



**TRANSIT SERVICES ADVISORY COMMITTEE  
AGENDA**

**August 12, 2021  
4:00- 5:30 pm  
WebEx**

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- |                                                      |                                        |
|------------------------------------------------------|----------------------------------------|
| <b>I. Call to Order<br/>Approval of June Summary</b> | <b>4:00-4:05 Chair Krissy Oechslin</b> |
| <b>II. Public Comment</b>                            | <b>4:05-4:07</b>                       |
| <b>III. Information Items:</b>                       |                                        |
| <b>A. October 4, 2021 Service Change</b>             | <b>4:07- 4:37 Pamela White</b>         |
| <b>B. Safety and Security Update</b>                 | <b>4:37 – 4:57 David Moskowitz</b>     |
| <b>VI. Chair Report</b>                              | <b>4:57 – 5:02 Krissy Oechslin</b>     |
| <b>Service Issues</b>                                | <b>5:02-5:07 All</b>                   |
| <b>Operation Planning Report</b>                     | <b>5:07-5:17 Pamela White</b>          |

**NEXT MONTH'S TSAC MEETING IS SEPTEMBER 9, 2021**

# TRANSIT SERVICES ADVISORY COMMITTEE

## Meeting Summary

Thursday, June 10, 2021

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**TSAC Members Present:** Krissy Oechslin, Charlotte  
Terry Lansdell, Charlotte  
Leroy Fields, Charlotte  
Sam Grundman, Charlotte  
Walt Horstman, Matthews  
Antonette Love, Charlotte  
Patrick Paige, Mecklenburg County  
Heather Seagle, Davidson  
Sherri Thompson, Charlotte  
Linda Webb,

**CATS/City of Charlotte Staff:** Pamela White, Allen Smith, Jennifer Fehribach, Bruce Jones, Ed Gamo, Deltrin Harris, Rachel Gragg, Zachery Szczepaniak, Jessica Lanier, Lyndsey (TransPro)

***Meeting Time 4:00-5:30 PM***

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### I. **Call to Order**

Co-Chair Terry Lansdell called the meeting to order at 4:02 p.m.

### **Approval of May 2021 Meeting Summary**

Terry asked for a motion to approve the meeting summary from May 2021. Krissy mentioned that Linda got left off the attendance list from the May meeting. Patrick Paige made a motion to approve the summary. Krissy Oechslin seconded the motion. The May 2021 meeting summary was approved unanimously.

### II. **Public Comment on Agenda Items:**

Tarik Kiley with the Charlotte Regional Transportation Coalition wants to collect stories of transit riders. The goal is to create rider's stories demonstrating the need for more investment in public transit. Drive the narrative that investment in transit increases equity and addresses climate change. Does anyone know of any transit riders that could be helpful in the story? Tarik would like to interview transit riders.

Terry commented that it will be added into the minutes and shared with staff. Since Jessica is attendance on the Communication side, maybe this could be moved

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forward. Terry thanked Tarik for his participation and always joining when he is available.

Tarik provided his email address in the chat.

### **III. Information Items:**

#### **A. CATS TRAX Update**

Ed started off the CATS TRAX Update by sharing that last month CATS had the Q3 scorecard results in terms of CATS performance metrics. Ed reintroduced Lyndsey to the group. Lyndsey is the excellent project manager. Lyndsey wanted to give a brief update the performance management system. Q3 results presentation in early May. Q4 results will be shared in August to close out the fiscal year. Focused on trends in customer satisfaction survey that CATS TRAX is really about focusing on outcomes so moving from measuring the activities and performance metrics but tying them all together. Measuring that if the activities that CATS is working on is actually producing the results in order to produce outcomes in the 4 areas. The four areas of focus are customer satisfaction, community impact, financial stability and employee success. The customer and community side of CATS TRAX.

The Q3 results for customer satisfaction area is worth of total 30 points. CATS earned 28.1 out of 30 points in the last quarter. The bus and rail ridership has declined from the last quarter and has continued to lag based on the pandemic and changing travel patterns. On-time performance has continued to remain really high across modes. Overall, on-time performance was at 93% which exceeds by a few percentage points. Some new information comes from a survey that CATS conducted of customers who may not be riding because of the pandemic. The confidence to return is a new metric on the scorecard this year and about 67% of former customers would be confident to return once there is a vaccine rollout. It seems promising that the majority of people would feel safe to return. At the same time there is a big gap of folks that based on travel patterns and other things may impact CATS ability to really recover. It is something to look at when looking at ridership recovery over time.

The overall customer satisfaction and the overall net promoter score those are still coming and carried over from the survey that was conducted in early March 2020 just as the response to COVID was really picking up. Hopeful that resume onboard surveying in the fall now that there is more of the vaccine rolling out. Surveys are starting to happen onboard again across the country. Hopeful that there will be some additional data for next fiscal year and hopefully as early as the fall.

In the community value area, CATS earned 25.2 out of 30 points. The big area where there was reduction in points was in the customers with access to 15 minute or better service. That was really due to the light rail schedule change and was related to the pandemic and ridership numbers. Going from 42% of customers that

had access to frequent service down to 19% and because of that change and it impacted the points earned in that area.

There is an economic impact indicator and is a roll up of three different indicators that the City of Charlotte maintains. In the past quarter, a lot of elements in the index did slow down, but the overall index is still exceeding its target for the year. Earlier in the fiscal year there was very strong growth in nonresidential development around the station areas and is carrying the annual performance in that area. The other areas community perception of the value that CATS brings is still really high around 80% and that includes mostly people that do not use the transit system. Really high perception of value even if people are not using the system. Related to the economic impact are the jobs created from transit and transit infrastructure and that was also slow based on this last quarter. Strong performance in both of these areas especially due to the pandemic.

Lyndsey went over the upcoming CATS TRAX activities. Fiscal year 22, all those four strategic areas will continue. The actual goals and tactics are in the process of being refined and finalized. The customer service satisfaction surveys are hopefully going to be able to conduct onboard in the fall and get back on that twice a year schedule for conducting surveys for bus and rail. The next paratransit survey would typically conduct in February and March along with the next wave of bus and rail. The Q4 results for this year will be shared with the Leadership Team in early August.

Terry asked if the expected ridership was that a per quarter ridership number of 13 million down to 6.5 million?

Lyndsey responded that the 13 million is the annual total for this year that was projected. The 6 million is year to date for the quarter. At 47% towards that annual goal and could expect if all is going equally spread that it would be at 75%.

Linda was interested in the response regarding the survey. What was the percentage in people responding back to the survey?

Lyndsey will follow up with the results from the Confidence to Return survey.

## **B. Return to Work Strategy**

CATS has been working almost nonstop since last meeting to determine a strategy and the type of services that CATS wants to bring back and how to roll that out. Jason had good news to share. It has been a challenging year and CATS has seen a lot of lows and seen positive movements about the approach to service. In many ways, CATS has improved frequency on local service. In order for CATS to attract ridership, CATS has to be reliable, CATS has to be frequent and CATS has to be consistent. Twelve of the local routes have a frequency of 20 minutes or better from roughly 6am-7pm. Number 9 runs every 10 minutes all day long. Monroe Road has 15-minute frequency all day long. That is a big change. With

that change, now comes a challenge with new hours in the field and brings budgetary concerns. Have to juggle and how to maintain budgetary levels. Targeting July 12<sup>th</sup> to bring back 13 express routes to half the frequency the routes had prior to the pandemic. For example, CATS is roughly running four trips on the majority of express routes. Watch the market and watch how ridership is coming back along those corridors. The other routes that CATS want to focus on is the interstate-based routes. The corridors that are coming in on the interstate and further out commuting passengers. Monitor the ridership after July and see if there are any adjustments that need to be made. There is the October service change and other opportunities in-between July that CATS will look to bring back service.

