



CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY
& THE CHATTANOOGA PARKING AUTHORITY

BOARD MEETING AGENDA

October 15, 2026, 10:00 AM ET

1. Call to Order

2. Quorum Call

3. Moment of Silence & Pledge of Allegiance

4. Public Comment

5. Recognition:

- A. Employee Ambassador Award – Linda Bullard
- B. Special Recognition: Treasurer Charita Allen: Chair de Nysschen

6. Consent Agenda

- A. Adoption of Minutes (August 27, 2026): Brandon Meredith [PAGE 2](#)
- B. Care-A-Van Advisory Committee Minutes (Sept. 10, 2026): Brandon Meredith [PAGE 12](#)
- C. Rider Advisory Committee Meeting Minutes (Sept. 2, 2026): Brandon Meredith [PAGE 24](#)
- D. Statistical Report: Daniel Dufour [PAGE 31](#)

7. Action Items:

- A. 3-Year Action Plan Framework [PAGE 36](#)
 - Introduction: Path to a Modern Mobility System: Charles D. Frazier
 - 3-Year Action Plan Framework: Melanie Jones / Daniel Dufour / Doug Carlson
- B. Quarterly Financial Performance Report: Melanie Jones [PAGE 46](#)
- C. Procurement Report: Annie Powell [PAGE 49](#)

8. New Business

- A. Election of Treasurer: Rachael Ruiz / Chair de Nysschen
- B. Updated Public Comment Policy: Rachael Ruiz

9. Old Business

10. Adjournment

11. Executive Session

NEXT MEETING: December 17, 2026, 10:00 AM ET

TO: CARTA Board of Directors
FROM: Brandon Meredith | Director of Communications
DATE: October 15, 2026
SUBJECT: August 27, 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 August 27, 2026 meeting of the CARTA Board of Directors.

2. BACKGROUND

The minutes from the August 27, 2026 meeting of the CARTA Board of Directors were compiled and circulated to Board members on October 9, 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 August 27, 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 August 27, 2026, CARTA Board of Directors meeting minutes as presented, subject to any amendments approved by the Board

ATTACHMENTS

August 27, 2026, Meeting Minutes

MINUTES OF THE BOARD OF DIRECTORS MEETING OF
THE CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY
AND
THE CHATTANOOGA PARKING AUTHORITY
August 27, 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, August 27, 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 August 01, 2026. The following Board members were in attendance and constituted a quorum: Johan de Nysschen, Charita Allen, Treasurer; Arcie D. Reeves, Secretary; Stephen Culp, Corey Evatt, 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 then advised Agenda items four (4) and five (5) will be switched for this meeting.

Mr. de Nysschen called on Ms. Bullard to present the August 2026 Ambassador Award. Ms. Bullard recognized Uresla Citizen Swopes and Hyatt Green, CARTA Fixed Route drivers. Ms. Citizen Swopes and Mr. Green were recognized for their professionalism, kindness, and teamwork

during a recent trip taken by Yolanda Calloway. Ms. Calloway reported that the drivers communicated and worked together to significantly reduce her waiting time while keeping her transportation safe, efficient, and reliable. Ms. Calloway further reported that the drivers did not just drive their assigned routes, they actively talked to each other to save time and ensure that a fast, reliable trip was provided.

Mr. de Nysschen next opened the meeting for public comments or questions. Kayla Crawley, President of the National Federation of the Blind Scenic City Chapter, spoke on behalf of the blind community of Chattanooga and described how Care-A-Van services affect everyday lives of citizens with disabilities. Members of the disability community are consistently facing challenges getting to work, job training, social events, volunteering opportunities, medical appointments, and grocery shopping due to limited-service availability.

Next, Lisa Dorton, a Red Bank resident, requested that the City of Red Bank and CARTA come to an agreement to keep Care-A-Van services active within the City of Red Bank. Ms. Dorton advised that there are sixty-four (64) Red Bank Care-A-Van users that will be negatively impacted when the service ends. Tanisha Davenport, Vice President of the National Federation of the Blind Scenic City Chapter, reiterated Ms. Dorton's and Ms. Crawley's transportation concerns. Joseph Barney, a member of the National Federation of the Blind Scenic City Chapter and CARTA Advisory Board member, requested support for the requests made by Ms. Crawley, Ms. Dorton, and Ms. Davenport.

Mr. de Nysschen acknowledged the public comments and advised that the input was thoughtful and relevant. Mr. de Nysschen stated that as a publicly funded, non-profit organization, CARTA is dependent on federal, state, and local community grants to fund operations. Care-A-Van ridership has increased significantly and has begun to approach capacity limits. The only way to

increase capacity is through increased funding. CARTA continues to face challenges and constraints of limited funding, and services that need to be fulfilled. Mr. Frazier advised that Care-A-Van ridership has increased forty percent (40%). Previously, in a typical month CARTA was providing four thousand (4,000) Care-A-Van trips and with the increase, the number has increased to seven thousand (7,000) monthly trips. Mr. Frazier advised that CARTA would engage participants and stakeholders in the community and provide a recommendation to the Board for a long-term funding strategy to better build CARTA's transit system. Mr. Evatt requested that CARTA leadership focus on an immediate short-term solution to address capacity concerns.

Mr. de Nysschen called on Doug Carlson and Kevin Tilbury to present CARTA's new Bus Stop Design Guidelines. Mr. Tilbury, AICP with Kimley-Horn and Associates, advised that the Bus Stop Design Guidelines are not a capital plan or a rigid set of standards. It was a guide to allow CARTA's leadership the ability to plan, design, and build bus stops of the future to make the system work better. Guidelines set the expectation for what a good bus stop looks like. Future projects should determine where and when they are built. The guidelines adopt an "Accessibility First" framework that prioritizes safety and comfort for all transit riders.

The core design principles include the following: (i) passenger comfort and convenience; (ii) visibility, safety, consistency, and branding; (iii) durability and maintainability; and (iv) context-sensitive design. Mr. Tilbury further advised that there are three (3) types of bus stops. The Sign Stop design covers stops with less than ten (10) daily boardings. The Bench Stop design covers stops with ten (10) to twenty (20) daily boardings. The Shelter Stop design covers stops with greater than (20) daily boardings.

Mr. Tilbury advised that more than half of CARTA's, one thousand two hundred (1,200) bus stops averaged less than one (1) rider per day. Eighty-two percent (82%) of stops have insufficient

boarding and alighting space. Twenty-eight percent (28%) of stops lack a sidewalk connection. Fifty-seven percent (57%) of stops lack a bus stop sign.

Mr. Frazier concluded the presentation by reminding the Board that the Guidelines are part of the process and plan to update the bus stop system.

Under “Consent Agenda,” Mr. de Nysschen stated that all members had received a copy of the August 27, 2026, Board packet containing the June 18, 2026, Board meeting minutes, the August 6, 2026, Executive Committee meeting minutes and the statistical report for review. Mr. de Nysschen asked if there were any questions, corrections, or comments on any items listed under consent agenda.

Mr. Evatt requested clarification on the data collection issues previously reported. Mr. Dufour advised that due to APC certification, farebox data was used. Due to the age of CARTA’s fareboxes, Mr. Dufour advised that there are issues and a solution is underway with Mr. Carlson working with UTA. UTA is applying more rigorous statistical techniques to account for CARTA’s aging technology and equipment. CARTA is currently working towards NTP certification. Mr. Dufour’s conclusion was that higher quality data was showing an increase, but it is not certified yet. Mr. de Nysschen requested a timeline for delivering certified data. Mr. Carlson advised that to get NTD certified, replacement of horizontal IR sensors with 3D sensors may be required with an approximate cost of two thousand dollars (\$2,000.00) per door.

Mr. Culp requested that the Board be provided with information that would allow Board members to communicate the importance of public transportation in the Chattanooga community and why it matters. Mr. Frazier advised that a value-added packet containing data about the impact of the current public transit system on the Chattanooga community and what a robust public transit system would improve. Mr. Frazier also recommended that the Board consider standing up a strategic forward-thinking funding committee where additional value-added data can be researched.

Ms. Reeves requested a date correction for the executive committee minutes from August 27, 2026, to August 6, 2026.

Mr. de Nysschen asked if there were any additional questions, corrections, or comments on any items listed under consent agenda. There being none, a motion was made by Mr. Culp 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 called on Ms. Jones to present the preliminary June 2026 financial report. Ms. Jones reported that for June 2026, CARTA was reflecting an expected break-even performance, with a preliminary operating profit of seventy-five thousand twenty-eight dollars (\$75,028.00) and a preliminary year-to-date impact of sixty-seven thousand twenty-seven dollars (\$67,027.00). Ms. Jones also reported that close out of the year end is currently underway, and she anticipated that additional entries may be needed as account reconciliations are completed. The entries will continue to demonstrate the alignment of CARTA’s revenues and expenses for the full year. Final year end financials are pending the final year-end audit.

Ms. Jones further reported that Care-A-Van services indicated CARTA’s most substantial need for additional funding. It operated at a three hundred twenty-four thousand two hundred fifty-three-dollar (\$324,253.00) loss for the month of June 2026, and two million nine hundred seventy-four thousand eight hundred thirty-five-dollar (\$2,974,835.00) loss for FY 2026.

Ms. Reeves advised that she would contact Ms. Jones directly to request additional information on the budgeted versus actual loss variance data.

Mr. de Nysschen asked if there were any additional questions, corrections, or comments on the preliminary June 2026 financial report. There being none, a motion was made by Ms. Adams and

seconded by Ms. Reeves, followed by a vote to approve. The motion to approve the preliminary financial report was unanimously approved.

Mr. de Nysschen called on Ms. Powell to present the procurement report. 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 an agreement with QualityPro Power Washing for a five (5) year not-to-exceed amount of seven hundred sixty-one thousand eight hundred dollars (\$761,800.00) for vehicle cleaning services, an agreement with Building Services for a five (5) year not-to-exceed amount of three hundred forty thousand dollars (\$340,000.00) for janitorial services, to enter into an agreement with Railworks Track Systems, LLC in the amount of seven hundred ninety-three thousand dollars (\$793,000.00) for the 2027 Incline Railway track work, an update to the June 2026 request for approval for the purchase of Ford Transit 350 vehicles to include the addition of a seventh vehicle with an unit cost of one hundred eleven thousand one hundred nine dollars (\$111,109.00) through a Tennessee statewide contract, and the purchase of up to ten (10) Chevrolet Cutaways with an unit cost of one hundred one thousand dollars (\$101,000.00) through a Georgia statewide contract.

Request for proposals process included scheduling software for ADA paratransit and on demand trips.

Sole source procurements included daycare transportation services through MPH Training and Consulting, LLC for the 2026 – 2027 school year for a not to exceed amount of one hundred thousand dollars (\$100,000.00) and fleet management software SAS maintenance renewal with Ron Turley Associates in the amount of seventeen thousand nine hundred fifty-two dollars (\$17,952.00) for a one-year period.

Ms. Reeves requested clarification of the scheduling software requirements. Mr. Frazier advised that the ability to commingle CartaGO and Care-A-Van trips is the most significant vendor requirement in addition to self-scheduling and trip notification options. Mr. de Nysschen inquired if the cutaway vehicle purchase request was to replace existing vehicles or to add capacity. Ms. Powell advised that it was of a mixture of both.

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

Mr. de Nysschen called on Mr. Carlson to present the request for approval of CARTA's proposed Bus Stop Design Guidelines. Mr. Carlson stated that bus stops were the first interaction that passengers had with CARTA's system and that it was essential that they are designed to maximize comfort, safety, and accessibility for passengers and operators. The guidelines will identify bus stop types and minimum amenities, including ADA compliance. The Bus Stop Design Guidelines will also be CARTA's roadmap to support service excellence with planning, designing, and maintaining bus stops.

