



**TRANSIT SERVICES ADVISORY COMMITTEE AGENDA**  
Charlotte-Mecklenburg Government Center  
CH-14 and [Join TSAC Meeting via Zoom here.](#)  
October 13, 2022  
4:00- 5:30 pm

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|--|-----------------------|
| I. Call to Order<br>Approval of June Summary                     | Chair Krissy Oechslin |
| II. Public Comment   |                       |
| III. Information Item:   |                       |
| A. CTC Redevelopment Outreach Update                             | Pamela White          |
| B. November 28, 2022 Service Change<br>• Modified Service Update | Pamela White          |
| C. CATS Special Transportation Service Overview                  | Jennifer Fehribach    |
| D. CATS Fare Capping Update                                      | Brandon Hunter        |
| IV. Chair Report   | Krissy Oechslin       |
| Service Issues   | All                   |
| Operation Planning Report  | Pamela White          |

**NEXT MONTH'S TSAC MEETING IS NOVEMBER 20, 2022**

# TRANSIT SERVICES ADVISORY COMMITTEE

## Meeting Summary

Thursday, September 8, 2022

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**TSAC Members Present:** Krissy Oechslin, Charlotte  
Jack Zovistoski, Huntersville  
Leroy Fields, Charlotte  
Sam Grundman, Charlotte  
Jarrett Hurms, Charlotte  
David Snyder, Cornelius  
Sherri Thompson, Charlotte  
Linda Webb, Charlotte

**CATS/City of Charlotte Staff:** Jason Lawrence, Pamela White, Kelly Goforth, Rachel Gragg, Jennifer Fehribach, Kimera Coburn, Zachary Szczepaniak, Edwin Johnson, Natalie Bouchard, Lashima Tate, Logan Lover, Jayla Gittens, Deltrin Harris, Brandon Hunter, Arlanda Rouse, Lavernia Boyd, Brad Thomas, Brian Horton, Carlos Parada

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

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

Chair Krissy Oechslin called the meeting to order at 4:02 p.m.

### **Approval of September 2022 Meeting Summary**

Chair Krissy asked for a motion to approve the meeting summary from September 2022. Jarrett motion to approve the summary. Sherri seconded the motion. The September 2022 meeting summary was approved unanimously.

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

No public comment.

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

#### **A. CTC Redevelopment Update**

John Lewis thanked Sherri on behalf of CATS and the City of Charlotte for her service on TSAC.

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The Charlotte Transportation Center has been on CATS radar from a capital investment grant program for the last several years. Normally under investments made with federal funding have a useful life. For example, for CATS transit buses CATS is allowed to keep those vehicles if using federal funding 13 years or 500,000 miles whichever comes first. For a Special Transportation vehicle that is 5 years, for a building it is 30 years. The Charlotte Transit Center which opened in 1995 is reaching a point where it has reached its useful life. In 2025 it will be that 30-year life cycle. It becomes a situation of does CATS renovate or start all over again.

What really brought the issue to forefront was the preparation for the Republican National Convention. Did not happen because of COVID but the planning for that began a year to 18 months ahead of time. Once CATS found out the expectations from a security standpoint that the transit center would need to be closed during the convention, CATS started looking around for locations to build a temporary or operate a temporary transit center. Through months and months of searching and conversations with property owners there really was no piece of property big enough to handle CATS transit movement anywhere within the 277 loop. It would have been a problem for that week but really heightened the importance of focusing in on what future options for the Charlotte Transportation Center.

CATS received an unsolicited proposal that had CATS thinking differently about this issue. Typically, when CATS receives unsolicited proposals, the proposal have to be for an issue and or a service or a commodity that is not normal to day-to-day operations. CATS would not entertain an unsolicited proposal for paper clips, pencil, or oil filters. Those are things that CATS gets normally on the market and there isn't really anything that someone can bring out of the box other than price on those commodities or those services. In terms of real estate, it really become interest when development team acquired the parking lot directly across the street from the transit center. The proposal was for multi-use multi-faceted transit-oriented development that would include a new transit center on the property that CATS is located on now. Also, gave CATS an opportunity to operate temporary facility immediately adjacent to it and the property controlled across the street.

