



**CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY
& THE CHATTANOOGA PARKING AUTHORITY**

BOARD MEETING AGENDA

October 16, 2025, 10:00 AM ET

1. **Call to Order**
2. **Quorum Call**
3. **Moment of Silence& Pledge of Allegiance**
4. **Public Comment**
5. **Recognitions:** Jeanine McNulty
6. **Staff Reports**
 - A. CEO Report: Charles D. Frazier
7. **Consent Agenda**
 - A. Adoption of Minutes: Brandon Meredith **(Page 2)**
 - B. Statistical Report: Daniel Dufour **(Page 14)**
 - C. Public Agency Safety Plan – Annual Update: Mark Logan **(Page 17)**
8. **Action Items:**
 - A. Transit Service Standards: Charles D. Frazier / Doug Carlson **(Page 19)**
 - B. Procurement Report: Annie Powell **(Page 22)**
 - C. Monthly Financial Report – September 2025: Sander Abernathy **(Page 25)**
9. **New Business**
10. **Old Business**
11. **Adjournment**

TO: CARTA Board of Directors

FROM: Brandon Meredith
Director Communications & External Affairs

SUBJECT: September 18, 2025, Meeting Minutes

ACTION

Vote on the acceptance of the September 18, 2025, meeting minutes as presented, subject to any amendments approved by the board.

SUMMARY

The meeting minutes from the September 18, 2025, board of directors meeting were compiled and circulated to the board on October 10, 2025. Approval of this item will affirm the accuracy of the minutes and will become the official record of such meeting pursuant to Article V, Section 7 of CARTA's By-Laws.

MINUTES OF THE BOARD OF DIRECTORS MEETING OF
THE CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY
AND
THE CHATTANOOGA PARKING AUTHORITY
September 18, 2025

The regular meeting of the Board of Directors of the Chattanooga Area Regional Transportation Authority (“CARTA”) and the Chattanooga Parking Authority was held Thursday, September 18, 2025, starting at 10:00 a.m., at the Board Building, 1617B Wilcox Blvd., Chattanooga, TN 37406. The meeting was held in accordance with Section 4, Paragraphs 1 and 2 of the ordinances creating the Authority and pursuant to the notice posted on the CARTA website on August 01, 2025. The following Board members were in attendance and constituted a quorum: Johan de Nysschen, Chairman; Arcie Reeves, Secretary; Stephen Culp, Corey Evatt, and Leandrea Sanderfur. The following people were also in attendance: Charles Frazier, Chief Executive Officer; Scott Wilson, Chief of Staff; Allen McCallie, Legal Counsel, Miller & Martin; Dena Franklin, Payroll & A/R Administrator; and various media and guests. Mr. de Nysschen called the meeting to order and declared a quorum present.

Mr. de Nysschen opened the meeting with a moment of silent reflection followed by the Pledge of Allegiance. Mr. de Nysschen next opened the meeting for public comments or questions. There were none.

CARTA Board Meeting Minutes 09.18.2025

Mr. de Nysschen called on Mr. Wilson to present the September 2025 Ambassador Award. Mr. Wilson recognized Rosa Jammeh, Pam Craven, Lyndra Robinson; fixed route drivers; and dispatcher; Letticia Hubbard. These employees were recognized for exemplifying CARTA's core belief of connecting communities and empowering lives by reuniting a missing child with her family. They stayed observant, acted with calm professionalism, and worked together seamlessly protecting a child while bringing peace to the child's family.

Mr. de Nysschen called on Mr. Frazier to introduce the guest speakers, Dan Nelson and Mary Kate Morookian, Kimley Horn consultants, to give an informational transit service standard presentation. Mr. Frazier stated that future adoption of transit services standards will allow CARTA to move toward a smarter, more transparent, and more strategic approach for planning and evaluating CARTA's transit system. The transit service and performance standards framework will establish a consistent, fact-based methodology for providing services, measuring performance, and addressing underperformance. Mr. Frazier asked Mr. Nelson and Ms. Moorokian to introduce themselves and present CARTA's proposed transit service standards framework plan.

Ms. Morookian stated that Plan Chattanooga established a framework for CARTA's long-term transit vision that includes: (i) multimodal connections, (ii) transportation hubs, (iii) high demand corridors, (iv) frequent network, and (v) new routes and services. Moving from CARTA's current network to its future vision requires incremental and intentional steps forward. This initiative is part of a broader transit improvement program.

CARTA Board Meeting Minutes 09.18.2025

Completed projects include: (i) a long-term transit vision plan; (ii) a Title VI fare analysis; and (iii) an economic impact study. In-progress projects include: (i) a short-term transit improvement plan; (ii) service standards and design guidelines; (iii) a fare study; (iv) downtown transit center site evaluation; and (v) Incline Railway site planning. Upcoming projects include a schedule optimization study and development of bus stop design guidelines.

Ms. Morookian advised that service standards are developed to ensure: (i) transparency and accountability; (ii) identification of service needs and gaps; (iii) tracking performance trends; (iv) improved operational efficiency; (v) equity and access; (vi) established service narratives; and (vii) meeting federal standards. Establishing service standards holds CARTA accountable, keeps services running efficiently, and maintains service quality.

The proposed service evaluation framework for CARTA includes three (3) key elements: service standards, management procedures, and service design guidelines. Service design guidelines are principles for service operation. Service standards measure system performance and identify specific issues.

Ms. Morookian stated that CARTA offers an assorted menu of service designed to meet the needs of Chattanooga's diverse market. CARTA's proposed service design guidelines will cover: (i) frequency; (ii) span; (iii) vehicle assignment; (iv) route directness; (v) bus stop spacing; (vi) service coordination; (vii) distribution of stop amenities; (viii) service availability; and (ix) deadhead miles ratio.

CARTA Board Meeting Minutes 09.18.2025

Ms. Morookian asked Mr. Nelson to present information on the mechanics of how CARTA will put the proposed service standards in place. Mr. Nelson advised that best practice for a service standard framework is to keep it simple. CARTA will utilize two (2) key performance indicators to monitor services. Primary evaluation metrics are used for route evaluation and service change decisions. Secondary monitoring metrics are used to track trends, diagnose issues and to guide improvements.

Primary evaluation consists of two (2) core metrics used to diagnose route health, cost-effectiveness, and productivity. CARTA's preliminary evaluation scorecard indicated that overall core routes perform well, and other service categories indicate a need for performance improvement.

