



CHATTANOOGA AREA REGIONAL TRANSPORTATION AUTHORITY & THE
CHATTANOOGA PARKING AUTHORITY

BOARD MEETING AGENDA

August 22, 2024, 10:00 AM ET

1. **Call to Order**
2. **Quorum Call**
3. **Invocation & Pledge of Allegiance**
4. **Public Comment**
5. **Adoption of Minutes** (page 2) -A
6. **CEO Report:** Charles D. Frazier
7. **Consent Agenda**
 - A. Financial Report: Sonja Sparks (page 11) - I
 - B. Statistical Report: Veronica Peebles (page 14) - I
8. **Finance Committee:** Chairman de Nysschen
 - A. Nomination and election of Treasurer - A
9. **Compensation and HR Committee:** Director Charita Allen
10. **Operations Committee:** Chairman de Nysschen
 - A. Parking Enhancements (approved by CPA): Brent Matthews (page 18) -A
 - B. Parking Enhancements (sending to City Council): Brent Matthews (page 20) -A
11. **New Business**
 - A. Parking Enforcement / Scofflaw Program: Brent Matthews & Jack Skelton (page 21) - I
 - B. Management Reorganization & Draft FY2025 Focus Areas: Charles D. Frazier (page 22) - I
12. **Old Business**
13. **Adjournment**

(A) = ACTION ITEM (I) = INFORMATION

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

AND

THE CHATTANOOGA PARKING AUTHORITY

June 20, 2024

The regular meeting of the Board of Directors of the Chattanooga Area Regional Transportation Authority (CARTA) and the Chattanooga Parking Authority was held Thursday, June 20, 2024, 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 advertised in the Chattanooga Times Free Press on May 05, 2024. The following Board members were in attendance and constituted a quorum: Johan de Nysschen, Chairman; Evann Freeman, Vice Chairman; Patricia McKoy, Treasurer; Arcie D. Reeves, Secretary; Charita Allen, Stephen Culp, Corey Evatt, Bill Nye, and LeAndrea Sanderfur. The following persons were also in attendance: Charles Frazier, Chief Executive Officer; Sonja Sparks, Chief Financial Officer; Jeff Smith, Chief Operating Officer; Scott Wilson, Chief of Staff; Philip Pugliese; Transportation System Planner; 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 called on Ms. McKoy to give the invocation and lead the Pledge of Allegiance. Mr. de Nysschen next opened the meeting for public comments regarding board action items. There were no public comments.

Mr. de Nysschen then stated that all members had been sent a copy of the May 16, 2024, board meeting minutes and asked if there were any additions or corrections. There being none, a motion was made by Mr. Culp and seconded by Ms. Sanderfur, followed by a vote to approve the minutes. The motion was unanimously approved.

Mr. de Nysschen called on Mr. Smith for presentation of the employee Sunshine award for the month of June 2024 to Toriq Martin.

Mr. de Nysschen then called on Mr. Frazier to present the CEO report. Mr. Frazier reported that CARTA assisted with logistics for the annual Chattanooga Area Leadership Prayer Breakfast by providing shuttle service to and from the parking areas. Mr. Frazier rode the shuttle multiple times speaking with several groups about CARTA and the services provided. Mr. Frazier further reported that several CARTA bus operators were invited to and participated in the event.

Next Mr. Frazier provided an update on the Read & Ride Fare-Free program where CARTA has partnered with the Chattanooga Public Library providing more than eight hundred (800) fare-free K through 12 student trips to date to the library, parks and throughout the community on CARTA's fixed route network. Mr. Frazier advised that he and William O'Hearn, Executive Director of the Chattanooga Public Library recently promoted the Read & Ride program on NewsChannel 9's The Daily Refresh program.

Mr. Frazier next reported that CARTA's team visited the Chattanooga State's Technology College of Applied Technology (TCAT) to discuss future partnerships in apprenticeship programs. Mr. Frazier stated the visit opened promising opportunities for deeper collaboration between CARTA and the educational institutions in our area.

Mr. Frazier then reported that the cable shortening process at the Incline Railway has been completed. This process is in addition to last month's cable replacement process, and both processes are necessary to ensure the safe and reliable operation of the Incline.

Mr. Frazier next reported participating as an expert panel member at the Hamilton County School's annual leadership retreat where unmet transportation needs were discussed. Mr. Frazier also presented his 100 day assessment to Midtown Connect at the invitation of Councilmember Carol Berz, provided an overview of CARTA's midtown area services, and also met with the leadership of the Small Cities Coalition, which represents the other cities in Hamilton County outside of the City of Chattanooga to cultivate a working relationship with all cities throughout the community.

Mr. Frazier then reported on a new partnership with the City of Chattanooga's Office of Arts, Culture and Creative Economy. As part of their annual celebration of local artists, Make Music Chattanooga will host Make Music Day on Friday, June 21st with live music performances at two popular CARTA bus stop locations. Mr. Frazier noted that this is the first of several collaborations to bring the arts and transportation together.

