



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

BOARD MEETING AGENDA

November 20, 2025, 10:00 AM ET

1. **Call to Order**
2. **Quorum Call**
3. **Moment of Silence & Pledge of Allegiance**
4. **Public Comment**
5. **Chair Comments / Action**
 - A. Chief Financial Officer – Welcome and Ratification of Appointment
 - B. Bylaws – Board Member Attendance Policy
6. **Recognitions:** Jeanine McNulty
7. **Staff Reports**
 - A. CEO Report: Charles D. Frazier
8. **Consent Agenda**
 - A. Adoption of Minutes: Brandon Meredith [PAGE 5](#)
 - B. Statistical Report: Daniel Dufour [PAGE 18](#)
9. **Action Items:**
 - A. Procurement Report: Annie Powell [PAGE 21](#)
 - B. Incline Master Plan Phase 1: Doug Carlson [PAGE 24](#)
10. **New Business**
 - A. Upcoming Events: Brandon Meredith [PAGE 55](#)
11. **Old Business**
12. **Adjournment**

TO: CARTA Board of Directors

FROM: Johan de Nysschen
Board Chair

SUBJECT: Bylaws Amendment – Board Member Attendance

RECOMMENDED ACTION

Board Chair de Nysschen recommends that the board adopt the CARTA Bylaws Amendment as presented.

ALIGNMENT WITH STRATEGIC GOALS

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

SUMMARY OF NEED

Approval of this item will amend the board of directors' Bylaws by amending Article IV to include a new Section 12 as follows:

New Section 12 – Attendance and Censure Policy

- The Executive Committee, acting on behalf of the Board, gains authority to censure any Board director (including Executive Committee members) who fails to meet attendance requirements.
- Censure Trigger:
 - If a Board member misses three (3) regular meetings in a 12-month period.
- Censure Procedure:
 - Provide written notice to the Board member;
 - Provide notice to the mayor of the governmental entity that appointed the member; and
 - Document the censure in the Board meeting minutes.

Post-Censure Consequences

- If the censured member misses two (2) additional regular meetings within six (6) months after being censured:
 - The member is deemed to have resigned unless they provide a satisfactory explanation (e.g., health or personal reasons).
 - The Chairperson has reasonable discretion to determine if the explanation is sufficient.
- Upon resignation:
 - The position becomes vacant on the first day of the next calendar month.
 - The vacancy is filled pursuant to Article IV, Section 1 of the Bylaws.

BACKGROUND AND HISTORY

On April 17, 2025, the CARTA board of directors formally adopted the Amended and Restated Bylaws of CARTA, reflecting corresponding changes made to the governing City of Chattanooga ordinance (Chapter 24 Metropolitan Transit Authority), including but not limited to board composition, tenure, and compensation.

PROCUREMENT OVERVIEW

N/A

FISCAL IMPACT

N/A

DBE PARTICIPATION

N/A

**AMENDMENT TO THE AMENDED AND RESTATED BYLAWS OF
THE CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY**
(Effective November 20, 2025)

The board of directors of The Chattanooga Area Regional Transportation Authority (the “Authority”), adopted the following amendment to the Amended and Restated Bylaws of the Authority adopted April 17, 2025 (the “Bylaws”):

1. Article IV of the Bylaws is hereby amended by adding the following new Section 12:

Section 12. The Executive Committee, acting on behalf of the Board, will have the right to censure any Board director, including any member of the Executive Committee, who fails to attend three (3) regular meetings of the Board in a twelve (12) month period, by (i) providing written notice to such Board member, (ii) providing notice of such censure to the mayor of the governmental entity that appointed such Board member, and (iii) documenting such censure in the minutes of the Board meeting for which such member is censured. Thereafter, in the event a censured Board member fails to attend two (2) regular meetings of the Board in the six(6) month period following censure, the censured Board member shall be deemed to have resigned, unless the Board member provides the Board Chairperson with sufficient explanation for such absence (such as health or other material personal issues), as judged in the reasonable discretion of the Chairperson. In the event of a resignation under this Article IV, Section 12, the Board member's position shall be deemed vacant as of the first day of the next calendar month. The vacant position will be filled for the remainder of the term pursuant to Article IV, Section 1 of these Bylaws.

2. Except as herein expressly amended, all terms, conditions, obligations and provisions contained in the Bylaws are ratified and affirmed and shall remain in full force and effect, and all references therein to the Bylaws shall henceforth refer to the Bylaws as amended by this Amendment. This Amendment shall be deemed incorporated into, and a part of, the Bylaws.

3. Pursuant to Article IX, Section 1 of the Bylaws, the Bylaws may be amended by the vote of a majority of the entire Board.

Certified this 20th day of November, 2025, that the foregoing Amendment to the Bylaws of the Authority was duly adopted by the Authority at its regularly scheduled meeting held on November 20, 2025.

Arcie Reeves, Secretary

TO: CARTA Board of Directors

FROM: Brandon Meredith
Director Communications & External Affairs

SUBJECT: October 16, 2025, Meeting Minutes

ACTION

Vote on the acceptance of the October 16, 2025, meeting minutes as presented, subject to any amendments approved by the board.

SUMMARY

The meeting minutes from the October 16, 2025, board of directors meeting were compiled and circulated to the board on November 14, 2025. Approval of this item will affirm the accuracy of the minutes and will become the official record of such meeting pursuant to Article V, Section 7 of CARTA's By-Laws.

MINUTES OF THE BOARD OF DIRECTORS MEETING OF
THE CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY
AND
THE CHATTANOOGA PARKING AUTHORITY
October 16, 2025

The regular meeting of the Board of Directors of the Chattanooga Area Regional Transportation Authority (“CARTA”) and the Chattanooga Parking Authority was held Thursday, October 16, 2025, starting at 10:00 a.m., at the Board Building, 1617B Wilcox Blvd., Chattanooga, TN 37406. The meeting was held in accordance with Section 4, Paragraphs 1 and 2 of the ordinances creating the Authority and pursuant to the notice posted on the CARTA website on August 01, 2025. The following Board members were in attendance and constituted a quorum: Johan de Nysschen, Chairman; Charita Allen, Treasurer; Arcie Reeves, Secretary; Stephen Culp, Corey Evatt, Bill Nye, Daniela Peterson, and Leandrea Sanderfur. The following people were also in attendance: Charles Frazier, Chief Executive Officer; Scott Wilson, Chief of Staff; Rachael Ruiz, Legal Counsel, Miller & Martin; and various media and guests. Mr. de Nysschen called the meeting to order and declared a quorum present.

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

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Mr. de Nysschen called on Ms. McNulty to present the October 2025 Ambassador Award. Ms. McNulty recognized Matt Holleman. Mr. Holleman was recognized for providing invaluable IT-related support, particularly within the Care-A-Van department, by assisting employees with logins, and phone and computer issues.

Next Mr. Frazier recognized Mr. Logan and his staff for receiving the East Tennessee Excellence in Risk Management Public Safety Award from Public Entities Partners at the 2025 Risk and Insurance Symposium.

Mr. de Nysschen called on Mr. Frazier to provide the CEO report. Mr. Frazier reported that CARTA's Read and Ride program achieved two (2) new milestones by providing over thirty-six thousand (36,000) fare-free student rides since the program's launch last year, and by providing three hundred eighty-seven (387) fare free rides in a single day on October 10th. Mr. Culp suggested that CARTA follow up with participants and request feedback on how they are using and benefiting from the program. Mr. Frazier advised this is in process and a follow-up update will be provided.

Mr. Frazier reported participating in an interview with ChattaMatters. ChattaMatters was launched in 2022 as a journalism project focused on all things Chattanooga and aims to explain local government while telling stories that connect Chattanooga to the place that they call home. The interview included Mr. Frazier and William Newland, the writer and producer of the show, discussing CARTA's three (3) lines of business. They then utilized CARTA's 1st hour free parking

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at Shuttle Park North, the Park and Ride service, in addition to riding CARTA's Shuttle Park North Express shuttle service.

Mr. Frazier reported that the Northshore Express Shuttle service has provided seven thousand seven hundred seventy-seven (7,777) rides since its launch with an average of one thousand one hundred (1,190) monthly riders.

September's year-over-year comparisons of Shuttle Park North indicated an increase of over one thousand three hundred percent (1300%) due to utilization of the first hour free program in addition to a second hour usage increase of one hundred thirty-eight percent (138%) due to people staying into the second hour. Total parking utilization for the month increased sixty-four percent (64%), and the total revenue at Shuttle Park South increased eighty percent (80%).

Shuttle Park South September's year-over-year comparisons indicated a one hundred sixty-nine percent (169%) increase of people taking advantage of the first hour free program, a thirty-seven percent (37%) increase in people staying the second hour, a twenty percent (20%) increase in overall utilization for the month, and a sixteen percent (16%) increase in total revenue.

Mr. de Nysschen commented that although the first hour free program seemed counter intuitive when it was first conceived, it has produced extraordinary results. Mr. Culp requested utilization data to which Mr. Frazier advised CARTA has limited data due to the technology currently in place. Included in the next phase of technology requests that CARTA will bring to the board is AI-driven technology that will provide this type of data. Mr. Evatt stated that both

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internally and externally, there has been a greater effort in understanding the differences in public parking; publicly owned versus privately owned. The combination of CARTA's efforts to provide parking maps and its Wayfinder participation along with external advocacy shows users that parking in CARTA garages puts money back in the City. Mr. Culp inquired if the increase was local users or tourists. Mr. Evatt advised that he's received Chattanooga feedback indicating the increase in usage is primarily people from Chattanooga not tourists and this was due to new insight into publicly owned versus privately owned public parking options.

Mr. Frazier advised that in lieu of the Statistical Report shown in the Consent Agenda, he will provide Ridership Trends. Care-A-Van year-over-year comparison indicated that for three (3) consecutive months, ridership was the highest in its history. Care-A-Van provided six thousand seven hundred sixty-eight (6,768) trips for the month of September, a new high record, resulting in a fifty-one percent (51%) increase over the same period last year.

Mr. de Nysschen requested clarification on the continuation of operational efficiency seen with the recent Trapeze Scheduling implementation and to what extent have growth rates impacted operational costs. Mr. Frazier advised that planned commingling of demand response, on-demand services, CARTA GO services, and Care-A-Van services will continue to increase operational efficiency. Further efficiency will be realized with technology allowing riders to schedule trips online. Additional reductions in long term costs will be realized upon board approval of the policy that sets established Care-A-Van program tiers and premium services. Mr. Culp requested

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clarification of growth. Mr. Frazier advised that it was combination of both new riders and additional rides provided.