Secondary evaluation metrics provide a framework to identify specific issues and potential solutions. Proposed secondary evaluation metrics include: (i) daily passengers; (ii) passengers per trip; (iii) farebox recovery ratio; (iv) vehicle load factor; (v) on-time performance; (vi) missed trips; (v) fleet reliability; (vi) accidents and safety concerns; and (vii) customer complaints.

CARTA needs a plan and the right tools for regular reporting and service monitoring. Suggested tools include: (i) a data warehouse that collects and creates reports on primary and secondary metrics; (ii) compiling monthly route performance reports for key metrics; and (iii) analyzing data quarterly of primary metrics and developing service recommendations.

CARTA Board Meeting Minutes 09.18.2025

The proposed implementation timeline is as follows: (i) Fall 2025 – adopt service standards, begin tracking performance, evaluate the system and develop service recommendations; (ii) early 2026 – vet recommendations with key stakeholders and the public and adopt service plan; and (iii) late 2026 – 2027 – a phased implementation of service recommendations.

At the close of the presentation, Mr. Nelson opened the floor for questions.

Mr. Evatt asked which reporting period was used for the preliminary score card to which Mr. Nelson replied August 2024 through May 2025. Mr. Evatt requested reporting to show true subsidies for shuttle services to provide clarification for external audiences. Mr. de Nysschen commented that the presentation provides structure and focus, holds the organization accountable through quantified measures of performance, and produces data driven measurements which allow for effective management of CARTA. Mr. Evatt inquired whether nationally there are any indications of weekend service investment payoffs to which Ms. Morookian responded that the trends indicate payoffs are on a city-by-city basis, and overall, there is a shift in peak usage times. Mr. Culp requested clarification on Chattanooga’s unique geography compared to peer agencies to which Ms. Morookian responded that Chattanooga is unique compared to peers, and Kimley Horn utilizes a tool to account for the uniqueness comparing a wide variety of metrics for a truer comparison. Mr. Culp asked what an all-green result indicates for CARTA. Mr. Nelson replied that it would indicate that CARTA had met its standards and would allow for opportunities to rethink its goals and increase its standards supporting a culture of continuous improvement. Mr.

CARTA Board Meeting Minutes 09.18.2025

Culp next asked how CARTA's standards compare to peer agencies. Mr. Frazier stated that the standards were developed based on the level of investment from the local community. CARTA has been grossly underfunded in the past and standards will increase as investment allows. Mr. Frazier then advised that a recording of the September board meeting will be made available to board members who were not in attendance and will be a topic of discussion at the October 2nd Executive Committee meeting due to this proposed policy being a foundational decision in the direction and management of CARTA.

Ms. Reeves asked if future service plans included a focus on workforce development and local attractions to allow for increased ridership. Ms. Morookian advised that the market analysis included concentration of employment for service needs, and the future vision includes anticipated needs based on projected plans for Chattanooga. Ms. Sanderfur inquired about plans for a fixed route to service the Chattanooga airport area to which Mr. Nelson responded that future needs are continuously evaluated, and additional services will be recommended accordingly. Lastly, Mr. Evatt commented that the number of "greens" on the scorecard was impressive considering the lack of investment from the city and county and speaks to the level of professionalism of CARTA employees and management.

Mr. de Nysschen requested Mr. Dufour, Chief Innovation Officer, present the statistical report. Mr. Dufour reported three (3) main takeaways for the month ending August 2025: (i) Care-A-Van continued increasing ridership by improving operational efficiency; (ii) weekend fixed

CARTA Board Meeting Minutes 09.18.2025

route ridership was the highest in four (4) years; and (iii) there was continued steady growth in overall CARTA fixed route ridership.

Care-A-Van achieved the highest ridership in its history for the second consecutive month. Ridership grew from five thousand seven hundred twenty-eight (5,728) in July 2025 to six thousand four hundred forty-six (6,446) in August 2025. Fixed route weekend ridership from July 2025 to August 2025 was two hundred eighty-four (284) higher on Saturday and one hundred thirty (130) on Sunday which was the highest since July 2021. Overall fixed route ridership increased 5.7% year-over-year from August 2024 to August 2025.

Mr. de Nysschen asked if there were any comments or questions regarding the statistical report. There being none, a motion was made by Mr. Culp and seconded by Mr. Evatt followed by a vote to approve the statistical report. The motion was unanimously approved.

Under “Consent Agenda” Mr. de Nysschen stated that all members had been sent a copy of the August 21, 2025, board meeting minutes and asked if there were any additions, corrections, or comments. There being none, a motion was made by Mr. Evatt and seconded by Ms. Reeves, followed by a vote to approve the minutes. The motion was unanimously approved.

Under “Action Items”, Mr. de Nysschen asked Ms. Powell to present the procurement report. Ms. Powell advised that staff recommended that the Board approve the monthly procurement report that included new procurements over fifty thousand dollars (\$50,000.00) for a one-time agreement with Warner Transportation Consulting in the amount of thirty-nine thousand

CARTA Board Meeting Minutes 09.18.2025

thirty-one dollars (\$39,031.00) for the completion of a Customer Satisfaction survey. Staff additionally requested Board approval of contracts for a Wayside Cooling system for the Incline Railway, banking services, and driver safety technology, and sole source procurements for: (i) fleet management software as a (SaaS) renewal for Ron Turley Associates in the amount of sixteen thousand six hundred thirty-nine thousand dollars and seventy cents (\$16,639.70), (ii) NetSuite finance implementation services through LBMC for twenty-three thousand six hundred ninety-three dollars (\$23,693.00) through October 31, 2025, and (iii) NetSuite Human Resources and Payroll implementation services through Insight Global for twenty-nine thousand four hundred forty dollars (\$29,440.00) through October 31, 2025.

Mr. de Nysschen requested clarification on a change of scope for the NetSuite Implementation requests, which Mr. Abernathy advised there has been no change of scope. CARTA has an opportunity to implement additional automations making NetSuite more useful and productive resulting in cost savings in operational expenses.

Mr. de Nysschen asked if there were any additional comments or questions regarding Ms. Powell's request. There being none, a motion was made by Ms. Reeves and seconded by Mr. Culp followed by a vote to approve. The motion was unanimously approved.