There is 77x, 48x, and 63x that serve the northern towns and then 53x that serves Northlake Mall. Go from four trips a day to seventeen trips a day. That is getting to every 20-minute service on the express corridors. Before the pandemic, CATS launched the Rapid Metro Service point to point frequency from each of the park and rides. Some places were at 10-minute frequency. Not going to bring midday service just yet. 64x, 52, 46, 40 and 62 will all be improving to nine trips for the 64x and improving to six trips for the others (52,46,40, 62). Regional Expresses had eight trips per day prior to the pandemic and are already at 50%. CATS operates those in partnership with the jurisdictions. As service comes back, CATS will need to work with the jurisdictions with budget to make sure budgets are in place. Will have opportunities throughout before the October service change and October service change to bring back service.

CATS has surveys out to major employers. There is a survey that CATS wants to share with TSAC members. Jason wants to make sure TSAC members have the survey so the survey can be shared with partners and employers. CATS will constantly be gathering data and looking at ways to bring back the express service. Down roughly 10% on local service hours if looking at all routes together. Focus on express routes. Bringing back express routes and monitoring that ridership. CATS is going to look at the 60-minute routes and 45 minutes routes for the October service change. Look to see if those routes can be brought back to 30. Focusing on the Blue Line corridor and shuttle routes and routes that serve the Eastland Transit Center and the Rosa Park Transit Center.

Allen commented that he really appreciates the level of effort that staff has put into this. Try to use science, common sense and whatever other information is available. CATS will get some things right and some things might have to be tweaked to get things right. Continue to look and evaluate and do the best CATS can.

Walt asked if the express routes are for the October service change? Walt wanted to make sure he understood the time frame.

Jason responded that all improvements that Jason mentioned is July 12<sup>th</sup>. Going to run outside of the normal service change and requires a little bit of gymnastics on CATS side with how CATS put the bid out. Might take a little time to organize.

Feels like there is a plan that could meet that. Just had a change on June 7<sup>th</sup>.

Patrick excited to hear that service is going to start coming back. Hope to be back on it. He thinks it is great that local routes are getting more frequency love for the riders that do use those routes and looking forward to things crawling back to normal.

Jason commented that this will be ongoing, and CATS will be working hard the rest of the year to think strategically about the service change not one at a time but more in concert with one another. Strategy on how to get service back and get people back on the bus.

Terry appreciated Jason's commentary on reliable, frequent and consistent. The accessibility is going to be important. On the return to service, Terry's question is really a budgetary and outreach one. What kind of marketing rollout and outreach is CATS planning on having to support this initiative prior to July 12<sup>th</sup>?

Jason responded that there will be an education campaign and there will be a marketing campaign. Krystel is out today, but Jason will be communicating with Jessica and her team. There will be a rollout with this and will see it out in advertising and press releases. Working closely with Krystel's team as the rollout is being developed.

### **C. Bus Priority Study Update**

Bruce Jones gave a brief overview on the Bus Priority Study and the continuing initial engagement. For the initial round, will be using the engagement to identify some of the priorities that customers have as it relates to the bus network. There is an ongoing survey out to the public. Bruce encouraged TSAC members to take the survey and share with members. Bruce shared the link in the chat. Survey is available on website at [ride.transit.org/envisionmyride](https://ride.transit.org/envisionmyride) or go to [publicinput.com/envisionmyride](https://publicinput.com/envisionmyride). 2300 individuals that completed surveys. The survey is open until June 25<sup>th</sup> and working to increase those numbers. Good turnout as far as bus riders that have completed the survey. Over 90% are bus riders that have completed the survey. Continuing to go out to transit centers and have a couple of pop up events. CTC on Tuesday. Scaley Bark next Thursday. There is a virtual Facebook Live service that is scheduled for Friday the 18<sup>th</sup>. Survey will close the 25<sup>th</sup>. Be looking at initial results but once CATS gets the full survey completion, will start to analyze. The survey results will help in refining some goals and objectives.

Terry commented that he hopes everyone participates in survey to make sure everyone on TSAC is a participant in this process since TSAC is here to represent the larger community.

### **D. Real Time Tracking Mobile App**

Rachel gave an update on the real time tracking mobile app. Rachel shared the internal updates that are provided to CATS's IT managers. There is a problem with the Track CATS app. Problem with schedule. Ran into a technical issue with database which caused CATS to lose spot for penetration testing of the app. That was important because when a penetration is done of a mobile app it is a robust test and there was a great chance that the database would get corrupted. Needed to be able to restore the databases. Unfortunately, that tool was inoperable. The tool is back operating in the vendor environment. Little of a delay going live on the application. All of the paperwork testing that can done and all the routes are assigned to the testers that are going to test certain routes. There is a gap in the dates between 6/3 and 6/22. In that timeframe, supposed to be doing penetration test but that is where the spot was lost. Right now, CATS is working with the vendor to try to find another place for them to get in there and do the penetration testing before putting the app in the app store for users to begin testing. Going to train the subject matter experts and administrators. Will do some training on the 22<sup>nd</sup> of this month. Train the trainer session on the 28<sup>th</sup>. The goal is the next day to be allowing users to do the testing. Goal date is still to have the site acceptance and pilot testing done around July 20<sup>th</sup>. Tentative go live date is 26<sup>th</sup>. All of that is dependent on the new date for the penetration testing. Technical setback in the schedule. Hoping to remain on track but depends on what date the vendor can give on penetration testing. Waiting on information.

Krissy asked if "go live" means live for full testing or ready to use and anyone can download it?

Rachel responded that live means it will be deployed to Apple app store and Google Play stores.

Terry thanked Rachel for the update. Challenging times. Going to be able to have testing with key partners on the app before it goes live and is it still on the plan to have ADA compliance met?

Rachel responded yes and all that testing is scheduled to happen after the remote train the trainer session on the 28<sup>th</sup>. That is when all the different partners are supposed to get a hold of the app. Opening up the app to certain timeframes of the day. Can't just test 24 hours. Everyone should be able to get in and do testing during certain test windows mostly early July timeframe.

#### **IV. Action Information**

##### **A. Service Change CityLYNX Connector**

Pamela commented that it was one of the easiest public meetings. Everyone is excited about it. CityLYNX Connector was always meant to be a temporary line. Assisted while CATS continued to build streetcar. Operated from the transit center

to the hospital and provided a great service to CATS. On May 11<sup>th</sup> a public meeting was held to announce that CATS would be transitioning from the temporary service to the streetcar. There were a couple of questions that were asked. Whether or not there would be a fare and Pamela indicated that the streetcar would be a regular fare service. Asked about the bus stops and CATS provided the attendees with information about the bus stops. Keep public feedback availability open. Pamela checked with customer service and customer service only received 2 calls. Both calls were asking about when the streetcar was going to open. Pamela is asking TSAC to approve the discontinuation of the CityLYNX Connector and that will coincide with the opening of the streetcar project phase 2.

