



**ESTUARY TRANSIT DISTRICT
REGULAR BOARD MEETING**
ETD Offices, 91 N. Main St, Middletown, CT
with Remote Options
December 12, 2025 at 10:00 AM

AGENDA

- I. Call to Order — L. Strauss, Chair
- II. Roll Call — T. Griswold, Secretary
- III. Visitors' Comments as They Pertain to Agenda Items
- IV. Secretary's Report — T. Griswold
 - [1.](#) Acceptance of Expansion Committee Meeting Minutes of August 8, 2025
 - [2.](#) Acceptance of Board Meeting Minutes of August 8, 2025
 - [3.](#) Acceptance of Facilities Committee Minutes of October 7, 2025
 - [4.](#) Acceptance of Finance Committee Minutes of October 8, 2025
 - [5.](#) Acceptance of Transit Advisory Committee Meeting Minutes of October 9, 2025
 - [6.](#) Acceptance of Expansion Committee Meeting Minutes of October 10, 2025
 - [7.](#) Acceptance of Board Meeting Minutes of October 10, 2025
 - [8.](#) Acceptance of Legislative Committee Meeting Minutes of November 18, 2025
 - [9.](#) Acceptance of Transit Advisory Committee Meeting Minutes of December 9, 2025
 - [10.](#) Acceptance of Facilities Committee Meeting Minutes of December 9, 2025
 - [11.](#) Acceptance of Finance Committee Meeting Minutes of December 10, 2025
- V. Communications — T. Griswold
- VI. Treasurer's Report — C. Norz
- VII. Committee Reports
 1. Facilities Committee — J. Gay, Chair
 2. Finance Committee — C. Norz, Chair
 - [3.](#) Marketing Committee — L. Strauss, Chair
 4. Legislative Committee — J. Gay, Chair
 5. Transit Advisory Committee — T. Griswold, Chair
 6. Expansion Committee - T. Griswold, Chair
 7. Personnel Committee — J. Hall, Chair
 8. COG Update — B. Geraghty

- VIII. Executive Director's Report — J. Comerford
- IX. Transit Planner's Report - B. Geraghty
- X. Finance Director's Report — H. Famiglietti
 - [1.](#) Budget vs. Actual and Cash Flow
- XI. Operations Director's Report — J. Whitcomb
 - [1.](#) Ridership
 - [2.](#) Customer Service Report
- XII. Maintenance Director's Report — N. Kulakowski
- XIII. New Business
 - [1.](#) FY27 Budget
 - [2.](#) 2026-27 Town Dues
 - [3.](#) Compensation Review
 - [4.](#) Drug and Alcohol Policy Approval
 - [5.](#) Procurement Policy Approval
 - [6.](#) 2026 Meeting Schedule
- XIV. Old Business
- XV. Chair Comments
- XVI. Board Members Comments
- XVII. Executive Session
- XVIII. Next Meeting — February 13, 2026 at 9:00 AM with Remote Options
- XIX. Adjournment

Join Zoom Meeting

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Meeting ID: 856 5832 2438

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Language Assistance is available. If you need assistance, please call Chris at 860-510-0429 ext. 104 at least 48 hours prior to the meeting.

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

Section IV, Item 1.

ESTUARY TRANSIT DISTRICT
EXPANSION COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Option
FRIDAY, August 8, 2025, at 8:00 AM

CALL TO ORDER

The meeting was called to order by Timothy C. Griswold, Chair, at 8:05 a.m.

ROLL CALL

A quorum was established with the following committee members present: Tim Griswold and Charlie Norz

Absent: D.G. Fitton

Also in attendance: Staff: Joseph Comerford, Christina Denison, Brendan Geraghty and Leslie Strauss, Board Chair

ACCEPTANCE OF EXPANSION COMMITTEE MEETING MINUTES OF June 13, 2025

Griswold made a motion, seconded by Charles Norz to accept the minutes of June 13, 2025.

OLD BUSINESS

Discussion of Potential Membership of East Haddam

Tim Griswold hopes to connect with the East Haddam First Selectwoman in the coming weeks.

Discussion of Potential Membership of Madison and Guilford

The committee discussed the concept of setting a base fee for membership/ownership in the District which does not include any service but takes into consideration demographic factors such as, but not limited to, population, percentage of elderly, and income, to develop a matrix. Beyond the base, the level of service desired by the prospective town would be added to the base fee to establish membership dues. Griswold and Brendan Geraghty will meet to discuss determining a base fee.

Update on Potential Membership of Cromwell

Griswold and the Cromwell Town Manager will meet in September to further discuss the matter.

NEW BUSINESS

None.

ADJOURNMENT

Norz made a motion, seconded by Griswold, to adjourn the meeting at 8:51 a.m.

Next Meeting—Friday, October 10, 2025, at 8:00 a.m. preceding the Board meeting.

Respectfully submitted,

Christina Denison
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT ETD MEETING

ESTUARY TRANSIT DISTRICT
RIVER VALLEY TRANSIT
REGULAR MEETING
Friday, August 8, 2025
91 N. Main Street, Middletown, CT and
Via ZOOM

CALL TO ORDER

Chairman Strauss called the meeting to order at 9:30 a.m. In attendance included: Leslie Strauss, John Hall, Charlie Norz (ZOOM), Tim Griswold, Kathryn Russell, Beverly Lawrence, Joan Gay, Mike Pelton, (ZOOM), David Lahm, Christine Marques (ZOOM, left at 10:43 a.m.), David Cox (ZOOM, left at 10:43 a.m.).

Guests/Staff: Chris Dennison (ZOOM), Brendan Geraghty, Lisa Gibson, Joe Comerford, Jennifer Egeberg, Halyna Famiglietti, Jared Whitcomb, Nick Kulakowski

VISITOR COMMENTS

CT Rides – Jennifer Egeberg, CT Rides Outreach and Engagement Specialist

Jennifer Egeberg, CT Rides, reported that CT Rides is a DOT program, that helps residents and commuters find convenient transportation options (public transportation, carpools, etc.) throughout the state for both business, school and pleasure.

She encouraged individuals to visit their website. Information on their website includes:

- How to find transportation options
- Available support resources
- CT Rides app overview
- Recreational travel resources

Her report was screenshared and Jennifer was available to address questions/comments posed by Board members.

The Board thanked Jennifer for her presentation.

SECRETARY’S REPORT

On a motion made and duly seconded, the minutes of the 6/13/25 Board meeting were approved as presented with Christine Marques abstaining from the vote.

On a motion made and duly seconded, the minutes of the 6/13/25 Expansion Committee meeting were unanimously approved as presented.

On a motion made and duly seconded, the minutes of the 8/5/25 Facilities Committee meeting were unanimously approved as presented.

On a motion made and duly seconded, the minutes of the 8/6/25/25 Finance Committee meeting were unanimously approved as presented.

COMMUNICATIONS – None.

TREASURER’S REPORT – None.

On a motion made and duly seconded, the order of the agenda was revised to discuss NEW BUSINESS after TREASURER’S REPORT. The motion passed unanimously.

NEW BUSINESS

Election of Officers

On a motion made and duly seconded, the following were unanimously elected as River Valley Transit Officers:

- Leslie Strauss, Chairman
- Joan Gay – Vice Chairman
- Charlie Norz – Treasurer
- Tim Griswold – Secretary

Committee Assignments

On a motion made and duly seconded, David Cox was appointed to the Personnel Committee. The motion passed unanimously.

Board members interested in changing their Committee assignments were encouraged to contact Leslie Strauss.

Conflict of Interest Forms

Leslie requested that board members return their conflict-of-interest forms (included in the Board packet).

AAA Authorizing Resolution

David Cox made a motion to authorize Joe Comerford, or in his absence or inability to act, Leslie Strauss, on behalf of the Estuary Transit District, to negotiate and execute all necessary contract documents required to obtain funds from the Senior Resources Agency on Aging. Charlie Norz seconded the motion. The motion passed unanimously.

DOT Authorizing Resolution

David Lahm made a motion to authorize Leslie Strauss, or in her absence or inability to act, Joan Gay, having been since August 8, 2025, are hereby authorized on behalf of the Estuary Transit District to negotiate and execute all necessary contract documents required to obtain funds from the Connecticut Department of Transportation. Katheryn Russell seconded the motion. The motion passed unanimously.

Public Relations Services Authorizing Resolution – a copy of the Resolution was included in the Board’s packet.

On a motion made and duly seconded, Joe Comerford is hereby authorized on behalf of the Estuary Transit District to negotiate and execute all necessary contract documents with Quinn and Hary Marketing in an amount not to exceed \$300,000.00 for Public Relations Services. The motion passed unanimously.

Extension of RiverCOG Contract

On a motion made and duly seconded, Joe Comerford was authorized to extend the contract with RiverCOG for 5 years. The motion passed unanimously.

COMMITTEE REPORTS

Facilities Committee

The minutes of the Facilities Committee meeting were included in the Board's packet. Highlights of the meeting include:

- Facilities Master Plan
 - Master Plan completed.
 - DOT is entering into negotiations with consultant. NEPA requirements and historic preservation requirements must be met.
 - DOT is working with the city on a temporary construction right of way.
- Shoreline Facility
 - DOT is entering into negotiations for a scope with Michael Baker, Consultant.
 - \$300,000 is available for the project.
 - A Feasibility Study and NEPA Study will be conducted simultaneously.
 - NEPA requirements may be impacted by new Federal regulations.
 - The study should be completed in 30-45 days.
- Middletown Terminal Renovation
 - Property survey being conducted.
 - Potential concept plan developed
 - Concerns related to egress and loss of parking spaces
 - Terminal renovations are on hold until safety issues addressed.

Bus Shelters

The DOT is working with the City on details and a groundbreaking/ribbon cutting ceremony will be scheduled. Two of the four shelters are currently being installed.

On a motion made and duly seconded the Facilities Report was unanimously accepted as presented.

Finance Committee

The minutes of the Finance Committee meeting were included in the Board's packet. The Committee reviewed all financial documents. No issues or concerns were reported.

Charlie will continue to meet regularly with Halyna to review appropriate financial data.

On a motion made and duly seconded, the Finance Committee Report was unanimously accepted as presented.

Marketing Committee

The Marketing Committee's recent focus has been on Public Relations.

On a motion made and duly seconded the Marketing Report was unanimously accepted as presented.

Legislative Committee

Joe Comerford reported that the Legislature have been busy with transit bills this session. The District has been sending comments on these bills.

On a motion made and duly seconded the Legislative Committee Report was unanimously accepted as presented.

Transit Advisory Committee – No report.

Expansion Committee

- The Committee continues to evaluate the calculation of dues.
 - For future members joining the District, we will try to have a basic base fee to join, focused on population.
 - Additional fees may be added depending on routes.

The Committee is reaching out to East Haddam, Cromwell, Madison and Guilford regarding possible inclusion in the District.

The Committee will continue to evaluate the calculation of dues.

On a motion made and duly seconded the Expansion Committee Report was unanimously accepted as presented.

Personnel Committee – None.

COG Update

Brendan updated the Board on COG grant initiatives including:

- Old Saybrook has adopted the THRIVE Plan.
- Clinton has incorporated many components of their THRIVE Plan and are likely to adopt.
- Westbrook is considering the THRIVE Plan.
- Middletown is in the process of scheduling and reviewing the THRIVE Plan.

Charlie Norz made a motion to accept the COG Update as presented. Kathryn Russell seconded the motion. The motion passed unanimously.

EXECUTIVE DIRECTOR'S REPORT

Joe reported:

- He is working with Clinton to find a long-term solution to fund the Summer Trolley.
- Electric Bus – the range of the batteries in the electric buses is better than anticipated, even in the hot weather with the use of the AC.
- The DOT contacted the District to inquire as to why the District has seen recent ridership gains as surrounding districts have experienced declining ridership. The expanded services recently offered, including weekend service has increased ridership.

Joe was available to address questions/comments posed by Board members.

Katheryn Russell made a motion to accept the Executive Director’s Report as presented. Charlie Norz seconded the motion. The motion passed unanimously.

MOBILITY MANAGER REPORT

Lori McElroy provided an overview of her recent initiatives including:

- Marketing tools
- Meetings with various groups (senior citizens, disabled citizens, Veterans, etc.)
- Website updates, Social Media

- She plans to meet with the Towns of Clinton and Cromwell regarding the program.
- She participated in the recent National Night Out.

A copy of her contact information will be emailed to Board members.

On a motion made and duly seconded the Mobility Manager’s Report was unanimously accepted as presented.

TRANSIT PLANNERS REPORT

Brendan reported:

- Bus Stop Project
 - Bus stop locations are being finalized.
 - Making field visits to collect data
 - Reaching out to CTDOT Highway District 1 Municipalities for permitting/approval of locations. These towns include Middletown, Middlefield, Meriden, Cromwell, and Berlin.
 - Our Contractors K-5 will likely be reaching out if they haven’t yet got to go about the permitting or approval process for bus stops on municipal roads.
 - Either RVT or K-5 corporation will be following up with the other towns with bus stops on municipal roads in the coming weeks.
 - Quick assistance on this would be greatly appreciated so that we can keep the project moving along

- Bus Shelter
 - Middletown bus shelter zoning change was made and approved by the Planning &

Zoning Committee.

- Construction has started on at least two locations, and the others will likely be installed in the next few weeks.
- XtraMile
 - Ridership is continuing to be strong.
 - Madison & Guilford continue to grow with month-over-month growth. Last month we had 2518 riders in the month of July! 300 more than the Old Saybrook Zone which is also doing excellent
 - XtraMile Middletown is off for the summer but will resume in Early September
 - We are doing promotions to new students to continue the success of last year.
- Fixed Route Expansion
 - Fixed route expansion from May 2024 continues to be strong. Both May and June had strong numbers for expanded services. Sundays have been strong lately with 1158 rides last month.
- Clinton Trolley
 - Clinton trolley is up and running despite the Park Connect program coming to an end this year. Ridership so far seems good, and the Town of Clinton is helping promote and get more creative about Making it a success.

Brendan was available to address questions/comments posed by board members

Charlie Norz made a motion to accept the Transit Planner’s Report as presented. Kathryn Russell seconded the motion. The motion passed unanimously.

FINANCE DIRECTOR’S REPORT

Copies of the financial reports (Budget vs. Actual and Cash Flow) were included in the Board packet and screenshared. No issues were reported.

Halyna reported that all financial documents were reviewed with the Finance Committee. In addition, the budget is the end of year, pre-audit budget and some adjustments are expected once it is reviewed by the auditors. The auditors are expected back in late August/early September. No issues are anticipated.

Halyna was available to address questions/comments posed by Board members.

On a motion made and duly seconded the Finance Director’s Report was unanimously accepted as presented.

OPERATIONS DIRECTOR’S REPORT

Ridership figures were included in the Board packet and screenshared.

Jared reported:

- Routes are increasing

- All Dispatch positions have been filled.
- Updated board on staffing of drivers.
- Reviewed protocol for addressing complaints.
- The District routinely receives 4.8 to 4.9 star ratings (out of 5).

Jared was available to address questions/comments posed by Board members.

On a motion made and duly seconded, the Operations Director’s Report was unanimously accepted as presented.

MAINTENANCE DIRECTOR’S REPORT

The Maintenance Director’s report was screenshared.

Nick reported:

- The Maintenance Dept. is fully staffed.
 - More services are now able to be done in-house.
- Electric buses have exceeded expectations.
 - Emergency Service personnel have been trained on the electric buses.

On a motion made and duly seconded, the Maintenance Director’s Report was unanimously accepted as presented.

OLD BUSINESS – None.

CHAIR COMMENTS – None.

BOARD MEMBER COMMENTS – None.

EXECUTIVE SESSION - None.

ADJOURNMENT

John Hall made a motion to adjourn the meeting at 11:00 a.m. Joan Gay seconded the motion. The motion passed unanimously.

Next meeting – October 10, 2025 - 9 a.m.