Mr. de Nysschen requested Mr. Abernathy present the Financial Report. Mr. Abernathy advised that staff recommended that the Board accept the July 2025 and August 2025 financial reports. Mr. Abernathy reported that transit revenues were below budget in both July and August

CARTA Board Meeting Minutes 09.18.2025

resulting in a shortfall of five hundred fifty-eight thousand dollars (\$558,000.00). The shortfall was attributed to delays in the receipt of federal and state grant funding. Expenses were one hundred ninety thousand (\$190,000.00) favorable year to date due to lower personnel costs.

Shuttle operations were in line with budget with revenues showing a shortfall of nine thousand dollars (\$9,000.00) and expenses were favorable by eighteen thousand dollars (\$18,000.00) year to date.

Incline revenue was under budget one hundred seventy-five thousand dollars (\$175,000.00) year-to-date due to closure of the Incline Railway in the first half of July 2025 and ridership approximately seventeen percent (17%) below prior year. Incline expenses were seventy-eight thousand (\$78,000.00) over budget due primarily to repair costs, which CARTA anticipates will be recouped through the fire damage insurance claim.

CARTA has submitted a business interruption (BI) claim for loss revenue due to the fire at the Incline Railway. The insurer (PEP) has agreed to a preliminary payment of approximately \$1.7 million for BI and an additional payment of three hundred thousand dollars (\$300,000.00) for repair costs. With those payments, the total amount received from the insurer will be \$2.9 million. CARTA has also submitted claims for an additional \$1.0 million for BI and will be working with the insurer to agree on the additional amounts due.

Mr. de Nysschen requested clarification on the variance of the preliminary payment versus the amount of the submitted claim. Mr. Abernathy advised there are variances in calculations and

CARTA Board Meeting Minutes 09.18.2025

judgmental items. He further advised the claim has been forwarded to an accounting firm for review, which is standard practice. Ms. Reeves inquired if the necessary documentation and information had been provided with the claim submittal to which Mr. Abernathy responded in the affirmative. Mr. Frazier advised the initial amount the insurance company has agreed to is the undisputed amount. The remaining amount requires review as is standard practice. Mr. Culp requested clarification on admission cost increases and current ridership, impacting the BI claim to which Mr. Abernathy advised the data used for the claim was from prior years.

Care-A-Van revenues were eleven thousand dollars (\$11,000.00) under budget year-to-date. Expenses were two thousand dollars (\$2,000.00) over budget. Overall, Care-A-Van recorded a net unfavorable result of thirteen thousand dollars (\$13,000.00) through August 2025.

Parking revenue for the year was seven percent (7%) greater than the budget due to volume variances. Parking expenses were twenty percent (20%) below budget due to meter operating costs.

Mr. de Nysschen asked if there were any additional comments or questions regarding the Financial Report. There being none, a motion was made by Mr. Culp and seconded by Ms. Reeves followed by a vote to approve. The motion was unanimously approved.

Under “New Business” Mr. de Nysschen called on Mr. Higgins and Mr. Meredith to present preliminary plans for the upcoming 130th anniversary of the Incline Railway. Mr. Higgins advised the event is scheduled for Sunday, November 16th, 2025, from 10:00am – 3:00pm. There will be special ticket prices offered at one dollar thirty cents (\$1.30). Planned activities include

CARTA Board Meeting Minutes 09.18.2025

local vendors, children's activities, food services, and local entertainment. Mr. Meredith advised the public launch for the event is November 1, 2025. Tickets will be available for purchase online beginning November 1st, 2025. The communication plan includes the following: (i) social media campaigns across all platforms; (ii) targeted email outreach to St. Elmo residents; (iii) local radio and television appearances; (iv) strategic banner placement at the Incline Railway; and (v) press release and website announcements. Mr. Meredith also advised that commemorative items featuring the Incline Anniversary logo will be available as give-away items.

Mr. de Nysschen requested available ad space on fixed route buses be utilized to promote the anniversary event. Mr. de Nysschen further requested that an invitation to attend be extended to the mayor of Lookout Mountain. Mr. Evatt requested the marketing team reach out to the Avondale community and local support organization to encourage participation for those who the cost may have been prohibitive. Ms. Reeves asked that the Howard School be included in the community outreach plans.

Mr. de Nysschen asked if there were any other business items that need to be addressed. There being none, a motion was made to adjourn to an executive session.

TO: CARTA Board of Directors

FROM: Daniel J. Dufour
Chief Innovation Officer

SUBJECT: Statistical Report

RECOMMENDED ACTION

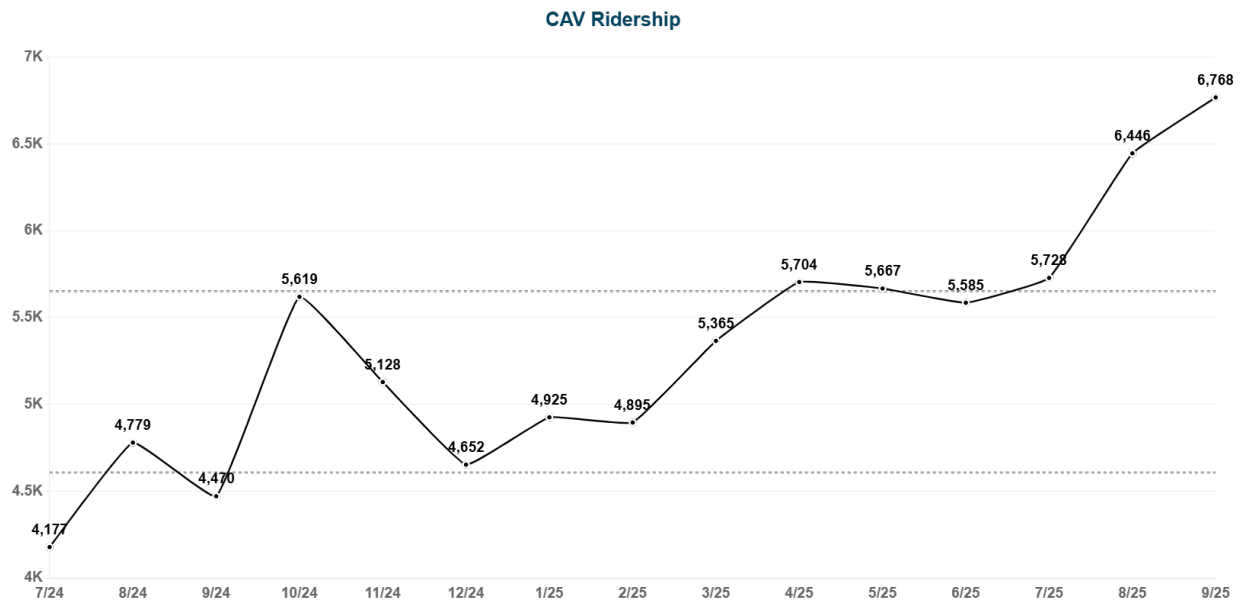
Staff recommend that the Board accept CARTA's statistical report for the month ending September 2025 as information to the Board.

