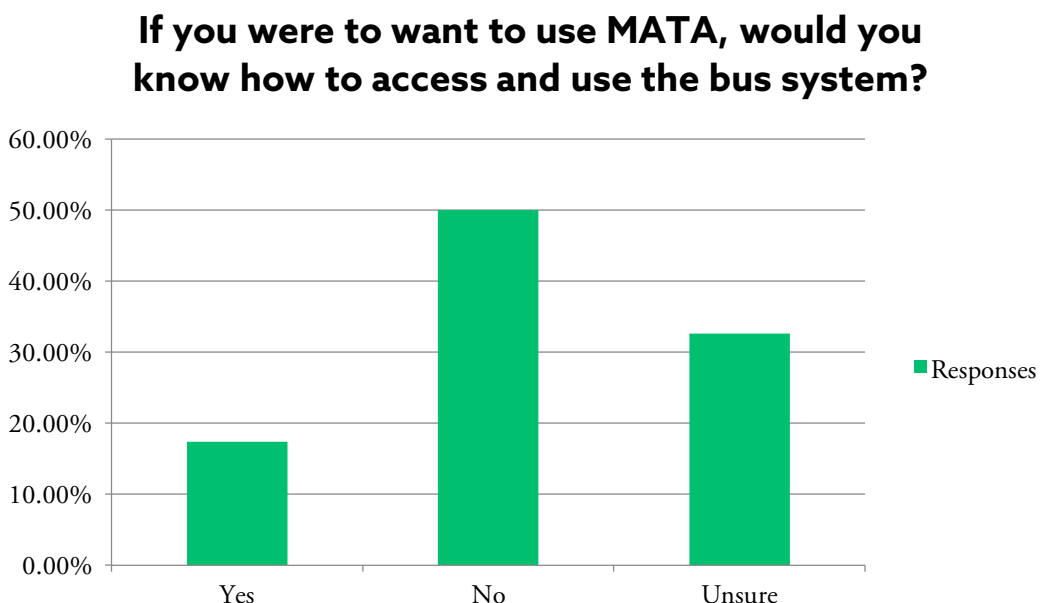
When asked if they knew someone who uses MATAPlus services, the majority of respondents, 54.35%, were not aware of MATAPlus service, and 36.96% of respondents said that though they were aware of MATAPlus, they did not know anyone who uses the service.

Summary:

According to this data, if MATA is interested in growing their MATAPlus customer base, they should consider working on increasing the awareness and understanding of the service.

Question #16: If you were to want to use MATA, would you know how to access and use the bus system?

Data Report:



Top Lines:

Respondents of this question previously answered that they do not currently use MATA. Thus, of those respondents, 50% said that if they were to want to use MATA, they would not know how to access and use the bus system.

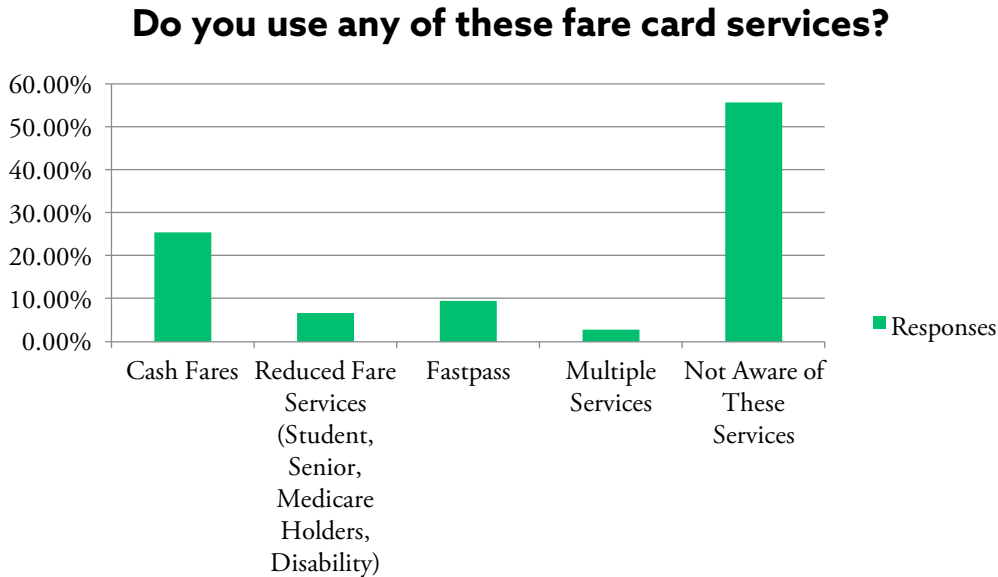
Summary:

It is also important to note that the second majority of respondents, 32.61%, said that they were unsure if they would be able to use MATA. According to some of the open-ended responses, people feel as if they may be able to understand how to use and access the system if they had more clear, understandable information on how to do so, including better knowledge of how the fare system works, i.e.:

- “I would need instructions. What is the fare? Can I use cash? Does it have to be exact change? Can I use a credit card? Where is the schedule available?”
- “I just wouldn't know, I don't know how to pay, I don't know the routes. Google Maps doesn't seem to be reliable enough.”
- “How to pay, where to board, where it goes.?”

Question #17: Do you use any of these fare card services?

Data Report:



Top Lines:

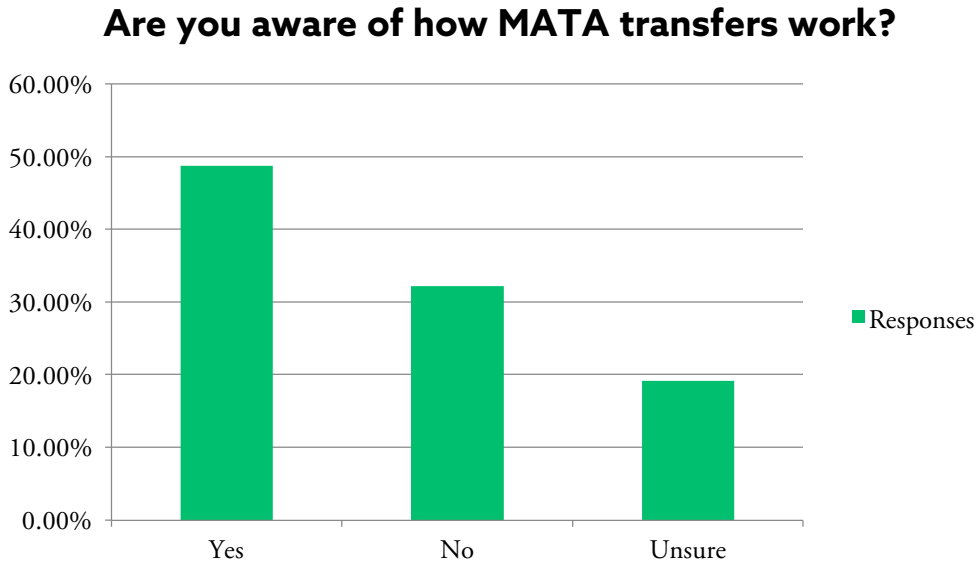
Of the listed fare card services that MATA provides, 55.66% of respondents noted that they were not aware of any of the services.

Summary:

Except for cash fares, which 25.47% of respondents said was the fare card service they used, less than 10% of respondents used either reduced fare services, fastpass, or multiple services. According to this data, MATA should consider increasing the promotion of its various fare services to both potential and current customers.

Question #18: Are you aware of how MATA transfers work?

Data Report:



Top Lines:

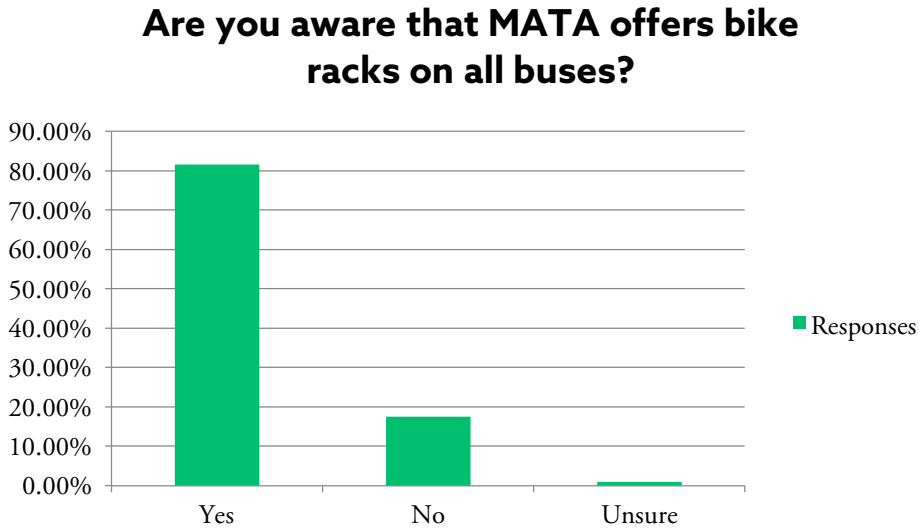
48.70% respondents answered that they were aware of how MATA transfers work, which comes from both respondents who previously answered that they do and do not currently use MATA.

Summary:

Although the majority of respondents are aware of how MATA transfers work, it is a small majority. 32.17% of respondents were not aware and 19.13% are unsure. According to this data, MATA should consider working to increase the knowledge and understanding of how MATA transfers work.

Question #19: Are you aware that MATA offers bike racks on all busses?

