



CHARLESTON AREA REGIONAL TRANSPORTATION AUTHORITY

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## CARTA BOARD MEETING

February 22, 2017  
1:00 PM

CARTA Office  
3664 Leeds Avenue  
North Charleston, SC 29405

### AGENDA

1. Call to Order
2. Consideration of Board Minutes – January 18, 2017 Meeting
3. Audit Presentation- Chris Clark, CPA – Clark Eustace Wagner, PA
4. Financial Status Report – Robin Mitchum
5. Invitation for Bids (IFB) – Integrated Broadband Router – Request for Approval
6. Business Continuity and Disaster Recovery Plan – Request for Approval – Andrea Kozloski
7. IT Policies and Procedures – Request for Approval – Andrea Kozloski
8. Bus Rapid Transit Project – Status Report
9. Marketing/Outreach Report – Daniel Brock
10. Ridership Report – Rainea Kearney
11. Intermodal Facility Project Update – Sharon Hollis
12. Executive Director's Report
13. Other Business, If Any
14. Public Comments, If Any
15. Board Comments, If Any
16. Adjournment

*Please note that the next **regularly scheduled** meeting of the CARTA Board will be WEDNESDAY, March 15, 2017 in Room B-225 of the Lonnie Hamilton III Public Service Building, 4045 Bridgeview Drive, North Charleston, SC 29405. Notice, including agenda documentation, will be sent to Board Members in advance of the meeting, as well as posted on [www.ridecarta.com](http://www.ridecarta.com).*

**CHARLESTON AREA REGIONAL TRANSPORTATION AUTHORITY**  
**BOARD OF DIRECTORS MEETING**  
**January 18, 2017**

The Charleston Area Regional Transportation Authority (CARTA) Board of Directors met on Wednesday, January 18, 2017, at the Lonnie Hamilton III Public Service Building located at 4045 Bridgeview Drive, Room B-225 in North Charleston, South Carolina.

**MEMBERSHIP:** Ed Astle; Mary Beth Berry; Marty Bettelli; Michael Brown; Alfred Harrison; Will Haynie; James Lewis; Minnie Newman; Pat O'Neil; Vic Rawl; Gary Santos; Dickie Schweers; Michael Seekings; Elliott Summey; Keith Summey; John Tecklenburg; Craig Weaver

**MEMBERSHIP PRESENT:** Ed Astle; Mary Beth Berry; Marty Bettelli; Michael Brown; Will Haynie; James Lewis; Vic Rawl; Michael Seekings

**PROXIES:** Dennis Turner for Minnie Newman; Jerry Lahm for Elliott Summey; Michael Mathis for John Tecklenburg; Warwick Jones for Dickie Schweers

**STAFF PRESENT:** Ron Mitchum; Andrea Kozloski; Robin Mitchum; Michelle Emerson; Rainee Kearney; Jeff Burns; Kim Coleman

**OTHERS PRESENT:** Amy Jenkins (MGC); Daniel Brock (Rawle Murdy Associates); Ginger Stevens (Transdev); David Bonner (Transdev); Jim Frierson (SCDOT); Sharon Hollis; William Hamilton (Public)

**1. Call to Order**

Chairman Seekings called the CARTA Board Meeting to order at 1:00 p.m. followed by a moment of silence. Chairman Seekings then welcomed the new Board Members.

**2. Consideration of Board Minutes – November 16, 2016 Meeting**

*Ed Astle made a motion to approve the November 16, 2016 Meeting Notes as presented and Will Haynie seconded the motion. The motion was unanimously approved.*

**3. Election of Officers**

The CARTA Nominating Committee met prior to the Board of Directors meeting and recommended the following slate of officers to serve for 2017:

- Michael Seekings, Chairman
- Michael Brown, Vice Chairman
- Keith Summey, Secretary/Treasurer

*Marty Bettelli made a motion to approve the 2017 Slate of Officers as presented and Ed Astle seconded the motion. The motion was unanimously approved.*

**4. Financial Status Report – Robin Mitchum**

Robin Mitchum, Deputy Director of Finance & Administration, presented the financial status report for the period ending December 31, 2016. Ms. Mitchum noted that budget to actual revenues were below projections due to farebox revenues and pass sales. Ridership was down due to Hurricane Matthew and farebox is down due to the loss of farebox on Route 20. The actual federal revenue includes operating and capital for the year to date. The Charleston County EOC revenue is for services provided for Hurricane Matthew evacuations. These funds will be provided from Charleston County through FEMA reimbursement. Ms. Mitchum then noted that the budget to actual expenditures were mostly on target

with projections with the exception of the following items: Dues/Publications are slightly over budget at 20% for the month primarily due to annual payment for dues to the Charleston Metro Chamber of Commerce; Automotive is over budget by 5% due to service on the agency vehicle and parking reimbursements; Office Equipment and Maintenance (OEM) is over budget by 41% due to unexpected maintenance on mobile radios; Advertising is over budget by 62% due to promotion of the DASH and refurbished bike giveaways; Contract Services (IGA & Management) is over budget by 11% primarily due to the extensive services provided to CARTA in the first quarter; Operating Fees & Licenses is 24% over budget due to annual Stormwater management fees. These items are expected to come back into line since some of these expenses do not occur consistently every month. Staff will continue to monitor the line item budget and recommend changes through budget revisions as deemed necessary. Overall the agency ended the month with an excess of revenue of \$941,507. Ms. Mitchum then noted that external auditors performed the FY2016 audit fieldwork last week. The findings will be presented at the next Board Meeting; no issues are anticipated.

The Board received the financial status report as information.

#### **5. Transit Asset Management – Performance Measure Target – Request for Approval – Jeff Burns**

Jeff Burns, Senior Planner, presented the Fixing America's Surface Transportation Act (FAST) that mandates that the FTA develop a rule to establish a strategic and systematic process of operating, maintaining and improving public transportation capital assets effectively through their entire life cycle. The rule requires FTA grantees to develop asset management plans for their public transportation assets, including vehicles, facilities, equipment and other infrastructure. CARTA proposes to establish the goal of achieving and maintaining a state of good repair for its public transportation assets. Transit asset management will be a business model that uses transit asset condition to guide the optimal prioritization of funding. FTA has defined State of Good Repair (SGR) as the condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a state of good repair when that asset: is able to perform its designated function; does not pose a known unacceptable safety risk; and its lifecycle investments must have been met or recovered. CARTA proposed to establish the following initial performance measure targets as required by FTA:

<b>Asset Type:</b>	<b>Performance Measure:</b>
Rolling Stock-Revenue Vehicles	Percentage of Vehicles exceeding the FTA's Useful Life Benchmark; Satisfactory Asset Condition Rating (1-5)
Rolling Stock-Support Vehicles	Percentage of Vehicles exceeding the FTA's Useful Life Benchmark; Satisfactory Asset Condition Rating (1-5)
Equipment	Percentage of Equipment exceeding Satisfactory Asset Condition Rating (1-5)
Facilities	Percentage of Facilities exceeding Satisfactory Asset Condition Rating (1-5)

The next steps in the process will be to add the rating criteria to the existing Asset Inventory, rate the condition of the asset per the rating scale, implement decision support tools and prioritize capital projects. This program complements and builds on the asset management program CARTA currently employs. It formalizes the process nationally and serves to inform decision-makers to the greatest needs to maintain a state of good repair. It is recommended that these initial SGR performance measures are adopted.

***Ed Astle made a motion to approve the Transit Asset Management – Performance Measure Target as presented and Marty Bettelli seconded the motion. The motion was unanimously approved.***

**6. Intermodal Center Lease Agreement – Request for Approval**

It is requested that CARTA enter into a 20-year lease agreement with the City of North Charleston for approximately 1,202 square feet at the Intermodal Center. The square footage cost has not been determined at this time.

***James Lewis made a motion to approve the Intermodal Center Lease Agreement as presented and Will Haynie seconded the motion. The motion was unanimously approved.***

**7. Marketing Activities Status Report – Daniel Brock**

Daniel Brock, Rawle Murdy & Associates, presented the Marketing Activities Status Report. Mr. Brock reported on the recent DASH Rollout, the PRT Funds, Route 20 Funding, the Bike Giveaway promotion and Airport Signage. He also commented on the following Key Numbers:

- 50-Plus: Media Placements in December
- 93,000: CVB Instagram Audience Exposure for DASH Shuttles
- 28,952: Audience for FaceBook Bike Giveaway (promotion resulted in 1,162 post engagements)
- 100: Percentage Increase in Social Media Engagement

The Board received the Marketing Activities Status Report as information.

**8. Ridership Report – Rainee Kearney**

Rainee Kearney, Transit Coordinator, presented the ridership statistics for December 2016:

- Ridership for December was 261,275, a decrease of 28.5% over last year. That is a decrease of 101,194 passenger trips. Year-to-date, ridership is down by 20%.
- Routes that did not meet performance standards include: Express 4-NASH Airport; Route 20 King Street/Citadel; Route 41-Coleman Boulevard; Route 42-Wando Circulator; Route 102-North Neck/Rutledge Avenue; Route 104-Montague Avenue; Route 203-Medical Shuttle; Route 301-Glenn McConnell Circulator.
- They system-wide cost per passenger was \$2.60 (\$1.88 last year).
- Revenue for the month was \$389,118.48 which is a decrease of 12.4% from last year. Year-to-date, revenue is down by 5.6%.
- Farebox recovery for the system was 36.4%.
- Tel-A-Ride ridership for the month was 5,645 which is a 2.8% decrease when compared to the same period last year. Year-to-date ridership is down by 10.2%.
- The cost per Tel-A-Ride trip was \$27.93 which is a 1.33% increase over December of last year. The average cost is 14.3% more than last year's average.

The Board received the Ridership Report as information.

**9. Intermodal Facility Project Update – Jeff Burns**

Jeff Burns, Senior Planner, updated the Board on the Intermodal Facility Project. Staff continues to work with the CSX Corporation to finalize the purchase/sale agreement. An extension was executed to finalize the negotiations between the CSX Corporation, Amtrak and the City of North Charleston regarding the platform and improvements thereto before the agreement is executed and the property changes

ownership. The property sale closed on January 6, 2017, which is a major milestone for the project. Staff also continues to coordinate with the FTA to ensure their staff is informed on our progress. FTA staff has been very supportive in moving this project to completion. Upcoming tasks include finalizing permitting and zoning approval, execution of the tenant agreements and opening an Invitation for Bids (IFBs) to secure a construction contractor and a construction manager.

The Board received the Intermodal Facility Project Update as information.

## 10. Executive Director's Report

Ron Mitchum highlighted the following matters:

- We are continuing to work with FTA and the consultants who performed the Financial and Management Oversight Review (FMO) and hope to have all of the issues addressed in the next few weeks. I anticipate we will have a number of documents and policies and procedures for the Board to approve at the February meeting.
- We have been notified that our triennial review will be held during the month of April and we spent a great deal of time during the month of December gathering information and data for pre-submission to FTA. I am hopeful that many of the issues that we have already addressed will result in a smoother review process with fewer issues identified.
- We are working with Transdev to revise their monthly invoice format and submittal process to provide backup documentation for their invoice amount. The changes will give management better oversight of Transdev as our operations and maintenance contractor.
- We will be updating our internal contractor management and monitoring processes to insure we can document the verification of contractor activities and charges.
- We continue to struggle with identifying a cost neutral or cost conservative way to address one issue identified in the FMO review – the daily reconciliation of the fare box to the ridership. Despite a policy which says it does, CARTA has never counted cash and reconciled ridership on a daily basis due to the cost associated with this process. We are continuing to research ways to achieve this requirement without incurring significant additional costs.
- We will seek Board approval of a five year financial management plan as well as a vehicle replacement plan. These plans will be based on the preliminary cash flow projections provided by the County for the sales tax funds.
- We have begun discussions with FTA regarding our desire to move forward with the BRT project process. We are waiting for their team to give us some meeting dates for us to meet in Atlanta to discuss getting the process underway.
- Over the next year, one of our major challenges will be controlling the public's expectations. As you know, the additional sales tax will not begin to be collected until May and probably will not be received until November of this year. In addition, the County will not be giving CARTA a fixed percentage each year, but instead will be giving us an annual allocation that is part of an overall annual disbursement plan for all activities: transit, highways and greenspace. During the years when BRT is in development and under construction, the CARTA disbursement will be significantly higher to meet the demands of developing and constructing the project. By taking this approach, county staff is attempting to reduce the amount of sales tax revenue that must be used for debt service.