CATS went through the normal unsolicited proposal process which requires CATS to entertain competing bids. Received this proposal and asked if there were any competing interest that would like to offer competing proposal. CATS received 3 and evaluated that and chose to move forward with this option. That is only to begin negotiations and start the preliminary planning. No final decisions have been made and still working through that process. Now that CATS is in the preliminary planning, CATS needs to take a look at the viable options and the alternatives for a new transit center on this location. The current transit center has outlived its useful mess from an operational standpoint not just a federal standpoint. There are numerous issues with the current transit center in terms of operations, in terms of rehab and rehabilitation of the center. The amount of funding it would take to bring it back up and what does CATS do with intervening the operations. CATS thought

it was important to start conversations with the development team about what options would look like if moving forward with this proposal.

Jason Lawrence wanted to give some perspective about thinking through a new transit hub for 2022 in a facility that has been there since 1995. What needs to be in this facility. The facility has not only outlived its useful life, but it doesn't necessarily meet the needs of a 21<sup>st</sup> century transit system. This location is truly the heart of the uptown area but think about the region. There are 100,000 jobs within the center city within 277. In 2002, there were roughly 70,000. Southend had maybe 2,000 jobs in 2022 and today has close to 18,000. South Park has 20,000, Ballantyne just under 25,000. The airport has over 18,000 employees. So great employment hubs but none match the scale and size and density of what is happening in uptown Charlotte and that will likely continue over time. Think of all the residential that is here now. The transit center will serve as a focal point of transit activity.

CTC has seen a lot over its time at that location. It is not just an office place but a place for recreation as well. See great ridership from special events as well in a multi-modal facility. The population in 1995 Charlotte was 467,000 people and the service area for Charlotte transit at that time was 212 now serve a region of over a million people in square miles of 675. Much larger space talking about and the need to rethink what is the purpose of facility in the context of all these modes that are coming here.

Jason shared some images of original facility that did not have light rail or trolley there at the time. There was no physical connection from the transit center up to what would be the platform at CTC. Today with the Blue Line, the Spectrum Center CATS had to retrofit Charlotte Transportation Center in order to facilitate that connection to the LYNX Blue Line platform. Think of this in a 3-level approach with the Blue Line, the Gold Line potentially and Silver Line on potentially Trade Street and the Blue Line bringing that corridor there and then the bus facility. Thinking through planning how to integrate not only with mixed use development but how to integrate all different modes that was not done at the time with the first facility.

Certainly, mobility needs and expectations have changed. People expect things to be more on demand and to see where and when transit services are coming. Attract and retain ridership transit agencies must increase convenience, reliability, and frequency of services. For CATS to fully implement Envision My Ride 2030 plan, CATS needs a new hub that helps with all those types of needs. To develop this modern transit hub which CATS has identified as a capital need have to find a temporary transit center. Do need to improve the passenger experience. Today CATS has a facility that is covered but it essentially open air. Customers are there with the elements if it is hot outside customers are hot in the transit center if it is cold outside then customers are cold inside the transit center. Accessible to any vehicle to drive through, even though cars are not supposed to drive through but also people that are not there to ride transit who go through the transit facility.

Want to make sure with new design is that a person needs a ticket to be in transit facility for the purpose of using the facility but so does everyone else around. Start moving towards Envision My Ride goal of having transfer outside of uptown Charlotte and having a more decentralized bus network.

The temporary transit center for the DNC Democratic National Commission in 2012, CATS had to find a new location to relocate services during the convention. There were a lot more parking lots in 2012 than there are today. Finding property to relocate a transit center for a couple years while redeveloping transit center site is nearly impossible in uptown Charlotte. CATS went through an unsolicited proposal and went through a procurement process selected White Point Partner and Dart Interest to begin this conversation about an integrated mixed-use facility with a transit center.

What made this deal so enticing for CATS is White Point Partner and Dart Interest did own property directly across from 4<sup>th</sup> Street from the transit center. Having that there and securing site to put a temporary transit operations zone is very critical to CATS being able to deliver a new modern transit hub. Jason showed some images with the 3-level approach. CATS really gets to think through how to integrate City LYNX Gold Line with potentially Silver Line on Trade Street with this facility. How to fully integrate Blue with a mixed-use development that has pedestrian access from the development to the platform but also pedestrian access to the bus facility.