Data Report:



Top Lines:

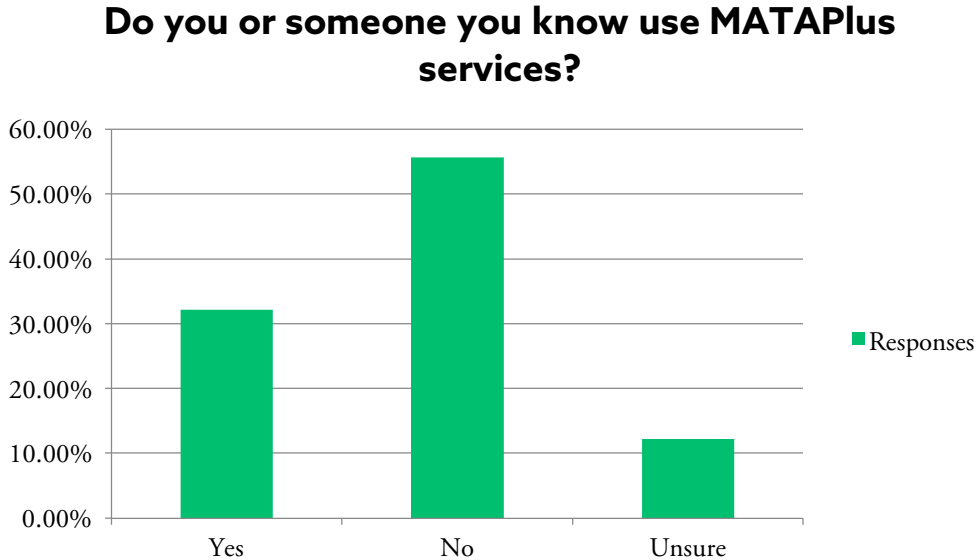
An overwhelming majority of 81.58% of respondents to this question said that they were aware of bike racks on all MATA busses.

Summary:

It is important to compare this data to the previous question #14 which asked the same question. This question, though, was directed solely to respondents who had previously stated that they do currently use MATA. Thus, the awareness of bike racks on busses is pretty firm within the current customer base, it needs to be improved upon for those who are not current customers.

Question #20: Do you or someone you know use MATAPlus services?

Data Report:



Top Lines:

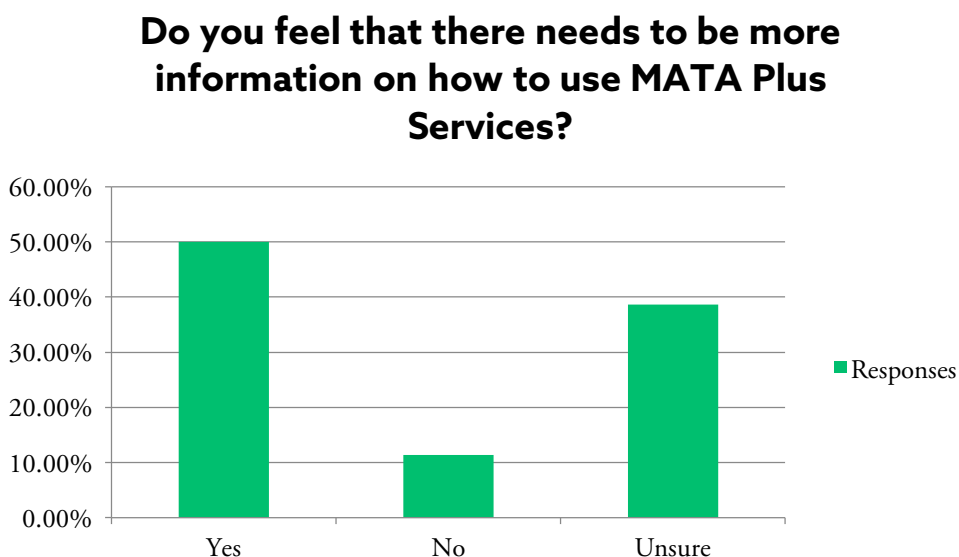
The majority 55.65% of respondents, of whom had previously stated that they do currently use MATA services, to this question said that they did not know anyone who uses MATAPlus services.

Summary:

In comparison to when this question was asked to respondents who do not currently use MATA services, respondents are aware of MATAPlus services. Only 12.17% said that they were unaware of the services, which is a vast difference to the 54.35% of those who are not current MATA customers and said they were not. Yet, still the majority did not know anyone who used the services.

Question #21: Do you feel that there needs to be more information on how to use MATA Plus Services?

Data Report:



Top Lines:

50.00% of respondents said that they believe there needs to be more information of MATAPlus Services.

Summary:

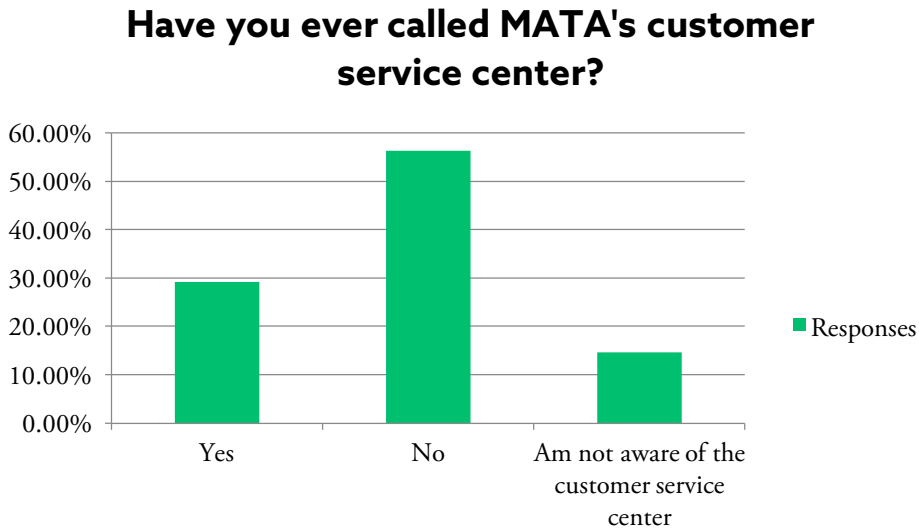
When taking the data from previous questions regarding MATAPlus services and combining it with this, MATA should consider increasing the promotion of MATAPlus services to both current and potential customers. Respondents also took to state this in the open-ended section of this question, stating:

- “I think that more information needs to be developed to let the public know that MATAPlus is not an entitlement service for all people with disabilities but for those who can not use the fixed route bus because of their condition. Safety standing at bus stops is not a reason.”
- “I’ve been in Memphis for 5 years and I always see the MataPlus bus go by but there’s never any passengers on them. I have no clue what they are for.”
- “Encouraging more community interaction from all aspects/levels of abilities is fundamental in building a diverse, dynamic, and dedicated workforce and for recreational integration.”

Questions #22-24: MATA's Customer Service Center

#22: Have you ever called MATA's customer service center?

Data Report:

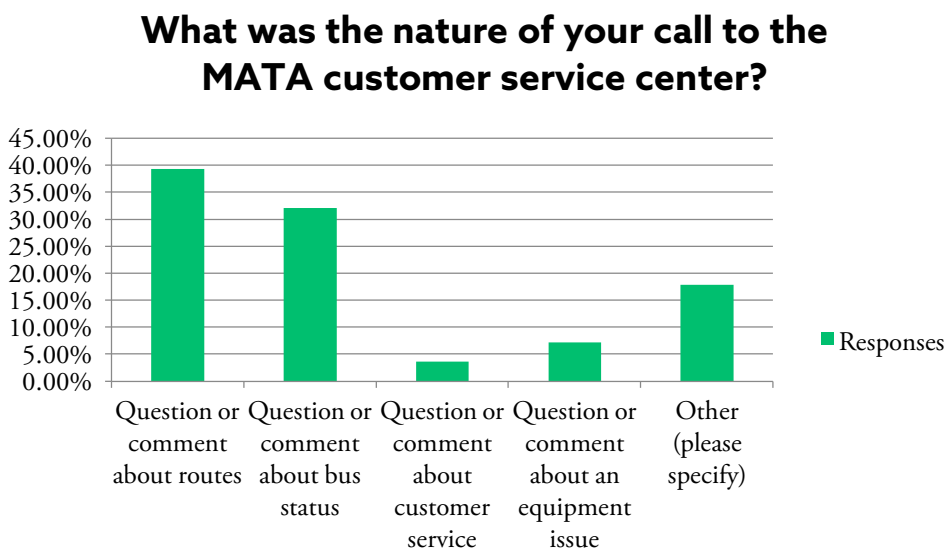


Top Lines:

According to this data from current MATA customers, 56.25% of respondents said they gave never called MATA's customer service center.

#23: What was the nature of your call to the MATA customer service center.

Data Report:



Top Lines:

Of the 29.17% of respondents in question #23 that said they have previously called MATA's customer service center, the majority of those called for two primary reasons:

- Question or comment about routes (39.29%)
- Question or comment about bus status (32.14%)

#24: How well did MATA's customer service representative answer your question or solve your problem?

Data Report:

How well did MATA's customer service representative answer your question or solve your problem?



Top Lines:

Of the 29.17% of respondents in question #23 that said they have previously called MATA's customer service center, respondents were asked to rank from not well at all to extremely well on how well the customer service representative answered their question or solved their problem, and each description was then given an associated ranking weight between 1 and 7 points. The ranking options were as follows:

- Poor (1 point)
- Fair (2 points)
- Average (3 points)
- Good (4 points)
- Very Good (5 points)

The response varied, with the majority (28.57%) of respondents stating that the representative did not at all well in answering their question or solving their problem, yet following close-by with 25.00% of respondents stating that the representative did moderately well in answering their question.