- The seven New Flyer Midis were put into service and have been well received by the public. Overall, their performance has been excellent and we have only had one or two minor issues to address. We currently have one out of service due to a software error that is preventing the rear door from operating properly. We expect the software to be updated before the end of the week and have it back in service immediately.
- We will be exercising our option under the MIDI procurement to purchase three additional MIDIs. Two will be used on the DASH routes and the third will be used to replace a 40ft hybrid bus which we will move to the route 10 where we are over capacity at times. The airport connector MIDI will be configured to include a luggage rack so airport passengers will have a safe, convenient place to store their luggage.
- The Automatic Passenger Counters (APCs) project has been initiated and we expect the system to fully operational utilizing the data for reporting and decision-making by May of this year.
- The new camera systems are being installed in all of our buses. Some were completed yesterday and the balance should be completed before the end of today.
- The new para transit vehicles should be in service by the end of February if vendor schedules are kept. We ordered 10 MV-1s and 10 Amerivans off of the state contract and expect the MV-1s to be delivered before the end of the month. The Amerivans should follow shortly. The vehicles are each equipped with security cameras which we do not currently have on our para transit vehicles. We will also be pursuing 5310 funding to acquire 2 twelve passenger cutaways which will be used when we are able to transport multiple customers at the same time or when we need to transport more than 2 wheelchairs.
- We are also using state contracting to acquire 10 replacement vehicles for the support vehicle fleet. These vehicles are used by the relief drivers to meet their buses at their connection point. In addition, we will be acquiring another truck for maintenance to replace a 1986 model which has exceeded its useful life. The vehicles have been ordered but we do not yet have a delivery date scheduled.
- We are preparing for a possible problem with the existing North Charleston Park and Ride lot at Super Kmart. The Super Kmart is closing and we do not have a written agreement for use of the parking facility as a Park and Ride lot for our commuter express service. It is possible that the future use of the property will not allow for the continued utilization of the parking lot for our Park and Ride operation. The City of North Charleston is researching the details of the property ownership in an effort to help staff identify the owner so we can initiate discussions regarding future use. We have also asked the City to look at other city owned property that could potentially be used for Park and Ride facilities.
- Staff will be working on a number of planning initiatives over the next several months. They include:
  - Working with the COG's consultant to update the transit component of the Long Range Transportation Plan (LRTP). This effort will include looking at the future needs associated with our traditional fixed route service, commuter express service and downtown shuttle service. In addition, we will be looking at other potential opportunities to transport passengers such as water taxis.

- Working with the Charleston CVB, the College of Charleston and the Charleston restaurant and hospitality association to identify possible park and ride lots and express service routes to facilitate the transport of service industry workers back and forth to the peninsula for work. In addition, we will be working with the Town of Mount Pleasant to determine the viability of establishing express service for service industry workers from West Ashley and North Charleston to downtown.
- Staff will continue working with TriCounty Link to improve the connection/transfer points between the two systems. The goal is to improve customer service by reducing the time spent on buses between points. As we consider new express routes, we will continue to look for more opportunities to allow rural residents to utilize the two systems to travel back and forth to work.
- We will be issuing an RFP for the updating of the CARTA website. The technology associated with our current is out of date and it makes it very difficult to quickly and easily update the website when needed.
- We have issued an RFP for additional Shelter, bench and solar lighting installations within the service area. We hope to have the responses to this RFP ready for the Board's consideration at next month's meeting. The RFP is seeking a contractor to handle the site design, permitting, and equipment acquisition and installation at a number of existing stops. In addition, we will be issuing an RFP for a contractor to acquire and install the benches, shelters and lighting for the Dorchester Road/Ashley Phosphate Road shelter project. Staff is in the process of obtaining the required SCDOT encroachment permits and we will move forward with the RFP as soon as we complete the process.

The Board received the Executive Director's report as information.

#### **11. Other Business, If Any**

- The 2017 CARTA Board Meeting Schedule was distributed as information.
- The next CARTA Board Meeting will be held on February 22, 2017 at the Leeds Avenue location.
- A schedule of upcoming events was distributed as information.
- Print-outs of new shelter and bench designs and new vehicles were distributed as information.

There was no other business discussed.

#### **12. Public Comments, If Any**

One public comment was made to thank the Board for their efforts and to encourage the Board to talk with public officials for strong support of public transit. The public comment was noted for the record.

#### **13. Board Comments, If Any**

There were no additional Board comments.

#### **14. Adjourn**

The meeting adjourned at 2:10 p.m.

Respectfully submitted,  
Kim Coleman



## MEMORANDUM

TO: Board of Directors

FROM: Robin W. Mitchum, Deputy Director of Finance & Administration *RW*

SUBJECT: January 31, 2017 Financial Report Overview

DATE: February 15, 2017

Please find attached the January 31, 2017 Financial Report. Below is a brief overview of the activities for FY17.

### Revenues

The budget to actual revenues for the month were below our projections.

- The farebox revenue fell short of projections.
- The actual federal revenue includes operating and capital for the year to date.
- The Charleston County EOC revenue is for services provided for Hurricane Matthew evacuations. These funds will be provided from Charleston County through FEMA reimbursement. We do not have an estimated date for the receipt of these funds.
- Insurance proceeds are a result of accidents.
- Sale of Assets reflects the proceeds of the sale of five Cut-a-Way buses and two 40-foot express buses on GovDeals. This line item also includes the scrap bus sold to TransDev for \$3,601.

### Expenditures

The budget to actual expenditures for the month were mostly on target with our projections with the exception of a few items.

- Dues/Publications are slightly over budget at 12% for the month. This is primarily due to annual payment for dues to the Metro Chamber of Commerce.
- Office Equipment Maintenance (OEM) is over budget by 49%. We had maintenance on the mobile radios that was unexpected. We will adjust the budget in the first revision.
- Advertising is over budget by 126% due to promotion of the "DASH" and refurbished bike giveaways. We will adjust the budget in the first revision is necessary.



- Contract Services (IGA & Management) is over budget by 16%. The overage is primarily due to the extensive services provided to CARTA. We will adjust the budget in the first revision as necessary.
- Operating Fees & Licenses is 25% over budget. This overage is due to annual Stormwater management fees.
- Insurance includes the cost of liability insurance provided by the Insurance Reserve Fund. The amount reflected is the bulk once a year renewal invoice. While we will receive premium adjustments throughout the year as we add and remove assets, this amount reflects the bulk of the expenditure for the year.
- Security/Cameras include the installation of security cameras on buses & at our facilities. In addition to installing cameras at the super stop, CARTA has purchased AngelTrax Digital Video Recording Systems for installation on the fleet. This purchase reflects in the percentage overage for this line item since it was a one-time large purchase.

We expect these items to come back into line since some of these expenses do not occur consistently every month. We will continue to monitor our line item budget and recommend changes through budget revisions as deemed necessary.

**Overall, the agency ended the month with an excess of revenue of \$580,526.**

If you have any questions, please contact me at 843-529-0400 ext. 213 or [robinm@bcdco.com](mailto:robinm@bcdco.com).

**CARTA**  
**Statement of Revenues & Expenditures**  
**For the Month Ending January 31, 2017**

Time elapsed:  
33%

	<u>FY17 Budget</u>	<u>Actual</u>	<u>% of Budget</u>
<b><u>Revenues</u></b>			
Farebox	2,696,890	776,492	29%
Passes	585,388	197,323	34%
COC Shuttle	452,580	152,479	34%
MUSC	807,000	257,150	32%
City of Charleston - DASH	516,600	167,280	32%
City of North Charleston	1,151,630	-	0%
Federal	18,279,154	3,520,289	19%
State Mass Transit Funds	661,636	-	0%
Sales Tax - Charleston County	8,147,000	2,642,416	32%
Charleston County EOC	-	47,316	N/A
Charleston County Intermodal	1,241,870	-	0%
Advertising	825,000	239,371	29%
Interest	300	42	14%
Insurance Proceeds	-	36,630	N/A
Sale of Assets	-	17,207	N/A
<b>TOTAL REVENUES</b>	<b><u>35,365,048.00</u></b>	<b><u>8,053,995</u></b>	<b>23%</b>
<b><u>Expenditures</u></b>			
Staff Salaries	147,327	50,595	34%
Supplies	15,000	5,628	38%
Printing	100,000	18,818	19%
Marketing	70,000	13,860	20%
Automotive	2,880	1,007	35%
Accounting (Auditing)	20,000	-	0%
Postage	2,500	610	24%
Dues/Publications	1,100	500	45%
Training/Travel	2,000	-	0%
Office Equipment Rental	17,496	6,404	37%
Office Equipment Maintenance	18,000	14,784	82%
Rent	11,963	4,021	34%
Communications	105,500	15,332	15%
Utilities	10,500	3,247	31%
Advertising	5,500	8,731	159%
Public Notices	3,500	365	10%
Money Counting	6,000	1,714	29%
Professional Services	36,000	4,673	13%
Contract Services	850,000	414,319	49%
Paratransit Certification	31,000	-	0%

**CARTA**  
**Statement of Revenues & Expenditures**  
**For the Month Ending January 31, 2017**

Time elapsed:  
33%

	<u>FY17 Budget</u>	<u>Actual</u>	<u>% of Budget</u>
Vehicle Maintenance	376,000	46,799	12%
Operating Fees & Licenses	17,000	9,903	58%
Insurance	538,147	514,351	96%
Fuel	1,300,000	361,499	28%
Fixed Route	12,084,000	3,751,384	31%
Paratransit	2,282,343	711,338	31%
Miscellaneous	12,500	533	4%
Intermodal Infrastructure - Construction	11,467,500	721,237	6%
Rolling Stock	1,866,627	475,600	25%
Support Vehicles	250,661	-	0%
Bus Shelter Construction/Bench Install	668,864	2,252	0%
Security/Cameras	344,084	225,267	65%
Fareboxes	1,000,000	-	0%
Signage	70,015	14,405	21%
Automated Vehicle Locator	919,237	-	0%
Capital (IT, Facility Repairs/Maint)	250,000	74,293	30%
Engineering	50,000	-	0%
Leeds Ave. (FTA Payback)	411,804	-	0%
<b>TOTAL EXPENDITURES</b>	<u>35,365,048</u>	<u>7,473,469</u>	21%
 Excess (Deficit) of Revenues Over (Under) Expenditures	 <u>-</u>	 <u>580,526</u>	

**CARTA**  
**Statement of Revenues & Expenditures**  
**For the Month Ending January 31, 2017**

	Administration	Operating	Capital	TOTAL
<b>EXPENDITURES:</b>				
Salaries & Benefits	23,882	26,713		50,595
Total Direct Personnel	23,882	26,713	-	50,595
Supplies	4,182	1,446		5,628
Printing	-	18,818		18,818
Marketing	13,860			13,860
Automotive	1,007			1,007
Accounting (Outside Services & Auditing)	-			-
Postage	556	54		610
Dues/Publications	500	-		500
Training/Travel	-	-		-
Office Equipment Rental	6,404			6,404
Office Equipment Maintenance	14,784			14,784
Rent	2,021	2,000		4,021
Telephone/Communications	1,754	13,578		15,332
Utilities		3,247		3,247
Advertising	1,081	7,650		8,731
Public Notices	-	365		365
Money Counting		1,714		1,714
Other Professional Services	1,923	2,750		4,673
Contract Services		414,319		414,319
Paratransit Certification				-
Low Income Fare Determination		-		-
Bus Shelter Cleaning		-		-
Consultant Fees - Vehicles				-
Vehicle Maintenance		46,799		46,799
Operating Fees & Licenses	1,198	8,705		9,903
Insurance	9,331	505,020		514,351
Fuel		361,499		361,499
Fixed Route		3,751,384		3,751,384
Paratransit		711,338		711,338
Miscellaneous	533			533
Intermodal Infrastructure - Construction			721,237	721,237
Rolling Stock			475,600	475,600
Support Vehicles				-
Bus Shelter Construction/Bench Install		2,252	-	2,252
Security Cameras		1,447	223,820	225,267
Fareboxes				-
Signage		14,405	-	14,405
Automated Vehicle Locator				-
Capital (IT, Facility Repairs/Maint)	2,990	71,303		74,293
Engineering		-	-	-
Leeds Ave. (FTA Payback)				-
<b>TOTAL EXPENDITURES</b>	<b>86,006</b>	<b>5,966,806</b>	<b>1,420,657</b>	<b>7,473,469</b>

**CARTA**  
**Statement of Revenues & Expenditures**  
**For the Month Ending January 31, 2017**

	Administration	Operating	Capital	TOTAL
<b><u>REVENUE</u></b>				
Farebox		776,492		776,492
Passes		197,323		197,323
COC Shuttle		152,479		152,479
MUSC		257,150		257,150
City of Charleston - DASH		167,280		167,280
City of North Charleston				-
Federal		2,340,066		2,340,066
Federal SC-90-X307			60,222	60,222
Federal SC-04-0010			576,990	576,990
Federal SC-90-X0259	1,893			1,893
Federal SC-90-X0287		1,801	57,006	58,807
Federal SC-16-X010		43,519		43,519
Federal SC-16-X013		49,815		49,815
Federal SC-2016-001-00			8,497	8,497
Federal SC-2016-016-00			380,480	380,480
State Mass Transit Funds				-
Sales Tax - Charleston County	664,597	1,640,357	337,462	2,642,416
Charleston County Intermodal				-
Charleston County EOC		47,316		47,316
Advertising		239,371		239,371
Interest	42			42
Insurance Proceeds		36,630		36,630
Sale of Assets		17,207		17,207
<b>TOTAL REVENUES</b>	<b>666,532</b>	<b>5,966,806</b>	<b>1,420,657</b>	<b>8,053,995</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>580,526</b>	<b>-</b>	<b>-</b>	<b>580,526</b>

**CARTA  
BALANCE SHEET  
1/31/2017**

**ASSETS**

**ASSETS**

GENERAL OPERATING (BB&T)	1,918,607.61
SAVINGS (BB&T)	1,241,953.12
INTERMODAL (BB&T)	4,700,000.50
CAPITAL (BB&T)	631,260.00
PETTY CASH	380.60
ACCOUNTS RECEIVABLE	4,460,227.34
HEALTH INS ADVANCE DEPOSIT	3,362.60
INVENTORY - FUEL	23,470.31
DEFERRED OUTFLOWS: ER CONTR	37,206.00
LAND	539,509.00
IDLE VEHICLES	2,343,698.77
CIP	1,472,621.00
VEHICLES	23,298,307.33
EQUIPMENT	1,203,236.00
FAREBOXES	875,095.84
SHELTERS	2,301,692.43
BUS SIGNAGE	62,555.32
FACILITIES	8,918,112.77
ACCUMULATED DEPRECIATION	(29,473,130.49)
PREPAID EXPENSES	1,296.68
TOTAL ASSETS	<u><u>24,559,462.73</u></u>