Sam asked the date for when the streetcar will start running.

Allen responded on or before August 30<sup>th</sup> of this year.

Terry wanted to make sure before the motion was made that there was some federal requirements that had to be fulfilled during this process. Is that correct?

Pamela responded that CATS did adhere to all guidelines. It was a temporary service and CATS followed that. CATS adhered to all regulations which required a public hearing meeting and announce it 30 days before the change. It is a quick process. MTC will hear this as well. Pamela confirmed that it is the Title VI process.

Terry made the motion to approve staff recommendations in the adherence to the Title VI process guidelines and eliminate the CityLYNX Connector service to coincide with the opening of the streetcar.

Linda seconds.

Voice vote – no opposition, passes unanimously.

### **Chair Report**

Krissy had a couple of notes from the May MTC meeting. Have received the surveys to pass to employers about return to work plans and Mayor Lyles was real interested in that. There was an update on Silver Line TOD Study about development along the line. Jason gave a Connect Beyond update. There was some sort of state grant for demand management. There was talk about resuming in person meetings for MTC this month. Krissy doesn't feel that TSAC needs to necessarily talk about that quite yet for TSAC, but it is probably on the horizon.

### **Service Issues**

Krissy commented that adding bus stop amenities is something that is talked about. Krissy saw a lady sitting on ground waiting for a bus. It was the 6 inbound



on a Friday afternoon. It was at Scott and Fillmore Avenue in Dilworth behind the Starbucks. It seems unnecessary to have someone sitting on the ground because there is not seat.

Pam responded that whenever CATS is looking at bus placement right there are so many factors that go into that from right of way to ridership. Pamela will pull all the information that is necessary to review that stop.

Sherri asked when does CATS look at bus routes and see the ridership and changing the times that the bus runs. Sherri was asked about bus 57 and how often is it looked at?

Pamela responded that CATS looks at ridership and try to closely match supply and demand. There may be passengers that have called in with a need. The team responds to each request and responds to each and every request. Listen to customers and take a look at services. Some things that are looked at are how heavy the first and the last trip is because that is an indication that it may not be early enough or late enough. Also look at what is going on with land use and any type of changes that have happened.

Terry continually see damaged and unusable vending machines on light rail platforms. It is a continuing sign and indication of poor behavior of transit system and poor maintenance of effort of transit system and vendors. It would be great to have some clarification of maintenance and safety and security. Potential removal of products from light rail stations if the machines are not functioning and make sure contracts with vendors in the future have more aggressive maintenance clauses.

Allen responded that CATS entered into a poorly written agreement with original vendor. There were a lot of lessons learned and thought it was a 3-year contract and it is more like 5-year contract. Been in constant debate with particular vendor to get on top of the machines. Sold promises that were never meet. As soon as the contract expires, the machines will be gone from the property.

Terry commented that TSAC was not presented with the installation of the machines prior to arrival. Maybe TSAC can have a follow up at a future meeting when contract ends.

Sherri asked who maintains the speakers at the light rail stations? Sherri noticed that some speakers in South End and one down at Arrowood that are muffled or making noise. How often are the speakers checked?

Rachel responded that the entire South End rail station has problems on audio. The age of the infrastructure is to a point where refreshes need to happen. There is a request in for Capital funds to do that. Rachel believes there will be a little money this coming budget year and going to need a little bit more to finish. Rachel asked Sherri what stations.

Sherri responded that New Bern has had some issues, Bland, and Arrowood.

Sam wanted to add the electronic message board on 3<sup>rd</sup> street.

Allen asked Deltrin to get the information on what stations have Deltrin's team do a check on all station platforms.

Walt asked if the transit center downtown ticket station is open and where a person gets an annual pass still up and running?

Allen responded that those places have been staffed all throughout pandemic.

Jessica confirmed that the office is located in the lost and found and is open Monday through Friday from 8am-5pm

Jason mentioned to Pamela that it might be a good idea since there are some new TSAC members to remind them of that benefit and the process of getting an annual pass. Send out instructions and a refresher on the annual pass benefits of being a TSAC member.

Pamela commented that TSAC members do get an annual pass on all of CATS services. TSAC members would need to bring a valid ID between the hours 8am-5pm Monday through Friday. Jessica's group has TSAC members names.

Terry mentioned that the glass is broken at the 9<sup>th</sup> street station on the northbound side. It is that curved glass at the station stop.

Allen responded and requested that on any defects to please send a written request to make sure that the defects are followed up and followed through.

### **Operation Planning Report**

Pamela started off the Operation Planning Report by mentioning that usually this time of year TSAC group has voted not to meet in July.

Terry moved to cancel the July 8<sup>th</sup> TSAC meeting and resume meeting in August.

Sherri seconds.

No opposition. No decision.

Terry mentioned that he would love to have some updates in the August meeting in how to move forward in some of the programing that CATS is doing. Terry would like to have conversations about different types of services that might be coming up. Maybe some updates about how the rollout for the express and regional express services. Update about how the public crossing process and the

construction for that may or may not be happening in the near future.

