



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

BOARD MEETING AGENDA

May 21, 2026, 10:00 AM ET

1. **Call To Order**
2. **Quorum Call**
3. **Moment of Silence & Pledge of Allegiance**
4. **Public Comments**
5. **Recognitions:** Linda Bullard
6. **Staff Updates**
 - A. CEO Report: Charles D. Frazier
7. **Consent Agenda**
 - A. Adoption of Minutes (March 19, 2026, Board): Brandon Meredith **PAGE 2**
 - B. Adoption of Minutes (May 14, 2026, Executive): Brandon Meredith **PAGE 13**
 - C. Statistical Report: Daniel Dufour **PAGE 21**
8. **Action Items:**
 - A. Procurement Report: Annie Powell **PAGE 26**
 - B. April 2026: Financial Report: Melanie Jones **PAGE 31**
 - C. Bank Account Signatures: Melanie Jones **PAGE 34**
 - D. Licensing & Community Support Program: Brent Matthews **PAGE 36**
9. **Old Business**
10. **New Business**
 - A. Customer Satisfaction Survey Results: Brandon Meredith **PAGE 43**
11. **Adjournment**

NEXT MEETING: June 18, 2026, 10:00 AM ET

TO: CARTA Board of Directors
FROM: Brandon Meredith | Director of External Affairs
DATE: May 21, 2026
SUBJECT: March 19, 2026, Approval of Board Meeting Minutes
TYPE: Action Item

1. PURPOSE

The purpose of this memorandum is to request Board approval of the minutes from the March 19, 2026 meeting of the CARTA Board of Directors.

2. BACKGROUND

The minutes from the March 19, 2026 meeting of the CARTA Board of Directors were compiled and circulated to Board members on May 18, 2026 for review. Approval of the minutes will confirm their accuracy and establish them as the official record of the meeting pursuant to Article V, Section 7 of CARTA's By-Laws.

3. ANALYSIS

Board meeting minutes serve as the official record of actions taken by the CARTA Board of Directors. The minutes document motions, votes, and discussions that occurred during the meeting and are maintained in accordance with CARTA's governance and recordkeeping practices. Board members have been provided an opportunity to review the minutes in advance of the meeting and may propose amendments prior to final approval.

4. FINANCIAL IMPACT

There is no financial impact associated with this item.

5. PROCUREMENT OVERVIEW

This item does not involve procurement activity.

6. WHY IT MATTERS

Approval of this item will confirm the accuracy of the official record of the March 19, 2026. CARTA Board of Directors meeting and ensure compliance with CARTA's By-Laws governing the documentation and approval of Board proceedings.

7. BOARD ACTION

Board Action Requested:

Approval of the March 19, 2026, CARTA Board of Directors meeting minutes as presented, subject to any amendments approved by the Board

ATTACHMENTS

March 19, 2026, Meeting Minutes

**MINUTES OF THE BOARD OF DIRECTORS MEETING OF
THE CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY**

AND

THE CHATTANOOGA PARKING AUTHORITY

March 19, 2026

The regular meeting of the Board of Directors of the Chattanooga Area Regional Transportation Authority (“CARTA”) and the Chattanooga Parking Authority was held Thursday, March 19, 2026, 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, and in the Chattanooga Times Free Press on March 01, 2026. The following Board members were in attendance and constituted a quorum: Johan de Nysschen, Chairman; Evann Freeman, Vice Chairman; Charita Allen, Treasurer; Arcie Reeves, Secretary; Stephen Culp, Corey Evatt, Daniela Peterson, Bill Nye, and LeAndrea Sanderfur. The following people were also in attendance: Charles Frazier, Chief Executive Officer; Melanie Jones, Chief Financial Officer; Scott Wilson, Chief of Staff; Rachael Ruiz, 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.

Mr. de Nysschen called on Ms. McNulty to present the March 2026 Ambassador Award. Ms. McNulty recognized Terrell Barnes, CARTA fixed route driver. Ms. Barnes was recognized

for going above and beyond when assisting a first-time passenger who was recently wheelchair bound. Ms. Barnes explained the CARTA bus system, who he would need to call, and which return bus he would need to take. At the end of her shift, a Code 1 call came across the radio, and Ms. Barnes realized it was the same passenger. After receiving permission from her supervisor, Ms. Barnes returned to the passenger and delivered him home safely, simply because it was the right thing to do. Moments like these are powerful reminders that CARTA employees are more than drivers, they are community ambassadors.

Mr. de Nysschen called on Mr. Frazier to provide a CEO update. Mr. Frazier provided an update on CARTA's Connect the Corridor: Safe Access and Transit-Oriented Development Initiative. This is a long-term multi-year project beginning with an infrastructure study covering Route 4, Brainerd Road corridor, and Lee Highway corridor, spanning approximately 12 ½ miles from downtown to Enterprise South. The route traverses through Council Districts five, six, eight, and nine. CARTA has engaged City Council members and requested neighborhood representative recommendations to assist with the process.

The study will provide an assessment of market potential along the corridor that includes housing and job opportunities, allows for land use recommendations, future bus rapid transit potential and determining future bus-rapid-transit stations. Mr. Frazier advised that through the study, CARTA will have the ability to bring additional grant funding to pay for infrastructure such as the building of sidewalks, providing additional security lighting, adding bike lanes, and ensuring neighborhoods have access to public transit.

Mr. Frazier provided an update on "phase zero" of CARTA's Transportation Improvement Project (TIP). An inventory of all bus stops is underway that includes ADA compliant information and GPS location coding. Preparation for a policy defining bus stop specifications is underway

and will be presented to the board for approval once complete. Upon approval, CARTA will apply for grant funding to ensure bus stops are ADA compliant, and have adequate security lighting, shelters, and benches.

Ms. Peterson requested information on CARTA's funding plans for future public development. Mr. Frazier advised that not only will CARTA apply for grant funding to cover bus stop improvements, it will also apply for bus stop development funding and will request inclusion in the City and County review process for new development planning.

Mr. Frazier advised that the customer satisfaction survey took place on February 24th – 28th, the third Rider Advisory Committee meeting took place on March 4th, and the community outreach team provided travel training for the Chambliss Children's Center and Howard School. The planning team held two (2) listening sessions with CARTA's bus operators in preparation for the May schedule changes. Lastly, Mr. Frazier reported that in observance of National Transit Employee Appreciation Day, employees were given a CARTA tote bag containing snacks and a letter of appreciation.

Mr. de Nysschen requested an update on CARTA's role in providing transit services to the new Lookouts stadium, Erlanger Park. Mr. Frazier advised that prior to his arrival at CARTA in January 2024, stadium plans had been signed and were underway. Mr. Frazier engaged with both the Lookouts and the developer to find out what opportunities there were for providing access to the stadium and becoming a part of its parking solution. CARTA advised on spacing needs for both full-size buses and Care-A-Van vehicles.

CARTA continued to meet with the Lookouts and stadium developer planning a game day shuttle where attendees could park at either Shuttle Park South or the Chattanooga garage, and CARTA would provide a shuttle that would take people directly into the stadium and back. The

game day shuttle would require a dedicated lane for quick access in and out of the stadium to avoid traffic for the paid service. Although backed by City support, the Lookouts have asked CARTA to stand down on providing the service as they feel confident that they have provided enough on-site parking and it is not a necessary service today.

Mr. Frazier stated that CARTA is able and willing to assist with and to help mitigate any traffic or parking issues at Erlanger Park.

Under “Consent Agenda” Mr. de Nysschen stated that all members had been sent a copy of the March 19, 2026, Board packet containing the January 29, 2026, board meeting minutes, and the March 12, 2026, statistical report for review. Mr. de Nysschen asked if there were any questions, corrections, or comments on any items listed under consent agenda. There being none, a motion was made by Mr. Nye and seconded by Ms. Reeves, followed by a vote to approve. The motion to approve the consent agenda items was unanimously approved.

Under “Action Items” Mr. de Nysschen asked Ms. Powell to present the procurement report and grant resolutions request. Ms. Powell advised that staff recommended that the Board approve the monthly procurement report. New procurements of over fifty thousand dollars (\$50,000.00) included a five-year contract not to exceed three hundred thousand dollars (\$300,000.00) for bus shelter cleaning services through Nooga Cleaning Services, LLC. Staff also requested approval for use of the RFP process for Family and Medical Leave Act (FMLA) Administration.

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

Ms. Powell recommended board approval of Board Resolutions 609 to 611. CARTA recently applied for funds from Public Entity Partners, James L. Richardson Driver Training and

Cybersecurity programs and intends to apply for Federal Transit Administration formula grants once appropriations are available. Approval of the resolutions will authorize staff to apply for and administer recent grant awards.

Resolution 609 authorizes the grant application and fifty percent (50%) matching funds for the James L. Richardson Driver Training Program. The grant will be used to reimburse CARTA for safety and training materials, a DVD-based training is included. Resolution 610 authorizes the grant application and fifty percent (50%) matching funds for the Cybersecurity Partners Program. This grant will be used to reimburse CARTA for network monitoring solutions. Resolution 611 authorizes CARTA's CEO or his designee and the Director of Grants and Procurement to apply for, execute, and amend FY26 Federal Transit Administration Section 5307, 5337, 5339, and 5310 formula grants.

Mr. de Nysschen asked if there were any comments or questions regarding Resolutions 609, 610, and 611. There being none, a motion was made by Ms. Allen and seconded by Ms. Reeves followed by a vote to approve. The motion was unanimously approved.

Mr. de Nysschen called on Ms. Jones to present the February 2026 Financial Report. Ms. Jones reported that CARTA posted an operating loss of two hundred eighty-two thousand dollars (\$282,000.00) and a year-to-date loss of one hundred sixty thousand dollars (\$167,000.00). The loss is due primarily to Care-A-Van operating costs.

Ms. Jones further reported that the FY2026 budget still contains revenue for both the CARES Act and the Incline Railway insurance proceeds. The insurance proceeds were recognized in 2025. These items will necessitate a budget amendment to be proposed at the May 21, 2026, board meeting.

Ms. Reeves requested an update on Care-A-Van operating efficiencies emphasizing these services are not expected to operate profitably. Ms. Jones advised that CARTA management continues to focus on and implement operational effectiveness for Care-A-Van services. Mr. de Nysschen stated that the Incline Railway insurance proceeds budget amendment will provide a clearer view of CARTA's financial performance and requested CARTA present its Plan B contingency to address operating losses at the next board meeting.

