



Metropolitan Transit Commission



August 24, 2022

METROPOLITAN TRANSIT COMMISSION

Wednesday, August 24, 2022

5:30pm

Charlotte-Mecklenburg Government Center

2nd Floor, Conference Room 267

AGENDA

- I. Call to OrderCommissioner Leigh Altman
 - Attendance (Roll Call)
- II. Approval of the July 27, 2022 Summary (p.5-30).....Commissioner Leigh Altman
- III. Chief Executive Officer’s Report (p.32-40) John Lewis, Jr.
- IV. Report from the Chair of the Transit Service Advisory Committee (TSAC)Krissy Oechslin
- V. Report from the Chair of the Citizens Transit Advisory Group (CTAG)..... No Meeting
- VI. Public Comments
- VII. Informational Items
 - Charlotte Transportation Center Redevelopment (p.42-51).....Jason Lawrence
 - Temporary Service Modifications & Microtransit Update (p.53-59)Jason Lawrence
- VIII. Action Item
 - South End Station Locally Preferred Alternative (p.61-67)Todd Thorne
- IX. MTC Commissioners’ Business
 - MTC Hybrid Meeting Update
- X. Adjourn

**METROPOLITAN TRANSIT COMMISSION
MEETING SUMMARY
July 27, 2022
(Approved on August 24, 2022)**

Presiding: Commissioner Leigh Altman, Mecklenburg County Board of Commissioners

Present:

Mayor Vi Lyles (City of Charlotte)	Brian Welch (Town Manager, Mint Hill)
Mayor Woody Washam (Town of Cornelius)	Mayor Jack Edwards (Town of Pineville)
Andrew Grant (Town Manager, Cornelius)	Bill Thunberg (Town of Mooresville)
Mayor Rusty Knox (Town of Davidson)	Randi Gates (GCLMPO, City of Gastonia)
Jamie Justice, (Town Manager, Davidson)	Mayor Marion Holloway (City of Monroe)
Mayor Melinda Bales (Town of Huntersville)	Brian Borne (City Manager, Monroe)
Anthony Roberts (Town Manager, Huntersville)	Mayor William Dusch (City of Concord)
Mayor John Higdon (Town of Matthews)	Mayor ProTem David Scholl (Town of Stallings)
Mayor ProTem Renee Garner (Town of Matthews)	

CATS Chief Executive Officer: John Lewis, Jr

I. Call to Order

The hybrid regular meeting of Metropolitan Transit Commission was called to order via WebEx conferencing at 5:30pm by MTC Chairman Commissioner Leigh Altman, Mecklenburg County Board of Commissioners.

II. Review of Meeting Summary

The meeting summary of June 22, 2022 was approved.

III. Chief Executive Officer's Report

John Lewis, Jr. – CATS Chief Executive Officer – presented the CEO's report; based on pages 17-26 in the MTC Agenda Packet for July 27th, 2022 meeting.

Discussion:

COMMISSIONER ALTMAN (Mecklenburg County): I would like to acknowledge the presence of RATP Dev executive Robert Smith, who will be addressing the board this evening, along with Mr. Lewis, on the current status of the labor shortage and how it is impacting their ability to provide reliable bus service. This has been a subject of increasing concern to MTC members over the last several months. It is good to hear directly from our contractor on their plan to address our concerns.

Before I turn it over to Mr. Lewis, though, I'm going to ask CATS board attorney Brad Thomas to remind us of the parameters for this discussion due to the delicate nature of collective bargaining that RATP Dev is currently in with our bus operator union, SMART, which stands for Sheet Metal Aeronautics and Transit Workers.

BRADLEY THOMAS-CATS LEGAL OFFICER: I just wanted to indicate for the folks here that RATP Dev has indicated that they are still in labor negotiations with the union for their collective bargaining agreement and that there could be some issues that they cannot answer at this time while that process is going on, and so we would just advise folks of that fact.

COMMISSIONER ALTMAN (Mecklenburg County): I would ask my MTC board members to remain vigilant to the parameters on any questions you may have this evening for the RATP Dev team.

CATS CEO LEWIS: For the record, I'm John Lewis, Chief Executive Officer of Charlotte Area Transit System. I just wanted to give you an overview of what you will hear from myself and our partners at RATP Dev. I'm going to go through our bus operation's organizational structure. We'll have a talk about the labor issues, both locally and nationally, and our proposed strategy for moving forward.

There's been quite a bit of discussion in the public about why CATS is structured organizationally in the manner in which we are. Even though most of our riders and the rest of the public thinks of our bus operators as city employees or CATS employees, that is not the actuality of the situation. This dates back to the late '60s, early '70s when many transit providers nationwide were operated by private entities. That was the same for our Charlotte Transportation System here in Charlotte. At that time, it was operated by Duke Energy, and during that period of time it was a union shop. The employees at that time had the collective bargaining rights, and when that entity was taken over by the City of Charlotte, despite the fact that North Carolina is a right-to-work state and prohibits government entities from engaging in collective bargaining, the federal law protecting collective bargaining rights and union rights of workers superseded North Carolina law.

Charlotte NC, like many other transit systems in the Southeast, I actually worked for one in my time in Richmond Virginia, set up this kind of structure to be able to honor the will of the states in which these systems resided but at the same time recognizing the federal requirements that went with accepting federal funding. The structure you see in front of you is what we set up here in Charlotte and is similar across the nation in states that have similar situations.

CATS as a governing entity, as a city department, had to set up a contractual relationship with the management company. At this time that management company is RATP Dev, but when I first got here in 2015 that management company was McDonald Transit. They in turn set up what I will call a shell corporation, Transit Management of Charlotte, and through that entity they hire the operators, mechanics, and front-line supervisors that provide our day-to-day operations.

Why those employees are members of Transit Management of Charlotte and not directly brought on by the management company is to protect Charlotte and our riders in the case of a transition to a new holding company. We still have the basis for providing service, and a new company doesn't have to come in and start from scratch, hire 500+ operators, several hundred mechanics to provide the service. We just switched the two middle boxes, and the service continues to move on.

I mentioned earlier, the situation we find ourselves, I think, is a direct result of the pandemic that we have been going through worldwide over the last couple of years that has resulted in an extremely tight labor market. If it was not enough that any of us can imagine going through a 2+ year pandemic, I think the follow-up and ripple effect of the tightening of the labor market was also an effect that came out of the last couple of years, and this quite frankly is an issue nationwide. Here are several of our sister agencies of our size nationwide who have been going through the same problem of recruitment and retention of front-line employees. I just wanted to give you a snapshot of that, that this is not a problem specific to Charlotte but one that's plaguing our industry, not just transit but also transportation across the board.

What I wanted to do is give you just for illustrative purposes a snapshot of one day of activities during this shortage of labor. In our FY23 budget CATS has funded 571 operator positions. That's 571 bus operators to operate our day-to-day service. For the last several months we've had over 70 open positions. Those are open positions that we've been unable to recruit for, for a variety of reasons. I will say in my 25+ years of public service I've never had a challenge of hiring bus operators. If one operator left an organization for whatever reason, we normally had 10 or 12 or 20 other operators on a list who are ready to take their place, so this is certainly different phenomena than I've ever seen in my career.

But when you look at the math and what the result of that is, when you take the 571 funded positions, subtract the 74 at that time open positions, you start off the day at 497 available bodies to operate our bus service. Each weekday our schedule calls for 292 bus operators to provide that weekday service, but during the week, since CATS is a 24-hour-a-day, 7-day-a-week, 365-day-a-year operation, we have to provide what I will call a normal weekend days off.

People like myself who work on an administrative staff, we work generally Monday through Friday with Saturday and Sunday off. That is the typical situation for many of us in this room, but for a 24-hour-a-day operation we have to spread that out during the week. Some of those 571 operators will be on Sunday and Monday, others Tuesday-Wednesday, others Thursday and Friday, etc. We plan for that. We spread that out so that each day 89 people will be off on their regular weekend day off, so think of it in that manner. That would bring our number down to 408 available bodies to operate our service. And the same math holds true for Saturday service and Sunday service, you'll see the day off associated with that.

When you start off with that 408, that is when you subtract 292 from 497, you then subtract 89 from that number. That leaves us with 116 available operators for our service. That 116 we describe as our extra board. Those are the operators above our service and known absenteeism, expected absenteeism, that we have set aside for unexpected activities. When you take that 116 number, subtract the 35 that will be on vacation, we require our operators and mechanics to choose their vacations at the beginning of the year so that we can plan for those absences during the year. That would take us down to 81.

When you look at that perfect storm of open positions and unexcused absences, for whatever reason that an individual that day 107 individuals did not come to work for a variety of reasons, that put us, when you take the 81 and you subtract 107, that puts us in a -26 position. We were down 26 operators on this day over the last couple of months. And I think this, just as a snapshot as to why we are providing that information to our customers each day of how many operators are off for a variety of reasons, have not shown up to work.

We look back over each day over the last couple of months and looked at the actual amount of operators that were off for a variety of reasons. You will see through this chart there are only six days during this month, during this time period, that we had more operators available than we needed for service. The vast majority of those days we were in the negative. That negative number averages about 23 per day, but some of those days the absenteeism put us in 40 to 50 unavailable operators.

That is the reason why we have the action item that we will be considering later that Jason will go through, is how do we begin to right-size our service with the expected average manpower that will be available on a day-to-day basis. Jason will go into more detail on that in a few minutes.

We find ourselves in the situation with an extended period of operational shortages. As I mentioned, with the increase in absenteeism, lower retention rates, each and every day we have to reallocate manpower from our higher frequency routes to lower frequency use routes.

That is a very dynamic situation, because during the day our manpower situation changes, and so because of this and other reasons we are bringing that action item to you later this evening.

We have been working with our partner at RATP Dev over the last several months, preparing them for their negotiations with their union. The CATS FY23 budget was acted upon by the MTC in April. It was included in the city manager's budget in May and passed by the City Council in June, and they weren't able to get into, really, the crux of their negotiations until our budget was passed, and I can give them the parameters, the financial parameters, that they had to work with in their upcoming negotiations. Couple that with changes to our providing more flexible bus route scheduling and closing attendance policy loopholes, we believe we have a long-term strategy, labor-related strategy, that will address this current situation.

Lastly, before I bring Robert Smith to the podium, I also wanted to announce many of you may notice through our social media channels that we have made additional changes to our real-time app, working with our Transit Service Advisory Committee members. We heard from our bus riders that they wanted to have information on a daily basis to understand what was the absenteeism, the manpower situation day-to-day, but also if we could provide more information that would not just, when the app reverts back to the normal schedule, when a bus doesn't leave the depot because of the manpower shortage, that we could get to the point where we would actually provide information through our real-time app to our customers that a particular bus on a particular route will not be operating. That went to live this Monday and I believe we've gotten very positive feedback from our customers on that.

Providing real-time, as close to real-time information as we can, to our customers so that they can make informed decisions about their mobility options, second, coupled with our next strategy, and we are in the midst right now negotiating with the transit networking companies like Uber and Lyft to be able to supplement our mobility options with a subsidy from CATS, that on days where we're having problems with manpower and service isn't going out, that our riders would be able to utilize our app, call an Uber, a Lyft or perhaps some of the company, get their mobility option, and CATS would subsidize a portion of that trip.

We are continuing to work out the parameters, the financial parameters of that, with all of those companies. I will say the reason why we are bringing that through our app rather than sending people to those companies' app is that we want to at least try as hard as we can to restrict this subsidy to only transit users. I don't want to pay for regular Uber, Lyft, or other riders, and we want to funnel this activity through our app, and at the next board meeting in August I will have more detailed information on the timeline of that rolling out.

COMMISSIONER ALTMAN (Mecklenburg County): I did just have one question about the retention/referral program that you had shared with us via email that was implemented in January. So that was for CATS employees, right, and then RATP Dev authorized a similar kind of program in March, is that correct?

CATS CEO LEWIS: I did not remind that our bus operations is operated by RATP Dev, but all of our rail and special transportation services are actually city employees. With the passage of the city's FY23 budget our rail and special transportation employees got their immediate raises in line with other city departments, but those employees also were able to participate in our recruitment/retention program that was rolled out earlier this year, which provided upwards of \$2,000 bonuses for retention bonuses, and I believe \$500 or \$1,000 bonuses for referrals. At that time, we authorized RATP Dev to provide similar retention bonuses. Theirs was a little different than how the City provided to its employees, but it was somewhere along the line with that.

COMMISSIONER ALTMAN (Mecklenburg County): If this has only been implemented as recently as March it may be too soon to say, but do you have any data about the effectiveness of it, does it seem to have an impact in terms of metrics for recruiting, retaining, and obtaining referrals?

CATS CEO LEWIS: Well, I think from the City standpoint it certainly had an impact. I can bring the exact numbers back to the board, but we did see a slackening of the loss of employees, and a good number of our employees did participate in the referral program. Obviously, the biggest impact from a job opening and open positions remains in our bus service, and that is the reason why we authorized RATP Dev to do that. I think you will hear more about their success of their program when Mr. Smith comes to the podium.

Robert Smith and David Barkoe of RATP Dev presentation was based on pages 28-32 in the MTC Agenda Packet for July 27th, 2022 meeting.

Discussion:

MR. SMITH: Madam Chair and members of the Commission, my name is Robert Smith and I'm the VP of client relations for RATP Dev USA. It's a pleasure to be here today. We were actually looking forward to having the opportunity to talk to you about items that have been in the public for some time and to discuss it from a holistic standpoint from our perspective. Here with me also is David Barkoe. He's our communications specialist that helps us around company in communications and the like, and I'll take a moment to introduce him as well.

MR. BARKOE: Thank you, everybody, for having both of us certainly. What Mr. Smith and I are here to do today is to inform and educate, right, because what we've seen, certainly over the past at least 3 to 4 weeks, are question marks certainly in the public and in the press and I'm sure in this room as to who is RATP Dev and what is RATP Dev's role here in Charlotte and Charlotte-Mecklenburg County, and that's really what we're focused on to do tonight, and we'll bring it out and we'll talk through some of these points here.

Who are we, right? We are RATP Dev USA. We are a subsidiary of RATP Dev based out of France. But here in the United States RATP Dev either manages or operates 33 bus and coach lines around the country, 22 power transits, Chowan University, we even do sightseeing tours in national parks around the country, and streetcar lines around the country as well, operating in cities all across the United States from East Coast to West Coast.

MR. SMITH: With that I would like to say again that our company, the RATP Dev Group, is actually based out of France and started in 1900. If you've been to Paris and ridden on the subways there, those are trains that we actually operate. Our group is called RATP. It's our parent group and they spin off operations around the globe called RATP Dev USA and the like.

Here in the U.S., I guess around 2009 our country became interested, like a lot of foreign companies, to do business in the U.S. They purchased a company called McDonald Transit based out of Fort Worth, Texas. McDonald Transit has been in business for over 50 years. The first contract that they had in Fort Worth, Texas we still have until this day, so a good deal of what we do is to partnership with individuals that we work with. We made that purchase in 2009, however, McDonald Transit's first contract with the City of Charlotte was in 2003, so the company has been here. Our goal has always been to be a partner that gets things done and not being out in the public with it. So that's what we have right now that brings us up to today.

MR. BARKOE: And today, right, we have long-term partnerships, not just here in Charlotte, as Robert said, since 2003, right, if I did the math correctly, but in Arizona Sun Tran, city bus and other areas around the country starting back in 1972, so our history is long. With many of ours it's not an in and out in one or two years or three years but long relationships, and certainly here with CATS, as we say, since 2003. And then the goal presence, as we said, French-based, French-founded, operate in the United Kingdom and also around the country.

Right here in terms of figures, we operate in 15 countries, 27,000 employees around the world, over 100 operations. We do about 1.5 billion passenger rides per year on our network, so that's a lot of people that we get on a day-to-day basis, and we're in over 780 cities around the country through our partners and directly.

As Robert said, 1972 McDonald Transit was founded. In 2003 they signed the first agreement with Charlotte CATS. RATP Dev USA acquired McDonald Transit in 2009, and our relationship here in Charlotte, we provide essentially three employees, full-time employees, a general manager, an assistant general manager and director of maintenance, and I believe two of those gentlemen are sitting every here to our right at the table, so we have local presence here and they are our employees. And throughout the last 18 years, from McDonald Transit to RATP Dev USA acquiring McDonald Transit, it has always been about a partnership and a partnership focused on growth and certainly change. As Charlotte has grown, we have grown with the City. We have grown the transportation possibilities, certainly on bus lines.

MR. SMITH: One thing I would like to say is I've been with McDonald Transit now five years, and before that, like John and many in this room, I've worked on both the public side. I've been in John's seat in other locations and I'm now on the private side. I've had both of those seats. I understand the pain of your brand when there's media coverage and there's things that's going on that we have here in Charlotte. Charlotte, like a lot of places we operate, is a fast-growing, dynamic region and an area that's continuing to have growth, and part of what we do is to try and distinguish ourselves and differentiate ourselves from our competitors is that partnership that goes long-term.

There're two different types of contracts that we currently have in the U.S., and we talked about the different types of services. There is a management contract, which is what we have here in Charlotte. A management contract is one where the agency pretty much retains most of the risk, most of the responsibility, and most of everything that goes on. You set policy, you keep things such as safety and training and a lot of things like that.

Those contracts are generally ones that were more prevalent in the '80s and '90s. As time went on, a different type of contract started, and it's called operating contracts. It's where cities -- and just here in North Carolina Greensboro is a good example, Asheville is another example -- where they literally transition the risk over, but that impacts the cost model that you do with it. You own the risk of labor, you own the risk of maintenance failures, you own a lot of different things. Those are the two different types of contracts. Here we have the management contract, and we basically provide leadership with three positions that we have. I think it's important that we distinguish the difference between the two, because as John said, and he did a great job of explaining that the partnership is much more intimate when it's a management contract than when it's the operating one and the contract literally is written that way.

Some of the things that we'd like to highlight over the last 18 years, even though it's a management contract, during this time we believe, because of our footprint around the globe, we know because of our footprint around the U.S. that as a company like us we bring leadership. And most recently we brought to the table, at our expense, a technology

assessment. That's where we came in and did a comprehensive technology assessment. And that information then can be used by the agency, such as CATS, to set the direction going forward. That's part of value-add that we bring in as well.

We also have over these years successfully negotiated contracts, both on the maintenance side on and the transportation side, with the bus operators without significant issues relating to service. There were no work stoppages or slowdowns during that particular time. So very quietly we have been in the background doing what we need to do, but one of the things that we're finding right now is that coming up to let's just say pre-Covid, you didn't know we really existed, we just did things. There were things such as CATS was always recognized nationally within APTA for things such as growth, such as maintenance on their vehicles. I believe at one point you had one of the oldest average age fleets in the nation by your mean distance between road failure was one of the best. You were still beating that. That was a partnership between you and our company as we did that, so those types of things I believe it's important that we discuss as we go forward so that we understand what we're working with.

The other thing too is that we've done a survey, and we found that in our network here in the U.S. we did a survey, I believe it was around 1500 people, and we found that of the 1500 operators that we hired, more than half of them left within the first year. 46% of the ones that left within the first year left in the first three months. That's very similar to what you will find here in Charlotte or cities that were in the peer group that Mr. Lewis CEO showed when it was up here. It means that what you're doing in terms of the bonuses, what you're doing in terms of livable wage and the like, those will resonate but it's no different than what we're finding at our network, whether it's Fort Worth, whether it's Tucson, and trying to find places that's similar.

We also operate the DC Circulator in Washington, D.C. We're having that problem whether it's in a large metropolitan area or whether we're in Central or West Texas. It's the same thing. People are choosing to do something other than drive a bus, and what we're doing is putting our focus nationally and internationally on employee engagement.

Our chief people officer did a really good presentation for us recently speaking about how the population that we're hiring now, the ones that's leaving in the first three months, we've got to do something different in how we engage them. We've got to do something different in how we retain them and how we train them actually going forward.

That's the type of thing that I won't get into very much, but that's really where we are, but we want to thank you for allowing us to come out today. We are here to take questions, and John, if there's anything else that you or the board would like for us to discuss let me know.

MAYOR LYLES (City of Charlotte): I'd like to ask you to give us a little bit more detail. You say you have the operating contract, so when you have operating contract and there's a management agreement around how to provide the service, what is the accountability for projecting, when we started the losses projecting how to get new people in and what are the specifics that you address to accomplish that?

MR. SMITH: You're talking about the recruitment of operators?

MAYOR LYLES (City of Charlotte): I'm talking about recruitment of operators, what are some of the things. I mean, I've heard the retention and the bonuses, those kinds of things, but if you were operating -- and you are in some ways operating a healthcare facility -- and you knew that you were going to have a problem with nurses, in my experience traveling nurses come in. You have to pay them more; you have to do that. I'm looking at what are those

strategies that are similar and necessary in your organization and your business to accomplish those types of things?

MR. SMITH: There's several things. Let's take here in Charlotte. We put together something in I believe late April, early May. It's our 100 Day Plan to hire 100 operators in 100 days, and we're changing how we're going about our recruitment. We've increased the number of job fairs, we've increased the number of referrals, we're working with the bonuses, and we've asked for and was allowed to call it something different so that we could get folks through the door. And we feel really comfortable that we will make that 100 operators within 100 days to help make up for that. Our focus has changed is one.

Community engagement has changed, and we're also looking to reduce the number of people that are leaving our employment. We have people that are retiring not only here in Charlotte but across the country at a much higher rate. We're looking at how we engage them and how we convince them to stay. Those two are a combination of things that we're doing that some work, and some don't. And all of this is actually post-Covid that we're finding that particular issue.