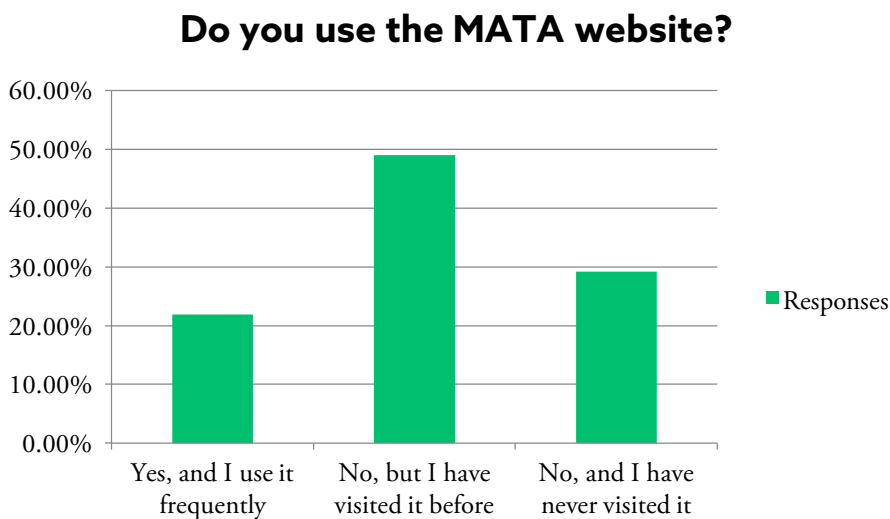
Summary:

Based upon this data, MATA should consider customer service training for its call center representatives if it wants to improve their customers' perception of their overall customer service ability.

Questions #25-27: The MATA Website

#25: Do you use the MATA website?

Data Report:



Top Lines:

According to this data, the majority of respondent (48.96%) do not frequently use the MATA website, though they have visited it before.

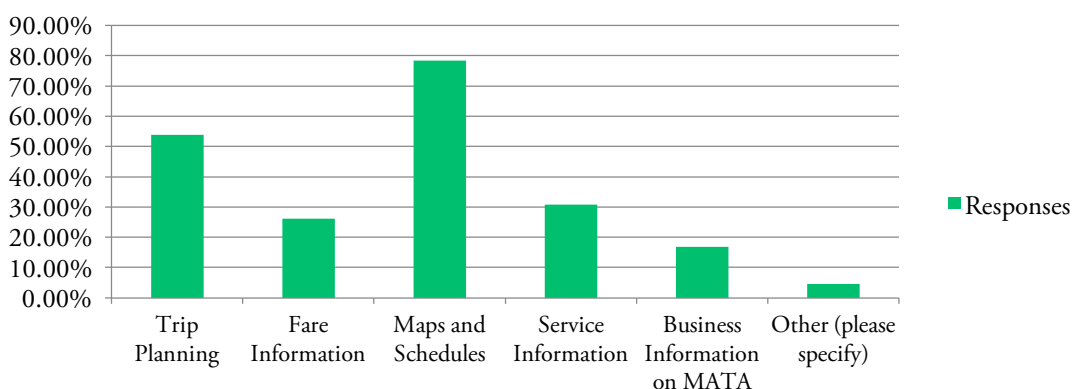
Summary:

Additional data from this question shows that nearly equal number of respondents either use the website frequently or have never visited it at all. If MATA wants to consider why this data is as such, it may consider doing an audit of the website to review its capabilities, usage frequencies, speed, etc.

#26: Which series or information did you / do you most often access from the website? Check all that apply.

Data Report:

Which services or information did you / do you most often access from the website? Check all that apply.



Top Lines:

According to the data, the most accessed information from the website is maps and schedules, holding 78.46% of responses. The second most accessed data, with 53.85% of responses, is trip planning.

Summary:

If MATA decides to analyze or improve its website, it may want to focus on strengthening the maps and schedules and trip planning aspects, as according to this data, they are the most frequented sources of information.

#27: What do you believe could be improved on the website?

Top Lines:

Although this question was formatted to be open-ended, the data shows various trends in responses. The top trends are as follows:

- Theme: Desire for an Interactive Map
 - “A live map of current locations, estimated arrival and departure times (like the airport does).”
 - “An interactive system map rather than just a downloadable PDF.”

- “More useable maps and schedule feature that is text based and not driven only by visual maps.”
- Theme: Desire for a “How to Ride” Video:
 - “...Feature a video or how-to on how to take the bus!”
 - “An updated how-to-ride video would help people new to riding or who are thinking about it.”
- Theme: Multilingual Information
 - “...There is also no multilingual services.”
 - “It would be nice to have things in Spanish in some sections.”

Summary:

Additional responses focused on reducing the clutter on the pages and making the user experience easier and more attractive, i.e. increasing visuals and interactivity of pages.

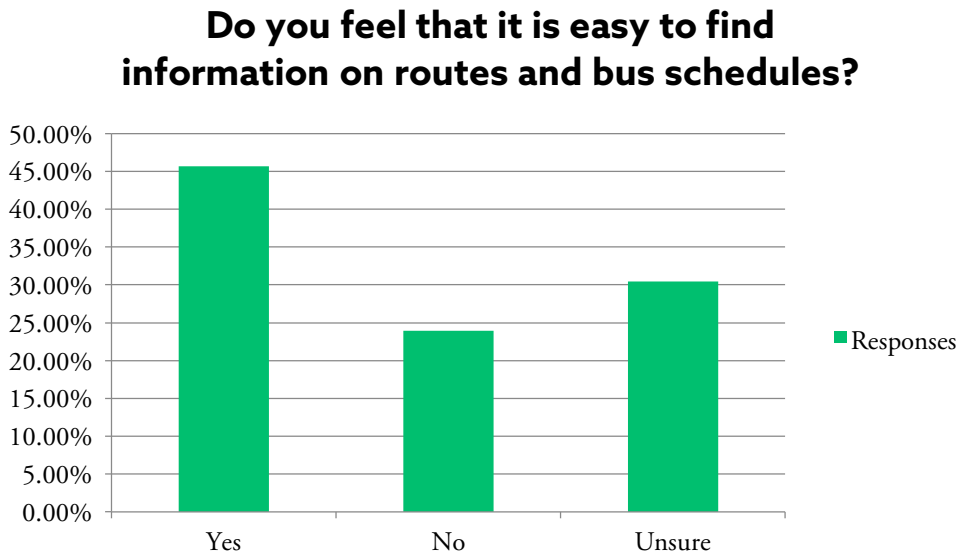
- “Less clutter, make the page more vertical to allow better access via scrolling and less need for clicking/tapping on mobile.”
- “It needs to be more lively, fun and attractive.”
- “Pictures and visuals - display videos more prominently.”
- “...Reduction of "clicks" necessary.”

A few respondents also commented on the capability/reliability of the route planner and the need to be more up-to-date on information.

- “It is hard to tell where all the stops are on route other than timed stops, which makes it difficult to plan on taking the bus.”
- “A better route planner than google maps, one that can be adjusted and doesn't require opening a new page. Updates on delays.”
- “The real time tracker is often unreliable as far as buses showing up on the map. Sometimes they show up accurately on the map and sometimes they are not shown on the map but are still moving along the route.”

Overall, based on the data collected, it can be inferred that MATA needs to consider catering to the new-age of technology and needs of digital consumers, being more focused on interactivity, quick and easy access to information, and increased mobile capabilities.

Question #28: Do you feel that it is easy to find information on routes and bus schedules?



Top Lines:

Of the respondents, 45.65% answered that they feel it is easy to find information on routes and bus schedules.

Summary:

With 30.43% of respondents stating that they are unsure, it can be inferred these are individuals who do not currently use MATA services. With that inferred, and the data also showing that 23.91% of respondents stating they do not find it is easy to find information on routes and bus schedules, there is not a large majority of those who find it easy over those who do not.

Thus, according to the data, MATA should consider studying the ways in which they communicate routes and bus schedules to their customers to determining ways in which they can improve their dissemination of this information.

Question #28: What would make your route planning easier?

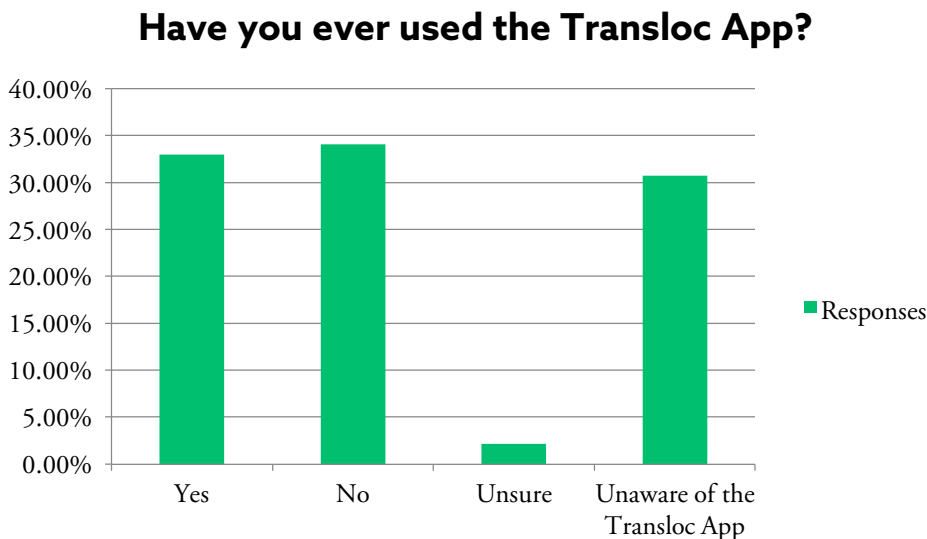
Top Lines:

Although this question was formatted to be open-ended, the data shows various trends in responses. These trends nearly mimic those found in Question #27, focusing on interactivity, visuals, more frequent updates, and increased mobile capabilities.