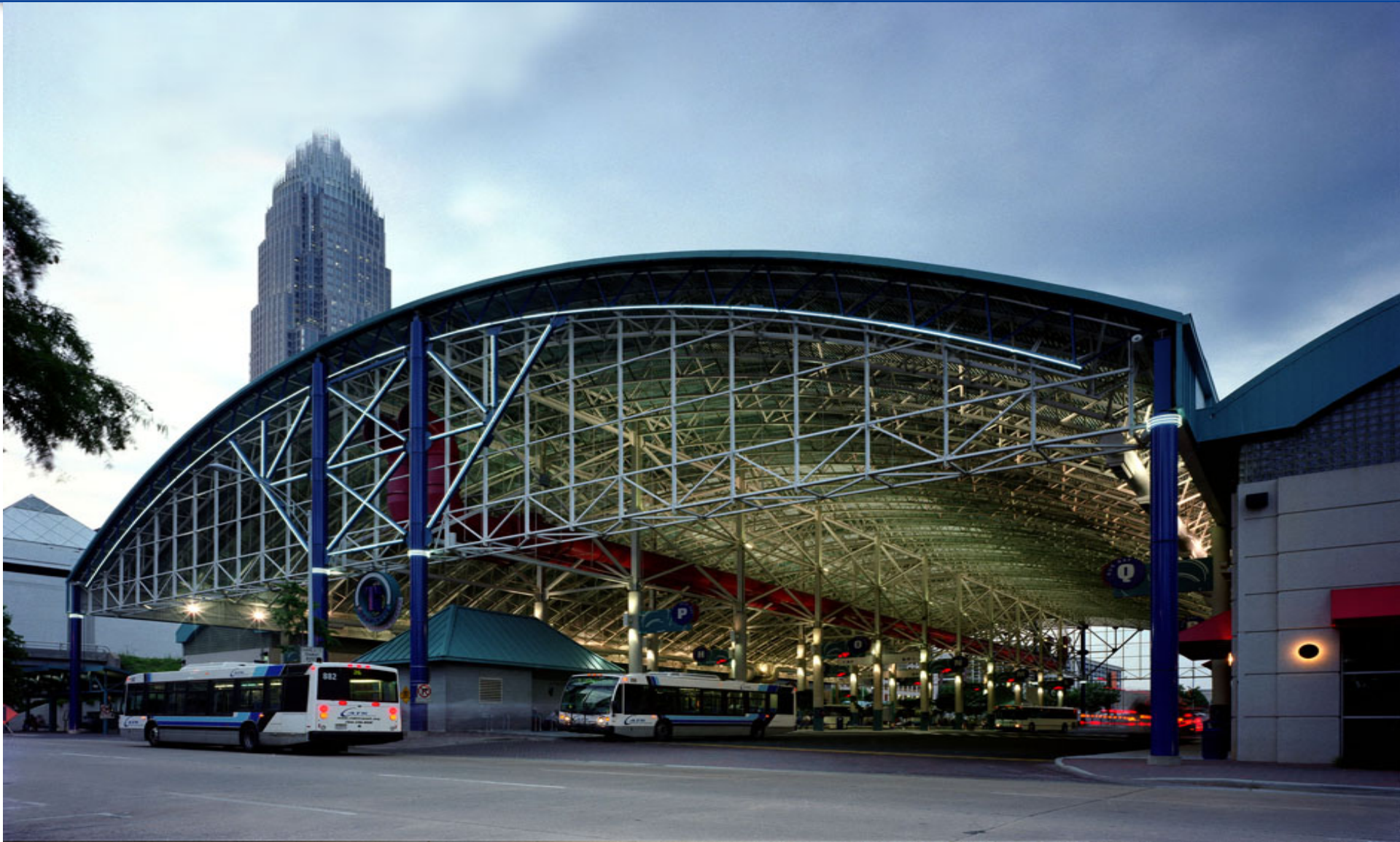
Pamela mentioned that the thing that people consistently want and deserve is services that are on time and services that are dependable. CATS implemented a detour on route 12 from the Pine Valley Community. As a result of the detour the service does not enter neighborhood. One of the reasons the detour was made was because the local streets are very narrow and there is parking availability on the streets. The ability of the bus to navigate through those narrow streets were often compromised because of parking. CATS worked closely with CDOT and got some signs out there. CATS had several meetings with the Police Department. The bus would get stuck because the bus could not go around parked cars. Recently received a survey that was conducted with the community and the number one thing that came back was the reliability and the bus being on time. Pamela will continue to work with the neighborhood association and trying to find a good fit for the neighborhood.

**Action Items:**

<b>Person Responsible</b>	<b>Action Item</b>
Jason & Pamela	<b>Return to Work Survey</b> – Send to TSAC members
Lyndsey	<b>Confidence to Return Survey</b> – Percentage of people that responded
Pamela	<b>Review bus stop without a seat</b> – Scott and Fillmore Avenue in Dilworth behind Starbucks
Pamela	<b>Annual Pass</b> - Send out instructions and a refresher on the annual pass benefits of being a TSAC member

The meeting was concluded and adjourned at 5:19 p.m.

***NEXT MEETING: THURSDAY August 12, 2021***



## March 25, 2020 Modifications

- Local Bus: Operated a Saturday schedule on Monday-Saturday  
On Sunday buses operated a regular Sunday schedule
- Express and Regional Express: Limited Express/Regional
- Express Routes 41X, 61X, 65X, 88X with unlined local service were suspended
- Route 42 Carowinds/50 URP/CIC Shuttle: Special reduced schedule
- Route 290 Davidson Shuttle was suspended



## Return to Work and Service Improvements

October 2020 thru February 2021

- **Express Buses:** 48X, 53X, 63X, and 77X 20-minutes frequencies,
- **Frequency improvements:** Sprinter, 6, 7, 8, 10, 11, 9, 16, 21, 27, 34, 60
- **Reinstated Service:** 290 Davidson Shuttle – Reinstated.

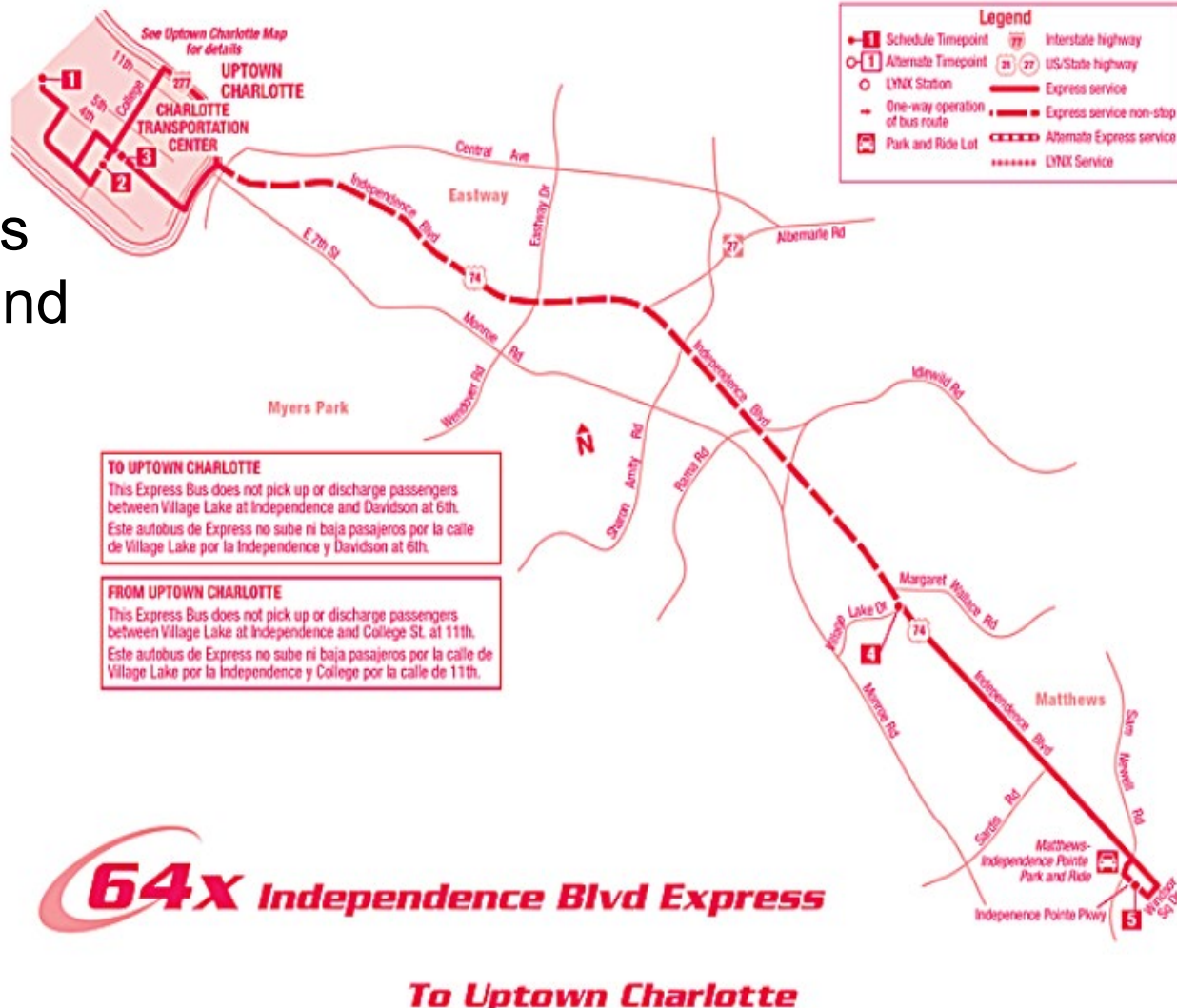


## ENVISION MY RIDE



- Continue with Envision My Ride initiatives that create bus services that are more frequent, faster, and reliable.
- In determining these service adjustments, staff considered the mobility needs of our customers as they return to work in the post-COVID area.
- Mobility Hubs/enhanced transit stops to improve transfer connections experience between buses and other modes of travel (such as ride share programs and bicycles)