**LIABILITIES & EQUITY**

**LIABILITIES**

PAYROLL	5,304.01
ACCOUNTS PAYABLE	2,768,773.11
COMPENSATED ABSENCES	14,136.67
UNEARNED REVENUE	621,000.00
DUE TO FEDERAL GOVERNMENT	1,647,216.00
OPEB LIABILITY	11,883.00
DEFERRED INFLOWS: PENSION INVEST	193,211.00
PENSION PLAN	1,194,446.00
TOTAL LIABILITIES	<u><u>6,455,969.79</u></u>

**EQUITY**

CURRENT YEAR FUND BALANCE	580,525.90
INVEST IN CAPITAL ASSETS	9,831,760.53
FUND BALANCE	7,691,206.51
TOTAL EQUITY	<u><u>18,103,492.94</u></u>

TOTAL LIABILITIES & FUND EQUITY 24,559,462.73



CHARLESTON AREA REGIONAL  
TRANSPORTATION AUTHORITY

# INFORMATION TECHNOLOGY POLICY AND OPERATIONS MANUAL







CHARLESTON AREA REGIONAL  
TRANSPORTATION AUTHORITY

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INFORMATION TECHNOLOGY POLICY  
AND OPERATIONS MANUAL

*February 2017*



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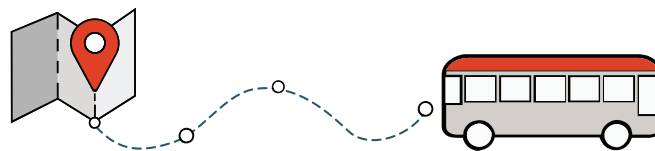
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*Charleston Area Regional Transportation Agency*  
*Policy and Procedure Manual*

# **TECHNOLOGY SERVICES**





Information Security exists to further the mission of the agency. The agency has evolving needs related to information technology resources and data. This policy establishes a framework for establishing access control and user account management as well as adhering to regulatory and compliance requirements.

This policy applies to all agency employees, contractors, guests, consultants, temporary employees, and any other users who may have access to agency resources containing protected data.

### **DEFINITIONS:**

- *Access Control: To permit or deny access to a particular resource.*
- *System Administrator: An individual who performs network/system administration duties and/or technical support of network/systems that are accessed by other people, systems, or services. Only full-time and permanent part-time employees of the agency and/or third party vendors approved by IT may function as system administrators.*
- *Agency: Refers to CARTA as a whole and includes all departments.*
- *User Account Management: Identity life cycle ranging from creating, maintaining, and ultimately decommissioning/deleting user accounts.*
- *Protected Data: Any data governed under Federal or State regulatory or compliance requirements such as HIPAA, as well as data deemed critical to business and agency processes which, if compromised, may cause substantial harm and/or financial loss.*

### **ACCESS CONTROL:**

All individuals who require access to agency information resources containing Protected Data must be appropriately authorized prior to such access being granted. The authorization will be approved on a need-to-know basis by the relevant manager. Access to information systems must be restricted to authorized personnel in order to prevent and detect unauthorized access or abuse. To maintain effective security it is vital for the agency to ensure that data can only be accessed and processed by authorized personnel.

System Administrators must strictly control access to information resources under their direction or ownership. When approving access rights, the respective manager must ensure the following requirements are considered and evaluated prior to approving such access and before forwarding the request to the system administrator:

- *User's need for access;*
- *Potential conflict with segregation of duties;*
- *Any regulatory requirements;*
- *Level of access required (read, update, delete); and,*
- *Access duration.*

### **USER ACCOUNT MANAGEMENT:**

The following requirements regarding User Account Management must be implemented:

- *All users must be assigned their own unique user account with only the privileges needed to perform their job.*
- *There must be a formal registration and de-registration procedure for providing an employee with an agency account requiring authorization from appropriate management, or an authorized delegate.*
- *Identifiers and authentication for accounts must be independent of the employees' internal unique identifiers.*



- Account creation, updates, disabling, suspending, resetting, and re-enabling must be a defined process. All such account activity should be logged in a secure audit trail.
- The number of users/administrators with privileged accounts on servers must be restricted.
- Appropriate managers must specifically authorize privileged accounts.
- Administrators must use unique administrator account allocated per administrator.
- Every unique user ID must correspond to an individual unless there is an operational need to allocate a generic user ID, in which case the appropriate justification must be presented in writing to the IT staff to determine if adequate compensating controls may be implemented to track and monitor use of the account.
- The use of any anonymous accounts or guest accounts must be limited to emergency access or if they are specifically required and must be authorized by appropriate managers.
- Accounts for employees must be immediately disabled upon separation from the agency.
- All other accounts must be automatically disabled after 180 days of inactivity. Inactive accounts will be checked to determine if the staff member is on extended leave.
- Disabled accounts must be deleted after 180 days of being disabled.

#### EXCEPTIONS:

Any requests for exceptions to this policy must be submitted in writing and will be reviewed on a case by case basis. Exceptions shall be permitted only after written approval from the Executive Director. The list of exceptions shall be reviewed annually and canceled as required.

#### IMPLEMENTATION:

##### USERS:

- Responsible for maintaining the confidentiality of their account(s).

##### SYSTEM ADMINISTRATOR:

- Responsible for following the policy of granting access to agency resources to necessary individuals on a need-to-know basis
- Responsible for communicating any exception requests to the Executive Director.
- Responsible for the provisioning and deprovisioning of accounts within their respective systems.

##### IT MANAGER:

- Responsible for regular review of this Policy. The review will occur annually or when significant changes occur.
- Responsible for reviewing exceptions yearly.
- Responsible for monitoring the enforcement of the policy.

##### EXECUTIVE DIRECTOR:

- Responsible for reviewing and approving or denying exception requests.

Accounts and network access may be administratively suspended with or without notice by the agency when, in the agency's judgment, continued use of the agency's resources may interfere with the work of others, places the agency or others at risk, violates agency policy, or interferes with disaster recovery efforts.

Violations of the policy will be addressed by disciplinary policies and procedures applicable to the individual.

All known and/or suspected violations, or knowing interference with disaster recovery efforts must be reported to the applicable Systems Administrator, who will report, as appropriate, to the IT Manager. All such allegations of misuse will be investigated by the appropriate staff member.





**PENALTIES MAY INCLUDE:**

- *Suspension or termination of access to computer and/or network resources;*
- *Suspension or termination of employment, to the extent authorized by other agency published policies and procedures;*
- *Suspension or termination of contract computer and/or network services; or*
- *Criminal and/or civil prosecution.*



Information Security exists to further the mission of the agency. The agency has evolving needs related to information technology resources and data. Information Technology Business Continuity Planning is critical to ensuring that in the event of a significant system interruption, the Agency can effectively recover information technology data and resources that enable business processes. The Business Continuity and Disaster Recovery Policy establishes a framework for developing IT business continuity and disaster recovery plans.

This policy applies to all agency employees, contractors, guests, consultants, temporary employees, and any other users who may have access to agency information technology resources.

### **POLICY:**

Information Technology Comprehensive Business Continuity and Disaster Recovery Plans ("IT Continuity Plans") must be developed that address disruptions to normal business operations. These plans must be consistent with the broader Agency master plan and at a minimum must be reviewed and tested annually to ensure their viability during recovery. The plans must address recovery of information resources, personnel, processes, and applicable IT facilities for all sites. These plans are designed to reduce the disruption to critical business processes and the supporting information resources that may result from natural disasters and other events impacting the confidentiality, integrity and/or availability of such resources. All aspects of potential outages, ranging from human error, equipment failure, utility failure, and natural disasters must be taken into account in a comprehensive planning document. These plans must be a combination of both preventative as well as recovery controls. System administrators must be part of the planning process. The plans must:

- Be updated and tested no later than June 1st of each year with the results of the test documented.
- Remain up-to-date to include any software, hardware or application changes.
- List roles responsibilities and communication strategies in the event of a disaster.
- Be delivered and aggregated centrally to the IT Manager.

### **EXCEPTIONS:**

Any requests for exceptions to this policy must be submitted in writing and will be reviewed on a case by case basis. Exceptions shall be permitted only after written approval from the Executive Director. The list of exceptions shall be reviewed annually and canceled as required.

### **IMPLEMENTATION:**

#### **IT MANAGER:**

- Responsible for planning and testing IT business continuity and disaster recovery plans.
- Forwards proposed policies and recommendations for changes in policy as needed to the Executive Director.
- Responsible for regular review of this Policy. The review will occur annually or when significant changes occur.
- Responsible for reviewing exceptions yearly.
- Responsible for monitoring the enforcement of the policy.

#### **EXECUTIVE DIRECTOR:**

- Responsible for reviewing and approving or denying exception requests.

Accounts and network access may be administratively suspended with or without notice by the Agency when, in the Agency's judgment, continued use of the Agency's resources may interfere with the work of others, places the Agency or others at risk, or violates Agency policy.



Knowing violations of the policy will be addressed by disciplinary policies and procedures applicable to the individual.

All known and/or suspected violations or knowing interference with disaster recovery efforts must be reported to the applicable Systems Administrator, who will report, as appropriate, to the IT Manager. All such allegations of misuse will be investigated by the appropriate staff member.

#### **PENALTIES MAY INCLUDE:**

- *Suspension or termination of access to computer and/or network resources;*
- *Suspension or termination of employment, to the extent authorized by other agency published policies and procedures;*
- *Suspension or termination of contract computer and/or network services; or*
- *Criminal and/or civil prosecution.*



Information Security exists to further the mission of the agency. The agency has evolving needs related to information technology resources and data. This policy establishes the Enterprise Risk Management Policy, for managing risk associated with information assets, information leakage, and network vulnerabilities. The Risk Management Policy and associated plans, augment CARTA's mission, by pro-actively identifying threats and vulnerabilities, which can result in consequences.

The scope of this policy is applicable to all Information Technology (IT) resources owned or operated by CARTA. Any information, not specifically identified as the property of other parties, that is transmitted or stored on CARTA's IT resources (including e-mail, messages and files) is the property of CARTA. All users (CARTA employees, contractors, vendors or others) of IT resources are responsible for adhering to this policy.

The CARTA Information Security policy serves to be consistent with best practices associated with organizational Information Security management. It is the intention of this policy to establish an Information Security Risk Management capability throughout CARTA and its business units for identifying, assessing, and managing cyber security risk which may occur across the enterprise environment.

### **POLICY:**

CARTA has chosen to adopt the Risk Management principles established in NIST SP 800-37 "Guide for Applying the Risk Management Framework to Federal Information Systems," as the official policy for this domain. The following subsections outline the Risk Management standards that constitute CARTA's policy. Each CARTA Business System is then bound to this policy, and must develop or adhere to a program plan which demonstrates compliance with the policy related the standards documented.

- **RA-1 Risk Assessment Procedures:** All CARTA Systems must develop, adopt or adhere to a formal, documented risk assessment procedure that addresses purpose, scope, roles, responsibilities, management commitment, coordination among organizational entities, and compliance.
- **RA-2 Security Categorization:** All CARTA Systems must categorize information and the information asset in accordance with applicable directives, policies, regulations, standards, and guidance. This includes documenting the security categorization results (including supporting rationale) for the system and to ensure the security categorization decision is reviewed and approved by the authorizing official or authorizing official designated representative.
- **RA-3 Risk Assessment:** All CARTA Systems must conduct an assessment of risk, including the likelihood and magnitude of harm, from the unauthorized access, use, disclosure, disruption, modification, or destruction of the information asset and the information it processes, stores, or transmits. This includes:
  - Documenting the risk assessment results in a Risk Assessment report
  - Updating the risk assessment every three years or whenever there are significant changes to the information asset or environment of operation (including the identification of new threats and vulnerabilities), or other conditions that may impact the security state of the system.
- **RA-4 Vulnerability Scanning:** All CARTA Systems are required to conduct network vulnerability scans of their assets including; applications, databases, network or system operating platform, at least quarterly.

### **EXCEPTIONS:**

Any requests for exceptions to this policy must be submitted in writing and will be reviewed on a case by case basis. Exceptions shall be permitted only after written approval from the Executive Director. The list of exceptions shall be reviewed annually and canceled as required.



## **IMPLEMENTATION:**

### **IT MANAGER:**

- *Forwards proposed policies and recommendations for changes in policy as needed to the Executive Director.*
- *Responsible for regular review of this Policy. The review will occur annually or when significant changes occur.*
- *Responsible for reviewing exceptions yearly.*
- *Responsible for monitoring the enforcement of the policy.*

### **EXECUTIVE DIRECTOR:**

- *Responsible for reviewing and approving or denying exception requests.*

Violations of the policy will be addressed by disciplinary policies and procedures applicable to the individual.

All known and/or suspected violations or knowing interference with disaster recovery efforts must be reported to the applicable Systems Administrator, who will report, as appropriate, to the IT Manager. All such allegations of misuse will be investigated by the appropriate staff member.

## **PENALTIES MAY INCLUDE:**

- *Suspension or termination of access to computer and/or network resources;*
- *Suspension or termination of employment, to the extent authorized by other agency published policies and procedures;*
- *Suspension or termination of contract computer and/or network services; or*
- *Criminal and/or civil prosecution.*



*Information Security exists to further the mission of the agency. The agency has evolving needs related to information technology resources and data. This policy establishes an agency-wide approach to information security. Information security is intended to foster the business interests of the agency by helping to ensure the confidentiality, integrity, and availability of information resources and data; reduce the risk of information loss by accidental or intentional modification, disclosure, or destructions and preserve the agency's rights and remedies in the event of such a loss by implementing cost effective and appropriate controls.*

This policy applies to all agency employees, contractors, guests, consultants, temporary employees, and any other users who may have access to agency information technology resources.