- “An interactive transit map that is either mobile website or app based.”
- “Have digital schedules at major bus stations.”
- “Something like google maps for MATA. An app where I can plug route into my phone and MATA tells me closest bus stop, what bus number to be on look out for, how long I will be on that bus, where to get off, how much fare will cost, etc. Similar to the Uber app, really - but for public trans.”
- “Updates on delays and ease in adjusting departure times based on arrival times”
- “More reliable Transloc and Real time tracker service.”
- “Real time updates on busses.”

Question #28: Have you ever used the Transloc App?

Data Report:



Top Lines:

According to this data, the top three answers to whether or not respondents have used the Transloc App are nearly equal parts of three.

- Yes – have used Transloc (32.97%)
- No – have not used Transloc (34.07%)
- Unaware of Transloc (30.77%)

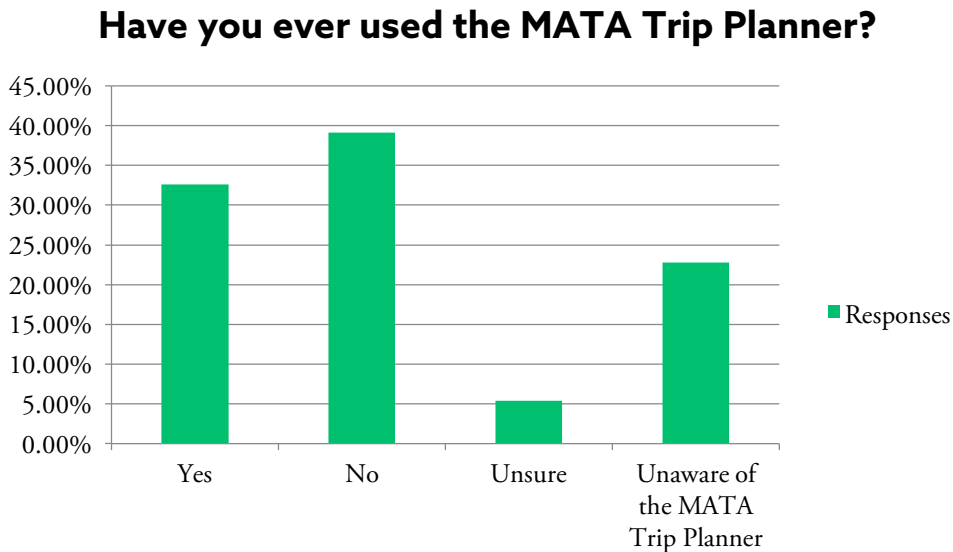
Summary:

If MATA would like to increase the knowledge and usage of its app, it should consider increasing the promotion and education of the app to both current and potential customers.

It can also be inferred that by increasing the knowledge of this app, and also potentially addressing some of the capabilities of the app, MATA may be able to target new customers who would appreciate and understand MATA more with the new-age technology.

Question #31: Have you ever used the MATA Trip Planner?

Data Report:



Top Lines:

When asked whether or not they have ever used the MATA trip planner, the majority of respondents (39.13%) answered that they have never used the MATA Trip Planner.

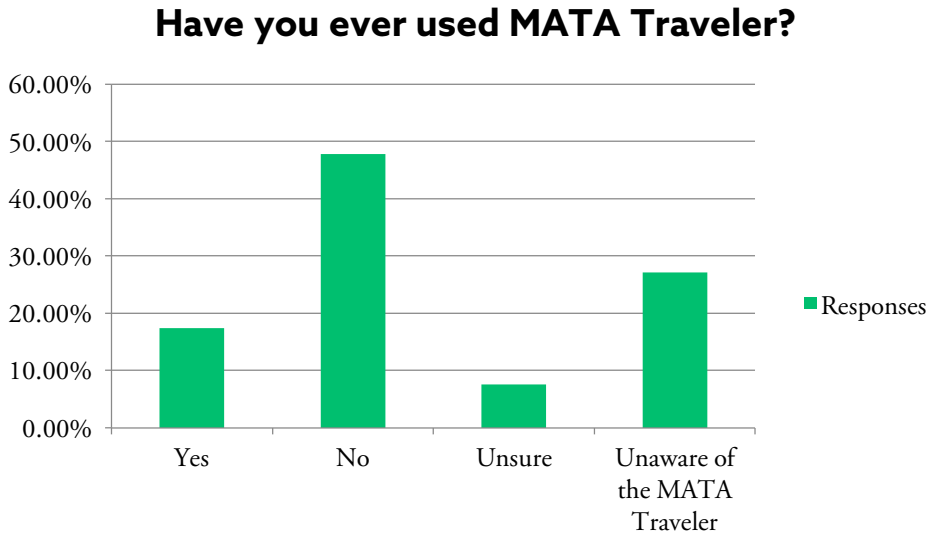
Summary:

It is important to note that this majority is a small majority, following closely with 32.61% of respondents stating they have used the trip planner and 22.83% having been unaware of the trip planner.

According to this data, MATA should consider both educating current and potential customers about the trip planner. MATA should also consider analyzing the overall capabilities of the trip planner and asses ways in which it could be improved to garner more usage.

Question #32: Have you ever used MATA Traveler?

Data Report:



Top Lines:

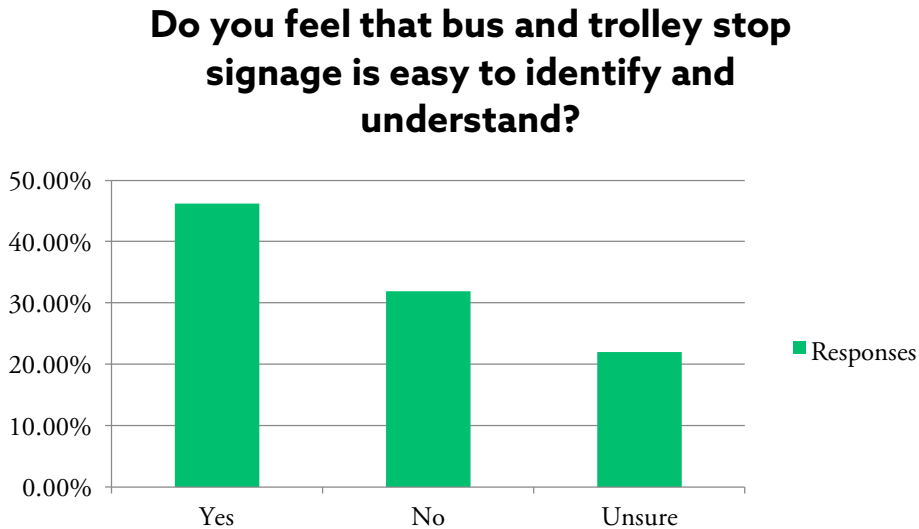
A 47.83% majority of respondents to this question answered that they have never used MATA Traveler. The second largest response of 27.17% answered that they were unaware of MATA Traveler.

Summary:

According to this data, MATA should consider increasing the awareness and understanding of MATA Traveler to both current and potential customers. With such little usage of the service, it can also be suggested that MATA should assess its overall capabilities and value that it provides to its customer.

Question #33: Do you feel that bus and trolley stop signage is easy to identify and understand?

Data Report:



Top Lines:

46.15% of respondents said that bus and trolley stop signage is easy to identify and understand, while 31.87% said that it is not.

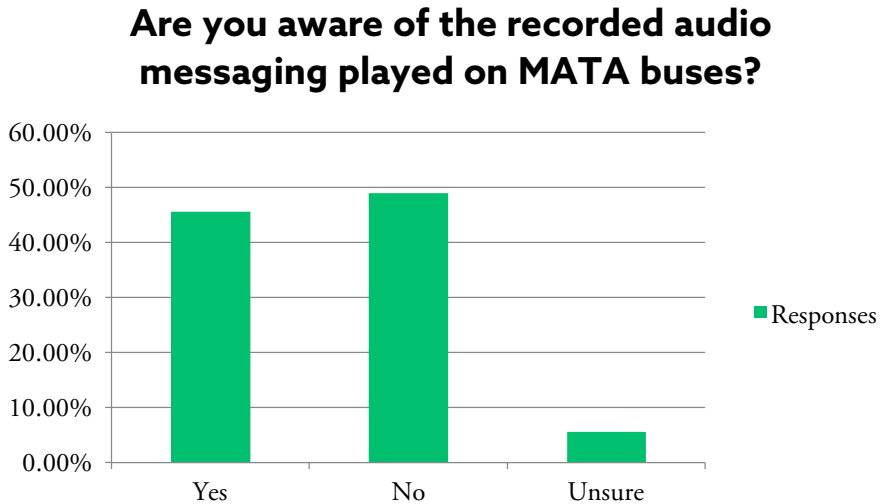
Summary:

With only a small majority of respondents stating that they find signage easy to identify and understand, it can be inferred that improvements could be made to MATA's current signage.

Based on this data, MATA could consider polling its current customers on what could be improved about their signage, as well as poll potential customers on what would attract them to MATA signage and make it easier to understand for new MATA users.

Question #34: Are you aware of the recorded audio messaging played on MATA buses?

Data Report:



Top Lines:

The top responses to this question nearly tie, with 48.89% of respondents not aware of the recorded audio messaging on MATA busses and 45.56% aware.