Mr. de Nysschen asked if there were any additional comments or questions regarding the February 2026 financial report. There being none, a motion was made by Ms. Allen and seconded by Ms. Reeves followed by a vote to approve. The motion was unanimously approved.

Mr. de Nysschen requested for Ms. Jones to present the updated FY2027 operating budget draft. Ms. Jones reported that CARTA's FY2026 operating budget was thirty-four million eight hundred six thousand three hundred seventeen dollars (\$34,806,317.00). CARTA's proposed FY2027 draft operating budget is thirty-three million two hundred sixty-eight thousand nine hundred forty-nine dollars (\$33,268,949.00). The draft budget includes funding contributions of eight million three hundred ninety-five thousand dollars (8,395,000.00) from the City of Chattanooga, one hundred thousand dollars (\$100,000) from Hamilton County, eighty-eight thousand dollars (\$88,000.00) from the City of East Ridge, and fifty-six thousand seven hundred eighty-six dollars (\$56,786.00) from the City of Red Bank.

Mr. de Nysschen requested clarification on funding contributions. Mr. Frazier stated that the funding amounts being used in budget development are based on CARTA's confidence level advising that the contribution request made to Hamilton County is significantly higher to cover existing services. The City of East Ridge and the City of Red Bank amounts will change based on final Care-A-Van cost determination. CARTA's goal is to make full cost recovery when providing

Care-A-Van services to allow CARTA to meet demands. Mr. Frazier further stated that the confidence level of Hamilton County subsidizing Care-A-Van services has declined based on past funding challenges and those contribution amounts are not included in the draft budget request presentation. Mr. Culp stated that contributing to Hamilton County's low funding contribution levels was a lack of understanding of what services CARTA provides the County. Mr. Frazier stated that Hamilton County is now provided with a quarterly Care-A-Van ridership report and because of Hamilton County's FY2026 funding contributions, there has been a ridership increase of fifty-four percent (54%) this fiscal year. In addition, current County funding assisted CARTA during the current fiscal year with the implementation of a Drug Court program utilizing CARTAGO services. Participants in the program are also able to utilize fixed route services at no cost, increasing fixed route ridership levels.

Mr. de Nysschen inquired if the one-hundred thousand-dollar (\$100,000.00) Hamilton County funding request included the Drug Court cost. Mr. Frazier stated that the actual request made to Hamilton County was five hundred eighty-five thousand dollars (\$585,000). The request covered the Drug Court program cost, Care-A-Van support, a countywide Care-A-Van service expansion, the County Connect pilot program, assistance with second hour free downtown parking costs, and the Chambliss Children's Center subsidy. The County service cost breakdown document will be provided to board members.

Ms. Peterson inquired how the City of Chattanooga's transportation budget compares to similar cities. Mr. Frazier provided the following: Chattanooga is 2%, Knoxville is 6%, and other similar sized markets are between 6% to 8%.

At the close of Ms. Jones presentation, Mr. Frazier advised that the board should expect to see two (2) additional iterations of the operating budget. An updated version will be presented at

the May 2026 meeting, and the final budget will be presented at the June 2026 meeting. Mr. Frazier further advised that a 10-year cash flow and grant analysis will be provided to the board once completed.

Mr. de Nysschen asked if there were any additional comments or questions regarding the draft of the FY2027 Operating Budget. There being none, a motion was made by Ms. Allen and seconded by Ms. Reeves followed by a vote to approve. The motion was unanimously approved.

Next, Ms. Jones presented draft FY2027 capital budget advising that the FY2026 capital budget included sixteen million one hundred ninety-one thousand two hundred sixty-one dollars (\$16,191,261.00) funded and forty-one million four hundred thirteen thousand eight hundred sixty-five dollars (\$41,413,865.00) in unfunded capital projects. The FY2027 capital budget includes twenty-four million six hundred seventy-one thousand five hundred forty-three dollars (\$24,671,543.00) funded and twenty-five million seven hundred ninety-one thousand two hundred seventy dollars (\$25,791,270.00) unfunded capital projects. CARTA's capital funding has increased to almost fifty percent (50%) split. The draft FY2026 capital budget includes but not limited to the following: (i) Care-A-Van, CARTAGO, Shuttle, and Fixed Route vehicle replacement and expansion; (ii) automatic passenger counting software, bus shelter and drive technology; (iii) transit center, bus shelter, and mobility hub design and site selection; and (iv) garage upgrades, driver barriers, and signage.

Mr. de Nysschen asked if there were any comments or questions regarding the draft of the FY2027 capital budget. There being none, a motion was made by Ms. Peterson and seconded by Ms. Allen followed by a vote to approve. The motion was unanimously approved.

Under "Old Business" Mr. Frazier advised he will be presenting the Consumer Protection and Parking Compliance Ordinance to the City Council on March 24, 2026. The ordinance

establishes a local enforcement option permitted under Tennessee law and a regulated framework governing parking enforcement activity administered by the Chattanooga Parking Authority (CPA). It also authorizes CPA to serve as the licensing administrator for private operators that choose to participate in the regulated enforcement system. Private operators seeking to participate in regulated parking enforcement must comply with both the requirements of the ordinance and the licensing requirements to be established by the CPA. Participation by private operators in the regulated enforcement framework is voluntary. Operators that choose not to participate will not have access to the enforcement tools authorized by the ordinance.

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.

CARTA BOARD OF DIRECTORS ATTENDANCE

Nov-25 Present

Johan de Nysschen	Chairman	YES
Evann Freeman	Vice Chair	YES
Charita Allen	Treasurer	YES
Arcie D. Reeves	Secretary	YES
Stephen Culp	Director	YES
Corey Evatt	Director	YES
Bill Nye	Director	YES
Daniela Peterson	Director	YES
LeAndrea Sanderfur	Director	NO

Dec-25 Present

Johan de Nysschen	Chairman	YES
Evann Freeman	Vice Chair	NO
Charita Allen	Treasurer	YES
Arcie D. Reeves	Secretary	YES
Stephen Culp	Director	YES
Corey Evatt	Director	YES
Bill Nye	Director	YES
Daniela Peterson	Director	NO
LeAndrea Sanderfur	Director	YES

Jan-26 Present

Johan de Nysschen	Chairman	YES
Evann Freeman	Vice Chair	YES
Charita Allen	Treasurer	YES
Arcie D. Reeves	Secretary	NO
Stephen Culp	Director	YES
Corey Evatt	Director	YES
Bill Nye	Director	YES
Daniela Peterson	Director	NO
LeAndrea Sanderfur	Director	YES

FEBRUARY NO MEETING

Mar-26 Present

Johan de Nysschen	Chairman	YES
Evann Freeman	Vice Chair	YES
Charita Allen	Treasurer	YES
Arcie D. Reeves	Secretary	YES
Stephen Culp	Director	YES
Corey Evatt	Director	YES
Bill Nye	Director	YES
Daniela Peterson	Director	YES
LeAndrea Sanderfur	Director	YES

APRIL NO MEETING

May-26 Present

Johan de Nysschen	Chairman
Evann Freeman	Vice Chair
Charita Allen	Treasurer
Arcie D. Reeves	Secretary
Stephen Culp	Director
Corey Evatt	Director
Bill Nye	Director
Daniela Peterson	Director
LeAndrea Sanderfur	Director

Jun-26 Present

Johan de Nysschen	Chairman
Evann Freeman	Vice Chair
Charita Allen	Treasurer
Arcie D. Reeves	Secretary
Stephen Culp	Director
Corey Evatt	Director
Bill Nye	Director
Daniela Peterson	Director
LeAndrea Sanderfur	Director

JULY NO MEETING

Aug-26 Present

Johan de Nysschen	Chairman
Evann Freeman	Vice Chair
Charita Allen	Treasurer
Arcie D. Reeves	Secretary
Stephen Culp	Director
Corey Evatt	Director
Bill Nye	Director
Daniela Peterson	Director
LeAndrea Sanderfur	Director

SEPTEMBER NO MEETING

Oct-26 Present

Johan de Nysschen	Chairman
Evann Freeman	Vice Chair
Charita Allen	Treasurer
Arcie D. Reeves	Secretary
Stephen Culp	Director
Corey Evatt	Director
Bill Nye	Director

NOVEMBER NO MEETING

Dec-26 Present

Johan de Nysschen	Chairman
Evann Freeman	Vice Chair
Charita Allen	Treasurer
Arcie D. Reeves	Secretary
Stephen Culp	Director
Corey Evatt	Director
Bill Nye	Director
Daniela Peterson	Director
LeAndrea Sanderfur	Director

TO: CARTA Board of Directors
FROM: Brandon Meredith | Director of External Affairs
DATE: May 21, 2026
SUBJECT: May 14, 2026, Approval of Executive Committee Minutes
TYPE: Action Item

1. PURPOSE

The purpose of this memorandum is to request Board approval of the minutes from the May 14th, 2026 Executive Committee meeting.

2. BACKGROUND

The minutes from the May 14th, 2026 meeting of the CARTA Executive Committee were compiled and circulated to Executive Committee members on May 18, 2026 for review. Approval of the minutes will confirm their accuracy and establish them as the official record of the meeting pursuant to Article V, Section 7 of CARTA's By-Laws.

3. ANALYSIS

Executive Committee meeting minutes serve as the official record of actions taken by the Executive Committee. The minutes document discussions that occurred during the meeting and are maintained in accordance with CARTA's governance and recordkeeping practices. Executive Committee members have been provided an opportunity to review the minutes in advance of the meeting and may propose amendments prior to final approval.

4. FINANCIAL IMPACT

There is no financial impact associated with this item.

5. PROCUREMENT OVERVIEW

This item does not involve procurement activity.

6. WHY IT MATTERS

Approval of this item will confirm the accuracy of the official record of the May 14th, 2026 Executive Committee meeting.

7. BOARD ACTION

Board Action Requested:

Approval of the May 14th, 2026, CARTA Executive Committee meeting minutes as presented, subject to any amendments approved by the Board

ATTACHMENTS

May 14th, 2026, Meeting Minutes



CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY
Executive & Finance Committee
Meeting Minutes

May 14, 2026 | 9:00 A.M. | CARTA Offices, Board Room

ATTENDANCE

Present in Person: Chair Annelies de Nysschen, Director Evatt, Director Culp, Director Nye, Director Peterson

Present Remotely: Director Reeves, Director Allen, Director Sanderfur

Not Present: Director Freeman

Staff and Guests: Charles D. Frazier, CEO, Melanie Jones, CFO, Veronica Peebles, COO, Scott Wilson, Chief of Staff, Brent Matthews, Director of Parking & Facilities, Annie Powell, Director of Grants & Procurement, Director of Marketing, Brandon Meredith, Attorney Rachael Ruiz, Legal Counsel, Jon Reinert, The Reinert Group (Third-Party Incline Manager)

The meeting was called to order by Chair de Nysschen at 9:08 A.M.