Respectfully submitted,

Suzanne Helchowski
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

ESTUARY TRANSIT DISTRICT
FACILITIES COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Option
TUESDAY, OCTOBER 7, 2025, AT 2:00 P.M.

CALL TO ORDER

The meeting was called to order by Joan Gay, Chair, at 2:05 p.m.

ROLL CALL

A quorum was established with the following committee members present: Joan Gay, John Hall, and Christine Marques

Absent: Jim Irish

Also in attendance: Staff: Joseph Comerford, Christina Denison

Board Members: Leslie Strauss, Board Chair and Charles Norz, ETD Board Member, Old Saybrook

CT DOT: Graham Curtis, Bus Capital Programs, Asst. Administrator

FACILITIES PLAN WITH DOT

A copy of the Facilities Progress Plan was included in the meeting packet.

Graham Curtis reported:

Architecture & Engineering

Facilities Master Plan –

- The design contract has been negotiated, a detailed design schedule and design work will begin once a notice to proceed is issued.
- Fill needs to be removed from the railroad property adjacent to Miller Park.
- A conceptual plan has been developed and sent to the City of Middletown.
- A right of way will be executed at the 30% design stage.
- Enhanced public outreach will also be conducted at the 30% design stage.
- The entire process its estimated to take 18 months once the notice to proceed is issued.

Shoreline Facility –

- The scope of work has been finalized and DOT is entering into negotiations with Michael Baker, consultant, to do a feasibility study.
- Funds for the study are in place.
- An appraisal of the property will be conducted.
- Curtis is working with the property owner to do test pits to look for fatal flaws that could potentially cause problems with a septic system.

- Once a notice to proceed is given, the process could take 4-6 months to complete.
- A NEPA pre-screen study will be conducted simultaneously with the feasibility study.

Middletown Terminal Renovation –

- A safety audit and detailed survey of the property have concluded. Plans for a dry run in the alleyway using an actual bus and cones to evaluate the operational concepts are being discussed. Coordination with the City of Middletown Dept. of Public Works is pending. Marques will coordinate this effort.
- Comerford addressed the concern over egress, noting that the door should not interfere with the bus or pedestrian access; bollards and textured pavement will be installed to mark the bus route.
- Marques noted the proposal to turn Court Street into a one-way street westbound due to safety concerns at the courthouse intersection needs to go to committee and may impact bus routing.
- Terminal renovations are on hold until safety issues are addressed.

EXECUTIVE DIRECTOR’S REPORT

Comerford reported that CT Transit is parking several of their decommissioned buses at 110 N. Main Street. He also noted that the tenants at 110 N. Main Street are scheduled to move out in December.

OLD BUSINESS –

Bus Shelter Pilot Program - Curtis explained that maintenance agreements with several transit districts including Estuary Transit still need to be finalized. Once an agreement is reached, installation should occur quickly.

NEW BUSINESS – none.

ADJOURNMENT

The meeting was adjourned at 2:31 p.m.

The next regular meeting will be held on December 9, 2025, at 2:00 p.m.

Respectfully submitted,

Christina Denison
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

ESTUARY TRANSIT DISTRICT
FINANCE COMMITTEE MEETING
ETD GARAGE, 91 N. Main Street, Middletown, CT with Remote Options
Wednesday, October 8, 2025, at 9:00 A.M.

CALL TO ORDER

The meeting was called to order at 9:01 a.m. by Charles Norz, Chair

ROLL CALL

A quorum was established with the following committee members present: DG Fitton, Charlie Norz and Kathryn Russell

Absent: Joan Gay

Also in attendance: Joseph Comerford Christina Denison, and Halyna Famiglietti

DISCUSSION OF BUDGET VS. ACTUALS and CASH FLOW

Copies of the Budget vs. Actuals and Cash Flow report were included in the meeting packet.

The Budget and Cash Flow were reviewed and discussed. No issues or concerns to report.

REVIEW OF BANK STATEMENTS

Copies of bank statements for the last three months were included in the meeting packet.

Famiglietti explained the various bank accounts held by the District and answered questions from committee members. Going forward statements will be sent to committee members monthly with any questions to be discussed at the next committee meeting.

OLD BUSINESS

Comerford reported that CTDOT has been auditing procurement card transactions of the transit districts.

Famiglietti reported that auditors from Seward & Monde are on the premises this week reviewing the books; the audit will be presented to the committee and full board in December.

ADJOURNMENT

Russell made a motion, seconded by Fitton, to adjourn the meeting at 9:33 a.m.

Next Regular Meeting—December 10, 2025, at 9:00 a.m.

Respectfully submitted,

Christina Denison, Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

ESTUARY TRANSIT DISTRICT
TRANSIT ADVISORY COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Options
THURSDAY, OCTOBER 9, 2025, at 9:00 AM

I. CALL TO ORDER

The meeting was called to order by Timothy C. Griswold, Chair at 9:05 a.m.

II. ROLL CALL

A quorum was established with the following committee members present: Heather Granja, ACES Early Head Start Program Coordinator (via ZOOM); Timothy C. Griswold; Committee Chair and Board Secretary; Beverly Lawrence, ETD Board Member (via ZOOM); Laurie McElwee, South Central Connecticut Regional Mobility Manager; and Artha Slade, Middletown Resident and ETD rider (via ZOOM)

Staff: Joe Comerford, Executive Director (partial meeting, left at IV); Christina Denison, Executive Assistant; and Brendan Geraghty, Transportation Planner

Absent: Courtney DiMenna, Student Support Manager, Vista Life Innovations; Tim Kellogg, Head of Public Services, E.E. Scranton Memorial Library, Madison and ETD rider; and Holly Marrero, East Hampton Senior Center Director

III. ACCEPTANCE OF MEETING MINUTES OF JUNE 10, 2025

Copies of the June 10, 2025, minutes were included in the meeting packet.

McElwee made a motion, seconded by Granja and unanimously approved to accept the meeting minutes of June 10, 2025.

Geraghty reported on the article featuring RVT bus driver Geary Rogers that appeared in *The Hartford Courant* of October 7, 2025.

IV. OLD BUSINESS

1. Bus Shelter Project Update –

- Site work has been completed, and concrete pads have been installed at 4 sites in Middletown, including William and High Street near Wesleyan, Stoneycrest Towers, Newfield Towers and FedEx.
- Final installation details are being discussed with DOT.
- Additional shelter sites, including Westlake Drive, are being considered.
- A ribbon cutting event will be planned at one or more of the shelters.

2. Bus Stop Project Update –

- Geraghty and Joe Comerford have finalized the routes and collected data for 833 planned stops across 17 towns.
- The contractor, K5, has been helping to permit and to install the signs. The team is working across 3 DOT districts.
- Stops in District 1 (Middletown, Cromwell and Meriden) have already received town and state approval and K5 is marking the locations. Installation should begin in the coming weeks.
- Geraghty is preparing to submit data for District 3 (Madison) and District 2 (all other towns) for approval.
- Pending successful permitting, installation is expected to be completed in Spring 2026.
- The transition from a flag system to a bus stop system will be gradual.
- A visual analysis of bus stop lighting conditions and sidewalk placement in the region was presented.
- The importance of lighting for safety was discussed and options for improving conditions explored.
- The committee discussed strategies to communicate the transition from flag stops to bus stops, including town newsletters, senior centers, and social services, as well as involving the marketing team to create appropriate materials. Granja suggested simplifying promotional materials and using more illustrations. She also offered to connect Geraghty with the Middletown farmer’s market organizer for outreach opportunities.
- Geraghty will provide each town with individual maps and lists of bus stops for their review and approval.

Geraghty was available to respond to any questions/comments.

V. NEW BUSINESS

None.

VI. Next Meeting— The next meeting will be December 9, 2025, at 9:00 a.m.

VII. ADJOURNMENT

Granja made a motion; seconded by Lawrence and unanimously approved to adjourn the meeting at 9:42 a.m.

Respectfully submitted,

Christina Denison
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

Section IV, Item 6.

ESTUARY TRANSIT DISTRICT
EXPANSION COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Option
FRIDAY, OCTOBER 10, 2025, at 8:00 AM

CALL TO ORDER

The meeting was called to order by Timothy C. Griswold, Chair, at 8:10 a.m.

ROLL CALL

A quorum was established with the following committee members present: D.G. Fitton, Tim Griswold and Charlie Norz

Also in attendance: Staff: Joseph Comerford, Christina Denison, Brendan Geraghty and Leslie Strauss, Board Chair

ACCEPTANCE OF EXPANSION COMMITTEE MEETING MINUTES OF August 8, 2025

Griswold made a motion, seconded by Charles Norz to accept the minutes of August 8, 2025. DG Fitton abstained.

OLD BUSINESS

Discussion of Potential Membership of East Haddam

The committee discussed East Haddam's current services and Municipal Grant contribution and formulated a membership fee. The committee agreed to recommend to the full Board that East Haddam pay the membership fee in addition to the municipal grant to become a district member, with the understanding that additional service costs would be calculated separately. The Town also needs to maintain its full municipal grant contribution to ensure current service levels. Tim Griswold, Joe Comerford and Brendan Geraghty will follow up with East Haddam's First Selectwoman. After getting feedback from the First Selectwoman, the group will present a resolution to the full board at its December meeting; Griswold will draft the language.

Discussion of Potential Membership of Madison and Guilford

Discussions with the towns continue.

Update on Potential Membership of Cromwell

Griswold will follow up with a phone call to the Cromwell Town Manager to discuss any interest in potential membership.

NEW BUSINESS

The group discussed looking at the current dues structure to make it more understandable and transparent and will schedule a tutorial with the district's Finance Director.

ADJOURNMENT

Fitton made a motion, seconded by Norz, to adjourn the meeting at 8:55 a.m.

Next Meeting—Friday, December 10, 2025, at 9:00 a.m. preceding the Board meeting.

Respectfully submitted,



**ESTUARY TRANSIT DISTRICT
REGULAR BOARD MEETING**
ETD Offices, 91 N. Main St, Middletown, CT
with Remote Options
October 10, 2025 at 9:00 AM

AGENDA

NO QUORUM AT THIS MEETING; NO MEETING MINUTES PRODUCED

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- II. Roll Call — T. Griswold, Secretary
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- IV. Secretary's Report — T. Griswold
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- XX. Adjournment

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<https://us02web.zoom.us/j/85658322438?pwd=V21EVGN3azd0MWdXOWNzOFBoTkIkUT09>

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ESTUARY TRANSIT DISTRICT BOARD MEETING

ESTUARY TRANSIT DISTRICT
LEGISLATIVE COMMITTEE MEETING
VIA ZOOM
TUESDAY, NOVEMBER 18, at 1:00 P.M.

CALL TO ORDER

The meeting was called to order by Joan Gay, Chair, at 1:10 P.M.

ROLL CALL

Committee members present: Joan Gay, Christine Marques, and Michael Pelton

Absent: David E. Lahm

Also in attendance:

Staff: Joe Comerford and Christina Denison

Guests: Leslie Strauss, Board Chair

FIRST SELECTMEN/LEGISLATOR BREAKFAST DISCUSSION

Joan Gay reported that the Legislative Breakfast has been scheduled for Tuesday, January 20, 2026, at 8 :00 a.m. prior to the start of the new legislative session which begins on February 4, 2026. The committee reviewed and commented on the draft presentation. Joe Comerford noted one issue of concern to be addressed is Public Act 24-5 which has had a negative impact on driver scheduling.

OTHER BUSINESS

None.

NEXT MEETING

To be determined.

ADJOURNMENT

The meeting was adjourned at 1:30 p.m.

Respectfully submitted,

Christina Denison
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

ESTUARY TRANSIT DISTRICT
TRANSIT ADVISORY COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Options
TUESDAY, DECEMBER 9, 2025, at 9:00 AM

I. CALL TO ORDER

The meeting was called to order by Timothy C. Griswold, Chair at 9:04 a.m.

II. ROLL CALL

A quorum was established with the following committee members present: Heather Granja, ACES Early Head Start Program Coordinator (via ZOOM); Timothy C. Griswold; Committee Chair and Board Secretary; Tim Kellogg, Head of Public Services, E.E. Scranton Memorial Library, Madison and ETD rider (via ZOOM, partial meeting, arrived at Item IV); Beverly Lawrence, ETD Board Member (via ZOOM); Laurie McElwee, South Central Connecticut Regional Mobility Manager; and Artha Slade, Middletown Resident and ETD rider (via ZOOM)

Staff: Joe Comerford, Executive Director; Christina Denison, Executive Assistant; and Brendan Geraghty, Transportation Planner

Others: Leslie Strauss, ETD Board Chair

Absent: Courtney DiMenna, Student Support Manager, Vista Life Innovations and Holly Marrero, East Hampton Senior Center Director

III. ACCEPTANCE OF MEETING MINUTES OF OCTOBER 9, 2025

Copies of the October 9, 2025, minutes were included in the meeting packet.

Granja made a motion, seconded by McElwee and unanimously approved to accept the meeting minutes of October 9, 2025.

IV. OLD BUSINESS

1. Bus Stop Project Update – Brendan Geraghty reported:

- The program is progressing in District 1 (Middletown, Meriden and Cromwell); 81 signs have been installed on state roads in Middletown, although some signs have been incorrectly placed. Approval on town roads is pending. Approximately 250 more signs remain to be installed in District 1.
- District 2 (south of Middletown) is moving forward with state and town approvals pending. Geraghty has been meeting with the individual towns.

- Geraghty will document and verify the installation and correct placement of all bus stops and coordinate with the contractor to fix any incorrectly installed signs.
- Despite a few complaints from homeowners near new stops, the overall community response has been positive.
- The transition from a flag system to a bus stop system will be gradual with a marketing campaign to inform riders. Public hearings will be held to receive feedback on the transition from flag stops to fixed bus stops.

Geraghty was available to respond to any questions/comments.

V. NEW BUSINESS

Copies of the 2026 Meeting Schedule were included in the meeting packet and accepted.

VI. Member Comments

The committee discussed their concerns regarding amenities at bus stop/shelter locations, on-time performance, bus capacity and the continuation of the “Extra Mile” pilot program which is set to expire in June 2026. Geraghty stressed that District will advocate with state legislators and relevant stakeholders to secure continued funding.

VII. Next Meeting— The next meeting will be March 10, 2026, at 9:00 a.m.

VIII. ADJOURNMENT

Lawrence made a motion; seconded by McElwee and unanimously approved to adjourn the meeting at 9:52 a.m.

Respectfully submitted,

Christina Denison
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

ESTUARY TRANSIT DISTRICT
FACILITIES COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Option
TUESDAY, DECEMBER 9, 2025, AT 2:00 P.M.

CALL TO ORDER

The meeting was called to order by Joan Gay, Chair, at 2:04 p.m.

ROLL CALL

A quorum was established with the following committee members present: Joan Gay, John Hall, and Christine Marques
Absent: Jim Irish

Also in attendance: Staff: Joseph Comerford, Christina Denison
Board Members: Leslie Strauss, Board Chair and Charles Norz, ETD Board Member, Old Saybrook
CT DOT: Graham Curtis, Bus Capital Programs, Asst. Administrator

FACILITIES PLAN WITH DOT

A copy of the Facilities Progress Plan was included in the meeting packet.

Graham Curtis reported:

Middletown Maintenance Facility –

- A contract has been executed with STV for the design, with a 12-month timeline and projected groundbreaking in April 2027.
- Public outreach will be conducted.
- Curtis will meet with Christine Marques and Chris Sanzo, DOT, to discuss the construction easement through Roosevelt Park and the City’s requests regarding regrading, fence replacement, plantings and repaving.

Middletown Passenger Terminal –

- Concept plan was prepared and a site walk with abutters was conducted. Implementation is pending the conversion of Court Street’s conversion to one-way traffic in the spring.
- Curtis will request meeting minutes from VHB to ensure that all concerns were captured and addressed. Minutes will be shared with the City of Middletown.