MAYOR LYLES (City of Charlotte): Let me be a little bit more specific. When you have the network of people across the country that you've described with all of the other cities, are there any cities that you work with to ask them to send people to Charlotte in these shortages that we have, and how do you address that?

MR. SMITH: We can say that we do that when we start up new businesses, and it's very short-term and it's for very specific things, but what we're finding is that because we have a labor union that's one as a deterrent; and then two, we're finding that the cities around the country, the ones that we mentioned, they're having the same problems. Let's use Fort Worth. Fort Worth is literally short, and they've done things such as increase their headways and reduce service to accommodate that. As we look at places in the Washington, D.C. area it's the same thing. And there's a couple of things that -- well, let me just first answer your question very specifically.

We don't have the ability to bring people from other networks right now, primarily because of the labor relationships that we have and how you will bring them in and how you will make that happen, but it is something that's being experienced throughout our industry in the U.S. and not only just our company.

MAYOR LYLES (City of Charlotte): And I think the next question that I have is you talk about headways and what we're doing, and this service has been in the newspaper for a while. I would expect that you knew that these things were going on before the media paid attention to it. I'm asking, we're going to be talking about how we would right-size the service. What is your recommendation that we would do, knowing that we have a labor shortage, in your experience in this industry what are the steps that are essential for us to be able to provide reliable service to our residents and citizens?

MR. SMITH: A couple of things. I believe first and foremost what the city of Charlotte-Mecklenburg is doing relative to livable wage, because the competition for labor is very fierce and some people are -- we're losing people to big-box stores and the like, that's one. The other two is yes, this has been coming for some time since Covid. People were retiring at a much higher clip post-Covid than they were pre-Covid, and that's a phenomenon that not only in our

transit industry but in general that's one. I believe that some of the financial things that the agency is doing I believe is good.

On our end we've got to do things. When we talked about the 43 percent of the people leaving within the first three months, what is it that they're leaving about? Is it their schedule? We are hiring folks and yes, we're paying you good money, but you're probably going to work weekends for the next two or three years. That's one of the main things that we're seeing that people are leaving for. We have to look at how we schedule work, and that's going to take a time for us to get there. And I'm getting in an area that's not mine right now, but I think we have to look at things such as work schedule. We also have to look at work environment that we have them in and so on, and we're finding that not only in Charlotte but throughout our industry.

I talk to people in other agencies that have nothing to do with our company, and we're all struggling and pulling and tugging to try and find the right combination to make that work, and we're going to continue to do that here. I think the success of getting people in the door and having them to stay is something that we've got to stay at. We have to recognize that it's going to cost us more to recruit than it has in the past, and we've got to also look at what does it take to retain.

MAYOR LYLES (City of Charlotte): Aside from the people, though, what are the technology changes that we should be making and what are the system changes that we should be making to be more reliable?

MR. SMITH: I don't really want to get over into John's area, but there are a few things from a technology standpoint that allows push technology to allow people to know when the vehicle is coming. For instance, there is, cost notwithstanding, when I've lived in larger cities, Chicago is one, headway management is a term. I knew when the vehicle was coming because I could see it on an app, and I would go down to the bottom floor of my condo and I could walk out, and I could be there. That helped improve from that perspective, but that doesn't work everywhere. I think there's a variety of technologies that have to be looked at based upon your capital programs and things of that sort, and that's something that we're more than willing to bring our technology partner in to have that conversation more with. The ones that did the recent technology assessment, they looked at a variety of things, and we're more than willing to bring them back to have that conversation.

MAYOR KNOX (Town of Davidson): I have a couple questions, and these are nuts and bolts. Number one, you said you started in April with hiring 100 drivers in 100 days. You started April 1st, we're at 117 days right now. How many drivers have you hired?

MR. SMITH: Actually, it kicked off in more around May. We started May 16th and we're at 67 I believe?

MAYOR KNOX (Town of Davidson): Then the last thing is expectations for your hires. When you're in a service industry, when you're in safety, when you're in healthcare you sign on to work shifts that are not Monday to Friday like most of us in this room have Monday to Friday jobs. I'm a realtor. I should work on the weekends, I don't. But most of us have a Monday to Friday job. In the service industry job in this particular field here, there's the potential, so are you going after the right candidates when you're hiring with those expectations up front, knowing that it's a given that you're going to work weekends?

MR. BARKOE: That's always a challenge in the industry right now, especially when you're hiring younger folks who want a job, want a career, want to start, then the reality sets in after a month or two of what their lifestyle is, whether it's any career, like you say, in the service industry or otherwise. I think that is the challenge of convincing younger folks to not only take that job, but this is the lifestyle and here are the benefits, right, and adjusting to it, or as Robert said, being flexible with schedules as time goes on.

Yes, like you say, for the first two or three months you're going to be working Saturdays and Sundays from 9 AM to 4 PM, whatever the schedule allows, is there an adjustment to be made after those two months. You kind of earn your way out of those roles and then finding new people, but that's certainly an adjustment. In any industry that is one of the challenges right now. Hey, everybody wants to work to make a lot more money but while working less or working on their own time. And we see that across the country in what we do, and in any industry that is involved in service or otherwise.

MAYOR HIGDON (Town of Matthews): I've got a question. Perhaps one of the things that's a detriment to hiring more drivers or operators is a pretty high profile of criminal activity that's happened with our drivers. Have you done anything to address safety concerns?

MR. SMITH: We have, in partnership with CATS, the rollout of the training, de-escalation training. There are things that we're coordinating with CATS with as well as the camera systems on the vehicles, talking to our operators. There have been some really high-profile things that's happened here, and I don't know, you probably know the details as well as I do, those things in our business from time-to-time happen, and what we have to do is to try and work with law enforcement to try and work with what we do in the street to mitigate that as much as possible.

I'd say within our network, Charlotte actually does, notwithstanding the high-profile ones, I would put your stats up there with other places. And sometimes we get caught in the bubble of looking internal, and we shouldn't dismiss any of them, but I wouldn't say that it's worse in a city of similar size in our network that I would see going forward.

MAYOR BALES (Town of Huntersville): I just want to say thank you all for coming this evening. A couple of the things that you listed were livable wage, work environment, in addition to work scheduling. Can you talk a little bit more about work environment, and what are your hires looking for; what are your employees looking for to make that working environment better?

MR. SMITH: The staff that I referenced where we interviewed the 1500 people, they're telling us; they're telling us that I'm young, I have a family, and if I can go down the street to a big box and make the same starting wage, I may take that choice. The other thing that they may look at is sometimes you're driving at night in neighborhoods you may or may not feel comfortable in. That's the nature of the business, and it has been for decades in what we do. That's a bigger issue, I believe, than recruitment.

The other thing that we need to do is we're finding that where we improve employee engagement, where we have programs where we show that we appreciate them and things like that, we've got to do more of that, and that's what our people officers are telling us. Our industry for decades, for decades, has been very regimented. You come to work and if you miss X number of days you get days off, and so it's very regimented. And the new people that we're

hiring -- and this is not an excuse but it's a reality -- they are a different group. The older people are retiring quicker and the younger people, actually the higher starting wage isn't the draw that it once was, and that's my opinion from being in the industry for 40 years, it's not there.

I believe that what you're doing here in Charlotte, I've bragged about it in different places for other reasons in terms of the steps that you're taking, but it is one that we have not given up on. It was just this past week that we had our chief people officer giving a presentation, and that's where those stats came from, and we're rolling out something nationally on it, particularly on our operating contracts, where we're spending the money to do the engagement because it's cheaper than what it takes to hire and train someone new.

MR. BARKOE: And just to add to that point in terms of work environment, it's also the continued partnership and engagement with Mr. Lewis and his team and everyone else at CATS to determine how we improve the work environment, wages, hiring, employee engagement, and community engagement. We have to keep doing it together. It's not just on RATP Dev and the team to figure it out, nor is it on the CATS team to figure that out. And those are conversations happening day-to-day, week-to-week and how do we do that, and sometimes things take longer to rule out than we want to, but they're ongoing conversations of a partnership when we have a management partnership like this. That is our key role to do, be proactive. And we do it around the country not just here, be proactive, make suggestions and recommendations not just because they come out of thin air but certainly from our experience in Greensboro, in Austin, Texas, in Washington, D.C., in Tucson, Arizona, what have we learned there, whether we have an operating contract or a management contract in any of the cities, what have we learned there and what can we bring to Charlotte and execute together.

MAYOR WASHAM (Town of Cornelius): So where do you see us in this labor cycle? Obviously, it's like any economic cycle, but where do you see us? I mean, we've been in it for quite a while, and with that how many employees are we really down right now? I know you're hiring, but where do we stand right now?

MR. SMITH: John's numbers that he presented earlier are the numbers in the labor cycle, and what appears to be slowing down now is the attrition, you know where people are saying I'm done, I'm going home, have a great retirement that you also read about in the paper. That seems to be slowing somewhat, and we'll have to do better about adding those to our report that we give to CATS. The other one is in terms of the labor cycle I think we're going through something right now. I used the term we're being disrupted in a lot of ways. The labor market is the one that I believe caught a lot of us by surprise.

We understood and saw Uber coming. We understood and saw other types of things that would disrupt our industry, but after Covid I don't believe that some of us saw that coming as fast and as hard as it's coming at us, and it's impacting our industry not just here in Charlotte. Now, I know I'm overstating that, but I think it's important for us to know that that's a bigger issue.

You mentioned security and safety. That's a bigger issue as well that we're working with, and it shows up on our vehicles. Some of the town hall meetings that we may have with our operators, what they talk about in the town hall meetings is some of the things that we're discussing here right now. I come to work every day, I do what I do, but I'm not sure, and so we're continuing to figure out ways to work our way through that and keep them employed.

MR. BARKOE: And I think in a broader sense no one knows in any industry where the labor cycle is right now. All you have to do is you can turn on the news, read the paper, head out on social media, so I don't think anybody really knows. I think the efforts of the 100 operators in 100 days, right, the proactive planning that RATP Dev USA has put in place and certainly in partnership with the team at CATS is our best way, without money flowing from the sky to pay everybody double, right, it's our best path forward to push our way through this labor shortage certainly here in Charlotte, and that's the same thing we're doing in other cities around the country and certainly every industry is trying to do, how do we create it and how do we make it happen without overpaying everybody.

MAYOR WASHAM (Town of Cornelius): Yeah, I'm just glad you have a plan.

MR. BARKOE: Absolutely.

MAYOR BALES (Town of Huntersville): Can we go back to retention of the employees that we have, right, and how much professional development are you investing in the employees? Because I do feel as if, you know, that's kind of part of the retention, right, where employees feel valued, they feel like they're being given the tools necessary to be successful in their jobs. And I hope I'm not out of scope, but that's always a concern for me when I look at employees, making sure that they're being given the tools necessary to be effective.

MR. SMITH: Yes. This employee engagement process -- that may be a wrong word to use -- that our company is looking at, like how do we value them, how do we let them know that what they're doing is important, how do we listen to all those soft skill things that we've got to do because we're finding in some of our locations, money wasn't the answer. We have to continue to do that. I think a big part of it, some of the things that we're doing, I think Mr. Lewis and his staff will come out sometimes, we have town hall meetings. Employees like to be heard. They like to be able to speak their grievances and know that there's someone that's going to listen and make it happen.

It sounds cliché-ish but some of the things that we're doing, the real soft skill types of things on the engagement side, it may keep a person another year while we go through the process of retention. Some of the things I can only guess that will be in the presentation later will talk about some of the structural matters that perhaps we could look at as well.

MAYOR BALES (Town of Huntersville): In regards to professional development is there ongoing training for our bus drivers to make sure that -- because we are in a service industry here, so catering to our customer and making sure that they have the tools and the ability to engage with their customer in a professional manner?

CATS CEO LEWIS: The issues that you point out, Mayor Bales, we are certainly hearing that on the rail and STS side, and we have been investing in professional development for them. You look at the progression of: I came and started as an operator, then I'd like to move into scheduling, and then maybe I'd want to move into supervision, and then I'd like to move into scheduling, and then maybe into another entity. We have that flexibility on our side of the line. I think on theirs, they only have two roles, you're either a mechanic or an operator. I think it's different from their perspective. They are trying to engage them in the position they're in, but once someone takes another position they're out of their organization.

You're exactly right, and we're seeing the benefit of that on our side because they stayed within the city, they're taking higher, more technical, more advanced positions due to that investment makes a higher paid happier city employee, but I don't know that as a structure there are many ways to advance under that.

MAYOR BALES (Town of Huntersville): And I'm not necessarily talking about advancement as much as I am talking about giving them the tools necessary to interact with their customer in a way that it's a positive reflection on CATS but also a positive reflection on the system as a whole and the drivers themselves.

CATS CEO LEWIS: Do you want to talk about the de-escalation training?

MR. SMITH: Yes, the de-escalation training is there. I know in the last year post-Covid that there's a new position inside of CATS where they're developing training programs, and a lot of those are customer service-related type training programs where de-escalation takes stress away, customer service training for our front-line supervisors in dealing with the operators. The answer is yes, those are some of the things that we've have to really push forward post-Covid to slow down the retention.

There was a lot of stress during Covid. I spent a lot of time in Charlotte during Covid, and the things that the City did to help address that we talk about at our Paris office. You did a really, really good job at how we managed through that entire process. And coming out of that, however, the stress levels were still high, and our retention rates started to creep up to the rest of our peer group in different things like that. We're having more and more to do with de-escalation training, to do the customer service training, and do the things we're talking about, which is do we treat our people the right way, that at least we take away that reason that they would want to go home.

CATS CEO LEWIS: Lastly, Mayor Bales, specifically to the de-escalation and customer service training, when a lot of these issues were coming to a head we were partnering with other departments in the city and applying best practices nationwide, and so a lot of the training that we gave and provided for those employees was based on some of the community service training that our police department is doing, tailored to transit, a little different than law enforcement, but that development came out of some of the positive advances that CMPD were able to achieve.

COMMISSIONER ALTMAN (Mecklenburg County): I see that there's a question in the chat from David Scholl: What percentage of your employees are union versus nonunion?

MR. SMITH: I'm going to guess that we're probably in the 65% range, and many of the nonunion are places in West Texas, Central Florida, but 65% plus. And the solutions are the same. Employee relations trumps labor relations all day, so whether they're union or not, the same solutions work.

COMMISSIONER ALTMAN (Mecklenburg County): I'm a little confused about the incentives and their effectiveness that RATP Dev has been implementing. I heard you say higher wage isn't the draw, money wasn't the answer, so can you give me more specific details about the retention bonuses that have been implemented since March? Is there any data shown at being effective for your program, just for RATP Dev?

MR. SMITH: As John said earlier, we will get very specific information and send that to you. There is a lag effect to that, but we did implement the back bonus, I believe it was later in the year. It wasn't in March; it was a little bit later. But without bumbling about with that, let me get specific data from our general manager and we'll get that to everyone so we can know what that is.

COMMISSIONER ALTMAN (Mecklenburg County): Okay. And then I just wanted to have a little more clarity, Mr. Lewis. It seems like we're hearing a lot about hiring shortages for our buses, which is under the aegis of RATP Dev. Are you seeing shortages for Light Rail, which is under the aegis of the City, if I'm understanding correctly?

CATS CEO LEWIS: We're not. If you remember back to my presentation, that the situation that we find on the bus side is that perfect storm of the open positions, unfilled positions, and daily absences. What we are seeing similar on our rail and special transportation is a little more difficulty and it's taking us longer to recruit, but we have a different attendance policy on the city side so we're not seeing the levels of daily absenteeism on the rail and STS that they are seeing on the bus side. I would not say that we are a lot better, I would say that the issues are different.

COMMISSIONER ALTMAN (Mecklenburg County): Okay, because simply I would want to know if you are seeing different outcomes, to know what was the difference in your policy, and it sounds like the attendance policy is the only major difference that you've identified to explain a different labor and operational experience, is that correct?

CATS CEO LEWIS: That's correct. And our numbers are significantly lower. I believe we need, I'm looking at 79 rail operators, 79 versus 571, so there's little difference in scope and breadth in that.

COMMISSIONER ALTMAN (Mecklenburg County): Last question. You mentioned that the real-time app has improved, and I don't know if you can easily put up on the screen an example of what it's going to look like now when a route has to get canceled because an operator is not available. If you can put that up, please do.

CATS CEO LEWIS: Madam Chair, we'll do that at some point before the meeting is over, but it wasn't in the slide deck, but I'll see if staff can provide that.

COMMISSIONER ALTMAN (Mecklenburg County): Okay, great, because I do think that's very helpful to see important improvement on that.

MAYOR EDWARDS (Town of Pineville): CATS spent a lot of time with a 15-minute program, which means more operators, more buses. What are they doing in relationship to trying to fill those voids or is that going to be put to bed for a while? Because you don't have enough drivers now, so what happens with the planning that has gone into every 15 minutes, or is it every 45 minutes or 30 minutes?

CATS CEO LEWIS: Great question, Mayor Edwards. I'm going to answer that in two parts. I think right now we have an acute labor issue, particularly on our bus side, that is forcing

us to recommend increasing our headways, getting our service levels in line with available manpower. If all of the labor issues went away tomorrow, we still have multiple, many routes with 45 to 60 minutes, headways, that was outlined in the Envision My Ride program, structure, frequency, and reliability. We're dealing with a reliability issue right now as a result of labor, but the frequency issue still resides and is one that we can only deal with through increased investment.

MAYOR EDWARDS (Town of Pineville): The question comes down to is it easier to fill a train operator's position, which is nonunion, or is the problem that we're having with employees for the buses because it is union and that's creating some issues?

CATS CEO LEWIS: I will answer the rail side of it, and I will let Mr. Smith answer the union versus nonunion, if he has any perspective on that. I will say it's probably a little easier to hire a rail operator because they are not interacting with the public. That rail operator is behind closed doors and really has zero interaction with the public unless there is an incident that requires that. There is little to no day-to-day interaction with the public, but the training requirements of rail operator is significantly higher. When we hire a rail operator, they are in training 12 weeks versus 4 to 7 in bus.

MR. SMITH: You said that perfectly. In fact, at a lot of agencies the family of jobs, I believe as the mayor was talking about, is you would go from being a bus operator to a rail operator because it was seen as being a better job, not having to interact with the public and moving in and out of stations versus going down the streets, so that's exactly what we're seeing.

MAYOR HIGDON (Town of Matthews): I just have a comment. I think as Mr. Thomas said at the beginning of this meeting CATS, and Mr. Lewis in particular, and CATS staff and the universe of the MTC have been asked a lot in the media about what specifically we're going to do as far as in the labor contract to address these issues. Obviously, we can't talk about that because it's still in negotiation, but I just wanted to make sure that that's loudly said that we can't speak about it, and it's not a lack of transparency, it's because negotiations are still ongoing and we all need to remember that.

MR. SMITH: Your point is well taken.

MAYOR KNOX (Town of Davidson): Madam Chair, I've got a prepared statement I'd like to make.

COMMISSIONER ALTMAN (Mecklenburg County): Go ahead.

MAYOR KNOX (Town of Davidson): Thank you, Madam Chair and Mr. Lewis. I'd like to address the current situation with our shortfall in our bus ridership and potential scheduling changes. We've all heard about the decrease in ridership locally and nationally. This is not just a local problem, but it is our problem. This is not a permanent problem, but it is our problem. The solutions to this problem may not be permanent and what we choose to do will potentially affect those that rely on bus services the most. People need buses to get to and from work, to school, to medical appointments and to consumer services. A minimum decrease in services will be more than an inconvenience to many, but again, this is a temporary fix to hopefully resolve what the current issues are in the system.

The one thing that we have the ability to do is to make sure that those that now may choose to utilize rail until the bus situation is resolved do not experience the same delays. Our rail and STS drivers are city employees, and we can and should make sure that there are no delays in these services. We have the ability to hire the drivers necessary to fulfill our obligations to the riders.

Lastly, I have full confidence in John Lewis at the helm of CATS. There's no one more qualified to lead us out of this current situation that we are in and continue to expand the footprint of public transit in our area. I will continue to push John on the Red Line, on enhanced bus services and amenities and on the BRT, but I will stand beside you, sir, and support your leadership, because without you we start over.

IV. Transit Services Advisory Committee (TSAC) Chairman's Report

Krissy Oechslin (Chairwoman) reported the following recap: I think sometimes working in the public sector is a thankless job, and I know everyone at CATS is a human being who goes to work every day and does the best they can. I just wanted to acknowledge that in all the scrutiny that's on CATS right now and thank you for your work.

I also wanted to point out, as Mr. Lewis said, that that real-time app has been updated since our last TSAC meeting, where that was one of the things that we wanted to see was to see if a bus has been canceled so people aren't waiting for something that doesn't show up. I have used it myself this week. It's great to see when a bus trip has been canceled, so thank you very much for fixing that, and we hope that that brings predictability to riders.

At our July TSAC meeting we voted to resume holding in-person meetings again since early 2020. We also voted to endorse the methodology that CATS is bringing before us here tonight to strategically cut certain bus and rail service to better fit the existing labor pool. While no one who rides transit is happy about service reductions, the fact is that we already have service reductions, they're just unpredictable and random while the proposed reductions are orderly and planned. Overall having that reliability is important, even if it does sometimes mean a longer wait for the next bus or train.