HIGHLIGHTS

Reviewing the data, there are three main takeaways for September: (1) Care-a-Van ridership continues to climb, (2) weekday transit ridership is the highest in 4 years, and (3) steady growth in overall CARTA fixed-route ridership continues.

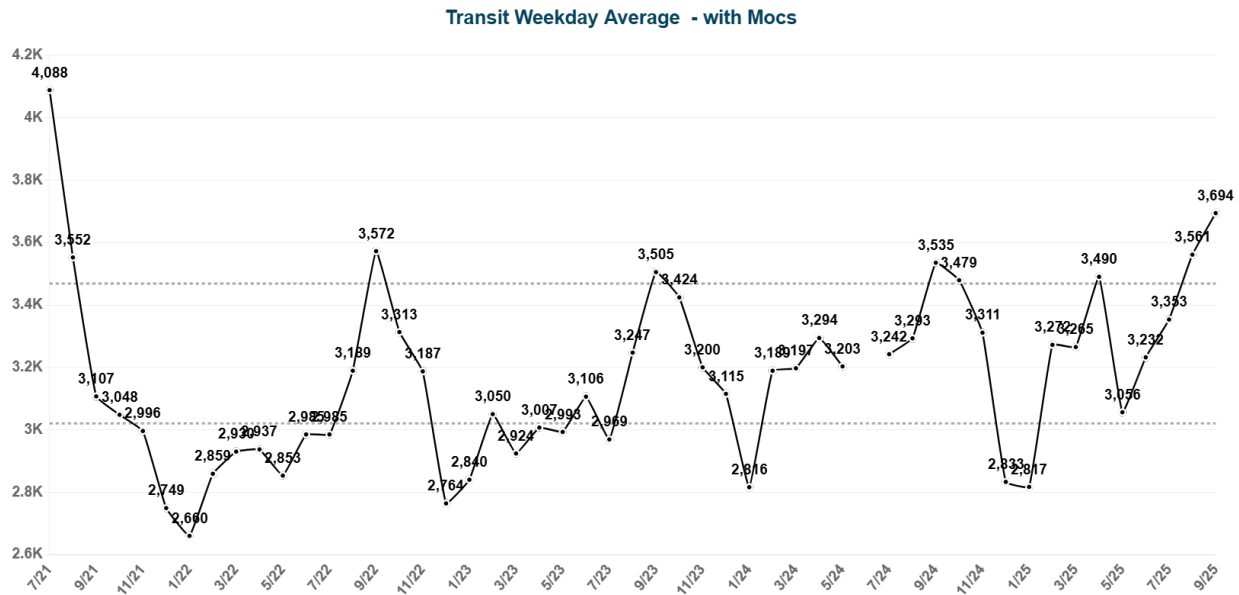
HIGH CARE-A-VAN RIDERSHIP

Care-A-Van (CAV) achieved the highest ridership in CAV history for the third month in a row. CAV ridership grew from 6,446 in August to 6,768 in September.



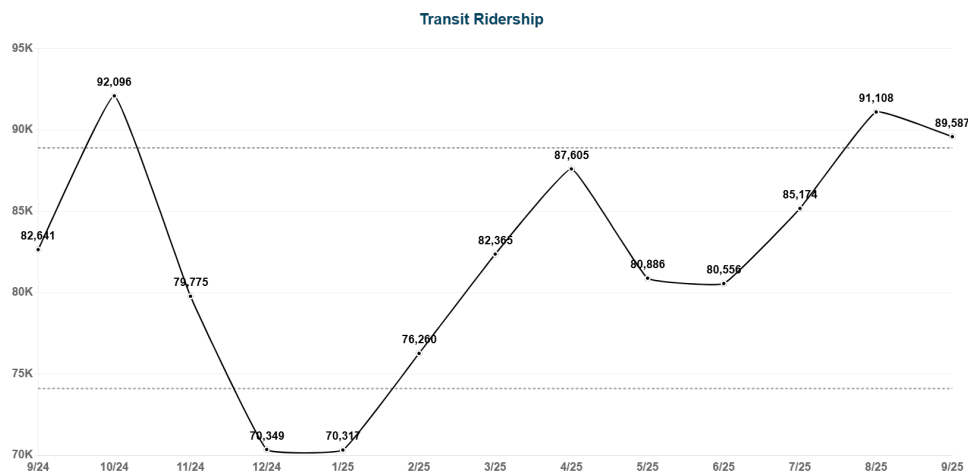
WEEKDAY TRANSIT RIDERSHIP HIGHEST IN FOUR YEARS

More and more people are using CARTA for weekday transit. From August to September, CARTA added 133 to its average weekday ridership, which is a 3.9% increase month-over-month. The average ridership on the weekday fixed-route achieved the highest ridership since July of 2021, demonstrating that CARTA fixed route weekday ridership continues growing and recovering from the pandemic. Specifically, the introduction of the Mocs Express coupled with concerted marketing has introduced public transit to some students for the first time, contributing to an overall increase in weekday transit usage.



STEADY OVERALL TRANSIT RIDERSHIP GROWTH

Overall, ridership of the fixed route saw a 8.4% increase year-over-year from September 2024 to September 2025. Specifically, ridership increased from 82,641 in September 2024 to 89,587 in September 2025.