1. INCLINE RAILWAY – REVENUE OPPORTUNITIES (TRG / Jon Reinert)

No action required. Staff recommendation expected June 6, 2026 Executive Committee. Action required June 18, 2026 Board Meeting.

Jon Reinert of The Reinert Group, CARTA's third-party manager of the Incline Railway, presented revenue enhancement opportunities for the Committee's consideration.

Dynamic / Peak Pricing

- Reinert described the Incline as capacity-constrained, with a current ceiling of approximately 1,760 potential riders given existing operating hours.
- He recommended flexibility to implement peak-period ticket pricing of up to \$29.99 during high-demand holidays such as Labor Day, Memorial Day, and the Fourth of July.
- Reinert estimated that without pricing adjustments, CARTA may be forgoing approximately \$3 million in revenue annually.
- He noted that approximately 99% of Incline riders are visitors rather than Chattanooga residents.
- Director Culp requested clean data on the visitor-to-resident ratio. CEO Frazier confirmed CARTA has actual statistics available.
- Reinert noted that pricing changes can be implemented immediately and with full flexibility.

- Director Evatt requested that any recommendations be supported by data rather than estimates alone.
- Chair de Nysschen expressed caution about surge pricing given the Incline's family-oriented visitor base, while remaining supportive of the broader concept of pricing flexibility.
- Director Evatt proposed an alternative framing: setting a standard fare with discounts during off-peak periods, rather than a peak surcharge.

Credit Card Processing Fee

- Currently, CARTA absorbs its own credit card processing fees.
- Reinert estimated that passing these fees to customers could generate approximately \$700,000 in additional profit for CARTA.
- Several board members raised questions about feasibility and implementation details.
- Chair de Nysschen indicated general support for this change.

Beer and Liquor Sales

- Beer sales are currently performing well at the mountaintop restaurant, operating in alignment with Incline hours.
- Reinert expressed interest in expanding to liquor-by-the-drink sales.
- CEO Frazier noted that adding liquor sales would represent a material change to the existing operating agreement, as it falls outside the scope of the original contract.
- A contract amendment and updated lease would be required. Wine and liquor licensing flows through the State of Tennessee, not the Town of Lookout Mountain.

Free Ticket Distribution

- Reinert recommended exploring a program to distribute complimentary Incline tickets through local library branches.

Trip Protection Program

- Reinert receives fees from a trip protection (insurance) product offered at ticket purchase.
- Approximately 26% of customers elect this coverage, which is priced at 15% of the total ticket.
- Director Reeves requested additional information about the trip protection product and data on the proposed mountaintop entertainment district.
- CEO Frazier indicated more complete information would be available for the August Board Meeting.

2. TOWN OF LOOKOUT MOUNTAIN UPDATE (Attorney Ruiz / CEO Frazier)

Informational item.

- Attorney Ruiz reported that in discussions with Lookout Mountain's attorney, the Town has requested CARTA's financial margins as a basis for claiming a portion of Incline profits, including a per-passenger fee.
- Ruiz indicated that quantifiable data supporting the Town's demands does not appear to exist.
- Director Evatt expressed skepticism that the Town would honor any agreement and anticipated ongoing demands.
- Chair de Nysschen stated that if Lookout Mountain's demands prevail, the Incline could not sustain its operating expenses and would likely close. The Town has expressed a preference for limiting hours to 9:00 A.M.–4:00 P.M. with a maximum of 500 riders per day.
- Chair de Nysschen noted he has reached out to Mayor Kelly, Chamber President Charles Wood, and County Mayor Wamp in connection with this matter, and cautioned that aggressive action by Lookout Mountain would create a significant public relations problem for the Town.
- Attorney Ruiz cautioned the Committee that per-passenger fees could be used to argue that the Incline functions as a tourist attraction rather than public transit, which could have implications for CARTA's legal positioning.
- Ruiz advised that CARTA is prepared to file an injunction if necessary and believes it is likely to be granted by a federal court. Litigation costs were estimated at approximately \$250,000, with the possibility of recovering attorney's fees if CARTA prevails.
- Chair de Nysschen asked Reinert to moderate the entertainment-focused programming at the mountaintop while the dispute with the Town remains unresolved.

3. PARKING ORDINANCE – LICENSING REQUIREMENTS (Matthews)

Action required at the May 21, 2026 Board Meeting.

Brent Matthews presented the proposed licensing framework for private parking operators under the recently passed Parking Compliance and Consumer Protection Ordinance.

Overview

- Participation in the regulated enforcement program is voluntary; however, only licensed operators may use the enforcement tools authorized by the ordinance.
- Councilman Clark added a provision allowing customers to pay 25% of the boot-removal fine upfront and enter a payment plan for the remainder.

Proposed Licensing Standards

- Maximum Hourly Rate: Not to exceed 150% of the on-street rate (\$3.00)
- Maximum Daily Rate: \$18.00
- Minimum Parking Increment: 1-hour minimum
- Maximum Citation Amount: Not to exceed the daily rate plus \$25.00

- Maximum Escalation Fee: \$20.00 (applied after 30 days)
- Booting Threshold: 3 citations, each with balances more than 60 days delinquent
- Annual Licensing Fee: \$1,000 per lot and/or garage

Additional Items

- Staff plans to require photographic evidence as a condition of enforcement by private operators.
- Attorney Ruiz noted that operator licenses are annual and can be revisited on a yearly basis.
- Director Reeves' written questions regarding photo evidence requirements and public marketing were addressed separately via email.

Hardship and Debt Relief Discussion

- Director Evatt raised the question of whether outstanding citation debt should be waived entirely for low-income violators rather than billed.
- Chair de Nysschen questioned whether the law was functioning equitably if it primarily affected those without resources.
- CEO Frazier proposed a 90% debt reduction (rather than full forgiveness) to preserve some financial accountability while still providing meaningful relief—describing it as a public relations win for CARTA.
- After discussion, the 90% reduction compromise gained broad support from the Committee. A formal decision will be taken at the May 21 Board Meeting.

4. MARCH FINANCIAL REPORT (Jones)

Action required. Motion by Director Culp, seconded by Director Evatt. Approved unanimously.

CFO Melanie Jones presented the March Financial Report. There were no questions from the Committee.

5. FY2026 BUDGET AMENDMENT (Jones)

Action required. Motion by Director Evatt, seconded by Director Nye. Approved unanimously.

CFO Jones presented a budget amendment to remove previously recognized insurance proceeds from the Incline fire and CARES Act funding that had been recorded in FY2025 and FY2026.

- Director Culp asked about the potential impact of the Lookout Mountain dispute on Incline revenue. Attorney Ruiz reiterated CARTA's intention to seek an injunction if necessary.
- Chair de Nysschen raised a concern about a coding error in which certain capital expenses had been incorrectly classified as operating expenditures. The error took approximately three months to implement corrective measures. CFO Jones

confirmed she has since established a review practice to distinguish capital versus operating expenses, and training and process controls have been put in place.

6. FY2027 BUDGET UPDATE (Jones)

Informational item. No action required.

CFO Jones presented an update on the FY2027 budget. Discussion included:

- Page 20 of the budget document presented CARTA Go (microtransit) figures in two formats; some figures reflected projected rate increases, noted for discussion.
- Chair de Nysschen recommended adding a legal fees line item of approximately \$300,000 to the budget.
- Director Peterson asked whether a convenience fee could be added across all services. Staff indicated it would consider the request but expressed reservations about disincentivizing app usage, given CARTA's goal of transitioning to cashless payment.
- Director Sanderfur raised concerns about CARTA Go cost increases, noting that microtransit serves critical gaps in fixed-route service, including access to the Social Security office, VA, and specialty medical providers. She questioned whether this was adequately reflected in the budget presentation. CEO Frazier clarified that costs are rising due to the door-to-door nature of the service, and that staff is exploring trip co-mingling as a cost-management strategy. Frazier emphasized there was no intent to obscure any information.
- Director Evatt asked whether income-based fares should be considered for CARTA Go. CEO Frazier indicated he would explore hardship discount options, citing New York City's program as a model.
- Chair de Nysschen asked staff to develop an estimate of what level of financial contribution would be appropriate to request from Hamilton County to support expanded service.
- Chair de Nysschen requested a detailed analysis of employee total rewards, specifically comparing compensation for drivers and road supervisors against indirect/administrative staff. Current employment stands at approximately 219–224 employees.

7. CARE-A-VAN (CAV) OPERATIONAL ADJUSTMENTS (Frazier / Peebles)

Informational item. Presentation to CAV Advisory Council scheduled for 2:30 P.M. the same day.

COO Veronica Peebles presented proposed operational changes to the Care-A-Van paratransit program.

Proposed Changes

- Implementation of a tiered trip structure: Program 1 (ADA-mandated, no trip denials), Program 2, and Program 3, with Programs 2 and 3 subject to capacity-based trip acceptance.
- Reduction of the advance reservation window: from 14 days to 7 days for Program 1, and from 7 days to 3 days for Programs 2 and 3.
- Eight staff members serve in the call center supporting reservations.

Board Discussion

- Director Sanderfur expressed concern that the changes represent a step backward, recalling prior periods when trip denials were common. She acknowledged the work done since 2023 but emphasized the importance of the program to county residents who may be deprioritized under the tiered structure.
- Director Evatt asked whether all city-based trips could be included in Program 1. Peebles clarified that Program 1 is defined by ADA compliance requirements.
- CEO Frazier offered three points in response: (1) CARTA will proactively communicate these changes to the CAV Advisory Council; (2) the prior practice of denying trips resulted in compliance violations and risked loss of funding—ridership has since grown 54%; (3) trip denials under the new structure are anticipated only during peak demand months of September and October, and the goal remains to never deny trips. CARTA's goal is to create a compliant, sustainable plan given current financial constraints.
- Director Evatt asked that full board members receive minutes from CAV Advisory Council meetings. Director Sanderfur noted that formal minutes are not currently produced. CEO Frazier committed to providing staff support for that effort.

8. PROCUREMENT REPORT (Powell)

Certain items require action at the May 21, 2026 Board Meeting.