CATS submitted a Raise Grant 2021 and were rewarded \$15 million towards public/private development so CATS does have federal interest in this property. This transit hub is consistent with 2030 System Plan and Envision My Ride. Current locally preferred alternative for the Silver Line runs around 11<sup>th</sup> street. The transit center is currently right in the middle of the Blue Line. This hub is one of 26 stations up and down the line. There are transit facilities at many of Blue Line stations none at Gold Line stations because the Gold Line stations are mostly walk up. This facility is a hub of transit activity just like some of the other facilities. There are conversations with Silver Line to talk about interlining potentially on Gold Line and on Blue Line so that would further the need for careful coordination with those projects.

The Envision My Ride effort that was adopted by MTC in May 2022. High frequency networks with mobility hubs that provide connections to on demand services is really CATS vision for creating a modern transit facility and hubs and services throughout the community. Providing opportunities for transfer outside of downtown. Having a facility of 22 bays may not be completely necessary if CATS can facilitate those transfers outside of uptown. Looking through some of the designs and concepts for the new transit center. Think of hubs throughout the community CATS will likely have less bays than there is today.

CATS really has a great opportunity to think of hubs throughout the community. Existing hubs going north, east, and south in the community. There a 3 community transit centers at Eastland, South Park, Beatties Ford Road. There are 5 park and

rides. Identified through Envision My Ride places like the Charlotte Gateway Center, Ashley Freedom at Valerie Woodard Center. There are other places CATS identified as hubs that could facilitate transfers. Look at route network and really meet the needs of the community not a 467,000 from 1995 but a 1.1 million group of individuals across a region and how to better serve that for a more dispersed decentralized network.

Jason went over the next steps. The next steps are to continue public engagement. Beginning some of the public outreach in October to talk about what the community wants to see in a revamped transit center. Have to a service equity analysis with this facility to make sure it is being a fair and equitable manner. Have to coordinate with FTA. Jason wanted to have an open conversation about what people think about the current facility and how that can be improved. Also, what people want to see in a new facility and what the questions that CATS should be asking the public. There are a lot of variables in this. Think about what CATS start out as an agency back with the 2025 transit and land use plan that an integrate transit facility within a mixed-use developments is completely consistent with CATS foundational document in integrating with land use.

Jarrett commented that he thinks it is a great opportunity for CATS to make it easy to use when it comes to the transfers and making sure that CATS gets the transfer experience right. If the transfer experience is not seamless people are going to be less likely to use either one of CATS vehicle. Might find the process to be a pain.

John Lewis stated that he was intrigued by some of the historical slides that showed the transit center. When the transit center was built it was state of the art. When John was the CEO in Richmond and when Richmond was considering building a downtown transit center, John brought his board of directors to Charlotte so the directors could see what a real transit center looks like. At that point it was just a bus facility. The thought of the customer experience was the bus pulls a person gets off one bus and how to get to the next bus. Now it is not just about going from bus to bus. It could be from bus to Gold Line. How to get there from bus to Blue Line and some point in the near future Blue Line, Silver Line, Gold Line. The customer experience really has to be central to the design of this. Not just where CATS parks vehicles but how to get between modes. Got to seem like it is intuitive and seamless to the customer. Moving between three different levels isn't going to be getting off one bus and magically appear at the front door of the train but it has to be easy. How CATS designs this center is going to be focused on the customer experience. What will the experience be like in 5, 10 years from now when CATS continues to bring other modes into the picture.

Sherri commented that locating the bus bays in the CTC center is very hard. Have braille on the black boxes and a lot of people don't use braille. The low vision or vision blind. Sherri hopes that CATS will focus in on that. It is very difficult and dark and dingy. Focus in on some of the ADA things for people with wheelchairs, vision loss and other disabilities.

Jason responded a lot has changed in the ADA space since 1995. It will certainly be part of design process.

Jack commented that he understands the appeal of the project having a temporary location across the street and understanding there will be a lot of construction in the area thought about impacts that with traffic patterns. Has CATS got to the point of looking at inspiration from other projects that have been successfully completed. The Oculus in New York City has become a shopping hub and a social hub. It has the path coming in from New Jersey, subways all coming into a central location. Across Europe transportation model and Europe has it down to a science.