	A	B		C		D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
		1 Standard Deviation below Mean	1 Standard Deviation above Mean																	
1	Static																			
2	TRANSIT					Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
3	Transit Ridership	7507.00	87387.00	83062.00	86162.00	82641.00	92096.00	79775.00	70349.00	70317.00	76260.00	82365.00	87805.00	80886.00	80556.00	85174.00	91106.00	8957.00		
4	Transit Weekday Average - with Mocs	3020.00	3469.00	3242.00	3293.00	3535.00	3479.00	3311.00	2833.00	2817.00	3272.00	3265.00	3490.00	3056.00	3232.00	3353.00	3561.00	3694.00		
5	Transit Weekday Average - without Mocs	2910.00	3312.00	3242.00	3164.00	3186.00	3205.00	3087.00	2789.00	2645.00	3051.00	3100.00	3331.00	3056.00	3232.00	3353.00	3517.00	3422.00		
6	Transit Saturday Average	1845.00	2232.00	2124.00	2154.00	1990.00	2220.00	2079.00	1816.00	1495.00	2012.00	2053.00	2201.00	2145.00	2121.00	2090.00	2374.00	2179.00		
7	Transit Sunday Average	674.00	811.00	816.00	737.00	795.00	799.00	789.00	717.00	588.00	693.00	708.00	676.00	733.00	842.00	762.00	892.00	827.00		
8	Transit Miles	151272.00	164711.00	155741.00	163497.00	151310.00	167126.00	152652.00	148063.00	150654.00	147874.00	150427.00	159747.00	167157.00	157834.00	166811.00	165935.00	163624.00		
9	Transit Passengers/Mile	0.48	0.55	0.53	0.53	0.55	0.55	0.52	0.48	0.44	0.52	0.52	0.55	0.48	0.51	0.51	0.55	0.55		
10	Transit Accidents	0.47	3.53	2.00	1.00	5.00	2.00	2.00	1.00	1.00	0.00	2.00	1.00	3.00	5.00	1.00	4.00	3.00		
11	Transit Operating Cost/Rider	10.00	12.00	11.35	9.56	9.97	9.23	10.31	12.40	12.41	11.34	10.50	9.52	10.18	**	10.96	11.54	N/A		
12	SHUTTLE																			
13	Shuttle Ridership	21664.00	30101.00	30157.00	28599.00	26164.00	29913.00	25438.00	21914.00	17312.00	20991.00	26340.00	32941.00	24044.00	24608.00	28656.00	25.651	22.589		
14	Shuttle Weekday Average	759.00	1038.00	1014.00	971.00	906.00	956.00	917.00	775.00	607.00	797.00	912.00	1194.00	806.00	872.00	952.00	820	743		
15	Shuttle Saturday Average	804.00	1137.00	1083.00	1080.00	953.00	1215.00	975.00	876.00	651.00	857.00	896.00	1198.00	832.00	851.00	1149.00	1.093	967		
16	Shuttle Sunday Average	426.00	615.00	627.00	461.00	667.00	615.00	558.00	427.00	338.00	408.00	540.00	472.00	537.00	578.00	538.00	594	596		
17	Shuttle Miles	15410.00	17988.00	18309.00	18073.00	16750.00	17934.00	16163.00	17123.00	16668.00	16166.00	17622.00	17780.00	15660.00	14107.00	14797.00	17.674	17.928		
18	Shuttle Passengers/Mile	1.00	2.00	1.65	1.58	1.56	1.64	1.57	1.28	1.04	1.30	1.49	1.85	1.53	1.74	1.94	1.45	1.26		
19	Shuttle Accidents	0.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0	0		
20	Shuttle Operating Cost/Rider*	2.00	4.00	3.43	2.41	2.63	2.48	2.85	3.36	4.25	3.44	2.74	2.52	3.30	**	3.06	3.64	N/A		
21	INCLINE																			
22	Incline Ridership	4844.00	45386.00	72605.00	43569.00	32221.00	54736.00	26615.00	2252.00	0.00	0.00	0.00	0.00	0.00	0.00	31538.00	37.574	30.089		
23	Incline Net Revenue/Passenger	4.00	10.00	1.98	4.77	6.45	4.66	12.89	-9.21	N/A	28.00	N/A	N/A	30.00	N/A	0.00	5.85	N/A	4	
24	Incline Days Down	4.00	32.00	0.00	0.00	2.00	0.00	13.00	25.00	31.00	N/A	N/A	N/A	30.00	N/A	13.00	0	N/A		
25	CARE-A-VAN																			
26	CAV Ridership	4608.00	5652.00	4177.00	4779.00	4470.00	5619.00	5128.00	4652.00	4925.00	4895.00	5365.00	5704.00	5667.00	5586.00	5728.00	6.446	6.768		
27	CAV Miles	45651.00	60625.00	49002.00	53103.00	49206.00	54630.00	69729.00	62335.00	65407.00	52360.00	45292.00	47324.00	47736.00	47995.00	49074.00	51.541	55.437		
28	CAV Turnovers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0		
29	CAV Accidents	1.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	1.00	0	1		
30	CAV Operating Cost/Rider*	43.00	54.00	59.84	47.67	50.96	42.24	46.28	55.09	52.04	50.38	45.96	42.07	42.00	**	48.07	48.59	N/A		
31	CAV Passengers/Hour	1.00	2.00	1.18	1.26	1.28	1.57	1.60	1.54	1.52	1.53	1.61	1.67	1.73	1.70	1.64	1.93	1.87		
32	TOTAL CARTA																			
33	Total CARTA Ridership	100772.00	164455.00	190021.00	163109.00	145496.00	181764.00	138956.00	99167.00	92554.00	102146.00	114070.00	126250.00	110597.00	110749.00	151096.00	160779.00	149033.00		
34	* Notes to the Statistical Report:																			
35	North Shore Shuttle	2277.00	3101.00	3537.00	3304.00	2998.00	2646.00	2635.00	2385.00	2116.00	2532.00	2703.00	2714.00	2428.00	2137.00	2820.00	2307.00	2741.00		
36	MOCs Express	373.00	5277.00	0.00	2854.00	6991.00	6302.00	4495.00	917.00	3794.00	4424.00	3462.00	3486.00	0.00	0.00	0.00	934.00	5707.00		
37	Bicycles Carried	1254.00	1622.00	1740.00	1519.00	1519.00	1740.00	1275.00	1121.00	1121.00	898.00	1293.00	1321.00	1364.00	1472.00	1421.00	1500.00	1532.00		
38	Wheelchairs Carried	924.00	1288.00	1078.00	1241.00	1089.00	1229.00	1087.00	887.00	862.00	898.00	979.00	1168.00	1146.00	1184.00	1536.00	1442.00	1562.00		
39	St.Elimo/Incline	2126.00	3172.00	3062.00	2962.00	2407.00	2920.00	2051.00	1966.00	2089.00	2282.00	2451.00	2300.00	3110.00	3264.00	3575.00	2687.00	2331.00		
40																				
41																				
42																				
43																				
44																				
45																				
46																				
47																				

TO: CARTA Board of Directors

FROM: Mark Logan
Chief Safety Officer

SUBJECT: Public Transportation Agency Safety Plan - Version 6

RECOMMENDED ACTION

Staff recommends that the Board approve an update to the Public Transportation Agency Safety Plan (ASP).