Procurement Director Annie Powell presented the following items:

Competitive Bids

- Incline Vehicle Cooling Contract: Vendors have been invited to bid for summer vehicle cooling services.
- Uniform Rental Contract: Expected for presentation at the May 21 Board Meeting.
- Website Redesign Contract: Expected for presentation at the May 21 Board Meeting.
- Auditing Services (Mauldin & Jenkins): Bid of \$216,500 received; the next-lowest proposal was approximately 78% more expensive. Recommended for approval.
- Incline Drive Upgrade: Staff recommended selecting the best-qualified vendor rather than defaulting to the lowest bid, given the complexity of upgrading the 1985-era computer management system and concerns about parts availability.

Sole-Source Procurements

- Trapeze Fixed Route and Paratransit Software: Sole-source renewal recommended to ensure service continuity; a competitive procurement will be considered in FY2027.
- Nooga Lights: Determined to be fair and reasonable.
- Chambliss School Transportation: A vendor serving Chambliss unexpectedly withdrew, requiring an emergency bridge contract. CARTA will conduct a competitive procurement once local funding is confirmed. Director Evatt noted a prior connection between Councilman Clark and this service.
- NetSuite Financial System Implementation (LBMC): Sole-source continuation recommended due to LBMC's institutional knowledge of CARTA's implementation-in-progress. Funding needed to complete the project.

NetSuite / Pension Tracking Discussion

- Director Nye asked whether NetSuite would eventually display lifetime pension contribution data for employees on their pay stubs. CFO Jones confirmed that staff is working to migrate historical data from the legacy system into NetSuite for that purpose.
- Director Nye requested a follow-up on timing. CFO Jones indicated the work would be completed as soon as possible. Director Nye noted he would follow up.

9. EXECUTIVE SESSION – FORMAL CFO APPOINTMENT (Jones)

Action required. Motion by Director Evatt, seconded by Director Nye. Approved unanimously.

The Committee voted to formally appoint Melanie Jones as Chief Financial Officer. Chair de Nysschen offered congratulations on behalf of the Committee.

CFO Jones's next budget session was rescheduled to June 12 due to a scheduling conflict. The final FY2027 budget meeting will occur on that date.

ADJOURNMENT

There being no further business, the meeting was adjourned at 12:55 P.M.

TO: CARTA Board of Directors
FROM: Daniel Dufour, CIO
DATE: May 21, 2026
SUBJECT: Statistical Report
TYPE: Information on Statistical Report

1. PURPOSE

This memo is being presented to inform the board of important trends in ridership and performance data as it pertains to CARTA.

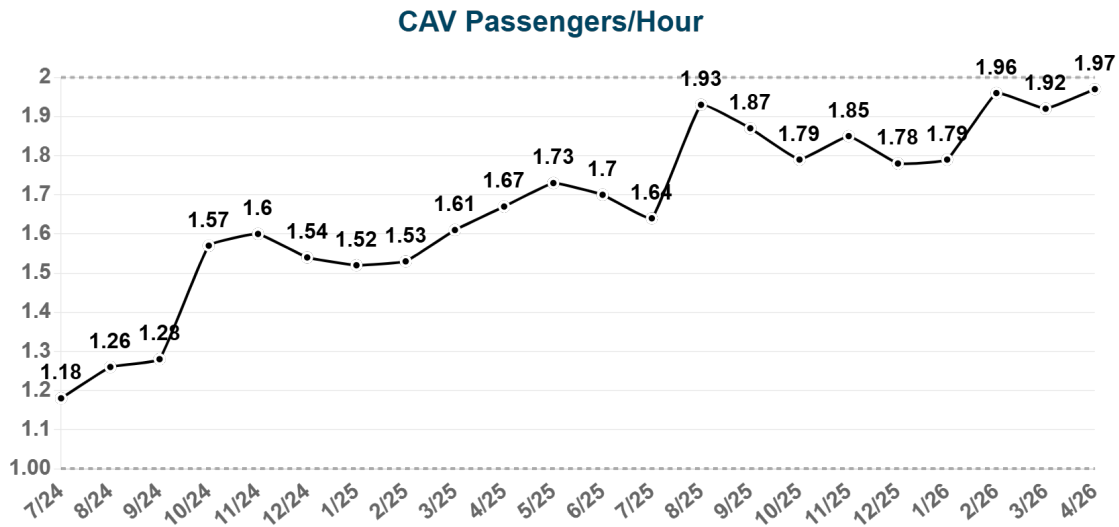
2. BACKGROUND

In preparation for every board of directors meeting, CARTA compiles data across its range of services on ridership and costs for the previous month.

3. ANALYSIS

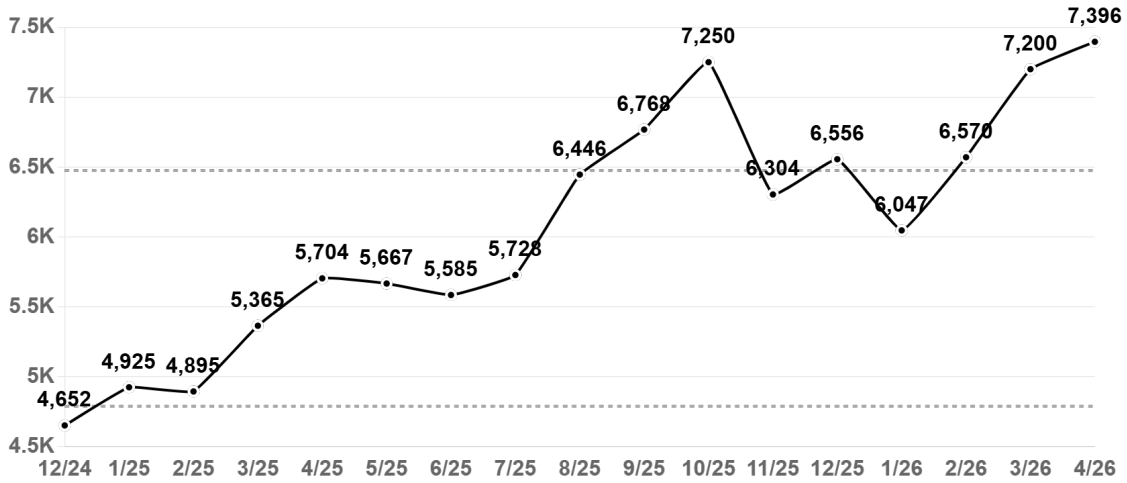
Reviewing the data, there are three main statistical takeaways for April 2026: (1) Care-a-Van (CAV) continues its climb in ridership enabled by greater efficiency, (2) Sunday transit ridership increased by 14% when compared to a year ago, (3) system-wide ridership increased by 26% year-over-year supported by The Incline.

CAV continues to focus on efficiency. By operating efficiently, CAV serves more passengers per hour and more passengers overall. CAV served 1.97 passengers per hour in April 2026, which is an 18% increase compared to the same time last year.



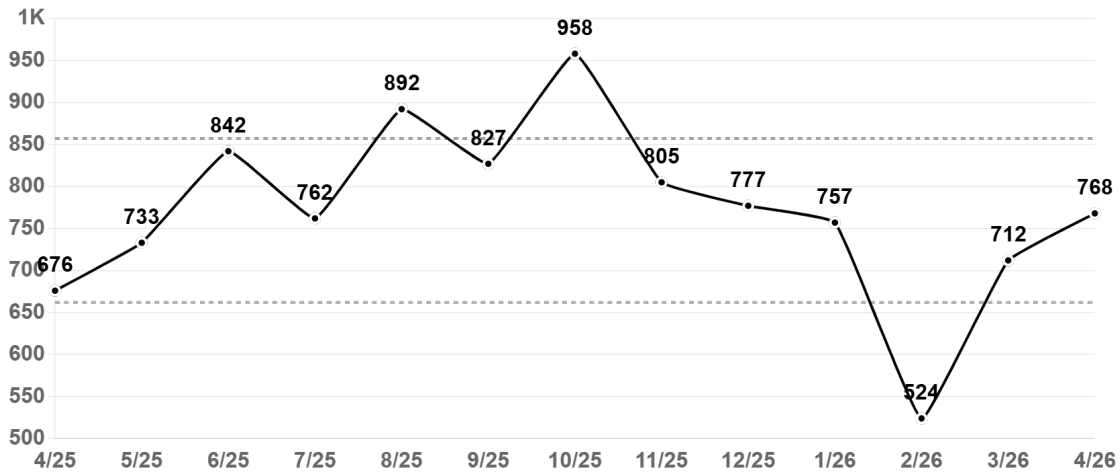
CAV passengers per hour is calculated by dividing the number of passengers by revenue hours. CAV served a record 7,396 passengers in April 2026, which is a year-over-year increase of 30% from 5,704 passengers in April of 2025.

CAV Ridership

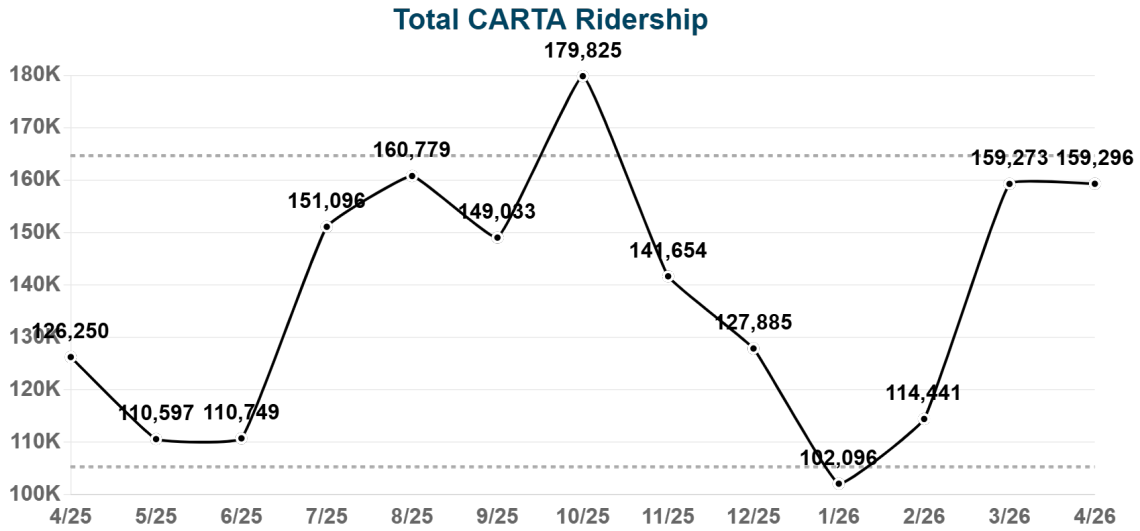


Sunday ridership increased by 14% year-over-year from 676 in April 2025 to 768 in April 2026.