### **POLICY:**

To address information security effectively the following framework has been identified. Agency management may become aware of situations that could place the Agency's facilities, employees, critical business and processes, and intellectual property at risk or harm. These situations include, but are not limited to:

- Knowledge of existing or potential security violations.
- Knowledge of a situation that may potentially place the Agency's critical business and information or intellectual property at risk of being lost, altered, or unavailable.
- Terminated employees or other business representatives who continue to have access to facilities or Information Technology resources once access is no longer warranted.
- Changes to user access needs (e.g., employees who transfer to another department and employee promotions).
- Processes that may place the Agency's information at risk.
- Unsolicited requests for Agency's information from external sources (e.g., questionnaires requesting organization financial and bio-data).
- Physical security or safety concerns.

All departments must establish minimal requirements for the security domains listed below where appropriate. Agency management must ensure that employees are complying with security policies, standards, and guidelines.

### **PHYSICAL SECURITY:**

Physical security measures for controlling access to electronic information resources through physical means, including disaster controls, physical access controls, device and media controls, and procedural controls over financial instruments and maintenance records must be in place.

Access to data network facilities and other sensitive areas must be provided based on the principle of least privilege and the user's responsibilities.

### **PERSONNEL SECURITY:**

The recruitment process must include control measures and security provisions. Appropriate background checks of individuals applying for employment, depending on the position and its associated responsibilities within the organization, must be conducted. Formal policies, procedures and processes must be in place to ensure all personnel who have access to sensitive information have the required authority as well as appropriate clearance. Upon employment all employees must be informed of and agree to the protection of confidential information.



### LOGICAL SECURITY:

Access to data network resources must be controlled on the basis of “least privilege” and need to know. Adequate security must be provided to ensure the protection and maintenance of integrity, confidentiality and availability over the systems and information.

### COMMUNICATIONS SECURITY:

It is important to establish an efficient flow of information without compromising the integrity and confidentiality of such information. The Agency may share information with employees, contractors, guests, consultants, temporary employees, and partner organizations which have a legitimate role. The Agency may also share information with non-partner organizations as required by law or by court orders/subpoenas. The appropriate information sharing protocol for each case must be established.

### SYSTEMS DEVELOPMENT:

All systems developments must comply with the information security policies of the Agency. All systems developments must include security issues in their consideration of new developments or modifications.

### RISK MANAGEMENT:

A risk management program must be put in place to identify and mitigate risks to IT systems and to Protected Data throughout Agency systems. Risk assessments must be conducted periodically to identify and reduce possible threats to Agency information security. An assessment of risks must be conducted for each information system to ensure it is secured appropriately in a cost effective manner.

### DISASTER RECOVERY AND CONTINGENCY PLANNING:

Disaster Recovery and contingency plans must be developed for dealing with emergency situations in the event of damage, failure, and/or other disabling events that could impact the critical business and processes and the information systems that support such processes.

### SECURITY INCIDENT MANAGEMENT:

Information Technology security incident response policy and procedures must be developed for dealing with security events that may require the full participation of Information Technology technical personnel as well as leadership to manage the outcome properly.

### SECURITY AWARENESS, TRAINING AND EDUCATION:

All information resource users must be made aware of policies regarding access to, and appropriate use of Agency information resources, and especially of the need to guard Protected Data. Department Heads play an important role in fostering an environment in which all members of the Agency are “security aware.” In particular cases, employees may need to receive formal security training. Department Heads should periodically remind their employees to re-read this policy and the other IT security policies applicable to them and to understand the role they play in protecting Agency information resources.

### AGENCY GUIDANCE FOR MANAGING THIRD-PARTY ACCESS:

It is important to maintain the security posture of the Agency network infrastructure and only allow third-parties access to what is needed as part of their business relationship with the Agency. Access by third parties should be controlled and should only be granted where there is a business need. In addition, a risk assessment must be conducted to determine if the security controls in place or planned will meet the security requirements of the Agency. If feasible, security controls must be defined clearly in the contract language.



## **EXCEPTIONS:**

Any requests for exceptions to this policy must be submitted in writing and will be reviewed on a case by case basis. Exceptions shall be permitted only after written approval from the Executive Director. The list of exceptions shall be reviewed annually and canceled as required.

## **IMPLEMENTATION:**

### **IT MANAGER:**

- *Forwards proposed policies and recommendations for changes in policy as needed to the Executive Director .*
- *Responsible for regular review of this Policy. The review will occur annually or when significant changes occur.*
- *Responsible for reviewing exceptions yearly.*
- *Responsible for monitoring the enforcement of the policy.*

### **EXECUTIVE DIRECTOR:**

- *Responsible for reviewing and approving or denying exception requests.*

Violations of the policy will be addressed by disciplinary policies and procedures applicable to the individual.

All known and/or suspected violations, or knowing interference with disaster recovery efforts must be reported to the applicable Systems Administrator, who will report, as appropriate, to the IT Manager. All such allegations of misuse will be investigated by the appropriate staff member.

## **PENALTIES MAY INCLUDE:**

- *Suspension or termination of access to computer and/or network resources;*
- *Suspension or termination of employment, to the extent authorized by other agency published policies and procedures;*
- *Suspension or termination of contract computer and/or network services; or*
- *Criminal and/or civil prosecution.*





Information Security exists to further the mission of the agency. The agency has evolving needs related to information technology resources and data. The Remote Access Policy outlines the requirements for connecting to the internal network from a remote location in order to ensure the confidentiality, integrity, and availability of data and electronic resources throughout the Agency.

This policy applies to all agency employees, contractors, guests, consultants, temporary employees, and any other users who may have access to agency information technology resources.

### **POLICY:**

Remote access to Protected Data on the Agency network should be granted on a case-by-case basis only to employees with job functions that make this type of access essential. Remote access requires additional security controls and monitoring due to the increased risk it presents. Users who access information resources remotely are responsible for the physical protection of the resources they use and for the information they access during remote access sessions. Scripted or automated entry of User IDs and passwords is not permitted. These additional guidelines should also be followed:

- *Modems are not to be installed on Agency computer resources such as workstations/desktops, with the exception of Agency laptops.*
- *Modems shall be physically disconnected from any telephone line when not in use.*
- *Users shall maintain remote desktop instructions in a strictly confidential manner.*
- *IT staff shall ensure that adequate controls are in place for managing and monitoring remote access services (i.e., VPN, wireless).*
- *Remote workstations should include security software to detect and protect against malicious code such as adware, viruses and application exploits.*
- *Remote connections must time-out after 15 minutes of inactivity.*
- *Remote users must close any remote access connections when not in use.*
- *Remote users shall not employ any mechanisms that would force a connection to stay open automatically. In addition, remote users shall not connect to an Agency network from multiple places at the same time.*

### **EXCEPTIONS:**

Any requests for exceptions to this policy must be submitted in writing and will be reviewed on a case by case basis. Exceptions shall be permitted only after written approval from the Executive Director. The list of exceptions shall be reviewed annually and canceled as required.

### **IMPLEMENTATION:**

#### **REMOTE USERS:**

- *Responsible for following remote access rules outlined within the policy.*

#### **IT MANAGER:**

- *Responsible for reviewing and approving requests for remote access to data and resources.*
- *Forwards proposed policies and recommendations for changes in policy as needed to the Executive Director.*
- *Responsible for regular review of this Policy. The review will occur annually or when significant changes occur.*
- *Responsible for reviewing exceptions yearly.*
- *Responsible for monitoring the enforcement of the policy.*



### **EXECUTIVE DIRECTOR:**

- *Responsible for reviewing and approving or denying exception requests.*

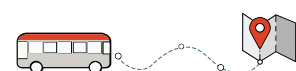
Accounts and network access may be administratively suspended with or without notice by the Agency when, in the Agency's judgment, continued use of the Agency's resources may interfere with the work of others, places the Agency or others at risk, or violates Agency policy.

Knowing violations of the policy will be addressed by disciplinary policies and procedures applicable to the individual.

All known and/or suspected violations or knowing interference with disaster recovery efforts must be reported to the applicable Systems Administrator, who will report, as appropriate, to the IT Manager. All such allegations of misuse will be investigated by the appropriate staff member.

### **PENALTIES MAY INCLUDE:**

- *Suspension or termination of access to computer and/or network resources;*
- *Suspension or termination of employment, to the extent authorized by other agency published policies and procedures;*
- *Suspension or termination of contract computer and/or network services; or*
- *Criminal and/or civil prosecution.*





# CARTA

Charleston Area Regional Transportation Authority

## INTER-OFFICE MEMORANDUM

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TO: Ronald Mitchum, Executive Director

FROM: Raineer' Kearney, Transit Coordinator

DATE: February 13, 2017

SUBJECT: January 2017 Ridership Report Summary Statistics

CC: file

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As requested, the following information presents an overview of the ridership statistics for the month of January 2017.

- Ridership for January was 301,461, a decrease 1.7% over last year. That is a decrease of 2,902 passenger trips. Year-to-date, ridership is down by 1.7%
- Routes that did not meet performance standards include - Express 3 Dorchester Rd. , Express 4 NASH Airport, Rt. 31 Folly Rd., Rt. 41 Coleman Blvd., Rt. 42 Wando Circulator, Rt. 102 North Neck/Rutledge Ave., Rt. 103 Leeds Ave, Rt. 104 Montague Ave., Rt. 204 MUSC/Calhoun Circulator, Rt. 301 Glenn McConnell Circulator.
- The system wide cost per passenger was \$2.05 (\$2.06 last year)
- Revenue for the month was \$458,341.84, which is a decrease of 4.2% from last year. Year-to-date, revenue is down by 4.2%
- Farebox recovery for the system was 42.6%
- Tel-A-Ride ridership for the month was 5,885, which is a 1.8% increase when compared to the same period last year. Year-to-date ridership is up 1.8%.
- The cost per Tel-A-Ride trip was \$26.53 which is a 0.8% increase over January of last year. The average cost is 0.8% more than last year's average.

Please feel free to contact me with any questions or for further information.