Lastly, Mr. Frazier reported that CARTA's inaugural Ambassadors Graduation Ceremony was held on June 13th, 2024. The keynote speaker was Mayor Tim Kelly and Veronica Peebles, Director of Communications and Planning; was the emcee. Other speakers included Mr. Frazier, Daniel Collins, Director of Safety and Security; Tricia Prince, Training Director; and Lakecha Strickland, Amalgamated Transit Union local 1212 President. Mr. Frazier stated this ceremony was an excellent opportunity to recognize the training and expertise of CARTA team members, and the importance of their mission as ambassadors to the community.

Mr. Frazier then introduced Mr. Richard Lewis, and congratulated him on his June 1, 2024, retirement, thanking him for more than fourteen (14) years of dedicated CARTA service.

Under "Consent Agenda" Mr. de Nysschen advised a new process has been adopted to streamline board meetings. Rather than read financial and statistical reports into records, board members are expected to review the reports prior to board meetings where opportunities to ask questions prior to a vote to accept as information will be held. Mr. de Nysschen then asked if there were any comments or questions regarding the financial report, statistical report, or Incline ticket pricing Title VI analysis provided in the board packet sent electronically on June 14, 2024. There being none, a motion was made by Mr. Nye and seconded by Ms. McKoy, followed by a vote to approve the Consent Agenda items as received, read, understood, and accepted. The motion was unanimously approved.

Mr. de Nysschen next called on Ms. Sparks to review action items listed under "Financial Report" for June. Ms. Sparks advised that a resolution was needed to update signature

authorizations for CARTA's operating, parking, and capital bank accounts. Mr. de Nysschen asked if there were any comments or questions regarding the bank account signature authorization resolution. There being none, a motion was made by Ms. Allen and seconded by Mr. Culp. The resolution was unanimously passed.

Ms. Sparks next presented the FY2025 operating budget. Ms. Sparks stated that the suggested operating budget was \$29,886,901, which represented an 8.51% increase over the FY2024 budget and utilized \$2,085,531 American Rescue Plan Act (ARPA) funds. Ms. Sparks further noted that the budget included the following areas of improvements and revenue increases: (i) passenger revenue increases from raising Incline fare prices; (ii) meter charge increases; (iii) higher costs of service quality improvement of cleaning services, CARTA GO minor expansion, and the addition of two road supervisors; (iv) safety and security enhancements of an attendant and custodial services at Shuttle Park North, including a facility manager and a claims/safety manager; (v) management efficiencies of a technology/innovation manager; (vi) increase in training programs; and (vii) governmental affairs expense of \$75,000.

Ms. Powell presented the FY2025 capital budget that included funded capital projects for FY2025 of \$4,393,913 and unfunded capital projects in the amount of \$35,730,000. Ms. Powell reported that on March 8, 2024, CARTA submitted a request for \$1,500,000 in local capital match funds from the City of Chattanooga to align with the City of Chattanooga's capital budget submission process. This amount includes funds of \$658,850 in already awarded grant projects, with the remaining \$841,150 to be utilized as capital match for competitive grant opportunities

that are currently available. For fiscal years 2026-2029, CARTA has budgeted \$17,526,390 in capital projects that are projected to be funded.

Mr. de Nysschen asked if there were any comments or questions regarding the FY2025 operating and capital budgets provided in the board packet sent electronically on June 14, 2024. There being none, a motion was made by Mr. Evatt, seconded by Mr. Nye, and followed by a vote to accept the FY2025 operating and capital budgets. The motion was unanimously approved.

Mr. de Nysschen called on Ms. Allen to provide an update from the Compensation and HR Committee. Ms. Allen stated the committee did not meet, but conversations were had with CARTA's executive staff regarding the performance evaluation policy and procedure. Mr. de Nysschen then called on Mr. Smith to present a resolution requesting to implement a formal evaluation procedure for the Chief Executive Officer, Chief Financial Officer, and non-union-represented employees. Mr. Smith advised the following: (i) that on an annual basis the Human Resources Subcommittee, led by the Chairperson, will perform a review of the Chief Executive Officer; (ii) the review will be based on goals set by the Board which may change periodically; (iii) the results of the evaluation will be brought to the Board for approval; (iv) the Board will also conduct quarterly reviews with the Chief Executive Officer and Chief Financial Officer in addition to the annual performance evaluations; (v) the Chief Executive Officer will evaluate the performance of the Chief Financial Officer, which will be brought to the Human Resources Subcommittee for review and to the Board for approval; and (vi) the Chief Executive Officer will

oversee the annual performance evaluations of non-union-represented employees based on set performance goals reasonably determined by the CEO from time to time.