John Lewis responded that Jack outlined several examples of systems and cities who have built successful transfer centers. Yes, the Oculus in New York, the center in Denver. CATS has looked in Europe, and Asia. It is all designing with the end in mind. The end has to be a very welcoming mixed-use transit-oriented development that has high standards on customer experience. That is CATS end game and being able to see the successes across the world and thinks that CATS will do very well on this.

Krissy commented that there are folks that think Charlotte does not need a hub. Krissy trusts CATS enough if CATS thinks Charlotte needs a hub, then Charlotte does need a hub. When Gateway opens there may be some more buses where that is the buses terminus instead of CTC. As uptown Charlotte grows at the edges getting dropped off in middle can a problem if working at the edge. As Charlotte continues to grow from the center out towards the edges it gets farther and farther where getting dropped off at CTC is not going to work but not a lot of people want to transfer. Having multiple endpoints of buses in uptown might start to address that. It does continue the central hub problem.

Jason responded that what CATS has a great opportunity to do is with the 2030 plan, the Envision My Ride effort with hubs outside of uptown to facilitate transfer, CATS has the opportunity to rethink CATS network. Do all routes need to stop and transfer in uptown? Some routes can go through uptown. Maybe some routes can pass the transit center but end at Charlotte Gateway station. Now have the Gold Line as that frequency improves becomes that key connection between CTC and the Gateway center. Thinking about interlining Silver Line and different locations in uptown that can also improve that frequency along Trade Street as a corridor comes from the west. Does the travel needs really meet the need of coming uptown transfer? People may need to go from one side of uptown to the other side. That is where through routing can help and developing Envision My Ride so improving that network and frequency throughout town.

John Lewis commented that staff continues to refer to this as a transit center as if it is the only one. This is a mobility hub that is no different a bit bigger than CATS transfers at 36 Street or transfers as East West Station. There are multiple transfer for opportunities all throughout CATS network. This one just happens to be one that may have 12 bays and 12 buses. Gateway has 4, 5, or 6. Still continue to try

to decentralize system. Uptown Charlotte is still the center of the universe within Charlotte region with over 100,000 jobs in uptown. This is where most people want to be at some point in trip. Have to design with that in mind. This is not the only center, but it will probably still be the biggest. CATS has to continue to force and educate CATS to refer to this as just another one of CATS mobility hubs.

Jarrett commented that eventually the epicenter is going to be redeveloped and Jarrett wanted to suggest making sure that it is integrated well like the Hilton/Wells Fargo building because it is going to be so close to the mobility hub that has good integration.

John Lewis responded that this is key to conversation and thought process is really getting the beginning of the conversation of what is it that CATS needs in the new facility as it is being designed. Customer experience has been outlined. The overall experience of the facility how to connect between lines the seamless connection. Check each one of those boxes.

Krissy commented that she has heard from some people that people don't like the idea of the bus area being underground. As a regular rider, Krissy stated having something that is climate control and also with no smoking would be a huge improvement. Having that fare enforcement zone would be a huge improvement. Assuming that it is well lit and clean Krissy doesn't see a problem with it being underground.

John Lewis responded while CATS is talking about it now this is 3, 4, 5, 6 years down the line before it is in operation. The vast majority of CATS fleet will be electric by then. Not only have to think about how CATS operates today but how CATS will operate into the future.

Krissy commented that she noticed at South Park and wondered if it would be something like that. Where it is technically underground, but it is not a basement and still kind of open air.

## **B. August 15, 2022 Service Change/Microtransit Update**

Jason started off the presentation stating that the presentation was given to MTC at MTC's last meeting with some updates since then. Unprecedented labor shortages not only that CATS is experiencing but every industry that has a public service is struggling period. From school bus drivers to transit agencies across the country. CATS came up with a plan and is happy to report have some positive results from the August 15<sup>th</sup> change.

Jason provided the timeline how CATS got there. In June, highlighted some of the issues that he mentioned and developed a methodology to look at all of CATS routes and see where service could be modified with the least amount impact on ridership. Brought that to TSAC in July and TSAC approved that approach. Took those ideas and services to MTC where MTC approved CATS making those

modifications on August 15<sup>th</sup>. CATS did a lot of public outreach in a short amount of time. Did a lot of pop-up sessions at the transit center and held some virtual public meetings. Just within three days in early August talked to over 500 people during that time period to really communicate that change.