Mr. de Nysschen asked if there were any questions regarding the Bus Stop Design Guideline adoption. There being none, a motion was made by Mr. Nye and seconded by Mr. Culp followed by a vote to approve. The motion was unanimously approved.

Mr. Carlson next requested approval for a Bus Bench contract with Chattanooga Outdoor Advertising (COA) that included the following: (i) installation of one hundred fifty (150) benches, fourteen (14) pavilion units, and fifteen (15) trash bins at no cost to CARTA; (ii) COA will maintain the bench stops, including inspection, cleaning, graffiti removal, repair and trash disposal of COA installed bins; (iii) COA will comply with CARTA's Advertising Policy; and (iv) CARTA will

receive an annual share of net advertising revenue. Mr. Frazier stated that CARTA will have the final say on bench installation locations, and CARTA will have the option to own the assets upon completion of the contract.

Mr. de Nysschen asked if there were any additional questions regarding the bus bench contract with COA. There being none, a motion was made by Mr. Nye and seconded by Ms. Reeves followed by a vote to approve. The motion was approved with Mr. Evatt abstaining.

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.

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

Jun-26		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	YES
LeAndrea Sanderfur	Director	YES

JULY NO MEETING

Aug-26		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

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 Communications
DATE: October 15, 2026
SUBJECT: September 10, 2026 Care-A-Van Advisory Council Meeting Minutes
TYPE: Information Item

1. PURPOSE

The purpose of this memorandum is to provide the Board with the minutes from the September 10, 2026 meeting of the CARTA Care-A-Van Advisory Council for informational purposes.

2. BACKGROUND

Council members, riders, and CARTA staff met on September 10, 2026 to discuss Care-A-Van service quality, capacity, and planning.

3. ANALYSIS

Service and Capacity: Care-A-Van is experiencing record ridership. Staff have added operators and peak-hour drivers, are preparing ten Board-approved vehicles for service, and have frozen new standing orders while a no-show policy is developed.

Rider Concerns: Members raised concerns about arrival estimates, hold times, and rider names announced over dispatch radio. Staff are pursuing earlier late-pickup calls, automated text alerts, and ID-based rider identification.

Other Updates: Staff presented new bus stop sign and shelter designs, reported on complaint tracking, and announced a stakeholder committee on expanded service and a regional funding framework.

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

Sharing these minutes keeps the Board informed of Care-A-Van rider concerns and the steps staff are taking to improve paratransit service.

7. BOARD ACTION

Board Action Requested:

None. This item is for information only.

ATTACHMENTS

September 10, 2026, Care-A-Van Advisory Council Meeting Minutes



Care-A-Van Committee Meeting Minutes

September 10, 2026 2:33 PM Notes

Started at 2:33PM on 10 Sep 2026, lasted 1h 20m

Attendees: Cheryl Zuckerman, Charles Frazier, Charles Thomason, LeAndrea Sanderfur, Joe Barney, Regina Robinson, Brandon Meredith, Pam Jackson, Linda Bullard, Kathy White, Tony Woods, Teresa O., Corey Evatt, Savannah Ward, Larnzell Harper

Key Points

- Meeting focused on Caravan paratransit service quality, expansion planning, funding strategy, and advisory council business.
- Regina Robinson's membership application was deferred to the November meeting after Joe raised concerns about inconsistent application timing communicated by Cheryl.
- Charles Frazier outlined current mitigation strategies: three reclassified positions hired as Caravan operators, three CDL-licensed staff added during peak hours, and board approval of 10 new vehicles (5 replacements, 5 for expanded ridership).
- Outreach to dialysis centers and employment coordinators is underway to verify client contact info, enable ride grouping, and support proactive late-notification calls.
- A rider and stakeholder committee — including Karen White, Kathy Terran, Bridget Fisher, Haley Dunning, LeAndrea Sandefur, Charles Satikoff, and Cheryl Zuckerman — has been formed to define what expanded Caravan service looks like.
- A regional funding framework is being developed, modeled on a Pulaski County approach, to propose county and municipal participation in transit funding across Hamilton County.
- Three advisory council requests were made: research on supplementing paratransit with TNCs like Uber/Lyft via Nashville's WeGo contract; feedback on two board questions about service priorities; and input on how Caravan can participate in the Share Your Christmas food drive.

- No-show and late cancellation volume runs approximately 20 per day, equivalent to roughly one full bus shift; reducing this is a key lever for improving capacity.
- Riders and council members flagged dispatcher communication issues — vague ETAs, inconsistent proactive calls, and long hold times — with Charles confirming a shift to five-minute late-call thresholds and plans for automated text notifications.
- Standing orders now exceed 75% of trips on Monday, Wednesday, and Friday (primarily dialysis), prompting a freeze on new standing orders and voluntary schedule adjustments negotiated with existing riders.
- Brandon Meredith presented redesigned bus stop signs featuring route stickers, stop IDs, and QR codes, plus updated shelter designs; a full stop inventory now exists for the first time, enabling phased pruning and upgrades.
- Accessibility gaps at specific stops — including an inaccessible stop at 3rd and Holtzclaw and an unusable stop on Greener Road — were raised, with confirmation that a stop-by-stop ADA compliance review is in progress.
- Linda reported 21 validated complaints logged in the CRM since April, with follow-up tracked on every entry and monthly reporting to the executive management team.
- Rider privacy concerns were raised regarding use of full names over radio dispatch; Charles confirmed existing client IDs and noted the upcoming tablet and software RFP will include a request for ID-based identification instead of names.
- Share Your Christmas participation options discussed included a no-free-ride donation drive, partner-funded discount rides, Token Transit incentives, and prominent signage — with Cheryl asking LeAndrea to share suggestions for distribution.

Action Items

- Cheryl to send out the two advisory council questions (money no object / funding cut in half) to members this afternoon. - Cheryl
- Cheryl to send a clean copy of the bus stop design poster to council members. - Cheryl
- Charles to include a requirement for client ID numbers (instead of names) to be displayed on driver tablets in the upcoming software RFP. - Charles
- Charles to investigate with safety and legal whether a seatbelt refusal waiver form can be used to avoid announcing rider names over the radio. - Charles
- LeAndrea to send her two Share Your Christmas suggestions to Cheryl via text or email. - LeAndrea

- Cheryl to get the specifics of the writer complaint (Eastgate doctor's appointment, two-hour late ride) and send them to Linda. - Cheryl
- Linda to follow up on the writer complaint (Eastgate doctor's appointment) once Cheryl provides the specifics. - Linda
- Cheryl to have the remaining new member recruitment signs removed from the vans. - Cheryl

Outline

New Member Application for Regina Robinson

- Regina Robinson was presented as a candidate to join the Caravan Advisory Council, noted as a longtime rider dating back to the Easterseal days.
- A motion was made by Pam to approve her membership, but a concern was raised by Joe that Cheryl had previously communicated that no new member applications would be accepted until fall.
- Cheryl acknowledged the miscommunication and apologized for any misleading information, confirming that Joe had informed potential members to wait until fall based on her earlier guidance.
- LeAndrea Sanderfur seconded the concern, stating that the information raised at the table was worth consideration before proceeding with a vote.
- Regina Robinson agreed to defer her application to the November meeting, with the suggestion that she use the time to submit her resume.

Current Service Mitigation Strategies

- Charles Frazier opened his update by acknowledging that Caravan is experiencing record ridership levels, which has created significant service quality challenges for riders and staff alike.
- Three previously vacant positions were reclassified and filled as Caravan operators, with one driver already on the road, one in training, and one in the cubing phase.
- Additionally, three staff members with CDL licenses and paratransit experience were identified and deployed on the road during peak times to help address on-time performance issues.
- The board approved the purchase of ten vehicles, with five designated to replace the oldest and most deteriorated vehicles in the fleet, and the remaining five allocated to support expanded ridership capacity.

- All ten vehicles were confirmed to be in stock at a dealership in Georgia, with associated equipment such as cameras already in transit, and insurance and registration processes already underway.
- Staff were directed to proactively reach out to partner organizations including dialysis centers and employment coordinators to verify and update client contact information in the database.
- Coordination with partner organizations was also being pursued to facilitate grouping of riders traveling from the same origin to the same destination, in order to maximize vehicle efficiency.
- The customer service department was directed to proactively call riders when a late pickup is anticipated, with the goal of reducing inbound inquiry calls and improving rider experience.

Expanded Service Planning and Stakeholder Committee

- Charles Frazier announced the formation of a rider and stakeholder committee tasked with defining what expanded Caravan service would look like in the long-range plan.
- Committee members include Karen White, Kathy Terran from Goodwill, Bridget Fisher from Project Search, Haley Dunning from RPA, LeAndrea Sanderfur from the board, Charles Satikoff as vice chair, Cheryl Zuckerman as chair, and Charles Frazier himself.
- A kickoff meeting had already taken place, with framework documents shared among the group, and a follow-up meeting was scheduled for the following Friday.
- Cheryl clarified that the committee's work is focused on the long-range vision for what Caravan and CARTA as a whole should be able to accomplish across the region, not just within the current service area.

Regional Funding Framework

- Charles Frazier outlined plans to develop a regional funding framework modeled on a similar structure he developed while working in Little Rock, Arkansas, where county participation in city transit funding was formalized.
- The proposed framework aims to make the case that all Hamilton County residents, including those in areas like Red Bank and East Ridge, should benefit from and contribute to regional transit funding.
- Conversations are planned with CARTA's board, the Caravan Advisory Council, Hamilton County, and participating municipalities at the appropriate time, which Frazier indicated would be in the near future.

- A productive initial meeting had taken place with Kayla Crawley, president of the National Foundation of the Blind, with plans to invite her to join the rider and stakeholder committee.
- A meeting also took place with Christopher Marianello, chair of Hamilton County's disability group, to coordinate a strategic presentation to the Regional Health Council covering unmet transportation needs for persons with disabilities and the regional funding framework.

Advisory Council Feedback Requests

- Charles Frazier requested that the Advisory Council research and provide feedback on the potential use of transportation network companies such as Uber and Lyft to supplement paratransit service, noting both positive and negative examples exist across transit agencies.
- An opportunity to piggyback on Nashville's WeGO contract with a TNC provider was identified as a potential option pending council input.
- Two questions from board member Director Evatt were shared with the council for consideration, the first asking what members would change first about Caravan if money were no object, and the second asking what they would change if funding were suddenly cut in half.
- Cheryl confirmed she would distribute both questions to council members that afternoon, with a requested response timeframe of approximately one week to allow feedback to be shared at an upcoming executive committee board meeting.

Share Your Christmas Food Drive Participation

- Charles Frazier raised the topic of the Share Your Christmas food drive early in the meeting to allow sufficient planning time, noting that Caravan was not included in the prior year's campaign.
- In the previous year, fixed route riders were offered a free ride in exchange for bringing a canned or non-perishable food item, but Caravan riders were excluded from the promotion.
- The challenge of including Caravan in the drive was identified as logistical, given that Caravan fares are higher than fixed route fares and the system is already operating at capacity.
- Joe suggested a voluntary donation model where riders bring a can without receiving a free ride in return, framing it as a community goodwill gesture rather than a transactional incentive.