## Revenue/Cost/Ridership for the Month of January 2017

Route Name	Revenue	Pass/Presale Revenue	2016 Revenue	2017 Revenue	Cost of Operation	Weekday Hours of Operation	Saturday Hours of Operation	Sunday Hours of Operation	Holiday Hours of Operation	Hours Operated	Percent Cost Recovered	Cost Per Passenger	Deviation From System Average	Allowable Deviation Under Performance Standards	Passengers Per Hour	Passenger Per Hour Target Under Performance Standards	2016 Ridership	2017 Ridership	Change from Last Year	% of Total Ridership
Express	\$ 2,979.86	\$ 23,508.28	\$ 20,055.08	\$ 26,488.14	\$ 56,427.34	43.1	0.0	0.0	0.0	905.46	46.94%	\$ 1.74	4.35%	-5.00%	19	15	16,475	17,198	723	5.70%
Express	\$ 1,709.85	\$ 17,551.94	\$ 10,907.89	\$ 19,261.79	\$ 41,150.83	31.1	0.0	0.0	0.0	654.09	46.81%	\$ 2.19	4.22%	-5.00%	15	15	11,914	9,996	(1,918)	3.32%
3 Dorchester Road Express	\$ 1,270.84	\$ 8,864.87	\$ 8,810.95	\$ 10,135.72	\$ 30,711.24	23.0	0.0	0.0	0.0	482.31	33.00%	\$ 4.16	-9.59%	-5.00%	10	15	4,568	4,947	379	1.64%
4 NASH Express	\$ 1,578.44	\$ 708.76	\$ 28,068.57	\$ 2,287.20	\$ 24,268.88	13.3	13.3	7.3	7.3	376.30	9.42%	\$ 20.08	-33.17%	-5.00%	3	15	1,388	1,095	(294)	0.36%
10 Rivers Avenue	\$ 73,449.72	\$ 29,185.63	\$ 97,459.64	\$ 102,635.35	\$ 168,379.89	110.3	58.1	33.1	33.1	2747.60	60.95%	\$ 0.98	18.36%	-10.00%	24	20	74,594	67,158	(7,436)	22.28%
11 Dorchester/Airport	\$ 24,203.93	\$ 13,271.57	\$ 32,673.73	\$ 37,475.50	\$ 74,595.00	43.5	39.6	22.0	22.0	1204.40	50.24%	\$ 1.22	7.65%	-10.00%	25	20	24,843	30,539	5,695	10.13%
12 Upper Dorchester AFB	\$ 25,626.86	\$ 10,858.35	\$ 33,806.72	\$ 36,485.21	\$ 80,646.78	48.7	34.5	23.9	23.9	1303.98	45.24%	\$ 1.77	2.65%	-10.00%	19	20	24,830	24,986	156	8.29%
13 Remount Road	\$ 7,728.67	\$ 4,319.58	\$ 8,377.43	\$ 12,048.26	\$ 37,711.26	22.0	20.7	9.0	9.0	597.49	31.95%	\$ 2.58	-10.64%	-10.00%	17	20	6,581	9,940	3,359	3.30%
20 King Street/Citadel	\$ 11.50	\$ 13,846.82	\$ 11,119.67	\$ 13,858.32	\$ 42,038.91	25.9	14.6	11.2	11.2	668.70	32.97%	\$ 1.98	-9.63%	-10.00%	21	20	9,522	14,221	4,699	4.72%
30 Savannah Highway	\$ 8,851.55	\$ 4,221.99	\$ 15,307.89	\$ 13,073.54	\$ 41,536.92	23.0	26.6	11.8	11.8	660.44	31.47%	\$ 2.93	-11.12%	-10.00%	15	20	11,791	9,715	(2,076)	3.22%
31 Folly Road	\$ 4,342.69	\$ 2,191.00	\$ 7,298.61	\$ 6,533.69	\$ 29,048.07	16.1	12.5	11.0	11.0	454.94	22.49%	\$ 4.47	-20.10%	-15.00%	11	10	5,278	5,042	(236)	1.67%
32 North Bridge	\$ 9,339.07	\$ 5,089.95	\$ 18,892.10	\$ 14,429.02	\$ 27,925.59	15.3	14.3	9.9	9.9	436.47	51.67%	\$ 1.15	9.08%	-10.00%	27	20	13,631	11,712	(1,918)	3.89%
33 St. Andrews/Ashley River Rd.	\$ 11,054.90	\$ 5,461.79	\$ -	\$ 16,516.69	\$ 45,757.00	29.8	11.3	9.8	9.8	729.88	36.10%	\$ 2.33	-6.50%	-10.00%	17	20	-	12,568	12,568	4.17%
40 Mt. Pleasant	\$ 8,905.79	\$ 4,562.61	\$ 16,067.06	\$ 13,468.40	\$ 41,436.04	23.7	25.1	10.2	10.2	658.78	32.50%	\$ 2.66	-10.09%	-10.00%	16	20	12,446	10,499	(1,947)	3.48%
41 Coleman Boulevard	\$ 1,838.84	\$ 1,087.15	\$ 2,242.04	\$ 2,925.99	\$ 24,508.93	15.5	14.0	0.0	0.0	380.25	11.94%	\$ 8.63	-30.65%	-10.00%	7	20	2,187	2,502	315	0.83%
42 Wando Circulator	\$ 1,831.38	\$ 1,052.03	\$ -	\$ 2,883.41	\$ 24,308.99	12.7	12.4	10.1	10.1	376.96	11.86%	\$ 8.85	-30.73%	-15.00%	6	10	-	2,421	2,421	0.80%
102 North Neck/ Rutledge Ave	\$ 2,049.32	\$ 1,387.24	\$ 5,011.14	\$ 3,436.56	\$ 25,805.22	14.9	22.2	0.0	0.0	401.58	13.32%	\$ 7.01	-29.27%	-15.00%	8	10	4,570	3,192	(1,378)	1.06%
103 Leeds Avenue	\$ 2,183.94	\$ 1,260.54	\$ 3,773.16	\$ 3,444.48	\$ 17,059.38	12.3	0.0	0.0	0.0	257.67	20.19%	\$ 4.69	-22.40%	-15.00%	11	10	3,287	2,901	(386)	0.96%
104 Montague Avenue	\$ 3,648.03	\$ 1,910.17	\$ 6,429.91	\$ 5,558.20	\$ 35,038.46	22.6	19.6	0.0	0.0	553.51	15.86%	\$ 6.71	-26.73%	-15.00%	8	10	5,261	4,395	(865)	1.46%
203 Medical University Shuttle	\$ 4.25	\$ 37,340.33	\$ 35,314.83	\$ 37,344.58	\$ 34,050.29	25.6	0.0	0.0	0.0	537.25	109.67%	\$ (0.32)	67.08%	-15.00%	19	10	9,163	10,200	1,037	3.38%
204 MUSC/ Calhoun Circulator	\$ 118.96	\$ 71.20	\$ -	\$ 190.15	\$ 9,746.56	6.5	0.0	0.0	0.0	137.34	1.95%	\$ 58.33	-40.64%	-15.00%	1	10	-	164	164	0.05%
210 Aquarium/ CofC DASH	\$ -	\$ 45,563.00	\$ 43,479.67	\$ 45,563.00	\$ 47,630.02	33.1	11.9	11.6	0.0	760.70	95.66%	\$ 0.13	53.07%	-15.00%	21	10	15,396	16,211	815	5.38%
211 Meeting/King DASH	\$ -	\$ 17,940.00	\$ 17,940.00	\$ 17,940.00	\$ 64,642.21	35.5	33.3	32.4	0.0	1040.63	27.75%	\$ 2.26	-14.84%	-15.00%	20	10	25,791	20,704	(5,087)	6.87%
213 Lockwood/Calhoun DASH	\$ 3.06	\$ 9,940.00	\$ 9,940.00	\$ 9,943.06	\$ 27,663.05	15.6	13.3	10.3	0.0	432.15	35.94%	\$ 3.33	-6.65%	-15.00%	12	10	10,059	5,320	(4,739)	1.76%
301 Glenn McConnell Circulator	\$ 2,748.19	\$ 1,667.40	\$ 13,730.91	\$ 4,415.58	\$ 24,042.80	15.7	10.7	0.0	0.0	372.58	18.37%	\$ 5.12	-24.23%	-15.00%	10	10	10,789	3,837	(6,952)	1.27%
<b>TOTAL</b>	\$ 195,479.63	\$ 262,862.21	\$ 446,707.01	\$ 458,341.84	\$ 1,076,129.67	678.8	407.9	223.5	169.2	17,131.5	42.59%	\$ 2.05					304,363	301,461	(2,902)	100.0%

NOT meeting Revenue Recovery Standards

Meeting Passenger Per Hour Standards

NOT Meeting Passenger Per Hour Standards

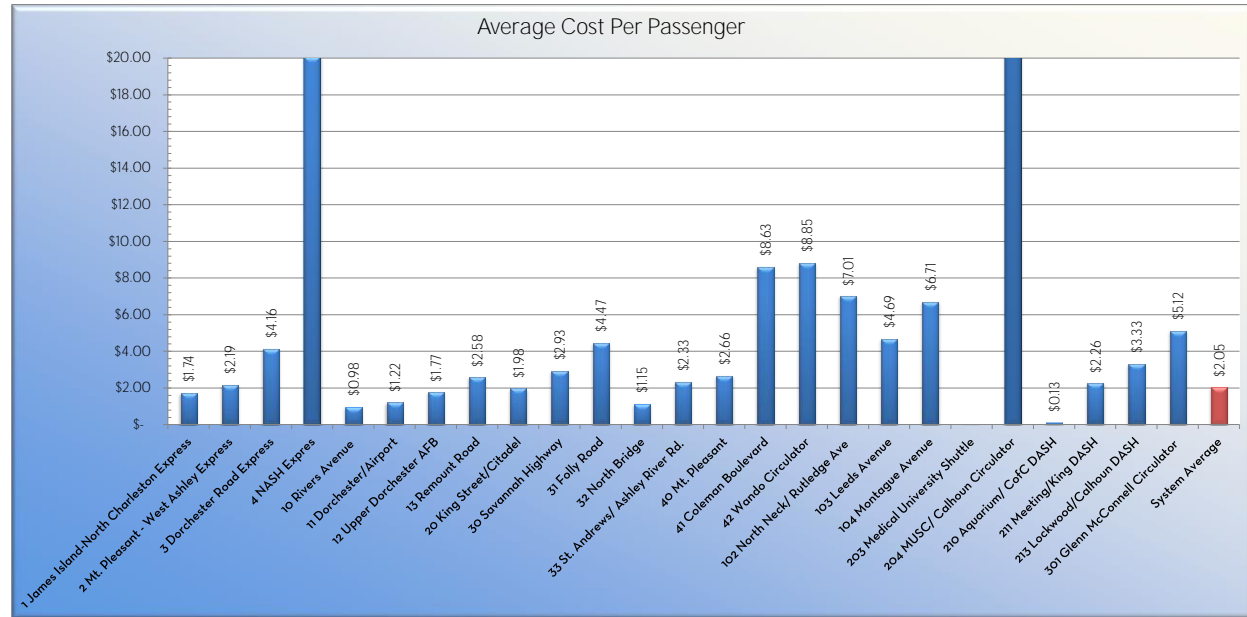
## Revenue/Cost/Ridership for the Month of January 2017

Route Name	Revenue	Pass/Presale Revenue	2016 Revenue	2017 Revenue	Cost of Operation	Weekday Hours of Operation	Saturday Hours of Operation	Sunday Hours of Operation	Holiday Hours of Operation	Hours Operated	Percent Cost Recovered	Cost Per Passenger	Deviation From System Average	Allowable Deviation Under Performance Standards	Passengers Per Hour	Passenger Per Hour Target Under Performance Standards	2016 Ridership	2017 Ridership	Change from Last Year
1 James Island-North Charleston Express	\$2,979.86	\$23,508.28	\$23,234.80	\$26,488.14	\$56,427.34	43.1	0.0	0.0	0.0	905.5	46.94%	\$ 1.74	8.42%	-5.00%	19	15	16,475	17,198	723
3 Dorchester Road Express	\$1,270.84	\$8,864.87	\$8,569.66	\$10,135.72	\$30,711.24	23.0	0.0	0.0	0.0	482.3	33.00%	\$ 4.16	-5.52%	-5.00%	10	15	4,568	4,947	379
4 WASH Express	\$1,578.44	\$708.76	\$2,287.20	\$2,268.88	\$13,313.33	13.3	13.3	7.3	7.3	376.3	9.42%	\$ 20.08	-29.10%	-5.00%	3	15	1,388	1,095	(294)
10 Rivers Avenue	\$73,449.72	\$29,185.63	\$97,908.00	\$102,635.35	\$168,379.89	110.3	58.1	33.1	33.1	2747.6	60.95%	\$ 0.98	22.43%	-10.00%	24	20	74,594	67,158	(7,436)
11 Dorchester/Airport	\$24,203.93	\$13,271.57	\$31,691.09	\$37,475.50	\$74,595.00	43.5	39.6	22.0	22.0	1204.4	50.24%	\$ 1.22	11.71%	-10.00%	25	20	24,843	30,539	5,695
12 Upper Dorchester AFB	\$25,626.86	\$10,858.35	\$35,510.03	\$36,485.21	\$80,646.78	48.7	34.5	23.9	23.9	1304.0	45.24%	\$ 1.77	6.72%	-10.00%	19	20	24,830	24,986	156
13 Remount Road	\$7,728.67	\$4,319.58	\$8,658.51	\$12,048.26	\$37,711.26	22.0	20.7	9.0	9.0	597.5	31.95%	\$ 2.58	-6.58%	-10.00%	17	20	6,581	9,940	3,359
20 King Street/Citadel	\$11.50	\$13,846.82	\$11,899.71	\$13,858.32	\$42,038.91	25.9	14.6	11.2	11.2	668.7	32.97%	\$ 1.98	-5.56%	-10.00%	21	20	9,522	14,221	4,699
30 Savannah Highway	\$8,851.55	\$4,221.99	\$12,950.79	\$13,073.54	\$41,536.92	23.0	26.6	11.8	11.8	660.4	31.47%	\$ 2.93	-7.05%	-10.00%	15	20	11,791	9,715	(2,076)
31 Folly Road	\$4,342.69	\$2,191.00	\$6,377.91	\$6,533.69	\$29,048.07	16.1	12.5	11.0	11.0	454.9	22.49%	\$ 4.47	-16.03%	-15.00%	11	10	5,278	5,042	(236)
32 North Bridge	\$9,339.07	\$5,089.95	\$19,172.75	\$14,429.02	\$27,925.59	15.3	14.3	9.9	9.9	436.5	51.67%	\$ 1.15	13.14%	-10.00%	27	20	13,631	11,712	(1,918)
33 St. Andrew/ Ashley River Rd.	\$11,054.90	\$5,461.79	\$0.00	\$16,516.69	\$45,757.00	29.8	11.3	9.8	9.8	729.9	36.10%	\$ 2.33	-2.43%	-10.00%	17	20	-	12,568	12,568
40 Mt. Pleasant	\$8,905.79	\$4,562.61	\$15,760.82	\$13,468.40	\$41,436.04	23.7	25.1	10.2	10.2	658.8	32.50%	\$ 2.66	-6.02%	-10.00%	16	20	12,446	10,499	(1,947)
41 Coleman Boulevard	\$1,838.84	\$1,087.15	\$2,262.59	\$2,925.99	\$24,508.93	15.5	14.0	0.0	0.0	380.3	11.94%	\$ 8.63	-26.59%	-10.00%	7	20	2,187	2,502	315
42 Wando Circulator	\$1,831.38	\$1,052.03	\$0.00	\$2,883.41	\$24,308.99	12.7	12.4	10.1	10.1	377.0	11.86%	\$ 8.85	-26.66%	-15.00%	6	10	-	2,421	2,421
102 North Neck/ Rutledge Ave	\$2,049.32	\$1,387.24	\$4,824.55	\$3,436.56	\$25,805.22	14.9	22.2	0.0	0.0	401.6	13.32%	\$ 7.01	-25.21%	-15.00%	8	10	4,570	3,192	(1,378)
103 Leeds Avenue	\$2,183.94	\$1,260.54	\$3,554.49	\$3,444.48	\$17,059.38	12.3	0.0	0.0	0.0	257.7	20.19%	\$ 4.69	-18.33%	-15.00%	11	10	3,287	2,901	(386)
104 Montague Avenue	\$3,648.03	\$1,910.17	\$6,133.39	\$5,558.20	\$35,038.46	22.6	19.6	0.0	0.0	553.5	15.86%	\$ 6.71	-22.66%	-15.00%	8	10	5,261	4,395	(865)
203 Medical University Shuttle	\$118.96	\$71.20	\$0.00	\$190.15	\$9,746.56	6.5	0.0	0.0	0.0	137.3	1.95%	\$ 58.33	-36.57%	-15.00%	1	10	-	164	164
211 Meeting/King DASH																			
213 Lockwood/Calhoun DASH																			
301 Glenn McConnell Circulator	\$2,748.19	\$1,667.40	\$12,881.95	\$4,415.58	\$24,042.80	15.7	10.7	0.0	0.0	372.6	18.37%	\$ 5.12	-20.16%	-15.00%	10	10	10,789	3,837	(6,952)
<b>TOTAL</b>	\$195,472.32	\$152,078.88	\$313,632.92	\$347,551.20	\$902,144.10	569.0	349.3	169.2	169.2	14360.7	38.53%	\$ 2.23					243,954	249,026	5,072