The service change update is really only 20% of local and express routes. 80% of routes, CATS did not touch and remained the same. Continue to evaluate the ridership impacts to there and as that operator availability improves through ridership-based approach CATS will look to add frequency back to some of the routes that were adjusted. On the August 15<sup>th</sup> change out of nearly 3,000 trips only missed 44. Compared to the past Monday range from 300-500 missed trips. Substantial change to that ridership missed trip issues. In that week, still in single digits in missed trips category. CATS is looking at it each and every day to see how CATS is doing.

Substantial reduction of missed trips each and every day. August 29<sup>th</sup> – September 2<sup>nd</sup> out of the course of the week mostly 0 missed trips on Wednesday only 2. Saturdays CATS tends to miss more in general but still even at 95 far below the pre change at 790 missed trips. Tracking this and one thing that CATS really wanted to address in this change was reliability and ridership. If CATS can improve reliability, then ridership will improve even if service levels have to be reduced.

Early analysis route 5 & 16 adjusted those from 15 minutes to 20-30 minutes. CATS is not seeing too much increase in loads but not seeing too many loads that are over 40 or 30. Spread out that frequency CATS is still able to capture that ridership and based upon the APC (automatic passenger count) that is what collects ridership when people get on and off the bus start seeing small improvements on ridership but haven't seen too much of a detrimental impact of ridership at this point. 8 and 34 were other routes that were 20 minutes to now 30 minutes. Haven't seen any noticeable change as far as loads so still able to carry people that CATS carried before.

Loads seem to have stabilized, possibly indicating that headways are now more consistent. Spread out now particularly in the morning peak. After the change, CATS is seeing not as many high peaks in the mornings of route 9. If missing trips earlier in the day that people were having to take the next bus along but now able more effectively not miss trips and then carry that ridership. Around that 3:00pm and 4:00pm time period where CATS saw the need for 10-minute frequency and didn't take it back to 15-minute frequency like the rest of the day still seeing that it is a need in the service levels. Still early analysis and keep looking at it. CATS feels the changes made meet the ridership that CATS has and still seeing positive experiences from not missing trips.

Part of CATS overall vision for improved transit services of high frequency routes connecting mobility hubs with on demand services is where CATS wants to go. That vision was adopted by MTC in May 2022 adopted. As a strategy to help with

operator availability CATS wants to fast track and get on the ground some opportunities for first last/mile connections through ride sharing companies but also look ahead of converting 60-minute routes more on demand more mobile services.

To help with that CATS did receive some funding this summer developing a scope of work for through FTA route restoration program to fully flush out what it would take to do fully on demand for the majority of 60-minute routes. That is the Phase III of the Phase I and Phase II.

Phase I of that would be to take the zones that were adopted as part of the Envision My Ride effort take a handful of those as early implementation primarily around Camp North End, Hidden Valley, University Area around South Boulevard and 485 and around the airport area, look at those 5 zones as early implementation for the first/last mile coordination with ride sharing companies. In the CATS app when activate those individual zones as part of trip planning connect a person with a ridesharing company to take the customer from a blue line station within some point within zone and some point within zone back to blue line station. Those points within the zone would be more than likely a place where ADA accessible. Still working through details. Route 17 operator shortage it is 45-minute route if CATS has to cancel or miss one or two trips on that it becomes an hour and a half route frequency, CATS can activate a zone that is one half mile route so that somebody can complete trip on a ridesharing company. What it means to a have a severe impact. As a goal CATS is working through contracting and budgeting and rolling out later this year.

Phase II of the microtransit pilot would be to look to some of the 60-minute routes. What comes to mind is the Village Rider route 97, 98,99 that already operate at a three-quarter mile deviation in the towns of Huntersville, Cornelius, and Davidson and also North Charlotte near North Lake Mall. Looking to those routes to come up with plan to fully convert to on demand services and operate by a third-party contractor. Means smaller buses on demand. Today CATS operate in some instances 40-foot buses and feel it is not the right level of resource for a service that is carrying 3-7 passengers per hour come with a more reliable service for that community that is on demand. The goal would be to take what CATS has learned to do public outreach that will start this fall and with an implementation at some point in 2023. Use phase III approach route restoration funds to come up with a strategy and plan for the rest of CATS 60-minute routes throughout network. The service and fare equity analysis will be part of 2022 public outreach.