- Charles expressed concern that offering free rides could further overwhelm an already strained system, and agreed that a voluntary donation approach without a ride incentive may be more practical.
- LeAndrea proposed reaching out to community partners, churches, and employers of Caravan riders to solicit donations that could fund discounted or future rides rather than same-day free rides.
- An additional suggestion was made to incentivize Token Transit usage in connection with the food drive, and to ensure that Share Your Christmas signage is large and visible enough for all riders to see.

No-Show and Late Cancellation Policy

- Cheryl noted that the current no-show rate for Caravan is approximately eight percent, which translates to roughly twenty no-shows and late cancellations per day, equivalent to approximately one full bus and driver being unproductive daily.
- Joe raised the difficulty of canceling rides due to long hold times when calling dispatch, noting that riders can be fifth in the queue when trying to cancel, which discourages timely cancellations.
- A no-show policy was confirmed to be in development, with Lawrence Allen leading the effort, and a draft was expected to be ready soon.
- LeAndrea emphasized that the policy must distinguish between voluntary no-shows and those caused by circumstances outside the rider's control, such as emergency hospitalization.
- Charles confirmed that the policy already accounts for no-shows outside the rider's control and that a threshold based on frequency and percentage within a rolling period would be used to determine when action is taken, rather than penalizing isolated incidents.

Dispatcher Communication and On-Time Performance

- Joe raised a recurring concern that dispatchers provide vague or inaccurate estimated arrival times rather than being direct with riders about delays.
- Riders reported being told a vehicle would arrive in a few minutes when the actual wait was thirty minutes or more, leading to repeated callbacks that further congested the phone lines.
- Charles acknowledged the issue and explained that manual schedule optimization, necessitated by current capacity constraints, makes it difficult for dispatchers to provide accurate ETAs from the computer system alone.

- A proactive call protocol was described, whereby dispatchers or CSRs contact riders when a vehicle is running five or more minutes late, reduced from a previous fifteen-minute threshold to increase the number of riders being notified.
- Joe noted that in his experience the proactive call had only occurred once, indicating the protocol was not being consistently followed.
- Charles confirmed the system is not operating at one hundred percent compliance but stated the team is working toward it, and expressed a preference for automated text message notifications to reduce reliance on manual calls and human error.
- LeAndrea described a situation where she waited from 8:15 to 10:00 AM without accurate information, only learning on her third call that the driver was in East Ridge with one more pickup, and questioned what the dispatcher protocol is when a rider calls for an ETA.
- Charles explained that dynamic rescheduling to manage capacity means routes are no longer fixed, making it difficult to give reliable ETAs, and that the team is actively working on technology-based solutions to improve communication accuracy.

Standing Orders and Capacity Management

- Standing orders currently represent approximately seventy-five percent of rides on Mondays, Wednesdays, and Fridays, which are primarily dialysis days, creating significant scheduling rigidity.
- CSRs were directed to contact all standing order riders to negotiate earlier pickup times where possible, explaining the current service pressures and asking for voluntary flexibility.
- Riders who declined to adjust their standing order times were not forced to change, but were informed that late arrivals may occur as a result of the current scheduling load.
- A temporary freeze on new standing orders was implemented until the proportion of standing orders relative to total rides decreases to a more manageable level, with exceptions made for program-mandated rides.

Bus Stop Sign and Shelter Redesign

- Brandon Meredith presented new bus stop sign designs developed following the board's approval of bus stop design guidelines in August 2026.
- The new signs represent a significant visual improvement over the current design and will display all route numbers served at each stop using removable stickers, allowing easy updates when routes change.

- Each sign will include a unique bus stop ID number to help riders communicate their location to customer service when reporting issues.
- QR codes will be added to the bottom of each sign linking to the CARTA website, the bus tracker system, and at least one additional resource.
- New bus shelter designs were also presented, featuring updated color options and removing a wind guard panel deemed unnecessary for the Chattanooga climate.
- Cheryl raised the need for bus stop information to be accessible to riders with low vision or no vision, noting that a paper map would not be sufficient for this population.
- Brandon confirmed that the IT department has developed an interactive map showing all stop locations, and that the long-term plan includes publishing this map on the new CARTA website expected to launch within a few months.
- Joe suggested that stop location information should also be accessible through the CARTA app so riders can find nearby stops from their phones.
- Brandon noted that for the first time in CARTA's history, a complete inventory of all bus stops now exists, enabling the planning team to conduct a bus stop pruning process to eliminate stops that are inaccessible or no longer serving the community effectively.
- Concerns were raised about specific stops that are inaccessible to wheelchair users or those with mobility aids, including a stop at 3rd and Holtzclaw with a large curb and no accessible boarding area, and stops on Greener Road where the sign is placed in grass with no usable boarding surface.
- Brandon confirmed that accessibility compliance is a core requirement of the new bus stop design guidelines, and that the pruning process will address stops that cannot meet ADA and WCAG standards.
- The sign rollout will be phased due to budget constraints, with priority locations already identified by the planning team.

Rider Privacy on Dispatch Radio Communications

- LeAndrea raised a concern about rider privacy, noting that dispatchers frequently announce riders' full names and addresses over the radio, which can be heard by other passengers on the vehicle.
- Experiences were shared from other cities where paratransit systems use client ID numbers rather than names on radio communications, preventing other riders from identifying who is being discussed.
- Charles confirmed that client ID numbers already exist within the system but are not currently displayed on driver tablets, and committed to including a requirement for ID-based communication in the upcoming software RFP.

- Regina Robinson illustrated the privacy concern by noting that personal information such as refusal to wear a seatbelt is also announced by name over the radio, which she found inappropriate.
- Charles indicated that a seatbelt waiver process is being developed in coordination with the safety team, which would allow drivers to log a refusal without making a radio announcement, though legal considerations are still being reviewed.

Customer Complaints and CRM System

- Linda presented an update on the customer complaint tracking system that has been in place since April 2026, with twenty-one valid complaints logged and tracked to resolution as of the meeting date.
- A complaint is classified as valid after investigation confirms it reflects a genuine service failure rather than a misunderstanding of scheduling or operational procedures.
- All customer service staff have been trained on the CRM system, and complaint logging is now a shared responsibility across the team rather than being limited to complaints that reached Linda's desk directly.
- Complaint data is compiled into a monthly customer service report that is shared with the executive management team.
- Brandon acknowledged that nine months prior there was no formal complaint tracking system in place, and commended Linda and her team for the thoroughness and consistency of their follow-up on every logged complaint.
- Cheryl referenced a specific unresolved complaint involving a rider whose return trip was two hours late following a doctor's appointment at Eastgate, and requested that Linda investigate once specific details are provided.

Next Steps

- The Advisory Council will receive and respond to two strategic questions from Director Evatt regarding what changes would be prioritized if funding were unlimited versus if funding were suddenly halved, with responses requested within approximately one week.
- The council will research and provide feedback on the potential use of transportation network companies to supplement Caravan service, with the Nashville WeGO contract as a possible starting point.
- The council will develop recommendations for how Caravan riders can participate in the Share Your Christmas food drive in a way that is inclusive but does not overwhelm the current system.

- Regina Robinson's membership application will be formally considered at the November 2026 meeting, with her resume to be submitted to Cheryl in advance.
- The rider and stakeholder committee will continue meeting to define the structure and scope of expanded Caravan service programs, with a follow-up session scheduled for the week following the September 10 meeting.
- A regional funding framework will be developed and brought forward to the CARTA board, the Advisory Council, Hamilton County, and relevant municipalities at the appropriate time.
- A no-show policy will be finalized and presented to the council, incorporating protections for riders whose absences are due to circumstances outside their control.
- Technology improvements including automated ride delay notifications and ID-based radio communication protocols will be pursued through the upcoming software RFP process.
- Bus stop sign and shelter redesigns will proceed through a phased rollout, with accessibility compliance and a complete stop inventory guiding prioritization decisions.

TO: CARTA Board of Directors
FROM: Brandon Meredith | Director of Communications
DATE: October 15, 2026
SUBJECT: September 2, 2026 Rider Advisory Committee Meeting Minutes
TYPE: Information Item

1. PURPOSE

The purpose of this memorandum is to provide the Board with the minutes from the September 2, 2026 meeting of the CARTA Rider Advisory Committee for informational purposes. No Board action is required.

2. BACKGROUND

The CARTA Rider Advisory Committee met on September 2, 2026, from 5:30 p.m. to 7:06 p.m. The meeting was called to order by Director Corey Evatt. Seven riders attended, along with CARTA staff from Planning, Customer Service, Operations, Information Technology, and Care-A-Van. The committee gives riders a forum to hear updates from CARTA staff and share feedback on service and the rider experience.

3. ANALYSIS

Staff provided updates in four areas, followed by an open discussion with riders.

Planning (Doug Carlson): Presented the Bus Stop Design Guidelines and Improvement Plan, which sets the standard for CARTA's three stop types (Sign Stop, Bench Stop, and Shelter Stop) based on average ridership, along with amenities such as seating, trash cans, maps, lighting, bike racks, and wayfinding technology. Staff also shared an update on the Connect the Corridor TOD Project along the Brainerd Road/Lee Highway corridor.

Customer Service (Linda Bullard): Reviewed the updated callback function, which now notifies riders when a pickup is running 5 minutes late (previously 15 minutes); HubSpot, CARTA's centralized customer relationship management system; text alerts for delays and meeting notices; and the Rider Code of Conduct, available at gocarta.org.

Operations (Larnzell Harper): Explained route familiarization training for operators as routes change with Chattanooga's growth, and cross-training among service monitor, dispatcher, and road supervisor roles to keep buses running on time.

Information Technology (Daniel Dufour): Described Commsignia sensor technology that will allow traffic signals across Chattanooga to communicate with CARTA buses, and the Map-a-thon partnership with Outdoor Chattanooga and the University of Tennessee at Chattanooga to map outdoor destinations accessible by bus.

Rider Feedback: Riders asked about extending service hours on the St. Elmo Shuttle (Route 15), extending Route 21 or redirecting it along 20th Street near the

stadium, recent changes to Route 13, tap-to-pay fare options, on-time performance, last-minute changes to Care-A-Van pickup times, ride comfort for wheelchair users in older Care-A-Van vehicles, driver name badges, and the visibility of bus numbers inside vehicles. Riders also identified crosswalks where pedestrian signals do not clearly indicate when it is safe to cross, which is a particular concern for wheelchair users: 3rd & Wiehl, Market & 4th, and 3rd & Holtzclaw.

Staff Follow-Up: Staff will share the crosswalk concerns with the City of Chattanooga traffic department; review a rider-submitted list of mislabeled stop announcements on Route 4; explore the Route 21/20th Street request with the Regional Planning Agency; and ask Maintenance to replace missing foam padding on fixed-route bike racks. Staff noted that CARTA is evaluating a replacement for its Trapeze scheduling software, which is expected to resolve the Care-A-Van pickup time changes.

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

The Rider Advisory Committee gives CARTA direct insight into the rider experience. Sharing these minutes keeps the Board informed of rider priorities and concerns, and of the follow-up staff has committed to, as CARTA plans service, facility, and technology improvements.

7. BOARD ACTION

Board Action Requested:

None. This item is provided for information only and does not require a vote of the Board.

ATTACHMENTS

September 2, 2026, Rider Advisory Committee Meeting Minutes

Minutes

CARTA Rider Advisory Committee Meeting

Date	September 2, 2026
Time	5:30 p.m. – 7:06 p.m.
Meeting called to order by	Director Corey Evatt

In attendance

Matthew Weil, Jason Trews, Regina Robinson Sid Buxton, Valeria Foote, Curtis Dean, Sharon Palmer

For CARTA:

Doug Carlson, Daniel Dufour, Director Corey Evatt, Larnzell Harper, Charles Thomason

Welcome and Introduction

The meeting opened promptly at 5:30 p.m. with Director Corey Evatt introducing himself and thanking the attendees for coming and covering the ground rules of engagement for the meeting.