ALIGNMENT WITH STRATEGIC GOALS

This action aligns with CARTA's strategic imperatives of safety and compliance.

SUMMARY OF NEED

Approval of this item will keep CARTA in compliance with 49 CFR 673. Below highlights key updates made to the ASP document:

1. Checklist review of the current Version 6 draft of the ASP using the identified FTA document checklists referenced in the TDOT Rail Transit State Safety Program Standard Version 6.1 to identify updates to the current revision document.
2. Calculation and verification of the Safety Performance Targets (SPTs) identified in the plan using a 3-year average method for data in the 2022-2024 National Transit Database (NTD) reporting period.
3. Incorporate document updates to language, references, supportive documentation in CARTA's ASP Version 6 draft that addresses new PTASP requirements

Also highlighting the following:

- Revised references from "Executive Director" to "Chief Executive Officer"
- Update the Chief Executive Officer's Safety Management System Policy Statement with references to the IIJA Safety Committee
- Updated with the latest unlinked passenger trips and number of CARTA employees
- Incorporated new SPTs calculations based on a 3-year average (2022-2024) NTD data reported by CARTA
- Adjusted the Vehicle Revenue Miles (VRM) rate factor for the Incline Railway to 10,000 VRM, since it operates less than 100,000 VRM annually
- The System Reliability measure was calculated based on 2021-2023 data, due to the lack of 2024 NTDA data for major mechanical failures reported.
- Incorporated most recent CARTA Executive Leadership Team and Management Leadership Team organizational charts

- Add CARTA’s latest SOPs and other Referenced Documents that address new PTASP

BACKGROUND AND HISTORY

On August 20, 2020, CARTA’s Board of Directors approved the Authority’s first ASP. Further, on October 17, 2024, CARTA’s Board of Directors approved revision to Version 5 of the ASP. The updates included in Version 6 were made to address the Tennessee Department of Transportation’s (TDOT) Rail Transit State Safety Program Standard Version 6.1, effective on March 16, 2025. TDOT’s latest standard includes the latest ASP checklist from the Federal Transit Administration’s (FTA) Public Transportation Agency Safety Plans (PTASP) final rule published on April 11, 2024, in accordance with 49 CFR part 673.

PROCUREMENT OVERVIEW

N/A

FISCAL IMPACT

N/A

DBE PARTICIPATION

N/A

TO: CARTA Board of Directors

FROM: Charles D. Frazier / CEO for Doug Carlson
Director of Planning & Quality

SUBJECT: Transit Service Standards

RECOMMENDED ACTION

Staff recommends that the board adopt the Transit Service Standards as presented.

ALIGNMENT WITH STRATEGIC GOALS

This item aligns with CARTA's strategic imperatives of Service Quality, Customer Service, Fiscal Accountability, Community Engagement, and Compliance.

SUMMARY OF NEED

Approval of this item will allow CARTA to move toward a smarter, more transparent, and more strategic approach for planning and evaluating our transit system by adopting 1) service design guidelines, 2) service standards (key performance indicators), 3) service categories, and 4) reporting requirements. The policy establishes a consistent, fact-based method for answering three fundamental questions:

1. Where, when, and how should CARTA provide service?
 - Guided by Service Design Guidelines (e.g., route frequency, directness, and stop spacing).
2. How do we know if a route is performing well or poorly?
 - Measured by Service Standards (Key Performance Indicators) such as passengers per hour, subsidy per passenger, on-time performance, and customer complaints.
3. What should we do when service underperforms?
 - Addressed through the Action Framework, which uses a Green / Yellow / Red system with clear follow-up actions.

Service Design Guidelines

- Service Quality
 - Frequency – how often a bus arrives
 - Span – hours of service each day
 - Vehicle Assignment – the type/size of vehicle
 - Route Directness – how closely route follows direct path
 - Bus Stop Spacing – average distance between bus stops
 - Distribution of Stop Amenities – distribution of shelters, benches, lighting, etc.
 - Service Availability – geographic coverage of the transit system

- Efficiency
 - Deadhead Ratio – how much time the bus spends driving to starting locations

Service Standards (Key Performance Indicators)

- Primary Evaluation Metrics
 - Cost-effectiveness
 - Productivity
- Secondary Evaluation Metrics (Efficiency & Service Quality)
 - Daily Passengers
 - Passengers per Trip
 - On-Time Performance
 - Missed Trips
 - Fleet Reliability
 - Accidents / Incidents
 - Complaints

Service Categories, Ratings & Action Framework

- Categories
 - Core, local/feeder, commuter, shuttle, special services, & on-demand
- Ratings
 - Meets or exceeds – route meets or exceeds targets for both metrics
 - Marginal – route below target for one metric
 - Under – route below target for both metrics
- Action Framework
 - Meets or exceeds – Maintain or increase service
 - Marginal – Monitor & identify mitigation strategies
 - Under – Consider reallocation or new delivery model

Reporting Requirements

- Establish data warehouse for collecting data
- Compile and report monthly route performance based on secondary metrics
- Compile and report quarterly route performance based on primary metrics

BACKGROUND AND HISTORY

On September 18, 2025, the CARTA board of directors were introduced to a framework that would 1) establish a formal process for evaluating the performance of transit services, 2) define the initial key performance indicators and associated thresholds to be measured, and 3) actions to be taken by staff when it is determined that a service is underperforming. On December 19, 2024, the CARTA board of directors approved an on-call contract with Kimley Horn to provide transit planning and operational support. Subsequently, on June 12, 2025, the board adopted the FY2026 budget with funding appropriations to support ongoing transit planning/analysis needs. Kimley Horn has been selected as an extension of staff to assist CARTA with establishing the Transit Service & Performance Standards framework. Associated timelines are below.

Engagement Timeline

- Stakeholder Engagement: CARTA will engage with riders through the Rider Advisory Committee and with operators through Bus Operator Listening Groups.
- Major Changes: No major changes to the transit network are planned until 2027 (January or May) at the earliest.