CATS is trying to create a connected network that brings all these things together. Frequent transit that serves mobility hubs, that provides connections to on demand services and also micro mobility future and today by biking, scootering, and pedestrian connections.

Jarrett commented that he didn't notice a lot of coverage is part of east Charlotte. When you get past number #9.

Jason responded that what is not shown on map is the new routes that CATS has considered. There are a couple of opportunities for routes on Hickory Grove. Some of those routes were developed before CATS started thinking about microtransit and on demand. Potentially lower density but high need potentially. Looking at more on-demand finding a place for a hub and coordinating with ridesharing communities. Trying to match the service with the demand and density. Far east area Central Avenue and go out to route 46 that goes up Harrisburg Rd there is a kind of microtransit zone identified on that map. This is a living breathing document that CATS will continue to update and bring back to TSAC. CATS has recognized that need.

Krissy commented that she noticed the airport was added on there for the microtransit pilot areas. She didn't see that in the MTC version. Krissy asked Jason to describe how he sees that working.

Jason responded that is an area where CATS has a route called 235 that really serves almost like a circulator between Freedom Drive, Wilkinson Boulevard and West Boulevard. See that route as an opportunity for a future conversion of things. The thought would be that CATS would need to identify a hub or a location that could be a hub within that area. Already have a shelter that is within the Walmart parking lot off of Wilkinson. Have the West Boulevard Library area as potential that is where CATS has some sheltered stops. Out of the 5 zones that one needs a little more work. Particularly finding an actual place for somebody to pick up a service that connects to a high frequency route. The Blue Line area is a little easier in that space. Identified in work with West Boulevard Neighborhood coalition and work with the county as needing a bit nimble service out there. A little more work out there in identifying a hub location.

Jason asked TSAC member if they noticed the change or any feedback from the community.

Krissy responded that she has heard about the Blue Line people say that it is really crowded in the morning. Krissy takes the 9 and the 16 in the summer because it is too hot from CTC to work catch the 16 and having it caught from the 15 to 30 she can't take the 16 anymore and has to take a scooter. Krissy hasn't been able to sync it up. It is a temporary thing once it gets cooler. The 9 is a 5-minute difference every 15 instead of 10

Jarrett commented that it is a little more predictable. Used to synch up more with Blue Line and not synching up as much now and is longer wait. From a connecting standpoint takes more getting used to for a number of people.

### **C. CATS Customer Service Response Process**

Jessica Lanier manages the customer service center at CATS. Jessica gave an overview of how the customer concern process works with CATS. Typically, the citizens of Charlotte or surrounding area passengers have multiple ways of

submitting customer concerns. One way is through Emerald which is operated through Charneck 311. The citizen can contact 311 and the agents will submit concerns, assign to transit and CATS will be able to check that daily to see if there are any complaints or concerns regarding CATS services. Charneck 311 also has a CLT App which can be downloaded on a mobile device. Have email transit@charlottenc.gov so customers can forward concern there. Have walking forms that are available at the customer service desk CTC and also at the station manger's desk in the event that the booth is closed. CATS Pass App has a function inside that a person can submit concern. Citizens can also write letters. Typically mail letters to Charlotte Mecklenburg Government Center and letters are scanned or interoffice over to customer service group. The most common way is to call 336 ride which agent can take concern over the phone and document it at that time and forward it to the appropriate personnel.

Once the concern is received through any of those channels staff documents that information in City Works. In City Works, customer service is able to notate the date, time of the incident, route, location of the event, the type of request or concern and specifically what the customer is stating. Typically, customer service will ask for a name and phone number. If the customer allows ask for email and mailing address. Customers can allow to stay anonymous. Once customer service has all that information submit concern or request to various personnel within CATS. Depending on the concern type it can go to bus operations, rail operations, facilities, and planning. If the citizen provides email address the person will receive an automatic email with a reference number and details that citizen will receive follow up 3-5 business days. If calling over the phone the person can get the reference number.