Shoreline Operations Facility –

- Michael Baker, consultant, has been selected to do a feasibility study.

- A site-walk to assess the septic systems will be conducted. DOT is coordinating with the local sanitarian and state health department for testing.
- An archaeological investigation will be added to the scope of the project and conducted by Heritage Consultants
- A NEPA study and potential Title VI evaluation are needed.

Middletown Operations Facility –
Joe Comerford reported that once the maintenance and administrative functions have relocated, the building at 91 N. Main Street will be repurposed for bus storage.

EXECUTIVE DIRECTOR’S REPORT

Comerford reported the tenants at 110 N. Main Street have moved out and the building will be winterized before demolition to prevent costly heating expenses.

OLD BUSINESS – none.

NEW BUSINESS

2026 Meeting Schedule – A copy of the 2026 Meeting Schedule was included in the meeting packet. John Hall made a motion to accept the 2026 Meeting Schedule as presented, seconded by Christine Marques. Motion carried.

ADJOURNMENT

The meeting was adjourned at 2:31 p.m.

The next regular meeting will be held on February 10, 2026, at 2:00 p.m.

Respectfully submitted,

Christina Denison
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT
ESTUARY TRANSIT DISTRICT BOARD MEETING

Section IV, Item 11.

ESTUARY TRANSIT DISTRICT
FINANCE COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Options
Wednesday, December 10, 2025 at 9:00 A.M.

CALL TO ORDER

The meeting was called to order by Charles Norz, Chair, at 9:04 a.m.

ROLL CALL

A quorum was established with the following committee members present: DG Fitton, Joan Gay, Charles Norz, and Kathryn Russell

Also in attendance: Halyna Famiglietti; Leslie Strauss, Board Chair

DISCUSSION OF BUDGET VS. ACTUALS and CASH FLOW

Copies of the Budget vs. Actuals and Cash Flow report were included in the meeting packet.

The Budget and Cash Flow were reviewed and discussed. No issues to report. Famiglietti answered questions from the Committee.

NEW BUSINESS

2026-27 Town Dues – Copies of proposed town dues were included in the meeting packet.

Fitton made a motion that the Finance Committee recommend the Board approve a three (3) percent increase in Town dues for FY26-27. Gay seconded the motion. The motion passed unanimously.

Famiglietti noted that to assist the towns in their budget process, each town will receive a letter in January with the new town dues amounts and an explanation for the increases.

Salary Increases- Copies of the Proposed Salary Increases for Drivers, Dispatchers and Supervisors were included in the meeting packet.

Fitton made a motion, seconded by Gay to recommend the Board approve the salary increases as proposed. The motion passed unanimously.

2026 Schedule of Meetings- Copies of the Schedule of Meetings for 2026 were included in the meeting packet.

Fitton made a motion to approve the 2026 meeting schedule. Russell seconded the motion. The motion passed unanimously.

ADJOURNMENT

The meeting was adjourned at 9:19 a.m.

Next Meeting—February 11, 2026, at 9:00 a.m.

Respectfully submitted,


Christina Denison, Clerk



RIVER VALLEY TRANSIT

MARKETING & COMMUNICATIONS COVERAGE REPORT

RVT Updated Creative





Time to put the bike away...

NOW RUNNING SUNDAYS

Getting you where you need to be
7 days a week.

Scan to see our Daily schedules





TAP & RIDE

Our NEW fare payment option
that is QUICK, EASY and SECURE


Guaranteed LOWEST PRICE!

Scan for more Information

Your CREDIT CARD
Becomes Your BUS PASS



Estuary Transit District Title VI Policy



Estuary Transit District Póliza de Título VI

Estuary Transit District is committed to ensuring that no person is excluded from participation, denied benefits, or otherwise subjected to discrimination under any program or activity, on the basis of race, color or national origin.

ETD, as a recipient of federal financial assistance, will ensure full compliance with Title VI of the Civil Rights Act of 1964, as amended (42 USC Section 2000d), 49 CFR Part 21 and 23 CFR Part 200, FTA Circular 4702.1 B and related statutes and regulations in all ETD programs and activities. The Executive Director, as CEO of the district, has the overall responsibility for carrying out the district's commitment to the Title VI program.

Any person who believes that he or she has been subjected to discrimination or retaliation based on their race, color or national origin may file a Title VI complaint. Complaints may be filed directly to ETD or to the Federal Funding agency. Complaints must be filed in writing and signed by the complainant or a representative and should include the complainant's name, address, and telephone number or other means by which the complainant can be contacted. Complaints must be filed within 180 days of the date of the alleged discriminatory act.

To request additional information on ETD's non-discrimination obligations or to file a Title VI complaint, please submit your request or complaint in writing to:

JOSEPH COMERFORD
Executive Director
Estuary Transit District
91 N Main Street, Middletown, CT 06457
860-510-0429 ext. 101
titlevi@estuarytransit.org

Complaint forms can be obtained online at ETD's website www.rivervalleytransit.com

Federal Transit Administration (FTA) Title VI complaints may be filed directly to:

CIVIL RIGHTS OFFICER
Federal Transit Administration Transportation Systems Center
55 Broadway, Suite 920 Cambridge, MA 02142-1093 Telephone: 617-494-2397

Estuary Transit District se compromete a garantizar que ninguna persona sea excluida de la participación, se le nieguen beneficios o esté sujeto a discriminación bajo cualquier programa o actividad, en base a su raza, color u origen nacional.

ETD, como un destinatario de asistencia financiera federal, garantizará el cumplimiento completo de Título VI de la Ley de Derechos Civiles de 1964, según modificada (42 USC Sección 2000d), 49 CFR Parte 21 y 23 CFR Parte 200, TLC Circular 4702.1 B, y relacionados con estatutos y reglamentos en todos los programas y actividades de ETD. El Director Ejecutivo, como Director Ejecutivo del Distrito, tiene la responsabilidad de llevar a cabo el compromiso del distrito con el programa Título VI.

Cualquier persona que cree que él o ella ha sido sometida a discriminación o represalia basada en su raza, color u origen nacional puede presentar una queja del Título VI. Las quejas pueden ser presentadas directamente al ETD o a la Agencia de Financiamiento Federal. La queja debe presentarse por escrito y firmada por el demandante o su representante y deberá incluir nombre, dirección y número de teléfono del quejante u otros medios donde el autor pueden ser contactados. La queja debe ser presentada dentro de 180 días de la fecha del presunto acto discriminatorio.

Para solicitar información adicional sobre las obligaciones de no discriminación de la ETD o presentar una queja del título VI, por favor envíe su petición o queja por escrito a:

JOSEPH COMERFORD
Executive Director
Estuary Transit District
91 N Main Street
Middletown, CT 06457
860-510-0429 ext. 101
titlevi@estuarytransit.org

Los formularios pueden obtenerse en línea en la página web de ETD www.rivervalleytransit.com

Quejas de Título VI de la Administración Federal de Tránsito se pueden enviar a:

CIVIL RIGHTS OFFICER
Federal Transit Administration Transportation Systems Center
55 Broadway, Suite 920
Cambridge, MA 02142-1093 Teléfono: 617-494-2397

RVT Updated Creative

HOP ABOARD THE Holiday Trolley



Middletown Holiday Trolley operates every Saturday and Sunday from November 25th to December 20th.

We are also running on Black Friday!


SCHEDULE

Scan the QR Code below to see the full schedule of stops.



Jump on and off the Holiday Trolley while you shop, dine, and explore downtown Middletown! The Trolley will be making stops at all city parking lots!





Effective 11/1/25

We will only accept CTtransit activated and valid one-ride passes, transfers and monthly passes – and only at connecting stops.

MISSION STATEMENT

The mission of the Estuary Transit District is to support the mobility of residents, offer alternatives to privately owned vehicles, provide seamless connectivity to other transit services in Connecticut and to promote environmentally and financially sustainable transportation choices.




Join River Valley Transit as we host our **2026 Breakfast Meeting** for First Selectmen, State Senators and State Representatives



RSVP by January 16th, 2026
Call 860-510-0429 or email cdenisson@estuarytransit.org

Tuesday, January 20, 2026

8am - 9:30am • RVT Operations Center • 91 N. Main Street, Middletown
(Remote option is available)

ETD 2025 FACT SHEET

Estuary Transit District is a public transit agency district doing business as River Valley Transit (RVT). RVT provides a variety of public transportation resources and serves 16 municipalities throughout Middlesex County and parts of New London County. Transportation options include traditional buses, trolleys, shuttles, taxis and paratransit services. Most services are open to the general public with no age or disability restrictions. Our mission is to support the mobility of residents, offer alternatives to privately owned vehicles, provide seamless connectivity to other transit services in Connecticut and to promote environmentally and financially sustainable transportation choices.



SERVICES PROVIDED

- Routes connecting at the Middletown Transportation Center, Old Saybrook train station or Madison Scranton Gazebo
- Door-to-door general public Dial-A-Ride
- ADA Paratransit service for people with disabilities
- Voucher and Encompass taxi programs for seniors and people with disabilities
- XtraMile on-demand transit service



AFFORDABLE FARES

- \$1.75 for bus routes
- \$3.50 for Dial-A-Ride & ADA Paratransit
- Discounts available for qualifying seniors and people with disabilities
- UPass provides free unlimited rides on bus routes for participating college students with valid ID



CONNECTIONS PROVIDED

- Five neighboring bus systems
- 2 commuter rail systems
- AMTRAK and Ferry services



OPERATING STATISTICS

- 1,632,000 total miles annually
- 137,100 service hours annually
- 365,601 annual passenger trips
- \$9.3 million operating budget
- Average ride rating: 4.7 out of 5 across all services
- Buses operated at peak: 30, with a total bus fleet of 42
- Towns served: 17 with a service area of 530 square miles
- Number of employees: 87 with 63 bus operators

860-510-0429
rivervalleytransit.com



RIVER VALLEY TRANSIT

TAXI VOUCHER PROGRAM

RVT's Taxi Voucher Program provides accessible transportation outside of the RVT service area and/or hours of operation. Taxi voucher service is available 24/7 throughout Connecticut. The service is available to seniors age 60 and over and persons with disabilities. Participant payments are matched 100%.

Eligibility and Application Process

Anyone with a CT statewide reduced fare ID, a Medicare card, certified for ADA paratransit, or age 60 and over is eligible for the Taxi Voucher Program. The participant must complete the Taxi Voucher Application form with payment to begin using the program. Please allow 5 business days plus mail time (if mailing application) for the account to be loaded.



SCAN FOR APPLICATION

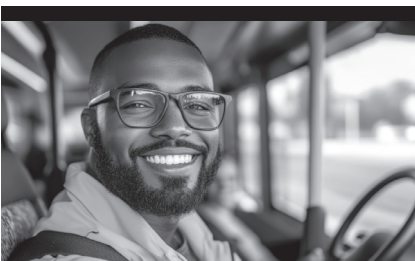
For questions regarding the application form, please call (860) 510-0429 x 106 or email accounting@estuarytransit.org. Once accepted, refills may be done online in the "Purchasing Vouchers" section.

Need a CT statewide reduced fare ID? Visit CTtransit to apply: cttransit.com/fares/senior-disabled-reduced-fares



Service Area

To use the Taxi Voucher Program, the trip must either begin or end in one of the following towns: Clinton, Chester, Durham, Essex, East Haddam, East Hampton, Deep River, Haddam, Killingworth, Portland, Lyme, Madison, Middletown, Middlefield, Old Lyme, Old Saybrook and Westbrook. The other end of the trip can be anywhere that the taxi provider, M7, is able to travel within Connecticut.



CONNECTING YOUR CONNECTICUT!

Offering local bus services as well as connections to Southeast Area Transit buses in New London, CT Transit New Haven in Madison, and CT Transit Hartford in Middletown



River Valley Transit is Operated by the Estuary Transit District

860-510-0429
rivervalleytransit.com

GET AROUND MADISON AND GUILFORD

ONLY
\$1.75
PER RIDE



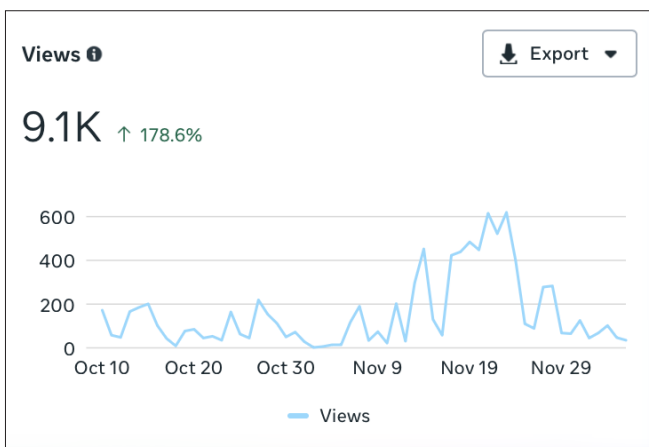
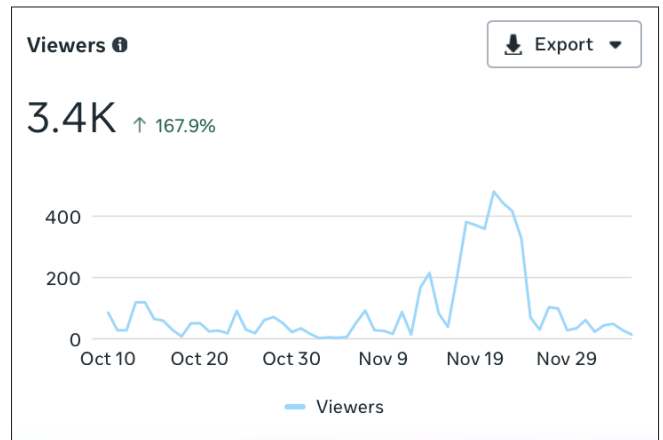
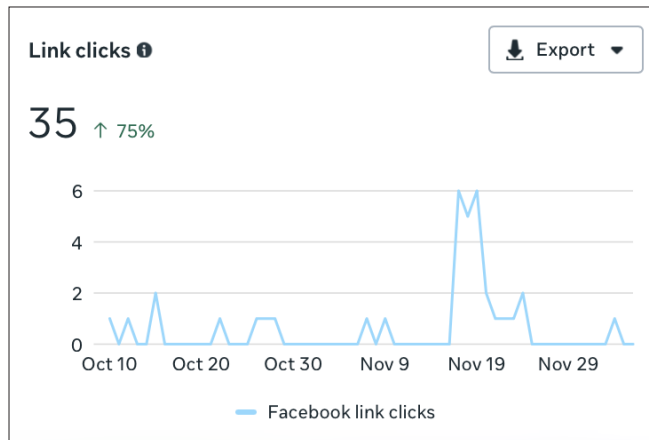
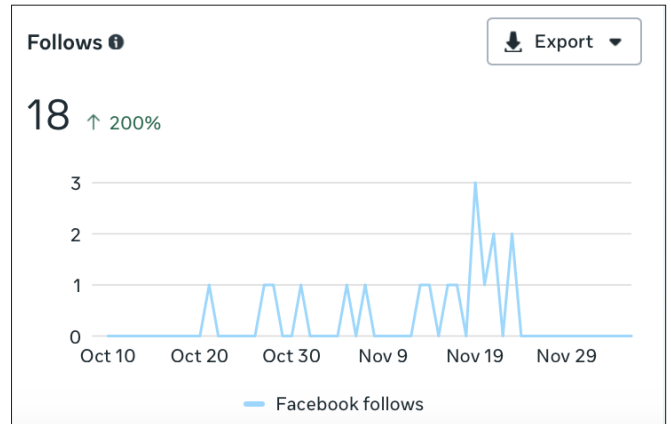
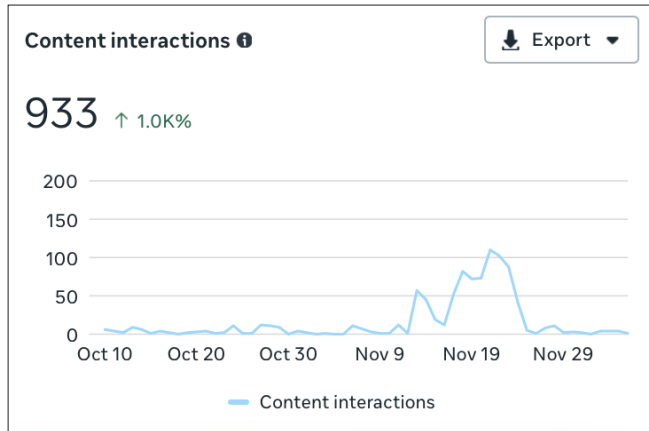
GET THE APP.
and Book a Ride Today!