Ms. Allen asked about the implementation timeline for the performance evaluation procedure. Mr. Frazier advised that CARTA is currently making organizational changes and CARTA management wants to educate and inform all employees and review job specifications, so that employees understand what is expected of them and to get employee buy-in prior to implementation. Mr. Frazier requested that the policy be approved by the Board to provide a firm direction when moving forward to the next phase. Mr. Evatt asked how these performance-based compensation changes will affect the FY2026 budget. Mr. Frazier noted that management's goal is to implement the new policy prior to the FY2026 budgeting process. It is anticipated in the first year of implementation, evaluations will be more subjective and will not include organizational key performance indicator (KPI) data since it is not currently available. In the second year of implementation, KPI data will be included in the evaluation process. Ms. McKoy stated it would be unfair to immediately implement staff evaluations since they have never been performed to this point. Mr. de Nysschen agreed with Ms. McKoy advising the board of directors to decide the implementation timeline. Mr. de Nysschen stated that a core responsibility of management is to routinely check in, monitor, mentor, and support staff in addition to the twice-a-year formal check-in required by the evaluation process.

Mr. de Nysschen asked if there were any additional questions or comments regarding the Performance Evaluation Policy Procedure Resolution. There being none, a motion was made by Mr. Nye and seconded by Ms. McKoy. The resolution was unanimously adopted.

Mr. de Nysschen reported that the Operations Committee met in June, and the Chattanooga Parking Authority (CPA) provided a detailed and thorough analysis of parking lot usage, on street parking performance, pricing, parking fines, fine enforcement, and other parking competitors. Mr. de Nysschen relayed that on-street parking expansion, parking fee increases and ways to increase parking lot utilization are being researched and considered.

Under “New Business” Mr. de Nysschen asked Ms. Sparks to provide information regarding the NEORide membership request. Ms. Sparks reported that CARTA management asked the Board to approve Resolution 605 authorizing the Chief Executive Officer to execute a membership agreement and bylaws to become a member of NEORide, an Ohio Council of Governments. Ms. Sparks further explained that participating in NEORide will provide the following: (i) access to joint grant and funding initiatives; (ii) enhanced technology integration such as fare collection like smartcards, account-based ticketing, fare capping, ticket vending machines; (iii) more efficient use of taxpayer dollars through shared services and collaborative projects; (iv) enhanced innovative mobility solutions; (v) improved operational efficiency; (vi) strategic planning; and (vii) group-purchasing cost savings. Ms. Sparks stated the fiscal impact of this request is \$8,000 annually, and \$4,000 for calendar year 2024 as fees are prorated based on the time of year.

Mr. Culp asked why NEORide membership is requested in lieu of other memberships. Mr. Frazier stated NEORide's bulk buying power and their procurement process reduces staff's burden of always going through a formal procurement process. Mr. de Nysschen asked if there were any additional comments or questions regarding the NEORide membership resolution request. There being none, a motion was made by Mr. Culp, seconded by Mr. Nye, and followed by a vote to approve the membership request. The resolution was unanimously approved.

Mr. de Nysschen inquired if there were any other business items that need to be addressed. There being no further business, a motion was made to adjourn, and the meeting was adjourned.

TO: CARTA Board of Directors
Finance & Compliance Committee

FROM: Sonja Sparks
Chief Financial Officer

SUBJECT: Financial Report

RECOMMENDED ACTION

Staff recommends that the Board approve CARTA's financial reports for the month ending July 2024.

HIGHLIGHTS, ANALYSIS AND CONCLUSIONS

July, 2024

- Revenue for the month was \$2,557,805 compared to a budgeted \$2,530,114.
- Expenses for the month were \$2,185,678 compared to a budgeted \$2,409,249.
 - Transit expense under budget variance of \$215,991 is due to a wage and benefit under budget variance of \$95,940 due to turnover and vacancies. We also had an under budget variance in fuel of \$4,686 and maintenance of \$61,131. Items in the process of being implemented for this budget year include professional services in the amount of \$22,363 for cleaning and other services, and training, travel and software in the amount of \$31,563. This results in a monthly under budget variance in net income of \$205,800.
 - Care-A-Van expenses were under budget \$59,060 due to an under budget variance in wages and benefits in the amount of \$33,842 due to turnover and vacancies, fuel in the amount of \$5,397, maintenance in the amount of \$10,061 and professional services in the amount of \$8,392 for additional cleaning services to be implemented. The net income under budget variance is \$57,177 for the month.
- The July Parking Report indicates receipts from parking meter and enforcement reflected net positive revenue of \$33,704 and when combined with net shuttle costs of (\$152,917), created a net of (\$119,213). Total net parking revenue for the month (adding in surface lot and garage revenues and expenses) reflected a positive net revenue of \$106,980.