PROCUREMENT OVERVIEW

N/A

FISCAL IMPACT

N/A

DBE PARTICIPATION

N/A

TO: CARTA Board of Directors
CARTA Executive Committee

FROM: Annie Powell
Director of Grants and Procurement

SUBJECT: Procurement Report

RECOMMENDED ACTION

Staff recommend that the Board approve the following requests related to procurement. Approval of procurements authorizes the Chief Executive Officer to enter contracts with recommended firms.

C Report on Sole Source Procurements

1. Distributed Antenna System for CARTA's 12th Street Location
 - Purchase of distributed antenna system for use at CARTA's 12th Street location in the amount of \$26,765
 - Recommended Contractor: Motorola Solutions; to be installed by MCA
 - Distributed Antenna System will increase radio coverage within the 12th Street building, which will be location of the consolidated call center
 - CARTA is eligible to purchase from the State of Tennessee's General Services statewide contract, which provides CARTA with a 15% discount. However, the statewide contract was structured as a supply contract to capture the most utilized radio suppliers within Tennessee and is considered a sole source procurement. Since CARTA utilizes Motorola radios across its fleet, a Motorola system is required to expand coverage at the facility. CARTA considers the price fair and reasonable since it is a discount off Manufacturer's Suggested Retail price.
2. Netsuite Finance Implementation Services
 - As reported during last month's Board meeting, CARTA engaged with LBMC for Enterprise Resource Planning (ERP) software implementation/project management services to assist in the transition from CARTA's current accounting system to Netsuite. At this time, CARTA has estimated that additional resources will be required past last month's reported estimated date of October 31 through the end of January 2026. The estimated cost of this effort is not to exceed \$50,960.
3. Netsuite HR & Payroll Implementation Services
 - Similar to the item above, CARTA also reported during last month's meeting that CARTA had engaged with Insight Global for ERP software implementation/project management services to assist in the transition from CARTA's current HR/Payroll system to Netsuite. At this time, CARTA has estimated that additional resources will be required past last month's reported estimated date of October 31 through the end of December 2025. The estimated cost of this effort is \$30,400.
4. Amendment to CARTA's 2024 Agreement with Oracle America, Inc.
 - On February 9, 2024, CARTA executed an agreement with Oracle America, Inc. for the implementation of Oracle Netsuite Software as a Service (SAAS) in the amount \$313,379.60 for 3 years of cloud service (\$137,379.60) and \$176,000 allocated for implementation services. CARTA requires an amendment to the existing contract for two items. The amendment will include the cost of the Bill Capture license fee and the professional services costs for remaining work to be performed on the payroll module, financial module, Bill Capture module, Budgeting and Planning Module. The costs of those

items as well as the cost of the Applicant Tracking System which was approved by the Board in August are presented in the table below:

Item	Additional License Fees	Estimated Professional Service Fees	Notes
Payroll Additional Hours		\$ 9,750	Hours for go-live push, to support integration adjustments, go-live and post go-live support, and contingency and PM time (required).
Finance Additional Hours		10,050	Hours to move procurement process to NetSuite, support reporting, workflow builds, and contingency and PM time (required).
Bill Capture License and Hours	\$ 18,000	812	Bill Capture add-on will utilize the old approved rate and there will be an additional annual license fee
Budgeting and Planning Module Hours		25,500	Cost to implement the budgeting and planning module.
Total Additional Costs	<u>\$ 18,000</u>	<u>\$ 46,112</u>	
Applicant Tracking - ATS - presented to the Board in August 2025	<u>\$ 37,593</u>	Included in License Fee	

ALIGNMENT WITH STRATEGIC GOALS

This action aligns with CARTA's strategic imperatives of Fiscal Accountability and Compliance.

SUMMARY OF NEED

Approval of this item will allow CARTA to receive approval and acknowledgement of C1-C4.

BACKGROUND AND HISTORY

On September 19, 2024, the CARTA Board of Directors formally adopted resolution 606, which established formal guidelines on the contracting authority of the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO). Approval of this resolution set thresholds for contract execution authority at \$50,000 for the CEO and CFO. Any transactions above \$50,000 will require approval of the Board of Directors. This Procurement Report or an updated version thereof will be presented to the Board of Directors for approval of any contracts that meet this threshold.

Further, CARTA received recommendations from recent audits indicating that the Board of Directors should also approve the use of the Request for Proposal process instead of a sealed bid process and that CARTA staff should report on any sole source and emergency procurements that take place between each Board meeting. As reported in previous meetings, these items have been added to the Procurement Report as a template and will be reported in future Board meetings.

PROCUREMENT OVERVIEW

C1. Distributed Antenna System

- CARTA is in the process of consolidating its call center at its 12 Street location. Care-A-Van is currently operating from that location. CARTA will be purchasing the distributed antenna system through a sole source procurement by purchasing off the State of Tennessee's General Services statewide contract TN SWC424, which provides CARTA with a 15% discount. The system will include an antenna, battery backup, and associated coaxial cable. Estimated delivery time is approximately 1 month

C4. Amendment to CARTA's 2024 Agreement with Oracle America, Inc.

- On October 9, 2023, CARTA released a Request for Proposals (RFP) for Software with Integrated Human Resources, Payroll, Timekeeping, and Accounting Functionality. CARTA advertised this in the Chattanooga Times-Free Press, included a notice and link to the RFP on CARTA's website, and sent the RFP to 7 interested proposers. CARTA received 3 proposals for this RFP.
- CARTA utilized the following weighted evaluation criteria as part of this Request for Proposals process:
 - Experience and Expertise: 35 points
 - Technical System Proposal: 40 points
 - Price Proposal: 25 points

- After evaluating proposals, CARTA awarded the contract to Oracle America, Inc. for HR, Payroll, and Accounting functionality and to Vertosoft, a broker for UKG Inc., for the Timekeeping functionality. Timekeeping information from UKG, Inc. was able to be integrated into the Netsuite software as Oracle America, Inc. did not have a timeclock/timekeeping system as part of its software as a service.
- The amendment outlined above will allow for the completion of the Oracle Netsuite implementation and improve the invoice intake process for CARTA.

FISCAL IMPACT

The fiscal impact of this action is listed below:

C1. Distributed Antenna System

- \$26,765 for the delivered system
- Eligible for FTA Section 5307/5339 funds

C2: Netsuite Finance Implementation Services

- Estimated not to exceed amount of \$50,960 from November 1, 2025-January 31, 2026

C3. Netsuite HR & Payroll Implementation Services

- Estimated not to exceed amount of \$30,400 from November 1-December 31, 2025

C4. Amendment to CARTA's 2024 Agreement with Oracle America, Inc.