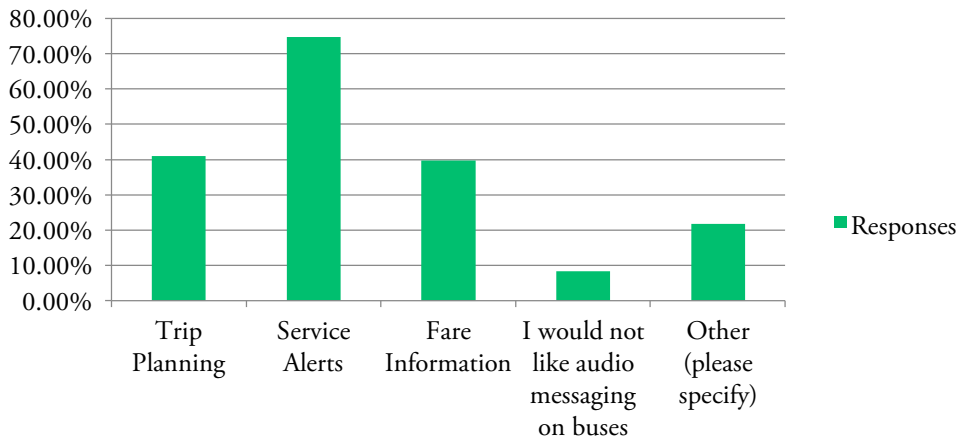
Summary:

Based upon this data, it is difficult to conclude why or why not respondents are or are not aware of the recorded audio messaging, but MATA could consider this as an opportunity to analyze their current audio messages to find opportunities for more compelling, value-providing messages for customers.

Question #35: What audio messaging would you like to hear on MATA buses? (Check all that apply)

Data Report:

What audio messaging would you like to hear on MATA buses? (Check all that apply)



Top Lines:

The top three messages that both current and potential customers would like to hear on MATA busses are as follows:

- Service Alerts (74.70%)
- Trip Planning (40.96%)
- Fare Information (39.76%)

Summary:

It is important to note that only 8.43% of respondents said that they would not like audio messaging on busses, which allows MATA to assume that they should continue offering recorded messaging on their busses.

Additionally, respondents offered other ideas for potential audio messages on busses in the open-ended section of this question. Some of the reoccurring themes found are as follows:

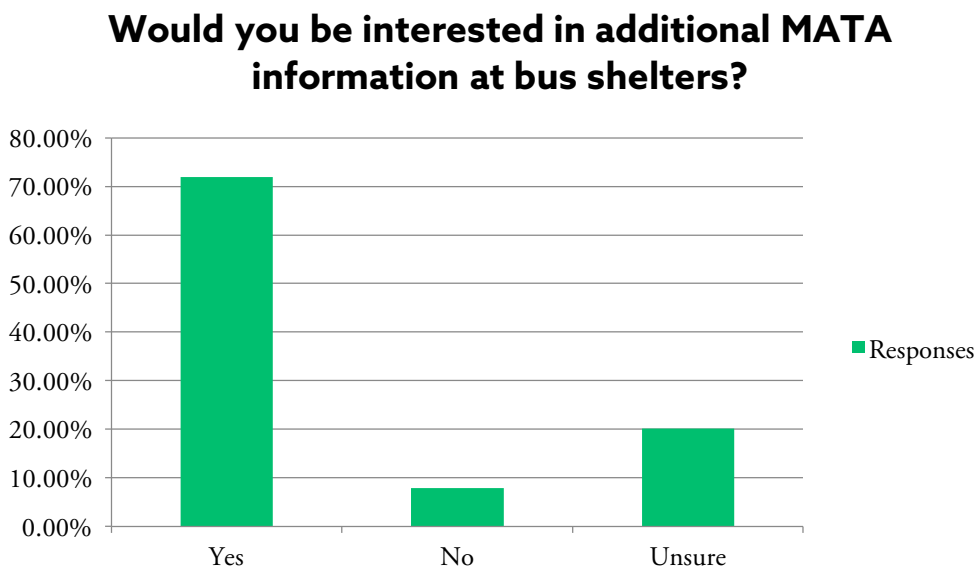
- Local news
- Weather
- Arrival times
- Stops and transfers

Additional prominent responses for MATA to consider were:

- “Key points along a route to assist those who aren't necessarily familiar with the area or city as well as those with disabilities.”
- “Upcoming city events.”
- “Nearby attractions/venues for upcoming stops.”
- “NO "Welcome to Memphis" message during Memphis in May. It's insulting to daily users and we have to listen to it for an entire month!”

Question #36: Would you be interested in additional MATA information at bus shelters?

Data Report:



Top Lines:

The majority of respondents said that they would be interested in additional MATA information at bus shelters.

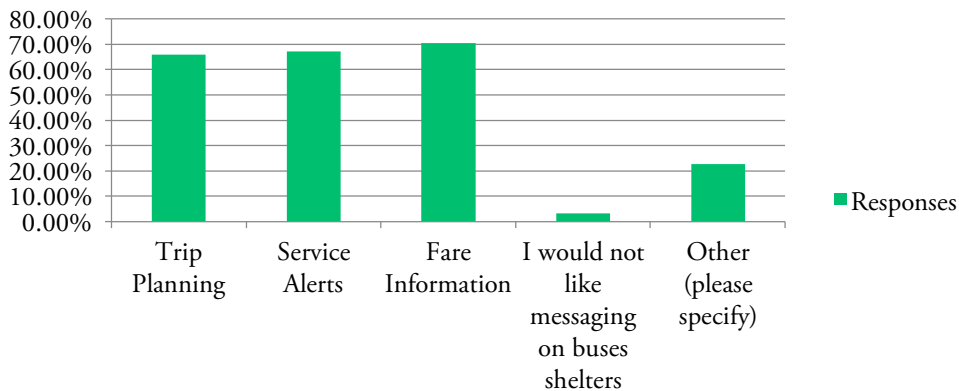
Summary:

According to this data, MATA should consider increasing the amount of information they provide in bus shelters.

Question #37: Would you be interested in additional MATA information at bus shelters?

Data Report:

What information would you like to see displayed on MATA bus shelters? (Check all that apply)



Top Lines:

The top three responses what respondents would like to see displayed on MATA bus shelters are as follows:

- Fare Information (70.45%)
- Service Alerts (67.05%)
- Trip Planning (65.91%)

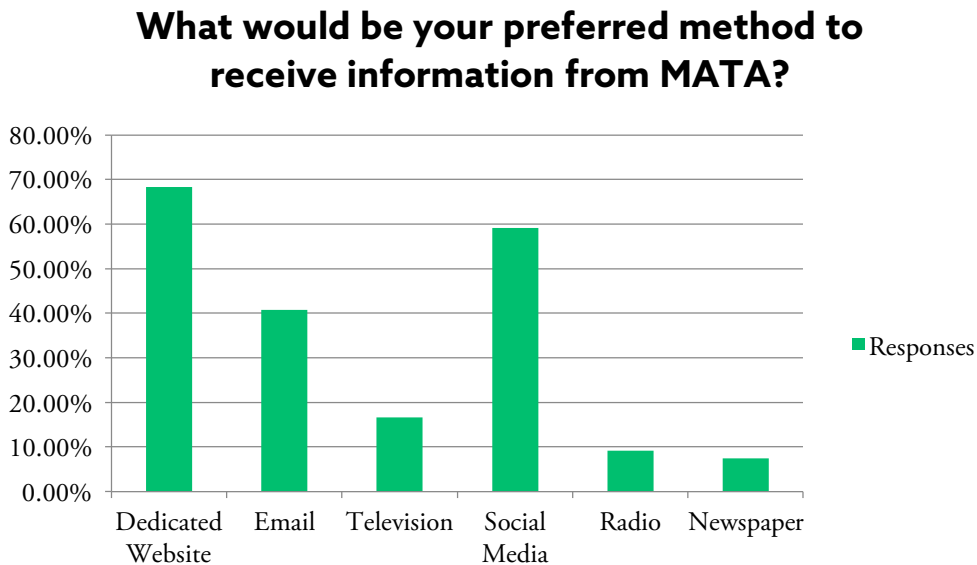
Summary:

Additionally, respondents offered other ideas for information that could be provided in bus shelters in the open-ended section of this question. The predominant reoccurring ideas are as follows:

- Schedules
- Signage
- Arrival times

Question #38: What would be your preferred method to receive information from MATA?

Data Report:



Top Lines:

The top three responses to what would be the preferred method to received information from MATA are as follows:

- Dedicated Website (68.33%)
- Social Media (59.17%)
- Email (40.83%)

Summary:

As MATA currently has both a dedicated website and social media accounts, according to this data, it has the most popular vehicles in place to communicate with their customers. If MATA would like to expand its communication reach, MATA should consider utilizing an email newsletter as another form of communication with its customers.