There were numerous comments at our TSAC meeting by various members that I wanted to mention that are things that we continue to want to watch going forward. First of all, of course everyone is wondering how long the service changes will last. Certainly, nobody can predict when every bus driver we need will be hired, but if there's a concern that some of the service changes could become permanent without ample oversight in progress reporting, we'd like to hear incremental updates on when any service is restored due to more bus operators being available. This also includes better communicating with the public on the service changes being made. One idea would be to post the complete list of changes, like literally the slides from Jason's presentation tonight, put those on the CATS website and then post updates to that list, like literally write it in when things get restored. That would bring a lot of transparency to operations.

Another concern was how to make sure transit riders know about the service changes beyond the app and the website. Most of the people I see at CTC are not on Twitter, they're not on the website, they're not using the app, so we need to signage at CTC and other locations on the bus routes themselves, like on the buses that run those routes, at the stops on those routes, and working with the media to get the word out. I think there's also been some discussion about, you know, tweeting the number of driver absences on a given day was a good start, but I think maybe if we could take that to the next level of, like, how does that actually impact a given rider, what is the chance that my bus isn't going to run today, so maybe we can work on that.

I think the final sort of thought was how can we use this to figure out, like, people that left CATS during the pandemic for various reasons. You know, ridership is at an all-time low. How do we get those people back? One idea on that would be in the service of increased transparency going with radical transparency, maybe make the rider complaint database public. I'm thinking about with the CFPD, the Consumer Financial Protection Bureau, they have a database of complaints against banks. Surely CATS has a database for when people call or email, and those things must get logged and dispositioned of what happens to them.

I've heard from a lot of people. They don't tell CATS when they have a problem because CATS never gets back to them, or nothing gets fixed. Maybe providing reporting on that and making the database public. Reporting here at MTC or TSAC meetings would show is the list of canceled list of bus trips accurate, are people still missing buses that they think are coming, other complaints that people don't think get fixed or followed up on, this might give some insight into why people aren't using transit and to bring them back.

Discussion:

MAYOR LYLES (City of Charlotte): I think that you really hit some key notes around this, that we need to have the service changes informed in many multiple ways and methodologies. But I think one of the other things that I really liked is that when we talk about how we do signage and making sure that that's one thing that changes automatically, because we have restrictions that we put around ourselves that we don't think about it, but I think people do now know that you can get signage that changes and all of that.

I struggle a little bit about the complaint database, because I think that if you look at our riders, and I'm guessing somewhere the riders now are essential riders and have access to databases and things like that. So could you guys think a little bit more about what might be most important to those essential riders to be able to provide feedback in a way that we could get back to them that they don't have the electronics. I mean, is it something that's online? Most people have a cell phone these days and remarks or something like that, I would like to give that some thought. I think the database, we have one of those actually, and they do log these complaints. It's a citywide complaint system and it is very, very on us because there's so many complaints. But I think that what I would be looking for, I think your goal is to look for how do you fix things, so how do we learn? Focus groups maybe, things like that, some ideas. I think I'd like to hear your ideas about how we do that besides the database that you have to go and scroll through, unless there is a database is really great out there that does this stuff which we haven't found yet.

MAYOR HIGDON (Town of Matthews): Yeah, just a comment to add onto Mayor Lyles' comment. Maybe we need to step down from technology and provide small pencils and some paper on the buses for people to write comments on and a drop box for those that don't have phones and iPads.

V. **Citizens Transit Advisory Group (CTAG) Chairman's Report** – No Meeting

VI. **Public Comments** - None

VII. **Informational Item**

Advancing the 2030 System Plan

Jason Lawrence

Jason Lawrence - CATS Planning Director – presented a presentation concerning Advancing the 2030 System Plan; based on pages 34-41 in the MTC Agenda Packet for July 27th, 2022 meeting.

Discussion:

CATS CEO LEWIS: I'd like to just remind MTC members, as we were moving to advance the 2030 plan one of the things that was topmost on our agenda back in 2018 and 2019 was bringing as many projects in our 2030 plan to a point where they can compete for federal funding. We were hopeful that the next administration would prioritize infrastructure and particularly transit. I think we got very lucky in that aspect, that public transit has received the highest level of federal funding in a generation.

That being said, our competitive edge in terms of projects ready to move forward and compete for federal funding slides each day. That's why we vested the sales tax money, 50 million, to begin the Silver Line study. We have had the Red Line study that has been sitting on the shelf for a number of years, much to Mayor Knox's dismay. I think our goal once again, and I want to remind, is get as many projects, as we can, ready for federal funding. That once we answer the local funding question, we can go right into competition for federal money to bring these projects to fruition.

MAYOR BALES (Town of Huntersville): First and foremost, thank you for this presentation. I appreciate that you highlighted the fact that if we were to move forward with an update, that we would be looking at what I would like to think, getting away from diesel engine going through our towns.

The other question that I have would be frequency of use, because as you stated, back 20 years ago kind of the concept of the Red Line was that you can get on the train in the morning and go to Charlotte, and then you'd get on the train in the evening and go back home. I believe our communities have changed over the last 20 years, and my question is if we were to do this update do you foresee also updating the frequency in which we would be able to travel throughout the day between our communities?

MR. LAWRENCE: If you think about the corridor today it's a single track for the most part, so that's why the original design was you go in one direction, turn around and come back in the afternoon. Updating the design, we could look at additional what's called sightings. It's where trains can get out of the way to enable a train to go in both directions, and then in some instances look where there's opportunities for double tracking to accommodate that additional frequency. The frequency is really a function of the amount of track that you have available to you, and so part of that design we early on could look at that because those are big decisions to make, and we would need to look that early in any update design.

MAYOR BALES (Town of Huntersville): Well, I know that my residents have said to me, and I'm not going to speak for the other mayors in the north, but the ability to not only go to Charlotte but to go to Davidson or go to Cornelius or go to university throughout the day seems to have – the idea of using this level of service has morphed over the last 20 years, and that's something that if we are to move forward, that's something that I would like to see this part of.

MAYOR KNOX (Town of Davidson): I think, Jason, the frequency of use address, we're not talking about Light Rail that runs on a 9 minute or 12-minute cycle. I think the best-case scenario for us in the north end is that we have a service that runs twice an hour during peak times and once an hour thereafter. I think that's a doable scenario, and you could get the weigh-in and support from the residents in the north end for some kind of project that would have that metric where yeah, in theory I could take the train to Charlotte, I could go shopping, I

could do whatever I've got to do, maybe I've got to go to the doctor, and I can come back later. It's not a "I'm getting on the train in Wilton, Connecticut and I'm going to Manhattan and then coming back at 6 PM." To what Mayor Bales said, the dynamics have changed. The need for that commuter rail has dissipated because so many people have changed the format of how they work now.

I've got friends that are executives with Bank of America that will never leave Davidson again. They can work from their homes. They don't need that. The needs and the dynamics of the populace have changed. I appreciate this, you know. I've pushed this conversation and I will always push this conversation. I don't think there's anybody I can cross paths with at Davidson doesn't know how passionate I am about being able to get on something in this corridor and go back and forth to Charlotte. Even though my job is in Davidson and my job at Town Hall is in Davidson, I still like to come to Charlotte, but I don't want to get in the toll lanes and drive every time I come, and I would like to have that ability to utilize a service that would take my vehicle off the road.

I think a couple of changes that we have to consider, and I do appreciate this being on the agenda tonight, this was one of the things I did push for, that I think collectively our boards have changed since the last time we had this discussion. And over half their boards are new. And to get the weigh-in from the rest of the elected officials moving forward, I think the discussion we have tonight needs to be a carryover discussion in August. We are prepped and primed to vote on this in September before we lose the window for federal funding. I hope that that's the course that we take in moving forward.

MAYOR WASHAM (Town of Cornelius): Well, I'll just add quickly that the expectations of my citizens are definitely that we run more on a Light Rail type setting. You know, they don't get this diesel train thing at all, and certainly not in the morning going to Charlotte and in the afternoon coming back. I think we all agree with that, and I don't think that will serve us for the future, but our expectations are pretty high, and I think if this were to move forward, or when it moves forward, we've got to be really clear to them about that. As we have more conversations with our own boards and our own citizens, I don't want them to feel sideswiped by that issue. I want them to understand where this thing is headed, and that schedule piece of it is pretty key. I just want to pass that along from our perspective.

MAYOR BALES (Town of Huntersville): Is this the only piece within the system and when we're talking the 2030 system plan, is this the only piece that hasn't been updated up to this point or are there other pieces that need to be updated as well in order to make sure that the system as a whole is eligible for funding?

MR. LAWRENCE: There's one quarter left in that equation, so that's the extension of the LYNX Blue Line to the Town of Pineville and the community of Ballantyne. It's not the same place as the Gold Line and the Red Line, it's at the more conceptual level plan. We have a locally preferred alternative, but it's not at 30% design. To advance that project to get it to up to that same level, we would need to do some additional design engineering, coordinate with the Town, coordinate with the development projects along the way, so it would need what we did at the Silver Line phase, which is like that project definition phase, where you really get into the weeds of that with the preferred alternative to set it up for design.

MAYOR BALES (Town of Huntersville): Do you believe that if we do these updates then the whole system would be 95%, 30% design, at 30% design?

MR. LAWRENCE: The Silver Line, we're taking that to 15%. We have adopted a phased approach for that. Currently the Gold Line and Red are at 30%. This potential future action would just update that design. That'll take 18 months to 2 years to do that level of work, and so then you would just march it down the path, you know, each project, these different federal milestones 65%, and then get the project development 95%. It would be hard to give a percent difference as a system, but I think the important part is to just have movement and momentum for each project is how we look at it.

MAYOR WASHAM (Town of Cornelius): Remind us again the cost of this update?

CATS CEO LEWIS: We have a little over \$5 million set aside in the FY23 budget that you all passed earlier this year. That is, as we are beginning to lay out the scope of this discussion, we'll be able to refine that cost later. If I could add, Mayor Washam and Mayor Bales, we've heard very clearly about the interest and need for frequency, and that's why Jason mentioned probably one of, if not the first, one of the series of first items that we will attack in this update is looking at the opportunities and double-track and/or utilize some side runnings, that we can get that level of frequency from an infrastructure standpoint. We have to tell you what that looks like, and so that will be the first part of the discussion. Our goal is to meet that expectation, but we have to show you what that requires.

MAYOR LYLES (City of Charlotte): Can I just add that we all know that the reason that we're trying to get to this is that we're going to grow across this county with another 400,000 people every 10 years projected, and so I would hope that what we're talking about isn't just a snapshot of today but is a snapshot of what we expect to come, because otherwise we're going to have to start talking about air quality again. And that's why the diesel thing, thank goodness, is changed and now it's working, but again taking full advantage of what our population projections are, particularly as we go for the additional efforts that we have are going to have to be tied in very closely with this.

MAYOR WASHAM (Town of Cornelius): I want to add one thing just publicly that I think we've got to touch on. The reality of this project is dependent upon any negotiations that work out with Norfolk Southern. That makes this project real if that could happen, so you know, that's kind of a caveat, if you will. I know there's a lot of people that want that to happen, but whether it will or not, we don't know the answer to that. I just want to publicly say that that's a critical component.

COMMISSIONER ALTMAN (Mecklenburg County): I just want to say I really appreciate all of, of course, Mr. Thunberg and all the mayors that have spoken to this issue this afternoon. I really appreciate the comments and the rigorous representation that you bring on behalf of your residents in your respective towns and city. This is so important. I mean \$1.2 trillion in infrastructure dollars out there from the federal government, and we do want that money to come to our community to build out a great transit system for our residents, because it's critical for a good quality of life, for access to affordable housing, for access to jobs, and for all of our environmental priorities. I really appreciate the courageous leadership of everybody here to get this right, and I appreciate each of you so thank you.

VIII. Action Item

Temporary Service Modifications

Jason Lawrence

Jason Lawrence - CATS Planning Director – present the proposed Temporary Service Modifications for action; based on pages 43-51 in the MTC Agenda Packet for July 27th, 2022 meeting.

Discussion:

MAYOR HIGDON (Town of Matthews): First of all, I appreciate the surgical and database approach on determining which routes to adjust, so I have two questions. Were any routes -- I didn't hear this, but were any routes totally canceled?

MR. LAWRENCE: No. No service has been cut or removed as a part of this. All this has done is modifying schedules to improve reliability.

MAYOR HIGDON (Town of Matthews): Will that worker, that has to get to work may have to get up a little earlier, but they still have a pathway to get there?

MR. LAWRENCE: Well, only on 20% of the routes though. 80% of the routes and the routes that are of more than 30% frequency, we are making no adjustments to those routes.

MAYOR HIGDON (Town of Matthews): And the other question I have is, do you know -- you talked about real-time technology, and Mr. Smith from RATP Dev mentioned the technology that Uber has, if you order an Uber and it says your driver's named John and he's 5 miles away and you can see him coming, is that something that you guys are looking at?

MR. LAWRENCE: Yes. I wanted to make sure that give proper direction though. You can look at our app today. We do have real-time availability on our bus app, and on CityLYNX the whole time, and through this whole effort of improving the data into the app we've been working very closely with the bus operations divisions to improve the reliability of our automatic vehicle location and the repairs and maintenance of those, to improve how they report into the app. You can open the app today and you can look right outside the window and see when buses are coming, and you'll see them move down the street.

MAYOR HIGDON (Town of Matthews): Fantastic, thank you.

MAYOR BALES (Town of Huntersville): In regards to the 48 and the 63, Mr. Roberts asked question how many riders were going to be displaced, especially that 5:57 and that 6:16 time frame, and I have not gotten an answer. Do we know how many riders we currently have on those two lines, for 48?

MR. LAWRENCE: Yeah, those early morning trips, somewhere around the earliest was five passengers boarding that trip and then up to around 10 to 11 on the others, but part of that communication would be hopefully people can adjust their schedules to take that. Then we're taking that five, I think it was the early 6 AM trip, could take that 6:34 trip that we adjusted to. Our communication to the public would be to put both those schedules in front of them so they can clearly understand the adjustments that we've made.

MAYOR BALES (Town of Huntersville): I think that's a 6:26 trip, at least that's what --

MR. LAWRENCE: It might be.

MAYOR BALES (Town of Huntersville): However, one of the things that you did state was that they were going to do some public engagement from 6 AM to 8 AM. If they're riding the 5:57 they're not going to get that opportunity to have that communication.

MR. LAWRENCE: We'll be sure to be there before the first trip for sure. Why we're in the morning, we've found the express customers, when they get off in the afternoon they just want to get in their car, and they've been talking to people all day long. That morning is the best time really to catch people to give them the feedback, and if we need to go out the week after that if we didn't catch enough people, then we'll certainly do that.

MAYOR BALES (Town of Huntersville): I just want to make sure if we are going to modify the schedule that we don't forget that those five folks that are riding the 5:57, and make sure that they know that it's the 6:26 for them moving forward for a while.

MR. LAWRENCE: Absolutely. We'll be there before the service starts.

MAYOR LYLES (City of Charlotte): I wanted to follow up to the mayor's comments about that, because I think this is the time to showcase the customer service and the information. I don't know if this is a deck that you could identify something; you could do it in a good way of saying that five people that ride this bus on a website or somehow like that, to make sure that they get that or however, but I really think that first week is so key to making sure that people feel like you've heard them. I don't know if that's a person, I don't know if the Town's website should kind of have this deck to say these times are changing, and I don't know that. But I just think that whatever we can do that would put this out in the public domain would be really helpful. You probably know the five people that are out there at 5 AM in the morning, or maybe, you know, take a picture at 5 AM in the morning of who's out there and just make sure that one of them -- well, they know each other by now. Whatever it takes, I just really think that after this dip that we've had, let's not let that happen. Let's make this one where we are now over-communicating, not just communicating. Over-communicating. And if that means a person or whatever for a while, let's just do our very best to do this.

MAYOR BALES (Town of Huntersville): I appreciate that, Mayor, and I would say please get with our staff. We can put that out there through our social media and on our website just to make sure that -- we want to be excellent partners as well, as we communicate to our residents.

MR. LAWRENCE: Absolutely. We have through our various planning studies have great relationships with all the public information offices in each town, and we'll continue that. Mayor Lyles, to your point, I think that we'll have people out there the first week too on that 15, and I think that all too often we communicate when we're making a change and not that continuous communication, so we'll be doing that in the first couple weeks to make sure people are okay for the early trips that aren't there for sure.

MR. GRANT (Town Manager, Cornelius): Jason, if you can just provide us specifically with what communication you want going out, that way we're not crafting anything, we just cut and paste and just send it on.

MR. LAWRENCE: Absolutely. We have fliers, alerts, and a lot of communication already ready, and I think we'll be good to do probably a roundtable with a few of the items to communicate that out and certainly schedule that.

MS. OECHSLIN (TSAC Chairwoman): I had a couple questions. Do you have a preference list on which service gets restored first, as you hire three operators, like, which route's going to get its trips restored first?

MR. LAWRENCE: I think what we'll do is this ridership analysis that we've done and completed, is just evaluate this on a weekly basis and see where we're seeing increased ridership, and that would really develop the priority list and see where we're seeing improvements. We may see increased ridership on routes that weren't impacted by this change with the greater reliability. I think we'll want to take that holistic approach with all the routes.

MS. OECHSLIN (TSAC Chairwoman): Okay. I think going back to the communication, Mayor Lyles, this is the time to over-communicate because I was just looking at, like, the example of Route 1, it's going from a 30 to 60-minute headway at night. If somebody shows up and they have to wait an hour at 11 PM, I mean that's a bummer, to put it mildly. I mean like every stop along that route needs to have signs plastered to it.

Going on that, the list of public meetings, I think there was like two hours at CTC. It should be all day. Like someone should be there with a booth, like the Charlie Brown advice booth, for the whole time that CTC is open, for like at least several days, because I mean, a 2-hour window you're not going to get almost anybody, especially because it's morning and evening where some of the changes are, in the middle of the afternoon you're going to miss people. I'm just picturing like it's really going to affect people when the headway cuts in half, or doubles I guess I should say. That's going to be a big problem if people don't know.

I'm wondering if you'll do any analysis on like elasticity of ridership. If you double headways, are you going to lose half the riders, or if you lose less than half the riders then it's not as elastic? I'm just curious if there will be any analysis on that.

MR. LAWRENCE: I think that's exactly the ridership analysis I was talking about, see how the population of ridership reacts to these changes and see if we're seeing shifts. We did that during the pandemic where we saw almost a leveling out of the same level of ridership throughout the day, and then we really noticed when people started coming back to work, particularly on the Blue Line, our peaks came back. I believe this will continue that rash of analysis to determine that.

MS. OECHSLIN (TSAC Chairwoman): With the list of changes that gets communicated, like not along each route but like in a central location, the CATS website or whatever, I'm really hoping it will be like the list that you've shared with us, not like, "Hey, people, hey riders, check your schedule for your bus, it might have changed," but like literally, "These are the things that have changed," because someone's going to look for their route and see it's not on there and be like, "Okay, good, mine's not getting cut."

I mean I looked to see, okay, the 9 and the 16, all right, bummer for me but at least it's reliable and predictable. Over-communicating, putting that list, because you know, it gave me confidence that you did a real surgical analysis to see this very specific list, and I can't imagine why you would not share that with the public.

MR. LAWRENCE: I think what's important to note is sometimes we think about people as they only ride one route, but our people ride and transfer throughout the entire system so it's important for everybody to know these changes.

MAYOR KNOX (Town of Davidson): I want to thank you and your team for doing this. I think at the end of the day there are two people that ride the bus, those that choose to ride the bus and those that need to ride the bus, and I think looking at this holistically, the way it was done is it outwardly appears to be the least impactful that we could do to get the best result and I thank you for that, but again I'll reiterate the same thing that everybody else has said, and Krissy, you said last, messaging is crucial on this. The media has jumped all over the deficiency and bus drivers and everything else. I hope the media embraces the fact that we have worked to create an environment that still provides a quality product for those people that choose and those people that need the services that we provide.

MR. ROBERTS (Town Manager, Huntersville): Jason and John, if you would, just send the number of impacted riders for each of those segments that you eliminate? I know you're adding back in the 11A and 38 back in the morning, etc., but could you send some exact numbers of impacts, if it's 5 riders, 3 riders, 10 riders, whatever.

MR. LAWRENCE: Absolutely, we can do that.

Resolution: A motion to accept the Temporary Service Modifications was made by **Mayor John Higdon (Town of Matthews)**; seconded by **Mayor Rusty Knox (Town of Davidson)**. Motion carried unanimously.

IX. MTC Commissioners' Business - None

X. MTC Hybrid Meetings

Discussion:

COMMISSIONER ALTMAN (Mecklenburg County): We have one more item as a follow-up to the discussion the Board entertained last month in regard to the format of MTC meetings now that the governor's executive order on Covid-19 is slated to expire in the next several weeks. As you all know, the executive order allowed government entities to modify their public meeting formats to allow social distancing during the health crisis. With the imminent expiration of the order, I'd like to discuss our options. Once again, I will ask CATS attorney Brad Thomas to give us an update on the legal path we need to consider moving forward.

MR. THOMAS: You described it correctly, that the governor's order is set to expire August 15th, and so that was the legal authority that allowed us to do the virtual meetings. And so given that that legal authority will expire August 15th we recommend that our next meeting be in person. I know the city attorney's office is working on some guidance on this, knowing that it's possible that a lot of the towns and cities are going to want to have a virtual component, and so we expect that guidance to be sometime around August 14th. We can share that at the next MTC meeting as well.

MAYOR KNOX (Town of Davidson): I for one am glad that we are back in person. I think it's time, and for me it's nice to know that I've got one day a month where I can come and eat, and my wife doesn't know what I'm actually eating.