Next, Mr. Frazier reported that Fixed Route has achieved the highest monthly average weekday ridership in four (4) years. September's Fixed Route year-over-year comparisons revealed that ridership increased from eighty-two thousand six hundred forty-one (82,641) in September 2024 to eighty-nine thousand five hundred eighty-seven (89,587) in September 2025 resulting in ridership that increased eight-point four percent (8.4%). Ms. Reeves noted that increased ridership adds to the value proposition of CARTA to the community. Mr. Evatt added a thank you to the community for riding and the community benches, and that have the opportunity in October to have the highest ridership numbers in recent history.

Mr. Frazier participated in Chattanooga Connect; a national conference organized by the UTC Research Institute and UTC's Center for Urban Informatics and Progress. The conference brought together industry leaders, policy makers, researchers and technologists to explore emerging advances in artificial intelligence, digital infrastructure, connected and autonomous vehicles and quantum computing. CARTA provided the UTC bus as part of the technology experiment. As the UTC bus was circulating the campus, participants saw in real time how the system was communicating with the bus.

Mr. Frazier introduced Doug Carlson, CARTA's new Director of Planning and Quality. Mr. Carlson's prior experience includes serving as senior vice president of quality at Optime Care,

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global project manager at Sparta Systems, vice president of corporate quality at Dohmen Life Science Services, vice president of quality and health management at Centric Health Resources and corporate director of quality at Spartech Corporation. Mr. Frazier then introduced Linda Bullard, CARTA's new Customer Service Manager. Ms. Bullard's prior experience includes business strategist at LSBM Business Solutions, business data analyst at Erlander Health System, provider research manager at BlueCross BlueShield, and customer service manager at BlueCross BlueShield. Ms. Bullard is also a professional speaker, published author, and a certified project manager professional (PMP).

Under "Consent Agenda" Mr. de Nysschen stated that all members had been sent a copy of the September 18, 2025, board meeting minutes and asked if there were any additions, corrections, or comments. There being none, a motion was made by Mr. Nye and seconded by Ms. Reeves, followed by a vote to approve the minutes. The motion was unanimously approved.

Mr. de Nysschen stated that the statistical report contents had been presented and discussed during Mr. Frazier's CEO report and asked if there were any additions, corrections, or comments. There being none, a motion was made by Mr. Culp and seconded by Ms. Adams, followed by a vote to approve the statistical report. The motion was unanimously approved.

Mr. de Nysschen accepted Mr. Logan's Public Agency Safety Plan stating that he had personally reviewed it with Mr. Logan on multiple occasions. He then asked if there were any additions, corrections, or comments. There being none, a motion was made by Ms. Allen and

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seconded by Mr. Evatt, followed by a vote to approve as distributed. The motion was unanimously approved.

Under “Action Items”, Mr. de Nysschen asked Mr. Frazier to present the Transit Service Standards Policy. Mr. Frazier stated that staff recommended that the board adopt the transit Service Standards Policy as presented and the policy aligned with CARTA’s strategic imperatives of service quality, customer service, fiscal accountability, community engagement and compliance. Mr. Frazier further stated that board approval will allow CARTA to move toward a smarter, more transparent and more strategic approach for planning and evaluating its transit system by adopting service design guidelines, key performance indicators, service categories, and reporting requirements. Mr. Frazier further stated that the policy will establish a consistent, fact-based method for answering three fundamental questions: (i) when, where, and how CARTA should provide services, (ii) how CARTA will know if a route is performing well or poorly, and (iii) what CARTA should do when a service underperforms.

Adoption of the policy will migrate the statistical report to a performance report. Secondary indicators showing service quality will be reported each month. CARTA will provide a full evaluation of all of routes each quarter. Mr. Frazier stated the first draft of the report is anticipated to be presented in December. Ms. Allen asked if the Transit Service Standards will be posted publicly. Mr. Frazier confirmed stating it will be posted online on CARTA’s website.

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

Under “Action Items”, Mr. de Nysschen asked Ms. Powell to present the procurement report. Ms. Powell advised that staff recommended that the Board approve the monthly procurement report that includes the following four (4) Sole Source Procurements: (i) Distributed Antenna System for CARTA’s 12th Street location in the amount of twenty six thousand seven hundred sixty-five dollars (\$26,765.00), (ii) NetSuite Finance Implementation Services not to exceed fifty thousand nine hundred sixty dollars (\$50,960.00), (iii) NetSuite HR & Payroll Implementation Services estimated cost of thirty thousand four hundred dollars (\$30,400.00), and (iv) Oracle America, Inc. for remaining work to be performed on the payroll module, financial module, bill capture module, budgeting and planning module, and applicant tracking service.

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

Mr. de Nysschen requested Mr. Abernathy present the Financial Report. Mr. Abernathy stated the financial report was produced utilizing data from NetSuite Finance. NetSuite is now CARTA’s system of record for all things financial. Mr. Abernathy further stated that NetSuite Payroll and Human Resources are close to Go Live with the caveat of challenges with UKG

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Timekeeping that feeds into NetSuite Payroll causing further delays. UKG Timekeeping feeding into NetSuite Payroll continues to pose a significant challenge and it is anticipated that once it's stood up an alternative will be needed.

Mr. Frazier stated that UKG Timekeeping is not the right solution for CARTA and at some point, soon, it is anticipated that it will need to be replaced with a better solution. Mr. Frazier advised that CARTA utilizes Trapeze software for scheduling and Trapeze offers a better solution for timekeeping, which is the Trapeze operations and workforce module.

Mr. Abernathy advised that staff recommended that the Board accept the September 2025 and FY2026 first quarter financial reports. Mr. Abernathy reported that transit revenues exceeded budget by one hundred ninety-nine thousand dollars (\$199,000.00) due to higher-than-budgeted grant revenue. Expenses were three hundred twenty-nine thousand dollars (\$329,000.00) favorable due to lower personnel costs.

Shuttle operations were below budget with revenues showing a shortfall of nine thousand dollars (\$9,000.00) due to slightly lower parking lot volume and expenses were favorable by thirty-three thousand dollars (\$33,000.00).

Incline revenue was under budget two hundred thirty-seven thousand dollars (\$237,000.00) due to ridership levels below historical trends and an aggressive revenue budget. Incline expenses were ninety-eight thousand dollars (\$98,000.00) favorable to budget due to reduced operating costs in line with ridership levels.

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Care-A-Van revenues were twelve thousand dollars (\$12,000.00) under budget. Expenses were thirteen thousand dollars (\$13,000.00) favorable to budget.

Parking revenue was two hundred seven thousand dollars (\$207,000.00) favorable to budget due to rate increases and higher parking volumes. Parking expenses were four thousand dollars (\$4,000.00) over budget.

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

Mr. de Nysschen requested the remaining time to be used to discuss the Incline Railway revenue stating that it is a very important revenue driver for CARTA and the more that can be done to generate increased revenue from the attraction the more CARTA will be able to meet the ambitious objectives of service to the community. Mr. de Nysschen acknowledged that there has been progress made on improving the customer experience with recent improvements, and he is now formally requesting discussion of a project that interlinks all key stakeholders such as the City of Chattanooga, the County, the Town of Lookout Mountain, tourist attractions on the top of the mountain in addition to relevant businesses at the lower station. Mr. de Nysschen stated he felt that local attractions are not operating in a common ecosystem, and the Incline Railway is primarily an experience driven attraction that links attractions such as See Rock City, Ruby Falls, and war memorials. Mr. de Nysschen requested leadership make the Incline's full potential a priority.

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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.

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CARTA BOARD OF DIRECTORS ATTENDANCE

Nov-25		Present
Johan de Nysschen	Chairman	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
Evann Freeman	Director	NO

Feb-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

May-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Aug-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Nov-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Dec-25		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Mar-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Jun-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Sep-25		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Dec-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Jan-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Apr-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Jul-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

Oct-26		Present
Johan de Nysschen	Chairman	
Charita Allen	Treasurer	
Arcie D. Reeves	Secretary	
Stephen Culp	Director	
Corey Evatt	Director	
Bill Nye	Director	
Daniela Peterson	Director	
Leandrea Sanderfur	Director	
Evann Freeman	Director	

TO: CARTA Board of Directors

FROM: Daniel J. Dufour
Chief Innovation Officer

SUBJECT: Statistical Report

RECOMMENDED ACTION

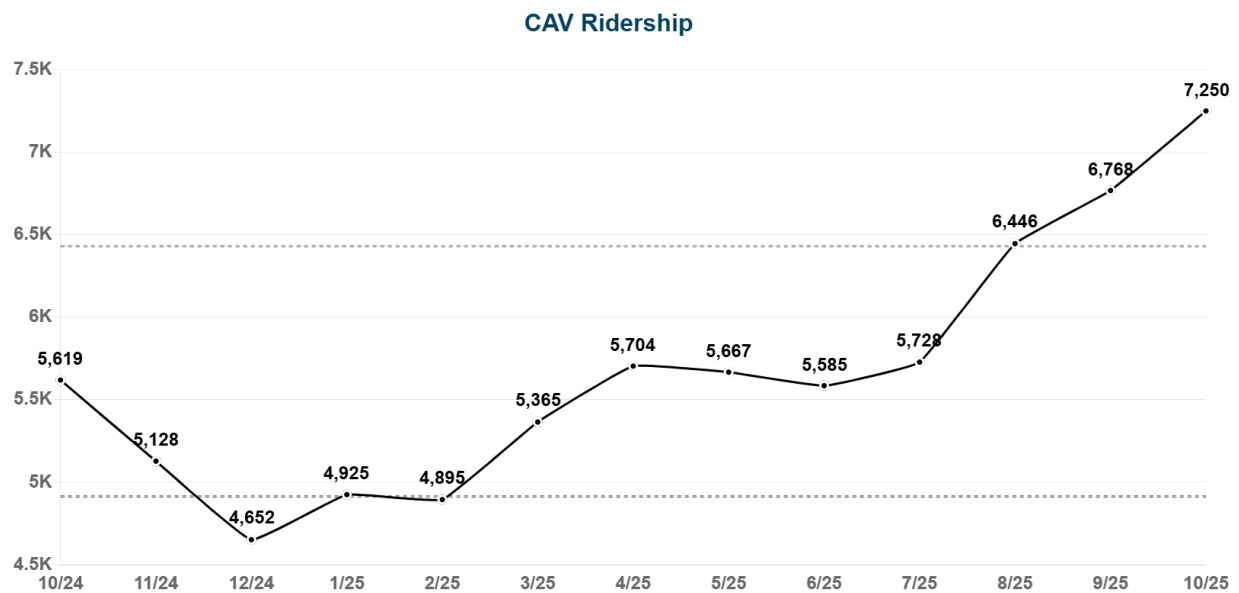
Staff recommend that the Board accept CARTA's statistical report for the month ending October 2025 as information to the Board.