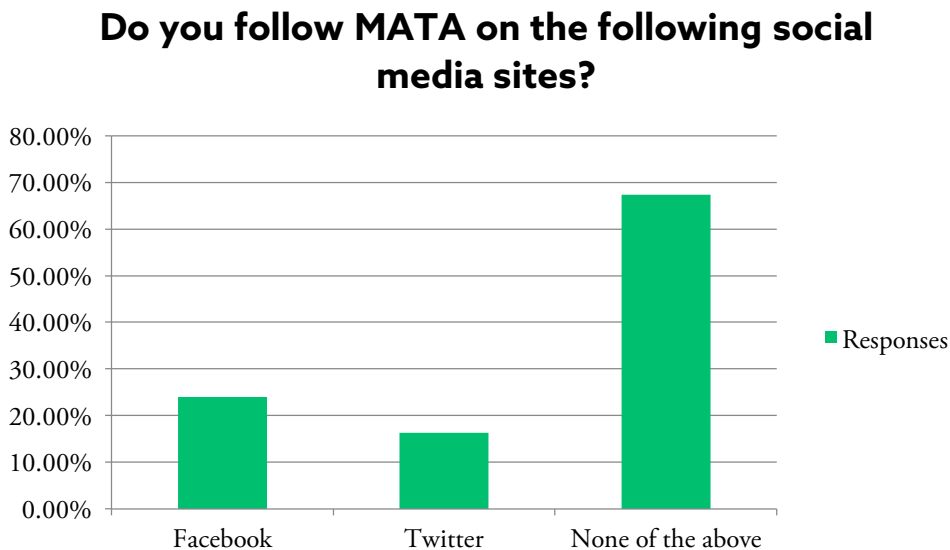
Additionally, respondents offered other ideas for vehicles of communication that MATA could utilize in the open-ended section of this question. The predominant reoccurring ideas are as follows:

- Text Message Alerts and Announcements
- Mobile App

It is important to note that, with the consistent mention of wanting a mobile app, it can be assumed that MATA should increase the promotion of its mobile app.

Question #39: Do you follow MATA on the following social media sites?

Data Report:



Top Lines:

67.44% of respondents answered this question stating that they neither follow MATA on Facebook nor Twitter.

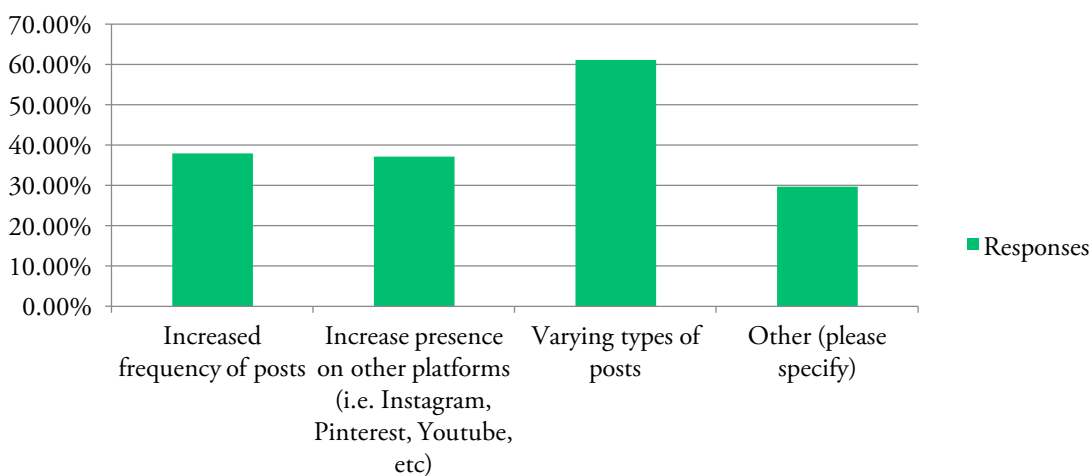
Summary:

MATA should consider increasing its promotion of its social media sites and also assess the kind of information it is currently putting out, in order to determine if the lack of following on social media is based upon content or visibility.

Question #40: What do you believe would encourage you or others to follow MATA on social media? (Check all that apply)

Data Report:

What do you believe would encourage you or others to follow MATA on social media? (Check all that apply)



Top Lines:


The response rate from this question is as follows:

- Varying types of posts (61.11%)
- Increased frequency of posts (37.96%)
- Increased presence on other platforms (37.04%)

Summary:

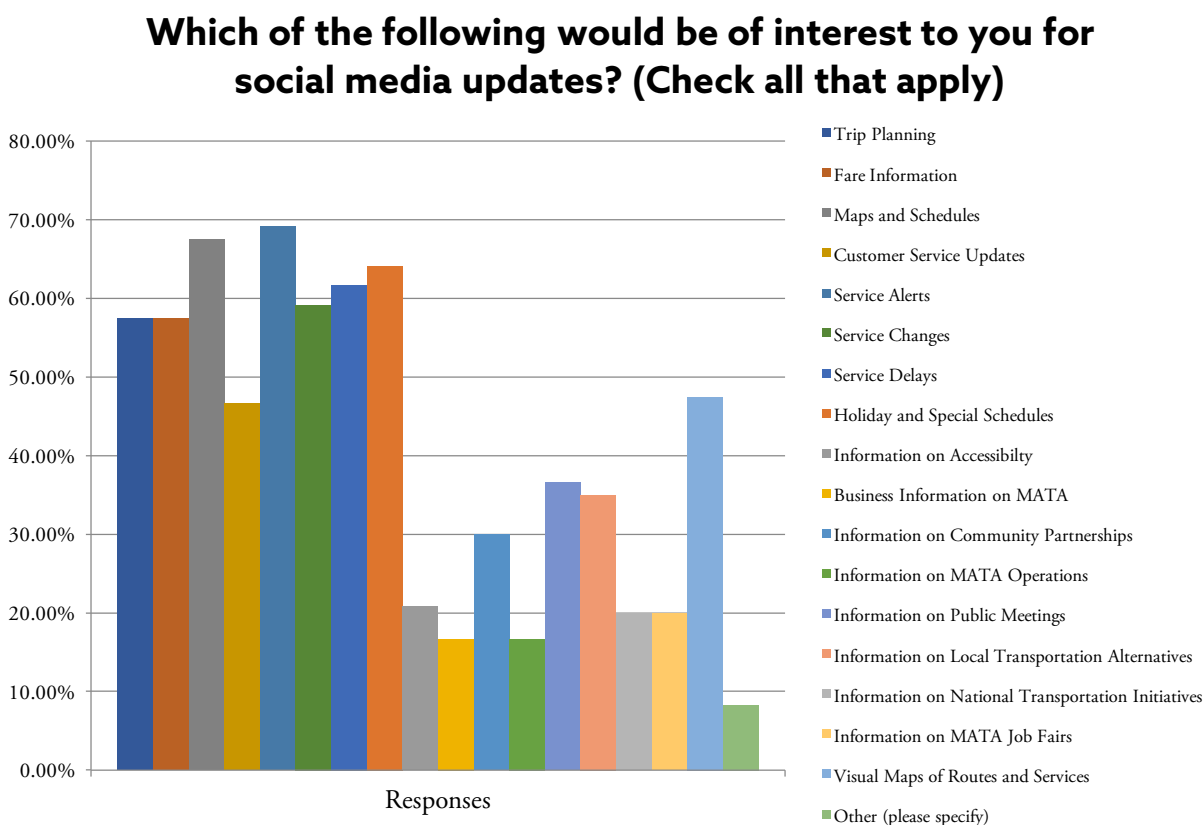
Additionally, respondents offered other ideas for tools that would encourage others to follow MATA on social media. The predominant reoccurring ideas are as follows:

- Useful Information / Tips
 - “If it provided useful information about how to use reliable transportation.”
- Contests
 - “Giveaways/contests/offers. Something to engage the audience.”
 - “Special discounts and special low cost or free activities.”
- Relatable Imagery & Stories
 - “Pictures of people using it.”

- 
- “..Stories of everyday people using MATA.”
 - “Special interest stories - why I ride MATA - why is public transit so important to Memphis”
 - “If possible, personal content about the people of MATA. Drivers, customers, etc. For example, some of the trolley drivers have been driving the same route for over a decade. I bet they have some great stories to tell about their routes that would make for great social media content. Would also help new potential MATA customers make a personal connection with MATA and help them feel more comfortable with taking the bus for the first time.”

Question #41: Which of the following would be of interest to you for social media updates? (Check all that apply)

Data Report:



Top Lines:

The top three responses to what respondents would be most interested in for social media updates are as follows:

- Service Alerts (69.17%)
- Maps and Schedules (67.50%)
- Holiday and Special Schedules (64.17%)

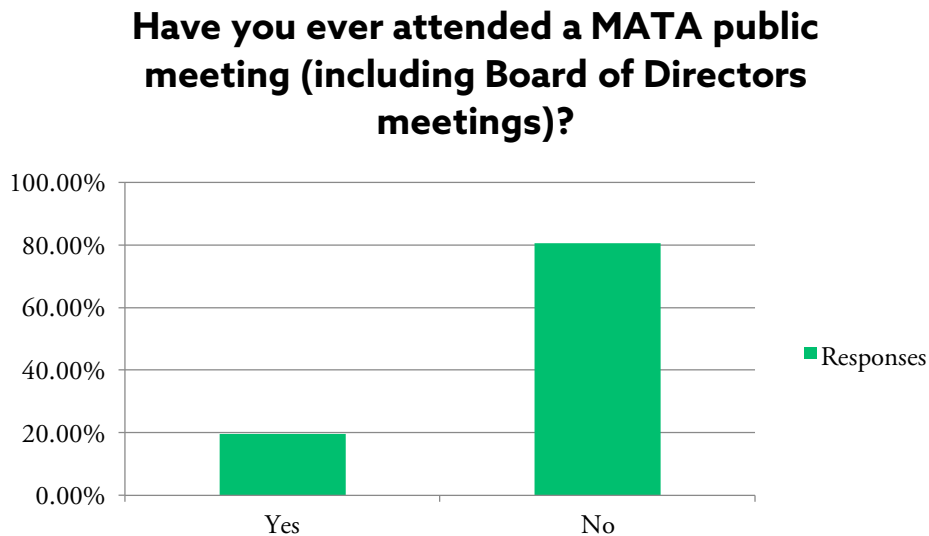
Summary:

It is important to note that the top three responses were followed very closely by a majority of the other items. Based on this data, it can be assumed that MATA customers overall would like to have more information and real-time updates circulated on social media.

Questions #42-43: MATA Public Meetings

#42: Have you ever attended a MATA public meeting (including Board of Directors meetings)?