MAYOR LYLES (City of Charlotte): I find the in-person meetings to have a much better dialogue. I hear a comment and I feel, not that I can't do this virtually, but it certainly does require more attention, and the interaction, to me, is very important. This entire effort that this group has made to be able to collaborate, to exchange information readily, to trust the conversations that we're having, that means a lot to me. And to me, that happens when you have the ability to see each other, get as my daughter tells me, get my social clues from what my eyes are saying and what my face is expressing, all of that is important to me. I would hope that whatever we do is not something that avoids that. I really want us to continue to be in a place that relationships grow deeper as well as the information and the work that we do for our communities, so that's where I am.

MAYOR BALES (Town of Huntersville): This is my first meeting with the MTC in person, and I have appreciated being able to sit and have honest dialogue around the issues. I think that being in person is very important. I think that there is a way for us to do this and do it safely. My preference would be that we make every effort to be in person.

MAYOR LYLES (City of Charlotte): I know that there are many people that attend this meeting because they are helping or seeing the future. When you look at our regional partners, Gastonia's Mayor Walker and Concord's Mayor Dusch would usually have come in person, but I would not want to eliminate that as an option, but the voting members of this board are the ones that have to carry the -- I was going to say burden but I'm going to say opportunity for decision-making, and I would say that we ought to make sure that we have the ability for the folks that will want to grow and want to participate and miss the opportunity to do so, but that would require some rule making about who those people are, is it the other mayors across what footprint, is it our regional connect boundaries that we follow? That does need some thought if that's what we're going to try to do to allow them to attend virtually.

MAYOR WASHAM (Town of Cornelius): I totally agree with you, Vi. I think that's a really good point. Even us voting folks, our intent is to be here, but there could be issues that would prevent us from doing that. I'm not asking to be able to vote, because I've got a backup here with my manager so we can even be communicating on that, but to be able to watch and stay up to date I think is critical, but you don't have to. I agree with you.

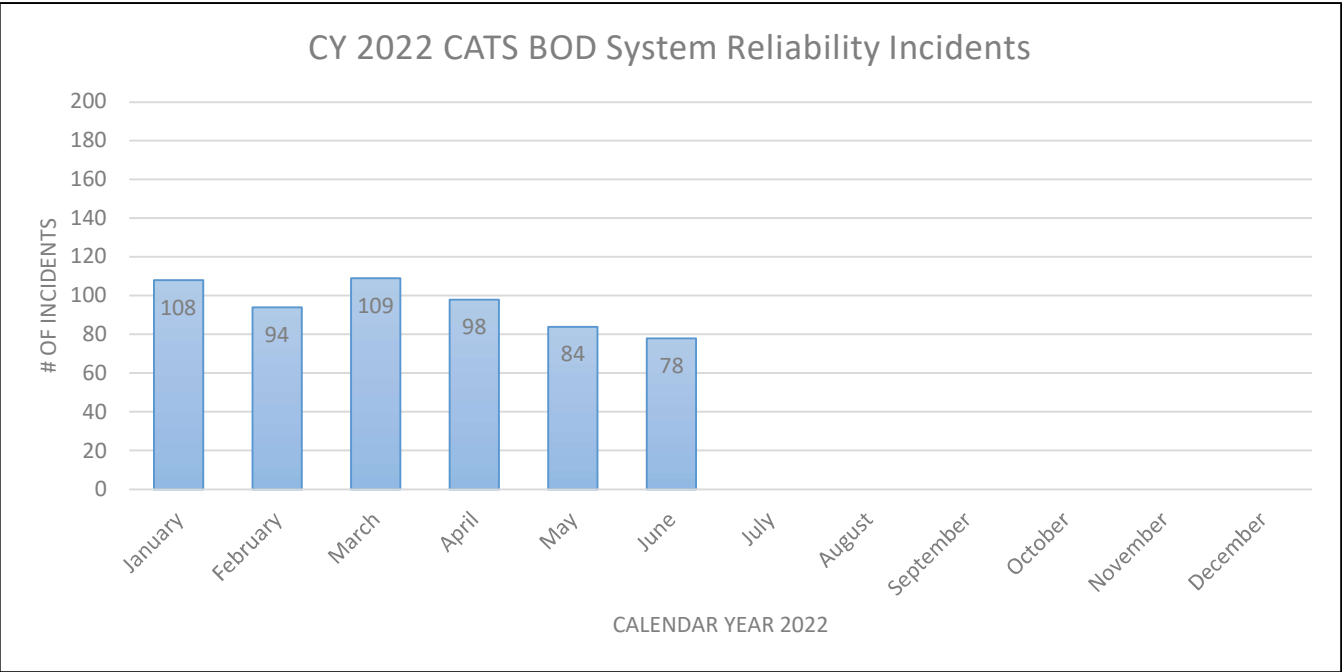
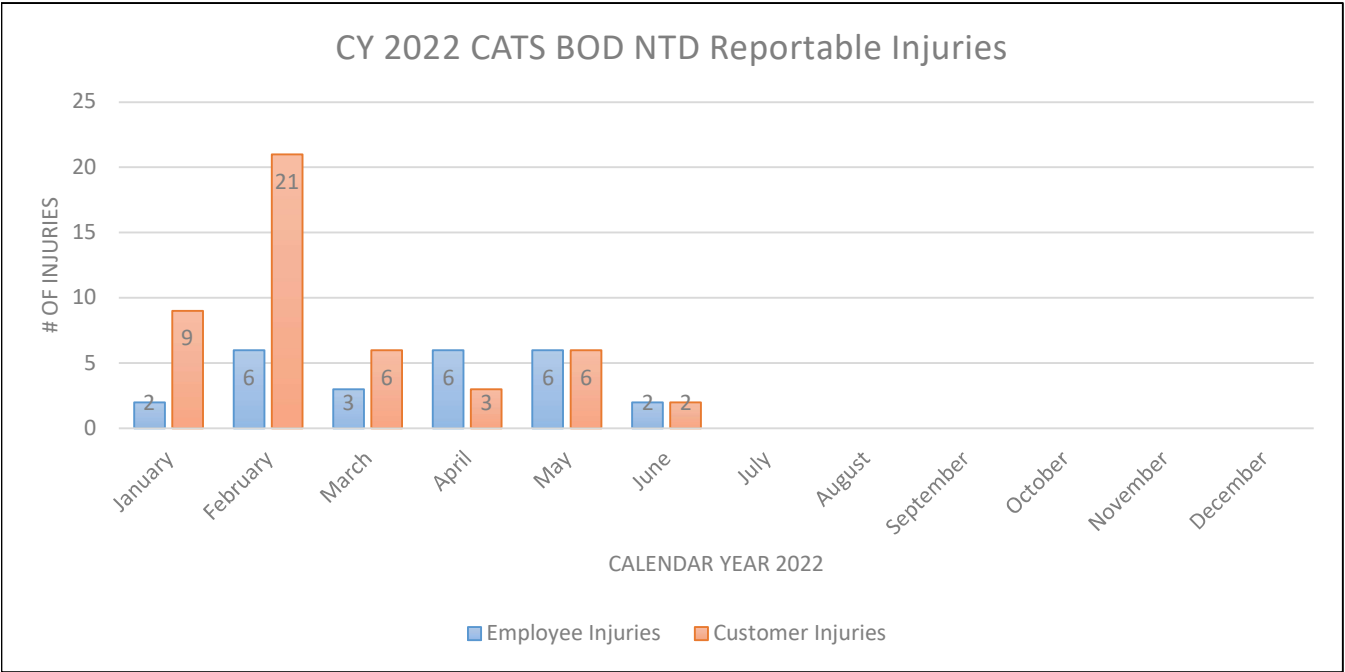
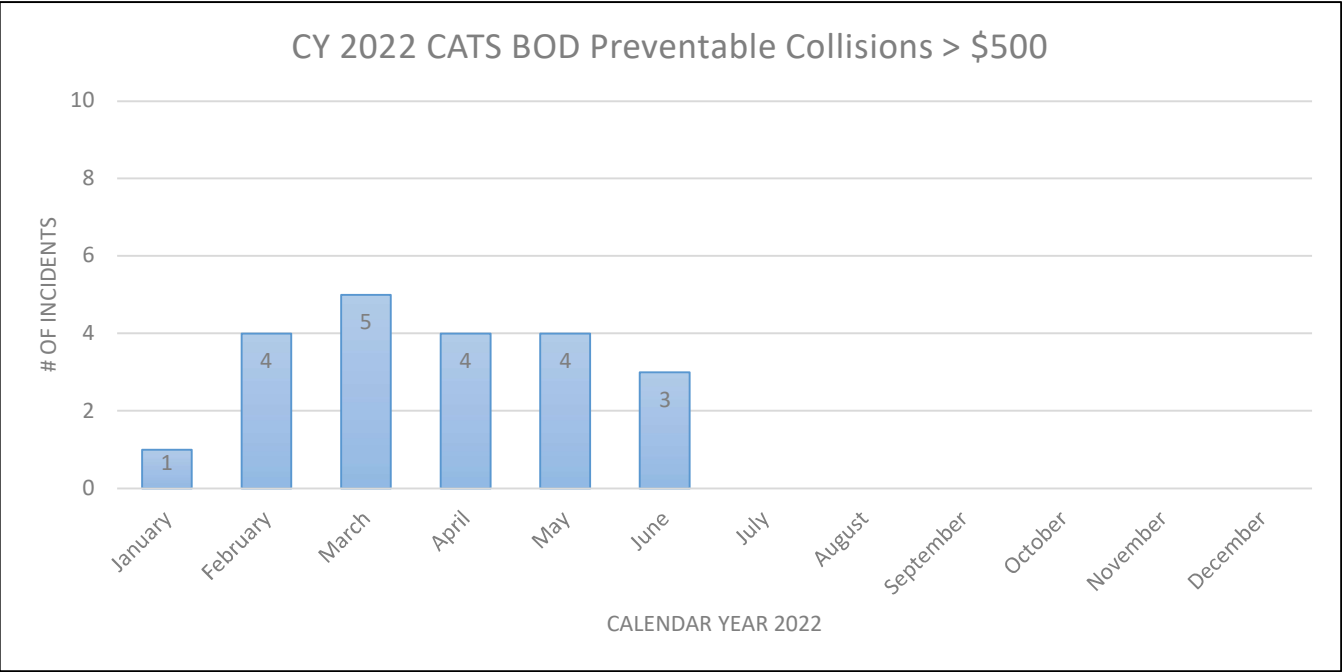
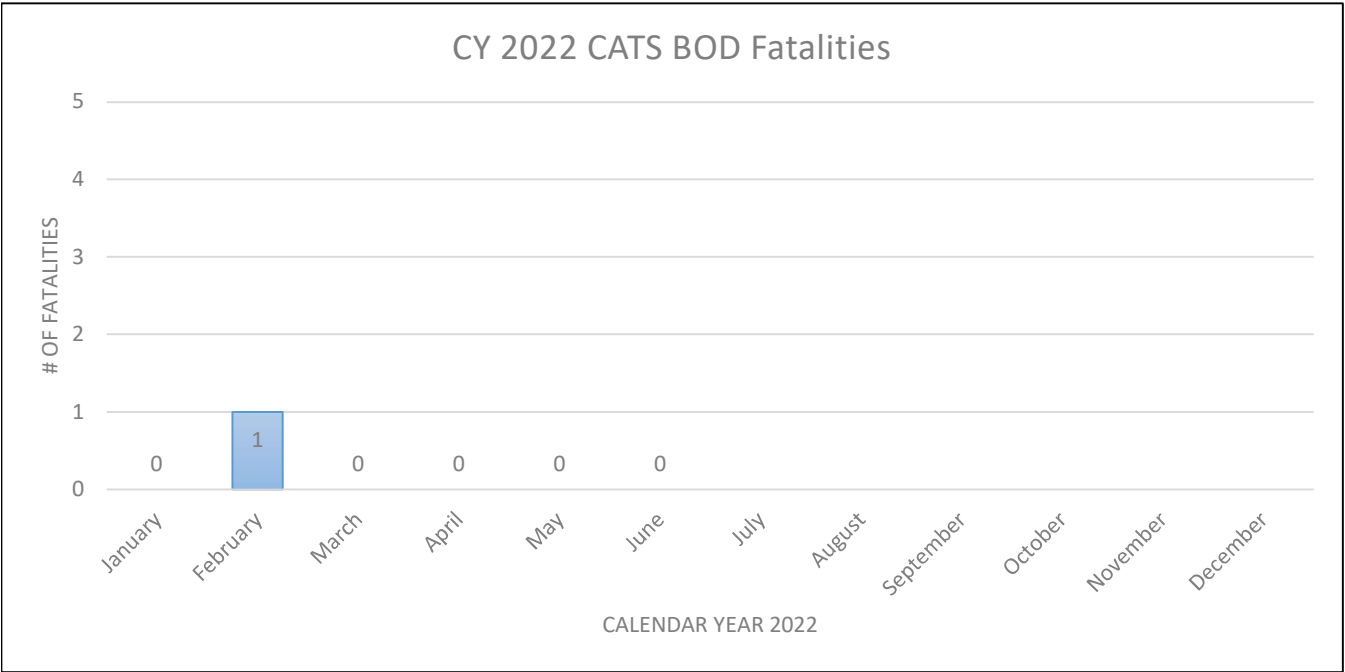
COMMISSIONER ALTMAN (Mecklenburg County): Mayor Washam, I agree with you. I feel that the in-person is so much more productive, but I would never want to exclude the ability of people to participate. I hope that everybody will continue to make every effort now that we can be in person to be in person but to not exclude those who are available to come in remotely. I never want to exclude.

XI. Adjourn

The meeting was adjourned at 7:45 p.m. by Commissioner Leigh Altman, Mecklenburg County Board of Commissioners – MTC Chairwoman.

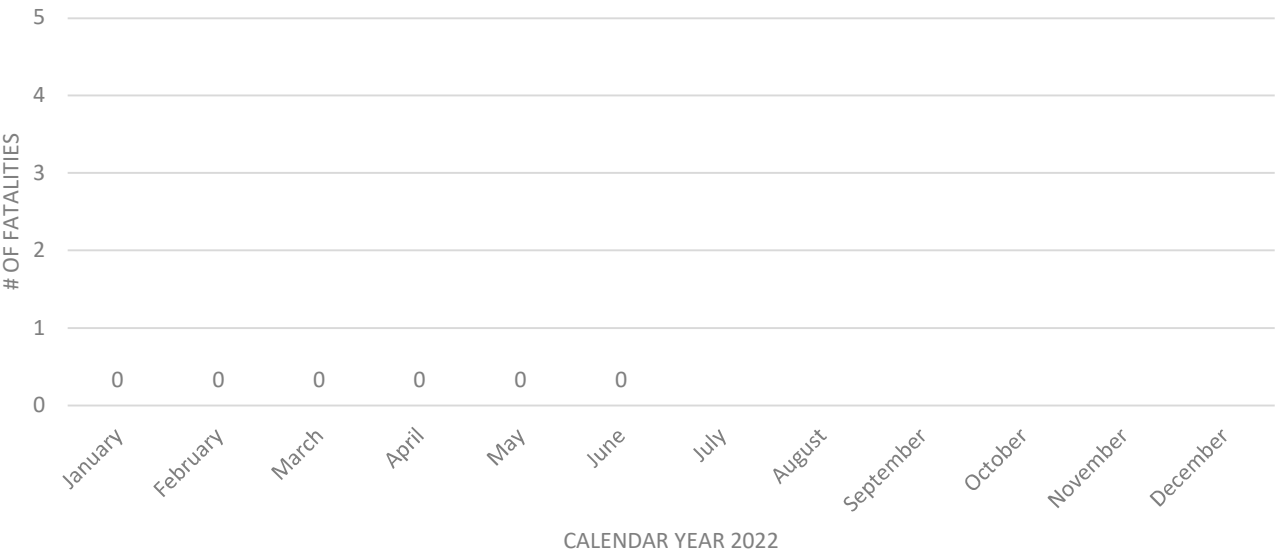
NEXT MTC MEETING: WEDNESDAY, AUGUST 24TH, 2022; STARTS AT 5:30 P.M.