HIGHLIGHTS

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

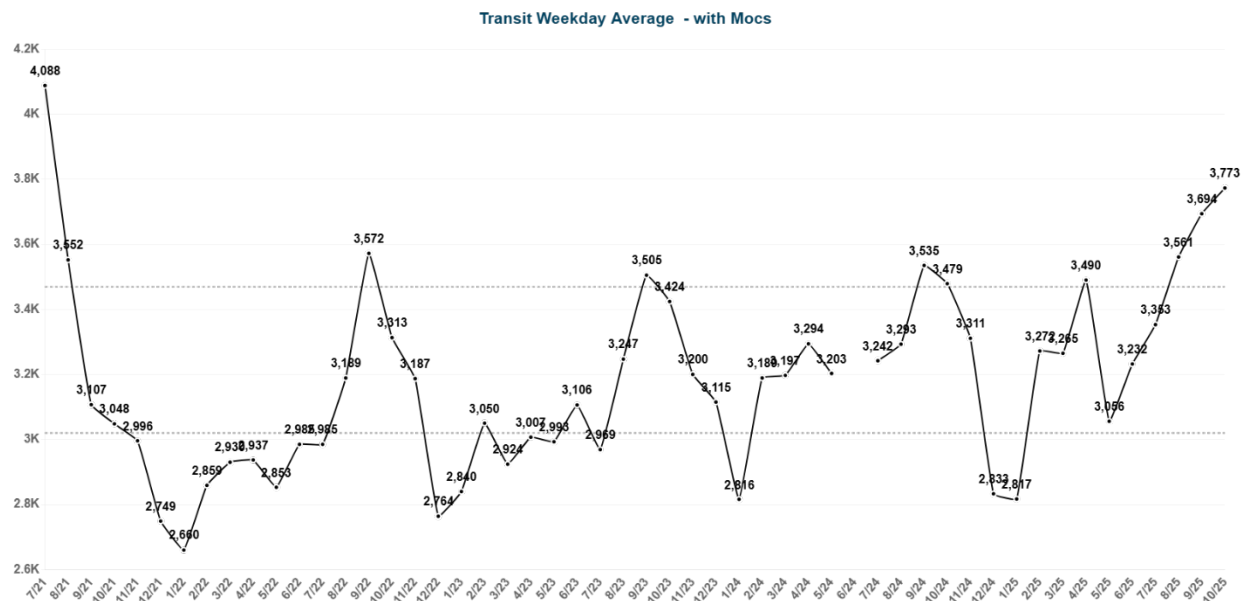
HIGH CARE-A-VAN RIDERSHIP

Care-A-Van (CAV) achieved the highest ridership in CAV history for the fourth month in a row. CAV ridership grew from 6,768 in September to 7,250 in October.



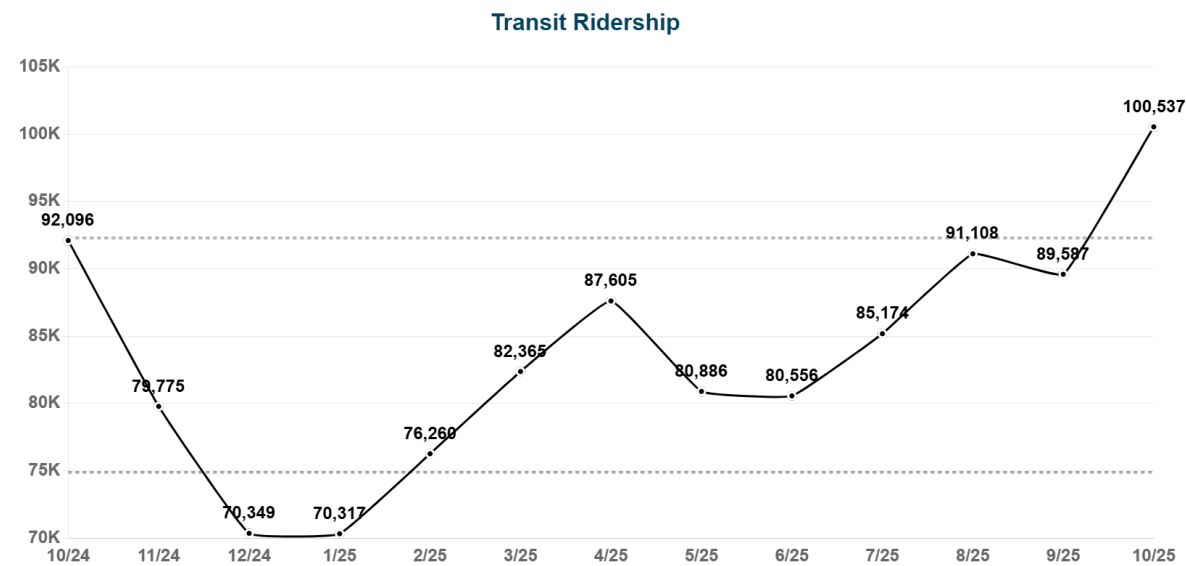
WEEKDAY TRANSIT RIDERSHIP

More and more people are using CARTA for weekday fixed-route transit. For the second month in a row, CARTA achieved the highest weekday ridership since July of 2021, demonstrating that CARTA fixed route weekday ridership continues growing and recovering from the pandemic. From September to October, CARTA added 79 to its average weekday ridership, which is a 2.1% increase month-over-month.



OVERALL TRANSIT RIDERSHIP GROWTH

Overall, ridership of the fixed route saw a 9.17% increase year-over-year from October 2024 to October 2025. Specifically, fixed-route ridership increased from 92,096 in October 2024 to 100,537 in October 2025.



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
TRANSIT																		
Transit Ridership	75841.00	91471.00	83082.00	86162.00	82641.00	92096.00	79775.00	70349.00	70317.00	76260.00	82365.00	87605.00	80886.00	80556.00	85174.00	91108.00	89587.00	100,337
Transit Weekday Average - with MoCS	3057.00	3594.00	3342.00	3293.00	3535.00	3479.00	3311.00	2833.00	2817.00	3272.00	3265.00	3490.00	3056.00	3232.00	3353.00	3561.00	3694.00	3,773
Transit Weekday Average - without MoCS	2944.00	3425.00	3242.00	3164.00	3186.00	3205.00	3087.00	2789.00	2645.00	3051.00	3000.00	3331.00	3056.00	3232.00	3353.00	3517.00	3422.00	3,370
Transit Saturday Average	1876.00	2316.00	2124.00	2154.00	1990.00	2220.00	2079.00	1818.00	1495.00	2012.00	2053.00	2063.00	2145.00	2121.00	2090.00	2374.00	2179.00	2,483
Transit Sunday Average	681.00	860.00	816.00	737.00	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	958
Transit Miles	152203.00	167753.00	155741.00	163467.00	151310.00	167128.00	152652.00	148063.00	158654.00	147874.00	158427.00	159747.00	167157.00	157834.00	165811.00	168835.00	163824.00	176,291
Transit Passenger/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
Transit Accidents	1.00	4.00	2.00	1.00	2.00	2.00	2.00	1.00	1.00	0.00	2.00	1.00	3.00	5.00	1.00	4.00	3.00	6
Transit Operating Cost/Rider	10.00	12.00	11.35	9.56	9.97	9.23	10.31	12.40	12.41	11.34	10.50	9.52	10.18	N/A	10.96	11.54	N/A	N/A
SHUTTLE																		
Shuttle Ridership	21777.00	25600.00	30157.00	28599.00	26164.00	29315.00	25438.00	21914.00	17312.00	20991.00	26340.00	33241.00	24044.00	24608.00	28656.00	25,651	22,589	25,496
Shuttle Weekday Average	971.00	1011.00	1014.00	971.00	906.00	995.00	917.00	775.00	607.00	797.00	912.00	1194.00	806.00	872.00	952.00	820	743	816
Shuttle Saturday Average	1138.00	1138.00	1093.00	1080.00	953.00	1215.00	975.00	876.00	651.00	857.00	896.00	1198.00	832.00	851.00	1149.00	1,093	967	1,070
Shuttle Sunday Average	445.00	626.00	627.00	461.00	667.00	615.00	558.00	427.00	338.00	408.00	540.00	472.00	537.00	578.00	538.00	594	596	612
Shuttle Miles	16515.00	18044.00	18390.00	18073.00	16750.00	17834.00	16163.00	17123.00	16688.00	16186.00	17622.00	17780.00	15680.00	14107.00	14737.00	17,674	17,928	16,592
Shuttle Passenger/Mile	1.00	2.00	1.65	1.58	1.56	1.64	1.57	1.28	1.04	1.30	1.49	1.85	1.53	1.74	1.94	1.45	1.26	1.54
Shuttle Accidents	0.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0	0	0
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	N/A	N/A
INCLUDE																		
Incline Ridership	-164.00	47382.00	72605.00	43569.00	32221.00	54736.00	28615.00	2252.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	31538.00	37,574	30,089
Incline Net Revenue/Passenger	-3.00	10.00	1.98	4.77	6.45	4.66	12.89	-9.21	N/A	N/A	N/A	N/A	N/A	N/A	0.00	5.85	N/A	N/A
Incline Days Down	1.00	29.00	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	0	4	4
CARE-A-VAN																		
CAV Ridership	4608.00	6287.00	4177.00	4779.00	4470.00	5619.00	5128.00	4652.00	4925.00	4895.00	5365.00	5704.00	5667.00	5585.00	5728.00	6,446	6,768	7,250
CAV Miles	46660.00	60630.00	49002.00	53103.00	49206.00	54839.00	68729.00	62535.00	65407.00	52360.00	45292.00	47324.00	47736.00	47485.00	49074.00	51,541	55,437	59,245
CAV Turnovers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0
CAV Accidents	1.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	1.00	0	1	0
CAV Operating Cost/Rider*	43.00	54.00	59.84	47.67	50.96	42.24	46.28	55.09	52.04	50.38	45.96	42.07	42.00	**	48.07	48.59	N/A	N/A
CAV Passenger/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
TOTAL CARRA																		
Total CARRA Ridership	108600.00	169902.00	190021.00	163109.00	145496.00	181764.00	136956.00	99167.00	92554.00	102146.00	114070.00	126250.00	110597.00	110749.00	151096.00	160779.00	149033.00	179,825