Transit Sunday Average



Overall CARTA system-wide ridership increased by 33,046 from 126,250 in April 2025 to 159,296 in April 2026, representing a 26% year-over-year increase.



4. FINANCIAL IMPACT

There is no financial impact associated with this item.

5. PROCUREMENT OVERVIEW

This item does not involve procurement activity.

6. WHY IT MATTERS

Strong management and effective practices have enabled CAV to serve more and more people.

7. BOARD ACTION

Informational Item – No Board Action Required

ATTACHMENTS

7C.1 - Statistical Report Ridership.xlsx

7C.2 - Statistical Report Ridership.pdf

Sheet#	Standard Deviation above Mean	Jan-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	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26			
Transit Ridership	73551.00	90226.00	83082.00	86162.00	82341.00	92964.00	79775.00	70349.00	70117.00	76261.00	82365.00	87605.00	80564.00	80886.00	80564.00	83174.00	81574.00	91108.00	8987.00	100,537	83,116	76,939	65,964	73,086	81,020	81,316
Transit Weekly Average - with Mass	2971.00	3380.00	3242.00	3293.00	3355.00	3479.00	3311.00	2833.00	2817.00	3372.00	3100.00	3310.00	3322.00	3356.00	3353.00	3357.00	3361.00	3581.00	3684.00	3,773	3,565	2,987	2,601	3,157	3,171	3,225
Transit Weekly Average - without Mass	2861.00	3411.00	3242.00	3164.00	3188.00	3303.00	3087.00	2389.00	2045.00	3051.00	3065.00	3310.00	3056.00	3056.00	3322.00	3333.00	3333.00	3317.00	3422.00	3,570	3,348	2,970	2,476	2,978	3,051	3,105
Transit Monthly Average	2871.00	3411.00	3242.00	3164.00	3188.00	3303.00	3087.00	2389.00	2045.00	3051.00	3065.00	3310.00	3056.00	3056.00	3322.00	3333.00	3333.00	3317.00	3422.00	3,570	3,348	2,970	2,476	2,978	3,051	3,105
Transit Monthly Average - with Mass	4622.00	5873.00	5416.00	5273.00	5299.00	5799.00	5299.00	4888.00	4888.00	5917.00	5917.00	6276.00	5917.00	5917.00	6276.00	6276.00	6276.00	6276.00	6276.00	6,276	5,917	5,299	4,888	5,299	5,917	6,276
Transit Monthly Average - without Mass	151806.00	167282.00	157412.00	153497.00	151310.00	167126.00	158654.00	148063.00	138654.00	149744.00	159477.00	167577.00	157834.00	157834.00	168111.00	168111.00	168111.00	168111.00	168,562	152,602	127,885	102,996	114,441	139,273	159,286	
Transit Passenger-Mile	0.00	1.00	0.53	0.53	0.55	0.55	0.55	0.48	0.44	0.50	0.52	0.52	0.48	0.48	0.51	0.51	0.51	0.55	0.55	0.57	0.54	0.54	0.54	0.54	0.54	0.54
Transit Operating Cost/Rider	10.90	12.00	11.75	9.76	9.77	9.23	10.31	12.40	12.41	11.34	10.90	9.76	10.10	10.10	9.76	9.76	10.10	11.34	10.90	N/A	0	0	0	0	0	0
SHUTTLE																										
Shuttle Ridership	19289.00	28444.00	30157.00	28599.00	26144.00	29813.00	24838.00	21914.00	17212.00	20991.00	26840.00	32941.00	24044.00	24044.00	24044.00	24044.00	24044.00	24044.00	24044.00	24,044	24,044	24,044	24,044	24,044	24,044	24,044
Shuttle Weekly Average	717.00	1138.00	1083.00	1080.00	951.00	1215.00	975.00	876.00	681.00	857.00	866.00	1188.00	832.00	832.00	832.00	832.00	832.00	832.00	832.00	2,404	2,404	2,404	2,404	2,404	2,404	2,404
Shuttle Weekly Average - without Mass	404.00	613.00	627.00	461.00	667.00	615.00	538.00	427.00	318.00	408.00	540.00	472.00	472.00	472.00	472.00	472.00	472.00	472.00	472.00	4,720	4,720	4,720	4,720	4,720	4,720	4,720
Shuttle Monthly Average	15637.00	17993.00	18309.00	18073.00	16750.00	17834.00	16163.00	17123.00	16684.00	16186.00	17622.00	17780.00	15680.00	15680.00	15680.00	15680.00	15680.00	15680.00	15,680	16,579	16,579	16,579	16,579	16,579	16,579	16,579
Shuttle Passenger-Mile	0.00	2.00	0.65	0.58	0.58	0.64	0.57	0.52	0.50	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
Shuttle Operating Cost/Rider*	3.00	4.00	3.43	2.41	2.63	2.48	2.88	3.36	4.25	3.44	2.74	2.92	3.30	3.30	3.30	3.30	3.30	3.30	3.30	N/A	N/A	N/A	N/A	N/A	N/A	N/A
INCLINE																										
Incline Ridership	2099.00	4480.00	7365.00	4359.00	3221.00	5473.00	20615.00	2252.00	-921	N/A	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	0.00
Incline Net Revenue/Passenger	-3.00	10.00	1.98	4.77	6.45	4.66	12.89	13.90	25.00	28.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Incline Days/Driver	0.00	26.00	0.00	0.00	2.00	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	0.00	0.00	0.00	0.00	0.00	0.00	
CABLE CAR																										
Cable Ridership	4790.00	6474.00	4172.00	4779.00	4470.00	5619.00	5128.00	4652.00	4923.00	4895.00	5365.00	5704.00	5667.00	5585.00	5728.00	5154.00	6446	6,786	7,320	6,304	6,556	6,047	6,570	6,570	7,200	7,386
Cable Weekly Average	1701.00	2324.00	1597.00	1792.00	1665.00	2048.00	1930.00	1739.00	1853.00	1840.00	1967.00	2156.00	2156.00	2156.00	2156.00	2156.00	2156.00	2156.00	2156.00	2,156	2,156	2,156	2,156	2,156	2,156	2,156
Cable Monthly Average	4790.00	6474.00	4172.00	4779.00	4470.00	5619.00	5128.00	4652.00	4923.00	4895.00	5365.00	5704.00	5667.00	5585.00	5728.00	5154.00	6446	6,786	7,320	6,304	6,556	6,047	6,570	6,570	7,200	7,386
Cable Passenger-Mile	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	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cable Operating Cost/Rider*	4.00	54.00	59.84	47.00	50.26	42.54	46.20	53.00	52.04	50.38	45.96	42.07	42.00	48.00	48.00	48.00	48.00	48.00	48.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL CABLE	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	1.73	1.64	1.64	1.93	1.93	1.85	1.85	1.79	1.79	1.79	1.79	1.92	1.97
TOTAL CABLE	105327.00	166462.00	190021.00	163199.00	145966.00	181764.00	138056.00	99167.00	9254.00	102146.00	114070.00	126250.00	110397.00	110799.00	151096.00	160779.00	149033.00	179,025	141,654	127,885	102,996	114,441	139,273	159,286		

* Moves to the Statistical Report

State	Standard Deviation below Mean	Standard Deviation above Mean	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	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26		
TRANSIT																										
Transit Pedestrian	73551.00	90266.00	83982.00	84625.00	82441.00	92986.00	79727.00	70349.00	78317.00	76260.00	82552.00	87056.00	80555.00	83174.00	91808.00	89363.00	108357	83156	75659	65664	73668	81820	81316			
Transit Vehicle	2861.00	3411.00	3232.00	3164.00	3188.00	3236.00	3087.00	2789.00	2645.00	3076.00	3100.00	3331.00	3232.00	3333.00	3317.00	3422.00	3370	3388	2970	2476	2976	3351	3105			
Transit Vehicle/Average	1842.00	2300.00	2174.00	2154.00	2079.00	2230.00	2078.00	1818.00	1495.00	2012.00	2035.00	2150.00	2121.00	2090.00	2374.00	2179.00	2483	2271	2033	1616	1971	1927	2015			
Transit Vehicle/Average	662.00	87.00	816.00	737.00	795.00	799.00	789.00	717.00	588.00	661.00	708.00	733.00	842.00	762.00	892.00	827.00	998	806	777	757	524	712	768			
Transit Vehicle/Average	151866.00	167322.00	157511.00	163897.00	151110.00	167126.00	152622.00	148065.00	158624.00	147874.00	158472.00	159472.00	167157.00	168811.00	165833.00	165634.00	176231	152622	N/A	N/A	N/A	163190	N/A			
Transit Vehicle/Average	0.00	1.00	0.53	0.53	0.55	0.55	0.52	0.48	0.44	0.52	0.52	0.53	0.51	0.51	0.55	0.55	0.57	0.54	N/A	N/A	N/A	0.53	N/A			
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	N/A	0	0	0	0	1	N/A	2		
SHUTTLE																										
Shuttle Vehicle	19389.00	28844.00	30157.00	28399.00	26164.00	29313.00	25438.00	21914.00	17312.00	20991.00	26340.00	32941.00	28844.00	24608.00	28656.00	25651	22389	25486	18366	19934	15074	17277	25234	25384		
Shuttle Vehicle/Average	682.00	985.00	1014.00	971.00	906.00	986.00	917.00	728.00	607.00	797.00	912.00	1194.00	886.00	872.00	952.00	820	743	816	647	647	570	708	868	889		
Shuttle Vehicle/Average	404.00	613.00	627.00	615.00	657.00	615.00	553.00	427.00	338.00	468.00	548.00	622.00	573.00	538.00	588	586	612	525	469	325	386	469	427			
Shuttle Vehicle/Average	15837.00	17931.00	18390.00	18073.00	16750.00	17834.00	16163.00	17121.00	16688.00	16186.00	17623.00	17780.00	15800.00	14877.00	14877.00	17674	17528	16492	16459	N/A	N/A	N/A	15322	N/A		
Shuttle Vehicle/Average	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	1.54	1.11	N/A	N/A	N/A	1.6	N/A			
Shuttle Vehicle/Average	0.00	1.00	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	0	0	0	0	1	N/A			
Shuttle Vehicle/Average	3.00	4.00	3.43	2.41	2.63	2.48	2.83	3.36	4.25	3.44	2.74	2.52	3.30	3.06	3.64	N/A	N/A	0	0	0	0	1	N/A	0		
INCLINE																										
Incline Vehicle	2099.00	4484.00	7266.00	4356.00	3221.00	5478.00	2614.00	2321.00	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	0.00	0.00		
Incline Vehicle/Average	3.00	10.00	1.98	4.77	2.90	6.45	12.89	13.90	-9.21	N/A	N/A	31.00	28.90	N/A	31.00	30.00	31.00	31.00	30.00	30.00	30.00	30.00	30.00	30.00	0	
Incline Vehicle/Average	0.00	26.00	0.00	0.00	0.00	0.00	13.00	25.00	31.00	28.90	N/A	28.90	N/A	30.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	0	
CAR/VAAN																										
Car/VAAN	4799.00	6434.00	4177.00	4779.00	4470.00	5619.00	5129.00	4642.00	4075.00	4886.00	5545.00	5704.00	5487.00	5724.00	5724.00	6446	6786	7336	6384	6456	6047	6270	7206	7396		
Car/VAAN	47013.00	5959.00	49062.00	5103.00	40206.00	54830.00	68729.00	62333.00	66077.00	52360.00	45925.00	47324.00	44716.00	47063.00	48072.00	51541	55437	59235	53165	49867	51023	56754	58388	0		
Car/VAAN	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	0	0	0	0	0	0	0		
Car/VAAN	0.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1	1	0	0	0	0	2	N/A	0		
Car/VAAN	4300	54.00	5934	4767	5056	4224	4628	5569	5204	5038	4596	4207	4200	4807	4839	N/A	N/A	0	0	0	0	2	N/A	0		
Car/VAAN	1.00	2.00	1.18	1.26	1.28	1.37	1.60	1.54	1.52	1.53	1.61	1.67	1.73	1.70	1.64	1.93	1.87	1.79	1.85	1.78	1.79	1.96	1.92	1.97		
TOTAL CAR/VAAN																										
Total CAR/VAAN	10537.00	164642.00	190021.00	163109.00	145650.00	181794.00	138954.00	99167.00	92544.00	102186.00	114070.00	128250.00	110979.00	110749.00	131096.00	160779.00	148033.00	179423	141654	127885	102096	114441	138273	159296		