Planning Updates

Doug Carlson

Bus Stop Design Guidelines/Improvement Plan: an informational presentation about the 3 types of bus stops (Sign Stop, Bench Stop and Shelter Stop), the various components of the guidelines and how those guidelines have been implemented for all CARTA bus stops as the standard now and in the future.

He explained that the average ridership determines the type of stops. In addition to the trash cans, seating, maps, and lighting there will be other amenities like bike racks and wayfinding technology.

Rider Jason Trew provided a document listing potential errors with stop identification on the audio/head signs (see attached).

Connect the Corridor TOD Project

Doug also discussed the street designs and how they relate to the bus stops. Partnerships, customer interactions and opportunities to make changes to stops are also covered in the guidelines. His presentation included details about the upcoming signage.

Doug shared more information on the Connect to Corridor TOD Project which is the project regarding the Brainerd Road / Lee Highway Corridor Project. More information about the feedback from the meetup at the Brainerd Center. Jason Trew presented Doug with a list of mislabeled locations along Route 4.

- Veteran Curtis Dean mentioned he was on a committee with the mayor's office/city focusing on streets and sidewalks (couldn't remember the name of the committee)
- Comments were made about certain crosswalks where the pedestrian signage does not show when it's safe to cross, which can be dangerous to those in wheelchairs:

Locations: 3rd and Wiehl

Market & 4th

3rd & Holtzclaw

Customer Service Updates

Linda Bullard

Callback Function explained how we moved from callbacks at 15 minutes to now callbacks being made if we are 5 minutes late for pickups. The Rider will receive an anticipated time of pickup

A rider asked if we had electronic capabilities to have a robot call to let them know when the bus will arrive. Linda replied to our new telephone system will have many possibilities.

HubSpot is CARTA's centralized Customer Relationship Management of inquiries gather data to make business decisions in one place.

Text Alerts allows customers to receive communications such as delays in buses, news about meetings like this one and other information. Many of the attendees already had the text feature added to the phones.

Code of Conduct, an overview of how to find it and what the code of conduct contains was covered including the responsibilities of passenger and CARTA as we do business together. Attendees were encouraged to use the QR Code on the screen or to visit gocarta.org to access the information.

A question was asked if it had been effective, to which Linda stated many people make not know it is on the website or how to find it, so this is why we are bringing it up for the attendees to know what it is and where it is so they are better educated.

Operation Reminders

Larnzell Harper

Route Familiarization Training: Larnzell explained how the training of the drivers on the new markups and routes happens internally. Larnzell also explained how the rapid growth of Chattanooga impacts the routes.

Operations Supervisor Cross-Training: Larnzell explained how roles cross train in order to keep the buses running on time. In addition, he described the service monitor, dispatcher and road supervisor roles and responsibilities duties.

Information Technology

Daniel Dufour

Sensor Technology: Daniel explained how the new technology of Commsignia will impact all the traffic signals in Chattanooga to work with the buses. Ambulances are currently using this technology.

Map-a-thon: Daniel explained how CARTA is joining Outdoor Chattanooga and the University of Tennessee at Chattanooga to deliver a map where outdoor areas are accessible using the bus. He gave them outdoorchattanooga.com

Open Discussion

Question raised about reasoning for Route 13 change, and new issue with riders having to cross the street now (did not capture details/location - may be worth a follow up)

Request from a rider to consider running route 21 further south (missed the details)

Question raised about reasoning for Route 13 change, and new issue with riders having to cross the street now (did not capture details/location - may be worth a follow up)

Question: Have you considered extending the time for the St. Elmo Shuttle, Route 15?

Response: Doug explained how funding and workforce impact routes and hours. Suggested the attendees encourage their friends and families to use the Shuttles. More riders could equate to more possibilities to extend times.

Question: When will you switch to the tap and pay fare boxes?

Response: Doug explained that this is not an inexpensive move; however, an option is to enable tap and pay options that allow riders to pay directly with the debit cards on the bus, but the final determination has not been made. It is definitely being explored to get the best option for our riders.

Question: How can we get the information on CARTA Go like on fixed route on the web.

Response: Doug explained that the new website will be more user friendly. Linda talked about how new routes are posted on the existing website with downloadable pdf.

Question: Will CARTA ever use the airport bus stops?

Response: The CARTA Go buses will pick you up in front of the

Question: Has CARTA considered redirecting Route 21 down 20th Street to all the apartment complexes near the Stadium?

Response: Doug stated that opportunity will be explored. Additional conversation discussed how the Regional Planning Agency and CARTA would get together to discuss how transportation in the West Side area.

Veteran Curtis Dean mentioned he was on a committee with the mayor's office/city focusing on streets and sidewalks (couldn't remember the name of the committee)

Comments about certain crosswalks where the pedestrian signage does not show when it's safe to cross, especially for wheelchair riders:

3rd and Wiehl

Market & 4th

3rd & Holtzclaw

Daniel stated we would share this information with the City of Chattanooga traffic department to share what the riders stated.

Request from a rider to increase span on Route 15

Request from a rider to consider running route 21 further south (missed the details)

Question raised about reasoning for Route 13 change, and new issue with riders having to cross the street now (did not capture details/location - may be worth a follow up)

Multiple riders mentioned how rough the ride is at the back of the bus for wheelchair riders in the older Care-A-Van vehicles.

Question: Is there a way to detect when there is reckless driving occurring by the drivers?

Response: Daniel mentioned potential technology solutions using the sensor connection in the buses, like how the mechanics connect to vehicles' OBD2 ports to gather information.

Question: Why do Care-A-Van pick up times keep changing at the last minute?

Response: Charles Thomason indicated that is a Trapeze software issue, and CARTA is looking at replacing the software, which should eliminate the issue

Question: Riders had issues with rider names being broadcast over the radio (seat belt waiver?)

Response: Charles Thomason mentioned this has recently been addressed with the drivers and should not happen going forward

Question: Why don't drivers wear name tags?

Response: Charles Thomason stated he did not have a problem with drivers wearing name badges.

Question: Are bus numbers visible on the inside of the vehicle?

Response: Today, the numbers are only available at the driver's side front and the passenger side back of the vehicles.

Question: Why are the buses so late?

Response: Charles Thomason discussed the challenges related to increased ridership, along with manpower and vehicle shortages. Charles reviewed several actions CARTA is taking to address the challenges and explained why we cannot assign buses to one area.

Daniel Dufur spoke with Jason Trew and he mentioned that some of the bike racks on the fixed route buses lose their foam protector. Daniel is attaching a picture showing where Mr. Trew's bike was possibly damaged by the CARTA Bike Rack. Daniel will follow up with Billy Summerrow and Veronica Peebles to request that Maintenance makes sure they are replacing foam coverings if/when the padding falls off, so bikes don't get dinged.



Director Corey Evatt adjourned the meeting adjourned at 7:06 p.m.

Attachments:

Jason Trew's provided this information for mislabeled destinations on Route 4.

***CARTA Route 4-Eastgate/Hamilton Place
Location changes/Errors
From Shallowford Road & Lee Highway to Downtown***

<i>Location:</i>	<i>On Bus:</i>	<i>Should Be:</i>
Lee Highway & Old Food City	Lee Highway & Food City	Old Food City (until further)
Lee Highway @ New Food City	Lee Hwy Opposite Ryan's	Food City
Lee Highway @ McKay's	McKay's	Lee Pointe
Lee Highway & VFW Hall	VFW Hall	(Name Apartments)
Capital Toyota Pre-Owned	Capital Toyota Pre-Owned	University Motors
Brainerd Rd @ Krispy Kreme	Castle Dental	Krispy Kreme
Brainerd Rd & Old Food City	Old Food City	US Beauty Mart
Brainerd Rd & Belvoir	Food City	Ramp Church
3661 Brainerd Rd	3661 Brainerd Rd	Brainerd Prof. Center
Brainerd Rd & Dollar General	Dollar General	Regency Square

To Hamilton Place Mall

<i>Location:</i>	<i>On Bus:</i>	<i>Should Be:</i>
Market @ Family Dollar	Family Dollar	511 Market St
Houston & 10 th	10 th & Houston	Houston & 10 th
Brainerd & US Money Shops	Brainerd & US Money Shops	CubeSmart Self Storage
Overnite Dr	Overnight	Overnite

Castle Dental is located at Eastgate Mall, not on Brainerd Rd.

*NOTICED BY
JASON TREW*

October 8, 2026

TO: CARTA Board of Directors
FROM: Daniel Dufour, CIO
DATE: October 8, 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.

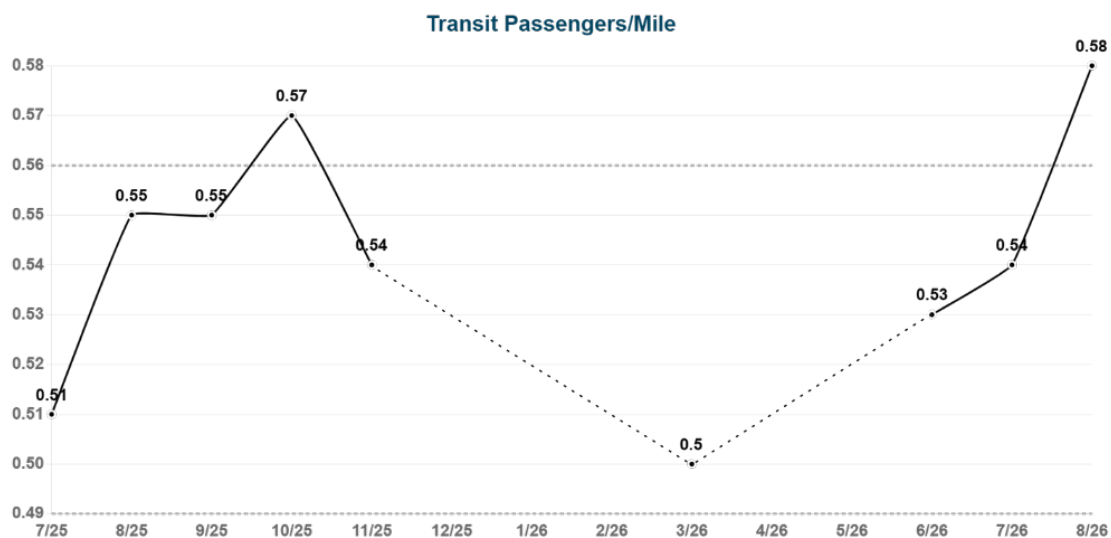
2. BACKGROUND

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

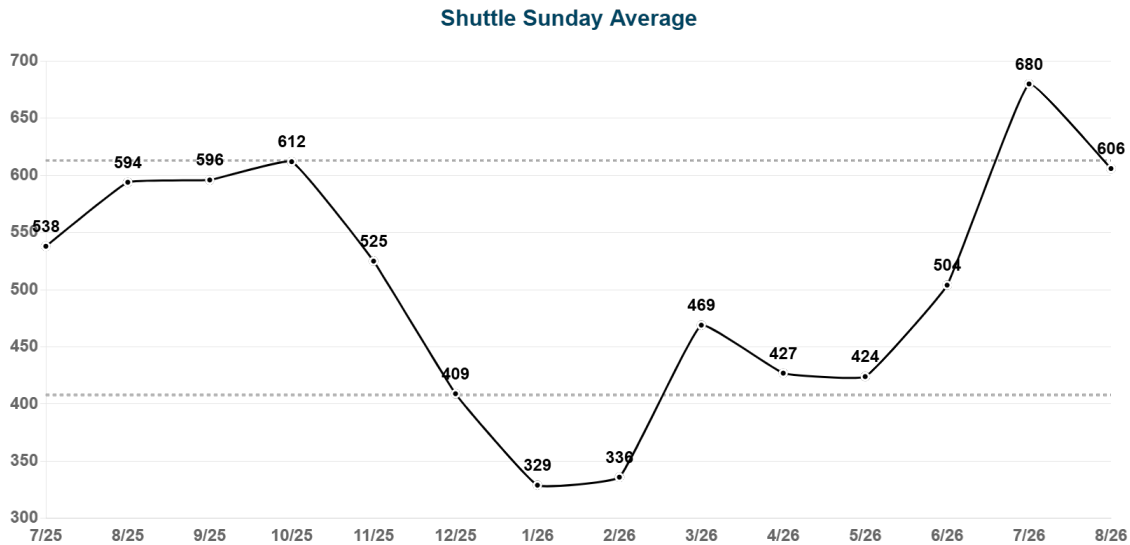
Reviewing the data, there are three main statistical takeaways for August and September 2026: (1) fixed-route transit service achieved its highest passengers per mile in recent history, (2) Shuttle Sunday ridership increased year-over-year, (3) Care-a-Van ridership has increased the last 3 months in a row.