RVT Social Stats - Facebook

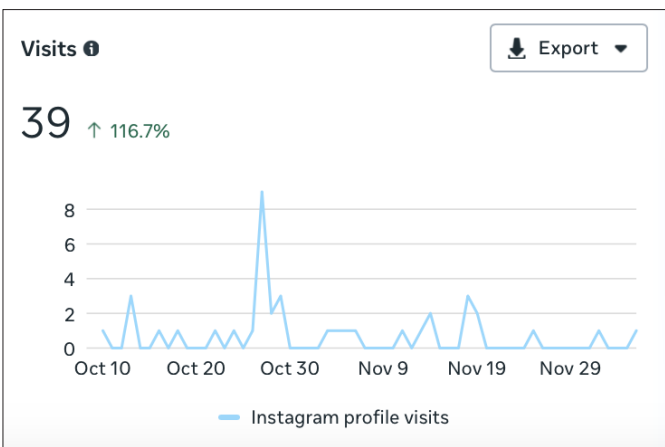
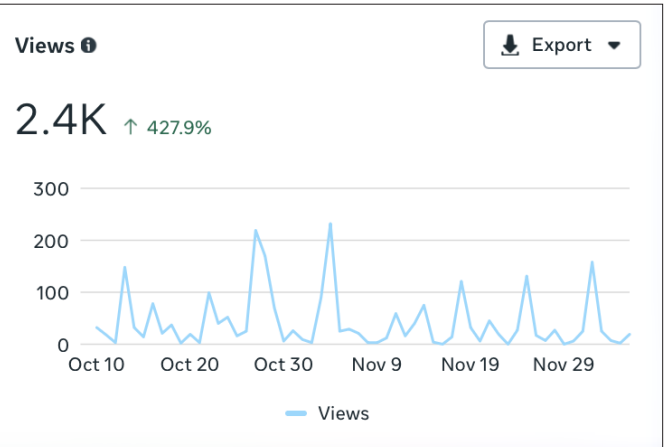
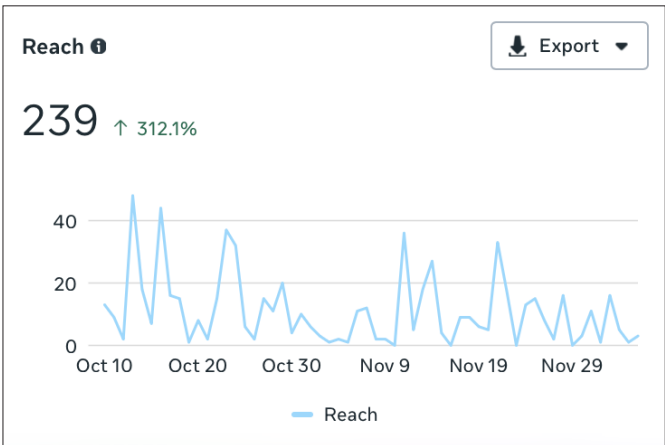
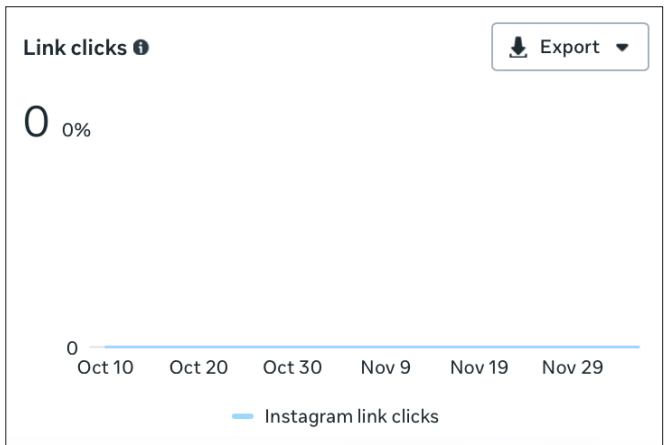
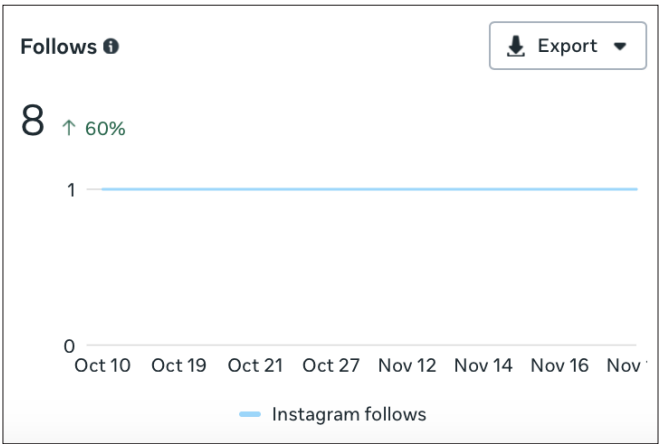
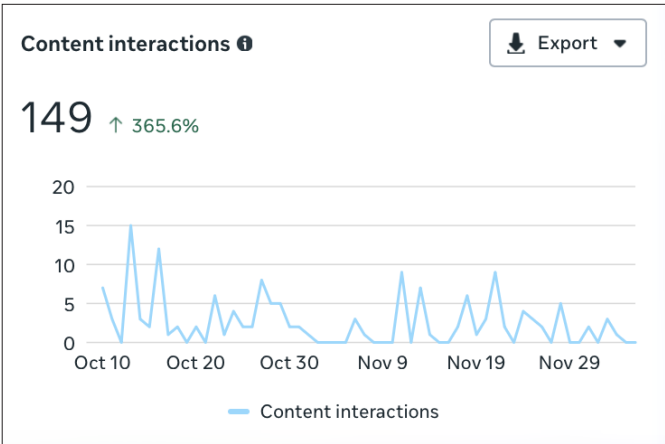
Oct. 10, 2025 to Dec. 8, 2025

Section VII, Item 3.



RVT Social Stats - Instagram

Oct. 10, 2025 to Dec. 8, 2025



How a CT bus driver makes job go ‘beyond transportation.’ Rider says: ‘He has that humanity thing’

October 7, 2025

Geary Rogers is both a full-time bus driver and full-time pastor, but it's tough to tell where his two careers begin and end.

It seems he's doing God's work 24 hours a day.

Rogers, 54, a bus driver since 1996 — most of them for River Valley Transit — is a rare find among riders and his supervisor. He de-escalates potentially sticky situations like a pro, gives his riders words of hope and encouragement, and implores them to keep trying for goals.

But he also knows how to say, “no,” without any pushback. “We all have different things going on in our life. I think what if it was me? Would I want someone to have mercy on me?” Geary said. “If they see dark but with all they experience with me they see light, I’ve done something.”

As in his pastor role, Rogers isn't just about words, he's also a doer.

If someone's short on bus fare and needs a ride to work or a medical appointment, for example, Rogers reaches into his own pocket and pays.

If they're hungry, he'll give them his own sandwich or a gift card for food.

If a rider or someone in their family is hospitalized, Rogers will visit to pray with them and he's even done funerals for free. “It's not a job, it's a ministry,” he said of driving. “Things go beyond transportation.”

Rogers is a full-time pastor at his small, non-denominational Mount Sinai Ministry in Middletown where parishioners are like family as are his riders.

Joe Comerford, executive director of River Valley Transit, which operates all over Middlesex County, said Rogers is “great” and customers love him.

“People (the public) can be challenging and he has understanding and knows not to take it personally,” Comerford said. “It takes certain traits to be a pastor and they translate well to what he does.”

Sometimes those with a monthly pass will go to hub in Middletown and hop on Rogers' bus just to talk to him, his boss and customers say.

Regular bus rider Angela Bautista said of Rogers, “He always puts a smile on my face.”

Bautista said Rogers often has conversations with people who ride the bus and he encourages them no matter their troubles. “He has that humanity thing,” which she added is all too rare these days.

Frequent rider Debbie Clark has conversations with Rogers all the time.

“Geary is a sweetheart,” Clark said. “He's always with a smile and friendly.”

CONTINUED

Bus driving was a childhood dream

Rogers' goal from childhood in Middletown was to drive a bus.

"It's not a job to me. It's a career," he said. "To have people view you as their family, not their driver."

He remembers as a child riding to South Carolina often with his dad in a Peter Pan bus and admiring the bus driver because he made so many happy by taking them places.

Then early on he got a toy bus and played with often, pre-tending to be the driver.

"I thought, 'One day I'm going to drive a bus,'" Rogers said. His first driving job was for Napa Auto Parts, Rogers said. "I enjoyed that and thought, 'How can I further my career?'"

He started as a driver in 1996 driving a school bus for Dattco bus company, then quickly got the big break with what is now known as River Valley Transit.

"I love it," he said of driving a bus. "I like the impact of making a positive impact in someone's life. I love the public and helping them to have a great day or a better day."

Rogers, who drives a quiet electric bus, said he likes that people "from all walks of life" and ages ride the bus – educators, students, medical professionals, food workers, car sales people among them.

The riders are like family and help him too

Just as he helps riders, they help him through good conversation, passing on knowledge, he said.

"I find all these things exciting and joyous," he said.

Rogers said he's already had passengers "who were little kids with their legs swinging" return as adults.

Rogers said he loves that, "People say, 'I feel safe when I ride with him.'"

Rogers most often urges riders, "Don't give up."

He sees many elderly without families going to the doctor and maybe considering not going to that last chemotherapy appointment.

"I tell them, 'Don't give up, you're going to beat this. We need you,'" Rogers said. "If people are negative, I try to bring positivity."

He counsels people on the bus through divorces, breakups, sickness, family problems, financial woes, and schooling. He even helped a running woman escape a rapist by stopping the bus, Rogers said.

He said, "Sometimes people feel lost as if no one cares."

"It's a blessing to be a help to them and they can help me," Rogers said. "Your heart goes out to them." As for the pastor role, that was a natural.

"I've been going to church all my life. It's in me," he said.

"We all are children of God. We all are somebody."

In Transit: Kimberly Steinmetz Always on the Go

November 6, 2025

People find their dream job in all kinds of ways. For them, it could be through years of school or even following in the steps of a family member. Kimberly Steinmetz found the job that she loves out of necessity.

When Kim had kids, she wanted to find a career that would allow her to be able to look after her children while she worked, so she became a school bus driver in 1989.

After many years of driving a bus in Connecticut, Kim then joined River Valley Transit in 2023, where she now takes passengers from all along the valley and shoreline areas to where they need to go. River Valley transit covers 16 municipalities in Essex County, as well as parts of New London County, providing buses, taxis, and trolleys.

The job spoke to Kim because of her outgoing personality. She enjoys talking to her passengers and hearing stories about the people she drives around. It's a job she enjoys and gets excited about.

"This is easily my favorite job that I have ever had," Kim says. "I love helping people; I am just so grateful to have the opportunity to do what I do and get to help all of the different kinds of people that I do."

Kim especially enjoys being able to help people who are struggling with a disability through a program called Vista Life Innovations, based in Madison. The program helps adults with disabilities in the shoreline area.

In collaboration with River Valley Transit, Vista Life is able to help people become more independent and get more tasks and responsibilities done. She enjoys getting to help them in part because she has a daughter who has struggled with a disability herself, and she sympathizes with those who may struggle to get around and take care of their own needs.

"A lot of these people struggle to do things on their own, and I feel like I am helping them to become more independent," she says. "It's nice to be able to help them, you never know what someone is going through ... it gives them a little bit of respect and joy."

Some people learn to do things they thought impossible for them.

"I had a guy once who was in a wheelchair, who thought he couldn't go out and do anything for himself," she said. "He could not believe that public transport would allow him to take the bus in his wheelchair. He was able to go to the grocery store and go to his different appointments ... that story was very special to me."

Kim likes being able to drive through historic districts and towns like Deep River, Essex, Madison, and Old Saybrook, among others. She mentions the history, as well as the downtown atmosphere as some of her favorite parts about driving in these areas.

"They really are such peaceful and lovely communities," Kim says. "There's all different kinds of people in this area, and so many different stories that they tell...I have really learned a lot about life by listening to my passengers."

Kim says that she has so many positive and life changing experiences from her short time as a bus driver for River Valley Transit, and wants to continue to do what she loves.

"I really want to do this until I can't anymore," she says. "There are so many different experiences that I have had driving a bus for all these years, I am just so grateful that I have this opportunity."

While her job description may just be a bus or transit driver, the connections she has made and continues to make, as well as the passion to help the people who she drives and keep them safe, makes it anything but a run of the mill bus drive for her and her passengers.

Town Sees Positive Results in Transportation Service

September 15, 2025

The XtraMile bus service has shown strong ridership in Madison, the Board of Selectmen (BOS) learned at its Sept. 9 meeting, reflecting growing local and regional interest in public transportation.

The service, a two-year pilot program operated by Middletown-based River Valley Transit (RVT), is funded almost entirely by the state. Its expansion into the combined Madison and Guilford transit zone marked the service's "biggest endeavor yet," according to RVT transportation planner Brendan Geraghty, who presented ridership data to the BOS.

Since launching service in the zone, Geraghty said there has been "lots of cross-town travel," with 13,066 total rides recorded between May 2024 and May 2025. The service currently averages around 100 riders per day. Roughly 60 percent of all rides had either a Madison origin or destination, and 5,552 rides originated in Madison.

Compared to other service zones, including the original Old Saybrook–Westbrook–Essex corridor, Madison and Guilford now lead the shoreline region in usage, Geraghty said.

Among XtraMile's most popular routes is Route 641, which runs from the Scranton Gazebo near Stop & Shop to Old Saybrook, largely along Boston Post Road. Many riders board near the Madison location of Vista Life Innovations, a nonprofit serving people with disabilities.

Other high-traffic destinations in Madison include Daniel Hand High School, the Madison Surf Club, and Hammonasset Beach State Park.

Geraghty noted the service is especially popular with seniors in Madison, offering reliable transportation to key locations, including the Madison Senior Center. RVT has established a "unique account" with the center, allowing staff to book rides directly through the XtraMile app—delivering up to 90 rides to the center.

"That's excellent," Geraghty said.

RVT Executive Director Joseph Comerford told the board that XtraMile now provides "most, if not all," of the in-town and Madison–Guilford-area trips for seniors. He called it a promising partnership and a way to "team up and provide more service to residents."

All XtraMile buses are Americans with Disabilities Act–compliant and wheelchair accessible, offering expanded access for riders with physical disabilities.

Geraghty also reported that the service is popular with returning college students during the summer and residents living in the rural northern part of town. Many rides originate in North Madison, where transit options have historically been limited.

Looking ahead, RVT anticipates continued growth in year two of the pilot. "Strong year one ridership has us excited for an even stronger year two," according to the agency's presentation.

However, with the pilot ending in 2026, the service's long-term funding remains uncertain.

CONTINUED

Comerford said Madison would be eligible to apply for operational funding only if the state reopens the program for new applications—something it did not do for year two. Still, he added, “any extension of the program would likely continue to be awarded to us,” since RVT has two option years in its current agreement with the state.

Geraghty emphasized that “the ridership is there” to justify future state funding, with usage numbers indicating consistent and growing demand.

The projected cost to continue operating the service in Madison after the pilot is more than \$1 million. Geraghty said if funding becomes available, it will be “very competitive,” though the state may offer a 95 percent subsidy rate.