CARTA
Variance Report
For the One Month Ending Wednesday, July 31, 2024

	<u>MONTHLY ACTUAL</u>	<u>MONTHLY BUDGET</u>	<u>VARIANCE</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>
TRANSIT						
Revenues	\$1,233,781	\$1,243,972	(\$10,191)	\$1,233,781	\$1,243,972	(\$10,191)
Expenses	<u>1,228,798</u>	<u>1,444,789</u>	<u>(215,991)</u>	<u>1,228,798</u>	<u>1,444,789</u>	<u>(215,991)</u>
NET	4,983	(200,818)	205,800	4,983	(200,818)	205,800
SHUTTLE						
Revenues	\$169,021	\$146,504	\$22,517	\$169,021	\$146,504	\$22,517
Expenses	<u>203,727</u>	<u>211,932</u>	<u>(8,205)</u>	<u>203,727</u>	<u>211,932</u>	<u>(8,205)</u>
NET	(34,706)	(65,428)	30,722	(34,706)	(65,428)	30,722
INCLINE						
Revenues	\$695,893	\$683,133	\$12,760	\$695,893	\$683,133	\$12,760
Expenses	<u>274,257</u>	<u>232,366</u>	<u>41,891</u>	<u>274,257</u>	<u>232,366</u>	<u>41,891</u>
NET	421,636	450,766	(29,131)	421,636	450,766	(29,131)
CARE-A-VAN						
Revenues	\$84,377	\$86,260	(\$1,883)	\$84,377	\$86,260	(\$1,883)
Expenses	<u>239,235</u>	<u>298,295</u>	<u>(59,060)</u>	<u>239,235</u>	<u>298,295</u>	<u>(59,060)</u>
NET	(154,858)	(212,035)	57,177	(154,858)	(212,035)	57,177
PARKING						
Revenues	\$374,734	\$370,246	\$4,488	\$374,734	\$370,246	\$4,488
Expenses	<u>239,661</u>	<u>221,866</u>	<u>17,795</u>	<u>239,661</u>	<u>221,866</u>	<u>17,795</u>
NET	135,073	148,380	(13,306)	135,073	148,380	(13,306)
CARTA - Total						
Revenues	\$2,557,805	\$2,530,114	\$27,691	\$2,557,805	\$2,530,114	\$27,691
Expenses	<u>2,185,678</u>	<u>2,409,249</u>	<u>(223,571)</u>	<u>2,185,678</u>	<u>2,409,249</u>	<u>(223,571)</u>
NET	372,127	120,866	251,262	372,127	120,866	251,262

JULY 2024 PARKING REPORT

	<u>Meters</u>	<u>Shuttle</u>	<u>Lots</u>	<u>Garages</u>
Revenues	\$ 200,721	\$ -	\$ 149,930	\$ 166,501
Enforcement	\$ 56,616	\$ -	\$ -	\$ -
Donations	\$ -	\$ 1,020	\$ -	\$ -
Advertising	\$ -	\$ -	\$ -	\$ -
Rental	\$ -	\$ 800	\$ -	\$ 700
Fed/State Grants	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 257,337	\$ 1,820	\$ 149,930	\$ 167,201
Onstreet Enforcement Expenses	\$ 223,633	\$ -	\$ -	\$ -
Shuttle Expenses	\$ -	\$ 154,737	\$ -	\$ -
Lot Expense	\$ -	\$ -	\$ 41,948	\$ -
Garage Expense	\$ -	\$ -	\$ -	\$ 48,990
Total Expense	\$ 223,633	\$ 154,737	\$ 41,948	\$ 48,990
Net Revenue	\$ 33,704	\$ (152,917)	\$ 107,982	\$ 118,211
Net Meters & Shuttle	\$ (119,213)			
Total Parking	<u>\$ 106,980</u>			

TO: CARTA Board of Directors
FROM: Veronica Peebles
Chief Administrative Officer
SUBJECT: Statistical Report

RECOMMENDED ACTION

Staff recommends that the Board accept CARTA's statistical report for the month ending June 2024 as information to the Board.

HIGHLIGHTS, ANALYSIS AND CONCLUSIONS

Ridership overall continues steady growth with some exceptions by route. Weekend ridership continues to exhibit stronger growth without expansion of service. Shuttle ridership continues to rebound. CARTA GO leads growth but leveling off with capacity constraints.

- June 2024
 - Fixed Route weekday ridership is down 7% over prior month and level with prior year but note that Weekday ridership per day is level (20 weekdays vs 23 in May).
 - CARTA GO was also down 16% from prior month but still up 10% over prior year.
 - Shuttle ridership is up 15% year-over-year, and up 14% from May.
 - Incline ridership up 1% year-over-year. CR
 - CAV ridership was also down 15% from the prior month and down 3% year-over-year.
 - Bikes on Board are up 7% from the prior month and up 2% year-over-year.
 - Wheelchair boardings following trend and off 13% from prior month and down 14% year-over-year.
- 2024 vs 2023 Total FY
 - Total Fixed Route ridership up 4% with notable growth in CARTA GO up 39% and Route 4 up 14%.
 - Saturday ridership was up 9% and Sunday ridership up 15% for the year.
 - Total Shuttle ridership up 22%, with St Elmo up 32%. North Shore down 4%.
 - Care-a-Van ridership up 6%.
 - Incline ridership down 4%.
- July 2024
 - Weekday ridership is flat month over month, but up 9% year over year on a per day basis.
 - Total fixed route ridership went up 4% month over month and 11% year over year.
- Special Note: Read and Ride Program
 - The Read & Ride pilot program launched June 1, 2024, as a new incentive for students who participate in the Library's summer reading program: Make.Play.Read.Learn. (MPRL). From June 1 - July 31, 2024, 2,166 K-12 students signed up for the MPRL reading challenge, and 677 of those students also picked up Read & Ride bus passes and 3,197 trips were completed.