- Revisit pick-up and non-pick-up zones
- Locate express stops at major bus stops and transfer locations
- Faster and more reliable
- Allow modes of service to do what they do best





## **Frequency Improvements (Weekdays):**

### **15 minute Frequency**

64X Independence Express

### **30-minute (Previously 45 minute service):**

12 South Boulevard, 18 Paw Creek, 24 Woodlawn,  
26 Oaklawn, 39 Eastway

### **40-minute (Previously 60-minute service):**

20 Queens Road, 57 Archdale



## Express Bus Service

### Resuming Regional Express:

74X Union County Express

82X Rock Hill Express

85X Gastonia Express

### Resuming Service:(3 Morning, and 3 Evening):

41X Steele Creek Express

61X Arboretum Express

88X Mountain Island Express

### Proposed Route Change

41X Steele Creek Express

65X Steele Creek Express



## Proposed Bus Service

### Deviation Bus Service

12 South Blvd

### Bus Routes Under Discussion

12 South Blvd

35 Freedom Drive

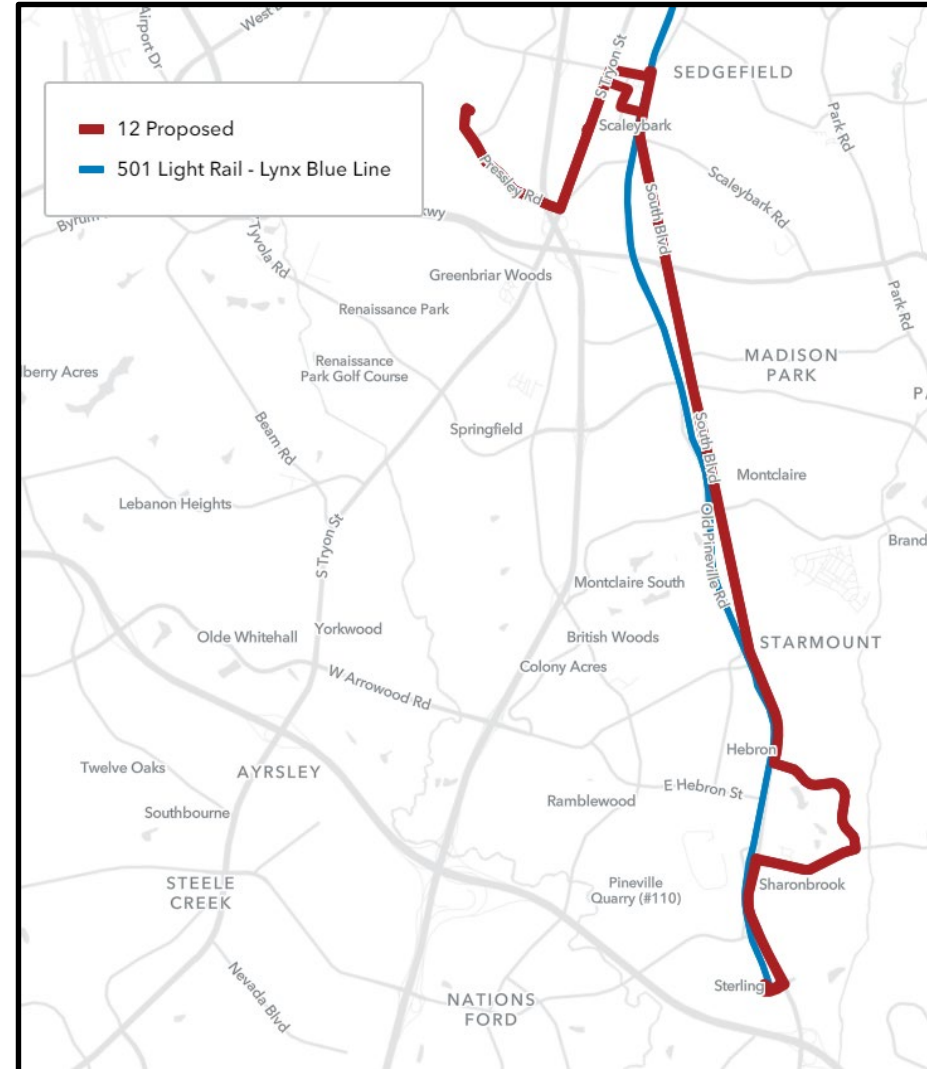
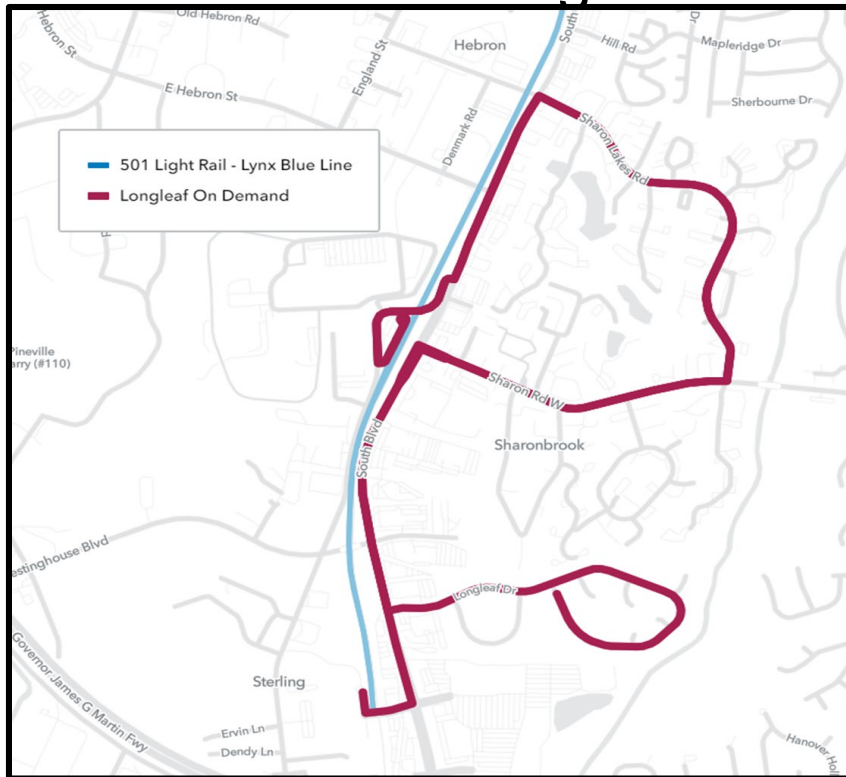
211 Hidden Valley

222 Pence Road



## Route 12 (Major)

- Replace Longleaf Dr segment with on-demand service
- Pilot on-demand service along Sharon Lakes segment