While managing a challenging driver shortage, CARTA achieved a passengers per mile of 0.58 in August 2026, which is the highest number in the last 20 months (if not longer).

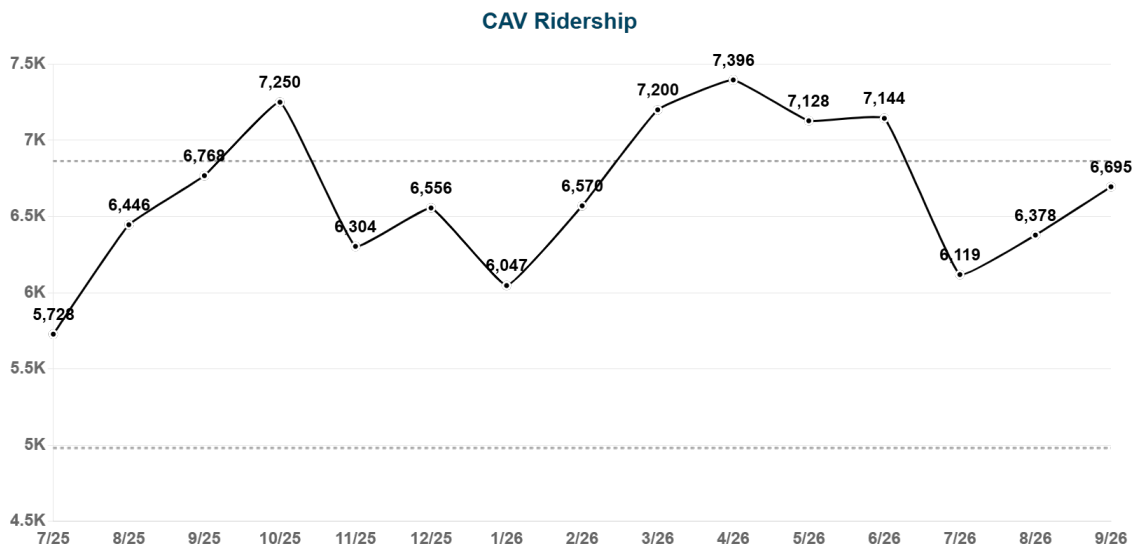


Transit passengers per miles is calculated by dividing the number of passengers by transit miles. In August of 2026, transit served 82,996 riders with 142,850 miles.

The Downtown Shuttle achieved a year-over-year increase in average Sunday ridership from 594 in August 2025 to 606 in August 2026.



Over the last several months, Care-a-Van has successfully implemented several measures to manage the historic growth in ridership. Ridership data continues to signal strong demand. Ridership has increased the last 3 months as we enter October, which historically has been a very busy month.



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

Improvement in the service quality of Care-a-Van (CAV) trips led to increased demand for CAV trips. CARTA has implemented several pragmatic steps to maintain service quality and balance this increased demand with capacity. Starting August 23, 2026, CAV driver shifts moved to 5 8-hour days from 4 10-hour days, which ensures a smoother transition between shifts and better coverage throughout the day. CARTA also hired additional CAV drivers and purchased 10 new Chevy Cutaway Vans to support CAV and future comingling. CARTA staff will continue to monitor demand and ridership for CAV and take a pragmatic approach to managing the program.

7. BOARD ACTION

Informational Item – No Board Action Required

ATTACHMENTS

6D.1 - Statistical Report Ridership.xlsx

6D.2 - Statistical Report Ridership.pdf

[illegible]

Statistic	1 Standard Deviation below Mean	1 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	May-26	Jun-26	Jul-26	Aug-26	Sep-26
TRANSIT																													
Transit Ridership	73723.00	88629.00	83082.00	86162.00	82641.00	92096.00	79775.00	70317.00	78560.00	82365.00	87665.00	80886.00	80566.00	85174.00	91068.00	89397.00	100357	83116	76599	65364	73068	81020	81316	72269	76945	76397	82296	82677	
Transit Weekly Average - with Mass	2598.00	3351.00	3242.00	3293.00	3353.00	3479.00	3311.00	2833.00	2817.00	3372.00	3490.00	3065.00	3323.00	3355.00	3561.00	3694.00	3773	3373	3365	2387	2601	3157	3171	3235	2979	3306	2968	3118	3465
Transit Weekly Average - without Mass	2871.00	3533.00	3242.00	3164.00	3205.00	3479.00	3067.00	2789.00	2645.00	3100.00	3313.00	3065.00	3212.00	3353.00	3517.00	3422.00	3420.00	3570	3348	2970	2476	2978	3101	3105	2977	3106	2968	3102	3465
Transit Standby Average	1843.00	2246.00	2134.00	2154.00	1990.00	2220.00	2079.00	1818.00	1495.00	2012.00	2053.00	2201.00	2145.00	2121.00	2098.00	2374.00	2179.00	2483	2271	2013	1616	1957	1922	2015	1949	1990	1944	1972	2635
Transit Standby Average	668.00	840.00	816.00	777.00	795.00	799.00	789.00	717.00	588.00	691.00	708.00	676.00	733.00	842.00	762.00	892.00	827.00	998	805	777	757	524	712	768	688	704	719	780	
Transit Miles	14826.00	166536.00	157941.00	163497.00	151310.00	167126.00	152652.00	148863.00	158634.00	14784.00	158472.00	159747.00	167157.00	157834.00	168811.00	168835.00	168624.00	178291	152602	N/A	N/A	N/A	1631.00	N/A	N/A	143301	143320	142850	N/A
Transit Passengers/Mile	0.00	1.00	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	0.57	0.54	N/A	2	N/A	1	0.5	N/A	0.53	0.54	0.58	N/A
Transit Accidents	200	400	200	100	500	200	200	100	100	0.00	2.00	1.00	3.00	2.00	1.00	4.00	1.00	6	N/A	N/A	0	N/A	1	0	N/A	1	0	1	N/A
Transit Operating Cost/Rider	10.00	12.00	11.35	9.36	9.97	9.23	10.31	12.40	12.41	11.34	10.50	9.52	10.18	N/A	10.86	11.54	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	N/A	1	N/A	N/A
SHUTTLE																													
Shuttle Ridership	19619.00	20327.00	30157.00	24899.00	26164.00	23913.00	23483.00	21914.00	20991.00	26340.00	32941.00	24044.00	24608.00	28655.00	23451	22589	25486	18366	10934	15074	17277	25234	25384	20111	21649	26001	22425	N/A	
Shuttle Weekly Average	686.00	964.00	971.00	971.00	906.00	971.00	975.00	697.00	797.00	912.00	1194.00	806.00	872.00	952.00	820	743	816	647	687	570	708	865	889	671	728	832	776	N/A	
Shuttle Standby Average	741.00	1099.00	1033.00	1080.00	953.00	1215.00	975.00	876.00	651.00	896.00	1198.00	832.00	851.00	1144.00	1093	967	1070	689	796	472	642	962	1030	781	903	924	979	N/A	
Shuttle Standby Average	408.00	613.00	627.00	461.00	667.00	615.00	558.00	427.00	338.00	408.00	472.00	537.00	576.00	538.00	594	596	612	525	409	329	336	469	427	424	504	606	N/A	N/A	
Shuttle Miles	15681.00	17892.00	18399.00	18073.00	16750.00	17834.00	16163.00	17123.00	16668.00	17622.00	17780.00	15680.00	14107.00	14787.00	17674	17928	16592	16579	N/A	N/A	N/A	N/A	15.72	N/A	N/A	16157	17425	17350	N/A
Shuttle Passengers/Mile	1.00	1.65	1.65	1.38	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	1	0	1.34	1.49	1.29	N/A
Shuttle Accidents	0.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0	0	0	0	0	0	1	0	0	1	0	0	0	N/A
Shuttle Operating Cost/Rider*	3.00	4.00	3.43	2.41	2.63	2.48	2.85	3.36	4.25	3.44	2.74	2.52	3.30	N/A	3.06	3.64	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	N/A	N/A	0	N/A
INCLINE																													
Incline Ridership	7096.00	50104.00	72665.00	41569.00	32221.00	54716.00	26615.00	2252.00	0.00	0.00	0.00	0.00	0.00	31338.00	37294	30089	46542	33368	20436	15011	17066	45819	45300	41278	54635	58604	29601	30088	
Incline Net Revenue/Passenger	-3.00	1.00	1.98	4.77	6.45	4.66	12.89	-9.21	N/A	N/A	N/A	N/A	N/A	0.00	5.85	0	4	5	N/A	N/A	N/A	N/A	N/A	N/A	0	N/A	N/A	0	3
Incline Days/Down	2.00	23.00	0.00	0.00	2.00	0.00	13.00	25.00	31.00	28.00	31.00	30.00	31.00	30.00	13.00	4	4	5	5	8	3	0	0	0	0	0	0	3	
CARE-AVN																													
CAN Ridership	4082.00	6864.00	4177.00	4779.00	4470.00	5019.00	5128.00	4653.00	4953.00	4895.00	5365.00	5704.00	5667.00	5385.00	5723.00	6446	6788	7350	6304	6556	6047	6570	7200	7396	7128	7144	6319	6395	
CAN Miles	47397.00	59213.00	49002.00	53103.00	49206.00	54850.00	68729.00	62533.00	65407.00	52360.00	45292.00	47324.00	47736.00	47495.00	49074.00	51541	55437	59245	52349	51165	49367	51923	56754	58558	56589	45753	48916	48948	
CAN Transfers	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	2	0	0	0	0	0	0	N/A
CAN Accidents	0.00	1.00	1.00	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	0	0	0	0	2	0	0	0	0	0	2	N/A
CAN Operating Cost/Rider*	43.00	54.00	59.84	47.67	50.96	42.34	46.28	55.09	52.04	50.38	45.96	42.07	42.00	**	48.07	48.59	N/A	N/A	N/A	1.78	1.79	1.96	1.92	1.97	N/A	N/A	N/A	1.87	
CAN 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	1.79	1.85	1.78	1.79	1.96	1.92	1.97	2.10	2.12	2.16	2.14	1.87
TOTAL CAN/TA																													
Test CAN/TA Ridership	111919.00	162786.00	190021.00	163109.00	145496.00	181794.00	139566.00	99167.00	92554.00	102146.00	114070.00	126250.00	110597.00	110719.00	151096.00	160779.00	149033.00	179825	141654	127885	1025096	114441	180273	180298	160288	160287	14400	N/A	
* Notes to the Statistical Report:																													
North Shore Shuttle	15971.00	2888.00	3537.00	3304.00	2998.00	2649.00	2655.00	2285.00	2116.00	2353.00	2703.00	2714.00	2428.00	2137.00	2820.00	2307.00	2741.00	2509	1964	2237	1694	1613	2362	2488	1864	2248	2623	3878	N/A
BOCES Express	359.00	4733.00	0.00	2854.00	6991.00	6912.00	4495.00	9173.00	3794.00	3462.00	3486.00	3486.00	2428.00	2137.00	2820.00	2307.00	2741.00	4658	4114	379	2783	5579	2662	2665	2665	2665	2665	2665	N/A
Bojangles Carpool	1378.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	1243.00	N/A
Washburne	857.00	1243.00	1078.00	1243.00	1089.00	1229.00	1087.00	887.00	1213.00	1087.00	1229.00	1087.00	1164.00	1184.00	1554.00	1442.00	1155.00	1314	1055	1055	1055	1055	1055	1055	1055	1055	1055	1055	N/A
St. Edmunds	1994.00	3952.00	3962.00	2962.00	2907.00	2920.00	2051.00	1986.00	2089.00	2292.00	2451.00	2300.00	3110.00	3264.00	3573.00	2687.00	2331.00	2442	2276	2331	1334	1733	1644	1970	1948	2287	3385	3838	N/A