Data Report:



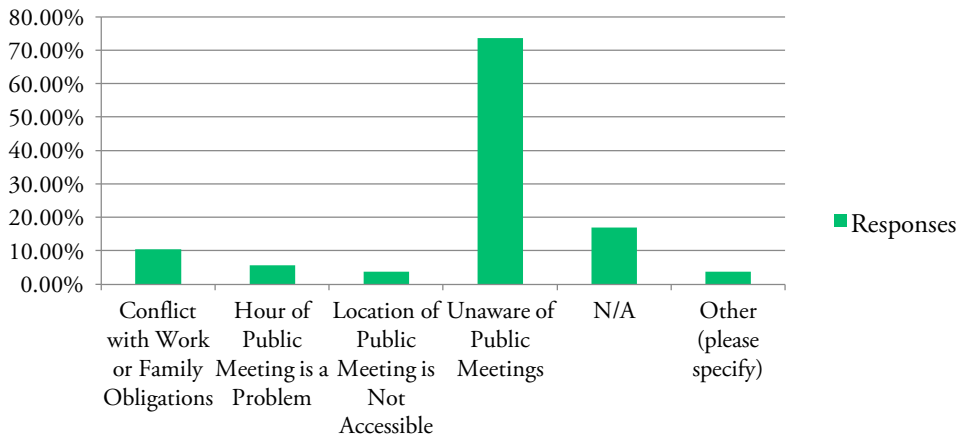
Top Lines:

An overwhelming majority of 80.47% of respondents answered this question stating that they have never attended a MATA public meeting.

#43: If no, please detail your reason why. Check all that apply.

Data Report:

If no, please detail your reason why. Check all that apply.



Top Lines:

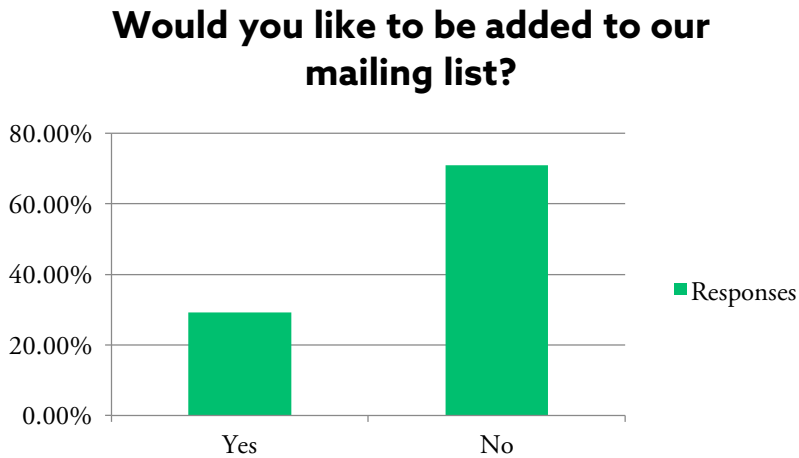
An overwhelming majority of 73.58% of respondents answered this question stating that the reason that they have never attended a public meeting is due to a lack of awareness.

Summary:

According to the data from this question and Question #40, it can be inferred that MATA should consider new, innovative ways to promote their public meetings if they would like to increase attendance.

Questions #44: Would you like to be added to our mailing list?

Data Report:



Top Lines:

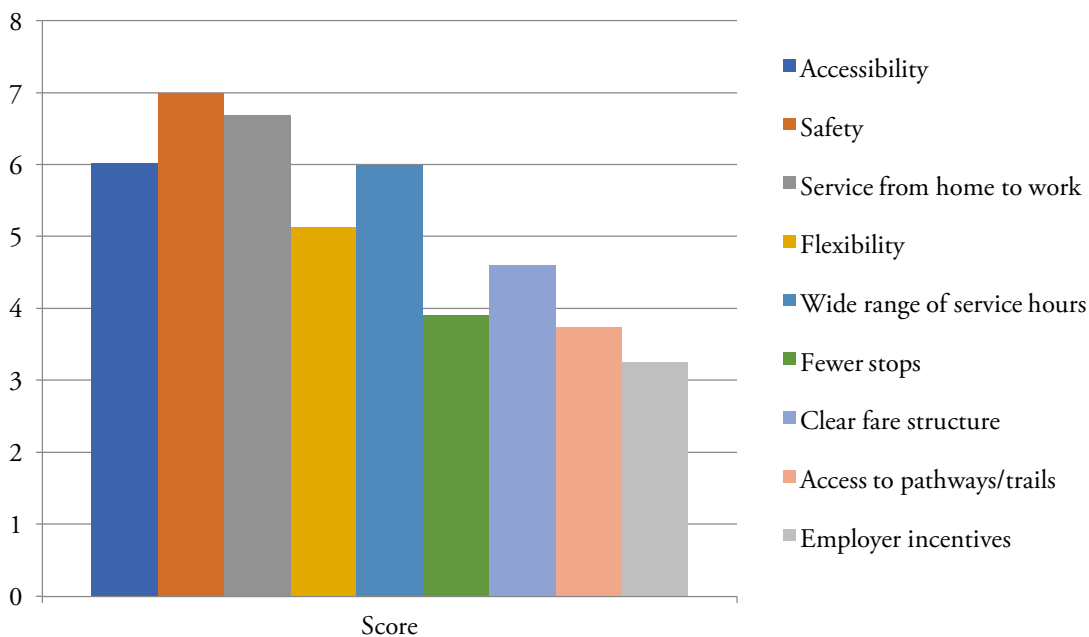
The breakdown of responses to this question are as follows:

- Yes (70.87%)
- No (29.13%)

Questions #45: How important are the following factors in encouraging you to use public transit? Please rank each item from 1 being the most important and 9 bring the least important.

Data Report:

How important are the following factors in encouraging you to use public transit? Please rank each item from 1 being the most important and 9 bring the least important.



Top Lines:

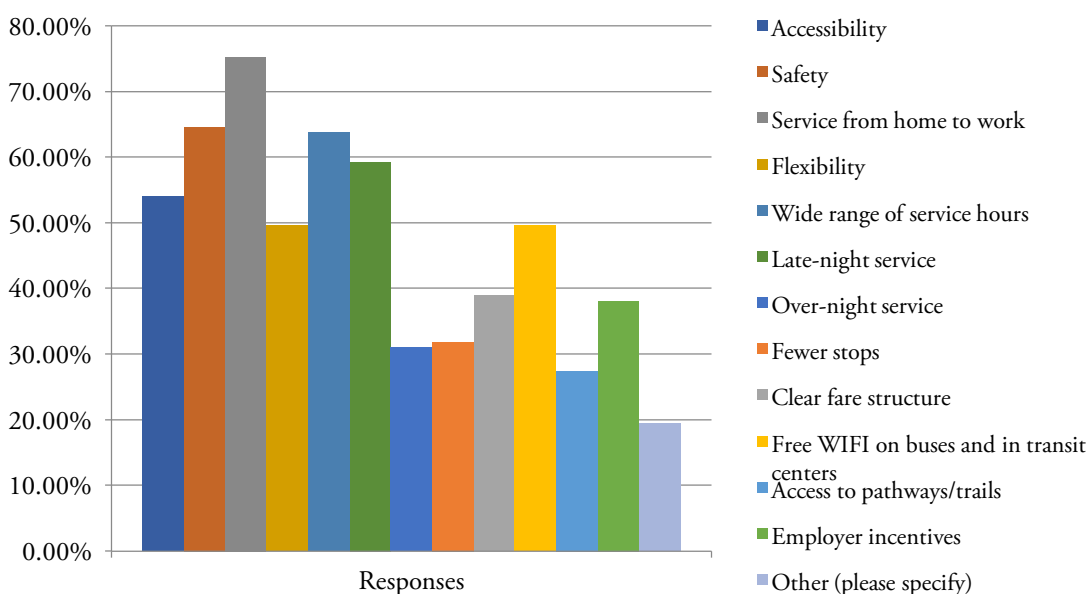
Based upon an average score ranging from 1 (being the most important) to 9 (being the least important), the following were the top five most important factors in encouraging respondents to use public transit:

- Safety – Average score 7
- Service from home to work – Average score 6.69
- Accessibility – Average score 6.02
- Wide range of service hours – Average score of 6.00

Questions #46: What do you think would encourage people in Memphis to use public transit more frequently? (Choose all that apply)

Data Report:

What do you think would encourage people in Memphis to use public transit more frequently? (Choose all that apply)



Top Lines:

The top five responses to what respondents think would most encourage people in Memphis to use public transit are as follows:

- Service from home to work (75.22%)
- Safety (64.60%)
- Wide range of service hours (63.72%)
- Late-night service (59.29%)
- Accessibility (53.98%)

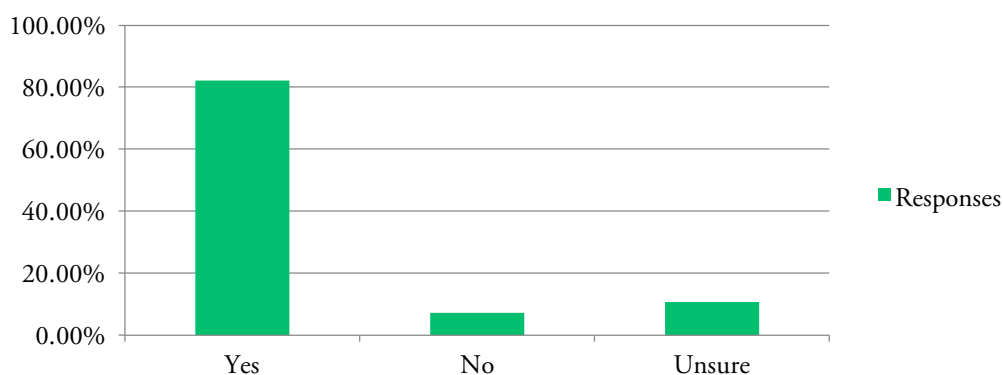
Top Lines:

When compared to Question #45, it can be inferred that safety and service from home to work would be the top two selling points in encouraging new customers to use MATA services.