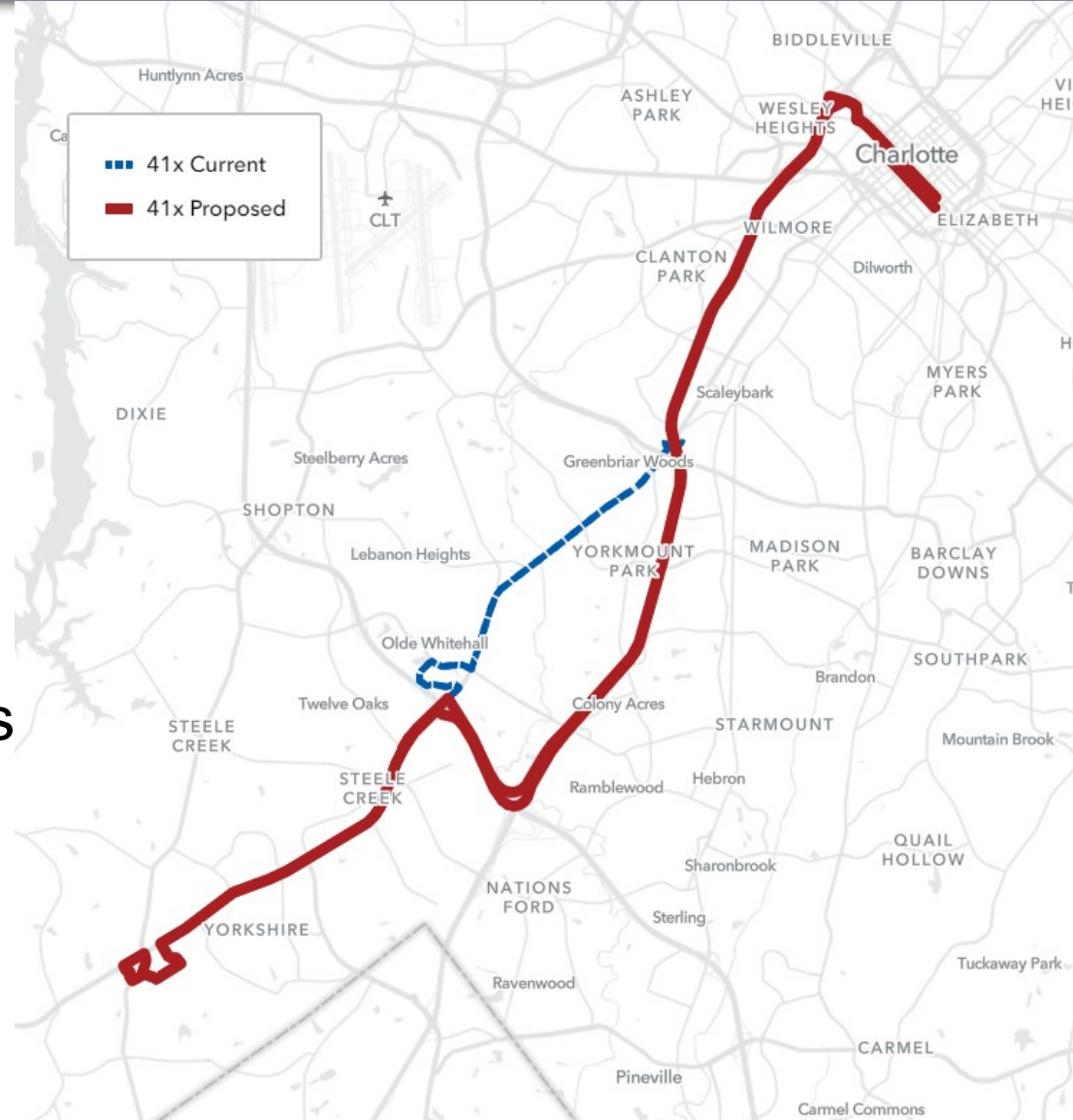


## Route 41x (Major)

- Serves Tryon between Rivergate/Steele Creek and I-485
- Service along Tryon maintained by Route 16

## Travel time impact (one way):

- Current route: 58-minutes
- Proposed route: 52-minutes

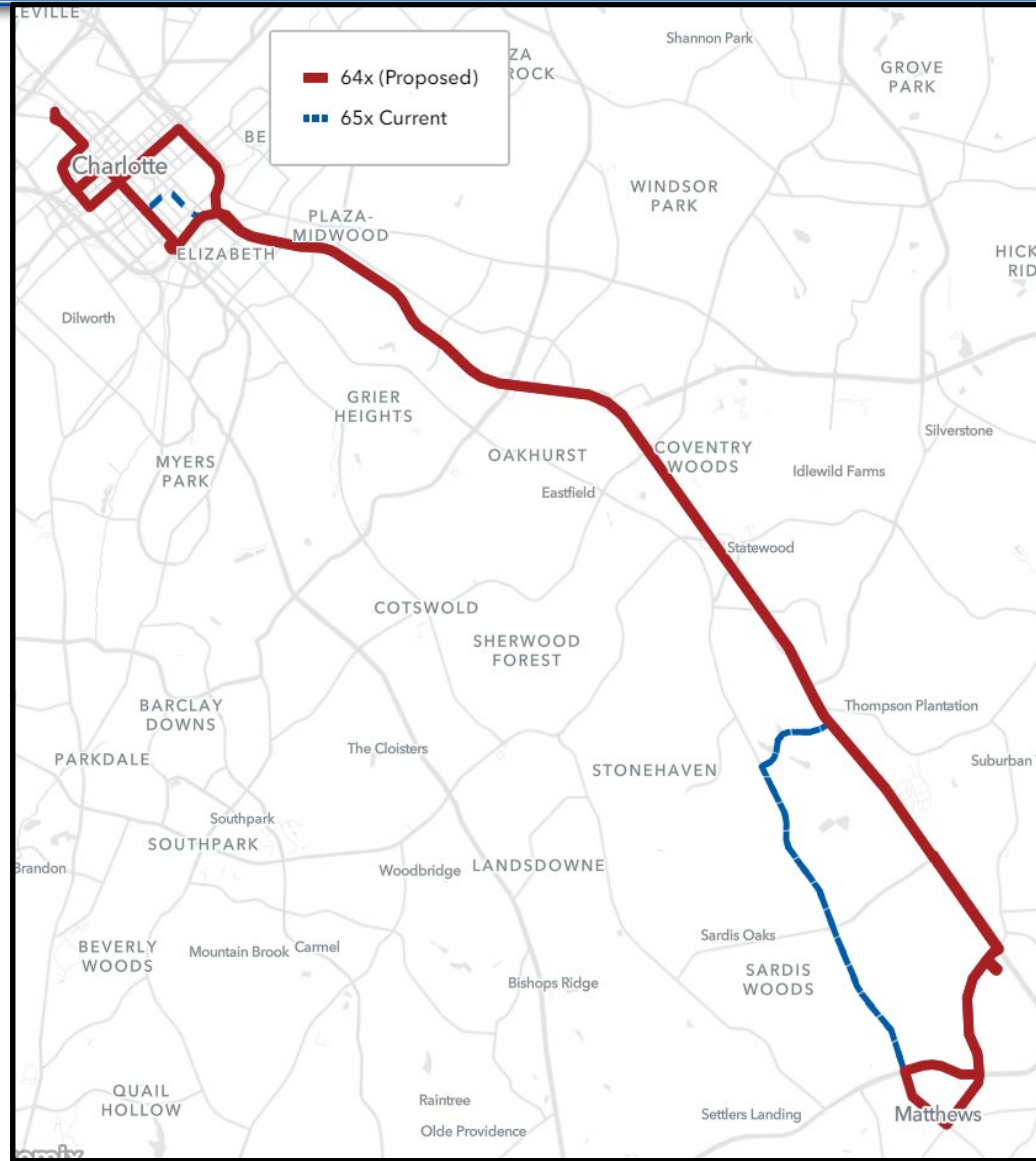


## Route 64x/65x (Major)

- Consolidates 64X/65X
- Extend 64X to downtown Matthews
- Route 27 maintains coverage along Monroe Rd