Chattanooga Area Regional Transportation Authority

Statistical Report

For the Period Ending July 31, 2024

	<u>This Month</u>	<u>Month YR Ago</u>	<u>YTD</u>	<u>Prior YTD</u>
<u>TRANSIT</u>				
Ridership	83,082	74,276	83,082	74,276
Weekday Average - with Mocs	3,242	2,969	3,242	2,969
Weekday Average - without Mocs	3,242	2,969	3,242	2,969
Saturday Average	2,124	2,151	2,124	2,151
Sunday Average	816	827	816	827
Miles	155,741	149,624	155,741	149,624
Passengers/Mile	0.53	0.50	0.53	0.50
Accidents	2	0	2	0
Operating Cost/Rider	9.64	9.87	9.64	9.87
<u>SHUTTLE</u>				
Ridership	30,157	26,139	30,157	26,139
Weekday Average	1,014	861	1,014	861
Saturday Average	1,083	1,078	1,083	1,078
Sunday Average	627	536	627	536
Miles	18,309	13,410	18,309	13,410
Passengers/Mile	1.65	1.95	1.65	1.95
Accidents	0	1	0	1
Operating Cost/Rider	2.24	2.79	2.24	2.79
<u>INCLINE</u>				
Ridership	72,605	82,151	72,605	82,151
Net Revenue/Passenger	5.81	2.46	5.81	2.46
Days Down	0	0	0	0
<u>CARE-A-VAN</u>				
Ridership	4,177	3,985	4,177	3,985
Miles	49,002	47,248	49,002	47,248
Turndowns	0	0	0	0
Accidents	0	0	0	0
Operating Cost/Rider	48.83	47.92	48.83	47.92
Passengers/Hour	1.18	1.24	1.18	1.24
<u>TOTAL CARTA</u>				
Ridership	190,021	186,551	190,021	186,551

*** Notes to the Statistical Report:**

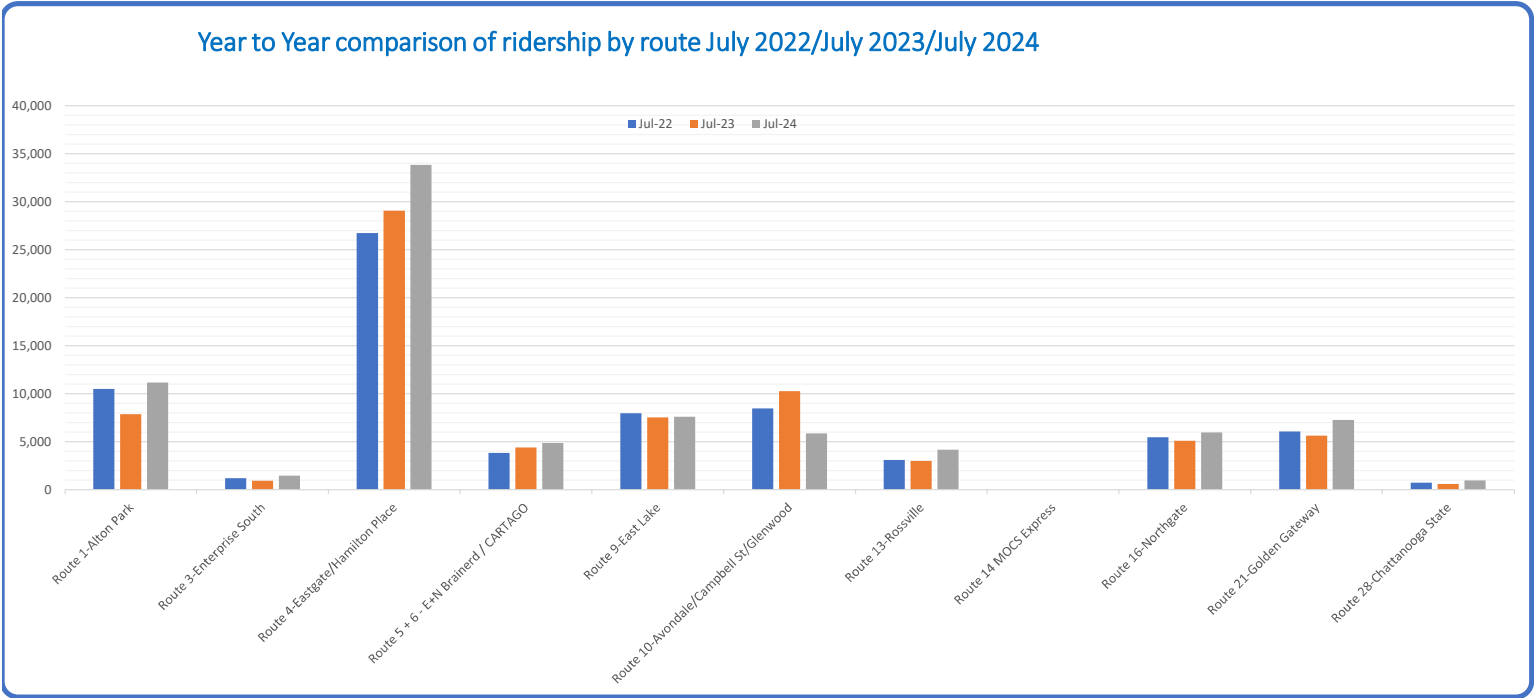
North Shore Shuttle	3,537	2,662	3,537	2,662
MOCS Express	0	0	0	0
Bicycles Carried	1,740	1,378	1,740	1,378
Wheelchairs Carried	1,078	1,236	1,078	1,236
St.Elmo/Incline	3,062	2,338	3,062	2,338