Selectman Bruce Wilson questioned whether the current fare—\$1.75 per ride—generates enough revenue to make the program sustainable, even with such a high subsidy.

Wilson raised concerns about relying on “tenuous” state funding and noted that extremely high ridership would be required to offset operational costs.

In response, Comerford acknowledged that fare revenue alone cannot support the service. He said RVT could work to increase ridership and potentially raise fares to improve cost recovery, but even in those scenarios, farebox revenue would fall short.

First Selectwoman Peggy Lyons agreed that Wilson’s concerns were valid. She said it would be “helpful to have a follow-up conversation once we have a handle on what the state’s approach is going to be.” Still, she emphasized that the current demand is encouraging.

“I think Madison is ripe for this type of service,” she said.

Lyons recommended that the town share the ridership data with Madison’s state legislative delegation to better understand funding options.

“Our best opportunity for support is likely through the state,” she said, citing “a huge constraint on any kind of federal funding” at the moment.

Lyons also asked whether RVT could provide survey data on the reasons people are using the service. Comerford said it would be possible to supply that information.

River Valley Transit (RVT) has expanded its Route 644 service

October 6, 2025

River Valley Transit (RVT) has expanded its Route 644 service, which connects Old Saybrook, Chester, and Middletown, to now include Saturday. The change, which took effect on May 28, 2025, marks a significant improvement for residents of Chester and surrounding areas who had limited weekend bus service.

The new Saturday service on Route 644 runs from 8 am to 5 pm, offering more comprehensive coverage than a prior route that served the town center. This extended service now includes key locations like the Cherry Hill senior housing complex and several assisted living facilities, providing transportation for those who need it most. Passengers traveling on the route can also take advantage of timed connections to other RVT services in Old Saybrook and downtown Middletown, making it easier to travel throughout the region. This expansion underscores RVT's commitment to enhancing mobility and accessibility for its communities, particularly for senior citizens and others who may rely on public transit.

River Valley Transit (RVT), operating as the Estuary Transit District, provides public transportation to 16 municipalities in Middlesex County and parts of New London County. RVT's services include buses, trolleys, on-demand service, taxis, and paratransit, most of which are open to the general public with no age or disability restrictions.



River Valley Transit (RVT) has expanded its Route 644 and 642 services.

October 13, 2025

River Valley Transit (RVT) has expanded its Route 644 and 642 services. The changes, which took effect on May 28, 2025, mark a significant improvement for residents of the shoreline and surrounding areas.

The 644 which connects the shoreline to Middletown, now includes Saturday service. The route now runs from 8 am to 5 pm on Saturdays. Timed connections are offered to other RVT services in Old Saybrook and downtown Middletown, making it easier to travel throughout the region.

The 642 route, which connects Essex to Deep River and Old Saybrook, has increased frequency. The route now provides hourly service on weekdays, shortening overall commute times.

It also provides timed hourly connections to other RVT services in Old Saybrook. This expansion underscores RVT's commitment to enhancing mobility and accessibility for its communities, particularly for senior citizens and others who may rely on public transit. Both services cost \$1.75 per trip, \$.85 for qualified seniors and people with disabilities.

River Valley Transit (RVT), operating as the Estuary Transit District, provides public transportation to 16 municipalities in Middlesex County and parts of New London County. RVT's services include buses, trolleys, on-demand service, taxis, and paratransit, most of which are open to the general public with no age or disability restrictions. Learn more at www.rivervalleytransit.com or call 860-510-0429.

RVT Public Relations

October 20

Madison Events Magazine

October 27

East Haddam Events Magazine

November 10

Clinton Events Magazine

December 1

Olde Lyme events Magazine

December 8

Westbrook Events Magazine

RVT Newsletter

Section VII, Item 3.



Newsletter Updates:

October 28, 2025

November Newsletter

Dear Riders and Community Members,

As the seasons change, River Valley Transit (RVT) remains dedicated to providing you with safe, reliable, and modern transportation. This month, we have several important updates, from a necessary policy change regarding fare acceptance to exciting news about the success of our electric fleet and our microtransit pilot program. We also invite you to celebrate one of our dedicated employees who was recently recognized in the media for his exceptional commitment to service.



Important Update: CTtransit Pass Acceptance Policy Change Effective 11/1

Effective November 1, River Valley Transit (RVT) is updating its policy for accepting CTtransit passes to ensure consistency across the state. Moving forward, RVT will only accept activated one-ride passes, transfers, and monthly passes from CTtransit, and this acceptance will be limited to designated transfer points. Please note that RVT will not accept CTtransit mobile passes. Our policy for U-Pass acceptance remains unchanged. Please keep this in mind when purchasing your future passes.

[Learn more about all RVT fares and purchasing options here](#)



RVT Driver Featured in *The Hartford Courant* for Dedicated Service

A familiar and friendly face at River Valley Transit was recently highlighted in a feature story by *The Hartford Courant*. The article shines a light on one of our veteran bus drivers, a true professional who has navigated the challenges of a service industry career—from stressful traffic to difficult situations—with remarkable composure and dedication. His story is a testament to the commitment of RVT staff who consistently go above and beyond to provide safe, reliable service with a smile.

[Read the full story on our website](#)



XtraMile Microtransit Pilot Shows Strong Demand on Shoreline

The XtraMile microtransit pilot program in the Madison and Guilford corridor has proven to be a popular and effective transportation solution. In its first year (May 2024 – May 2025), the on-demand service logged 13,066 total rides, consistently averaging over 100 riders per day. XtraMile's success stems from its curb-to-curb convenience within the entire zone, and its crucial role in providing essential trips for seniors and residents, particularly in areas historically lacking transit options. High ridership destinations include major retail centers, libraries, and senior centers. The service is accessible to all, with every XtraMile vehicle being wheelchair accessible.

[Learn More](#)



EV Fleet Update: Quieter, Cleaner Buses Exceed Performance Expectations

Since rolling out two new all-electric buses in the spring, River Valley Transit (RVT) has seen our clean-energy fleet exceed initial expectations. As of August 31, the quiet, new buses have traveled over 18,700 miles in 97 days, resulting in significant environmental savings: over 3,000 gallons of diesel fuel saved and 26,000 pounds of CO2 prevented from entering our air. Operationally, the buses are performing better than expected, achieving over 10.5 hours of range on a single charge (far surpassing the 6-8 hour projection). Riders are enjoying the smooth, quiet ride, and our maintenance team has enthusiastically embraced the new technology, paving the way for a future statewide effort to convert all bus fleets to electric.



Newsletter Updates:

November 25, 2025

December Newsletter

All Aboard for the Holiday Season!

As the leaves turn and the holidays draw near, River Valley Transit is proud to keep our community connected, moving, and thriving. This season, whether you're heading out for gift shopping, commuting to work, or simply exploring the beautiful Connecticut River Valley and shoreline, we're here to get you there safely and comfortably. In this edition, we share exciting news about our holiday shopping routes, introduce you to some of the wonderful people who drive our routes, and announce an important statewide initiative to make your ride even better. Read on to discover how River Valley Transit is more than just transportation—we're a vital part of your community journey.



Your Ticket to Stress-Free Holiday Shopping

1. Forget Traffic and Parking Headaches

River Valley Transit has you covered for all your holiday shopping needs. We offer **direct and convenient routes** to some of the area's top retail destinations.

- **Shopping Stops:** Take advantage of direct service with stops at **two major Walmart stores** and the fantastic deals awaiting you at **Clinton Crossing Premium Outlets**.
- **Easy Access:** We offer direct service to Clinton Crossing from both **Middletown** and various **shoreline towns**, making your holiday errands a breeze.

2. Plan Ahead: Holiday Hours and Service

While we are dedicated to serving you throughout the season, please make note of our holiday schedule:

We will be closed on Thanksgiving Day and Christmas Day. On Christmas Eve there is no night service.

- **All other hours** of operation remain the same.

Find your route and plan your trip today:

- **Schedules Page:** <https://rivervalleytransit.com/schedules/>
- **Trip Planner:** <https://rivervalleytransit.com/services/trip-planner/>

3. The Holiday Trolley will be running starting Black Friday! It serves the downtown parking lots and connects them to Main Street in Middletown. The trolley runs on Saturday and Sundays 11 a.m. - 8 p.m. every 20 minutes from Thanksgiving to Christmas.

- <https://rivervalleytransit.com/schedules/middletown-holiday-trolley/>



Driver Spotlight: Kimberly Steinmetz Goes the Extra Mile

Meet Kimberly Steinmetz, one of the dedicated individuals who makes every ride on River Valley Transit a positive experience. While many people find their career through formal training, Kimberly's passion for driving grew from a deep personal necessity—the need to balance work with raising her children.

Kimberly joined River Valley Transit in 2023, bringing with her decades of experience and an **outgoing, grateful spirit**. For Kimberly, driving is an opportunity to connect with her community. "This is easily my favorite job that I have ever had," she says, emphasizing her love for helping people.

[Read the full story](#)



Introducing 'Conn-Etiquette': Your Guide to a Better Ride

Get ready to ride with more kindness, respect, and courtesy.

The Connecticut Department of Transportation (CTDOT) is launching a new statewide campaign called **'Conn-Etiquette: Your Guide to a Better Ride.'** This initiative is a direct extension of the **Transit Customer Code of Conduct** established in 2024 for all state bus services.

Earlier this month, the campaign began its 10-month run, dedicating each month to highlighting one of the **Top 10 rules** from the Code of Conduct. The goal is simple: to ensure a comfortable, safe, and respectful environment for every passenger and driver.

We are proud to partner with CTDOT on this effort! You will begin to see new, colorful **Code of Conduct posters** placed on our buses in both English and Spanish throughout October.



Geary Rogers Calls His Riders 'Family'

The passion for service runs deep at River Valley Transit. Longtime bus driver **Geary Rogers** shares his personal perspective on why he loves his job. For Geary, the people he drives every day are not just passengers—they are family.

Listen as Geary describes how his job is not just a daily task, but a source of genuine joy. His dedication is a beautiful example of the commitment and heart our drivers bring to the road every single day.

[Hear Geary tell his story in his own words](#)

ETD 2025 FACT SHEET

Estuary Transit District is a public transit agency district doing business as River Valley Transit (RVT). RVT provides a variety of public transportation resources and serves 16 municipalities throughout Middlesex County and parts of New London County. Transportation options include traditional buses, trolleys, shuttles, taxis and paratransit services. Most services are open to the general public with no age or disability restrictions. Our mission is to support the mobility of residents, offer alternatives to privately owned vehicles, provide seamless connectivity to other transit services in Connecticut and to promote environmentally and financially sustainable transportation choices.



SERVICES PROVIDED

- Routes connecting at the Middletown Transportation Center, Old Saybrook train station or Madison Scranton Gazebo
- Door-to-door general public Dial-A-Ride
- ADA Paratransit service for people with disabilities
- Voucher and Encompass taxi programs for seniors and people with disabilities
- XtraMile on-demand transit service



AFFORDABLE FARES

- \$1.75 for bus routes
- \$3.50 for Dial-A-Ride & ADA Paratransit
- Discounts available for qualifying seniors and people with disabilities
- UPass provides free unlimited rides on bus routes for participating college students with valid ID

Section VII, Item 3.



CONNECTIONS PROVIDED

- Five neighboring bus systems
- 2 commuter rail systems
- AMTRAK and Ferry services

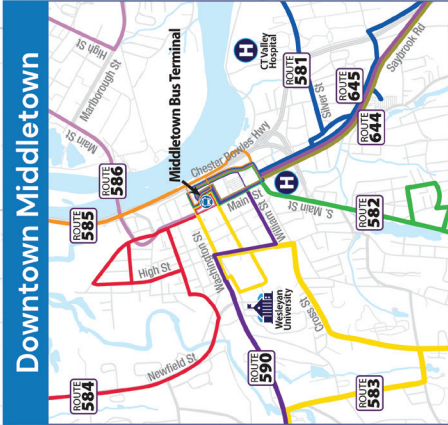


OPERATING STATISTICS

- 1,632,000 total miles annually
- 137,100 service hours annually
- 365,601 annual passenger trips
- \$9.3 million operating budget
- Average ride rating: 4.7 out of 5 across all services
- Buses operated at peak: 30, with a total bus fleet of 42
- Towns served: 17 with a service area of 530 square miles
- Number of employees: 87 with 63 bus operators

860-510-0429
rivervalleytransit.com





Route 581	— Saybrook Road
Route 582	— Wesleyan Hills
Route 583	— Washington Street
Route 584	— Newfield Street
Route 585	— Westlake Drive
Route 586	— Portland/East Hampton
Route 590	— Meriden - Middletown Flyer
Route 640	— Old Saybrook Loop
Route 641	— Old Saybrook - Madison
Route 642	— Old Saybrook - Chester
Route 643	— Old Saybrook - New London Commuter
Route 644	— Old Saybrook - Middletown
Route 645	— Madison - Middletown
	XtraMile Zones



For help planning transit trips throughout Connecticut, download the free Transit app on your smartphone by using this QR code.



Section VII, Item 3.

Engagement overview

Views

17K

↓ 25.2%

Active users

6K

↑ 52.1%

Views per active user

2.9

↓ 50.8%

Views per session

1.9

↓ 50.6%

Event count by Event name

✓

▼

EVENT NAME	EVENT COUNT
page_view	17K ↓ 25.2%
user_engagement	11K ↑ 25.7%
session_start	8.9K ↑ 40.4%
first_visit	5.5K ↑ 51.3%
scroll	3.2K ↑ 90.8%
click	614 ↑ 7.0%
file_download	211 ↑ 7.1%

View events →

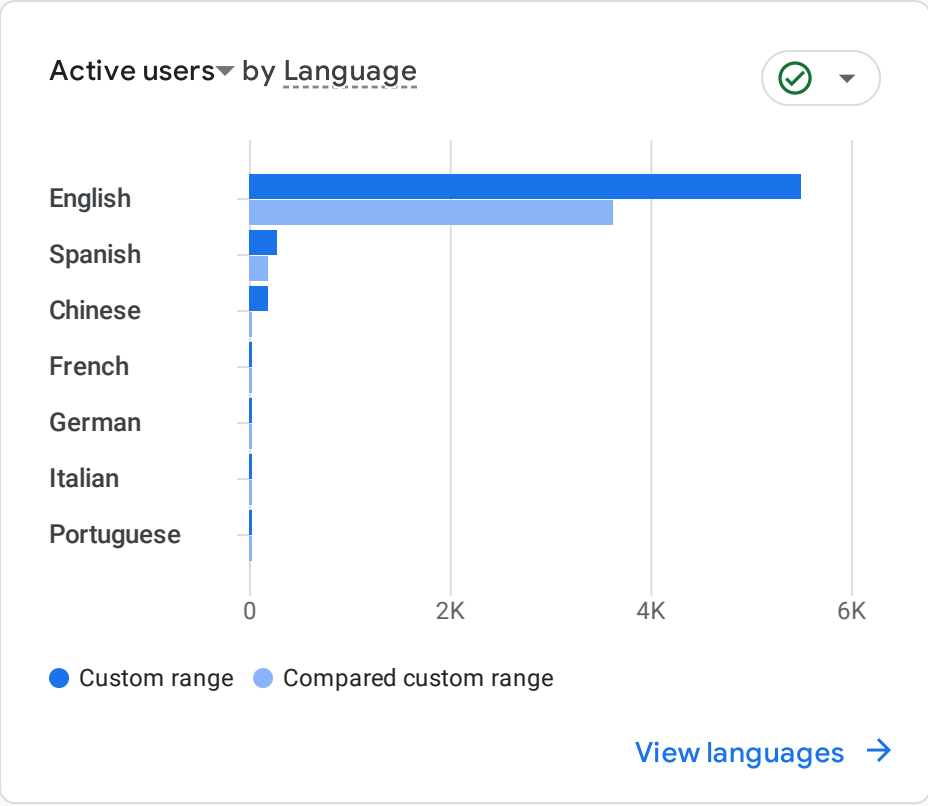
Views by Page title and screenshot

✓

▼

PAGE TITLE AND S...	VIEWS
Home - River Valley T...	2.9K ↑ 21.7%
Schedules Archive - ...	2.7K ↑ 11.3%
Meriden/Middletown ...	1.3K ↑ 9.3%
Old Saybrook/Madiso...	553 ↑ 31.7%
Westlake Drive - Rive...	558 ↑ 46.1%
Newfield Street - Rive...	437 ↓ 10.5%
XtraMile - River Valle...	445 ↑ 7.7%

View pages and screens →



Engagement overview

Views

19K

↑ 24.6%

Active users

5.7K

↑ 31.0%

Views per active user

3.4

↓ 4.9%

Views per session

2.1

↓ 3.3%

Event count by Event name

✓

▼

EVENT NAME	EVENT COUNT	
page_view	19K	↑ 24.6%
user_engagement	13K	↑ 25.2%
session_start	9.3K	↑ 31.4%
first_visit	5.2K	↑ 29.1%
scroll	3.3K	↑ 65.7%
click	644	↓ 22.9%
file_download	231	↓ 32.1%
.		