TO: CARTA Board of Directors
FROM: Melanie Jones, Daniel Dufour, Doug Carlson
DATE: September 17, 2026
SUBJECT: 3-Year Action Plan Framework
TYPE: Action Item

1. PURPOSE

To request Board approval of CARTA's FY2028–FY2030 Strategic Action Plan Framework, establishing the Authority's strategic priorities and implementation direction for the three-year period beginning July 1, 2027 and ending June 30, 2030. Approval of the Framework establishes the strategic direction staff will use to develop annual operating and capital budgets, implementation plans, performance measures, and future recommendations to the Board.

Approval of the Framework does not approve an operating or capital budget, authorize expenditures, approve individual projects, authorize procurements, or commit CARTA to specific future funding levels. Those decisions will continue to come before the Board through CARTA's established budget, procurement, contracting, and project-approval processes.

2. BACKGROUND

Development of the Strategic Action Plan has been underway for several months and builds upon approximately two and a half years of organizational assessment, planning, stakeholder engagement, and Board direction.

In August, staff presented the Board with the development process for the FY2028–FY2030 Strategic Action Plan. That process incorporated CARTA's long-range planning, Board and City Council surveys, rider feedback, stakeholder engagement, operational assessments, performance analysis, and a leadership planning retreat. The resulting framework was organized around three strategic pillars: Service Excellence, Organizational Excellence, and Financial Excellence.

In September, staff returned to the Board with the major areas of work proposed under each pillar and specifically asked whether any significant priorities were missing before development of the Framework was completed. The Board was not asked at that time to approve costs, funding requirements, performance targets, or detailed implementation schedules.

The Framework presented for approval reflects that development process and provides the strategic bridge between the foundational work CARTA is completing today and the next stage of the Authority's transformation.

3. ANALYSIS

CARTA is currently completing the Fix the Foundation phase of its organizational transformation. The FY2028–FY2030 Strategic Action Plan represents the next stage: Improve What We Have.

During this three-year period, CARTA will focus on improving the quality and performance of the services it operates today while strengthening the organizational and financial capacity required for future transformation. For customers and the community, this should increasingly result in tangible improvements to service quality, vehicles, bus stop infrastructure, reliability, accessibility, and the overall customer experience.

The Framework organizes that work around three strategic pillars:

SERVICE EXCELLENCE

Deliver a reliable, connected, accessible, and customer-focused mobility system.

Major areas of work include fixed-route, paratransit, and shuttle reliability; fleet transition and modernization; bus stop improvements; customer experience and digital mobility; Incline Railway improvements; corridor development; mobility hubs; and implementation of major mobility initiatives including BUILD.

ORGANIZATIONAL EXCELLENCE

Build the people, processes, systems, and organizational capacity required to deliver the plan.

Major areas of work include continuous improvement and management systems; technology modernization; data, analytics, and performance management; fleet maintenance and asset management; workforce acquisition, development, leadership and succession; and enterprise project management.

FINANCIAL EXCELLENCE

Build a sustainable financial foundation capable of supporting CARTA's long-term growth.

Major areas of work include financial systems and process modernization; long-term financial sustainability; grants and capital funding; fare and revenue strategy; fare collection modernization; parking and non-fare revenue; and development of a regional transit funding strategy.

These pillars and areas of work establish what CARTA intends to accomplish and where organizational attention should be focused during FY2028–FY2030. They are intended to guide management decisions, annual work plans, resource allocation, performance measurement, and development of future operating and capital budgets. The three pillars are consistent with the framework previously presented to the Board.

What Board Approval Means

Approval of the Strategic Action Plan Framework authorizes staff to use these priorities as CARTA's strategic roadmap for FY2028–FY2030 and as the basis for developing annual operating and capital budgets, implementation schedules, performance measures, and future recommendations.

What Board Approval Does Not Mean

Approval of the Framework:

- Does not approve the FY2028, FY2029, or FY2030 operating or capital budgets.
- Does not authorize expenditures or commit future CARTA funds.
- Does not approve individual capital projects or service initiatives.
- Does not authorize procurements, contracts, or grant agreements.
- Does not predetermine future regional funding mechanisms or other long-term funding decisions.

Individual initiatives will advance only as appropriate funding, implementation capacity, and Board authorization are established. Projects and expenditures requiring Board action will return through the normal operating budget, capital budget, procurement, contracting, grant, and project-approval processes. This distinction is important because the Strategic Action Plan is intended to guide future budgets rather than function as a substitute for them. The Framework establishes CARTA's priorities; subsequent budgets determine what can be funded and implemented in a particular fiscal year.

The three-year Action Plan also fits within CARTA's larger transformation strategy. It provides the period during which CARTA will improve the existing system and strengthen organizational capacity while preparing for Phase I Transformation, which will progressively move core fixed-route service toward the minimum levels established in CARTA's adopted Service Standards. The 20-year transit vision remains the longer-term destination.

4. FINANCIAL IMPACT

Approval of the FY2028–FY2030 Strategic Action Plan Framework has no immediate financial impact and does not authorize any expenditure of funds.

The Framework will guide development of CARTA's annual operating and capital budgets beginning with FY2028. Financial requirements associated with individual initiatives will be evaluated through those budget processes and presented to the Board for consideration and approval as appropriate.

Approval of the Framework should therefore not be interpreted as Board approval of any projected cost, funding source, future appropriation, capital investment, or recurring operating commitment.

5. PROCUREMENT OVERVIEW

This item does not involve procurement activity.

6. WHY IT MATTERS

The FY2028–FY2030 Strategic Action Plan will provide CARTA with a single organizational roadmap for the next three fiscal years, connecting the foundational work underway today with the improvements necessary to prepare the Authority for future transformation.

It also establishes an important governance sequence:

- Board establishes strategic direction
- Staff develops annual budgets and implementation plans
- Board considers and approves budgets, projects, procurements, and other actions as required
- Staff implements and reports performance to the Board.

This approach allows the Board to establish clear priorities while preserving its authority over future financial commitments and individual implementation decisions.

The Framework will also provide a consistent basis for measuring progress. Staff will use the approved priorities to establish implementation milestones, accountability, and performance measures and will regularly report progress to the Board, consistent with the approach established during development of the plan

7. BOARD ACTION

Staff recommends that the Board approve the FY2028–FY2030 Strategic Action Plan Framework as CARTA’s strategic roadmap for the three-year period beginning July 1, 2027 and authorize staff to use the Framework to guide development of annual operating and capital budgets, implementation plans, performance measures, and future recommendations to the Board.

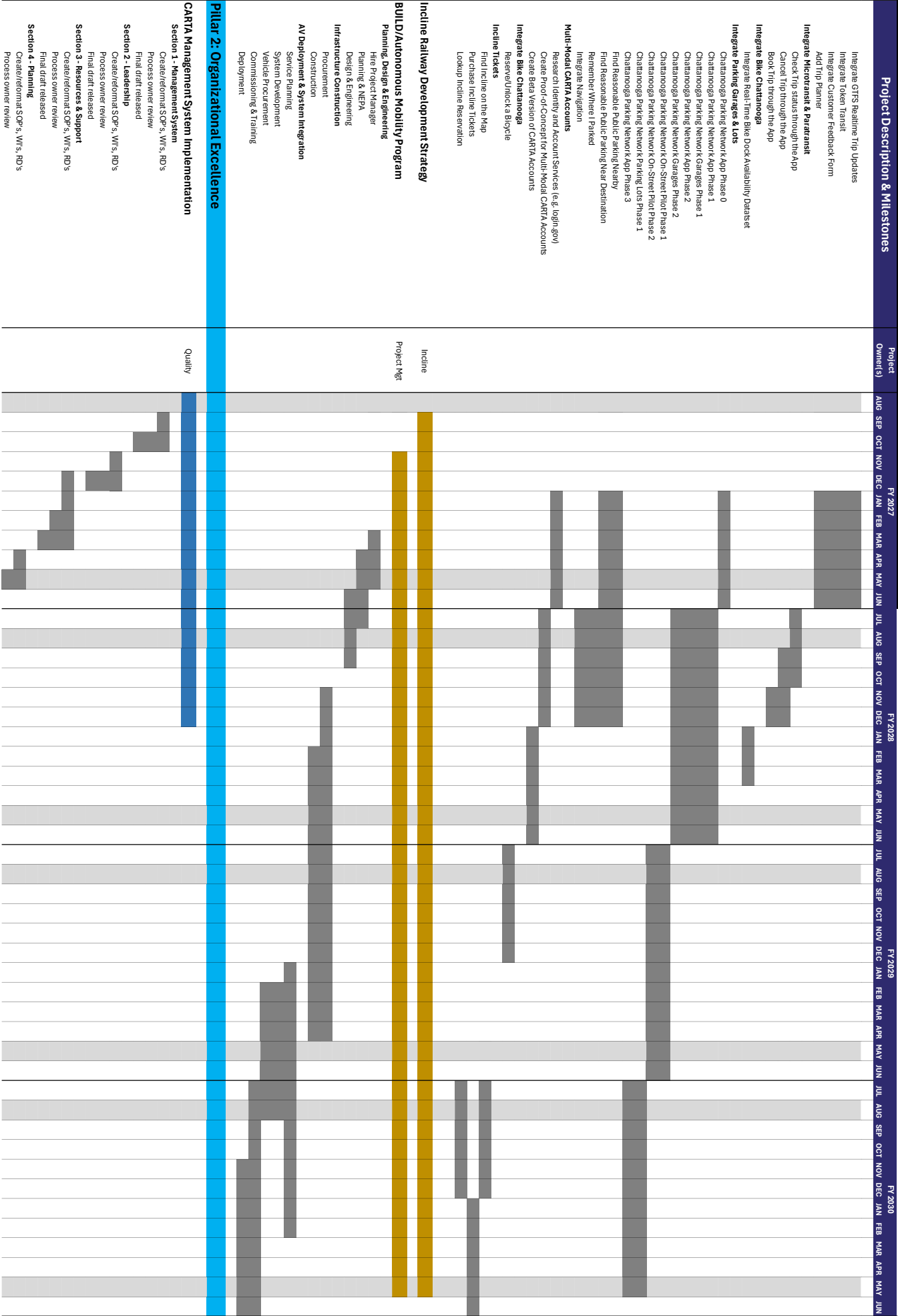
Approval of the Framework does not approve or appropriate funding, approve an operating or capital budget, authorize an individual project or procurement, or otherwise supersede future Board approvals required under CARTA policy or applicable law.