* Notes to the Statistical Report

North Shore Shuttle	2274.00	3040.00	3537.00	3304.00	2998.00	2646.00	2635.00	2385.00	2116.00	2532.00	2703.00	2714.00	2428.00	2137.00	2820.00	2307.00	2741.00	2,509
MOCS Express	595.00	5408.00	0.00	2854.00	6991.00	6302.00	4495.00	917.00	3794.00	4424.00	3462.00	3486.00	0.00	0.00	0.00	934.00	5707.00	4,658
Bicycles Carried	1272.00	1687.00	1740.00	1636.00	1519.00	1746.00	1407.00	1275.00	1121.00	1418.00	1269.00	1321.00	1354.00	1472.00	1184.00	1500.00	1532.00	1,941
Wheelchairs Carried	994.00	1332.00	1078.00	1241.00	1089.00	1228.00	1087.00	887.00	862.00	898.00	898.00	1166.00	1146.00	1184.00	1556.00	1442.00	1156.00	1,316
St/Elnor/Indine	2142.00	3096.00	3062.00	2962.00	2407.00	2920.00	2051.00	1966.00	2089.00	2282.00	2451.00	2300.00	3110.00	3264.00	3575.00	2687.00	2231.00	2,442

TO: CARTA Board of Directors

FROM: Annie Powell
Director of Grants and Procurement

SUBJECT: Procurement Report

RECOMMENDED ACTION

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

A. Board Approval of New Procurements over \$50,000

1. Recruiting Services

- Requesting agreements for Recruiting Services for a five-year period
- Recommended Providers: W3 Global and An Elite Placement
- Details: staff are requesting an agreement with W3 Global and An Elite Placement for a not-to-exceed amount of \$200,000 over a five-year period for recruiting services for Director and C-Suite positions across the organization. W3 Global provides nationwide services, and An Elite Placement provides transit-specific recruiting services.
- Procurement Method: Request for Proposals
- Number of Bids/Proposals Returned: 7
- Term of Contract: five (5) years

2. On-Site and Off-Site Department of Transportation (DOT) Physical Examinations

- Requesting agreements for On-Site and Off-Site DOT physicals for a five-year period
- Recommended Providers: TN OCCMED Express, Inc. for on-site and off-site physicals and Concentra for off-site physicals only
- Details: staff are requesting an agreement with TN OCCMED Express, Inc. and Concentra for a not-to-exceed amount of \$125,000 over a five-year period for on-site and off-site DOT physical examinations. CARTA drivers require these exams periodically and will be informed of CARTA's agreements with both TN OCCMED Express, Inc. and Concentra. They may choose to utilize either proposer.
- Procurement Method: Request for Proposals
- Number of Proposals Returned: 2
- Term of Contract: five (5) years

B. Board Approval of the Use of the Request for Proposals Process

Staff requests approval for the following procurement to utilize the Request for Proposals process. The current scope of work for this procurement requires that evaluation criteria other than price be considered when awarding a contract for this service. For either scope of work (Incline concessions or ticket sales) there is a need to evaluate the experience and expertise as well as the financial capacity of the firm.

1. Incline concessions and Incline ticket sales – staff will determine whether these will be included in one combined or two separate Requests for Proposals.

C. Report on Sole Source Procurements

1. Installation of Incline Car Window
 - Installation of Incline car window due to damage to existing window - \$13,080
 - Vendor: Brookville Services
 - Brookville is the original manufacturer of the Incline cars, which are a unique asset and required non-recurring engineering expenses during the execution of the original purchase/manufacture. Brookville is singularly experienced in the installation of the windows since the Incline cars are a one-of-a-kind vehicle. Brookville has provided a breakout of their expenses. CARTA staff have reviewed the breakout of expenses and have determined the cost to be fair and reasonable for this work.
2. New and Repaired Battery Management System (BMS) System Boards for CARTA's Electric Shuttle Vehicles
 - New (3) and repaired (2) BMS system boards for CARTA's electric shuttle vehicles - \$10,716.96
 - Vendor: Christian Mejia
 - CARTA is currently operating electric shuttle vehicles manufactured by E-Bus. E-Bus ceased manufacturing and support of CARTA's vehicles when they closed operations. CARTA has maintained contact with Christian Mejia, a former employee of E-Bus, who has been able to assist in supporting these vehicles. Repairing existing components allows CARTA to continue operating these vehicles until funds are available for the replacement of the current electric shuttle fleet.
3. Network Engineering, Server Management, and Cybersecurity Services
 - On August 21, 2025, the CARTA Board received a report about an emergency procurement for network engineering, server management, and cybersecurity services for a 3-month period due to the departure of the Director of Innovation and Technology. At this time, CARTA has estimated that additional resources will be required through the end of January 2026. The estimated cost of this effort is \$58,500 for Peritix Technology Advisors. CARTA requires a sole source as it would be cost prohibitive to change the firm providing these services for the short term as they have institutional and project knowledge. Staff will have a long-term recommendation for continued contracted resources, as necessary, at a future Board meeting.

D. Report on Emergency Procurements

N/A

ALIGNMENT WITH STRATEGIC GOALS

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

SUMMARY OF NEED

Approval of this item will allow CARTA to enter into agreements for the above items A1 and A2.

BACKGROUND AND HISTORY

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

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

PROCUREMENT OVERVIEW

A1. Recruiting Services

- On September 2, 2025, CARTA released a formal Request for Proposals (RFP) for Recruiting Services for leadership roles, including Director and C-suite positions across the organization. CARTA advertised this procurement in the Chattanooga Times-Free Press, included a notice and link to the RFP on CARTA's website, and sent the RFP to fourteen (14) interested proposers.
- CARTA utilized the following weighted evaluation criteria as part of this Request for Proposals process:
 - Experience: 40 points
 - Firm Reputation: 30 points
 - Price proposal: 30 points
- During the evaluation process, W3 Global and An Elite Placement were each tied for the highest score. As W3 Global and An Elite Placement each offer unique services that would be beneficial to CARTA from a recruiting perspective (W3 Global offers nationwide services and An Elite Placement offers transit specific recruiting services), the evaluation team felt that awarding two contracts for this service would be in CARTA's best interest.

A2. On-Site and Off-Site Department of Transportation (DOT) Physical Examinations

- On September 5, 2025, CARTA released a formal Request for Proposals (RFP) for On-Site and Off-Site Department of Transportation Physical Examinations. CARTA advertised this procurement in the Chattanooga Times-Free Press, included a notice and link to the RFP on CARTA's website, and sent the RFP to four (4) interested proposers.
- CARTA utilized the following weighted evaluation criteria as part of this Request for Proposals process:
 - Compliance with FMCSA requirements: 25 points
 - Provider qualifications and experience: 20 points
 - Service delivery and scheduling flexibility: 15 points
 - Cost-effectiveness: 20%
 - References and past performance: 5%
 - Insurance and regulatory compliance: 15%

FISCAL IMPACT

The fiscal impact of this action is listed below:

A1. Recruiting Services

- Upon approval, CARTA will enter into an agreement with W3 Global and An Elite Placement for a not-to-exceed amount of \$200,00 over a five-year period. Expenses will be incurred only as needed and requested by Human Resources.

A2. On-Site and Off-Site Department of Transportation (DOT) Physical Examinations

Upon approval, CARTA will enter into agreements with TN OCCMED Express, Inc. and Concentra for a not-to-exceed amount of \$125,000 over a five-year period. Prices per exam range from \$96-\$114 over the five-year period, and drivers will have a choice as to which provider they utilize to complete their required DOT physicals.

DBE PARTICIPATION

N/A

TO: CARTA Board of Directors

FROM: Doug Carlson
Director of Planning and Quality

SUBJECT: Incline Master Development Plan - Phase 1 Comparative Analysis

RECOMMENDED ACTION

Staff recommends that the board approve phase 1 of the Incline Master Development Plan as presented.

ALIGNMENT WITH STRATEGIC GOALS

This project aligns with CARTA's strategic imperatives of Financial Sustainability, Community Engagement, Regional Economic Development, and Asset Stewardship.

SUMMARY OF NEED

Approval of this item will initiate phase 1 of a two-phase project in the development of a master plan for the historic Incline Railway. As one of the community's most significant economic and tourism assets, the Authority desires to maximize the long-term value of the lower and upper stations and surrounding property owned by the Authority.

A two-phase effort will enable CARTA to make a data-driven decision regarding the future of the Incline property, compare redevelopment alternatives, and—if warranted—prepare a world-class plan to elevate the Incline as a premier regional destination.

PROJECT OVERVIEW

Phase 1: Feasibility Study & Comparative Analysis

Purpose: Evaluate the market potential, visitor demand, financial performance, and economic impact of expanding the Incline into a larger tourism destination and compare it to a previously developed mixed-use real estate concept.

Major components include:

- Market, audience, and tourism analysis
- Competitive benchmarking & story/theme exploration
- Economic impact and revenue modeling
- Parking & access review
- Stakeholder engagement
- Pro forma and risk evaluation comparing two alternatives:
 - Expanded visitor destination concept vs. Mixed-use development

Planned Outcome: Recommended development path based on financial return, risk, capital needs, and community benefit.

Duration: 8 months

Phase 2: Strategic Master Plan (Contingent on Board direction)

Purpose: If CARTA proceeds with the tourism expansion strategy, develop a comprehensive master plan including visitor journey, site layout, concept renderings, cost estimates, and phased implementation.

Major components include:

- Visitor experience programming & storytelling
- Conceptual site plan, floor plans, and 3D model
- Revenue-generating program (food/beverage, retail, events, upgrades)
- Trail and outdoor experience concepts
- Capital and operating planning
- Phasing strategy and funding roadmap
- Presentation and materials suitable for public, philanthropic, and investor engagement

Planned Outcome: Implementation-ready plan to position the Incline as a best-in-class tourism destination and secure public/private funding.

Estimated Duration: ~8 months

PROCUREMENT OVERVIEW

On December 19, 2024, the CARTA board of directors approved an on-call contract with Kimley Horn to provide general technical assistance consulting on-call services.

FISCAL IMPACT

On June 12, 2025, the board adopted the FY2026 budget with funding appropriations to support ongoing transit planning/analysis needs.

- Phase 1: **\$195,500** – approved in the FY2026 Capital Budget and funded with Federal Transit Administration (FTA) 5307 formula funds.
- Phase 2: **\$212,300** - approved in the FY2026 Capital Budget and funded with Federal Transit Administration (FTA) 5307 formula funds.



MASTER PLAN INTERVIEW

PCAV DESTINATIONS

60 YEARS OF EXTRAORDINARY



- Offices in St. Louis, Orlando, and Kansas City
- A global practice with projects on 5 continents and in 40 states... so far
- Winners of numerous design awards for theme parks, zoos, aquariums, museums, and resorts
- Designers of projects for premier clients, just like you
- Team of 130+ creatives

GLOBAL EXPERTISE

PCAV DESTINATIONS

GLOBAL EXPERTISE





MUSEUM & CULTURE PROJECTS





THE PGAV TEAM

We are diverse thinkers with synergistic expertise

We are...

Architects & Planners
Interior Designers
Landscape Designers
Researchers
Exhibit & Graphic Designers
Storytellers
Painters/Sculptors/Illustrators

We are ALSO...