View events →

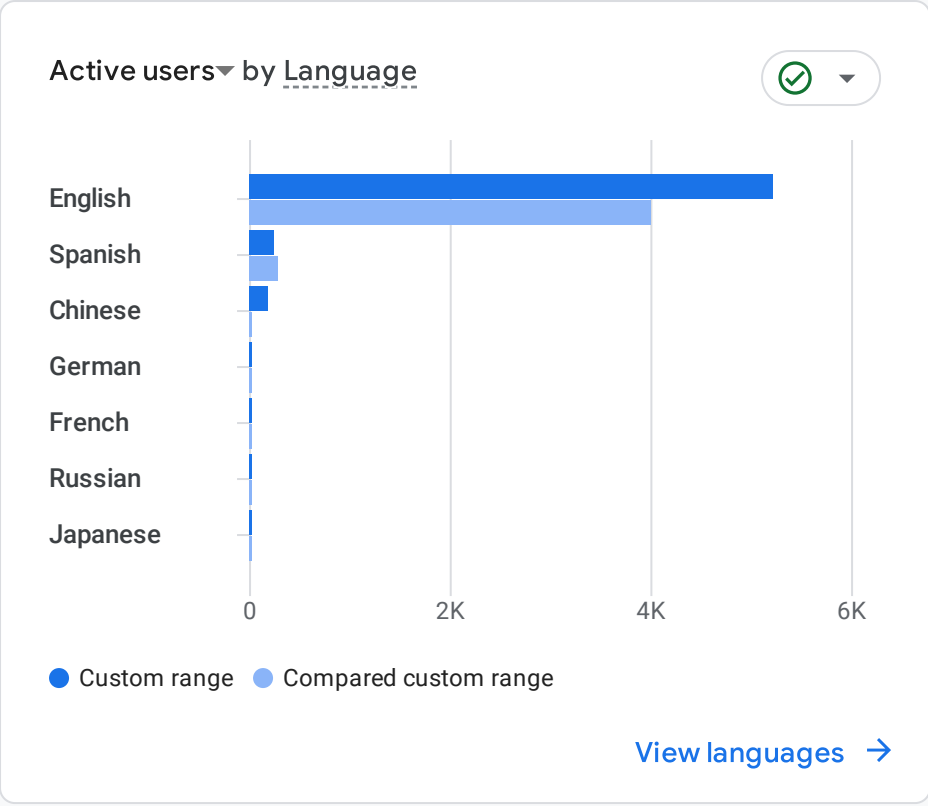
Views by Page title and screenshot

✓

▼

PAGE TITLE AND S...	IEWS	
Home - River Valley T...	3.4K	↓ 6.5%
Schedules Archive - ...	3.1K	↑ 8.0%
Meriden/Middletown ...	1.3K	↑ 35.4%
Old Saybrook/Madiso...	562	↓ 0.5%
Fares - River Valley T...	624	↑ 39.3%
Newfield Street - Rive...	491	↓ 3.3%
Westlake Drive - Rive...	515	↑ 6.4%

View pages and screens →



GRANTS TOTAL	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 169,710	\$ 364,500	47%
URBAN CARES ACT	\$ 143,589	\$ 1,037,344	14%
RURAL CARE ACT	\$ -	\$ -	
OTHER	\$ 26,749	\$ 3,599	743%
TOTAL REVENUE	\$ 340,048	\$ 1,405,443	24%
EXPENSES			
SALARY AND BENEFITS	\$ 2,245,303	\$ 7,297,450	31%
PROFESSIONAL SERVICES	\$ 230,772	\$ 544,525	42%
RENT&UTILITIES	\$ 78,111	\$ 282,500	28%
INSURANCE	\$ 83,410	\$ 187,950	44%
MAINTENANCE	\$ 191,829	\$ 628,425	31%
FUEL	\$ 243,372	\$ 740,150	33%
MISCELLANEOUS EXPENSE	\$ 32,223	\$ 166,425	19%
TRANSPORTATION	\$ 11,642	\$ 115,000	10%
TOTAL EXPENSES	\$ 3,116,663	\$ 9,962,425	31%

DEFICIT	\$ (2,776,614)	\$ (8,556,982)
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DOT	\$ 2,587,394	\$ 7,713,994
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LOCAL	\$ 219,272	\$ 768,650
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Surplus/(Deficit)	\$ 30,051
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FIXED 5307	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 119,501	\$ 273,350	44%
URBAN CARES ACT	\$ 36,900	\$ 500,000	7%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 156,401	\$ 773,350	20%
EXPENSES			
SALARY AND BENEFITS	\$ 1,288,321	\$ 4,300,000	30%
PROFESSIONAL SERVICES	\$ 125,451	\$ 290,000	43%
RENT&UTILITIES	\$ 58,204	\$ 195,000	30%
INSURANCE	\$ 63,111	\$ 132,000	48%
MAINTENANCE	\$ 111,903	\$ 350,500	32%
FUEL	\$ 140,368	\$ 410,000	34%
MISCELLANEOUS EXPENSE	\$ 23,592	\$ 77,500	30%
TRANSPORTATION			
TOTAL EXPENSES	\$ 1,810,951	\$ 5,755,000	31%

DEFICIT	\$ (1,654,550)	\$ (4,981,650)
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DOT	\$ 1,465,915	\$ 4,397,744
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LOCAL	\$ 188,635	\$ 565,906
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Surplus/(Deficit)	\$ 0
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RURAL 5311	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 5,169	\$ 8,000	65%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 5,169	\$ 8,000	65%
EXPENSES			
SALARY AND BENEFITS	\$ 134,529	\$ 399,000	34%
PROFESSIONAL SERVICES	\$ 6,056	\$ 27,000	22%
RENT&UTILITIES	\$ 4,592	\$ 18,000	26%
INSURANCE	\$ 5,453	\$ 11,000	50%
MAINTENANCE	\$ 9,576	\$ 32,500	29%
FUEL	\$ 16,506	\$ 39,000	42%
MISCELLANEOUS EXPENSE	\$ 1,393	\$ 11,500	12%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 178,105	\$ 538,000	33%

DEFICIT	\$ (172,937)	\$ (530,000)
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DOT	\$ 142,300	\$ 382,303
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LOCAL	\$ 30,637	\$ 147,697
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Surplus/(Deficit)	\$ 0
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Midshore(OldSaybrook/Middletown) & Riverside EXT.	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 1,780	\$ 7,500	24%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER		\$ 1,453	0%
TOTAL REVENUE	\$ 1,780	\$ 8,953	20%
EXPENSES			
SALARY AND BENEFITS	\$ 105,613	\$ 335,000	32%
PROFESSIONAL SERVICES	\$ 3,059	\$ 22,500	14%
RENT&UTILITIES	\$ 2,543	\$ 16,500	15%
INSURANCE	\$ 1,911	\$ 5,500	35%
MAINTENANCE	\$ 7,871	\$ 26,500	30%
FUEL	\$ 11,158	\$ 33,500	33%
MISCELLANEOUS EXPENSE	\$ 1,652	\$ 10,500	16%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 133,808	\$ 450,000	30%

DEFICIT	\$ (132,028)	\$ (441,047)
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DOT	\$ 152,516	\$ 386,000
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LOCAL	\$ -	\$ 55,047
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Surplus/(Deficit)	\$ 20,488
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RT.81(Madison/Middletown)	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 1,780	\$ 5,500	32%
URBAN CARES ACT	\$ 47,630	\$ 230,000	21%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 49,410	\$ 235,500	21%
EXPENSES			
SALARY AND BENEFITS	\$ 36,285	\$ 174,500	21%
PROFESSIONAL SERVICES	\$ 1,419	\$ 12,250	12%
RENT&UTILITIES	\$ 1,226	\$ 8,500	14%
INSURANCE	\$ 1,379	\$ 5,250	26%
MAINTENANCE	\$ 3,548	\$ 13,500	26%
FUEL	\$ 5,553	\$ 16,750	33%
MISCELLANEOUS EXPENSE		\$ 4,750	0%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 49,410	\$ 235,500	21%

DEFICIT	\$ -	\$ -
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DOT	\$ -	\$ -
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LOCAL	\$ -
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Surplus/(Deficit)	\$ -
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MGP&DAR&ADA	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 10,481	\$ 35,050	30%
URBAN CARES ACT	\$ 6,981	\$ 7,344	95%
RURAL CARE ACT			
OTHER	\$ 25,524		
TOTAL REVENUE	\$ 42,986	\$ 42,394	101%
EXPENSES			
SALARY AND BENEFITS	\$ 279,205	\$ 669,250	42%
PROFESSIONAL SERVICES	\$ 15,213	\$ 51,000	30%
RENT&UTILITIES	\$ 9,913	\$ 33,500	30%
INSURANCE	\$ 8,208	\$ 18,750	44%
MAINTENANCE	\$ 19,088	\$ 54,450	35%
FUEL	\$ 26,488	\$ 64,500	41%
MISCELLANEOUS EXPENSE	\$ 737	\$ 19,025	4%
PURCHASE TRANSPORTATION	\$ 4,239	\$ 85,000	5%
TOTAL EXPENSES	\$ 363,090	\$ 995,475	36%

DEFICIT	\$ (320,105)	\$ (953,081)
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DOT	\$ 320,105	\$ 953,081
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LOCAL		
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Surplus/(Deficit)	\$ -
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X_MILE	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 14,670	\$ 10,000	147%
URBAN CARES ACT	\$ 52,079	\$ 300,000	17%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 66,749	\$ 310,000	22%
EXPENSES			
SALARY AND BENEFITS	\$ 45,401	\$ 229,250	20%
PROFESSIONAL SERVICES	\$ 4,404	\$ 17,750	25%
RENT&UTILITIES	\$ 1,633	\$ 11,000	15%
INSURANCE	\$ 1,063	\$ 6,250	17%
MAINTENANCE	\$ 6,280	\$ 18,750	33%
FUEL	\$ 7,146	\$ 21,250	34%
MISCELLANEOUS EXPENSE	\$ 820	\$ 5,750	14%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 66,749	\$ 310,000	22%

DEFICIT	\$ -	\$ -
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DOT	\$ -	\$ -
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LOCAL	
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Surplus/(Deficit)	\$ -
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MicroTransit Pilot	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 16,329	\$ 10,100	0%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER	\$ 1,226		
TOTAL REVENUE	\$ 17,555	\$ 10,100	0%
EXPENSES			
SALARY AND BENEFITS	\$ 342,252	\$ 1,100,450	31%
PROFESSIONAL SERVICES	\$ 71,641	\$ 93,025	77%
RENT&UTILITIES			
INSURANCE	\$ 2,285	\$ 9,200	25%
MAINTENANCE	\$ 33,563	\$ 132,225	25%
FUEL	\$ 36,152	\$ 155,150	23%
MISCELLANEOUS EXPENSE	\$ 3,784	\$ 20,900	18%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 489,677	\$ 1,510,950	32%

DEFICIT	\$ (472,123)	\$ (1,500,850)
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DOT	\$ 481,686	\$ 1,444,512
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LOCAL	\$ -
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Surplus/(Deficit)	\$ 9,563
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Mobility Manager	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE			
URBAN CARES ACT			
RURAL CARE ACT			
OTHER		\$ 2,146	0%
TOTAL REVENUE	\$ -	\$ 2,146	0%
EXPENSES			
SALARY AND BENEFITS	\$ 13,697	\$ 90,000	15%
PROFESSIONAL SERVICES	\$ 3,179	\$ 26,500	12%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE			
FUEL			
MISCELLANEOUS EXPENSE	\$ 244	\$ 13,500	2%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 17,120	\$ 130,000	13%

DEFICIT	\$ (17,120)	\$ (127,854)
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DOT	\$ 17,120	\$ 127,854
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LOCAL	\$ -
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Surplus/(Deficit)	\$ -
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TAXI Voucher	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2025 to October 31, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ -	\$ 15,000	0%
URBAN CARES ACT			
RURAL CARE ACT			
Prepaid Fare			
TOTAL REVENUE	\$ -	\$ 15,000	0%
EXPENSES			
SALARY AND BENEFITS			
PROFESSIONAL SERVICES	\$ 350	\$ 4,500	8%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE			
FUEL			
MISCELLANEOUS EXPENSE	\$ -	\$ 3,000	0%
PURCHASE TRANSPORTATION	\$ 7,403	\$ 30,000	25%
TOTAL EXPENSES	\$ 7,753	\$ 37,500	21%

DEFICIT	\$ (7,753)	\$ (22,500)
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DOT	\$ 7,753	\$ 22,500
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LOCAL	\$ -
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Surplus/(Deficit)	\$ -
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RIVER VALLEY TRANSIT	
STATEMENT OF CASH FLOWS	
Monday, December 8, 2025	
Operating Checking	\$ -
Payroll Checking	\$ -
Capital Checking	\$ -
Money Market	\$ 3,997,381
Essex Savings Bank	\$ 99,606
BALANCE TOTAL	\$ 4,096,987

Section X, Item 1.