* Notes to the Statistical Report:

Start Shows Starts
 Month's Expenses
 Budget Carried
 Wheelchair Carried
 SE/Elavision

TO: CARTA Board of Directors
FROM: Annie Powell, Director of Procurement and Grants
DATE: May 21, 2026
SUBJECT: Procurement Report – May 2026
TYPE: Action Item

1. PURPOSE

The purpose of this memorandum is to request Board approval for several procurement-related actions, including approval of new procurements exceeding \$50,000; approval to utilize the Request for Proposals (RFP) procurement method for certain services; and a report on sole source procurements.

2. BACKGROUND

On September 19, 2024, the CARTA Board of Directors formally adopted Resolution 606, which established guidelines governing the contracting authority of the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO). This resolution established a contract execution threshold of up to \$50,000 for the CEO and CFO. Any contracts exceeding \$50,000 require approval of the CARTA Board of Directors.

Additionally, recent audits recommended that the Board of Directors approve the use of the Request for Proposals (RFP) process when evaluation criteria other than price are required to determine the most advantageous proposal. The audits also recommended that staff report any sole source or emergency procurements that occur between Board meetings.

In response, CARTA staff incorporated these elements into this Procurement Report template to ensure transparency and consistent reporting to the Board of Directors.

3. ANALYSIS

- A. Board Approval of New Procurements over \$50,000
 - 1. Preconditioning Improvements/Wayside Cooling at the Incline Railway
 - Requesting approval to enter into an agreement for preconditioning improvements/wayside cooling at the Incline Railway
 - Recommended Provider: BJB Construction Company
 - Procurement Method: Invitation for Bids
 - Number of Proposals Returned: 3
 - 2. Uniform Rental and Cleaning Services
 - Requesting approval to enter into an agreement for uniform rental and cleaning services for CARTA's maintenance employees for a period of five (5) years
 - Recommended Provider: Unifirst Uniform Services
 - Procurement Method: Request for Proposals
 - Number of Proposals Returned: 3
 - 3. Website Redesign Services
 - Requesting approval to enter into an agreement for website redesign and hosting services for a period of three (3) years

- Recommended Provider: Exemplifi LLC
 - Procurement Method: Request for Proposals
 - Number of Proposals Returned: 23
4. Auditing Services
- Requesting approval to enter into an agreement for auditing services for a period of five (5) years for a not to exceed amount of \$216,500
 - Recommended Provider: Mauldin & Jenkins
 - Procurement Method: Request for Proposals
 - Number of Proposals Returned: 2
- B. Request for Proposals (RFP) procurement method for the following service:
1. Incline Drive System Upgrade - the scope of the work associated with this procurement requires evaluation criteria beyond price alone. The RFP process will allow CARTA to evaluate proposals based on safety and continuity as well as experience, technical approach, and other factors necessary to select the most advantageous proposal for the Authority. This work will be awarded under one agreement but completed in scheduled phases to reduce shut-down time of the Incline Railway.
- C. Report on Sole Source Procurements
1. Fixed Route and Paratransit Scheduling Software Maintenance - \$77,220 - this is for software maintenance for CARTA's fixed route and paratransit software currently provided by Trapeze/Tripspark. CARTA requires a sole source procurement for continuity of services for scheduling fixed route and paratransit services. Deployment of a new system would be more expensive than maintenance renewal fees for the year since it includes two separate scheduling systems. CARTA will be investigating alternatives in FY 2027.
 2. Permanent Lights for the Incline Railway - \$38,300.49 with Nooga Lights - this is for customized lighting solutions for the Incline Railway. Nooga Lights provided the lighting solutions for less than the Manufacturer's Suggested Retail Price (MSRP) and installed at a discount rate. CARTA has reviewed MSRP and installation pricing, including pricing provided to other customers, and has determined that the price provided to CARTA is a fair and reasonable rate.
 3. Daycare Transportation Services - not to exceed \$12,600 with Chambliss Center for Children through the end of the school year. Beginning in March, CoreTransit ceased providing transportation services transporting students to and from Chambliss and local area schools. CARTA and Chambliss had agreements with CoreTransit through the end of the current school year. Chambliss reached out to other transportation providers but was not able to secure a third-party provider with a short turnaround time and only two months left in the school year. Chambliss is currently providing the service directly for the short term, and an Invitation for Bids will be sent out by CARTA in May with the caveat that the contract will not be awarded unless local funding is secured. To provide this service, Chambliss has expenses associated with part-time drivers (2), leasing vehicles (2), insurance, and fuel of approximately \$1,800 per week. They have provided transportation services since April 6 and will continue providing service through May 21.

Costs from last school year during April and May with CoreTransit were \$16,848, of which CARTA paid \$13,309.92 and Chambliss paid \$3,538.08.

4. Netsuite Financial Implementation Services – during the January Board meeting, staff requested approval for the extension of Enterprise Resource Planning (ERP) software implementation services to assist in the transition from CARTA’s current accounting system to Netsuite through the end of April 2026. At this time, CARTA has estimated that additional resources will be required past this estimated date through December 31, 2026. The estimated cost of this effort with LBMC is not to exceed \$105,840. CARTA requires a sole source for this work as it would be cost prohibitive to change implementation team members as they have the institutional and project knowledge that is essential to finalize the production environment.

D. Report on Emergency Procurements

1. Temporary services – Interim Director of Human Resources
 - CARTA has entered into an agreement for \$78 per hour for the provision of temporary professional services for an interim Director of Human Resources.
 - Selected Firm: Robert Half Recruiters & Employment Agency

4. FINANCIAL IMPACT

The financial impact of this action is listed below

A1. Preconditioning Improvements/Wayside Cooling at the Incline Railway

- Upon approval, CARTA will enter into an agreement with BJB Construction Company for \$105,071. An estimated date of completion is June 30, 2026. CARTA will utilize Federal Transit Administration (FTA) Section 5337 funds for these services.

A2. Uniform Rental and Cleaning Services

- Upon approval, CARTA will enter into an agreement with Unifirst Uniform Services for a not to exceed amount of \$350,000 over a 5 year period. CARTA will utilize Federal Transit Administration (FTA) Section 5307 funds for these services

A3. Website Redesign Services

- Upon approval, CARTA will enter into an agreement with Exemplifi LLC for a not to exceed amount of \$300,000 over a 3-year period. \$45,000 has been allocated from the FY 26 capital budget, and an additional amount will be included in the FY 27 capital budget to accomplish identified tasks up to \$100,000. Other work during the 3-year period will be managed on a task order basis and will be included in future capital and operating budget submittals. Expansion of website functionality is budgeted through the capital budget, and hosting fees are budgeted through the operating budget.

A4. Auditing Services

- Upon approval, CARTA will enter into an agreement with Mauldin & Jenkins for a not to exceed amount of \$216,500 for five years. This will include CARTA’s financial audit as well as the pension and disability plan audit.

5. PROCUREMENT OVERVIEW

A1. Preconditioning Improvements/Wayside Cooling at the Incline Railway

- On March 24, 2026, CARTA released a formal Invitation for Bids for Preconditioning Improvements/Wayside Cooling at the Incline Railway. CARTA advertised this procurement in the Chattanooga Times-Free Press, included a notice and link to the RFP on CARTA's website, and sent the RFP to five (5) interested bidders. BJB Construction Company was the lowest responsive bidder.