Response time is 3-5 business days but sometimes that timeframe may not work since some requests take a little longer. Representative will let customer know 10-15 business days because representatives do have to go out and investigate the area of concern. If it is a new route Jason's team will go out and make sure it is an accessible area and if it is something that CATS can do. Personnel that have access to City Works and are able to go into the system. Bus operations quality control team is able to update records as it is resolved.

Before the report is closed out verify if the concern is a valid concern or if is undetermined, completed or any other code listed. Responding personnel receives daily reminders. At the end of the month team specialist in the call center are able to export a report for prior month. For example, the report for August was just exported and that report is reviewed to make sure all the information is properly written grammatically and to make sure the codes match what the customer has stated.

Since the pandemic call volume has dropped. Typically, before the pandemic the call center would take 750-900 calls a day Monday-Friday. 200-300 calls on weekends. Now 350-400 calls Monday-Friday depending what is going on in the city. If there is a major event, the volumes are higher. It has dropped drastically.

150 calls Saturday and Sundays are slow and get about 80-90 calls. In 2020, changed hours and currently operating Monday-Friday 5:30am-8:00pm and Saturday-Sunday 7:00am-4:00om. The weekend schedule didn't change.

Sherri commented that buses and light rail run longer than that is there a way for people contact CATS.

Jessica responded customers can go through the app to report the concern. Jessica suggests the app being the point of communication because there is a tracking feature which allows a customer to locate a bus. If it is a security concern it is connected to the See Say app. Can record anonymously and take pictures that go straight to security. There is not a live person after hours.

Jack commented that many calls and that volume coming in there must be some beautiful data available to Jessica and team outside of just saying 60 calls are service related. There must surely be success stories. What are the big success that come out of it?

Jessica responded that most recently it is a manpower issue. For a while there it was the number one complaint. There was a report drafted just for manpower. Since the service change on October 15<sup>th</sup> that has changed a lot.

Pam commented that one of the things that CATS does when planning routes is looking at some issues that CATS believes are out there, Pamela will call Jessica's group to get complaints on specific routes. Jessica can provide very specific information in order to address issues or improve services. It is an awesome tool. It is a great process and works for planning, it works for identifying needs, and it works for areas of improvement.

Jack responded that circles back to his comment that he wants to encourage Jessica and her team that is not just a receiver of information coming in but it can be a real powerhouse to the organization in kind of helping shift the direction or focusing groups on improving the experience movement.

Jason stated that CATS tries to meet more regularly with Jessica's team because it is two-way communication that helps to improve the quality of service but also to take data and put on a map kind of spatialize it to see it visually. Are there other things that are layering that are impacting service? Get more data driven approach to Jessica's customer service requests.

Krissy commented that she thinks a lot people think that there is no point of calling because CATS will not do anything. The presentation showed that there is a timeframe and there are reminders. Krissy doesn't know if the general public knows these things or the riding public. One time Krissy reported to Pamela that a driver has passed by Krissy and Pamela called it a pass by and Krissy didn't know it was a thing. That can get passed on to the bus driver. There is a whole science and operation behind this that Krissy didn't know about until she had a pass by. Krissy

is curious if CATS has noticed less people calling to see where their bus is once the real-time app launched because that seems like that would answer a lot of questions. There is probably a lot of success stories and also just explaining there is a point in calling. Two MTC meetings ago Krissy made a comment about it being if CATS database was public. What percent of complaints are about missed buses or driver passed me by or wishing a bench was at a shelter. Mayor Lyles made a comment that she was hoping that TSAC could do more to sort of see what riders want and to get feedback from riders. CATS customer service gets that information. It would be cool to hear more of that. Maybe this could be a twitter thing that CATS does. There are so many opportunity to use this data.

Jason responded that maybe CATS can bring back Jessica more frequently maybe not monthly. Seeing that and seeing the improvements because sometimes those are the indicators of other things going on and Jason feels it would be helpful to share that.

John Lewis commented that he thinks Krissy is bringing up some interesting feedback on that. Through CATS customer satisfaction surveys that CATS does it is CATS interest is to make that information more public, but John Lewis had not thought about it being also included. He thinks CATS will look at that and the question is how CATS will scrub it so that its meaningful. If there is an interest in it and CATS has it CATS ought to do so. John Lewis would like to find a way to make it positive and not there were 35 angry customers but if they did there is a reason they called. If CATS can say we heard this and we did that and now it is no longer an issue, John feels like it is worth that level of communication with the customer. Just have to figure out what the best vehicle for providing that.