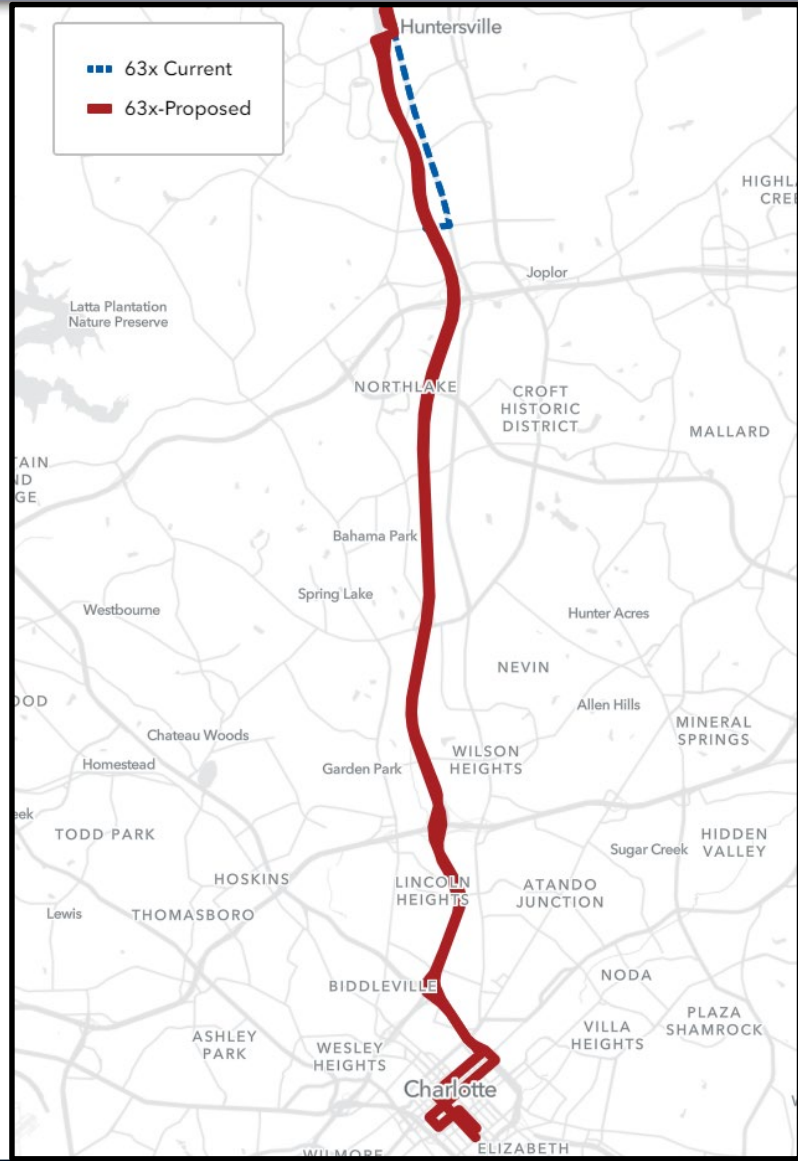
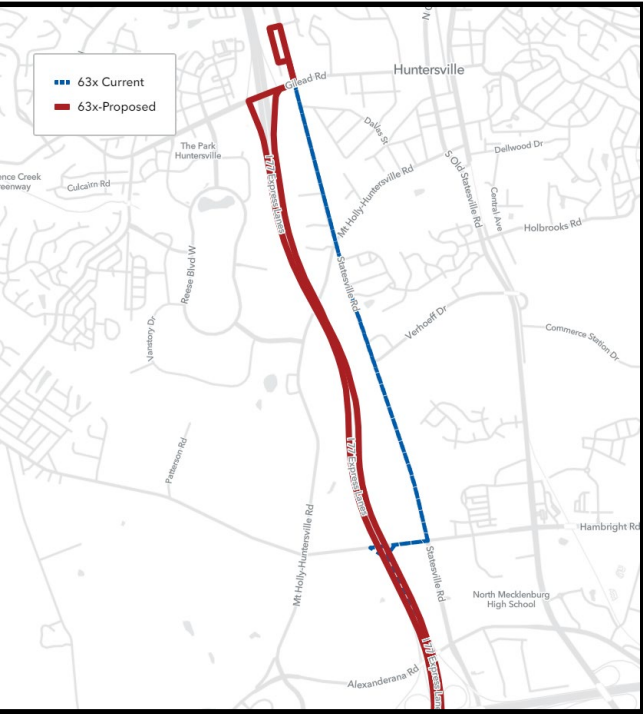
## Travel time impact (one way from Matthews):

- Current route: 49-minutes (Route 65X)
- Proposed route: 42-minutes (Route 64X)



