



**CONNECTING
COMMUNITIES**

2024 CEO Year End Summary

**EMPOWERING
LIVES**

Chattanooga Area Regional
Transportation Authority

A Message From **Our CEO**



Charles D. Frazier
CEO

Dear Colleagues, Partners, and Members of the Community,

As I reflect on my first year as Chief Executive Officer of the Chattanooga Area Regional Transportation Authority (CARTA), I am filled with optimism and gratitude for the progress we've made together. Having been a public servant for over two decades, I have never been more inspired by the resilience, innovation, and collaborative spirit of a transit agency and its community.

CARTA stands at the forefront of a transformative moment in public transportation for Chattanooga and Hamilton County. In 2024, we tackled foundational challenges while pursuing bold initiatives that are redefining mobility in our region. These accomplishments reflect the collective effort of our Board, team members, and partners, who share a commitment to making CARTA a trusted community asset and driver of regional growth.

KEY ACHIEVEMENTS 2024

COMMUNITY IMPACT

- Launched **Read and Ride** program with the **Chattanooga Public Library** providing free bus passes to K-12 students, facilitating over 12,000 trips. Recipient of 2024 Family Resource Award from Hamilton County Schools.
- Formed new partnerships with **Dolly Parton's Imagination Library** and **Signal Centers**, boosting awareness of the program's initiative to provide free books to children.
- Contributed 2,000 lbs. of food to **Share Your Christmas** food drive and provided the largest donation in the Chattanooga area.
- Increased **Election Day** ridership by 17% through AARP partnership by offering free rides to polls.
- Collected critical supplies during **Gratefull** event and delivered to the **Macellan Shelter for Families**.
- Initiated **Windshield Tours** with City Council members to identify opportunities for improvement.

OPERATIONAL IMPROVEMENTS

- Reorganized business structure to position the organization for future success, improving operations, collaboration, efficiency, and accountability across all areas.
- Developed CARTA's FY2025 **Strategic Imperatives**, defining **24 Key Focus Areas** to guide the organization's direction.
- CARTA's Management Leadership Team (MLT) established an operational framework to implement the **24 Key Focus Areas**, ensuring alignment across leadership levels.
- Created detailed **SWOT** analysis that clearly identified key organizational strengths (academic partnerships), weaknesses (technology infrastructure), opportunities (mobility innovation), and threats (funding and recruitment challenges).
- Introduced **Token Transit** mobile ticketing system, offering a cashless option for our passengers.
- Achieved a **year-over-year increase** in ridership across all services.
- Implemented the first-ever comprehensive emergency protocol training for Incline Railway operations.
- Managed response to December 7th Incline Railway fire and initiated restoration efforts.



GRANT FUNDING SECURED

- \$787,500 for Transit Oriented Development planning along Brainerd Road/Lee Highway.
- \$7.07M Department of Energy grant (including Nissan cost-share) for sustainable transportation.
- \$980,000 state grant for fare technology modernization.

ECONOMIC IMPACT

- Created **First Hour Free** parking initiative across two garages, stimulating downtown economy and complementing free shuttle services.
- Achieved a 4.3% increase in fixed route and CARTA Go ridership, a 19.1% increase in shuttle services, and the highest ridership in 3 years for Care-A-Van services. Overall growth highlights a rising dependence on CARTA's services for critical needs, such as doctor appointments, employment, and essential grocery shopping.

STRATEGIC INITIATIVES

- Expanded community partnerships by initiating a pilot program with the **Launchpad**, providing transit for residents enrolled in the recovery program.
- Enhancing workforce-development through **ATU Apprenticeship Program**, fostering professional growth and enhancing workforce development.
- Launched the **Ambassador Awards and Ceremony** to celebrate employees who demonstrate extraordinary commitment.



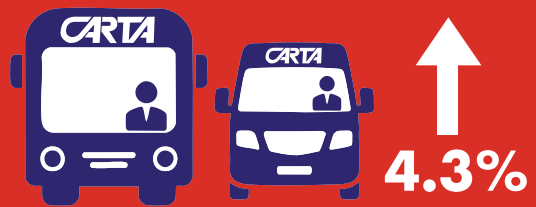
CHALLENGES

- Limited funding sources and fiscal constraints.
- Recruitment and retention of skilled personnel.
- Need for technology and infrastructure modernization.
- Service quality improvements needed across fixed routes and paratransit.
- Addressing the negative historical reputation for poor on-time performance and customer service.

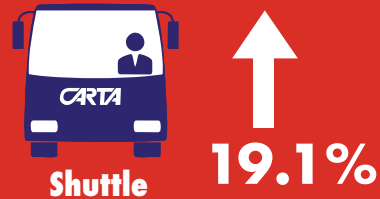
LOOKING AHEAD TO 2025

- Advancing Bus Rapid Transit (BRT) infrastructure.
- Expanding access through community partnerships.
- Strengthening organizational resilience.
- Focusing on technology upgrades and safety protocols.

RIDERSHIP IS ON THE MOVE!



Bus + CARTA GO



Shuttle



Care-A-Van

Ridership data from January - October 2024



Chattanooga Area Regional
Transportation Authority

The Chattanooga Area Regional Transportation Authority (CARTA) is Chattanooga’s public transit system, founded in 1973. As the driving force behind the city’s mobility, CARTA connects communities and empowers lives through a comprehensive range of services, including fixed-route buses, paratransit services (Care-a-van), microtransit (CARTA Go), the iconic

Lookout Mountain Incline Railway, and the free downtown electric shuttle system. CARTA is also responsible for managing the Chattanooga Parking Authority, overseeing a network of garages, parking lots, and on-street parking. By shaping the future of mobility, CARTA fuels Chattanooga’s economic growth, enhances accessibility, and drives the city’s progress forward.

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