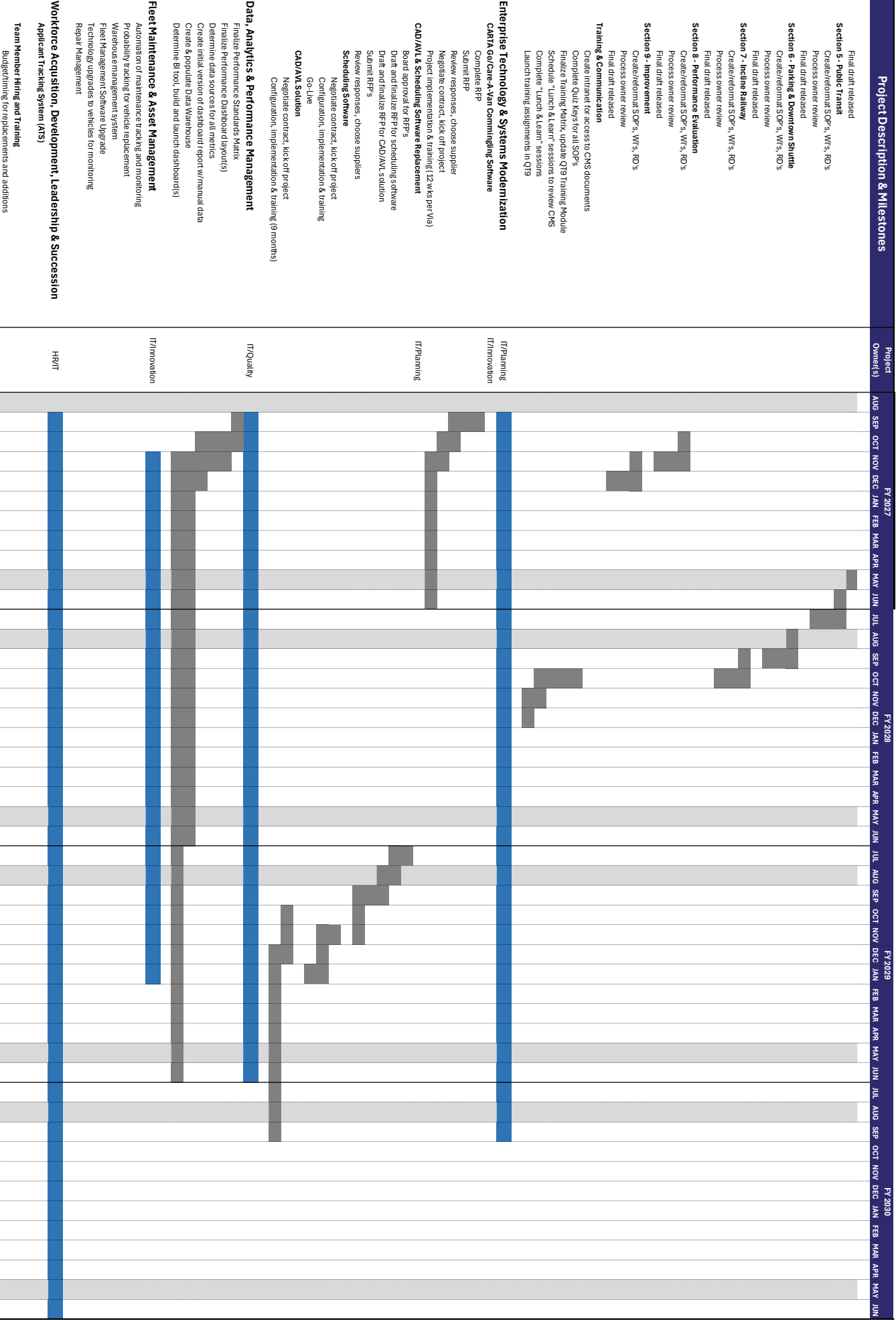
ATTACHMENTS

FY2028–FY2030 Strategic Action Plan Framework

CARTA Three-Year Action Plan												
Project Description & Milestones				Project Owner(s)	3-Year Action Plan - FY28 - FY30							
Pillar 1: Service Excellence												
Fixed Route Reliability Enhancements				Planning								
Hire additional operators for Extra Board												
System Planning, Evaluation and Analysis												
Scheduling and Runcting												
Deployment												
Paratransit Reliability Enhancements				Demand Resp.								
Hire additional operators												
Paratransit Expansion Strategy				Demand Resp.								
Hire additional operators												
Shuttle Reliability Enhancements				Planning								
Hire additional operators												
Fleet Transition & Modernization				Maintenance								
Fleet Planning and Specification												
Electric Bus Barn												
Fixed Route Procurement - Fleet Replacement												
Shuttle Procurement - Fleet Replacement												
Care-A-Van/CARTA Go Procurement - Fleet Replacement												
Technology												
Bus Stop Improvement Program				Planning								
Set up Bus Stop Tracking System process/database												
Determine & document Bus Stop Review Process												
Bus Stop Improvement Plan (Chattanooga MPO)												
Bus Stop Signs												
Finalize design												
Review costs, confirm supplier (signs, posts, mounts)												
Board approval for procurement/over \$50k												
Bus Stop Shelters/Amenities												
Confirm shelter design(s), colors												
Finalize & submit RF												
Review responses, choose supplier												
Determine delivery method/installation												
Board approval for procurement												
Negotiate contract												
Determine real time display supplier, order per phase												
Order shelters/amenities - Route 4												
Order shelters/amenities - Route 1												
Order shelters/amenities - Route 9												
Order shelters/amenities - Local Routes												
Complete design on prioritized locations												
Route 4 Improvements												
Drive/walk route, identify stops for removal												
Identify stops for improvement per Review Process												
Develop & execute public outreach plan												
Execute improvements, including pad/sidewalk work												
Remove stops identified during review												
Update Bus Stop Tracking System												
Route 1 Improvements												
Drive/walk route, identify stops for removal												
Identify stops for improvement per Review Process												
Develop & execute public outreach plan												
Execute improvements, including pad/sidewalk work												
Remove stops identified during review												
Update Bus Stop Tracking System												
Route 9 Improvements												
Drive/walk route, identify stops for removal												
Identify stops for improvement per Review Process												
Develop & execute public outreach plan												
Execute improvements, including pad/sidewalk work												
Remove stops identified during review												
Update Bus Stop Tracking System												
Local Route Improvements												

Project Description & Milestones		Project Owners	FY 2027												FY 2028												FY 2029												FY 2030											
			AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN													
Bike Chattanooga Transition to CARTA	Drivewalk route, identify stops for removal	Planning																																																
	Identify stops for improvement per Review Process																																																	
	Develop & execute public outreach plan																																																	
	Execute improvements, including paved/sidewalk work																																																	
	Remove stops identified during review																																																	
Update Bus Stop Tracking System																																																		
Core Routes (1, 4, 9) - 30 minute (minimum) weekday service	Determine CARTA IT/Ops resource(s) to manage program	Planning																																																
	Negotiate contract with Shift																																																	
	Complete transition																																																	
	Operator Hiring and Training																																																	
Core Routes (1, 4, 9) - 30 minute weekend service	Scheduling and Runcutting	Planning																																																
	Scheduling and Runcutting																																																	
	Deployment																																																	
	Operator Hiring and Training																																																	
Local Routes (10, 13, 16, 21) - 30 minute weekday service	Scheduling and Runcutting	Planning																																																
	Scheduling and Runcutting																																																	
	Deployment																																																	
	Operator Hiring and Training																																																	
Route 4 Express Service	Scheduling and Runcutting	Planning																																																
	Scheduling and Runcutting																																																	
	Operation																																																	
	Service Planning																																																	
Level 3 Mobility Hubs - Phase 1	Site Negotiation/Procurement	Planning/Fac.																																																
	Engineer Procurement																																																	
	Site Engineering and Design																																																	
	Contractor Procurement																																																	
	Construction and Permitting																																																	
Level 3 & 4 Mobility Hubs - Phase 2	Site Negotiation/Procurement	Planning/Fac.																																																
	Engineer Procurement																																																	
	Site Engineering and Design																																																	
	Contractor Procurement																																																	
	Construction and Permitting														</																																			





Project Description & Milestones		Project Owners(s)	FY2027												FY2028				FY2029				FY2030															
			AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Enterprise Project Management Framework	Post positions interviews	IT/Innovation																																				
	Onboarding & Training																																					
	Decide on framework/tools																																					
	Develop Training Program																																					
	Pilot Quarterly Planning Meeting (IT, Finance, Quality)																																					
Pillar 3: Financial Excellence	Pilot Framework Implementation																																					
	2nd Iteration (Add Facilities, Paving, CAV and Cust Svs)																																					
	3rd Iteration (Add Comms and Maintenance)																																					
	4th quarterly planning meeting																																					
	Financial Systems & Process Modernization		Finance																																			
	Net Suite Improvements and Optimization																																					
	Identify most critical needs and recommendations																																					
	Evaluate time and costs savings/impact of projects																																					
	Comprehensive Roadmap with Milestones																																					
	Communications & Messaging Framework																																					
	Revenue & Expense Analysis																																					
	Budget Resource Planning																																					
	Create prioritization of most impactful improvements																																					
	Establish project plan for implementation & improvement																																					
	Define timeline and deliverables for highest impact areas																																					
Establish deliverables expected results																																						
Determine KPIs/benchmarks to track and monitor success																																						
Establish requirements and phasing of project needs																																						
Determine resource requirements of projects																																						
Establish project-specific timelines for feasibility of work																																						
Set progress check-points to track/monitor project status																																						
Net Suite Projects considered:																																						
Deploy Fixed Asset Module in NetSuite																																						
Fixed Assets reporting, additions, disposals, depreciation																																						
Utilize Bill Capture for invoice capture and posting																																						
Utilizing OCR reader technology, capture invoice data																																						
Gain efficiency and accuracy with reduced manual keying																																						
Improve consistency in posting Vendor activity																																						
Perform Inventory & maintenance walk-throughs																																						
Design expected workflow for PO approvals and ordering																																						
Automate workflow for PO approvals and ordering																																						
Evaluate/Establish receiving capabilities in NetSuite																																						
Incorporate PO/Invoice matching																																						
Establish invoice approval workflows																																						
Train team in new RTA360																																						
Integrate RTA inventory management																																						
Automate PO reporting, capturing spend-to-date, alert flags																																						
Evaluate automate maintenance tracking/monitoring																																						
Consider including inventory tracking/monitoring																																						
Purchase and deploy Vendor Self-service portal																																						
Automate and streamline Bank Reconciliation capability																																						
Automate NetSuite workflow for timely bank recons																																						
Re-time sequencing of activities to maximize bank recs																																						
Utilize Grant Accounting tracking/reporting module																																						
Improve automated tracking of grant funds																																						
Reflect timely information on grant reporting/spend																																						
Explore capabilities of SuiteAnalytics Connect																																						
Drive additional reporting and capture for analytics																																						
Establish monthly KPIs for ongoing tracking/monitoring																																						
Improve NetSuite integrations																																						
Capture additional data in NetSuite for KPI reporting																																						
Create effective push/pull reporting for analytics																																						
Convert to Enterprise Performance Management in NS																																						
Allows for more robust Budget/Planning and reporting																																						
Creates more efficient (pre-populated) Budget Tool																																						
Enables forecasting and directional tools/analytics																																						
Review workflows of UKG to NetSuite interface																																						
Evaluate system and flow of UKG to NetSuite interface																																						
Determine if optimal flow to NetSuite is feasible																																						

[illegible]

TO: CARTA Board of Directors
FROM: Melanie Jones, CFO
DATE: October 15, 2026
SUBJECT: **First Quarter FY2027 Financial Report**
TYPE: Financial Performance Reporting

1. PURPOSE

The First Quarter FY2027 Financial Report has been prepared for review and approval by the Board.