Days of Operation Transit

Number of Weekdays	22	20
Number of Saturdays	4	5
Number of Sundays	4	5
	<u>30</u>	<u>30</u>

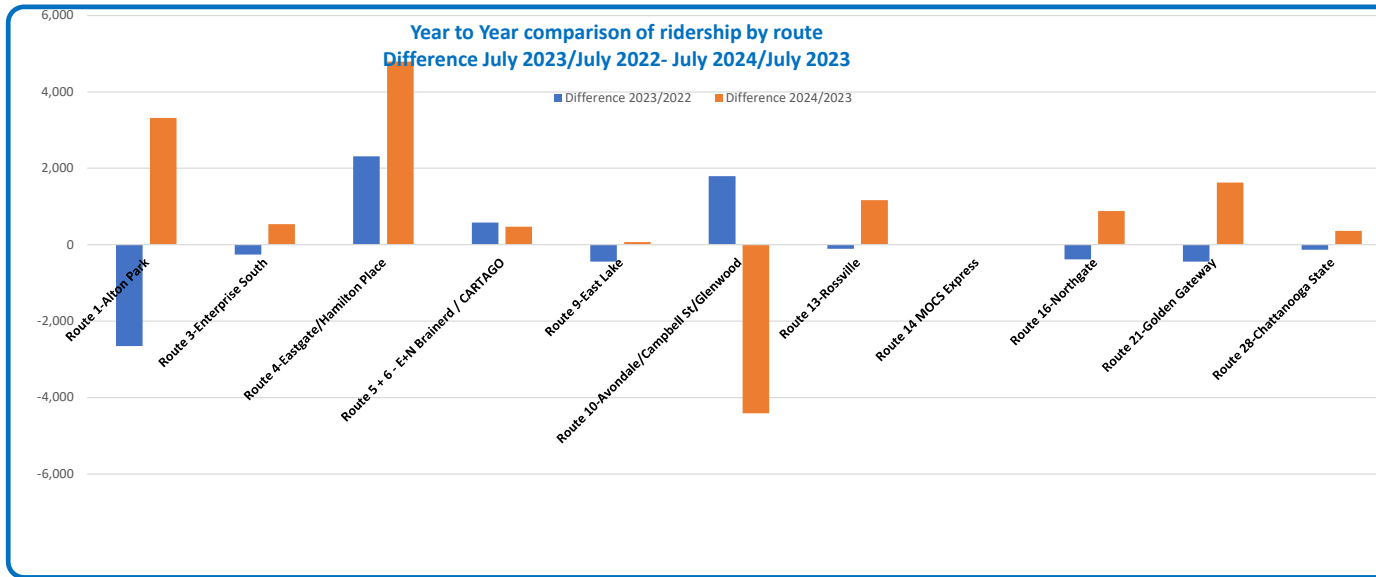
Days of Operation Care-A-Van, Shuttle, Incline

Number of Weekdays	23	21
Number of Saturdays	4	5
Number of Sundays	4	5
	<u>31</u>	<u>31</u>



	Jul-22	Jul-23	Jul-24
Route 1-Alton Park	10,509	7,850	11,166
Route 3-Enterprise South	1,192	933	1,474
Route 4-Eastgate/Hamilton Place	26,731	29,045	33,837
Route 5 + 6 - E+N Brainerd / CARTAGO	3,816	4,391	4,857
Route 9-East Lake	7,963	7,519	7,588
Route 10-Avondale/Campbell St/Glenwood	8,472	10,264	5,852
Route 13-Rossville	3,091	2,986	4,150
Route 14 MOCS Express	0	0	0
Route 16-Northgate	5,462	5,076	5,960
Route 21-Golden Gateway	6,065	5,622	7,251
Route 28-Chattanooga State	722	590	947

Totals: 74,023 74,276 83,082



	Difference 2023/2022	Difference 2024/2023
Route 1-Alton Park	-2,659	3,316
Route 3-Enterprise South	-259	541
Route 4-Eastgate/Hamilton Place	2,314	4,792
Route 5 + 6 - E+N Brainerd / CARTAGO	575	466
Route 9-East Lake	-444	69
Route 10-Avondale/Campbell St/Glenwood	1,792	-4,412
Route 13-Rossville	-105	1,164
Route 14 MOCS Express	0	0
Route 16-Northgate	-386	884
Route 21-Golden Gateway	-443	1,629
Route 28-Chattanooga State	-132	357