Brand Specialists
Interpretive Planners
Media & Content Creators
Video & Film Producers
Set Designers
Show Writers & Directors
Musicians & Composers
Sound Designers & Engineers
Animators & 3D Visualizers





WE GAIN INSIGHTS FROM 5 DIFFERENT MARKET SECTORS



NARRATIVE SPARK



Destinations DIGITIZED

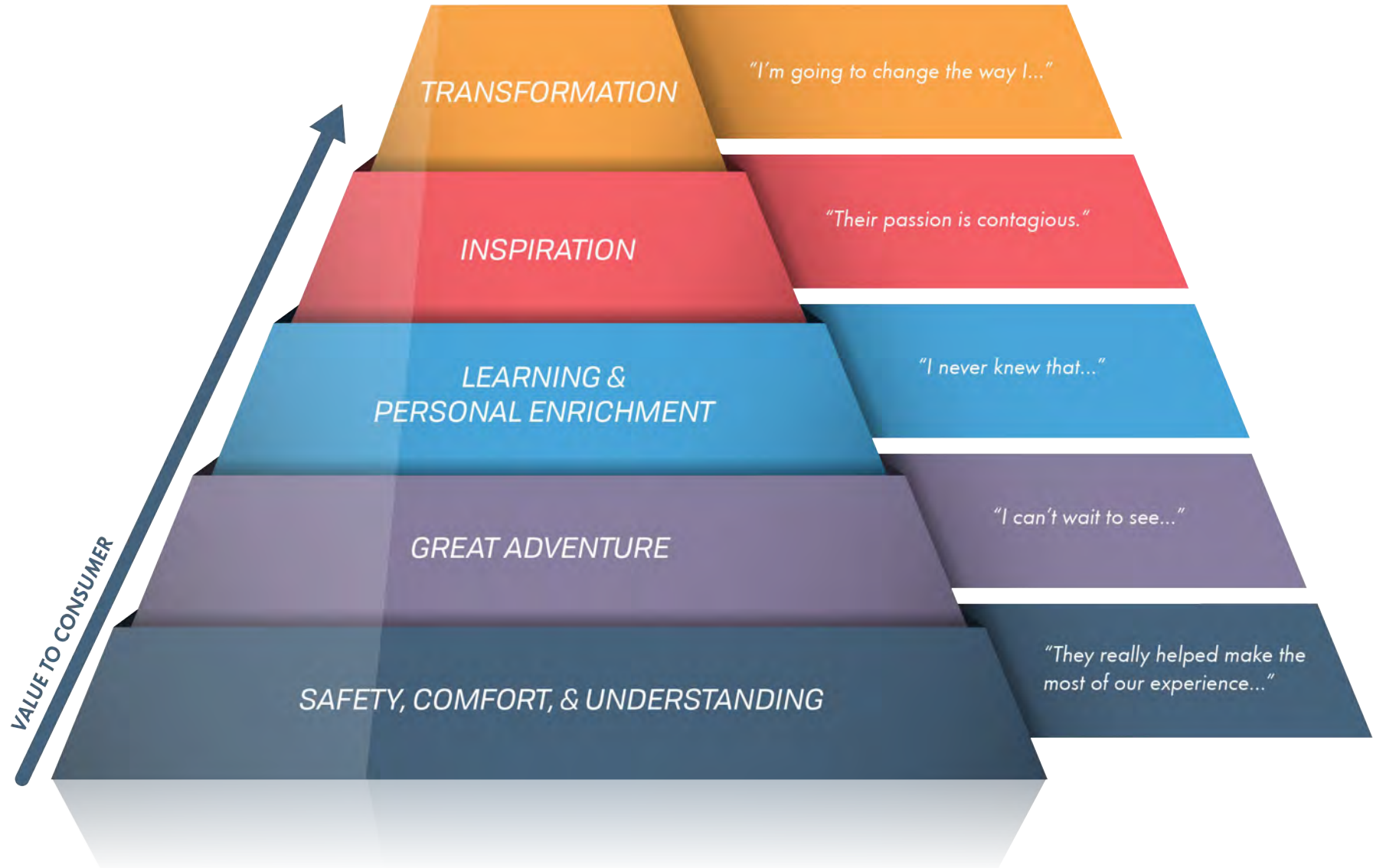


AUTHENTIC ATTRACTIONS



Visitor Hierarchy of Needs

Visitor Focused



SEE ROCK CITY | LOOKOUT MOUNTAIN, GA



ROCK CITY GARDENS





RUBY FALLS





TENNESSEE VALLEY RAILROAD MUSEUM

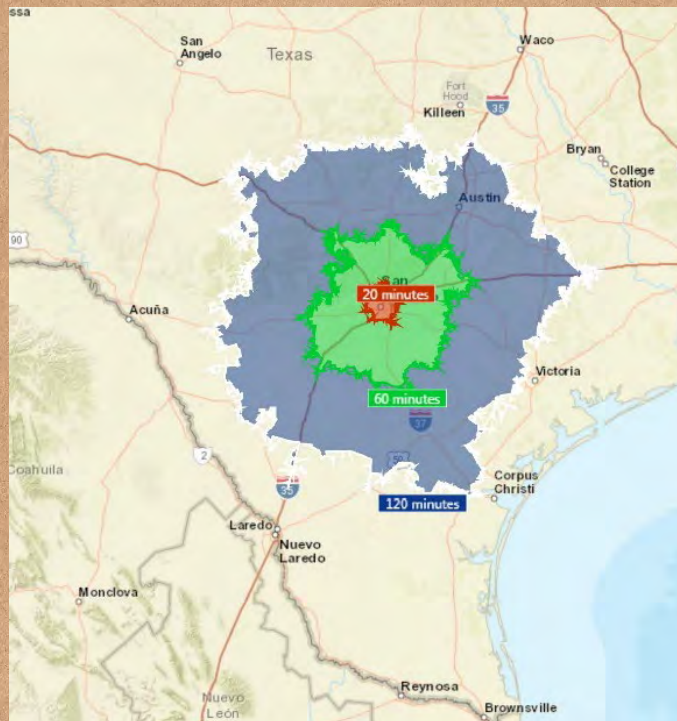


Our approach is holistic



- Master Planning is about finding and unlocking the potential in your destination
- Our expertise blends three critical components of a successful master plan

INSIGHTFUL ANALYSIS



POWERFUL STRATEGIES



EXCITING PRODUCTS



MASTER SITE PLAN PROCESS





Potential is often found in **CONNECTING** with **YOUR AUDIENCE**
in deeper, more **MEANINGFUL** ways.



VERY LIKELY TO ATTEND: *people who visit now...boomer men, internationals, local school groups...segment can grow with new product and promotion, but incrementally*



SOMEWHAT LIKELY TO ATTEND: *families w/ children over 7, if mom can see smart fun, interactivity, family amenities, and flexibility...biggest area of potential growth*