Bus Operations Division Safety Performance Measures

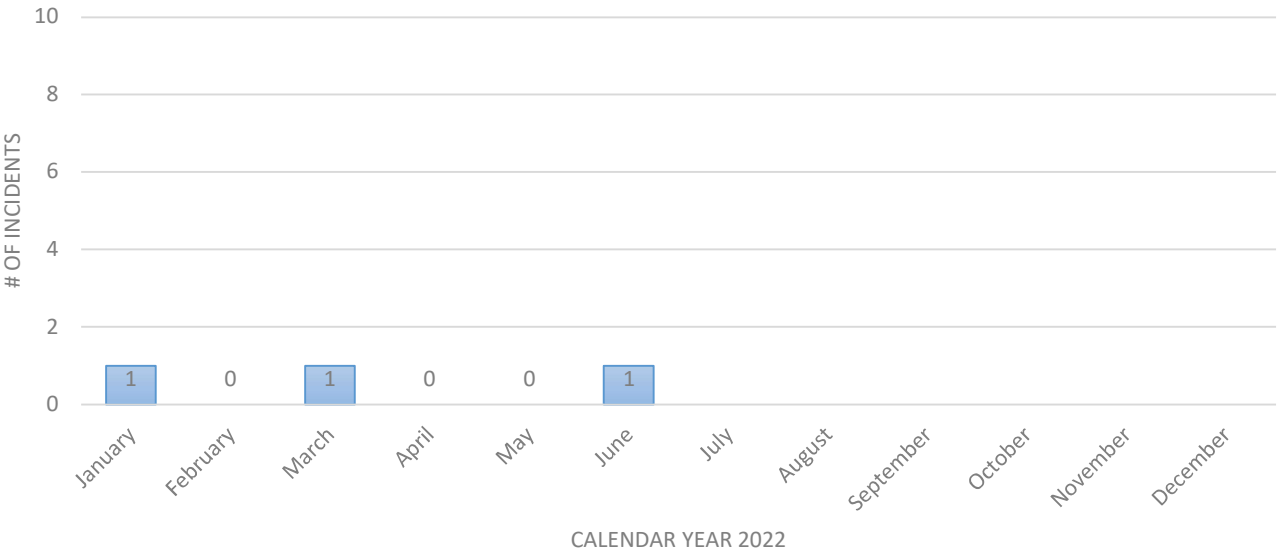


Special Transportation Service Safety Performance Measures

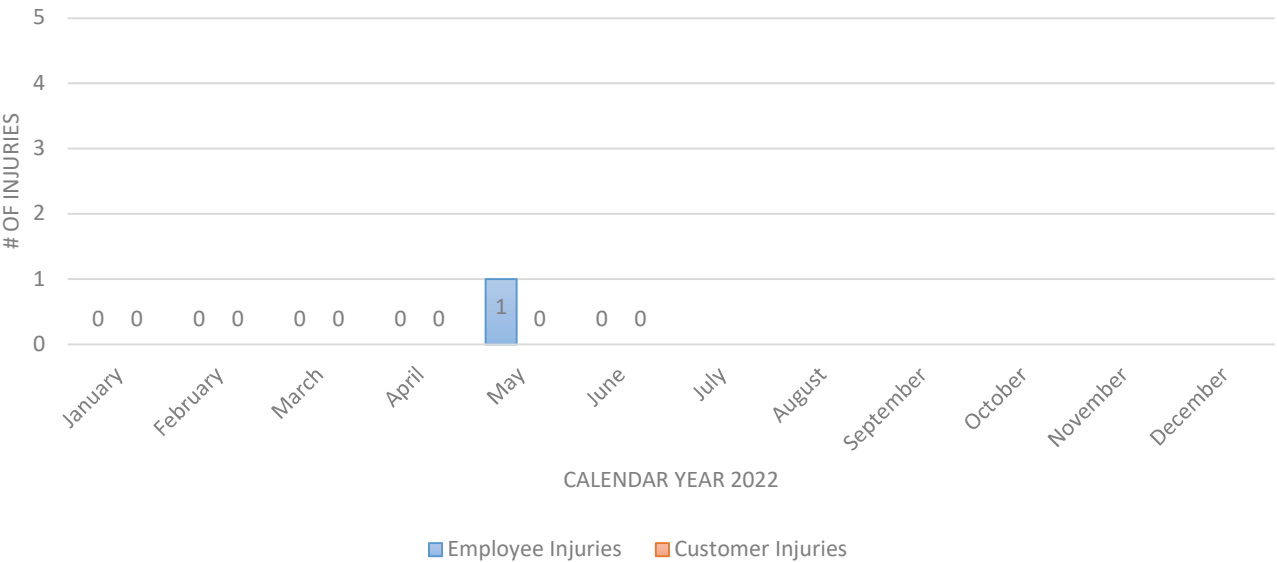
CY 2022 CATS STS Fatalities



CY 2022 CATS STS Preventable Collisions > \$500



CY 2022 CATS STS NTD Reportable Injuries

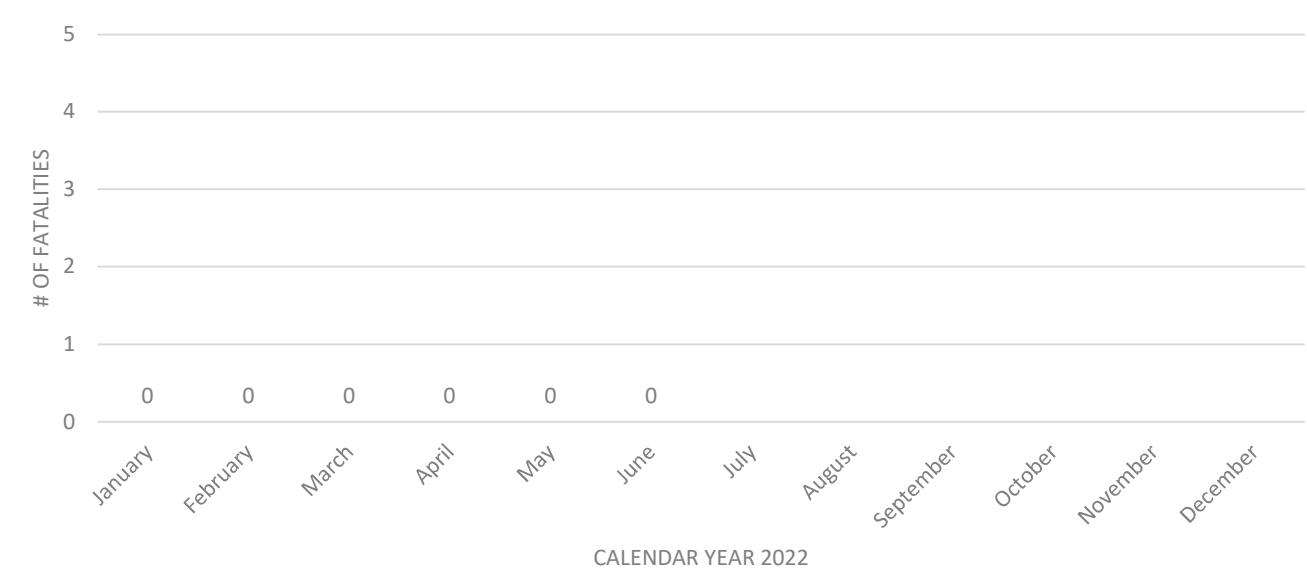


CY 2022 CATS STS System Reliability Incidents

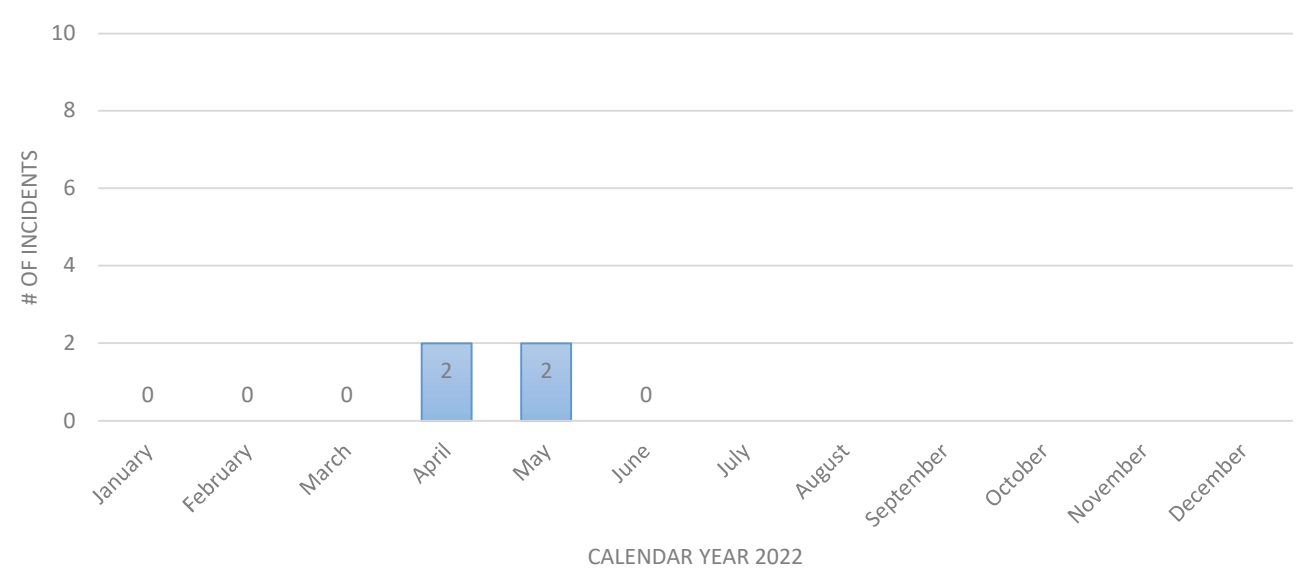


Rail Operations Blue Line Safety Performance Measures

CY 2022 CATS Blue Line Fatalities



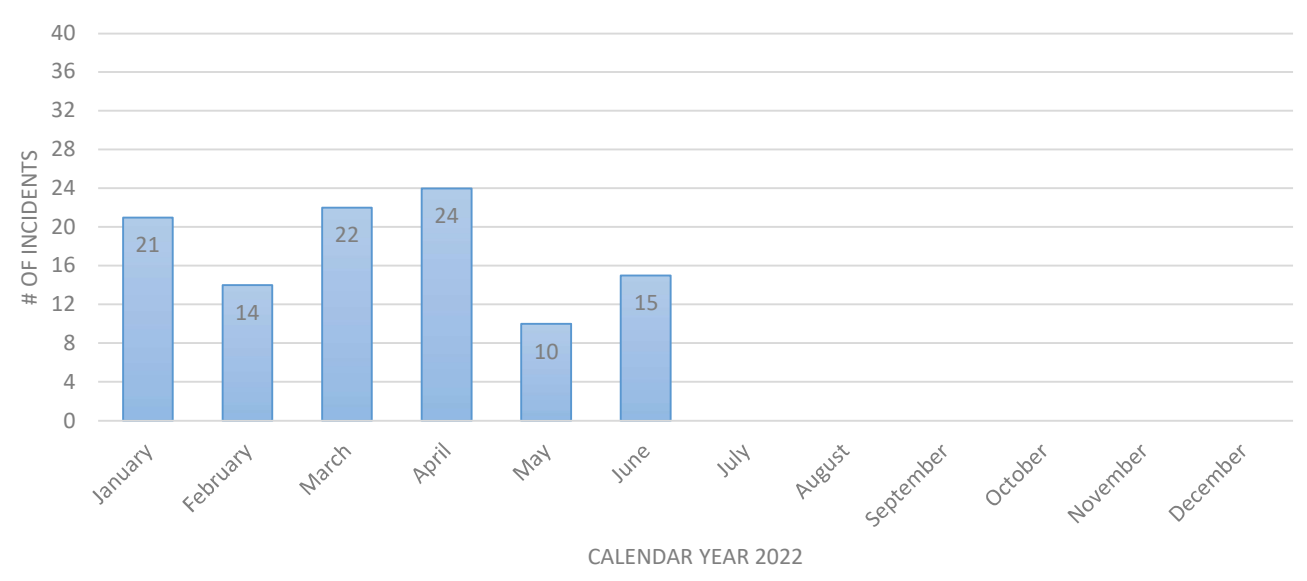
CY 2022 CATS Blue Line Preventable Safety Incidents



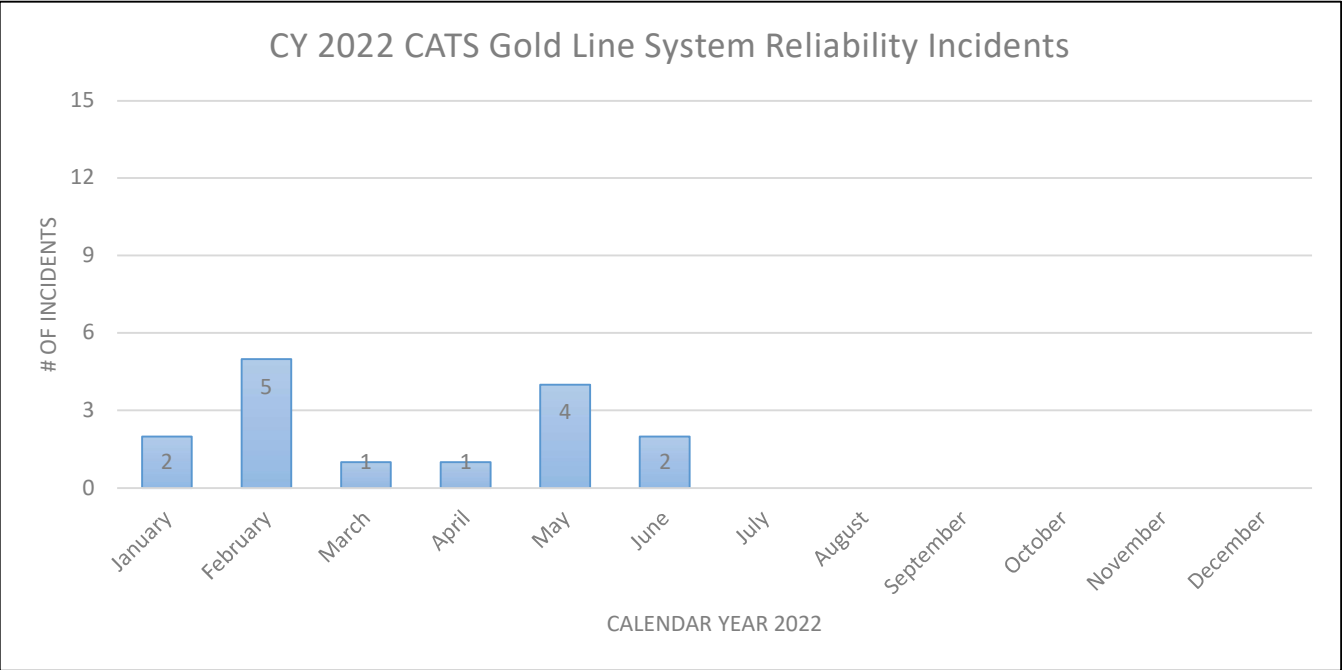
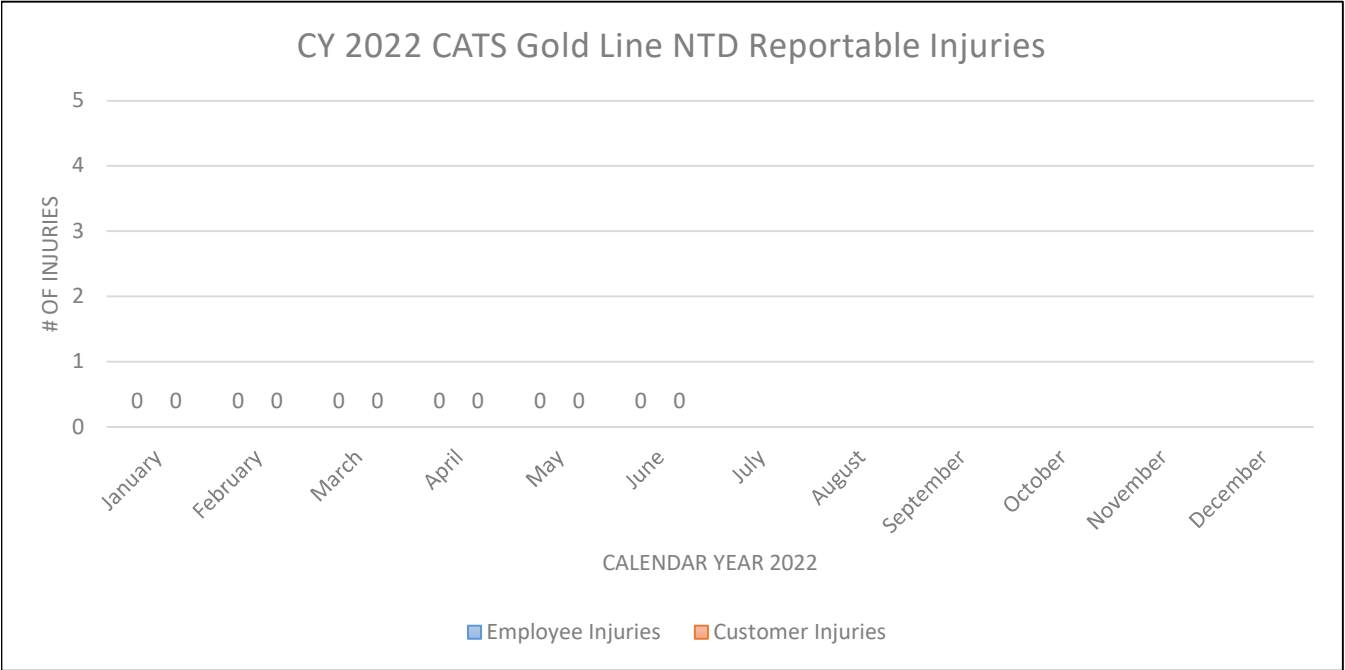
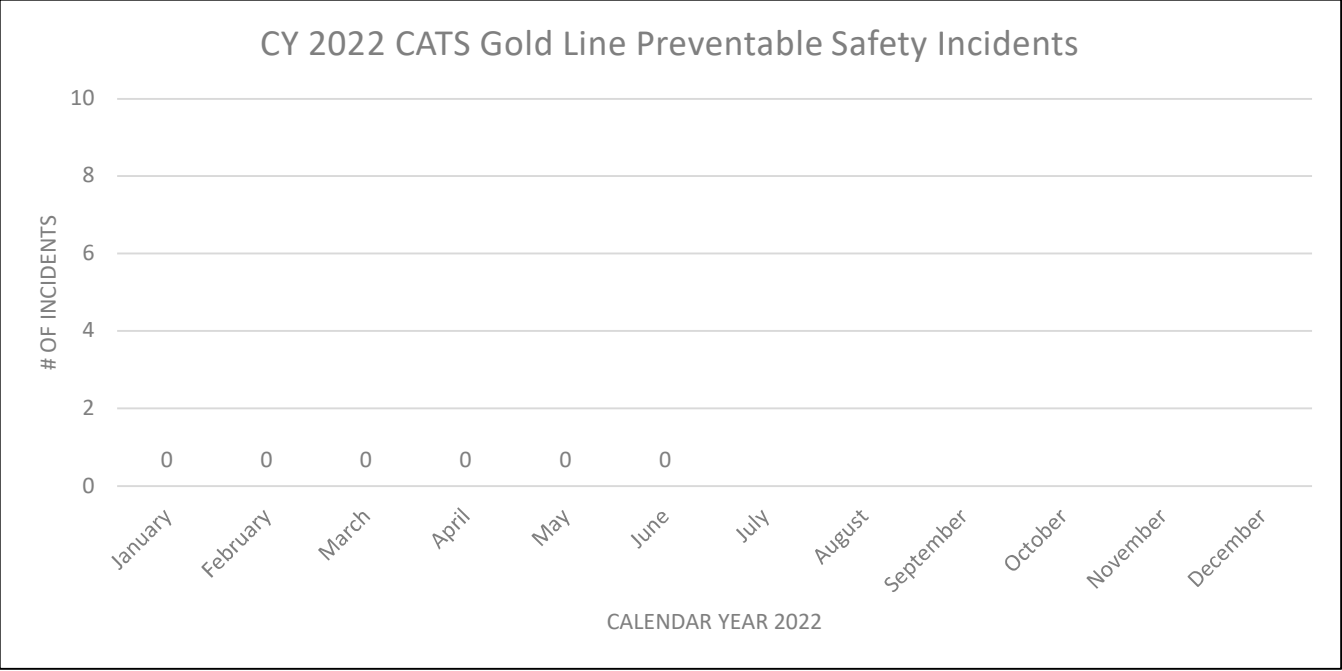
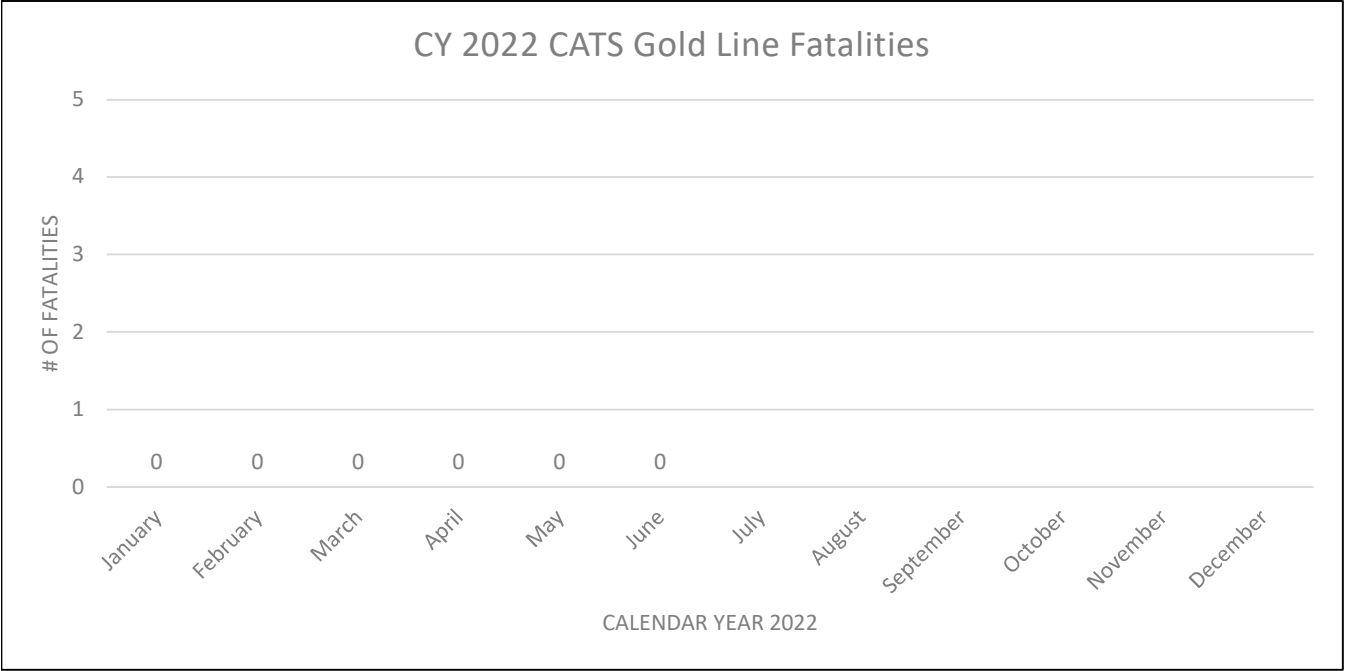
CY 2022 CATS Blue Line NTD Reportable Injuries



CY 2022 CATS Blue Line System Reliability Incidents



Rail Operations Gold Line Safety Performance Measures



Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report
Jul-22

Mode / Service	Jul-22	Jul-21	Percent Increase/Decrease	YTD FY 2023	YTD FY 2022	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
Local									
BOD Local	362,142	480,091	-24.6 %	362,142	480,091	-24.6 %	14,015	8,861	6,271
Subtotal	362,142	480,091	-24.6 %	362,142	480,091	-24.6 %	14,015	8,861	6,271
Local Express									
Harrisburg Road Express	845	446	89.5 %	845	446	89.5 %	42	-	-
Northcross Express	1,863	200	831.5 %	1,863	200	831.5 %	93	-	-
Idlewild Road Express	587	293	100.3 %	587	293	100.3 %	29	-	-
Independence Blvd Express	1,195	353	238.5 %	1,195	353	238.5 %	60	-	-
Lawyers Road Express	663	335	97.9 %	663	335	97.9 %	33	-	-
Northlake Express	1,331	340	291.5 %	1,331	340	291.5 %	67	-	-
North Mecklenburg Express	3,134	580	440.3 %	3,134	580	440.3 %	157	-	-
Huntersville Express	2,122	483	339.3 %	2,122	483	339.3 %	106	-	-
Rea Road Express	1,110	286	288.1 %	1,110	286	288.1 %	56	-	-
Huntersville Greenhouse Express	122	96	27.1 %	122	96	27.1 %	6	-	-
Subtotal	12,972	3,412	280.2 %	12,972	3,412	280.2 %	649	-	
Regional Express									
Gastonia Express	736	557	32.1 %	736	557	32.1 %	37	-	-
Rock Hill Express	689	350	96.9 %	689	350	96.9 %	34	-	-
Union County Express	567	232	144.4 %	567	232	144.4 %	28	-	-
Subtotal	1,992	1,139	74.9 %	1,992	1,139	74.9 %	99	-	
Community Circulator									
Neighborhood Shuttles	11,901	13,712	-13.2 %	11,901	13,712	-13.2 %	444	370	192
Eastland Neighborhood Shuttle	7,022	7,800	-10.0 %	7,022	7,800	-10.0 %	240	248	165
Pineville-Matthews Road	1,154	1,483	-22.2 %	1,154	1,483	-22.2 %	47	42	-
Village Rider	3,717	3,581	3.8 %	3,717	3,581	3.8 %	113	106	155
Subtotal	23,794	26,576	-10.5 %	23,794	26,576	-10.5 %	844	766	512
Human Services Transportation									
Special Transportation Services	13,965	13,996	-0.2 %	13,965	13,996	-0.2 %	567	236	174
DSS	46	3,518	-98.7 %	46	3,518	-98.7 %	2	-	-
Subtotal	14,011	17,514	-20.0 %	14,011	17,514	-20.0 %	569	236	174
Rideshare Services									
Vanpool	3,509	3,114	12.7 %	3,509	3,114	12.7 %	150	7	36
Subtotal	3,509	3,114	12.7 %	3,509	3,114	12.7 %	150	7	36
Rail									
LYNX Blue Line	443,749	265,741	67.0 %	443,749	265,741	67.0 %	15,545	15,082	8,380



Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report

Jul-22

Mode / Service

	Jul-22	Jul-21	Percent Increase/Decrease	YTD FY 2023	YTD FY 2022	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
CityLynx Gold Line	43,150	-	n/a	43,150	-	n/a	1,582	1,222	765
Subtotal	486,899	265,741	83.2 %	486,899	265,741	83.2 %	17,127	16,304	9,145
Total	905,319	797,587	13.5 %	905,319	797,587	13.5 %	33,453	26,174	16,138



July| CATS Sales Tax Report FY2022

May Receipts

Sales Tax Collections and Distribution – May 2022

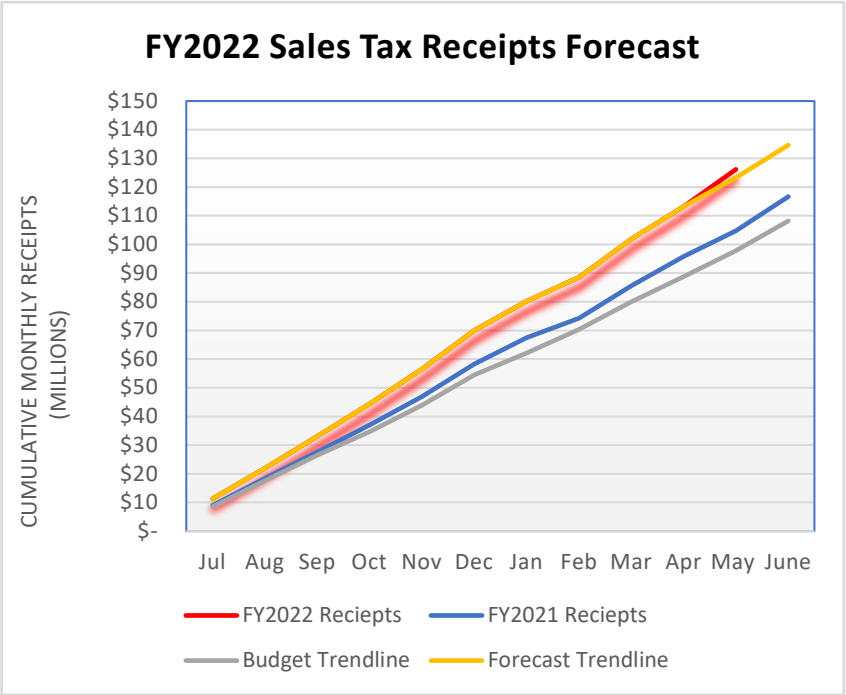
- The May 2022 receipts of \$12,932,254 were \$3,803,657 (41.7%) above budget target for the month
- The May 2022 receipts were \$2,525,130 (24.3%) above forecast for the month
- The May 2022 receipts were \$3,989,297 (44.6%) above May of 2021

Sales Tax Budget Data

- FY2022 sales tax budget is \$108,235,200
- The FY22 model forecasts year-end receipts of \$137,540,528 which is \$29,305,328 (27.08%) above the FY22 budget target of \$108,235,200
- FY2021 actual sales tax was \$116,669,192

Local Government Sales and Use Tax Distribution

- Source: North Carolina Department of Revenue Sales & Use Distribution Report for the month June 30, 2022
- Published by NC Secretary of Revenue on 8/10/2022 with actual receipts through May 2022
- CATS sales tax report only includes Mecklenburg County Article 43 sales tax



FY2022 Budget Sales Tax Receipts (Actuals and Forecasts)

Jurisdiction	Population	% of Total	Jul 21 Actuals	Aug 21 Actuals	Sep 21 Actuals	Oct 21 Actuals	Nov 21 Actuals	Dec 21 Actuals	Jan 22 Actuals	Feb 22 Actuals	Mar 22 Actuals	April 22 Actuals	May 22 Actuals	Jun 22 Forecasts	Total
Charlotte	863,985	40.4%	\$ 4,561,387	\$ 4,303,529	\$ 4,470,467	\$ 4,579,250	\$ 4,891,177	\$ 5,450,855	\$ 4,126,742	\$ 3,356,977	\$ 5,390,401	\$ 4,589,910	\$ 5,221,012	\$ 4,586,178	\$ 55,527,886
Cornelius	32,144	1.5%	\$ 169,703	\$ 160,110	\$ 166,321	\$ 170,368	181,973	202,796	153,533	124,894	\$ 200,546	170,765	194,244	170,626	2,065,879
Davidson	13,261	0.6%	\$ 70,011	\$ 66,053	\$ 68,616	\$ 70,285	75,073	83,663	63,340	51,525	\$ 82,735	70,449	80,135	70,392	852,278
Huntersville	62,528	2.9%	\$ 330,115	\$ 311,453	\$ 323,535	\$ 331,408	353,982	394,487	298,659	242,950	\$ 390,112	332,179	377,853	331,909	4,018,643
Matthews	31,071	1.5%	\$ 164,039	\$ 154,765	\$ 160,769	\$ 164,681	175,899	196,026	148,408	120,725	\$ 193,852	165,064	187,760	164,930	1,996,918
Mint Hill	27,692	1.3%	\$ 146,199	\$ 137,934	\$ 143,285	\$ 146,772	156,769	174,708	132,268	107,596	\$ 172,770	147,113	167,341	146,994	1,779,751
Pineville	9,533	0.4%	\$ 50,329	\$ 47,484	\$ 49,326	\$ 50,526	53,968	60,143	45,533	37,040	\$ 59,476	50,644	57,607	50,603	612,681
Meck. County	1,099,845	51.4%	\$ 5,806,604	\$ 5,478,353	\$ 5,690,864	\$ 5,829,344	6,226,423	6,938,889	5,253,305	4,273,401	\$ 6,861,931	5,842,914	6,646,300	5,838,162	70,686,491
Total	2,140,059	100.0%	\$11,298,388	\$10,659,682	\$11,073,183	\$11,342,634	\$12,115,265	\$13,501,568	\$10,221,788	\$8,315,108	\$13,351,825	\$11,369,039	\$ 12,932,254	\$ 11,359,793	\$ 137,540,527

FY2022 Budget Sales Tax Comparison Year over Year

Year-over-Year Comparison (FY22-FY21)	26.6%	12.6%	19.8%	21.7%	21.6%	18.4%	11.9%	22.5%	18.6%	10.5%	44.6%	-4.9%	17.9%
FY22 Budget Target	\$ 8,479,780	\$ 9,053,661	\$ 9,001,133	\$ 8,076,718	\$ 9,319,809	\$10,570,984	\$ 7,547,377	\$8,322,267	\$ 9,596,200	\$ 8,752,853	\$ 9,128,597	\$ 10,385,820	\$ 108,235,200
% of FY22 Budget Achieved	10.4%	20.3%	30.5%	41.0%	52.2%	64.7%	74.1%	81.8%	94.1%	104.6%	116.6%	127.1%	127.1%

Prior Year Sales Tax Receipts: FY2018 – FY2021

Fiscal Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
FY2021	\$ 8,921,474	\$ 9,466,946	\$ 9,245,058	\$ 9,317,741	\$ 9,964,913	\$11,402,907	\$ 9,134,772	\$6,785,996	\$11,253,531	\$10,287,447	\$ 8,942,957	\$ 11,945,450	\$ 116,669,192
FY2020	\$ 9,683,570	\$ 9,787,973	\$ 8,671,558	\$ 9,890,136	\$ 9,858,570	\$ 9,800,116	\$ 8,278,036	\$8,606,547	\$ 8,735,473	\$ 7,635,380	\$ 6,997,727	\$ 9,833,896	\$ 107,778,982
FY2019	\$ 7,708,503	\$ 9,621,386	\$ 9,103,726	\$ 8,067,019	\$ 9,425,129	\$ 8,906,774	\$ 8,195,787	\$7,918,012	\$10,155,891	\$ 9,880,419	\$ 9,435,500	\$ 9,117,052	\$ 107,535,197
FY2018	\$ 8,147,197	\$ 8,436,960	\$ 8,784,051	\$ 7,883,713	\$ 8,884,437	\$ 9,324,267	\$ 6,897,695	\$7,842,800	\$ 9,303,951	\$ 8,539,748	\$ 9,277,676	\$ 9,699,263	\$ 103,021,757

**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: CTC Redevelopment Update

DATE: August 24, 2022

1.0 PURPOSE/SCOPE: CATS staff will present background on the Charlotte Transportation Center (CTC) and the public/private partnership to redevelop the site with an integrated state of the art transit hub.

2.0 BACKGROUND/JUSTIFICATION: The Charlotte Transportation Center (CTC) opened for service in 1995 through a public/partnership with Bank of America and has for nearly 30 years served CATS bus transportation needs. While much has changed around the facility, the CTC has largely remained the same

Following an unsolicited proposal to redevelop the CTC, CATS issued a request for proposals in June 2019. Through that competitive process, the joint venture partnership of Charlotte-based White Point Partners and Dart Interests, a Dallas real estate investment firm, was selected out of three groups that submitted proposals

Throughout 2020 and 2021 CATS, City of Charlotte Economic Development, and the Development Team developed conceptual transit center designs. In November 2021, CATS was awarded a \$15 million RAISE grant towards the construction of the new facility to be integrated within a mixed use development.

3.0 PROCUREMENT BACKGROUND: N/A

4.0 POLICY IMPACT: N/A


5.0 ECONOMIC IMPACT: N/A

6.0 ALTERNATIVES: N/A

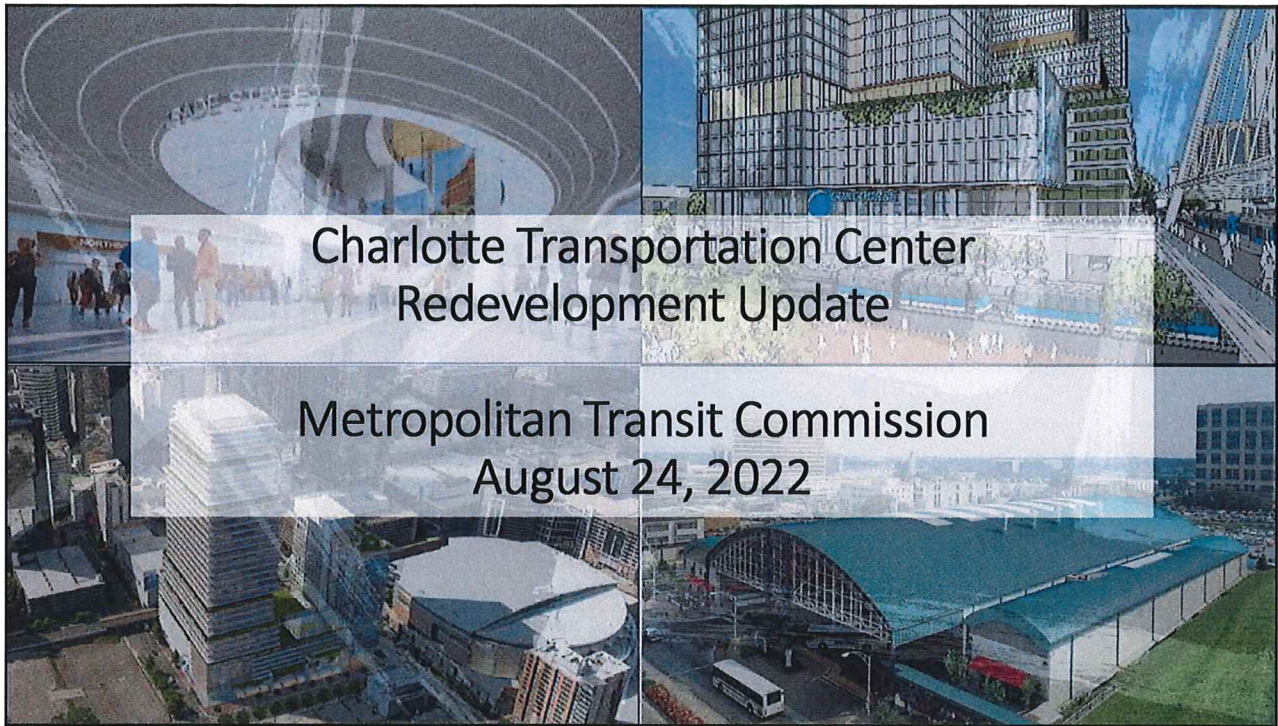
7.0 RECOMMENDATION: N/A

8.0 ATTACHMENT(S): N/A

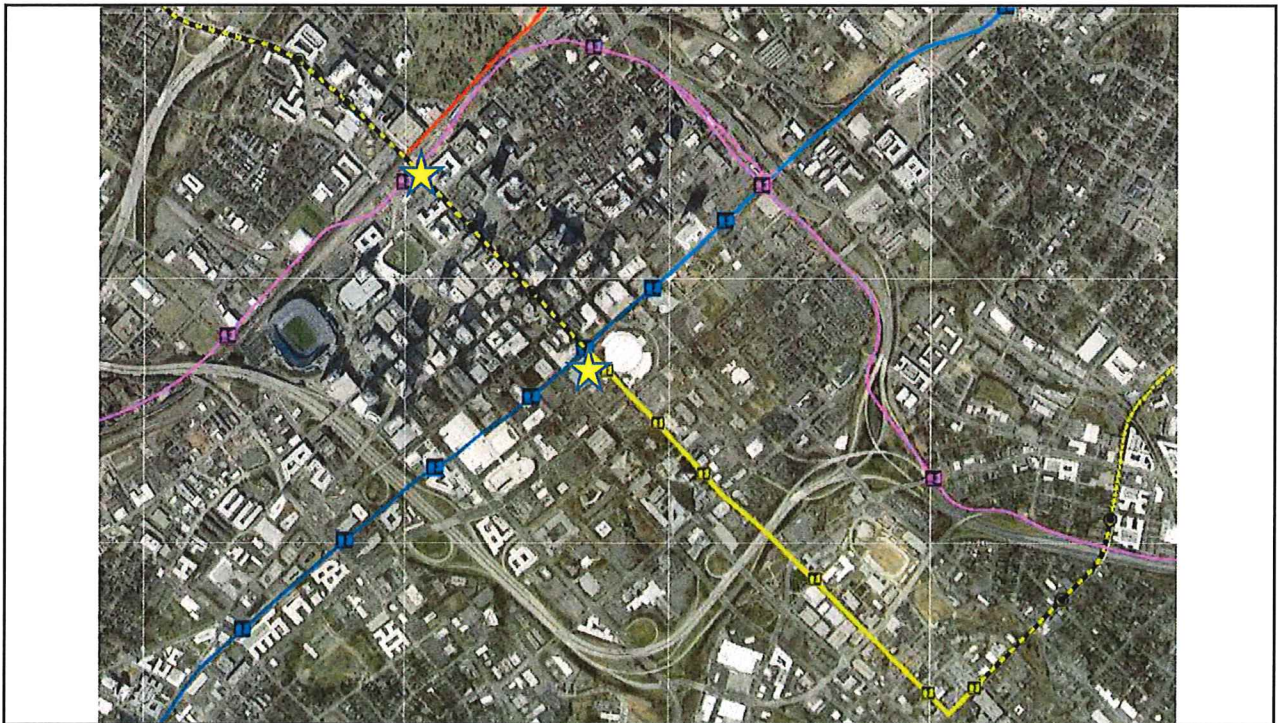
SUBMITTED AND RECOMMENDED BY:



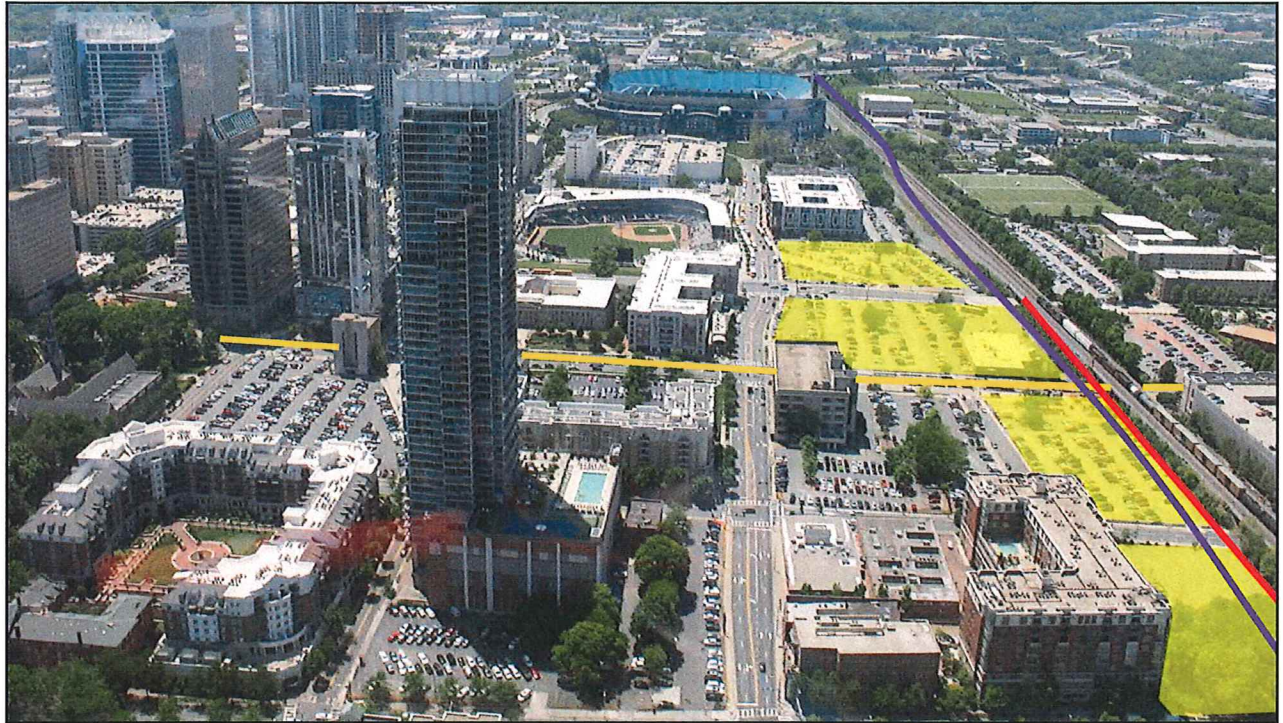
John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte



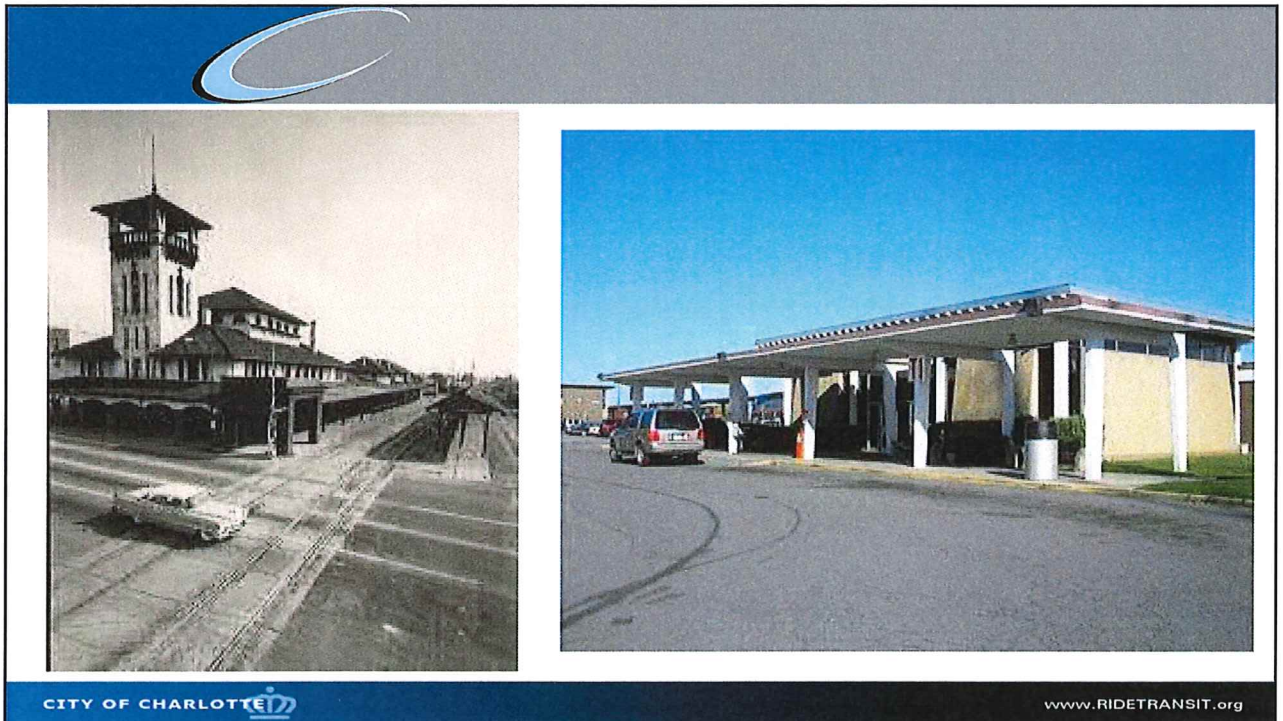
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CITY OF CHARLOTTE