A2. Uniform Rental and Cleaning Services

- On September 5, 2025, CARTA released a Request for Proposals for Uniform Rental and Cleaning Services for its Maintenance Departments. CARTA advertised this procurement in the Chattanooga Times-Free Press, included a notice and link to the RFP on CARTA's website, and sent the RFP to three (3) interested proposers.
- CARTA utilized the following weighted evaluation criteria as part of this Request for Proposals process:
 - Ability to meet specifications – 25 percent
 - Quality of Uniform – 25 percent
 - Reputation of proposing company – 25 percent
 - Price – 25 percent

A3. Website Redesign Services

- On February 23, 2026, CARTA released a Request for Proposals for Website Redesign Services. CARTA advertised this procurement in the Chattanooga Times-Free Press, included a notice and link to the RFP on CARTA's website, and sent the RFP to 27 interested proposers.
- CARTA utilized the following weighted evaluation criteria as part this Request for Proposals process:
 - Technical Approach and Capability – 40 percent
 - Experience with Transit – 5 percent
 - Cost Effectiveness – 25 percent
 - Project Management & Timeline – 15 percent
 - References – 15 percent

A4. Auditing Services

- On April 23, 2026, CARTA released a Request for Proposals for Auditing Services. CARTA advertised this procurement in the Chattanooga-Times Free Press, included a notice and link to the RFP on CARTA's website, and sent the RFP to 4 interested proposers.
- CARTA utilized the following weighted evaluation criteria as part of this Request for Proposals process:
 - Ability to meet specifications outlined in the Scope of Services – 40 percent
 - Evaluation of experience and expertise of the firm - 40 percent
 - Fees – 20 percent

6. WHY IT MATTERS

Approval of this item will ensure CARTA maintains compliance with its procurement policies, audit recommendations, and Board-established contracting authority thresholds. Approval also supports transparency in procurement activities

and enables staff to move forward with procurement processes necessary to support operational needs of the Authority.

7. BOARD ACTION

Board Action Requested:

Approval of procurements under Section A authorizes the Chief Executive Officer or Chief Financial Officer to enter into contracts with recommended vendors.

ATTACHMENTS

None

TO: CARTA Board of Directors
FROM: Melanie Jones, CFO
DATE: May 21, 2026
SUBJECT: April 2026 Financials
TYPE: **Approval of April 2026 Financial Report**

1. PURPOSE

The April 2026 Financial Report has been prepared for review and approval by the Board.

2. BACKGROUND

Each month, CARTA prepares financial performance reporting for the prior month's operational financial performance. This performance is prepared for each operating division and reflects prior month's activity. It also reflects the comparison of performance against the budget on a monthly and year-to-date basis.

3. ANALYSIS

In total, expenses exceeded revenues in April, due in part to lower grant revenues in Fixed Route and Care-A-Van for the month. We also experienced some lagging parking costs which impacted the monthly reporting. In our year-to-date activities, the Incline initially re-opened later than expected, and, separately, a budget amendment (discussed below) has not yet been reflected.

4. FINANCIAL IMPACT

The financial impact is reflected on a monthly and year-to-date basis.

Funding sources include Federal, State, and Local grants, both operating and capital, as well as passenger and parking revenues.

For the month of April 2026, CARTA posted an operating loss of \$383k, and a year-to-date loss of \$246k. The primary areas impacting the results included grant funding delays in Fixed Route and Care-A-Van, delayed re-opening of Incline, and some lagging parking costs. We still expect a break-even performance for the year, consistent with our run-rate, which is consistently tracked and monitored.

The 2026 budget reporting still reflects previously budgeted revenue for both CARES and Incline insurance proceeds (which were recognized in 2025). This necessitated a budget amendment (approved in the May 14 Executive session). The budget amendment will be posted and reflected before year-end. Once this update is reflected in the reporting, the financials will more closely reflect the alignment of our revenues and expenses for the full year, resulting in break-even financial performance.

5. PROCUREMENT OVERVIEW

Consideration for all items involving contracts, expenditures, amendments, or cooperative purchasing will be addressed in compliance with the existing policies.

6. WHY IT MATTERS

Financial responsibility

7. BOARD ACTION

Board Action Requested:

Staff recommends that the Board approve CARTA's financial report for the month ended April 30, 2026, and the fiscal year-to-date period then ended.



Chattanooga Area Regional Transportation Authority
CARTA
CARTA Board Income Statement by Department
Apr 2026

Financial Row	Actual (Apr 2026)	Budget (Apr 2026)	Variance	Actual YTD (Jul 2025 - Apr 2026)	Budget YTD (Jul 2025 - Apr 2026)	Variance YTD
Transit						
Revenue	\$1,284,477.11	\$1,444,956.50	(\$160,479.39)	\$16,055,425.05	\$14,449,564.98	\$1,605,860.07
Expenses	\$1,716,289.28	\$1,801,129.22	\$84,839.94	\$17,228,599.64	\$18,011,292.22	\$782,692.58
Transit Operating Income / Loss	(\$431,812.17)	(\$356,172.72)	(\$75,639.45)	(\$1,173,174.59)	(\$3,561,727.24)	\$2,388,552.65
Shuttle & Garage						
Revenue	\$161,665.87	\$189,059.78	(\$27,393.91)	\$1,715,080.63	\$1,890,597.80	(\$175,517.17)
Expenses	\$189,292.27	\$262,199.11	\$72,906.84	\$1,852,006.19	\$2,621,991.10	\$769,984.91
Shuttle & Garage Operating Income / Loss	(\$27,626.40)	(\$73,139.33)	\$45,512.93	(\$136,925.56)	(\$731,393.30)	\$594,467.74
Incline						
Revenue	\$487,956.28	\$719,127.53	(\$231,171.25)	\$3,458,665.37	\$7,191,275.30	(\$3,732,609.93)
Expenses	\$173,565.90	\$245,283.08	\$71,717.18	\$2,488,049.95	\$2,452,830.80	(\$35,219.15)
Incline Operating Income / Loss	\$314,390.38	\$473,844.45	(\$159,454.07)	\$970,615.42	\$4,738,444.50	(\$3,767,829.08)
Care A Van						
Revenue	\$57,859.50	\$112,652.03	(\$54,792.53)	\$1,165,004.92	\$1,126,520.30	\$38,484.62
Expense	\$330,449.51	\$363,462.94	\$33,013.43	\$3,506,150.46	\$3,634,629.40	\$128,478.94
Care A Van Operating Income / Loss	(\$272,590.01)	(\$250,810.91)	(\$21,779.10)	(\$2,341,145.54)	(\$2,508,109.10)	\$166,963.56
On Street Parking						
Revenue	\$442,248.19	\$434,730.50	\$7,517.69	\$4,796,599.67	\$4,347,305.00	\$449,294.67
Expense	\$407,938.51	\$228,459.08	(\$179,479.43)	\$2,361,850.84	\$2,284,590.80	(\$77,260.04)
On Street Parking Operating Income / Loss	\$34,309.68	\$206,271.42	(\$171,961.74)	\$2,434,748.83	\$2,062,714.20	\$372,034.63
CARTA Total						
Total Revenue	\$2,434,206.95	\$2,900,526.34	(\$466,319.39)	\$27,190,775.64	\$29,005,263.38	(\$1,814,487.74)
Total Expenditures	\$2,817,535.47	\$2,900,533.43	\$82,997.96	\$27,436,657.08	\$29,005,334.32	\$1,568,677.24
Total Operating Income / Loss	(\$383,328.52)	(\$7.09)	(\$383,321.43)	(\$245,881.44)	(\$70.94)	(\$245,810.50)

TO: CARTA Board of Directors
FROM: Melanie Jones
Chief Financial Officer
SUBJECT: First Bank Authorized Signatures Proposal - CARTA and CPA

RECOMMENDED ACTION

Staff recommends that the Board approve adding the Chief Financial Officer, Melanie Jones, and the Chief of Staff, Scott Wilson, as authorized signers on the Chattanooga Area Regional Transportation Agency's (CARTA) First Bank operating and capital accounts and Chattanooga Parking Authority's (CPA) operating account.

ALIGNMENT WITH STRATEGIC GOALS

This action aligns with CARTA's strategic imperatives of Fiscal Accountability, Efficiency and Transparency.

SUMMARY OF NEED

Approval of this request will identify the appropriate representatives of CARTA and CPA as authorized signers on operating and capital accounts at First Bank as dictated in CARTA's bylaws. Authorized signers will be able to authorize payments, make deposits and have general account management capabilities.

BACKGROUND AND HISTORY

First Bank has been CARTA's and CPA's bank for operating and capital accounts since 2012. First Bank has advised that providing minutes of the Board meeting documenting the approval of additional signatories satisfied their requirements of confirming the approved changes. The most recent signature change was on May 16, 2024, and this update will now enable appropriate financial stewardship.

Proposed Updated Signers on CARTA's bank accounts, as indicated below:

Chief Executive Officer, Charles D. Frazier
Chief Financial Officer, Melanie Jones (added)
Chief of Staff, Scott Wilson (added)
Director of Grants & Procurement, Ann M. Powell
Director of Parking, Brent Matthews
Board Chairman, Johannes de Nysschen
Vice Chairman, Evann Freeman
Treasurer, Charita Allen
Secretary, Arcie D. Reeves

**Proposed Accounts and Authorized
Check Signers**

0089	0848	1241	2719
Signers (All accounts)	Signers (All accounts)	Signers (All accounts)	Signers (All accounts)
Ann Powell	Ann Powell	Ann Powell	Ann Powell
Carel Johannes de Nysschen	Carel Johannes de Nysschen	Carel Johannes de Nysschen	Carel Johannes de Nysschen
Evann Freeman	Evann Freeman	Evann Freeman	Evann Freeman
Charles Frazier	Charles Frazier	Charles Frazier	Charles Frazier
Brent Matthews	Brent Matthews	Brent Matthews	Brent Matthews
Arcie Reeves	Arcie Reeves	Arcie Reeves	Arcie Reeves
Charita Allen	Charita Allen	Charita Allen	Charita Allen
Melanie Jones	Melanie Jones	Melanie Jones	Melanie Jones
Scott Wilson	Scott Wilson	Scott Wilson	Scott Wilson

7144	70741	1306
Signers (All accounts)	Signers (All accounts)	Signers (All accounts)
Ann Powell	Ann Powell	Ann Powell
Carel Johannes de Nysschen	Carel Johannes de Nysschen	Carel Johannes de Nysschen
Evann Freeman	Evann Freeman	Evann Freeman
Charles Frazier	Charles Frazier	Charles Frazier
Brent Matthews	Brent Matthews	Brent Matthews
Arcie Reeves	Arcie Reeves	Arcie Reeves
Charita Allen	Charita Allen	Charita Allen
Melanie Jones	Melanie Jones	Melanie Jones
Scott Wilson	Scott Wilson	Scott Wilson

TO: CARTA Board of Directors
FROM: Brent Matthews | Director of Parking & Facilities
DATE: May 14, 2026
SUBJECT: Consumer Protection & Parking Compliance Ordinance Update
TYPE: **Action Item**

1. PURPOSE

The purpose of this memorandum is to present staff recommendations for:

- Licensing requirements for private parking operators participating in the regulated enforcement program; and
- Community Support Programs, including the Amnesty Period, Hardship Program, and Food for Fines Program

for Board approval following adoption of the Consumer Protection & Parking Compliance Ordinance by the City of Chattanooga.