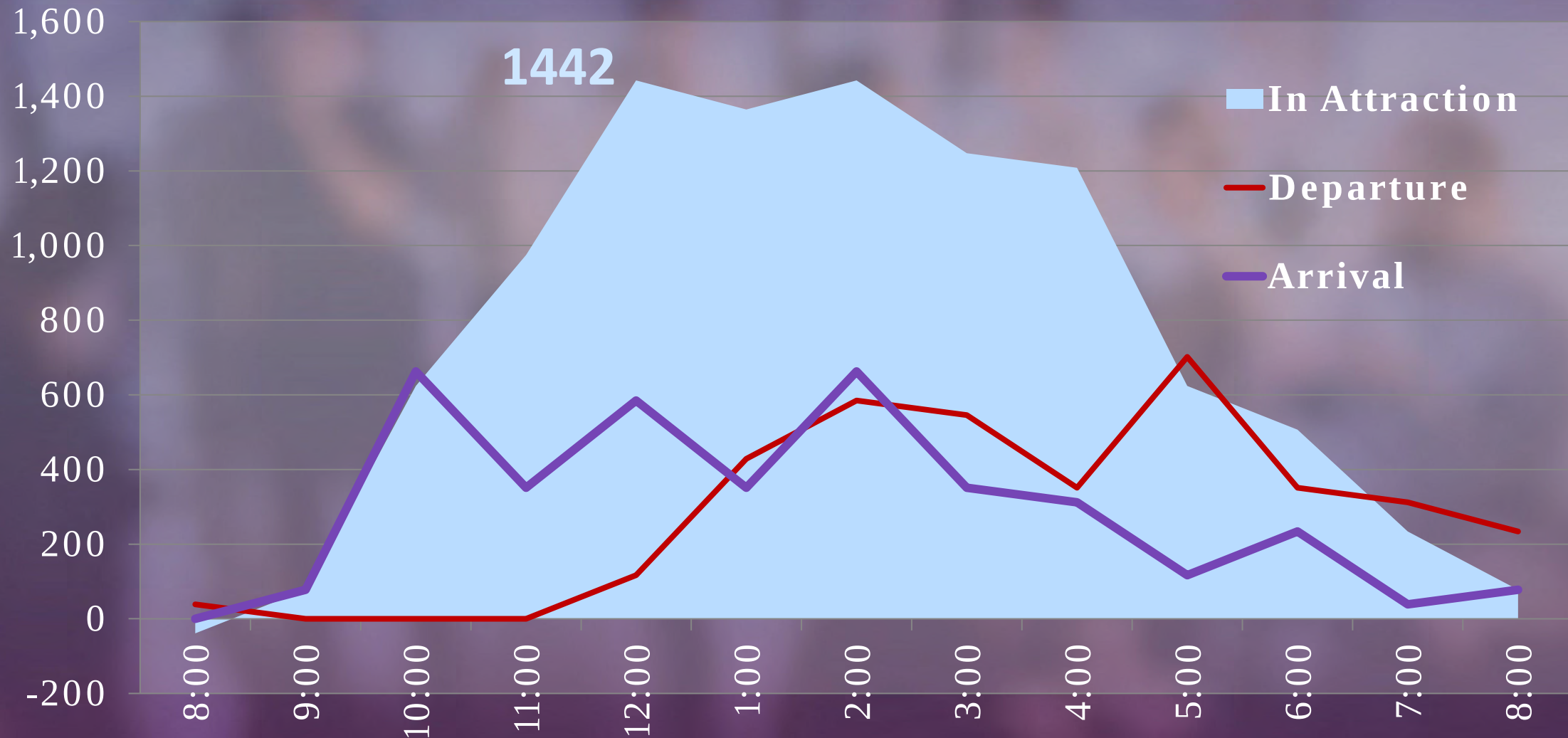


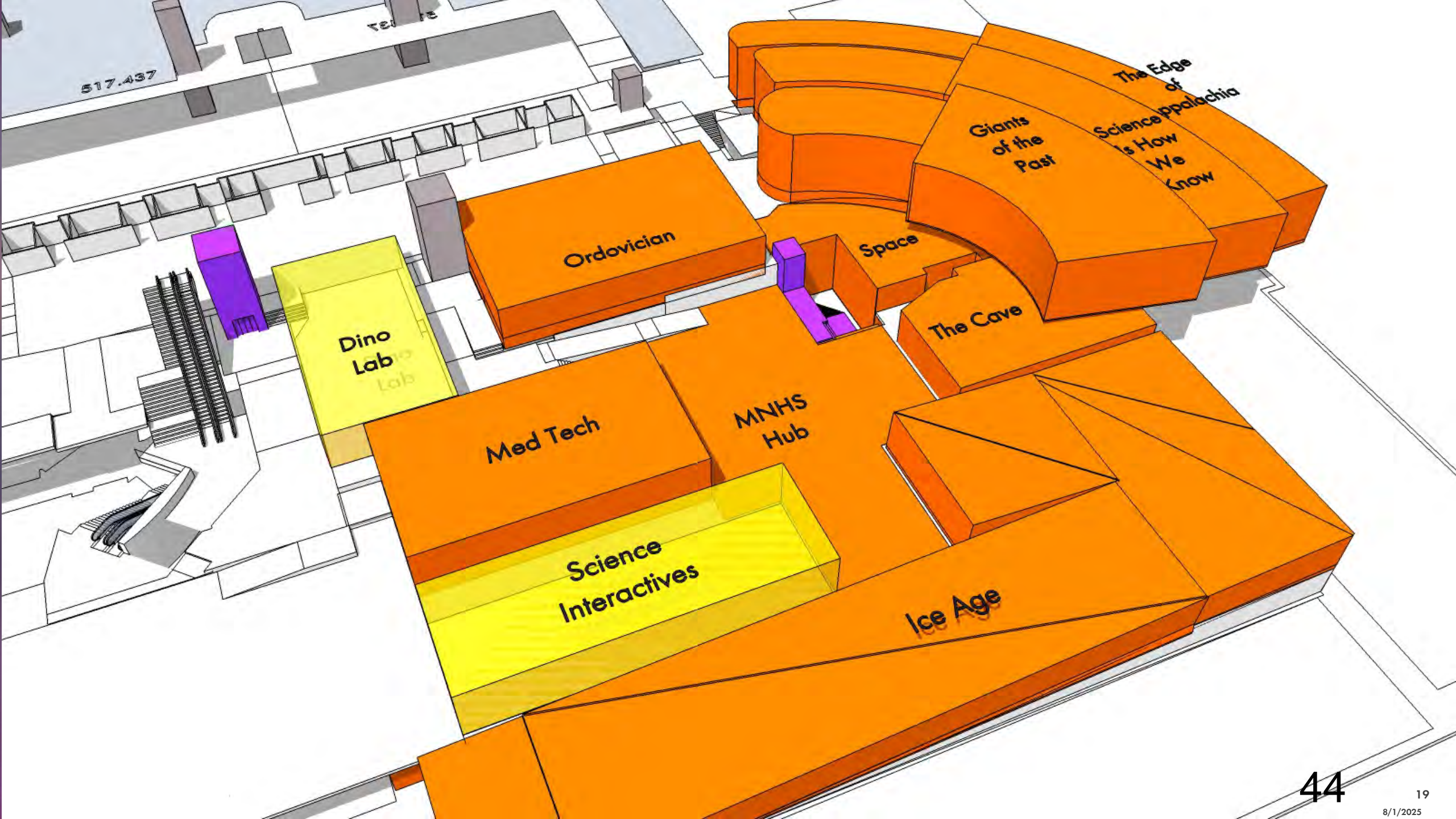
SOMEWHAT UNLIKELY TO ATTEND: *millennials...did not grow up with Apollo, but could connect with technology, "green," social opportunities*



VERY UNLIKELY TO ATTEND: *tough sell to people with no interest...eliminate veto with people stories, visitor comfort, flexibility*

DESIGN DAY ARRIVAL & DEPARTURE





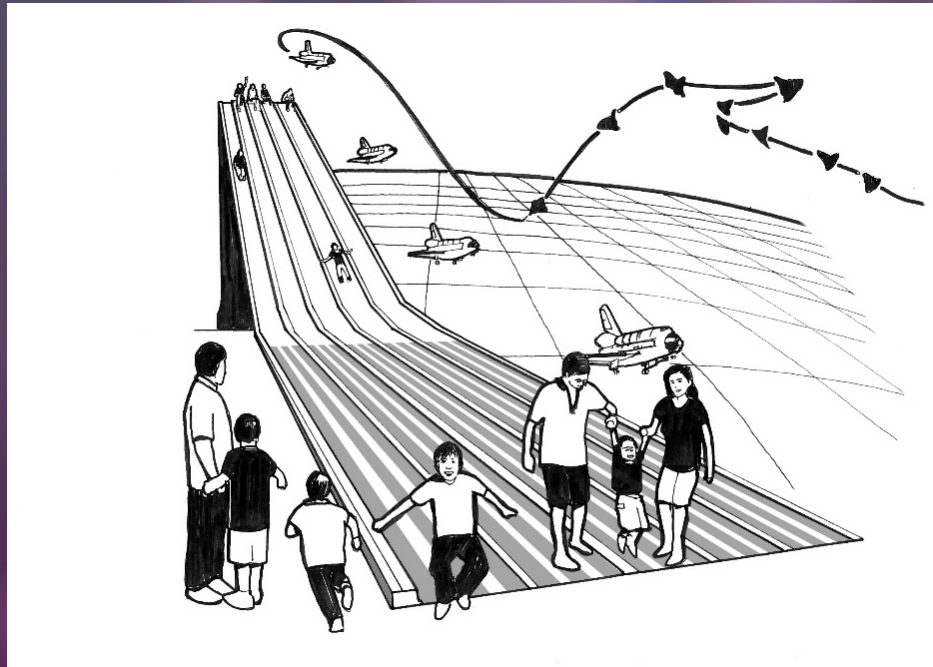
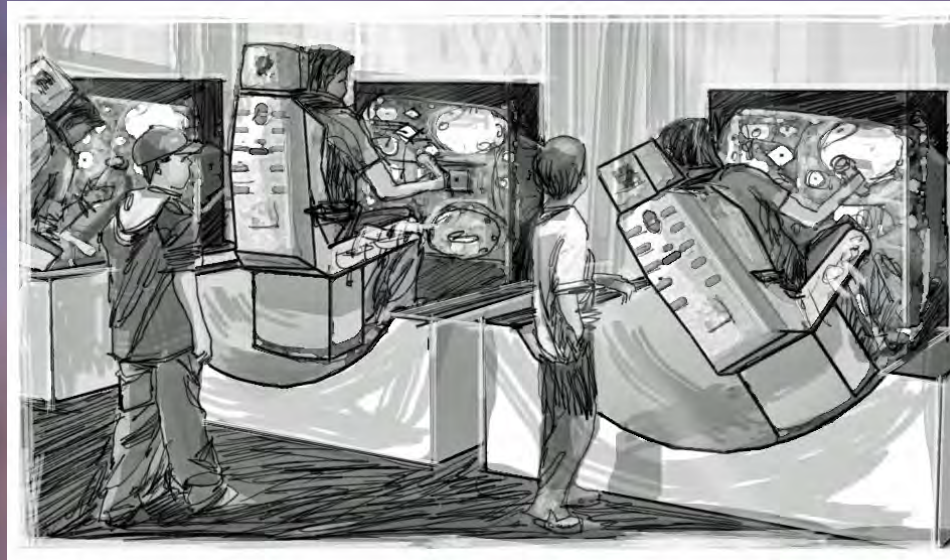
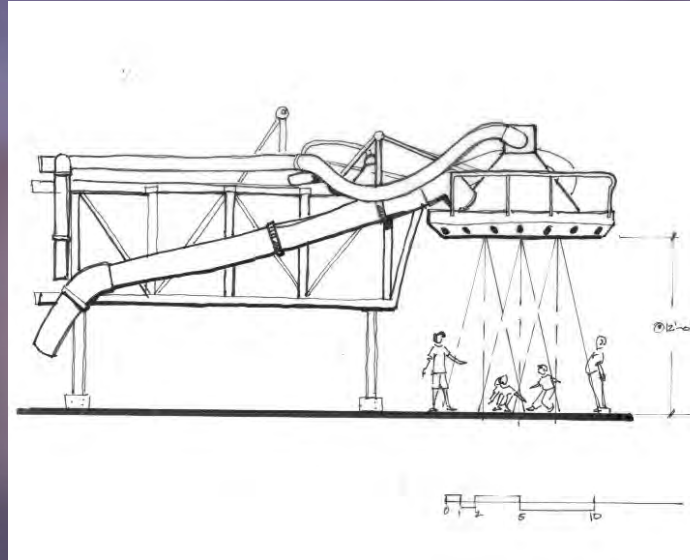
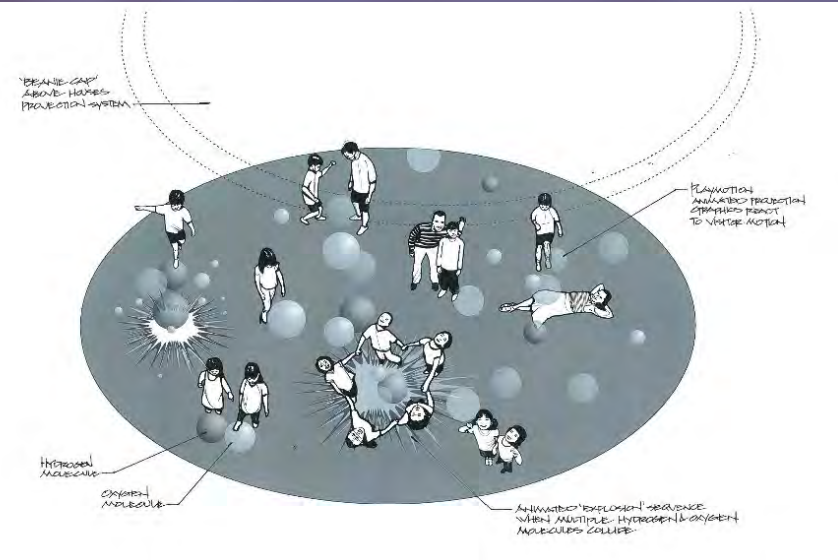
A photograph of five Space Shuttle launchers standing vertically at night. The word "EXPLORER" is superimposed in large, glowing blue 3D letters across the middle of the image. The launchers are illuminated from below, and palm trees are visible on either side. The background is a clear night sky.