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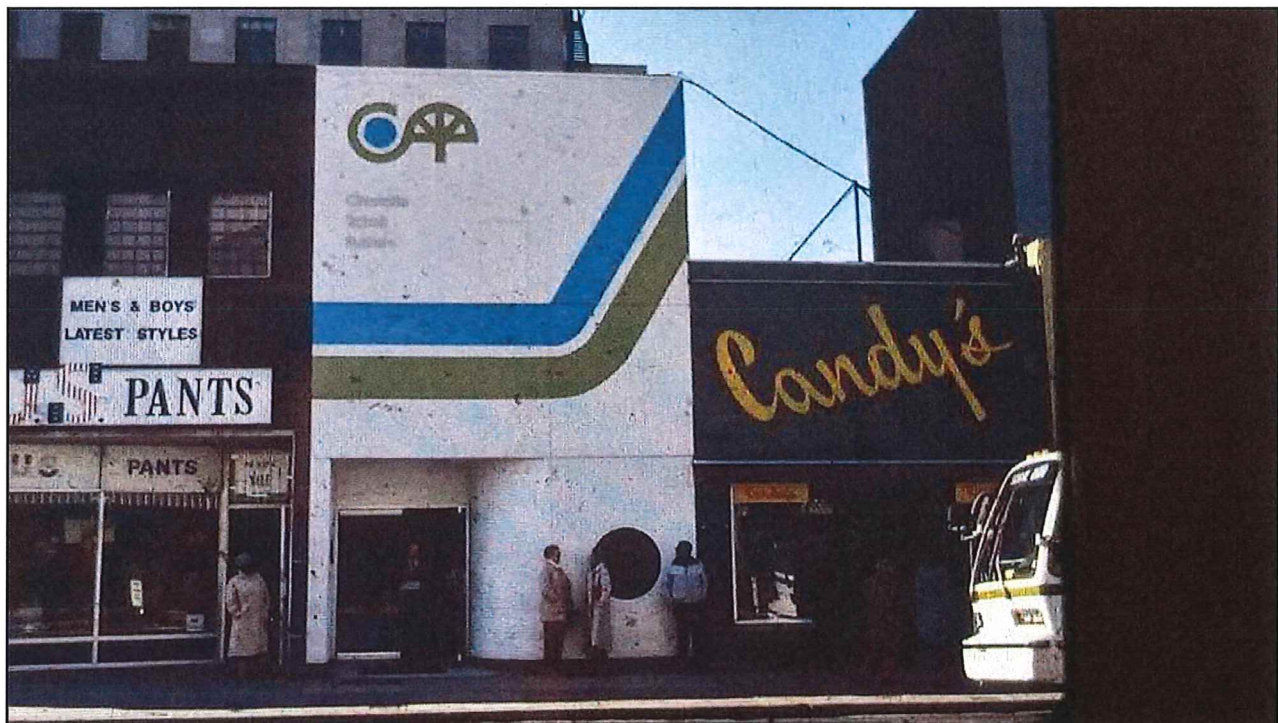
Charlotte Gateway Station

- Multimodal transit hub and destination center
- Connections to Amtrak, Intercity Bus service, CATS bus service, LYNX Silver Line, LYNX Red Line, CityLYNX Gold Line
- Phase 1: Rail Infrastructure
- Broke ground July 2018; Completion scheduled for Fall 2022
- Phase 2: Public/Private Development Partnership

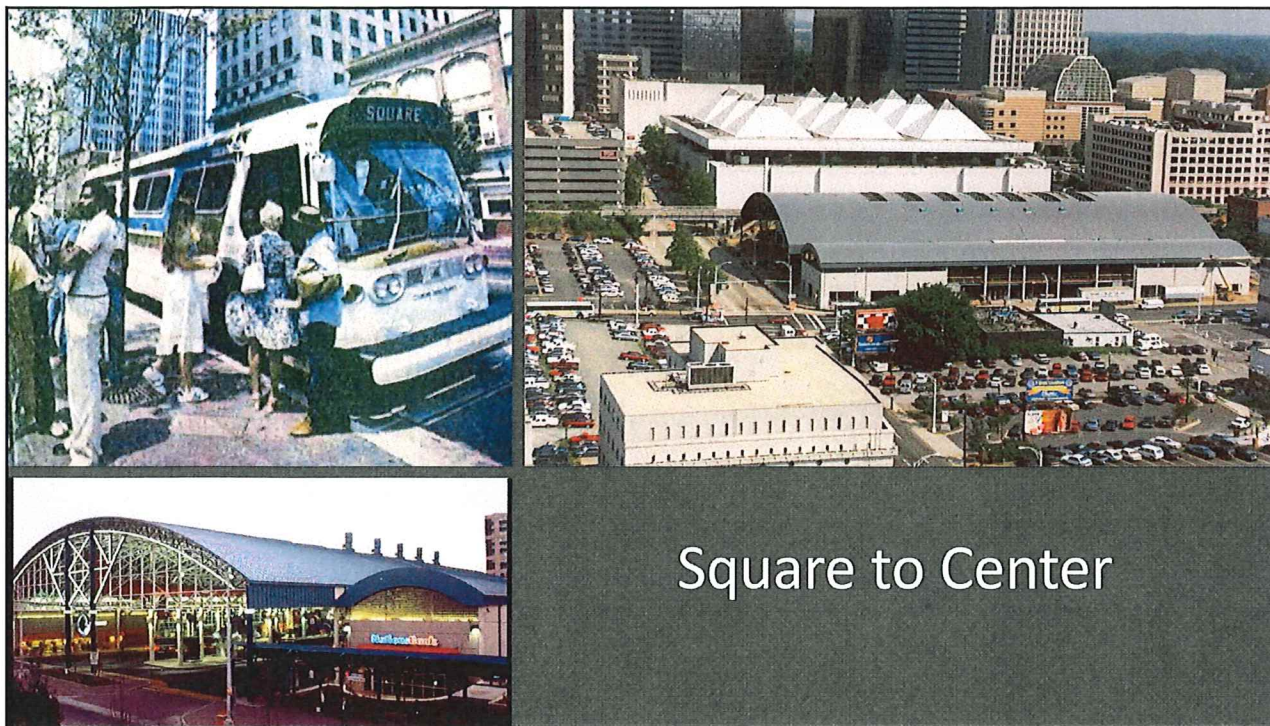


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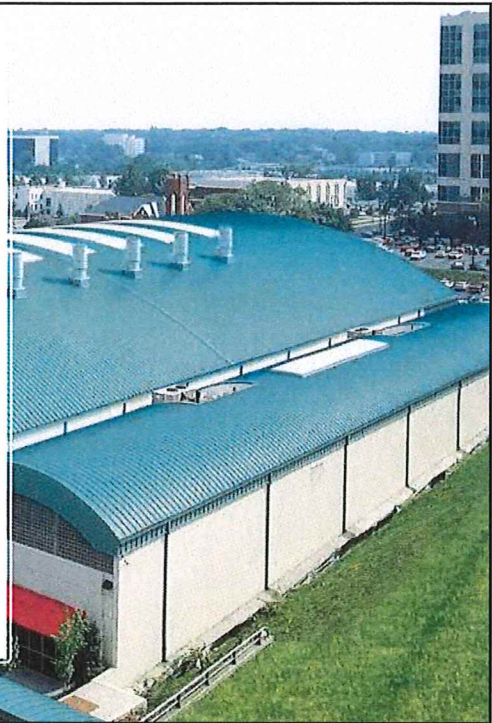
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CTC has seen a lot...

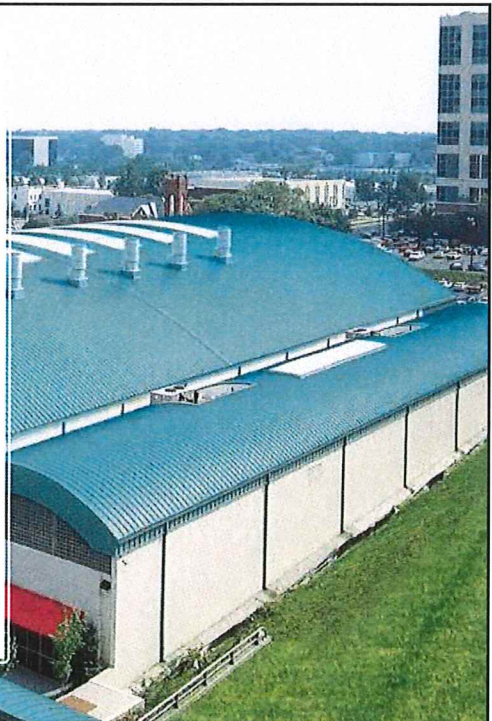
- Panthers first season in 1995
- Charlotte Trolley -1997
- LYNX Blue Line -2007
- CityLYNX Gold Line Phase 1 -2015
- LYNX Blue Line - 2018
- CityLYNX Gold Line Phase 2 – 2021
- Hornets departure - Bobcats then Hornets
- Charlotte Knights back to Charlotte
- Charlotte FC - 2022
- In 1995 Charlotte Transit primarily served a Charlotte of 467,000 and service area of 212 miles
- Today CATS serves the majority of Mecklenburg County with service to Union, Gaston and York (SC) Counties
- Today CATS has a service area population of 1.3 million and 675 square miles.



9

Mobility expectations and needs have changed

- CTC has served the community for nearly 30 years
- Smart phone usage and the integration with transportation have increased greatly
- Mobility landscape has expanded through shared mobility and ride share companies
- Transit agencies must increase convenience, reliability, and frequency of services
- To fully implement Envision My Ride and the 2030 Plan, CATS, Uptown Charlotte, and the Region all need a transit hub that meets the present and is future ready.



10

Commercial Real Estate

CATS selects JV for negotiations on redeveloping uptown bus terminal into major mixed-use center

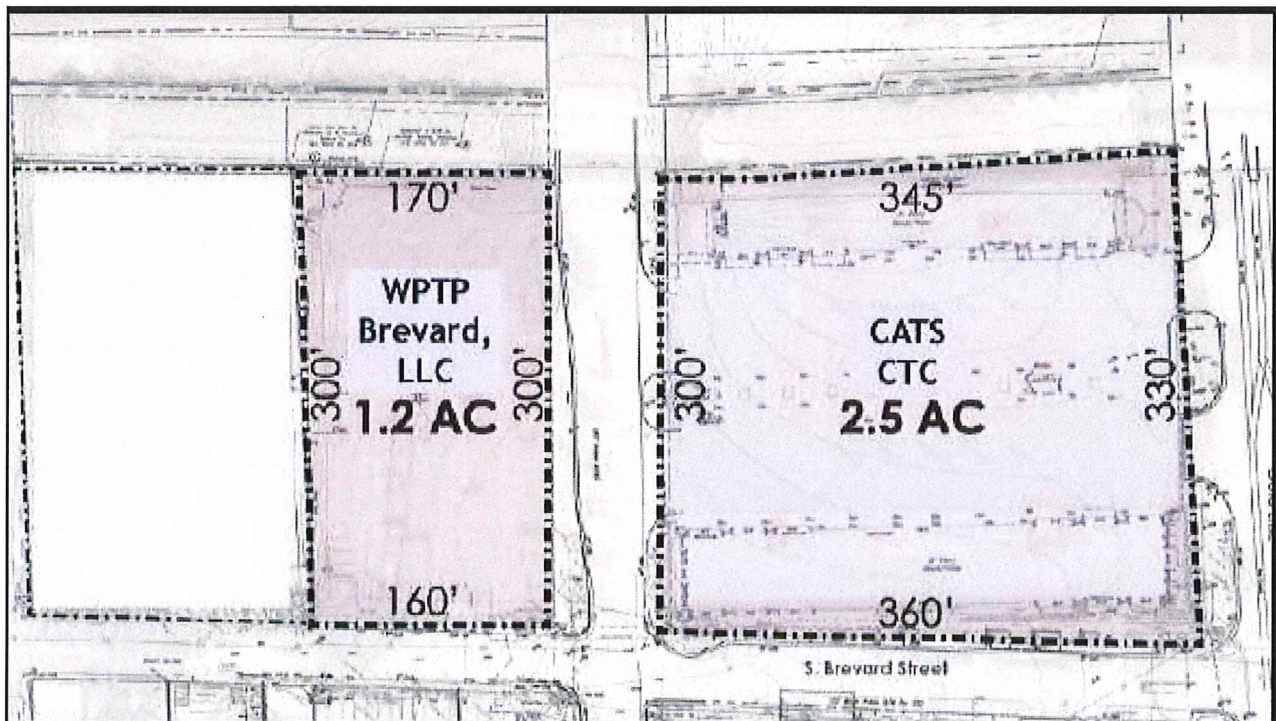
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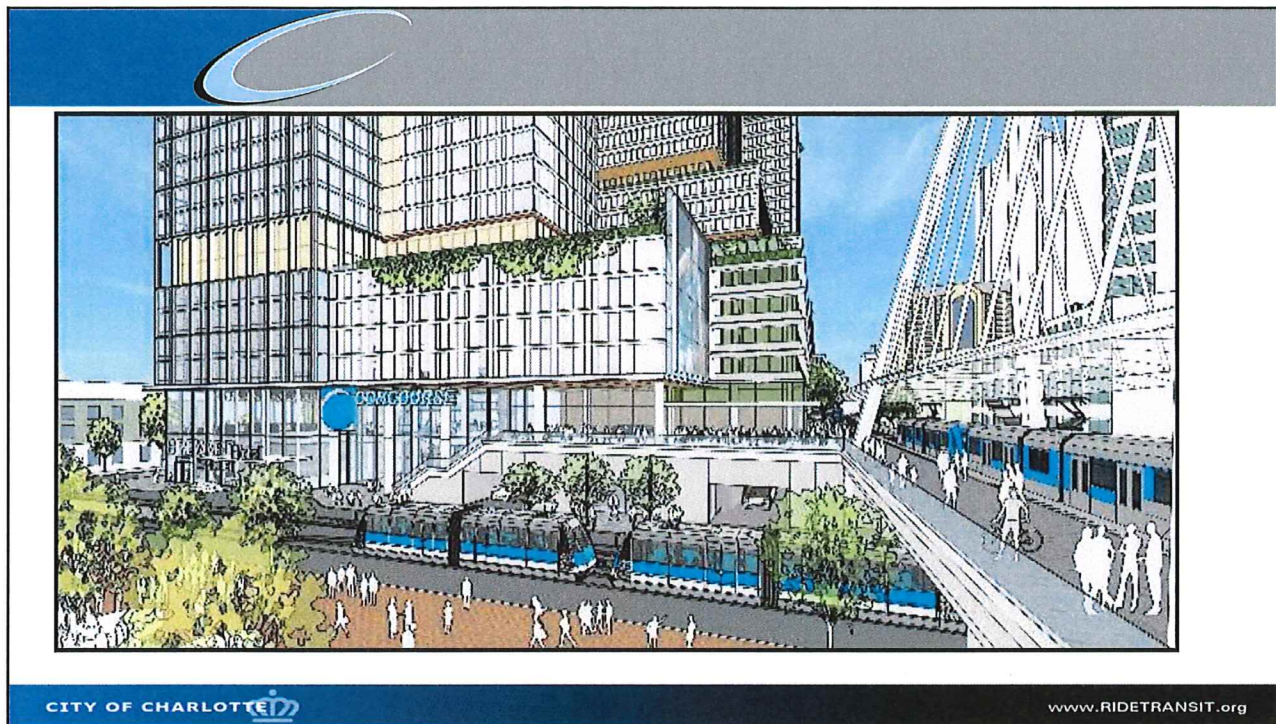
- Following an unsolicited proposal to redevelop the Charlotte Transportation Center, CATS issued a request for proposals in June 2019
- The joint venture partnership of Charlotte-based White Point Partners and Dart Interests, a Dallas real estate investment firm, was selected out of three groups that submitted proposals

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- Integrated Transit Center with mixed use development
- Will require a temporary transit center during construction

14

- CATS submitted a Raise Grant in 2021
- The project was awarded \$15 million towards the public/private development



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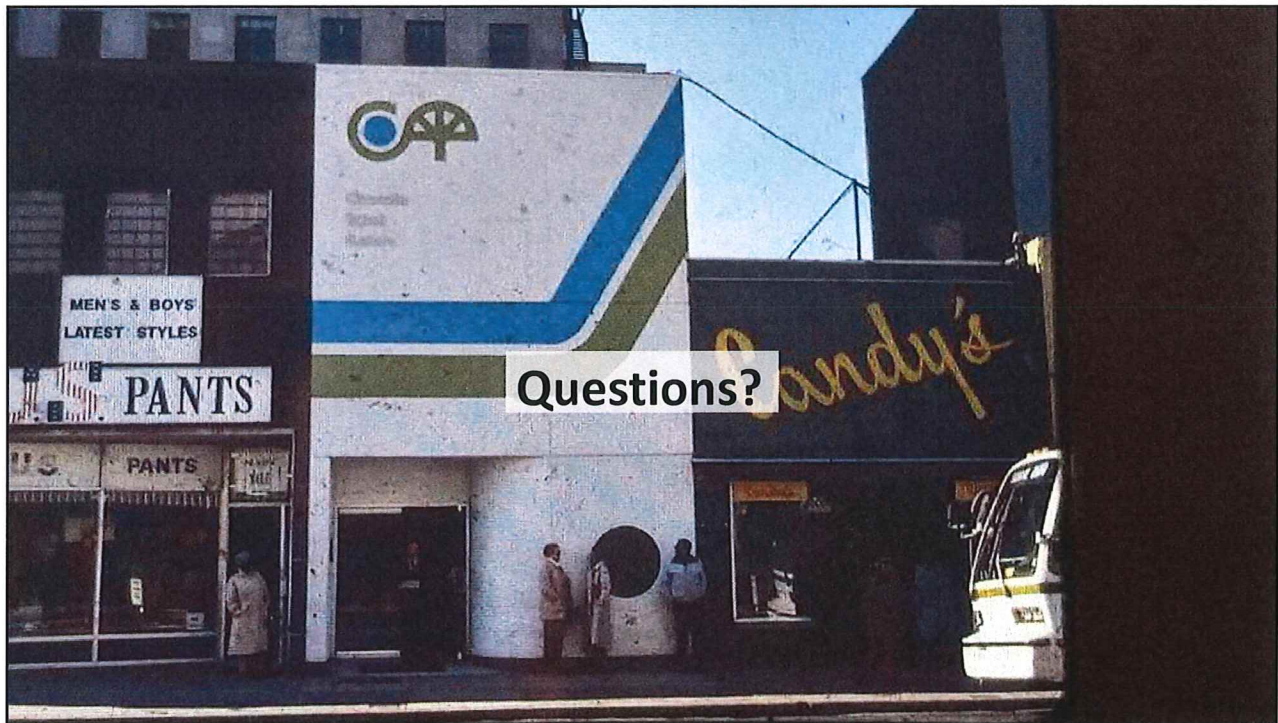
- Project Benefits
 - Improved passenger experience
 - Potential to include charging infrastructure
 - Consistent with the Envision My Ride goal of a decentralized bus network



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18

**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: Temporary Service Modifications Update

DATE: August 24, 2022

- 1.0 PURPOSE/SCOPE:** Due to labor shortages, CATS implemented temporary service modifications on August 15, 2022 to improve bus and rail service reliability system wide. CATS staff will provide an update on the performance of the service change, details of the public engagement, and a roadmap to implement microtransit service.
- 2.0 BACKGROUND/JUSTIFICATION:** The COVID-19 pandemic has impacted transit agencies across the country. A greater increase of employees working from home, concerns about social distancing and operator shortages are just a few of the challenges impacting transit ridership recovery. Numerous transit agencies have faced the difficult decision to modify schedules to ensure that service is delivered each day. Due to increasing operator absences, lower retention rates, and high level of vacant positions CATS must now modify service to match operator availability. Below is timeline of recent communication and strategies leading to the proposed July 27, 2022 MTC action.
- At the June 22, 2022 MTC meeting, CATS detailed specific service issues related to the nationwide operator labor shortages.
 - Following the MTC discussion, CATS staff developed a ridership-based methodology to adjust bus and rail schedules to improve service reliability.
 - At the July 14, 2022 Transit Services Advisory Committee (TSAC) meeting, TSAC approved CATS approach to modify schedules.
 - At the July 27 MTC meeting the board approved temporary service modifications on fourteen local and express routes schedules as well as LYNX Blue Line service levels to improve reliability system wide.
- 3.0 PROCUREMENT BACKGROUND:** N/A
- 4.0 POLICY IMPACT:** N/A
- 5.0 ECONOMIC IMPACT:** N/A
- 6.0 ALTERNATIVES:** N/A
- 7.0 RECOMMENDATION:** N/A
- 8.0 ATTACHMENT(S):** N/A

SUBMITTED AND RECOMMENDED BY:



John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte

Charlotte Area Transit System Temporary Service Modifications & Microtransit Update

Metropolitan Transit Commission
August 24, 2022



1

Service Modifications Timeline

- ▶ June 22, 2022: CATS detailed specific service issues related to the nationwide operator labor shortages.
- ▶ CATS staff developed a ridership based methodology to adjust bus and rail schedules to improve service reliability.
- ▶ July 14, 2022: TSAC approved CATS approach to modify schedules.
- ▶ July 27, 2022: MTC approved temporary service modifications on fourteen local and express routes schedules as well as LYNX Blue Line service levels to improve reliability system wide.