Questions #47: Do you feel there needs to be more information on how to ride public transportation in Memphis and Shelby County?

Data Report:

Do you feel there needs to be more information on how to ride public transportation in Memphis and Shelby County?



Top Lines:

An overwhelming majority of 82.14% of respondents to this question said that feel there needs to be more information on how to ride public transportation in Memphis and Shelby County.

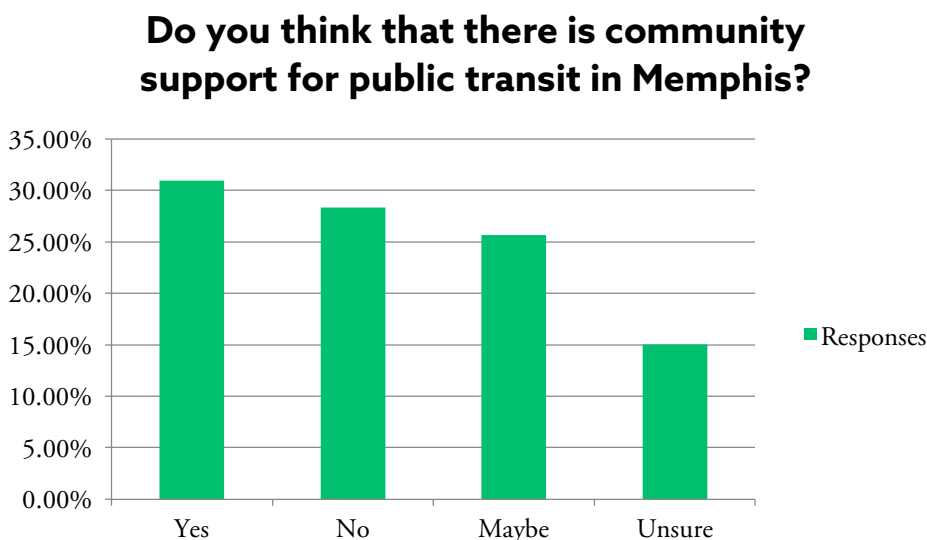
Summary:

Additionally, respondents offered ideas on how MATA could provide the public with how to ride in the open-ended section of this question. Most predominantly, people encouraged public outreach on how to ride the bus and encouraging the public on its benefits. Some of the prominent comments are as follows:

- “Instructional video on how to board, pay, find route info would be helpful.”
- “I think there needs to be an outreach to encourage people to take the bus more often. I think most people don't know enough about the busses to actually ride on them.”
- “MATA should show how easy it is to ride to popular destinations.”
- “Why not have information available for schools as part of new student orientations? Students often seek off-campus jobs.”
- “I do not feel that Memphis is accustomed to using public transportation as a primary source of transport. For this reason, I feel that there needs to be increased education around what benefits these services could potentially provide.”

Questions #48: Do you think that there is community support for public transit in Memphis?

Data Report:



Top Lines:

The response to this question is inconsistent. Overall, there is not a clear consensus from respondents on whether or not they believe there is community support for public transit in Memphis. The data shows the following:

- Yes (30.97%)
- No (28.32%)
- Maybe (25.66%)
- Unsure (15.04%)

Summary:

In the open-ended portion of this question, though, were themes that became apparent about what the respondents feel the public perception is of MATA. Those are as follows:

- Only for Low-Income:
 - “Too many people in Memphis see MATA as a government service for poor people who have no other options for transit.”
 - “There is a stigma that public transport is only for low-income people.”
 - “Public transit seems to be utilized by low-income citizens. There needs to be more marketing and branding to get middle-class individuals to use the services.”

- Memphis Have Cars:
 - “Unlike larger cities, it seems most people in Memphis have vehicles of their own. I have never heard anyone tout the benefits of using MATA, and have conversely heard comments on the dangers of riding MATA.”
 - “Memphians are spoiled and used to their cars. It's an education and convenience problem.”
 - “The average citizen is too used to driving their car everywhere and there is a negative stigma around public transit in Memphis.”
- MATA Needs Service Improvements:
 - “People want to see the system improved before they take it. They recognize its importance but don't feel like they're ready to actually ride yet.”
 - “It would be if public transportation is accessible, on time and safe.”
 - “I think people would use public transportation if it was on time, easy to use and had useful routes.

Questions #49: What is the most important thing Memphis and Shelby County leaders can do to improve transportation choices?

Summary:

With this question a solely open-ended response question, the top themes found by respondents are as follows:

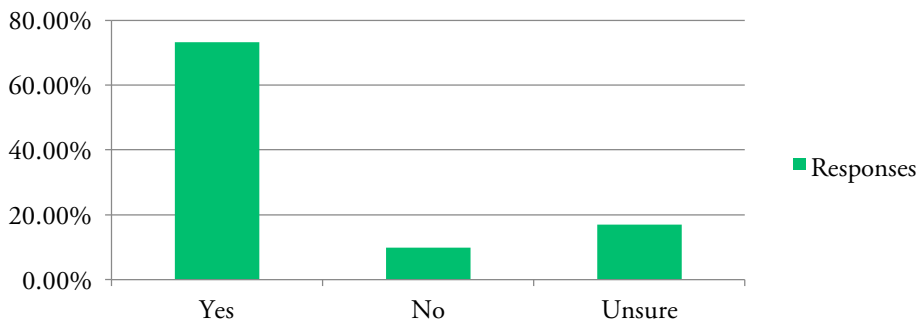
- Funding and Advocacy
 - “Ensure that funding and resources are available to implement plans for improving transportation choices for the city & county, without taking away from other important things.”
 - “Increase funding.”
 - “Make it a priority and dedicate funds.”
 - “They need to fully fund it on all municipal levels including Memphis, shelby county and its suburbs, state, federal, and local business support.”
 - “Invest more money in public transportation infrastructure.”
 - “Fund it , ask local businesses to pay for employees to take bus or trolley.”
 - “Fund transit, infrastructure, and alternative transportation modes that integrate with each other.”
- Listen & Communicate
 - “Listen to bus customers.”
 - “Communicate and listen to requests/concerns.”
 - “Listen to the community. They are only ones that can make decisions for public transportation because they are the public.”
 - “Listen to the needs of the city. This survey is a great step towards that.”
 - “Communicate often.”
- Educate the Public
 - “Educate the public why transit is important and how to use MATA.”

- “Keeping the public aware.”
- “Actually encouraging the people to use it, and HELPING MATA promote themselves to the people. People have far too negative of a perception of MATA, and it has much to do with our elected officials not standing up for MATA as an institution or as a viable form of transit in the city. People need to believe MATA is reliable, safe, and better yet, attractive. If we want the greater Memphis and Shelby County people, other than those who are already users, to WANT to use MATA, respected public faces, someone other than MATA, needs to stand up and advocate for it.”
- Increase Service
 - “Provide more service.”
 - “Increase service.”
 - “Have busses run on time and more frequently. There is a bus stop right outside my house and one right outside my work, but I don't take the bus because it is late, early, or doesn't come at all.”
 - “Hours of operation.”

Questions #50: MATA does not have a dedicated funding source. Would you support a broad effort to secure dedicated funding to grow our public transit system?

Data Report:

MATA does not have a dedicated funding source. Would you support a broad effort to secure dedicated funding to grow our public transit system?



Top Lines:

A majority of 73.21% of respondents stated that would support an effort to secure dedicated funding for MATA.

Questions #51: When you visualize public transportation in Memphis, what would you like to see?

Data Report:

With this question a solely open-ended response question, the top answers found by respondents are as follows:

- “A 24 hour system where I can pay with a mobile app, debit card, etc with live updates on service and routes.”
- “A system akin to Atlanta's, Chicago's, or DC's. Quick, clean, trendy, and gets people from place to place efficiently/fast.”
- “A transportation service similar to the one in Chattanooga would be great. There is a free bus that you can take to different tourist attractions and pickups up/drops off very close to downtown hotels.”
- “I would like to see efficient services that have a shorter travel time. I would also like to see more express routes to popular destinations.”
- “Clean buses and friendly and easy to use website. It might be good to partner with different events and offer free admission with proof of having travelled via bus to get there. That would entice people to use public transit, and give them a reason to learn how.”
- “The public communally using public transportation by choice.”
- “Strong system of busses that take people to and from work, particularly in areas where folks can't access transportation otherwise. Good relationship between MATA and bus customers.”
- “Partnerships between companies looking for employees and MATA.”
- “Accessible and frequent service, especially along major corridors, as well as employer incentives and discounts for UofM students.”
- “Denver / boulder comes to mind. People in suits taking the bus to work alongside folks that work on the airport runway. It has to be a good option for the affluent in order to rid the stigma of taking the bus being for the less fortunate.”
- “A user-friendly, innovative transit system used by all demographics in the city. I would like to be able to tell people I ride the bus, and not have them feel sorry for me.”

Questions #52: How likely is it that you would recommend MATA to a friend or colleague?

Top Lines:

According to these results, the majority of respondents were passive on whether or not they would recommend MATA to a friend or colleague, meaning that a majority of 84.55% of respondents ranked from a 1-10 scale, with 1 being that they would not recommend MATA, a 6 or below.