Jarrett potential customer service data included in that. One data point that is existing out there now is specifically 311 reports of those who may call into 311. That data is very much publicly available now that is everything including CATS and every other department but that's something that can be filtered. There is some degree of data that is available is through one specific so if it's styled through one that publicly available. Be a little richer from a data perspective.

#### **IV. Chair Report**

Krissy reported on the last MTC meeting and the MTC did vote to approve the placement of the new South End light rail station. MTC approved the offset version where the in and outbound stations are not directly across from each other and there will be a pedestrian crossing in middle. That was approved. The pedestrian crossing is supposed to be built with the first phase of construction because that was sort of one of the drivers of having an extra station was to give people a way to cross.

Krissy wanted to echo what John Lewis mentioned earlier. This is Sherri's last meeting with TSAC. We are all going to miss you and you've left some big shoes to fill.

Sherri wanted to thank all of CATS bus drivers and all the CATS staff have helped Sherri be able to be and live in Charlotte independent and active with the light rail and buses. The call center has been amazing. She couldn't ask for better service here in Charlotte. Sherri has really enjoyed being on TSAC Committee for quite a while and helping to improve transit here in the Charlotte area. She looks forward to coming back.

Jason commented that CATS really appreciates it and her input has been valuable but one of the unspoken rules of TSAC is that she helps find a replacement. Jason greatly appreciates her time.

### **Service Issues**

Sherri commented that she knows the CTC is going to be remodeled but can CATS clean the outside of black boxes. She is excited people can just go up and push a button, but Sherri can't and has to touch it. Sherri uses it to locate the bays. Second issue is there was a music festival at Noda brewery the other weekend and it was encouraged to take the light rail or take the number 11 bus. When doing the mapping and planning with the light rail it would say to go to 36<sup>th</sup> Street and walk. There is a bus that comes from 36<sup>th</sup> Street and goes back up Tryon. Couldn't get planning to do that. Has the schedule for Saturday and Sunday. Sherri called the call center and call center verified it is running on Saturday and Sunday. Sherri didn't understand why on the planning it would not map it back up because it had to come back up Tryon. Tried all apps. The route 3.

Jason responded that it could be the database connection. It should show that full trip.

### **Operation Planning Report**

Pamela mentioned CATS is still monitoring services the report that Jason provided on the update from August 15<sup>th</sup> and continuing that. Planning still goes on and improvements of CATS services still go on. Still be planning for future service changes. Jason mentioned microtransit and CATS will be doing that as well.

Pamela went over the questions from last meeting that Pamela wanted to answer. One of the questions was regarding the QR codes on the route 9 and whether or not the codes fade and whether or not the codes are durable. The codes are raised so the codes will not fade. Another question was whether or not the telephone number was available for someone that doesn't have a smartphone. The telephone number is available on that same QR code. Jason and Pamela are currently working with the marketing team to come up with a survey to speak more in depth with CATS express riders who indicated the desire to have some midday trips that don't work traditional hours. CATS was able to add a bus stop planner to

the planning group. Keith Sorenson is the new bus stop planner.

John Lewis asked Rachel to give TSAC members some good news. Rachel said the good news is that CATS has successfully tested the real time feeds for the Blue Line in the CATS Pass app. Right now, in a training evolution with the Rail Operations control center because it is a little bit of a different business model to have to enter that data. Once trained and comfortable with the new procedures, CATS will announce that the Blue Line feeds will be live in the CATS Pass app.

John Lewis commented that CATS will finally have a fully integrated real time app that has all of CATS services in that. Rachel responded that will make it in just less than a year from the start of real time feeds to getting all the modes in there except for Special Transportation which CATS does have a plan for that. When practicing, sometimes CATS practices in the real environment but still in testing for right now.

**Action Items:**

Person Responsible	Action Item/Comments
	<b>Route 3:</b> not showing on apps and would not map route back

The meeting was concluded and adjourned at 5:35 p.m.

***NEXT MEETING: THURSDAY November 10, 2022***