EXPLORER

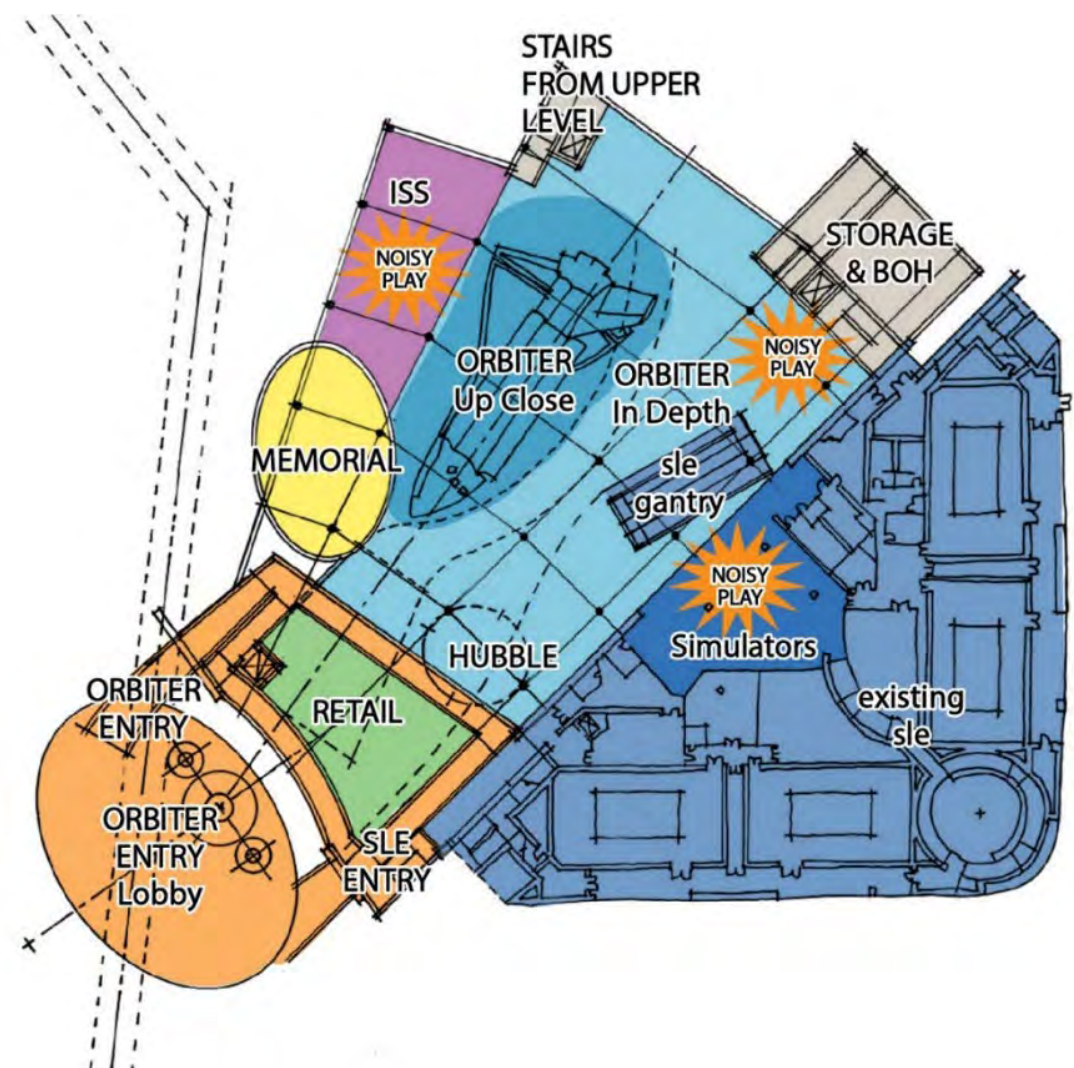
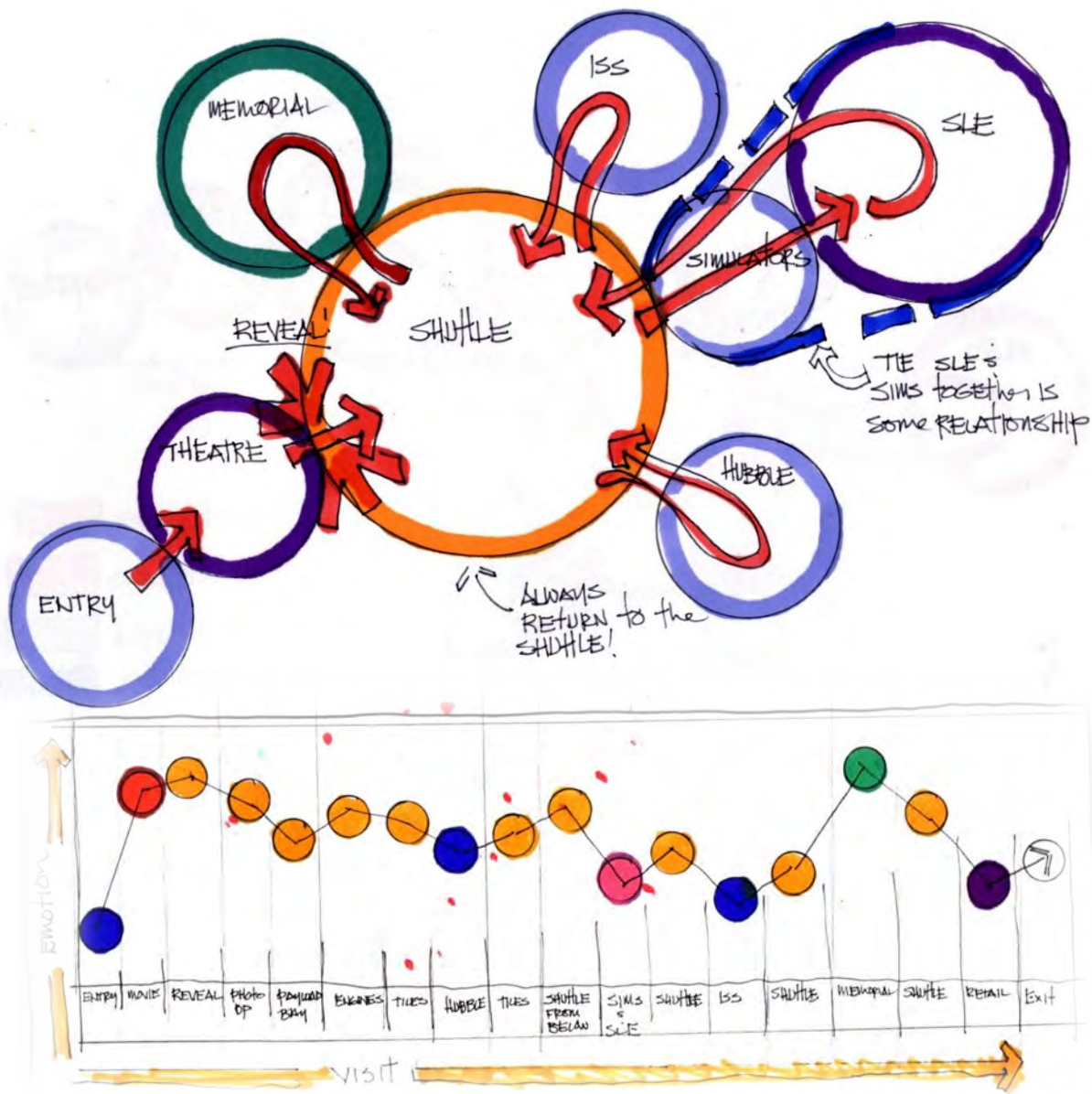
PHASE TWO: CREATING & VALIDATING IDEAS