Account Payable	Dec-25	Jan-26	Feb-26
Payroll	\$ 445,000	\$ 445,000	\$ 445,000
Benefits	\$ 85,000	\$ 150,000	\$ 150,000
Professional Services	\$ 37,185	\$ 45,000	\$ 45,000
CIRMA	\$ 10,000	\$ 15,000	\$ 15,000
Rent & Utilities	\$ 18,000	\$ 25,000	\$ 25,000
Insurance	\$ 7,500	\$ 15,000	\$ 15,000
Fuel	\$ 42,000	\$ 65,000	\$ 65,000
Vehicle Maintenance and Repairs	\$ 24,370	\$ 50,000	\$ 50,000
Other Monthly Expenses	\$ 6,000	\$ 15,500	\$ 15,500
TOTAL EXPENSES	\$ 675,055	\$ 825,500	\$ 825,500

Account Receivable			
CT DOT Capital	\$ -	\$ -	\$ -
FIXED 5307 FY 26	\$ 175,015	\$ 1,099,436	\$ -
ADA FY 26	\$ -	\$ 128,353	\$ -
DAR FY 26	\$ -	\$ 28,083	\$ -
MGP Grant FY 26	\$ -	\$ 163,500	\$ -
RURAL 5311 FY 26	\$ 44,165	\$ 38,380	\$ 38,380
New Freedom 5310 FY 26	\$ 152,515	\$ 42,800	\$ 42,800
Mobility Manager FY 26	\$ 33,505	\$ 10,000	\$ 10,000
Madison/Middletown (RT.81) FY 26	\$ 47,500	\$ 15,000	\$ 15,000
X-Mile FY 26	\$ 65,800	\$ 16,650	\$ 16,650
MICROTRANSIT FY 26	\$ 138,647	\$ 120,375	\$ 120,375
Fare Box and Pre-paid Fare Revenue	\$ 17,500	\$ 23,500	\$ 23,500
Middlesex Hospital, Wesleyan, AAA	\$ 10,565	\$ 5,500	\$ 5,500
OTHERS	\$ 9,250	\$ 5,000	\$ 5,000
Town Dues	\$ -	\$ 197,011	\$ -
TOTAL REVENUE	\$ 694,462	\$ 1,893,588	\$ 277,205

Cash at the beginning of the period	\$ 4,096,987	\$ 4,116,394	\$ 5,184,482
Cash at the end of the period	\$ 4,116,394	\$ 5,184,482	\$ 4,636,187

640 Old Saybrook

	January	February	March	April	May	June	July	August	September	October	November	December	Total
2023										51	89	51	191
2024	40	86	74	108	94	51	64	81	77	115	70	48	908
2025	36	37	64	68	43	43	76	61	73	111			612
	-10%	-57%	-14%	-37%	-54%	-16%	19%	-25%	-5%	-3%	-21%	-6%	

641 Old Saybrook - Madison

	January	February	March	April	May	June	July	August	September	October	November	December	0	Change
2017	4818	4677	5464	4821	5353	5328	4816	5087	4427	4618	4344	3965	57718	-14%
2018	4116	4122	4341	4531	4912	4629	4789	5154	4282	5252	4355	3747	54230	-6%
2019	4213	3961	4358	4396	4631	3902	4021	3892	3639	3970	3222	2919	47124	-13%
2020	3525	3450	2346	568	648	1126	1546	1831	2313	2317	1683	1466	22819	-52%
2021	1502	1422	1872	1943	2186	2533	2752	2754	3239	3122	3102	2766	29193	28%
2022	2260	2660	2873	3638	3484	3753	3769	3848	3825	3954	3793	3314	41171	41%
2023	3952	3464	4420	3500	3247	3488	3124	3471	4588	3567	3606	3232	43659	6%
2024	3626	3479	4051	4127	4315	4019	4414	4029	3576	4176	3452	3010	46274	6%
2025	3400	3193	3623	4241	3971	3374	4004	2862	3694	3950			36312	
	-6%	-8%	-11%	3%	-8%	-16%	-9%	-29%	3%	-5%	-4%	-7%		

642 Chester

	January	February	March	April	May	June	July	August	September	October	November	December		
2017	747	717	647	625	691	687	625	570	599	646	591	638	7783	-9%
2018	512	502	570	553	603	513	504	531	571	532	500	554	6445	-17%
2019	586	605	641	575	588	418	414	430	456	461	396	348	5918	-8%
2020	362	319	269	132	168	294	357	438	355	473	209	206	3582	-39%
2021	230	146	222	300	349	346	433	378	420	440	404	398	4066	14%
2022	287	289	344	351	388	394	424	411	408	606	434	314	4650	14%
2023	340	328	344	525	562	311	300	298	778	260	201	194	4441	-4%
2024	232	208	368	227	157	188	232	225	165	176	167	185	2530	-43%
2025	214	179	204	251	161	143	210	146	225	155			1888	
	-8%	-14%	-45%	11%	3%	-24%	-9%	-35%	36%	-12%	-17%	-5%		

643 New London

	January	February	March	April	May	June	July	August	September	October	November	December		
2017	641	582	675	619	678	643	564	684	588	574	537	442	7227	-26%
2018	430	508	502	492	565	541	644	654	583	775	629	595	6918	-4%
2019	582	535	661	632	709	616	527	622	445	562	448	422	6761	-2%
2020	485	436	466	260	266	394	456	412	404	467	343	343	4732	-30%
2021	359	273	393	377	361	417	505	504	467	356	282	309	4603	-3%
2022	269	269	325	338	279	430	436	577	477	578	576	473	5027	9%

2023	450	404	517	402	387	445	359	407	395	361	369	329	4825	-4%
2024	270	287	351	421	354	359	528	456	425	504	395	327	4677	-3%
2025	379	306	358	548	361	373	405	282	365	403			3780	
	40%	7%	2%	30%	2%	4%	-23%	-38%	-14%	-20%	7%	-1%		

644 Old Saybrook - Middletown

	January	February	March	April	May	June	July	August	September	October	November	December		
2017	700	622	647	709	787	710	631	850	909	980	801	688	9034	-9%
2018	662	721	732	776	816	737	750	801	732	844	645	543	8759	-3%
2019	613	645	656	642	592	474	539	591	609	760	584	452	7157	-18%
2020	513	526	367	151	148	227	315	307	340	390	261	208	3753	-48%
2021	194	139	219	305	281	303	301	355	404	378	409	334	3622	-3%
2022	278	379	418	415	443	541	551	528	526	459	456	408	5402	49%
2023	397	458	576	402	424	379	349	425	498	477	322	274	4981	-8%
2024	306	349	491	528	418	409	455	398	463	641	616	540	5614	13%
2025	541	421	436	509	508	451	555	352	598	577			4948	
	77%	21%	-11%	-4%	22%	10%	22%	-12%	29%	-10%	91%	97%		-100%

645 Madison - Middletown

	January	February	March	April	May	June	July	August	September	October	November	December		
2018								22	113	197	177	187	696	
2019	227	246	291	365	271	224	286	318	333	254	215	157	3187	
2020	237	220	194	124	154	200	222	226	215	239	319	306	2656	-17%
2021	232	212	281	302	291	269	323	261	324	275	360	358	3488	31%
2022	252	290	360	445	419	597	494	551	436	369	426	376	5015	44%
2023	456	419	519	386	445	460	476	592	476	628	530	460	5847	17%
2024	420	528	544	610	535	471	590	565	472	581	542	368	6226	6%
2025	387	433	357	480	480	411	349	405	444	462			4208	
	-8%	-18%	-34%	-21%	-10%	-13%	-41%	-28%	-6%	-20%	2%	-20%		

Shoreline Routes Total

	January	February	March	April	May	June	July	August	September	October	November	December		
2019	6221	5992	6607	6610	6791	5634	5787	5853	5482	6007	4865	4298	70147	
2020	5122	4951	3642	1235	1384	2241	2896	3214	3627	3886	2815	2529	37542	-46%
2021	2517	2192	2987	3227	3468	3868	4314	4252	4854	4571	4557	4165	44972	20%
2022	3346	3887	4320	5187	5013	5715	5674	5915	5672	5966	5685	4885	61265	36%
2023	5595	5073	6376	5215	5065	5083	4608	5193	6735	5344	5117	4540	63944	4%
2024	4894	4937	5879	6021	5873	5497	6283	5754	5178	6193	5242	4478	66229	4%
2025	4957	4569	5042	6097	5524	4795	5599	4108	5399	5658	0	0	51748	
	1%	-7%	-14%	1%	-6%	-13%	-11%	-29%	4%	-9%	2%	-1%		

581 Saybrook Rd (Mon - Sun)

	January	February	March	April	May	June	July	August	September	October	November	December	Total	
2022						4357	4423	4817	4707	5011	4934	4,577	32826	
2023	6231	5401	6204	3404	2991	3,196	3,123	3,368	2,981	2,774	2,311	2,204	44188	35%
2024	2762	2718	2977	2717	2891	3,132	2,513	3,934	3,880	4,437	3,835	3,856	39652	-10%
2025	3044	3908	4350	4401	4004	3,342	3,438	4,030	4,622	4,574			39713	
	10%	44%	46%	62%	38%	7%	37%	2%	19%	3%	66%	75%		

582 Wesleyan Hills (Mon - Fri)

	January	February	March	April	May	June	July	August	September	October	November	December		
2022						1594	1502	2090	1993	1893	2178	1,885	13135	
2023	1840	783	2029	1578	1212	1,256	1,179	1,483	1,338	1,341	1,530	1,105	16674	27%
2024	1037	1123	1250	1293	1011	1,135	1,082	1,429	1,381	1,457	1,422	1,245	14865	-11%
2025	1029	1302	1358	1554	1339	1,167	1,146	1,316	1,443	1,654			13308	
	-1%	16%	9%	20%	32%	3%	6%	-8%	4%	14%	-7%	13%		

583 Washington St (Mon - Sun)

	January	February	March	April	May	June	July	August	September	October	November	December		
2022						3299	3583	3699	3799	3694	3825	4,082	25981	
2023	3897	3352	4185	2200	2549	2002	1847	1996	1921	1924	2360	1289	29522	14%
2024	1339	1427	1577	1901	1765	1935	1831	2372	2630	2443	2764	2196	24180	-18%
2025	2136	2280	2309	2970	2633	2495	2197	2554	2360	2545			24479	
	60%	60%	46%	56%	49%	29%	20%	8%	-10%	4%	17%	70%		

584 Newfield St (Mon - Sun)

	January	February	March	April	May	June	July	August	September	October	November	December		
2022						5390	4868	5517	5872	5624	5781	5,954	39006	
2023	6094	5051	5637	3772	4235	3,432	3,394	3,427	3,598	2,546	3,162	2,901	47249	21%
2024	2880	2982	3042	3261	3510	3,149	3,401	3,896	3,495	4,299	4,751	4,888	43554	-8%
2025	4721	4350	5748	5652	6114	5,626	5,277	6,195	6,684	6,833			57200	
	64%	46%	89%	73%	74%	79%	55%	59%	91%	59%	50%	68%		

585 Westlake Dr (Mon - Fri)

	January	February	March	April	May	June	July	August	September	October	November	December		
2022						3910	4533	5507	5485	4759	4947	4,671	33812	
2023	6,040	4,818	6,417	2,988	2,969	3,704	3,104	4,111	3,041	3,275	3,301	2,952	46720	38%
2024	3,212	3,357	3,570	3,281	3,466	2,862	2,993	3,320	3,312	3,754	3,314	3,130	39571	-15%
2025	2,859	3,269	3,691	3,970	3,868	3,290	3,024	3,549	4,214	4,481			36215	
	-11%	-3%	3%	21%	12%	15%	1%	7%	27%	19%	0%	6%		

586 Portland/East Hampton

	January	February	March	April	May	June	July	August	September	October	November	December		
2022						592	468	535	424	467	460	454	3400	
2023	352	247	249	555	631	556	646	619	727	654	497	647	6380	88%
2024	560	476	508	556	547	477	430	259	416	503	403	358	5493	-14%
2025	277	273	365	482	534	575	515	574	626	621			4842	
	-51%	-43%	-28%	-13%	-2%	21%	20%	122%	50%	23%	-19%	-45%		

590 Middletown - Meriden (Mon - Sat)

	January	February	March	April	May	June	July	August	September	October	November	December		
2022						2491	2500	3373	3548	3793	3984	3,978	23667	
2023	4,233	3,954	4,748	3,175	2,691	2,676	2,589	2,598	2,378	2,209	1,648	2,137	35036	48%
2024	2,462	2,356	2,674	3,058	2,698	2,788	2,771	3,280	3,292	4,100	3,613	3,063	36155	3%
2025	2,962	3,209	3,489	3,932	3,597	3,326	3,211	3,532	4,409	4,579			36246	
	20%	36%	30%	29%	33%	19%	16%	8%	34%	12%	119%	43%		

Middletown Route Totals

	January	February	March	April	May	June	July	August	September	October	November	December		
2019					20770	18323	20032	22088	21953	21446	20873	19387		
2020		18736	23431	11543	11928	17129	14709	18564	20774	20043	14791	11492		
2021		10656	12382	13669	11494	12888	13202	13054	12950	13330	13756			
2022		12714	15600	18991	20781	22642	23022	26471	26610	26140	26744	26059	245774	
2023	29380	24321	29986	17786	17469	17067	16148	18009	16435	15593	15044	13554	201412	-18%
2024	14501	14735	15949	16203	16008	15478	15021	18490	18406	20993	20102	18736	190121	-6%
2025	17028	18591	21310	22961	22089	19821	18808	21750	24358	25287			194975	3%
	17%	26%	34%	42%	38%	28%	25%	18%	32%	20%	34%	38%		

Trolley

	January	February	March	April	May	June	July	August	September	October	November	December		
2019						68	245	528	0	0	0	0	841	
2020	0	0	0	0	0	7	46	73	41	0	0	0	167	-80%
2021	0	0	0	0	18	287	479	452	101	0	0	0	1337	701%
2022	0	0	0	0	41	284	199	148	96	0	0	0	768	-43%
2023	0	0	0	0	53	115	177	220	34	0	0	0	599	-22%
2024	0	0	0	0	10	154	109	118	20	0	0	0	411	-31%
2025	0	0	0	0	46	285	541	641	35	0	0	0	1548	277%
					360%	85%	396%	443%	75%					

XtraMile

	January	February	March	April	May	June	July	August	September	October	November	December		
2019					268	496	731	813	904	1049	1033	848	6142	
2020	1019	1108	852	595	670	821	876	885	925	1073	904	1,068	10796	
2021	853	869	1130	1218	1149	1294	1447	1391	1501	1566	1554	1,566	15538	44%
2022	1393	1724	1954	1955	1918	2047	2029	2108	2965	3206	3112	2,705	27116	75%
2023	2182	2422	2783	1980	1821	1793	1766	1825	1838	1743	1699	1,533	23385	-14%
2024	1383	1644	1695	1827	1861	1944	2324	2928	3415	4228	4398	3,502	31149	33%
2025	3788	5184	5259	6029	5451	4495	5001	4832	6283	7085			53407	71%
	174%	215%	210%	230%	193%	131%	115%	65%	84%	68%	159%	128%		
OTP	98.3%	100.0%	98.3%	99.1%	98.7%	98.7%	97.4%	97.5%	96.0%	96%	99.0%	98.7%		
Avg ETA	13.3	10.8	10.7	12.2	13.5	15.9	16.0	17.0	15.1	14.9	13.1	13.0		
Rating	4.9	4.9	4.9	4.9	4.9	4.9	4.8	5.0	4.9	4.9	4.9	4.9		

Dial-A-Ride

	January	February	March	April	May	June	July	August	September	October	November	December		
2017	818	678	932	750	805	736	765	813	748	753	731	646	9175	-10%
2018	713	768	785	948	1417	1020	931	957	698	999	880	932	11048	20%
2019	1212	1141	1198	1343	1272	1022	1138	1026	915	1099	866	779	13011	18%
2020	999	934	560	200	209	276	346	272	468	616	286	536	5702	-56%
2021	593	504	800	731	661	631	559	589	916	753	692	715	8144	43%
2022	606	661	829	746	750	709	856	834	754	690	722	664	8821	8%
2023	1442	1270	819	675	712	659	600	838	696	696	731	727	9865	12%
2024	639	739	814	856	878	727	816	828	753	977	782	827	9636	-2%
2025	685	722	823	830	701	639	620	600	686	698			7004	-27%
	7%	-2%	1%	-3%	-20%	-12%	-24%	-28%	-9%	-29%	7%	14%		
OTP	90.9%	89.4%	92.9%	92.1%	91.2%	90.3%	92.5%	92.7%	87.5%	92.5%	93.4%	91.6%		

ADA	January	February	March	April	May	June	July	August	September	October	November	December		
2019	0	0	0	0	0	0	0	7	13	42	49	51	46	208
2020	42	19	16	2	11	18	28	34	71	81	61	65	448	
2021	69	47	81	76	110	112	75	97	173	186	186	273	1485	231%
2022	216	168	193	167	204	223	1265	1099	740	994	1006	945	7220	386%
2023	776	703	1014	776	876	854	558	657	696	757	675	590	8932	24%
2024	704	529	538	613	687	657	684	648	581	717	535	476	7369	-17%
2025	598	580	658	676	699	705	698	762	704	752			6832	-7%
	-15%	10%	22%	10%	2%	7%	2%	18%	21%	5%	-21%	-19%		
OTP	90.4%	93.4%	94.4%	90.0%	91.2%	93.2%	91.9%	92.5%	86.5%	86.1%	89.3%	88.2%		