253 8,806

TO: CARTA Board of Directors

FROM: Brent Matthews
Director of Parking and Facilities Maintenance

SUBJECT: Parking Enhancements -Technology Upgrade, Contract Extension, Rate & Fine Changes

RECOMMENDED ACTION

Staff recommends that the Board approve the following parking enhancements:

1. Shuttle Park North and Shuttle Park South – Hourly Rates & Max Rate
 - Approve first hour free
 - Approve rate change from \$3 per hour with \$11 max to \$4 per hour with \$12 max
2. Shuttle Park South - Special Event Rate
 - Approve rate change from \$10 to \$15
3. Renaissance Lot, Riverfront Lot, and North Shore Garage – Max Rate
 - Approve max rate of \$10 for 3 or more hours
4. All Surface Lots – Ticket Penalty Fee
 - Approve rate change of initial penalty fee from \$10 to \$20
5. Modii App – Technology Procurement
 - Approve implementation of real-time parking inventory and wayfinding app
6. Courtyard Marriott – Contract Renewal Agreement
 - Authorize CEO to execute contract renewal with Courtyard Marriott

ALIGNMENT WITH STRATEGIC GOALS

These actions align with CARTA’s strategic imperatives of increasing parking utilization and improving the use of technology resources

SUMMARY OF NEED

Approval of these actions will allow CARTA to increase utilization of parking deck resources, discourage abuse of parking illegally, provide an innovating technology solution to the community, and a secure long-term dedicated funding for the parking business unit.

BACKGROUND AND HISTORY

On October 1, 2012, the City of Chattanooga formally created the Chattanooga Parking Authority (CPA) to manage on-street parking and own and operate various lots and parking garages. From time-to-time, the CARTA/CPA board authorizes changes to rates / penalty fees and approves various contracts. On August 11, 2023, the CARTA/CPA Board of Directors increased on-street and lot rates from \$1.00 to \$1.50. On November 17, 2022, the CARTA Board of Directors approved a management contract with PCI. Prior to that and on July 16, 2015, the CARTA/CPA Board of Directors raised the on-street parking rate from \$.75 to \$1.00.

PROCUREMENT OVERVIEW

Modii Technology is being purchased by PCI, CARTA/CPA's third-party management company and is therefore not subject to CARTA's procurement policy. Consistent with FTA Circular 4220.1F, CARTA/CPA has broad latitude in determining competition appropriate for revenue contracts. The contract extension with the Courtyard Marriott has been reviewed and is deemed competitive based on its proximity to the Shuttle Park North garage.

FISCAL IMPACT

The fiscal impact of each of the six actions is listed below.

1. The annualized fiscal impact of adjusting the rates in the Shuttle Park North and Shuttle Park South garages is (\$7,648) and (\$8,300), respectively
2. The annualized fiscal impact of adjusting the special event rate at Shuttle Park South is \$54,465 and will be used to offset the cost of increased security.
3. The annualized fiscal impact of adjusting the max rate in the lots is \$83,494.
4. The annualized fiscal impact of adjusting the penalty fines is \$69,930.
5. The annualized fiscal impact will be (\$54,450) for phase 1 implementation.
6. The annualized fiscal impact is to be determined. The rate would be determined in 2029 when the contract begins. It would be no less than \$9,146.35 per month

DBE PARTICIPATION

No disadvantaged business enterprise (DBE) goal has been applied to this contract because there are no DBE providers available to provide this service.

TO: CARTA Board of Directors

FROM: Brent Matthews
Director of Parking and Facilities Maintenance

SUBJECT: Parking Enhancements to be considered by City Council

RECOMMENDED ACTION

Staff recommends that the Board authorize the CEO to present the following parking enhancements requests to the City Council of Chattanooga:

1. On-Street Parking – Fees & Fines
 - Approve base fee change from \$11 to \$20 (\$16 if paid within 48 hours)
 - Approve change of illegal parking fine from \$36 to \$45
 - Approve change of handicap parking violation fine from \$50 to \$100

2. Paid Parking – Zone Boundary
 - Approve zone boundary expansion to include Cherokee Boulevard, Spears Avenue and Velma Avenue.

ALIGNMENT WITH STRATEGIC GOALS

These actions align with CARTA's strategic imperatives of increasing parking utilization and improving the use of technology resources

SUMMARY OF NEED

Approval of this item will allow CARTA's CEO to request approval from the City Council for the indicated changes. The City Council's approval will allow CARTA to further discourage abuse of parking illegally and expand the paid parking zone boundary.

BACKGROUND AND HISTORY

On October 1, 2012, the City of Chattanooga formally created the Chattanooga Parking Authority (CPA) to manage the on-street parking and own and operate various lots and garages. There has been no adjustment to illegal parking fines nor any expansion of the established paid parking boundary since that time.

FISCAL IMPACT

The fiscal impact of each of the two actions is listed below.

1. The annualized fiscal impact of these adjustments would be approximately \$375,000 if the total number of violations remains the same; however, the goal is to discourage illegal parking, and staff anticipates a range of \$275,000 to \$300,000.