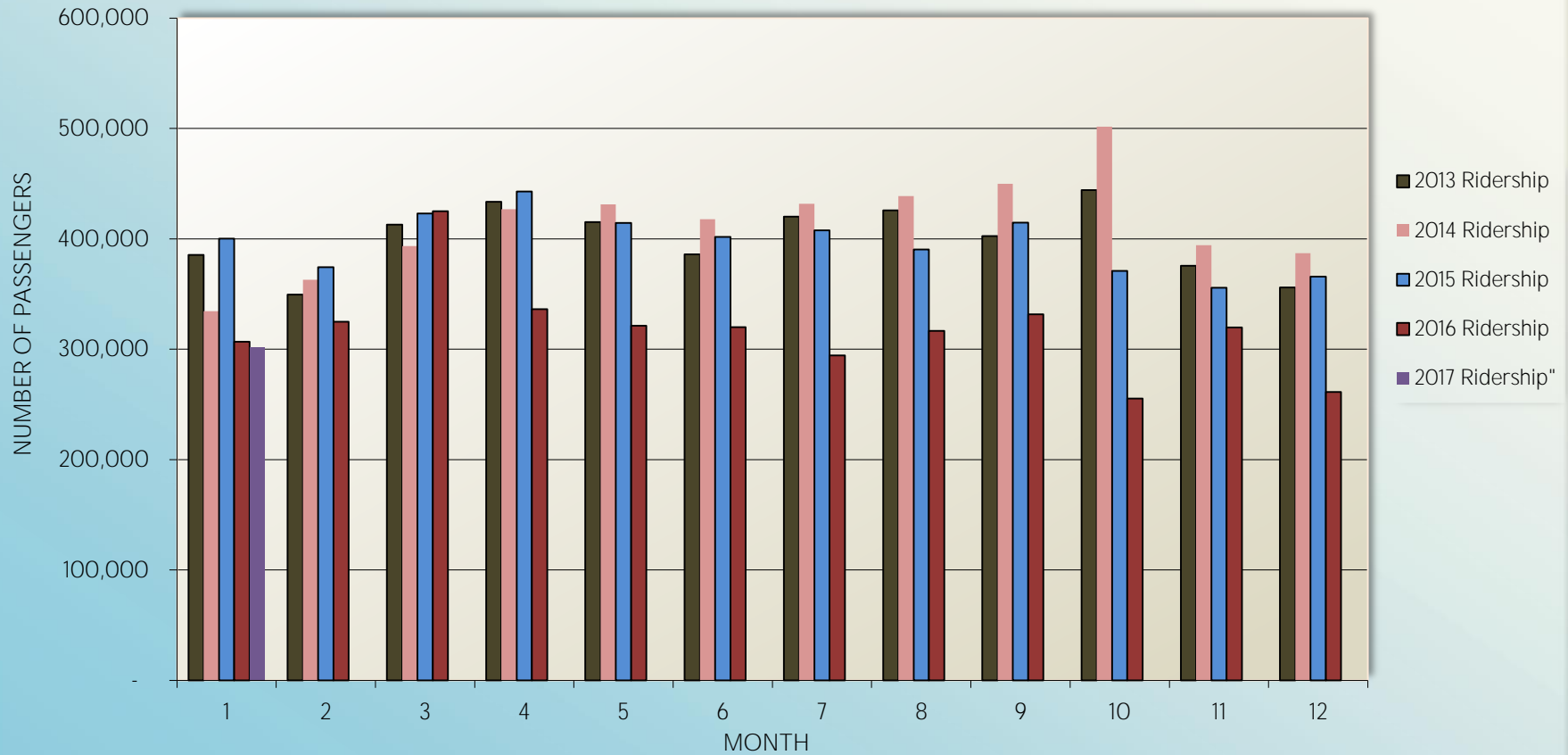
- NOT meeting Revenue Recovery Standards
- Meeting Passenger Per Hour Standards
- NOT Meeting Passenger Per Hour Standards

## Average Cost Per Passenger for the Month of January 2017

Route Name	Average Cost Per Passenger
1 James Island-North Charleston Express	\$ 1.74
2 Mt. Pleasant - West Ashley Express	\$ 2.19
3 Dorchester Road Express	\$ 4.16
4 NASH Express	\$ 20.08
10 Rivers Avenue	\$ 0.98
11 Dorchester/Airport	\$ 1.22
12 Upper Dorchester AFB	\$ 1.77
13 Remount Road	\$ 2.58
20 King Street/Citadel	\$ 1.98
30 Savannah Highway	\$ 4.47
31 Folly Road	\$ 1.15
32 North Bridge	\$ 2.33
33 St. Andrews/ Ashley River Rd.	\$ 2.66
40 Mt. Pleasant	\$ 8.63
41 Coleman Boulevard	\$ 8.85
42 Wando Circulator	\$ 7.01
102 North Neck/ Rutledge Ave	\$ 4.69
103 Leeds Avenue	\$ 6.71
104 Montague Avenue	\$ (0.32)
203 Medical University Shuttle	\$ 58.33
204 MUSC/ Calhoun Circulator	\$ 0.13
210 Aquarium/ CofC DASH	\$ 2.26
211 Meeting/King DASH	\$ 3.33
213 Lockwood/Calhoun DASH	\$ 5.12
301 Glenn McConnell Circulator	\$ 2.05
System Average	\$ 2.05



## FIXED ROUTE RIDERSHIP Historical Through January 2017

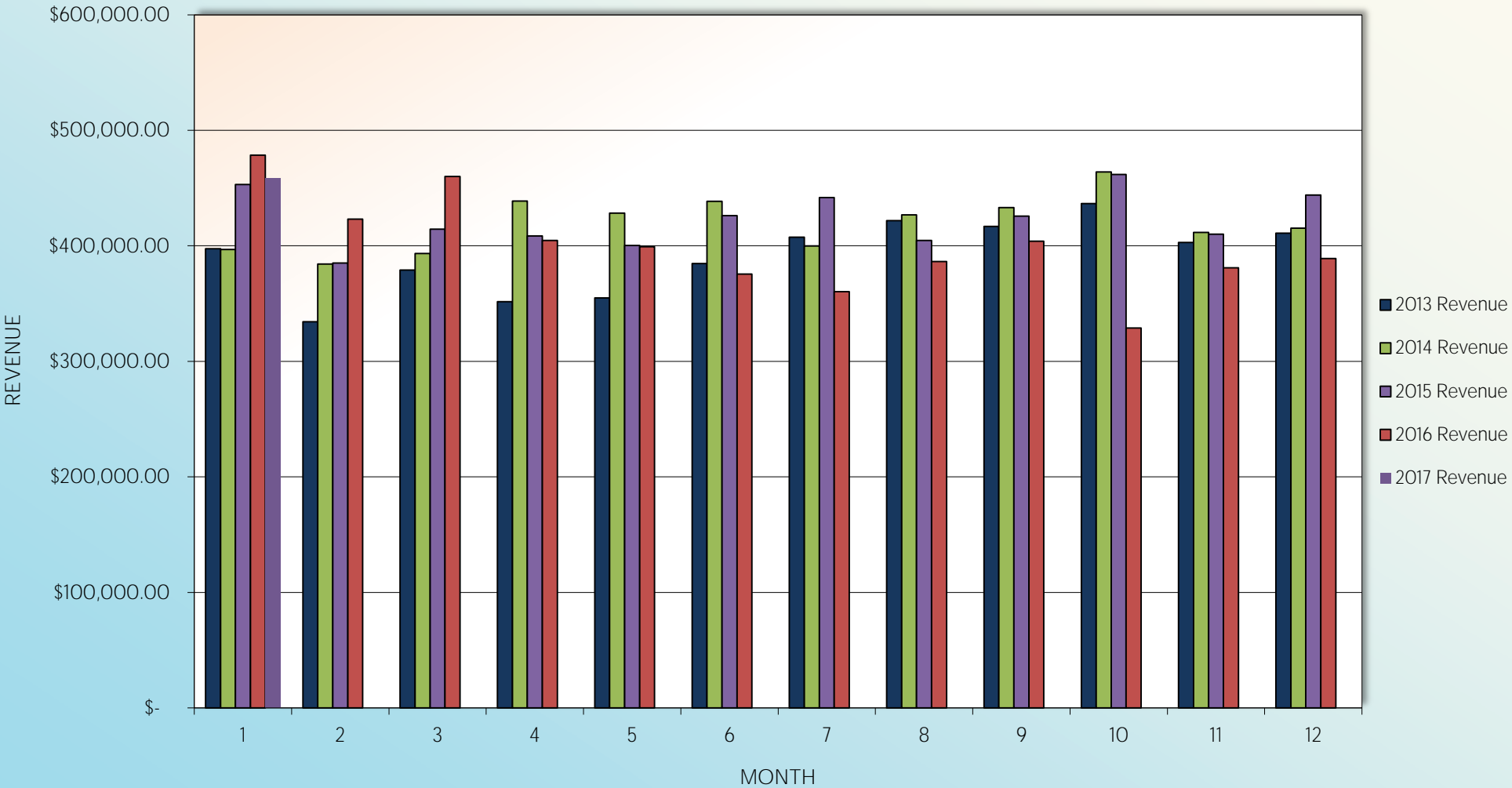


Fixed Route Ridership for the month was 301,461 which is a decrease of 1.7% or 2,902 less passengers from the same period last year. YTD Ridership is down 1.7%.