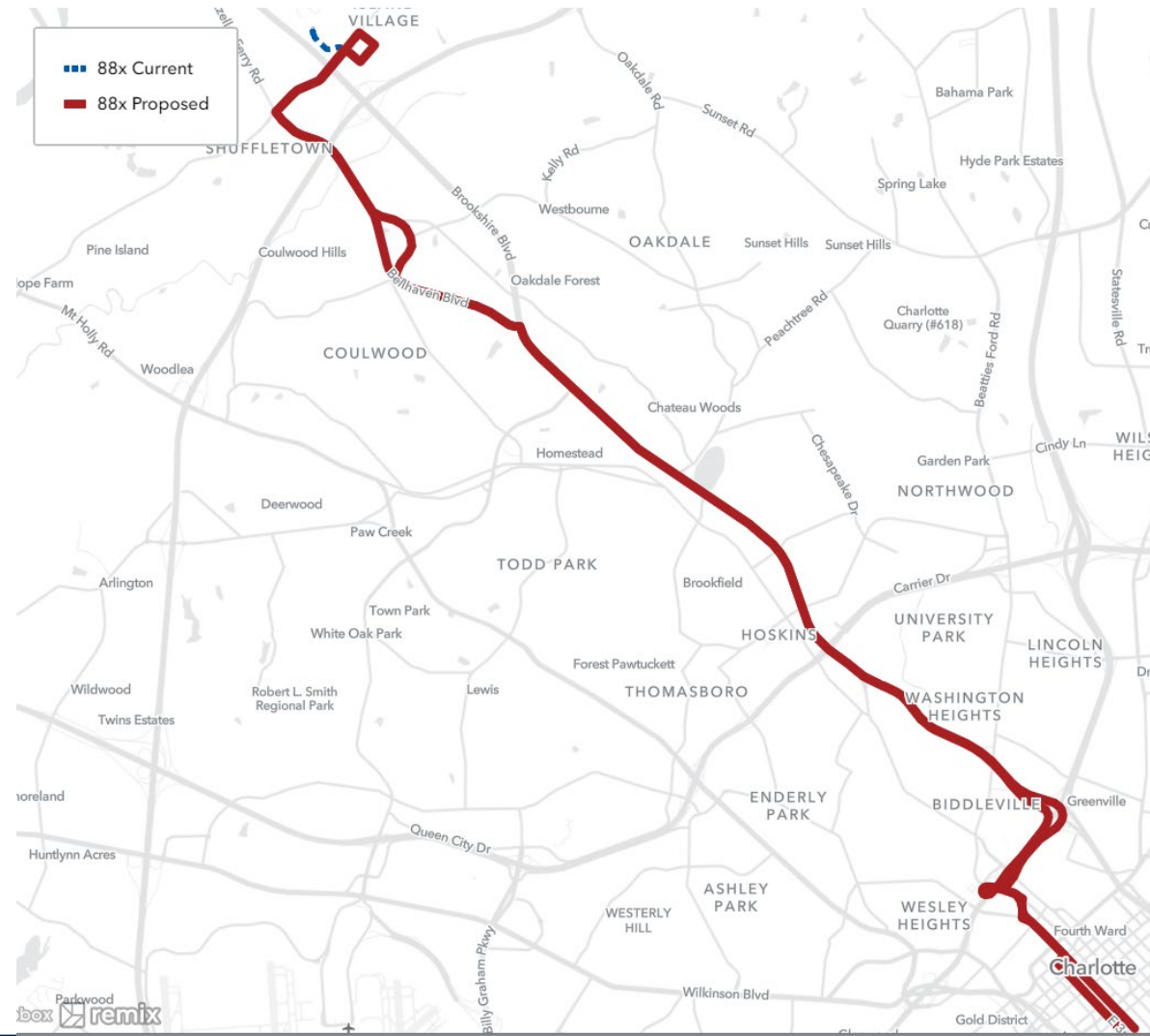
## Route 63x (Minor)

- Minor modification to I-77
- Uses Gilead exit to access Huntersville Gateway instead of Hambright



## Route 88x (Minor)

- New EOL at Riverbend P&R
- Contains 30 non-exclusive parking spaces for CATS
- Service to Wal-Mart eliminated
- Maintained by Routes 1 and 18









# **Introduction of New CATS General Manager of Safety and Security**

TSAC Meeting  
August 12, 2021

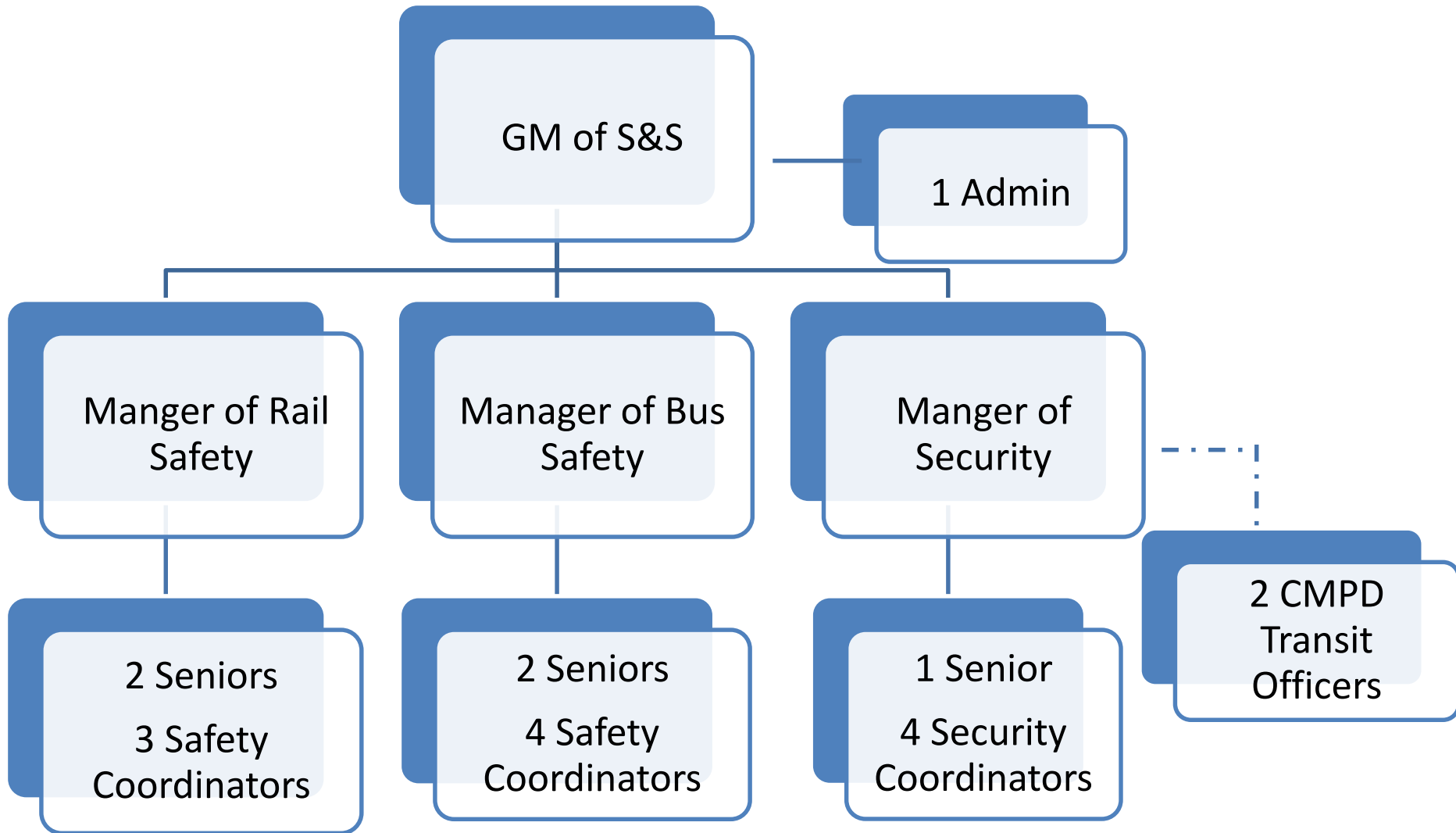


# Introduction

- 30 years experience
  - 12 years in Public Transportation
- Skill Sets
  - Safety & Security
  - Emergency Preparedness & Management
  - Public Health
  - Health and Safety
- A Few Key Responsibilities
  - Safety and Security support to
    - CATS Employees and Infrastructure
    - Bus and Rail Patrons and the public in general
    - Internal and External Partners
  - Manage and implement the Agency Safety Plan and Safety Management Systems for CATS
  - Support emergency responders and local emergency management
  - Participate in project development, planning, review and implementation



# Office of Safety & Security Structure





# Safety and Security Next Steps

- **Review**
  - Learn current operations and structures across CATS
  - Identify current processes and procedures
  - Meet with front line, supervisors, managers and leadership
- **Assess**
  - Staffing levels and work loads
  - Services and programs provided to internal and external partners
- **Evaluate**
  - Identify programs and processes that are working well
  - Identify gaps
  - Work on areas of improvement



# Thank You