2. 51 new paid parking spaces will be added to the network with an estimated annualized fiscal impact of \$85,000.

DBE PARTICIPATION

No disadvantaged business enterprise (DBE) goal has been applied to this contract because there are no DBE providers available to provide this service.

TO: CARTA Board of Directors

FROM: Brent Matthews
Director of Parking and Facilities

SUBJECT: Parking Enforcement / Introduction of the Scofflaw Program

RECOMMENDED ACTION

N/A Information Only

HIGHLIGHTS, ANALYSIS AND CONCLUSIONS

The Scofflaw Program has been developed to enhance parking enforcement through the immobilization of vehicles (booting). This program is critical to safeguarding the future revenue streams that fund our essential shuttle services and parking infrastructure. The program **will not be launched** until it is fully vetted by the Chattanooga City Council and the Mayor’s Office.

The primary objective of the Scofflaw Program is to ensure the collection of outstanding parking citations, which directly impacts our ability to continue providing high-quality shuttle services and maintaining our parking facilities. By addressing the significant number of unpaid citations, we are protecting the vital funds that keep these services operational and accessible to the public. For clarity, Scofflaws willfully disregard parking ordinances, and the Scofflaw Program is focused on individuals who have three (3) or more outstanding citations for over sixty (60) days.

As of August 2024, there are over 3,900 outstanding Scofflaw cases, with a total balance exceeding \$2.64 million. This represents a substantial portion of our potential revenue, which, if left uncollected, could jeopardize our ability to sustain and expand our transportation services. The introduction of self-releasing boot technology will make it easier for violators to settle their debts while reducing the operational burden on our staff.

It is important to emphasize that the Scofflaw Program **will not be launched** until we have conducted a thorough engagement with the Chattanooga City Council. This presentation is scheduled as part of our strategic rollout plan and will include a comprehensive overview of the program, its benefits, and the anticipated impact on our operations and community.

The presentation will allow us to gather input from City Council members and address any concerns they may have. Their support is crucial for the successful implementation of this program, and we are committed to ensuring full transparency and collaboration throughout this process.

Once we have received the necessary approval from the City Council, we will move forward with the public rollout of the program. This will include a well-planned communication strategy, an amnesty period for violators, and a phased introduction of the booting process, starting with the most egregious offenders.

TO: CARTA Board of Directors

FROM: Charles D. Frazier
Chief Executive Officer

SUBJECT: Management Reorganization & Draft FY2025 Focus Areas

RECOMMENDED ACTION

N/A Information Only

HIGHLIGHTS, ANALYSIS AND CONCLUSIONS

On May 16, 2024, the CARTA Board of Directors received the Chief Executive Officer's formal 100-Day Assessment of the organization which included 1) a Strengths, Weaknesses, Opportunities & Threats (S.W.O.T.) analysis, and 2) a recommended strategy for moving forward consisting of the following:

1. Fixing the foundation (a.k.a. the core business functions)
 - Modify the organizational structure
 - Create policies, procedures & supporting documentation
 - Improve service delivery
 - Address infrastructure and maintenance backlog
 - Prioritize technology, data and performance management
 - Develop formal customer service and community engagement strategies
2. Forging the future (a.k.a. strategic planning)
 - Develop a near-term strategic plan
 - Create master development plans
 - Invest in core infrastructure
3. Funding
 - Address the fiscal cliff
 - Pursue new grant opportunities
 - Adjust fares & fees

The first phase of the management reorganization has been completed and includes the creation of both the Executive Leadership Team and Management Leadership Team as follows:

Executive Leadership Team: Chief Executive Officer, Chief of Staff, Chief Administrative Officer, Chief Financial Officer and the Chief Operating Officer.

Management Leadership Team: Safety & Training, Innovation & Technology, Planning, Communications & External Affairs, Grants & Procurement, Vehicle Maintenance, Human Resources, Fixed Route & Shuttle, Care-A-Van, Parking & Facilities and Incline Railway.

The draft FY2025 focus areas have been developed below. Tactics and key performance indicators for each area will be developed, prioritized and brought back to the Board as the formal FY2025 Action Plan. This same process will be repeated in advance of the FY2026 budget process.

Long-Term Aspirational Vision:

- Connecting communities and empowering lives
- Fueling the city's economic engine
- Shaping the future of sustainable mobility

Key Foundational Objectives for FY2025:

- Fix core business operations
- Build value as a trusted community partner
- Execute the FY 2025 Action Plan

Draft FY2025 Focus Areas:

- Safety & Training
- Information Technology
- Care-A-Van (Paratransit)
- Planning
- Grants
- Funding & Partnerships
- Human Resources
- Organizational Management and Business Strategy
- CARTA Go (Microtransit)
- Fixed Route
- Parking
- Facilities
- Community Engagement
- Customer Service
- Shuttle
- Vehicle Maintenance
- Procurement
- Accounting & Finance
- Payroll
- Board Collaboration
- Marketing & Communications
- Advertising Revenue
- Call Center