Total All Fixed Routes

	January	February	March	April	May	June	July	August	September	October	November	December		
2023	34975	29394	36362	23001	22598	22283	21025	23442	23205	20937	20161	18094	295477	
2024	19395	19672	21828	22224	21891	21129	21413	24362	23604	27186	25344	23214	271262	-8%
2025	21985	23160	26352	29058	27659	24901	24948	26499	29792	30945			265299	-2%
	13%	18%	21%	31%	26%	18%	17%	9%	26%	14%	26%	28%		

Total All Demand Response

	January	February	March	April	May	June	July	August	September	October	November	December		
2023	4400	4395	4616	3431	3409	3306	2924	3320	3230	3196	3105	2850	42182	
2024	2726	2912	3047	3296	3426	3328	3824	4404	4749	5922	5715	4805	48154	14%
2025	5071	6486	6740	7535	6851	5839	6319	6194	7673	8535	0	0	67243	40%
	86%	123%	121%	129%	100%	75%	65%	41%	62%	44%	84%	69%		

Monthly Totals

	January	February	March	April	May	June	July	August	September	October	November	December	Total	
2017	7724	7276	8365	7524	8314	8104	7401	8004	7271	7571	7004	6379	90937	-14%
2018	6433	6621	6930	7300	8313	7440	7618	8119	6979	8599	7186	6558	88096	-3%
2019	7439	7141	7806	7953	8335	7221	7918	8246	7364	8215	6826	5981	90445	3%
2020	7188	7020	5071	2032	2278	3364	4202	4491	5153	5667	4077	4207	54750	-39%
2021	4044	3612	4998	5252	5411	6278	6971	6846	7563	7076	6989	6719	71,759	31%
2022	5561	6440	7296	8055	7960	8978	33047	36576	36836	36996	37269	35258	260,273	263%
2023	39375	33789	40978	26432	26007	25589	23949	26762	26435	24082	23177	20893	337,468	30%
2024	22121	22584	24875	25520	25307	24303	25128	28648	28333	33108	31059	28019	319,005	-5%
2025	27056	29646	33092	36593	34464	30455	30726	32052	37430	39480	0	0	330,994	4%
	22%	31%	33%	43%	36%	25%	22%	12%	32%	19%	34%	34%		

Aug-25
Customer Service Report

Call Report by Queue

	Inbound Calls	Answered	Abandoned	Avg Handle Time	Avg Wait Time	Longest Wait Time
Dial A Ride CQ	855	740	115	2:11	:36	6:43
Fixed/General	1272	1074	198	1:30	:26	15:04
Paratransit CQ	207	192	15	2:19	:28	4:27
Xtra Mile CQ	1942	1833	109	1:08	:43	7:14
Total	4276	3839	437	1:30	:36	15:04

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
AAA Reg										3
App			8	0	8	0	0	8	0	8
Booking Req										21
Bus Stop	1	0	0	0	0	1	1	0	0	1
Credit Decline										90
Driver Safety	2	1	0	1	0	2	3	0	0	3
Encompass										5
Fares	0	0	6	0	6	0	0	6	0	6
FOI										23
General										2
Newsletter Reg										1
No-Show	0	1	0	0	0	1	1	0	0	1
Office Staff	1	1	0	0	0	2	2	0	0	2
OTP	0	1	1	1	0	1	2	0	0	2
Pass-by	2	0	0	1	0	1	2	0	0	2
Question										0
Modification										0
Routing	1	1	0	0	2	0	0	2	0	2
Rudeness	0	2	0	0	0	2	2	0	0	2
Sales										0
Service Change	0	0								1
Tap Red Fare										5
Ticket Order										7
Website			0	0	0	0				0
Vehicle Clean	0	0					0	0	0	0
Total	6	7	7	3	8	9	12	8	0	184

Sources of Feedback

Facebook	1	1%
Email	172	92%
Phone	12	6%
Twitter	1	1%
Mail	0	0%
Total	186	

Feedback Handling Time (hours)

First Response	20:26
Resolution	32:46

Sep-25
Customer Service Report

Call Report by Queue

	Inbound Calls	Answered	Abandoned	Avg Handle Time	Avg Wait Time	Longest Wait Time
Dial A Ride CQ	936	806	130	2:01	:34	9:11
Fixed/General	1273	1082	191	1:46	:26	7:03
Paratransit CQ	263	242	21	1:50	:37	5:52
Xtra Mile CQ	1890	1786	104	1:03	:30	8:30
Total	4362	3916	446	1:30	:30	9:11

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
AAA Reg										4
App			10	0	10	0	0	10	0	10
Booking Req										18
Bus Stop	2	0	0	0	1	1	1	1	0	2
Credit Decline										60
Driver Safety	2	3	0	3	2	0	5	0	0	5
Encompass										5
Fares	0	3	3	0	5	1	1	5	0	6
FOI										0
General										17
Newsletter Reg										1
No-Show	0	1	0	1	0	0	1	0	0	1
Office Staff	0	0	0	0	0	0	0	0	0	0
OTP	0	0	0	0	0	0	0	0	0	0
Pass-by	3	0	0	2	0	1	3	0	0	3
Question										0
Modification										1
Routing	0	3	4	0	7	0	0	7	0	7
Rudeness	0	1	0	0	0	1	1	0	0	1
Sales										0
Service Change	1	1								2
Tap Red Fare										0
Ticket Order										10
Website			0	0	0	0				0
Vehicle Clean	1	0					1	0	0	1
Total	6	12	7	6	14	3	11	12	0	150

Sources of Feedback

Facebook	0	0%
Email	145	94%
Phone	9	6%
Twitter	0	0%
Mail	0	0%
Total	154	

Feedback Handling Time (hours)

First Response	20:57
Resolution	81:28

**Oct-25
Customer Service Report**

Call Report by Queue

	Inbound Calls	Answered	Abandoned	Avg Handle Time	Avg Wait Time	Longest Wait Time
Dial A Ride CQ	1006	869	137	2:01	:37	15:04
Fixed/General	1456	1238	218	1:40	:28	9:52
Paratransit CQ	255	235	20	2:13	:36	8:10
Xtra Mile CQ	2286	2160	126	1:05	:33	8:26
Total	5003	4502	501	1:29	:33	15:04

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
AAA Reg										
App			8	0	8	0	0		0	8
Booking Req										21
Bus Stop	1	0	0	0	0	1	1	0	0	1
Credit Decline										90
Driver Safety	2	1	0	1	0	2	3	0	0	3
Encompass										5
Fares	0	0	6	0	6	0	0	6	0	6
FOI										23
General										2
Newsletter Reg										1
No-Show	0	1	0	0	0	1	1	0	0	1
Office Staff	1	1	0	0	0	2	2	0	0	2
OTP	0	1	1	1	0	1	2	0	0	2
Pass-by	2	0	0	1	0	1	2	0	0	2
Question										0
Modification										0
Routing	1	1	0	0	2	0	0	2	0	2
Rudeness	0	2	0	0	0	2	2	0	0	2
Sales										0
Service Change	0	0								1
Tap Red Fare										5
Ticket Order										7
Website			0	0	0	0				0
Vehicle Clean	0	0					0	0	0	0
Total	6	7	7	3	8	9	12	8	0	184

Sources of Feedback

Facebook	5	3%
Email	136	88%
Phone	13	8%
Twitter	0	0%
Mail	0	0%
Total	154	

Feedback Handling Time (hours)

First Response	20:22
Resolution	39:37

Estuary Transit District
Cost Reduction Scenarios
Dec-25

Fixed Route SFY 26 Total	\$3,650,427
GSI SFY 26 Total	\$747,317
Total	\$4,397,744
6% Savings Goal	\$263,865
8 % Savings Goal	\$351,820
11% Savings Goal*	\$483,752

*Includes 8% goal plus 3% inflation

Notes:

Any service reductions cannot disproportionatly impact any one division.

Board and public will prefer a fare increase to mitigate service reductions.

Any final cost reductions or revenue increase subject to public hearing and board approval.

Any cost savings are rough estimates based on average hourly costs across all programs.

Any cost reduction target must be combined with inflation to determine total reduction required.

Sunday service is only 1 year old and still growing.

Cost Reductions with a \$.25 Base Fare Increase

Fare Increase	Estimated New Revenue
\$.25 Base Fare Inrease	\$35,000
6% Savings Goal with Fare Increase	\$228,865
8 % Savings Goal with Fare Increase	\$316,820
11% Savings Goal with Fare Increase	\$448,752

Service Name	Reduction Description	Service Description	Estimated Trips Impacted Annually	Impact	Impact Severity	Total**	State Share**
Routes 642 & 640	Eliminate Route 640. Route 642 to run 9:30 am until 4:00 pm weekdays and eliminate Saturdays.	Local fixed route service in Old Saybrook, Deep River & Essex	4,200	Route is predominantly seniors, people with disabilities and low to moderate income. Essex would lose all service, Old Saybrook would lose service, and both towns would have no service in downtowns. The regional 9 town senior center would lose all route service.	High	\$ 150,430	\$ 124,857
Route 581/582	Eliminate 581/582 on nights and weekends	Night and weekend route serving Saybrook Rd and southern Middletown	9,600	Southern Middletown, including two commerical corridors and a large senior and disabled housing complex, and Middlesex Community College would have no evening or weekend service.	High	\$ 169,400	\$ 143,990
Sunday Service	Eliminate Sunday service on all routes (581/582, 583, 584/585, 586, 590 and 641)	Sunday fixed route and ADA paratransit service in Middletown and Old Saybrook to Madison on Route 1	13,208	Would leave entire district with no Sunday travel options, resulting in transit users losing employment opportunities	Severe	\$ 324,100	\$ 324,100

**Annualized total

Estuary Transit District Proposed Town Dues FY 2026-2027

Town	TYPE	FY 25-26	FY 26-27	
		Current	3%	Increases (\$)
CHESTER		\$ 8,700	\$ 8,960	\$ 260
CLINTON		\$ 50,530	\$ 52,045	\$ 1,515
CROMWELL	FIXED	\$ 4,505	\$ 4,640	\$ 135
DEEP RIVER		\$ 12,075	\$ 12,440	\$ 365
DURHAM	DAR	\$ 21,080	\$ 21,710	\$ 630
EAST HAMPTON	DAR	\$ 38,760	\$ 39,925	\$ 1,165
EAST HAMPTON	RURAL	\$ 21,920	\$ 22,575	\$ 655
ESSEX		\$ 23,215	\$ 23,910	\$ 695
KILLINGWORTH		\$ 10,995	\$ 11,325	\$ 330
LYME		\$ 3,810	\$ 3,925	\$ 115
MADISON		\$ 3,935	\$ 4,050	\$ 115
MIDDLEFIELD	DAR	\$ 18,780	\$ 19,345	\$ 565
MIDDLETOWN	FIXED	\$ 335,655	\$ 345,725	\$ 10,070
MIDDLETOWN	DAR	\$ 98,465	\$ 101,415	\$ 2,950
OLD LYME		\$ 18,240	\$ 18,785	\$ 545
OLD SAYBROOK		\$ 35,845	\$ 36,920	\$ 1,075
PORTLAND	DAR	\$ 31,990	\$ 32,950	\$ 960
PORTLAND	RURAL	\$ 12,325	\$ 12,695	\$ 370
WESTBROOK		\$ 17,825	\$ 18,360	\$ 535
TOTAL		\$ 768,650	\$ 791,700	\$ 23,050

ESTUARY TRANSIT DISTRICT
Salary Increases \$.50 as of January 1, 2026

6 months Salary Increases

	Drivers Union	Drivers None Union	Dispatchers	Supervisors	TOTAL
Salary	\$ 18,735	\$ 11,515	\$ 3,575	\$ 3,575	\$ 37,400
Benefits	\$ 3,995	\$ 2,455	\$ 763	\$ 763	\$ 7,975
Total	\$ 22,730	\$ 13,970	\$ 4,338	\$ 4,338	\$ 45,375

12 months Salary Increases

	Drivers Union	Drivers None Union	Dispatchers	Supervisors	TOTAL
Salary	\$ 37,470	\$ 23,030	\$ 7,150	\$ 7,150	\$ 74,800
Benefits	\$ 7,991	\$ 4,909	\$ 1,525	\$ 1,525	\$ 15,950
Total	\$ 45,460	\$ 27,939	\$ 8,675	\$ 8,675	\$ 90,750

Summary of changes to Drug & Alcohol Policy*

December 2025

Section 4.1 – Definitions

Page 6: Direct Observation

DIRECT OBSERVATION collections must be observed by the same gender as the employee, and are authorized and required when:

- The employee attempts to tamper with his or her specimen at the collection site.
 - The specimen temperature is outside the acceptable range;
 - The specimen shows signs of tampering ~ unusual color / odor / characteristic; or
 - The collector finds an item in the employee’s pockets or wallet which appears to be brought into the site to contaminate a specimen; or the collector notes conduct suggesting tampering.
- The Medical Review Officer (MRO) orders the direct observation because:
 - The employee has no legitimate medical reason for certain atypical laboratory results; or
 - The employee’s positive or refusal [adulterated / substituted] test result had to be cancelled because the split specimen test could not be performed (for example, the split was not collected).
- The test is a Follow-Up test or a Return-to-Duty test.

Page 7: Evidential Breath Testing Device

EVIDENTIAL BREATH TESTING DEVICE (EBT) is a device approved by the National Highway Traffic Safety Administration (NHTSA) for the evidential testing of breath alcohol, placed on NHTSA’s Conforming Products List (CPL) for “Evidential Breath Measurement Devices” and identified on

the CPL as conforming with the model specifications available from NHTSA's Traffic Safety Program.

Section 9.1 – Refusal To Test

Page 13, third bullet:

Failure to provide a specimen for any drug test, except in the case of the employee leaving the site before a pre-employment test has begun; (§ 40.191(a)(3))

Page 14, tenth bullet:

Possess or wear a prosthetic or other device that could be used to interfere with the collection process."; (§ 40.191(a)(10))

*Full policy may be viewed at: [DRUG & ALCOHOL POLICY](#)

Summary of Changes to Procurement Policy*
December 2025

IV. MISCELLANEOUS, EMERGENCY AND INCIDENTAL PURCHASES

Pages 16-17 10. Diesel Fuel Procurement Policy

The proposed policy establishes a streamlined process for purchasing bulk fuel while maintaining necessary financial controls and transparency. All annual fuel expenses will continue to be reviewed and authorized through the approved operating budget. Fuel procurement will follow standard competitive purchasing requirements, including bids, quotes, or joint purchasing agreements. However, the fuel contract will not require approvals due to the requirements of the oil commodities market making it necessary to approve the contract within hours of receiving the quotes. Individual fuel purchases will no longer require an AFE if there is an existing contract; authorization by the Executive Director will meet internal approval standards. All transactions will be tracked in the maintenance system, and detailed purchasing reports will be available to the Board upon request.

***Full policy may be viewed at:** [Estuary purchasing procedures.doc](#)

Estuary Transit District BOARD OF DIRECTORS

Leslie Strauss, Chair
Joan Gay, Vice Chair
Charles Norz, Treasurer
Timothy C. Griswold, Secretary

91 N. Main Street • Middletown, Connecticut 06457
Telephone (860) 510-0429

Members

Michelle Benivegna
David Cox
DG Fitton
John Hall
James Irish
David Lahm
Beverly Lawrence
Christine Marques
Robert McGarry
Michael Pelton
Brendan Rea
Kathryn Russell

2026 Schedule of Regular Meetings

The following is a schedule of regular meetings of the Board of Directors of the Estuary Transit District for the 2025 calendar year, filed in accordance with Connecticut General Statute 14 Sec 1-225 b. The Estuary Transit District meets on the second Friday of every other month at 9:00 AM.

February 13, 2026

April 10, 2026

June 12, 2026

August 14, 2026

October 9, 2026

December 11, 2026*

Location: Estuary Transit District, Conference Room
91 N. Main Street
Middletown, CT 06457

*December 11, 2026, meeting will be held at 10:00 AM