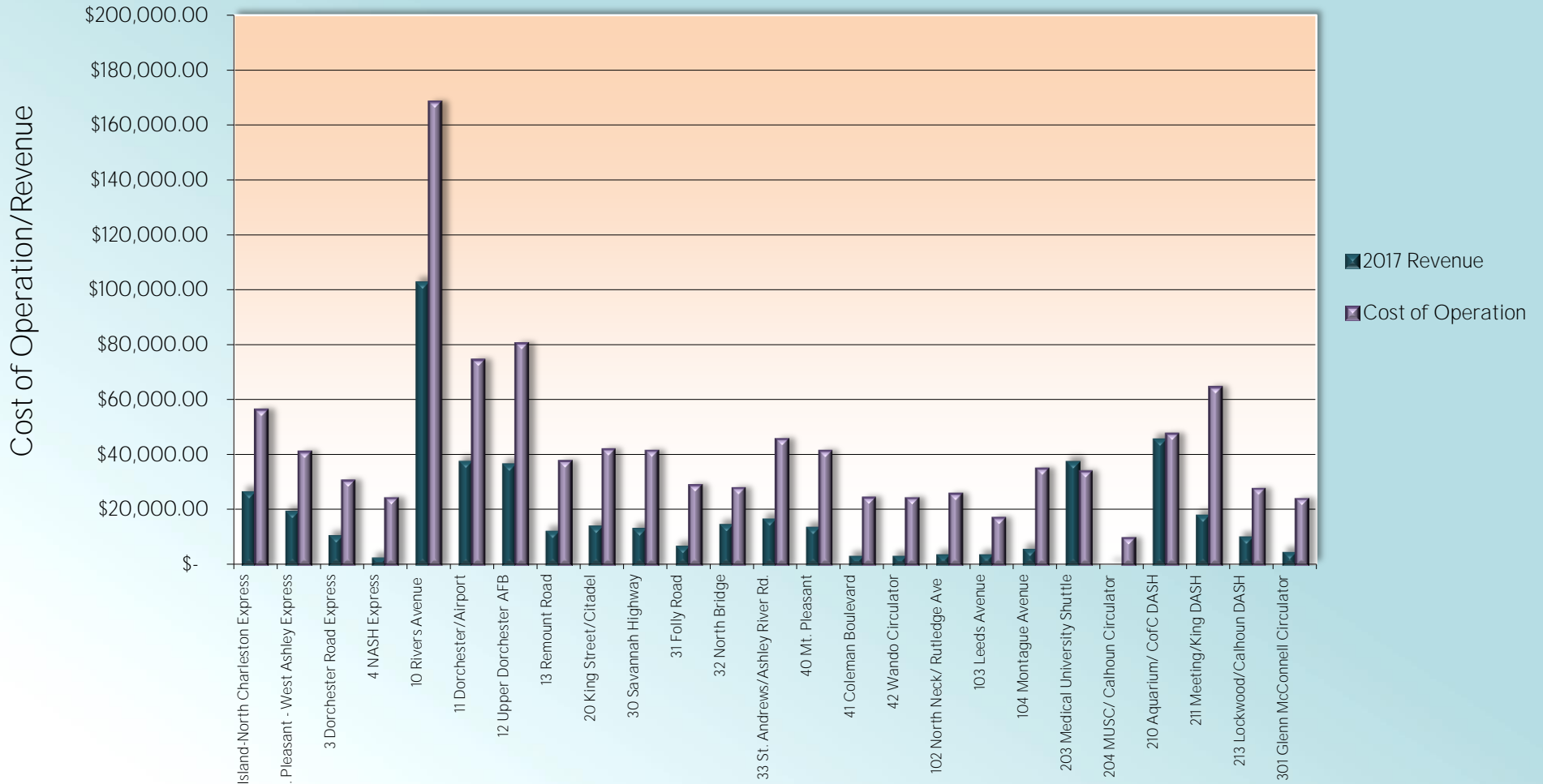
# FIXED ROUTE REVENUE

## Historical Through January 2017



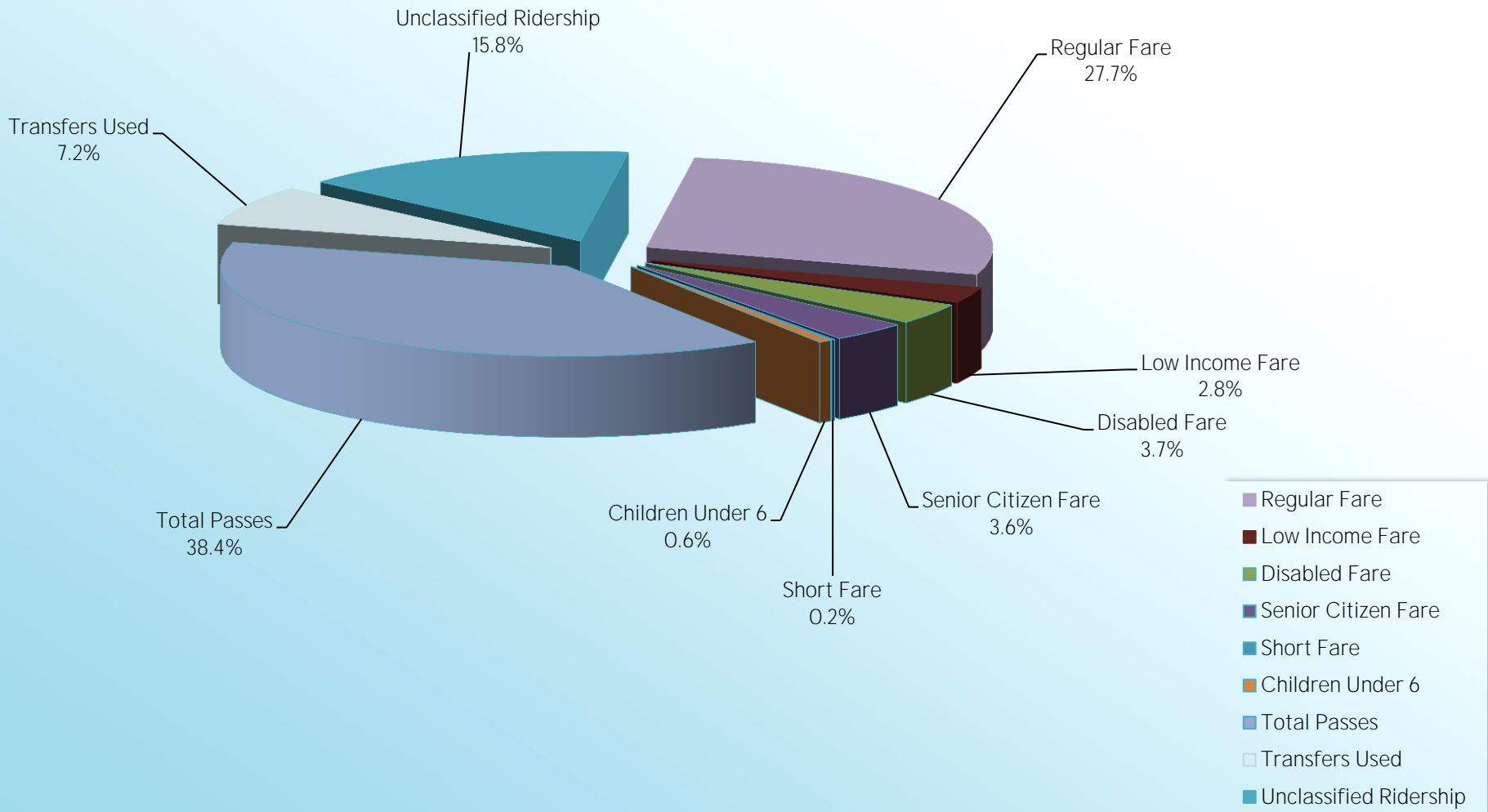
Fixed Route revenue for the month was \$458,341.84, a decrease of 4.2% from the same period last year. YTD revenue is down by 4.2%.

## REVENUE V. COST BY ROUTE December 2017

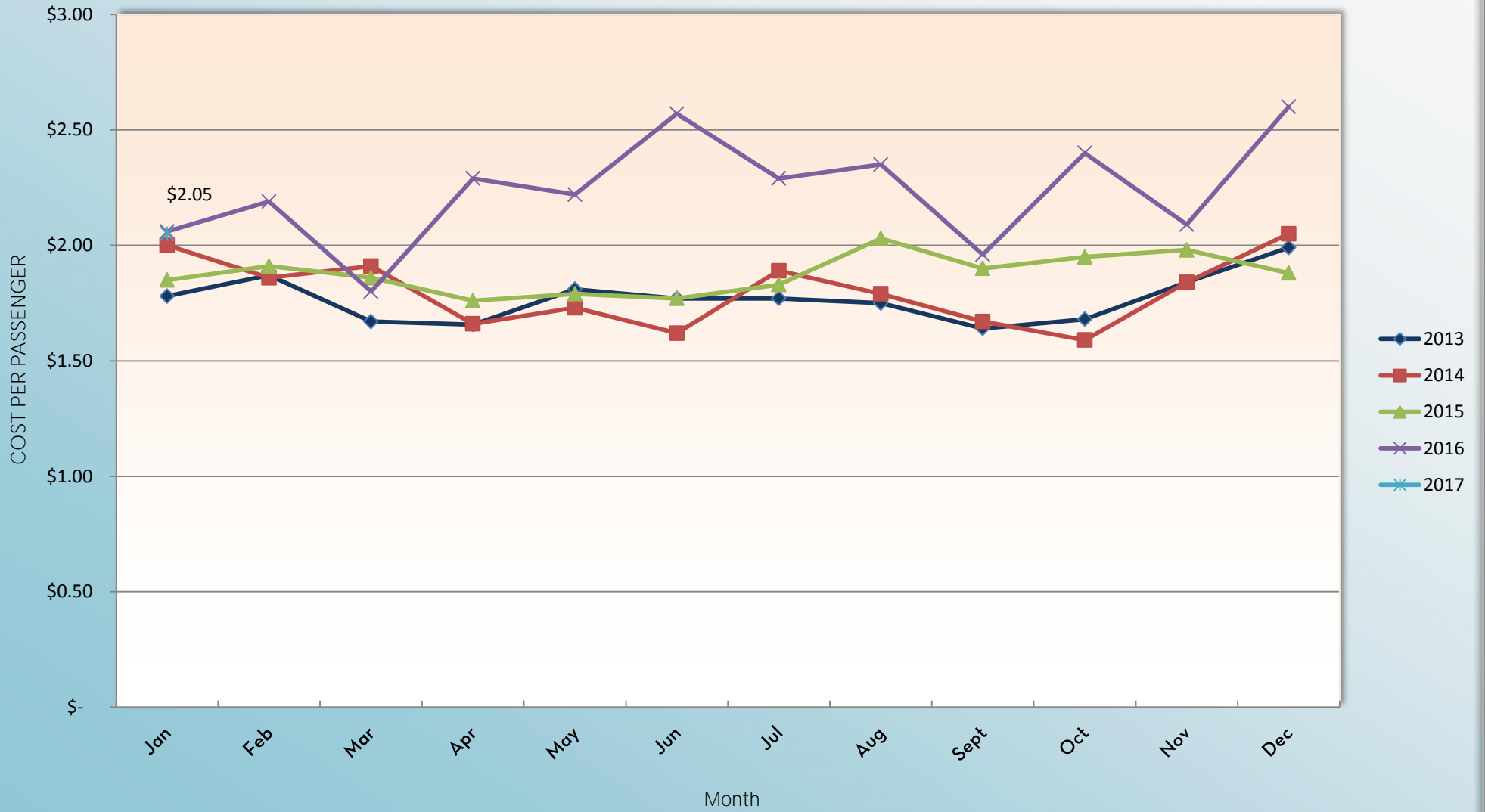


Farebox recovery was 42.6%, which means that 42.6% of the cost of service was captured in fares paid by passengers.