2. BACKGROUND

When a new Board and CARTA management team arrived in 2023–2024, staff identified a parking system with a significant backlog of unresolved on-street parking violations and limited enforcement tools. Rather than immediately implementing enforcement, CARTA developed a phased compliance strategy focused on voluntary resolution through an amnesty program followed by targeted enforcement for chronic violators.

Prior to implementation, changes in Tennessee law eliminated the City’s ability to enforce parking violations without adoption of a local ordinance. As a result, Chattanooga lacked an enforcement mechanism to address chronic non-payment of parking citations.

At the same time, community stakeholders and elected officials expressed concerns regarding limited parking availability in downtown Chattanooga, as well as excessive pricing and fines imposed by some private parking operators.

On April 14, 2026, the City of Chattanooga formally adopted the Consumer Protection & Parking Compliance Ordinance, establishing:

- A local enforcement framework permitted under Tennessee law;
- Consumer protection standards for all parking enforcement activities; and
- Authority for the Chattanooga Parking Authority (CPA) to serve as the licensing administrator for private operators.

The ordinance also authorizes the CARTA Board of Directors to establish licensing requirements and define community support programs to guide implementation.

3. ANALYSIS

The ordinance enables implementation of CARTA's phased compliance strategy by combining:

- Targeted enforcement of chronic violators;
- Regulation of private parking operators; and
- Community-based pathways for voluntary compliance.

The goal of the program is not to generate revenue, but to ensure fair and consistent access to parking. Parking spaces are a limited resource that supports local businesses, employees, residents, and visitors. Chronic noncompliance reduces turnover and limits availability for responsible parkers.

Staff recommend the following framework for implementation.

A. Licensing Requirements for Private Operators

Participation in the regulated enforcement program is voluntary; however, only licensed operators may utilize enforcement tools authorized by the ordinance. Staff recommends, in addition to the express requirements delineated in the Ordinance, the following licensing standards:

- **Maximum Hourly Rate:** Not to exceed 150% of on-street rate (\$3.00)
- **Maximum Daily Rate:** \$18.00
- **Minimum Parking Increment:** 1-hour minimum parking option
- **Maximum Citation Amount:** Not to exceed daily rate plus \$25.00
- **Maximum Escalation Fee:** \$20.00 (after 30 days)
- **Booting Threshold:** 3 citations each with balances over 60 days delinquent
- **Photographic Documentation:** Photos of vehicle condition prior to boot
- **Annual Licensing Fee:** \$1,000 per lot and/or garage

These requirements establish consistent pricing, prevent excessive fines, and ensure that enforcement is limited to chronic repeat violators.

B. **Community Support Programs**

To promote voluntary compliance and provide equitable pathways for resolution, staff recommends implementation of three Community Support Programs prior to the start of enforcement.

(1) Amnesty Period (June 1 – September 30, 2026)

The Amnesty Period is designed to encourage the resolution of outstanding citations prior to enforcement.

- **35% reduction** of outstanding balance paid in full by June 30
- **25% reduction** of outstanding balance paid in full by August 31

- **10% reduction** of outstanding balance for individuals enrolled in a 6-month payment plan by August 31, 2026

No combining discounts – users must selection one option.

(2) Hardship Program

The Hardship Program provides assistance to individuals facing financial difficulty.

Automatic Eligibility (with documentation):

- Section 8 housing
- SSI or SSDI (Supplemental Security Income or Social Security Disability Insurance)
- SNAP or WIC (Supplemental Nutrition Assistance Program or Women Infants Children)

Income-Based Eligibility (Verification required)

- Household income at or below 200% of the Federal Poverty Level

Program Benefits:

- 90% reduction of total outstanding balance
- Up to 12-month payment plan

No combining Hardship Program with Amnesty or Food discounts

(3) Food for Fines Program (June 1 – September 30, 2026)

The Food for Fines Program provides a community-based option for partial resolution of citations while supporting local food assistance efforts.

- Participants receive \$2.00 credit for every \$1.00 donated to the Food Bank
- **Monetary donations only** will be accepted
- Up to 25% of total outstanding balance may be resolved through this program

No combining with Amnesty or Hardship program discounts.

Program Coordination

- The Amnesty Period, Hardship Program, and Food for Fines Program are designed as independent options and may not be combined.
- Enforcement of parking violations will begin on **October 1, 2026**, following completion of the Community Support Program period.

4. FINANCIAL IMPACT

Costs associated with implementation of the licensing program and Community Support Programs will be absorbed within existing parking operations.

5. PROCUREMENT OVERVIEW

This item does not involve procurement activity.

6. WHY IT MATTERS

Approval of these recommendations will:

- Establish clear and consistent standards for private parking operators
- Provide fair and equitable pathways for residents to resolve outstanding citations
- Promote compliance while avoiding punitive enforcement practices
- Improve parking availability and turnover
- Support local economic activity and quality of life

This framework balances enforcement, regulation, and community support in a way that promotes fairness, transparency, and accountability.

7. BOARD ACTION

Action Item – staff recommends that the board approve this item as presented.

ATTACHMENTS

N/A

To: Carta Board of Directors

Gentlemen & Ladies:

I think you should think very carefully before allowing these private operators to "boot" our citizens and our visitors cars.

Their charge of \$50 or more for an overtime of approximately 45 minutes is truly inappropriate.

Sincerely,

Sue Shaw

2406 Cone Flower

Shatt. TN 37421

423 421-3919

Copy

Omega Parking Services
P. O. Box 2165
Chattanooga, TN 37409

Gentlemen:

I am enclosing my check for \$50.00 per your Parking Violation citation dated April 10, 2026. I would appreciate your reviewing the following facts:

My son is a tenant at The Patten Towers, and because he has some brain impairment, it has been necessary for me to visit with him several times beginning in March and continuing through April. I have paid you over \$60.00 in parking fees during his time there.

On April 10, I parked and paid \$6.00 for two hours while waiting for a TV repairman. He was running late, and unknowingly I ran over my time by about 45 minutes. Also that day, your machine was out of order and would not print me a receipt for my parking.

It appears to me that your fine of \$50.00 is very unfair. I would have gladly paid a normal fine as is charged by the city for parking overtime, but believe your charge is egregious. I truly don't believe you should be allowed to do business in our city if your goal is to overcharge the citizens and the visitors to our city.

Yours truly,

Sue Shaw
2406 Cone Flower Trail
Chattanooga, TN

Cc: Carta Board of Directors
1617 Wilcox Blvd
Chattanooga, TN 37406

April 19, 2026

Cozy

3009
87-334/613

Date April 19 2026

SUE W SHAW
PH. 423-421-3919
2406 CONE FLOWER TRAIL
CHATTANOOGA, TN 37421

Pay to the Order of Omega Parking \$ 50.00
Fifty Dollars + 10/100 Dollars

Builtwell BANK

For Sue Shaw NP

⑆061303348⑆ 0101475897⑆ 3009

DATE/TIME	4/10/2026 - 3:09 PM
LOCATION	Civle Forum Lot
VEHICLE	BNL7034 (TN) White Honda
OFFENSE	Non Paying Vehicle
AMOUNT DUE	
If Paid Within 14 Days:	\$ 50.00
Violation Fee	
If Paid After 14 Days:	\$ 60.00
Violation Fee	
If Paid After 30 Days:	\$ 70.00
Violation Fee	

Pay/Dispute Citations Online at
omega.parkingpayment.net

Omega Parking Services
PARKING VIOLATION



000-140-892



TO: CARTA Board of Directors
FROM: Brandon Meredith, Director of Communications & External Affairs
DATE: May 21, 2026
SUBJECT: 2026 Customer Satisfaction Survey – Baseline Results
(Information Item)

Purpose

To provide the Board with a summary of CARTA’s 2026 Passenger Survey results, establishing a systemwide customer satisfaction baseline to inform future service improvements and enable year-over-year performance tracking.

Background

In February–March 2026, CARTA conducted a comprehensive passenger survey across all major service lines, including fixed-route buses, Care-a-Van, CARTA Go, and the Incline Railway. The survey, administered by Warner Transportation Consulting, collected **1,513 responses** and was statistically weighted to reflect system ridership.

This effort represents CARTA’s first unified, systemwide measurement of the customer experience and is intended to serve as a baseline for annual benchmarking.

Analysis:

Overall Customer Sentiment

- Approximately 73–75% of riders report overall satisfaction across core services
- The Incline Railway performs strongest (~88% satisfaction) with no “strong dissatisfaction” responses

Key Strengths

- **Affordability:** Highest-rated attribute; ~79% of riders agree fares are reasonable
- **Customer Experience:** Strong ratings for driver professionalism and vehicle cleanliness (~75% positive)
- **Convenience:** ~78% of riders report CARTA meets their needs

Primary Areas for Improvement

- **Sunday Service:** Lowest-rated attribute (~44% satisfaction)
- **On-Time Performance:** Persistent concern across routes
- **Bus Stop Infrastructure:** Shelters, accessibility, and amenities
- **Weekend Frequency:** Demand for increased service levels

Customer Priorities

When asked to prioritize improvements, riders identified:

1. Keeping fares low
2. Increasing weekend service
3. Improving reliability/on-time performance
4. Enhancing bus stop conditions

Rider Profile Insights

- CARTA primarily serves frequent, transit-dependent riders
- ~49% of respondents report household incomes below \$25,000
- A majority of trips are made by riders using the system multiple days per week

Financial Impact

There is no direct financial impact associated with this informational item. However, the survey results will inform future operating and capital investment priorities, particularly related to service frequency, reliability, and stop infrastructure.

Procurement Overview

The survey was conducted by Warner Transportation Consulting, Inc. under contract with CARTA.

Why It Matters

This survey establishes a clear, data-driven baseline for CARTA’s customer experience. While overall satisfaction is strong, the results highlight that future gains will depend on improving service reliability, frequency, and accessibility rather than core service quality.

The findings will directly inform CARTA’s 5-Year Transformation Roadmap, grant positioning, and service planning decisions, ensuring that investments align with rider priorities and deliver measurable improvements over time.

Board Action

No action required. Information item.

Attachments

- 2026 CARTA Passenger Survey Report