- Implementation services not to exceed \$46,112
- Automation of Invoice Intake Module not to exceed \$6,000 per year/\$18,000 over a 3-year period

DBE PARTICIPATION

A DBE goal was not applied to these contracts as there were no DBE firms certified for these services.

**Agenda Item 8C
October 16, 2025**

TO: CARTA Board of Directors

FROM: Sander Abernathy
Interim Chief Financial Officer

SUBJECT: Discussion of Operating Results for September 2025 and the Three Months Then Ended

RECOMMENDED ACTION

Staff recommends that the Board approve the preliminary operating results for the month and the three months ended September 30, 2025.

ALIGNMENT WITH STRATEGIC GOALS

This action aligns with CARTA's strategic imperatives of fiscal accountability and operational excellence.

SUMMARY OF NEED

We are providing a summary of the preliminary operating results for the month and year ended September 30, 2025, to the Board. We welcome any questions the Board may have. The operating results for fiscal year 2025 will be finalized when the audit is complete in October.

DISCUSSION OF OPERATING RESULTS FOR THE MONTH AND THREE MONTHS ENDED SEPTEMBER 30, 2025

Total Organization Results

Total revenue for the three months ended September 30, 2025, was \$7,370,000, which was \$454,000 below budget, primarily due to lower Incline ridership and slightly reduced grant revenue collections earlier in the year. These shortfalls were partially offset by strong parking performance.

Total expenses were \$7,813,000, which was \$184,000 favorable to budget, mainly due to lower personnel costs across multiple divisions.

Net operating results were \$269,000 unfavorable to budget, driven by the revenue variances discussed above, partially offset by the favorable expense performance.

Transit

Transit revenue for the month was \$1,485,000, exceeding budget by \$199,000, due to higher-than-budgeted grant revenue. Year-to-date, Transit revenue was \$4,151,000, \$103,000 below budget due to lower grant collections in July and August.

Transit expenses were \$1,369,000 for the month, \$329,000 under budget, and \$4,586,000 year-to-date, \$196,000 below budget, primarily reflecting lower personnel costs. The result was a favorable variance of \$528,000 for the month and \$93,000 for the year-to-date compared to budget.

Shuttle

Shuttle revenue for September was \$144,000, \$9,000 below budget, and \$493,000 year-to-date, \$21,000 below budget, primarily due to slightly lower parking lot volume.

Expenses were \$205,000 for the month, \$33,000 below budget, and \$700,000 year-to-date, \$8,000 favorable to budget, reflecting lower personnel costs. The net result was a favorable variance of \$24,000 for the month.

Incline

Incline revenue was \$335,000 for the month, \$237,000 below budget, and \$1,035,000 year-to-date, \$481,000 below budget, reflecting ridership levels below historical trends and an aggressive revenue budget.

Incline expenses were \$141,000 for the month, \$98,000 favorable to budget, due to reduced operating costs in line with ridership levels. Year-to-date expenses were \$818,000, \$22,000 over budget, primarily due to repairs. The result was a net unfavorable variance of \$139,000 for the month and \$503,000 year-to-date.

Care-A-Van

Care-A-Van revenue for September was \$82,000, \$12,000 below budget, and \$285,000 year-to-date, \$19,000 below budget. Expenses were \$312,000 for the month, \$13,000 favorable to budget, and \$1,026,000 year-to-date, \$81,000 above budget, due to higher personnel costs. The year-to-date result was a net unfavorable variance of \$99,000.

Parking

Parking revenue was \$607,000 for the month, \$207,000 above budget, and \$1,405,000 year-to-date, \$171,000 above budget, reflecting higher parking volumes and rate increases. Expenses were \$239,000 for the month, \$4,000 above budget, and \$682,000 year-to-date, \$82,000 below budget, due to lower personnel and management costs. The result was a favorable net variance of \$203,000 for the month and \$253,000 year-to-date.

SUMMARY

For the first quarter of fiscal year 2026, CARTA maintained strong cost controls and favorable expense variances across nearly all divisions. While revenue fell short of budget primarily due to lower Incline ridership and delayed grant receipts, these impacts were largely mitigated by disciplined spending and solid Parking and Transit results.

Staff will continue to monitor ridership trends, grant activity, and cost management closely as we progress through the fiscal year.

FISCAL IMPACT

N/A

DBE PARTICIPATION

N/A

**CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY
OPERATING RESULTS
FOR THE MONTH AND THREE MONTHS ENDED SEPTEMBER 30, 2025**

	MONTH ENDED SEPTEMBER 30, 2025			YEAR TO DATE SEPTEMBER 30, 2025		
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE
TRANSIT						
Revenues	\$ 1,485,343	\$ 1,286,281	\$ 199,062	\$ 4,151,413	\$ 4,254,827	\$ (103,414)
Expenses	1,369,168	1,698,429	329,261	4,586,443	4,782,698	196,255
NET	116,175	(412,148)	528,323	(435,030)	(527,871)	92,841
SHUTTLE						
Revenues	144,278	153,401	(9,123)	493,061	514,389	(21,328)
Expenses	205,024	237,947	32,923	700,333	708,725	8,392
NET	(60,746)	(84,546)	23,800	(207,272)	(194,336)	(12,936)
INCLINE						
Revenues	335,448	572,927	(237,479)	1,035,124	1,516,097	(480,973)
Expenses	141,048	239,324	98,276	818,143	796,436	(21,707)
NET	194,400	333,603	(139,203)	216,981	719,661	(502,680)
CARE-A-VAN						
Revenues	82,384	94,649	(12,265)	285,084	303,832	(18,748)
Expenses	311,742	324,301	12,559	1,026,006	945,384	(80,622)
NET	(229,358)	(229,652)	294	(740,922)	(641,552)	(99,370)
PARKING						
Revenues	606,947	399,484	207,463	1,404,958	1,234,108	170,850
Expenses	238,716	234,534	(4,182)	682,438	764,381	81,943
NET	368,231	164,950	203,281	722,520	469,727	252,793
CARTA - Total						
Revenues	2,654,400	2,506,742	147,658	7,369,640	7,823,253	(453,613)
Expenses	2,265,699	2,734,535	468,836	7,813,363	7,997,624	184,261
NET	\$ 388,701	\$ (227,793)	\$ 616,494	\$ (443,723)	\$ (174,371)	\$ (269,352)