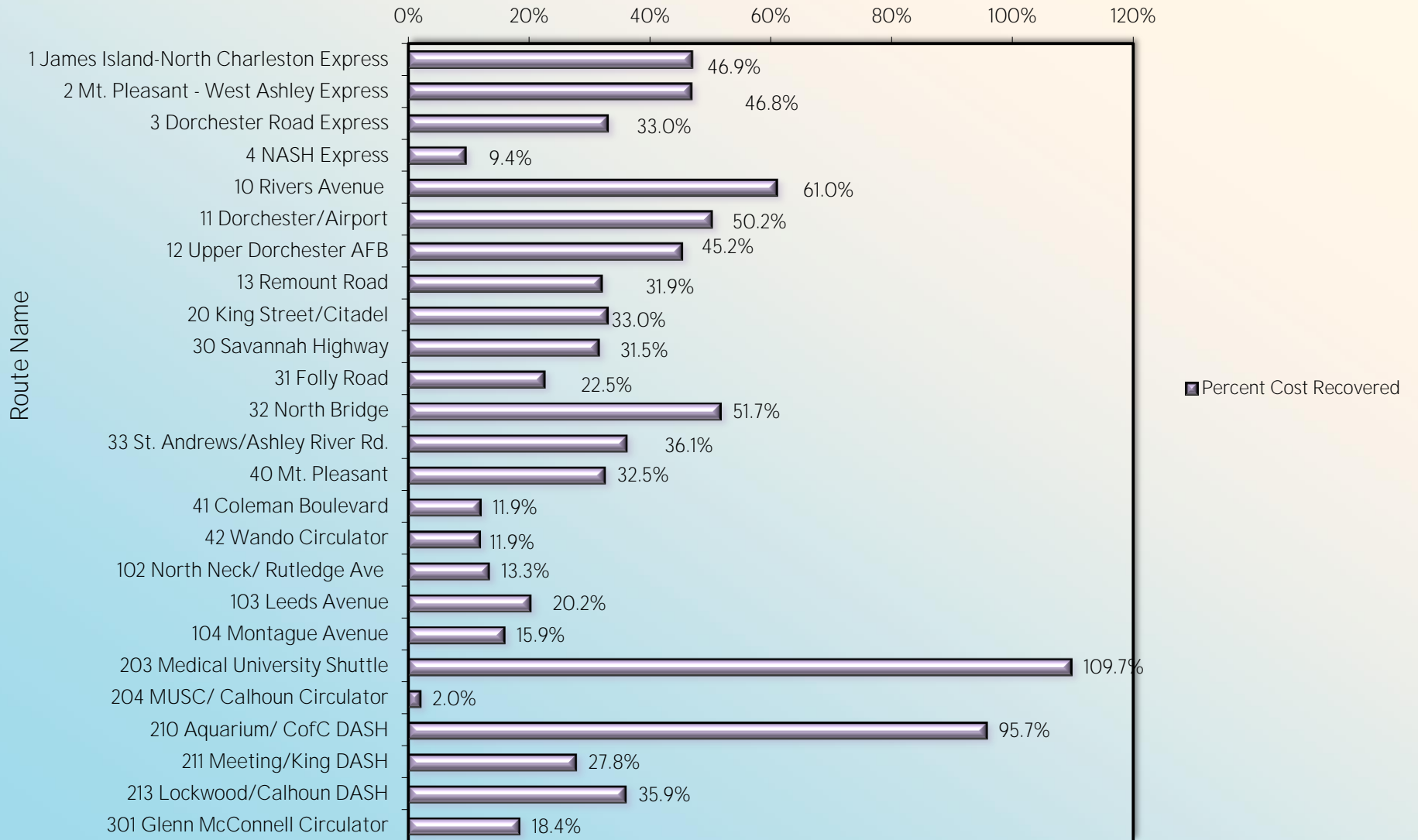
# Ridership by Fare Type January 2017



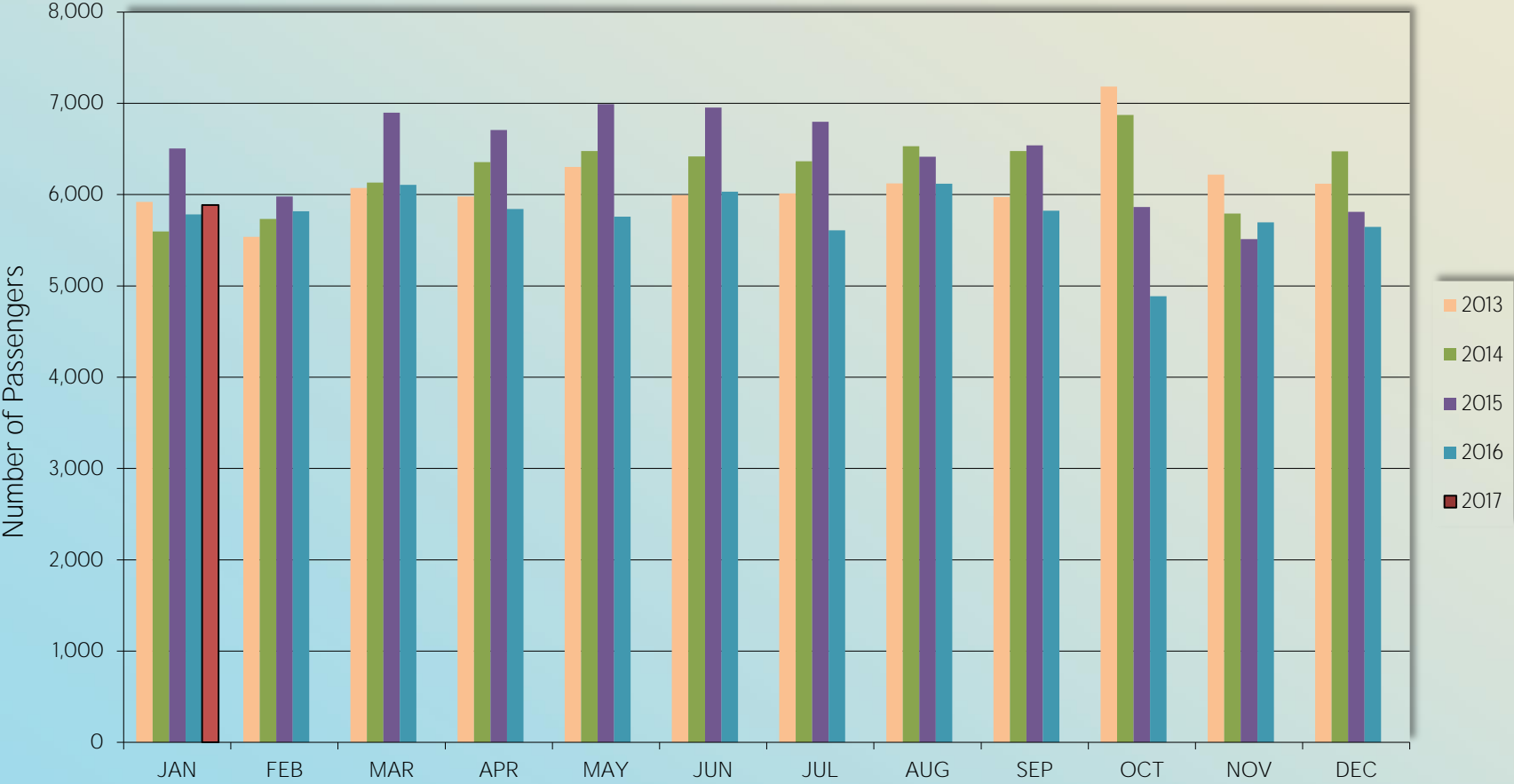
# Fixed Route Cost Per Passenger 2013-2017



## Percent Cost Recovered by Route January 2017

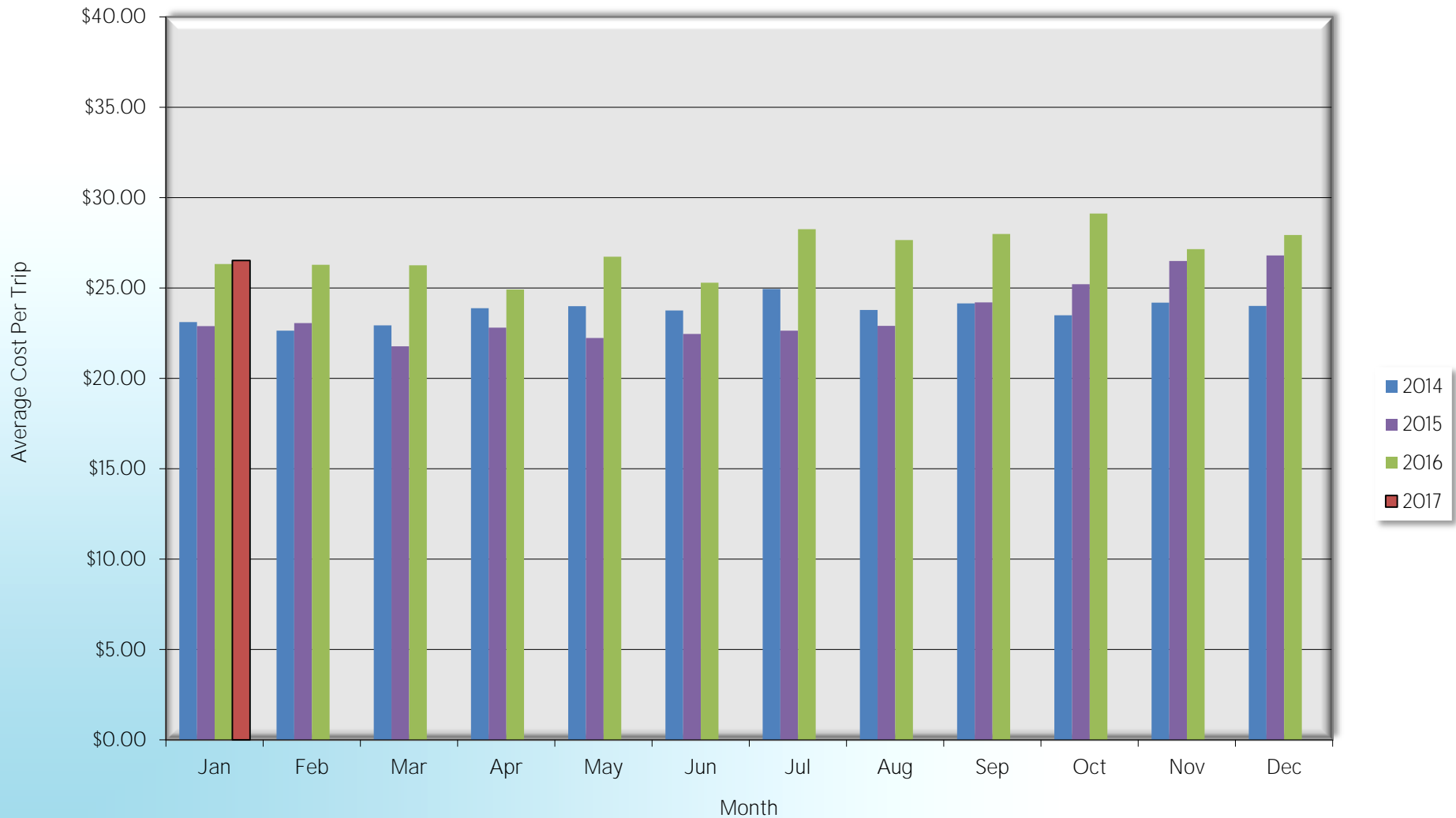


# Tel-A-Ride Ridership 2013-2017



Ridership for the month was 5,885 passengers, which is a 1.8% increase when compared to the same period last year. YTD Ridership is down 1.8%.

### Average Cost Per One-Way Paratransit Trip

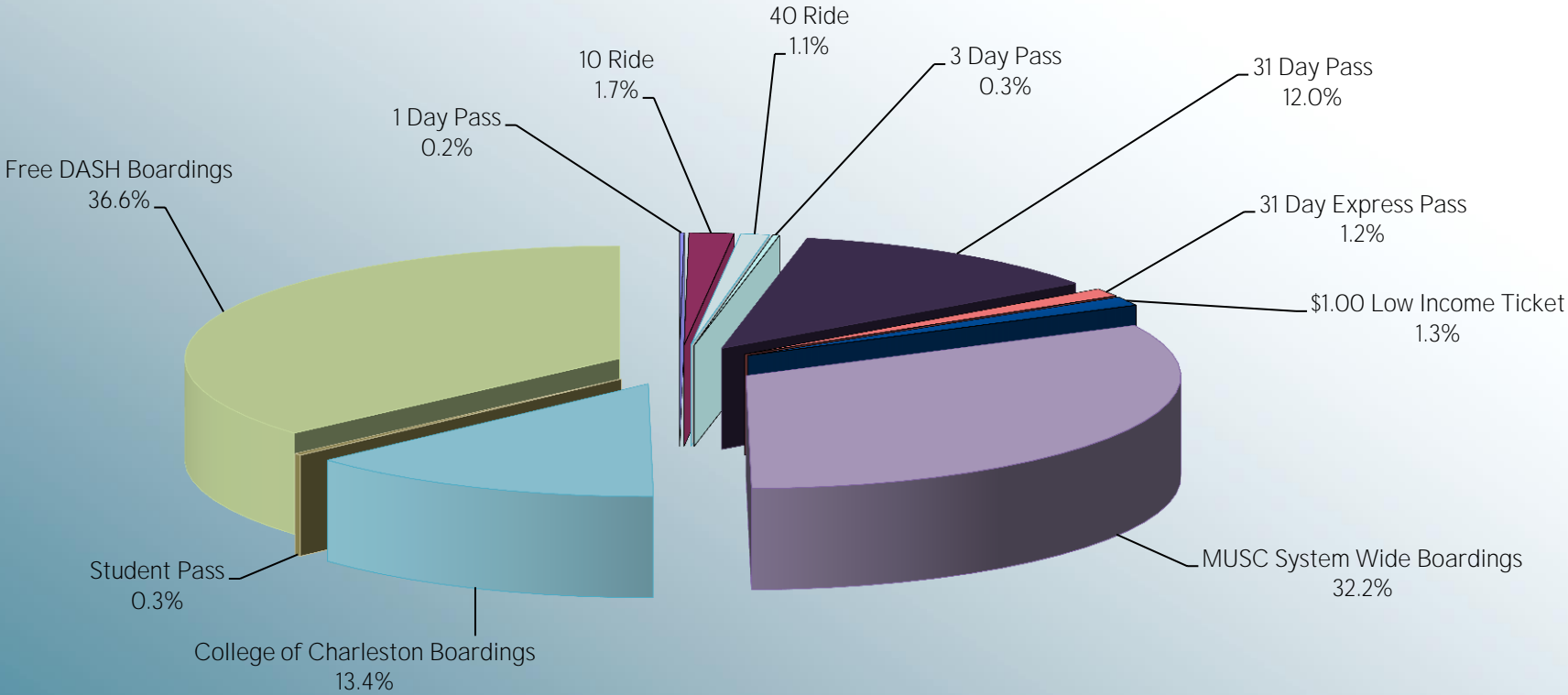


Average cost per trip is \$26.53 which is a 0.8% increase in the cost per passenger for the same month a year ago. Average cost is 0.8% more than last year's average.

Revenue/Cost/Ridership for the Month of January 2017		
Type of Fare		
Regular Fare	83,252	27.62%
Low Income Fare	8,553	2.84%
Disabled Fare	11,169	3.70%
Senior Citizen Fare	10,818	
Short Fare	488	0.16%
Children Under 6	1,856	0.62%
Wheelchair Count	295	0.10%
North Bridge Free Bike Use	67	0.02%
FREE Transfers from Tri Link	454	0.15%
Subtotal	116,952	38.80%
Type of Pass		
1 Day Pass	200	0.07%
10 Ride	1,922	0.64%
40 Ride	1,233	0.41%
3 Day Pass	290	0.10%
31 Day Pass	13,864	4.60%
31 Day Express Pass	1,342	0.45%
\$1.00 Low Income Ticket	1,485	0.49%
MUSC System Wide Boardings	37,207	12.34%
College of Charleston Boardings	15,434	5.12%
Student Pass	318	0.11%
Free DASH Boardings	42,235	14.01%
Total Passes	115,530	38.32%
Transfers		
Issued	26,126	8.67%
Transfers Used	21,597	7.16%
Unclassified Ridership	47,382	15.72%
Total Ridership	301,461	



# Pass Use by Type January 2017



# CARTA

Charleston Area Regional Transportation Authority

## MEMORANDUM

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TO: Ronald E. Mitchum, CARTA Executive Director  
FROM: Sharon Hollis, Principal Planner  
DATE: February 13, 2017  
SUBJECT: Intermodal Center Project Update  
CC: file

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The following presents an update on the Intermodal Center project to include completed activities since the last Board meeting on January 18, 2017. This update also includes any relevant upcoming activities, impacts to the project schedule, and issues or concerns.

### Completed Activities

- 100% design and bid documents were finalized.
- Permitting and zoning was finalized.
- City received fully executed Amtrak, CARTA, and SE Stages lease agreements.
- The Station History and Community Heritage Room & SHPO mitigation project was awarded to Brockington Associates. A kick-off meeting was held with the project committee and design team.
- Construction Agreement with CSX was being finalized.
- The City will advertise the Solicitation for Construction Bids in February.

### Planned Activities

- A Pre-Bid Conference will be scheduled at the Amtrak Station.
- The City is finalizing a solicitation for a Construction Manager for the project.
- The Construction Contract Award is anticipated to occur in April 2017.
- A tentative ground breaking to be organized by the City has been set for Thursday, May 11, 2017.

### Project Schedule

- Overall, the project is tracking fifteen months behind the original schedule.
- Current scheduled project completion date is **summer 2018**.

### Anticipated Issues or Concerns

- None at this time.
- Staff continues to communicate with FTA regarding our progress.

Please feel free to contact me with any questions or for further information.

# CARTA

Charleston Area Regional Transportation Authority

## Upcoming Events

- February 19<sup>th</sup> – CARTA Night @ The Stingrays Game
- March 11<sup>th</sup> – Black Expo
- March 18<sup>th</sup> – Transit Driver Appreciation Day
- March 23<sup>rd</sup> – MUSC Senior Fair
- March 23<sup>rd</sup> – City of North Charleston Business Expo
- March 26<sup>th</sup> – Kids Fair
- April 12<sup>th</sup> – MUSC Earth Day
- April 24<sup>th</sup>-VA Earth Day
- May 31<sup>st</sup> – Senior Ride Free Day (National Senior Health & Fitness Day)
- August 21<sup>st</sup>-Senior Ride Free Day (National Senior Citizen Day)
- November 11<sup>th</sup> – Veterans Ride Free Day
- December 8<sup>th</sup> - Seniors Ride Free Day