GUEST EXPERIENCE SKETCHES

Space Shuttle Atlantis

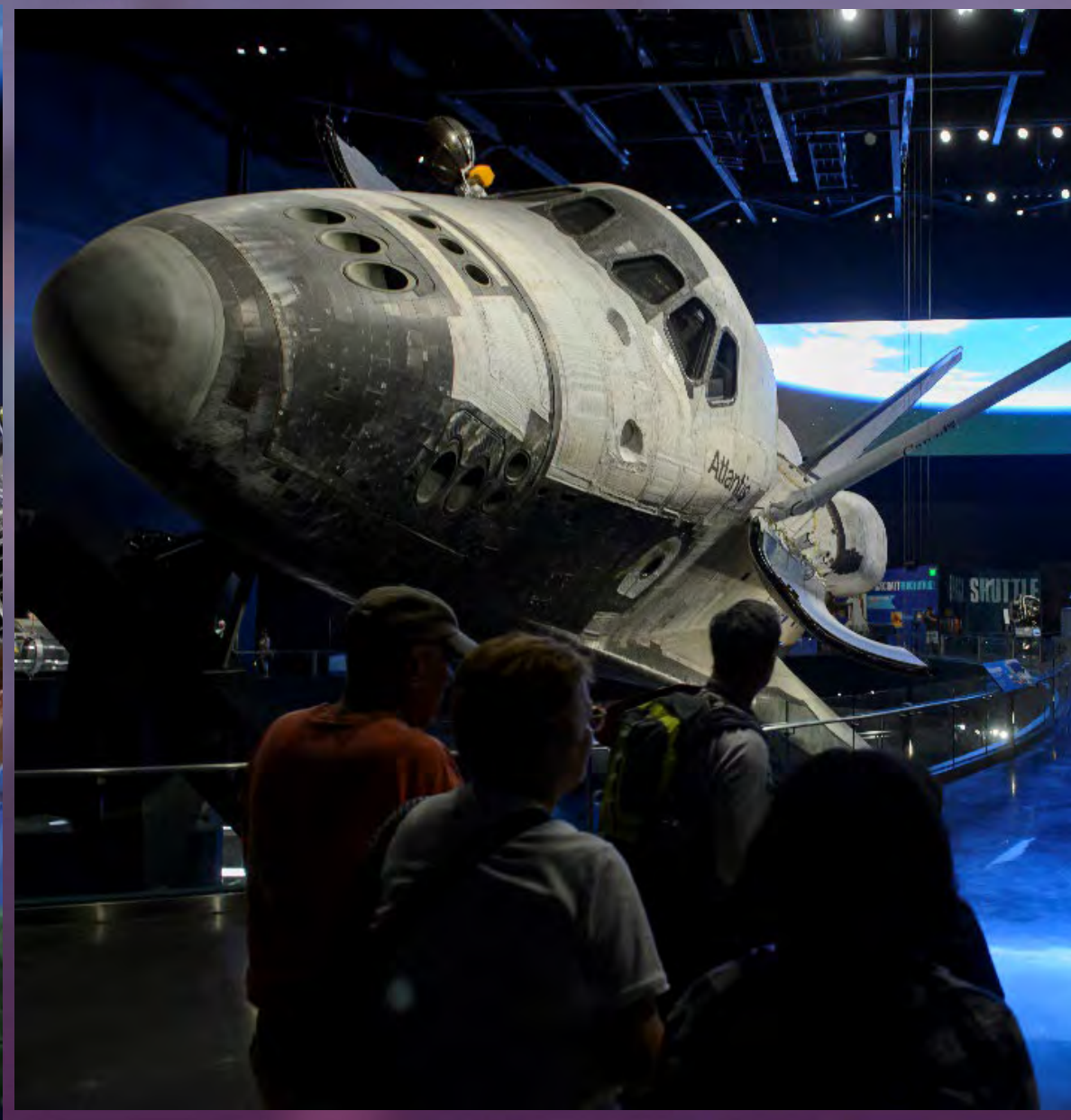


GUEST EXPERIENCE PLAN DIAGRAM



GUEST POINT OF VIEW RENDERINGS

Kennedy Space Center



AGRICULTURAL CONCEPT RESEARCH

Mr. Lilly's Farm

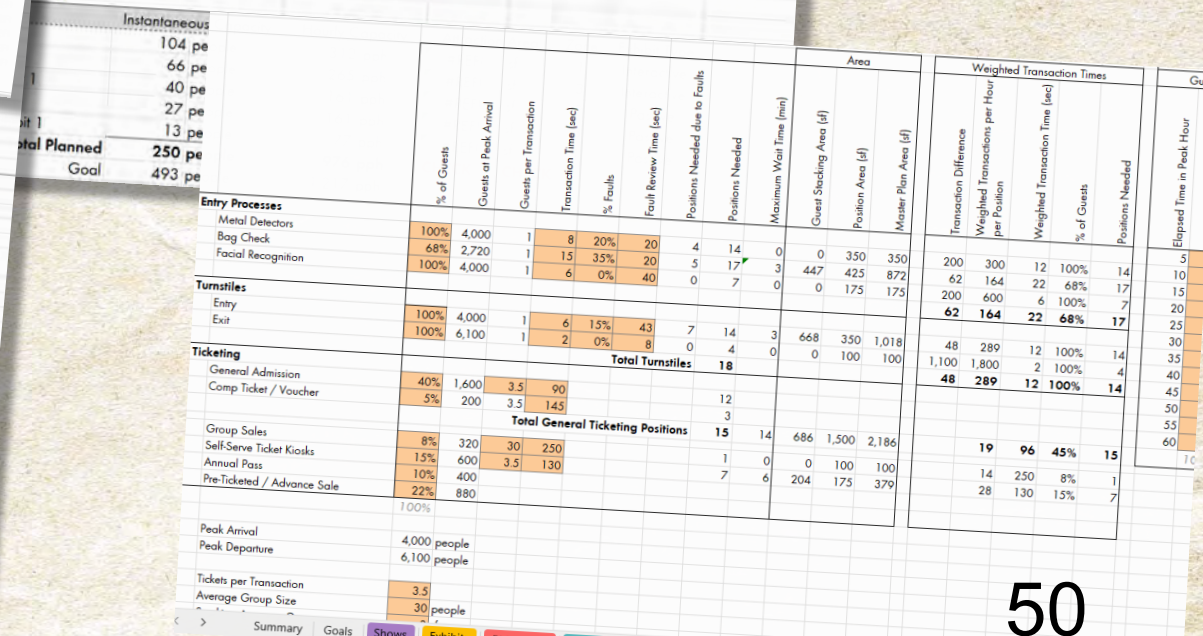
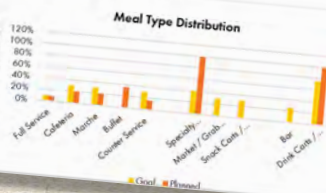


Conner Prairie visitors find Mr. Lilly's Farm more appealing and are significantly more likely to visit compared to non-visitors. Mr. Lilly's Farm performed higher than the H2R Norm for appeal.

Summary of Key Performance Metrics for Campaign – % Top 2 Box

	Overall Panel Ratings (A)	Visitors (B)	Non-Visitors (C)	H2R Norms (D)
Appeal of Concept	82% <i>D</i>	82% <i>D</i>	79%	76%
Brand Fit	77%	78%	73%	75%
Fun for the Family	83%	83%	86%	
Authenticity	87%	87%	86%	
Intent to Visit	68%	68%	67%	67%
Intent to Visit (Top Box)	40% <i>C, D</i>	42% <i>C, D</i>	35%	36%
LIFT in TB Intent Over Base	+18%	+17%	+24%	
% Multiple Visits/Year	19% <i>C</i>	22% <i>B, C</i>	10%	
% Motivator	74%	73%	75%	

With a basis of understanding, we can calculate how Guest Capacity affects the various elements of the individual concepts.





海洋王国
Ocean Kingdom

糖果店
Candy Shop

BAKERY

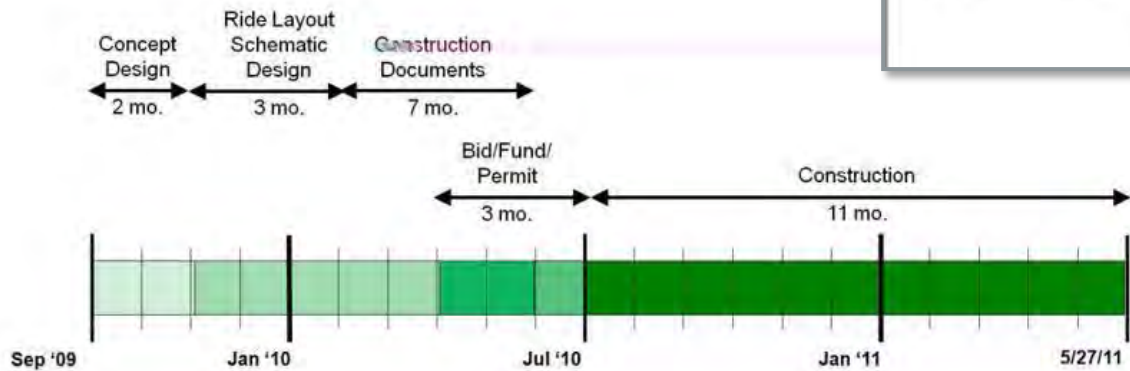
PHASE THREE: SETTING THE STAGE FOR IMPLEMENTATION

Typical Project Development Schedule



Development Timeline
Reviews

Schedule



Schedule

ID	Task Name	Duration	Start	Finish	Predecessor	2005	2006	2007
1	Concept Design	3.8 wks	Mon 6/30/05	Thu 6/30/05				
2	Conference Call	1 day	Mon 6/6/05	Mon 6/6/05				
3	SF Internal Meeting	2 days	Tue 6/14/05	Wed 6/15/05	2			
4	Direction to PGAV	1 day	Thu 6/16/05	Thu 6/16/05	3			
5	Design Workshop in Park / Consultant Kick-off	1 day	Tue 6/21/05	Tue 6/21/05	4			
6	Write Project Program	3 days	Wed 6/22/05	Fri 6/24/05	5			
7	Create Visuals for Kieran Sign-off	3 days	Mon 6/27/05	Wed 6/29/05	6			
8	Concept Sign-Off Conference Call	1 day	Thu 6/30/05	Thu 6/30/05	7			
9	Design & Engineering	24.2 wks	Fri 7/1/05	Fri 12/16/05				
10	Schematic Design	7.2 wks	Fri 7/1/05	Fri 8/19/05				
24	Design Development	7.2 wks	Mon 8/22/05	Mon 10/10/05	10			
38	Construction Documents	9.8 wks	Tue 10/11/05	Fri 12/16/05	24			
58	Sub-contractor Bidding	2 wks	Tue 12/6/05	Mon 12/19/05	51			
59	Bid Shakedown and Acceptance	1 wk	Tue 12/20/05	Mon 12/26/05	58			
60	Issue for Construction Documents	1.4 wks	Tue 12/27/05	Wed 1/4/06	59			
66	Construction Phase	26.8 wks	Mon 11/7/05	Thu 5/11/06				
67	Notice to Proceed	1 day	Mon 11/7/05	Mon 11/7/05				
68	Mobilization	1 wk	Tue 11/8/05	Mon 11/14/05	67			
69	Construction	25.6 wks	Tue 11/15/05	Thu 5/11/06	68			
70	Demolition / Earthwork / Foundations	1 wk	Tue 11/15/05	Mon 11/21/05				
71	Utilities	1 wk	Tue 11/22/05	Mon 11/28/05	70			
72	Exhibits / Buildings	19 wks	Tue 11/29/05	Mon 4/10/06	71			
73	Start-up LSS	1 wk	Tue 4/11/06	Mon 4/17/06	72			
74	Paving / Sitework	1 wk	Tue 4/18/06	Mon 4/24/06	73			
75	Substantial Completion	1 day	Tue 4/25/06	Tue 4/25/06	74			
76	Ride Start-Up	2 wks	Wed 4/26/06	Tue 5/9/06	75			
77	Soft Opening	2 days	Wed 5/10/06	Thu 5/11/06	76			
78	Open to the Public	1 day	Fri 5/12/06	Fri 5/12/06	77			

PGAV 15
8/29/2005

DULE

ASHEVILLE, NC



BILTMORE ESTATE





THANK YOU!



Schedule of Events • November and December

DATE	EVENT	LOCATION
Friday, Nov. 7	Shuttle Roundtable Mtg. 1	Shuttle Park South
Wednesday, Nov. 12	Shuttle Roundtable Mtg. 2 & 3	Shuttle Park South
Thursday, Nov. 13	Shuttle Roundtable Mtg. 4	Shuttle Park South
Thursday, Nov. 13	Care-A-Van November Committee Mtg.	Wilcox/Board Room
Sunday, Nov. 16	Incline Railway's 130 th Anniversary	Incline Railway
Thursday, Nov. 20	November Board Meeting	Wilcox/Board Room
Thursday, Nov. 27	Thanksgiving- Grateful Gobbler 5k	Coolidge Park
Wednesday, Dec. 3	Riders' Advisory Committee Mtg.	Downtown Library
Thursday, Dec 4	Executive Committee Meeting	Wilcox/Board Room
Saturday, Dec. 6	Main x 24 Parade	Main Street
Sunday, Dec 7 – 11	Share Your Christmas Food Drive	On all vehicles
Friday, Dec. 12	Food Bank – Drop Off Canned Goods	Chatt. Food Bank
Monday, Dec. 15	CARTA Holiday Lunch	Maintenance Break Rm.
Thursday, Dec. 18	December Board Meeting & Luncheon	Wilcox/Board Room
Thursday, Dec. 25	Christmas	Closed