2. BACKGROUND

CARTA prepares financial performance reporting for the organization's operational performance. This information is prepared for each operating division and reflects prior period activity, and comparison of performance against the budget.

3. ANALYSIS

In total, revenues exceeded expenses for the first quarter of FY2027, with positive contributions from Parking and from the Incline (which was operational for the start of this fiscal year, with strong ridership). Our largest loss for the quarter was from Care-A-Van.

While these measures have yielded positive results, we should anticipate headwinds which may impact ongoing performance. For example, Incline had very strong operational performance year-to-date, though future revenue may be impacted by expected seasonality. In addition, planned Incline preventative maintenance is anticipated in January/February 2027.

4. FINANCIAL IMPACT

The financial impact is reflected for September and the first quarter year-to-date.

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

For the month of September 2026, CARTA posted a profit of \$135,640. For the quarter ending September 2026, CARTA posted an operating profit of \$593,270; a variance of (\$26,847) year-to-date versus year-to-date budget. Effective expense management and efficient grants management has aided the performance to-date.

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 quarter ended September 30, 2026, the fiscal year-to-date period.



Chattanooga Area Regional Transportation Authority

CARTA

CARTA Board Income Statement by Department

September 2026 and FY2027 First Quarter

Financial Row	Actual (Sep 2026)	Budget (Sep 2026)	Variance	Actual YTD (Jul 2026 - Sep 2026)	Budget YTD (Jul 2026 - Sep 2026)	Variance YTD
Transit						
Revenue	\$1,744,244.11	\$1,800,291.65	(\$56,047.54)	\$4,908,177.97	\$4,867,090.29	\$41,087.68
Expenses	\$1,730,543.55	\$1,833,417.24	\$102,873.69	\$5,039,524.27	\$5,227,170.71	\$187,646.44
Transit Operating Income / Loss	\$13,700.56	(\$33,125.59)	\$46,826.15	(\$131,346.30)	(\$360,080.42)	\$228,734.12
Shuttle & Garage						
Revenue	\$169,263.21	\$162,536.31	\$6,726.90	\$631,489.22	\$624,762.32	\$6,726.90
Expenses	\$234,209.82	\$222,831.28	(\$11,378.54)	\$639,328.69	\$653,728.57	\$14,399.88
Shuttle & Garage Operating Income / Loss	(\$64,946.61)	(\$60,294.97)	(\$4,651.64)	(\$7,839.47)	(\$28,966.25)	\$21,126.78
Incline						
Revenue	\$402,902.61	\$461,944.17	(\$59,041.56)	\$1,485,309.27	\$1,573,826.52	(\$88,517.25)
Expenses	\$192,924.92	\$226,351.28	\$33,426.36	\$624,334.84	\$684,855.34	\$60,520.50
Incline Operating Income / Loss	\$209,977.69	\$235,592.89	(\$25,615.20)	\$860,974.43	\$888,971.18	(\$27,996.75)
Care A Van						
Revenue	\$33,094.36	\$200,695.07	(\$167,600.71)	\$132,407.76	\$328,902.84	(\$196,495.08)
Expense	\$378,201.90	\$372,231.19	(\$5,970.71)	\$1,054,998.21	\$1,057,058.68	\$2,060.47
Care A Van Operating Income / Loss	(\$345,107.54)	(\$171,536.12)	(\$173,571.42)	(\$922,590.45)	(\$728,155.84)	(\$194,434.61)
On Street Parking						
Revenue	\$547,338.75	\$549,401.65	(\$2,062.90)	\$1,489,867.39	\$1,481,661.77	\$8,205.62
Expense	\$225,323.27	\$202,423.02	(\$22,900.25)	\$695,795.57	\$633,313.90	(\$62,481.67)
On Street Parking Operating Income / Loss	\$322,015.48	\$346,978.63	(\$24,963.15)	\$794,071.82	\$848,347.87	(\$54,276.05)
CARTA Total						
Total Revenue	\$2,896,843.04	\$3,174,868.85	(\$278,025.81)	\$8,647,251.61	\$8,876,243.74	(\$228,992.13)
Total Expenditures	\$2,761,203.46	\$2,857,254.01	\$96,050.55	\$8,053,981.58	\$8,256,127.20	\$202,145.62
Total Operating Income / Loss	\$135,639.58	\$317,614.84	(\$181,975.26)	\$593,270.03	\$620,116.54	(\$26,846.51)

TO: CARTA Board of Directors
FROM: Annie Powell, Director of Procurement and Grants
DATE: October 15, 2026
SUBJECT: Procurement Report – October 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. Event Trigger Camera System
 - Requesting approval to enter into an agreement for five years for an event trigger camera system for a not to exceed amount of \$150,000
 - Recommended Provider: Motive Technologies, Inc.
 - Procurement Method: Invitation for Bids
 - Number of Bids Returned: 8
 - 2. Bus Stop Shelter and Associated Amenities
 - Requesting approval to enter into a five-year agreement for the purchase of bus shelters and amenities such as bus benches, trash cans, bike racks, map display cases, solar powered lighting/seating solutions, etc. CARTA has received unit pricing for each item for the five year period, including 3 different shelter sizes (5'X8', 5'X12', and 5'X16'), 3 different benches sizes (48", 72", and 96"), and two different trash cans. Staff recommend a not to exceed contract amount of \$1,733,294 based on CARTA's FY 27 5-year capital plan for the purchase of bus shelters. Individual task orders and purchase orders will be issued to generate orders associated with this agreement.
 - Recommended Provider: Tolar Manufacturing Company, Inc.
 - Procurement Method: Invitation for Bids

- Number of Bids Returned: 5
- B. Request for Proposals (RFP) procurement method for the following service:
Staff request approval for the following procurement to utilize the Request for Proposals process. The current scope of work for these procurements requires evaluation criteria other than price be considered when awarding a contract for this service.
1. Digital Marketing Services for the Lookout Mountain Incline Railway
- C. Report on Sole Source Procurements
1. Purchase of Six Mobile Data Terminals (MDTs) for New Chevrolet Cutaways
 - CARTA's current Care-A-Van fleet utilizes MDTs provided by Tripspark. Staff will be able to use four existing MDTs installed on cutaways that will be replaced but require six for the remaining new vehicles. Purchase of this ancillary equipment as a sole source for continuity of operations and the ability to place the new Chevrolet cutaways in service as soon as possible.
 2. Purchase and Installation of On-Board Security Camera Systems for New Chevrolet Cutaways
 - CARTA currently utilizes IDIS on-board camera systems across its fleet. For consistency and continuity of operations, CARTA requires the purchase of camera systems for the 10 new Chevrolet Cutaways as a sole source procurement.
 3. Purchase of Radios for New Chevrolet Cutaways
 - CARTA currently utilizes Motorola radios on all of its revenue vehicles, and these are supported by the Tennessee Valley Regional Communications System, administered by the City of Chattanooga. For consistency and interoperability, maintaining the same radio manufacturer is critical. CARTA had prior pricing from a different procurement activity (a five-year agreement for facility security cameras and access equipment) that was 10% discount off MSRP pricing for Motorola radio equipment. Through the State of TN statewide contract (SWC-424), Motorola provides a 25-28% discount off MSRP pricing.
 4. Purchase of Shuttle Park North Shore Garage Get My Parking Equipment Installation
 - During the February 2026 Board of Directors meeting, Brent Matthews presented Get My Parking garage equipment for Shuttle Park South. At this time, CARTA is working to also install this same equipment to standardize equipment and implement first-hour free parking at Shuttle Park North Shore. Guardian Access Solutions will install as they are Get My Parking's primary and most experienced installation partner in the region. Other installers are available but would be traveling from farther away, which would increase installation costs.
- D. Report on Emergency Procurements
N/A

4. FINANCIAL IMPACT

The financial impact of this action is listed below.

A1. Event Trigger Camera System

- Staff is requesting a not to exceed amount of \$150,000 over a five-year period. CARTA will utilize a Section 5339 FTA grant for these costs.
- A2. Bus Stop Shelter and Associated Amenities
- Staff is requesting a not to exceed amount of \$1,733,294 over the five year contract period based on the most recent 5-year capital plan. CARTA will utilize grant funds for these purchases.
- C1. Purchase of Six Mobile Data Terminals (MDTs) for New Chevrolet Cutaways
- Staff has reviewed pricing of \$43,664 provided by Tripspark and has determined that this price is fair and reasonable in comparison with prior equipment and licensing costs. The cost of the MDTs is \$26,028; \$10,756.80 is for application licenses as needed; \$4,125 is for project management and deployment services; \$65 is for shipping; and \$2,689.20 is for system support and software maintenance for the first year. CARTA will utilize grant funds for the purchase of this equipment.
- C2. Purchase and Installation of On-Board Security Camera Systems for New Chevrolet Cutaways
- Staff has reviewed pricing of \$93,640 for the purchase of on-board security equipment for the 10 Chevrolet cutaways and \$19,382 for installation and has determined that this price is fair and reasonable in comparison with prior equipment and installation costs. CARTA will utilize grant funds for the purchase of this equipment.
- C3. Purchase of Radios for New Chevrolet Cutaways
- Staff has reviewed pricing of \$97,934.37 for the purchase of mobile and in-vehicle radios for the ten new Chevrolet cutaways and considers the cost to be fair and reasonable. While CARTA can utilize the statewide contract for this purchase and receive discounted pricing, TDOT has indicated that SWC424 was procured by Tennessee General Services as a sole source so requires CARTA to document as a sole source for our procurement files. CARTA will utilize grant funds for the purchase of this equipment.
- C4. Purchase of Shuttle Park North Shore Get My Parking Equipment Installation
- When this equipment replacement was initially presented in February, CARTA had two other equipment quotes from FlashParking, Inc. and T2 Systems that were \$137,835 and \$148,599, respectively. The cost of equipment for Shuttle Park North Shore is \$40,690, which is still much less than pricing received from FlashParking, Inc. and T2 Systems in February. Staff consider pricing for this equipment to be fair and reasonable. CARTA will utilize grant funds for the purchase of this equipment.

5. PROCUREMENT OVERVIEW

A1. Event Trigger Camera System

- On July 16, 2026, CARTA released a formal Invitation for Bids for an Event Trigger Camera System. CARTA advertised its procurement in the Chattanooga Times-Free Press, included a link to the IFB on CARTA's website, and sent the IFB to nine interested bidders.

A2. Bus Stop Shelter and Associated Amenities

- On September 4, 2026, CARTA released a formal Invitation for Bids for Bus Stop Shelters and Associated Amenities. CARTA advertised its procurement in the Chattanooga Times-Free Press and Passenger Transport, included a link to the IFB on CARTA's website, and sent the IFB to eight interested bidders.

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 authorizes the Chief Executive Officer or Chief Financial Officer to enter into contracts with recommended vendors.

ATTACHMENTS

None