2

Public Outreach

- ▶ August 2: Cornelius and Davidson Park and Rides
5:30 am – 9 am
- ▶ August 3: Charlotte Transportation Center
12 pm – 2pm & 4 pm – 6 pm
- ▶ August 4: Northcross and Huntersville-Gateway Park and Rides
5:30 am – 9 am
- ▶ August 4: Virtual Public Meetings
12pm and 6pm
- ▶ August 15: Davidson, Cornelius, Huntersville
5:30 am – 9 am
- ▶ August 15-19: Charlotte Transportation Center
7:30 am – 3 pm



3

**August 2-4
Public
Meetings:
Engagement
Totals**

- ▶ Park and Rides
 - Davidson Gateway - 6
 - Northcross - 60
 - Cornelius - 55
 - Huntersville Gateway - 30
- ▶ CTC-450
- ▶ Virtual Meeting – 89 views

4

Service Change Update

- ▶ CATS implemented a temporary adjustment to 20% of local and express routes as well as modifications to light rail service to improve service reliability on August 13th (rail) and August 15th (bus).
- ▶ Adjusted schedules provide transit users a consistent and reliable schedule to plan their travel.
- ▶ As operator availability improves, service will be added back based upon trip level ridership analysis.
- ▶ On Monday, August 15 out of 2,998 bus trips only 44 were missed.
- ▶ Compare that to past Mondays, which ranged anywhere from 300-500 missed trips.
 - Tuesday, August 16: 4 missed trips
 - Wednesday, August 17: 0 missed trips
 - Thursday, August 18: 7 missed trips



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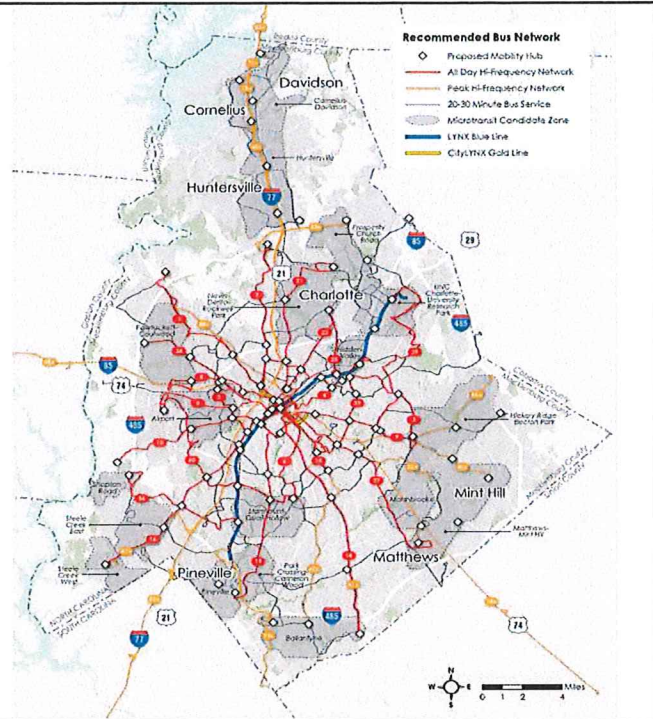


ENVISION MY RIDE BUS PRIORITY STUDY



MICROTRANSIT IMPLEMENTATION

6



- FTA awarded a total of \$25 million to 50 transit agencies across 24 states
- CATS Awarded \$750,000 to develop Microtransit Implementation Strategies.
- Key Tasks
 - Public Involvement
 - Equity Mapping
 - Technology Integration
 - Fleet Planning
 - On Demand Service Plan
 - First/Last Mile Plan
 - Mobility Hub Electrification Assessment

MICROTRANSIT PHASE ONE: FIRST/LAST MILE

• Pilot Zones:

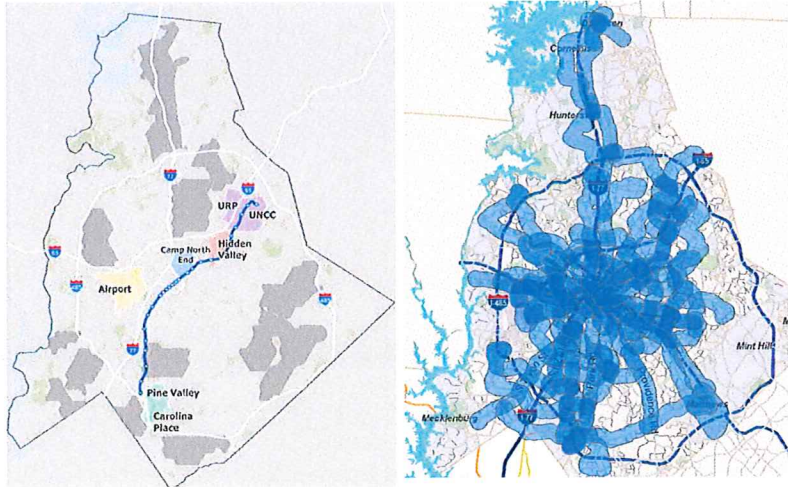
- University Research Park / UNCC
- North End
- Pine Valley Neighborhood / Carolina Place
- Hidden Valley

• Reliability Coverage:

- ½-Mile Buffer of Local Routes
- Activated when labor shortages severely impact service

• Additional Details:

- Will be incorporated within CATS-Pass app
- First/Last Mile service provided by ride share/transportation companies
- Supplemental to existing services



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MICROTRANSIT PHASE TWO

• Conversion Pilot:

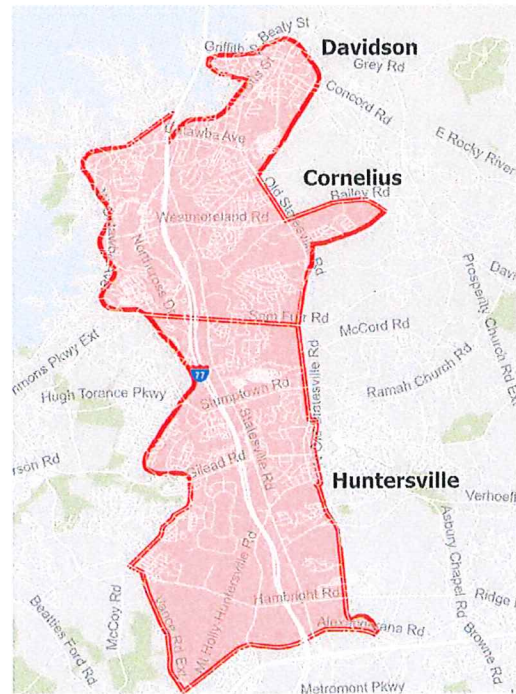
- Village Riders (97, 98, & 99)
- Route 290 Davidson

• Service Strategy

- On demand service will be an expansion proposed to be provided by third party
- Service hours will be reinvested back into fixed route
- No reduction in fixed route service

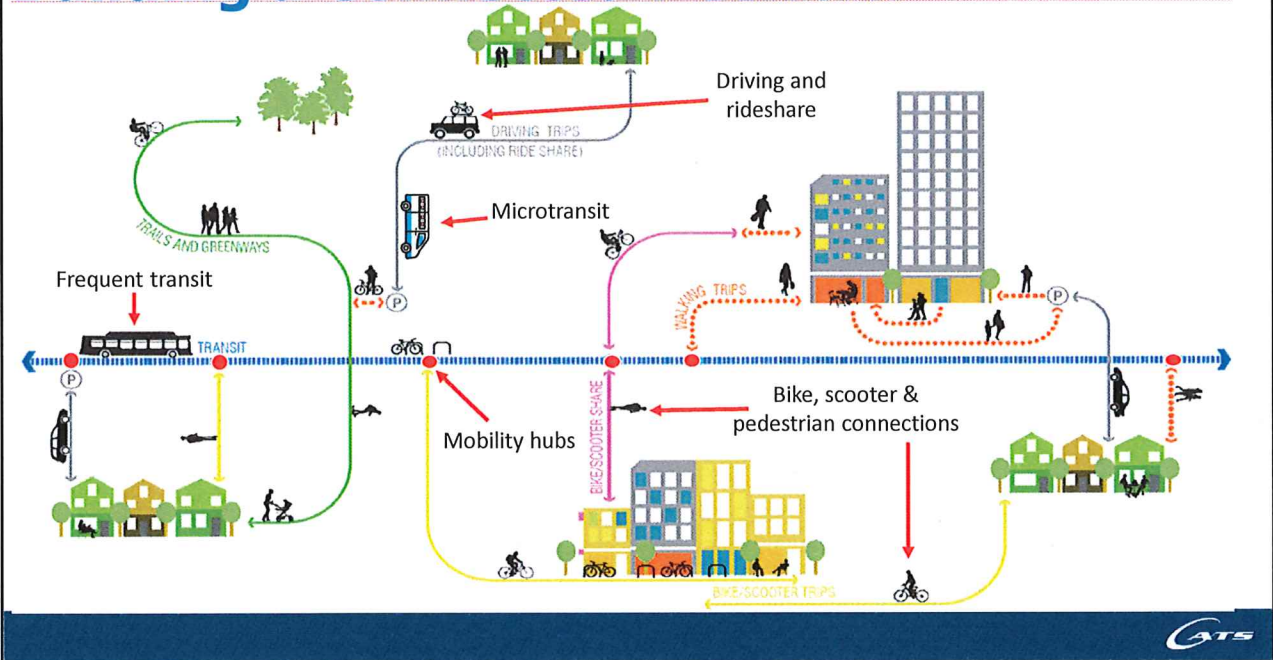
• Next Steps

- Fall 2022 Public Outreach
- Service & Fare Equity Analysis
- 2023 Implementation



10

Building a Connected Network



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Questions?



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**METROPOLITAN TRANSIT COMMISSION
ACTION ITEM
STAFF SUMMARY**

SUBJECT: South End Station Locally Preferred Alternative

DATE: August 24, 2022

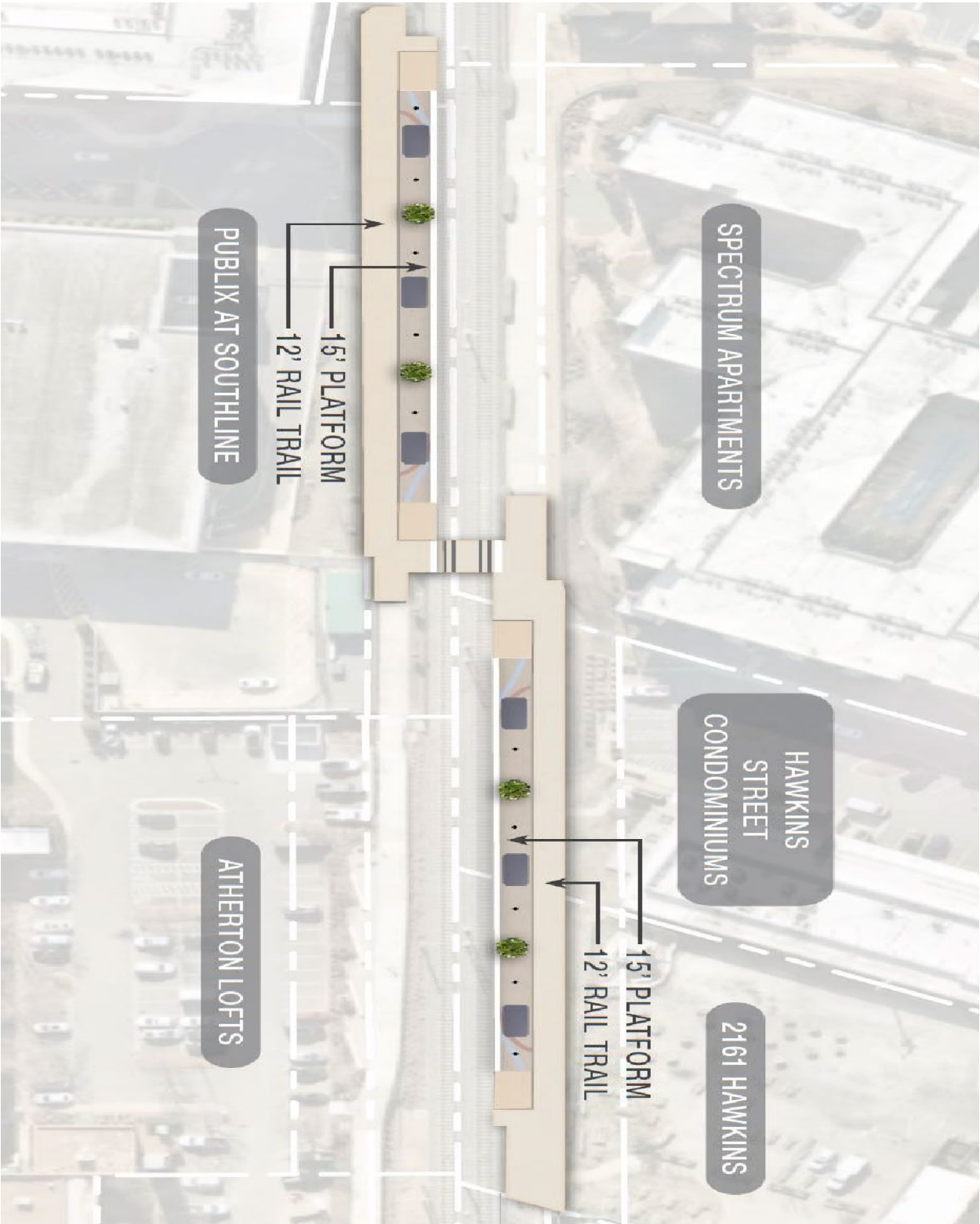
- 1.0 PURPOSE/SCOPE:** CATS will present the staff recommendation for the site location and conceptual layout of South End Station, a light rail station proposed between New Bern and East/West Boulevard Stations on the LYNX Blue Line.
- 2.0 BACKGROUND/JUSTIFICATION:** Since CATS opened the LYNX Blue Line in 2007, increasingly denser residential and commercial redevelopment has reshaped the South End area. In 2018, the City of Charlotte adopted the South End Vision Plan, which recommended the addition of a pedestrian crossing and light rail station to improve connectivity and provide additional transit service. The South End Pedestrian/Bicycle Connector Study, examined the feasibility of a new pedestrian/bicycle connection across the LYNX Blue Line tracks. Following the completion of that study in 2019, CATS determined that a new light rail station would best serve the area's needs.
- CATS began working with the design team led by Kimley-Horn to plan and design the new light rail station in February 2022. The project team evaluated two station site options developed in the Connector Study and then developed a third hybrid option. The team selected this third option, the Offset Option, as the staff recommendation for the proposed station site. The team then presented the Offset Option at stakeholder and community meetings to confirm its suitability to become the Locally Preferred Alternative.
- 3.0 PROCUREMENT BACKGROUND:** On January 8, 2021, the City issued a Request for Qualifications (RFQ) for the planning and design of the South End Station; three responses were received. Kimley-Horn & Associates, Inc. was selected as the best qualified firm. The initial contract amount is \$1.9 million and notice to proceed was issued in February 2022.
- 4.0 POLICY IMPACT:** N/A
- 5.0 ECONOMIC IMPACT:** N/A
- 6.0 ALTERNATIVES:** N/A
- 7.0 RECOMMENDATION:** Approve the Offset Option as the Locally Preferred Alternative for the South End Station.
- 8.0 ATTACHMENT(S):** South End Station Offset Option, Station Site Recommendation

SUBMITTED AND RECOMMENDED BY:



John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte

Attachment A
South End Station Site Recommendation



RESOLUTION No. 2022-05

ADOPTION OF SOUTH END STATION LOCALLY PREFERRED ALTERNATIVE

A motion was made by Mayor Rusty Knox (Town of Davidson) and seconded by Mayor Vi Lyles (City of Charlotte) for the adoption of the following resolution and upon being put to a vote was duly adopted.

WHEREAS the Metropolitan Transit Commission was formed by Mecklenburg County and its municipalities located herein to review and recommend long-range public transportation plans as well as to guide the planning, financing and implementation of an accountable regional transit system, and

WHEREAS the Metropolitan Transit Commission adopted its 2030 Transit Corridor System Plan in 2002, which was amended in 2006, 2016, 2019 and 2021, to develop primary transportation corridors, linking our area's key centers of economic activity, and

WHEREAS the South End Vision Plan, adopted by the City of Charlotte in 2018, recommended the addition of a pedestrian/bicycle crossing and a light rail station between the LYNX Blue Line's East/West Boulevard and New Bern Stations, and

WHEREAS the City of Charlotte completed the South End Pedestrian/Bicycle Connector Study in 2019, and CATS determined a new light rail station would best serve the community based on the study's findings, and

WHEREAS on June 24, 2020, the Metropolitan Transit Commission adopted a new station between the New Bern and East/West Boulevard Stations into the 2030 Transit Corridor System Plan, and

WHEREAS the South End Station team undertook a planning study in 2022 to evaluate potential station sites and selected the Offset Option as the staff recommendation, which was presented for public input in August 2022, and

WHEREAS CATS staff presented the South End Station site location alternatives and evaluation criteria for information at the June 22, 2022 Metropolitan Transit Commission Meeting, and

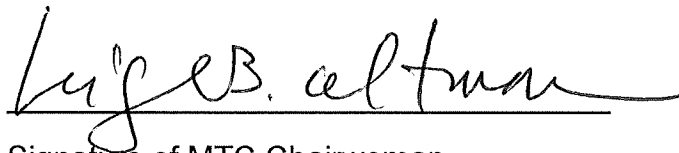
WHEREAS CATS staff presented the South End Station staff recommendation and public involvement summary for action at the August 24, 2022 Metropolitan Transit Commission meeting,

NOW, THEREFORE, be it resolved by the Metropolitan Transit Commission that:

1. The South End Station Locally Preferred Alternative shall be the Offset Option as shown in Attachment A.
2. This resolution shall take effect immediately upon its adoption.

Attachment A-South End Station Offset Option, Station Site Recommendation

I, Commissioner Leigh Altman, Mecklenburg County Board of County Commissioners, Chairwoman of the Metropolitan Transit Commission, do hereby certify that the above is a true and correct copy of an excerpt from the minutes of a meeting of the Metropolitan Transit Commission, duly held on August 24, 2022.

A handwritten signature in black ink, reading "Leigh B. Altman", written over a horizontal line.

Signature of MTC Chairwoman

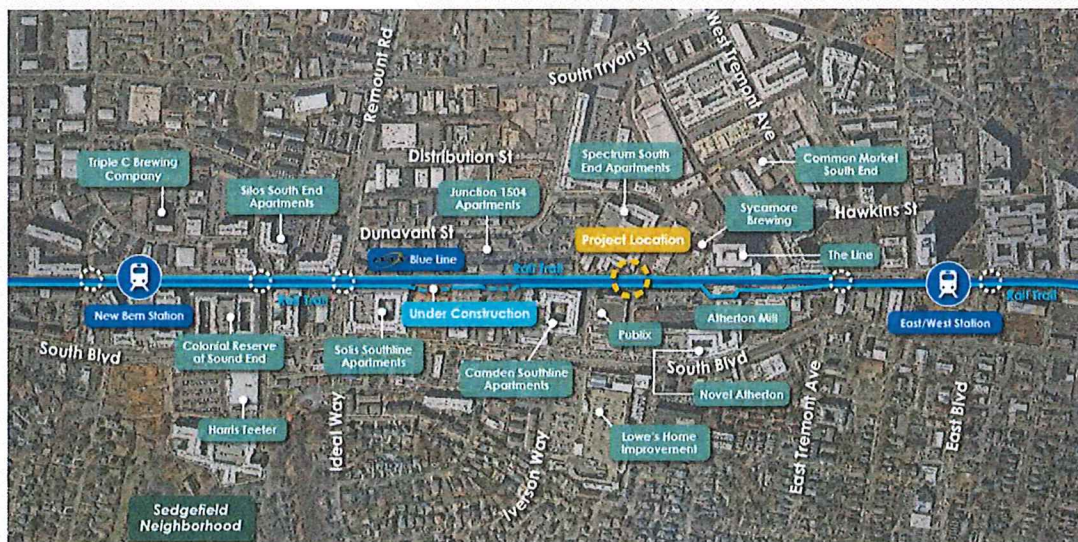
SOUTH END STATION Metropolitan Transit Commission

AUGUST 24, 2022



1

South End Station Overview



2

Public Engagement



Rider E-blasts



Social Media Posts



Media Release



Project Web Page



Charlotte Center City Partners and Other Local Stakeholders



Virtual Meeting – 40 Posts and Over 200 Views



In-Person Open House – 35 Attendees

3

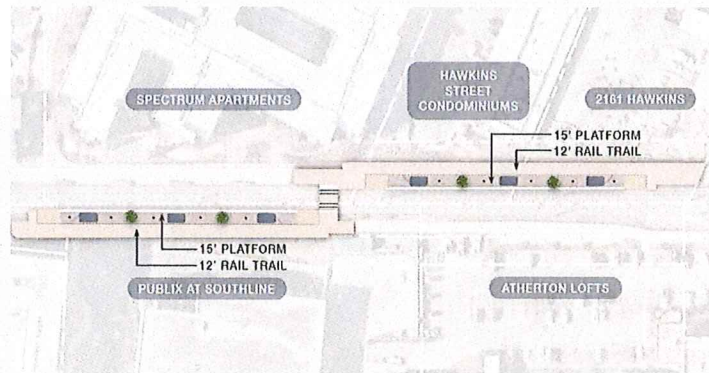
Meetings

- Stakeholder Meeting # 1 – May 26
- TSAC Presentation – June 9
- MTC Presentation – June 22
- Staff Recommendation – Early July
- TAP Committee Presentation – July 11
- Stakeholder Meeting #2 – August 1
- Public Meeting – August 9 (Virtual); August 10 (In-person)
- MTC Adoption of LPA – August 24

4

- Most Stakeholder Support
- Fewer Impacts to Adjacent Properties
- Less Disruption to Rail Facilities and Service
- Fewer Impacts to Existing Infrastructure
- Better Connections to Side Streets
- Better Station Visibility and Accessibility
- More Direct Construction Access and Staging
- Lower Anticipated Cost

STATION LOCATION Offset Option



5

THANK YOU!



6

