



**ESTUARY TRANSIT DISTRICT
REGULAR BOARD MEETING**
ETD Offices, 91 N. Main St, Middletown, CT
with Remote Options
June 13, 2025 at 9:00 AM

AGENDA

- I. Call to Order — L. Strauss, Chair
- II. Roll Call — T. Griswold, Secretary
 1. Welcome New Member Town
- III. Visitors' Comments as They Pertain to Agenda Items
 1. Bus Stop Project -- Eli Arthurs, Wesleyan Institute for Policy Founder and Co-Director of Urban Policy Research
- IV. Secretary's Report — T. Griswold
 - [1.](#) Acceptance of Board Meeting Minutes of April 11, 2025
 - [2.](#) Acceptance of Expansion Committee Meeting Minutes of April 11, 2025
 - [3.](#) Acceptance of Special Board Meeting Minutes of April 29, 2025
 - [4.](#) Acceptance of Special Finance Committee Meeting Minutes of May 20, 2025
 - [5.](#) Acceptance of Special Board Meeting Minutes of May 23, 2025
 - [6.](#) Acceptance of Transit Advisory Committee Meeting Minutes of June 10, 2025
 - [7.](#) Acceptance of Facilities Committee Minutes of June 10, 2025
 - [8.](#) Acceptance of Finance Committee Minutes of June 11, 2025
- V. Communications — T. Griswold
 - [1.](#) Haddam Membership
- 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. Nominating Committee — DG Fitton, Chair
 8. Personnel Committee — J. Hall, Chair

- 9. 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. Actuals
 - [2.](#) Cash Flow
- XI. Operations Director's Report — J. Whitcomb
 - [1.](#) Customer Service Report
 - 2. Ridership
- XII. Maintenance Director's Report — N. Kulakowski
- XIII. New Business
 - [1.](#) Approval of FY25-26 Budget
 - 2. Retreat Follow-up
 - [3.](#) By-Laws Amendment
 - [4.](#) Mission Statement
- XIV. Old Business
- XV. Chair Comments
- XVI. Board Members Comments
- XVII. Next Regular Meeting (ANNUAL MEETING) — August 8, 2025 at 9:00 AM with Remote Options
- XVIII. Adjournment

Join Zoom Meeting

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

Meeting ID: 856 5832 2438

Passcode: 322594

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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 RIVER VALLEY TRANSIT MEETING
RIVER VALLEY TRANSIT
REGULAR MEETING MINUTES
Friday, April 11, 2025
91 N. Main Street, Middletown CT and via ZOOM

CALL TO ORDER

Chairman Strauss called the meeting to order at 9:02 a.m. In attendance: Leslie Strauss, David Cox (ZOOM), DG Fitton, Tim Griswold (ZOOM), John Hall (ZOOM), Irene Haines (ZOOM), Beverly Lawrence (ZOOM), Christine Marques (ZOOM, partial meeting I – VIII), Charles Norz (ZOOM), Mike Pelton, Brendan Rae (ZOOM), and Kathryn Russell

Staff: Joe Comerford, Chris Denison (ZOOM), Mutez Enaab (ZOOM), Halyna Famiglietti, Brendan Geraghty, Lisa Gibson (ZOOM), and Jake Layman

Visitor(s): Dave Lee (ZOOM)

Board Members Absent: Michelle Beniveгна, Joan Gay, Jim Irish, and David Lahm

VISITOR'S COMMENTS – None.

Strauss noted that three items needed to be added to the Agenda.

DG Fitton made a motion, seconded by Kathryn Russell, to amend the agenda to include Item IV.5 the Acceptance of the Legislative Committee Meeting Minutes of February 28, 2025. Motion carried.

Fitton made a motion, seconded by Russell, to amend the agenda to include Item XIII.4 Approval of Proposed Route Changes. Motion carried.

Russell made a motion, seconded by Charles Norz, to amend the agenda to include item XIII.5 the formation of an Ad Hoc committee to discuss due structuring. Motion carried.

SECRETARY'S REPORT

Tim Griswold made a motion to accept the minutes of the 02/14/25 Expansion Committee Meeting as presented. Fitton seconded the motion. The motion passed unanimously.

John Hall made a motion to accept the minutes of the 02/14/25 Board Meeting as presented. Fitton seconded the motion. The motion passed unanimously.

John Hall made a motion to accept the minutes of the 4/8/25 Facilities Committee Meeting as presented. Norz seconded the motion. The motion passed unanimously.

Fitton made a motion to accept the minutes of the 04/09/25 Finance Committee Meeting as presented. Russell seconded the motion. The motion passed unanimously.

Christine Marques made a motion to accept the minutes of the 2/28/25 Legislative Committee Meeting as presented. Michael Pelton seconded the motion. The motion passed unanimously.

COMMUNICATIONS

None.

TREASURER’S REPORT – No report.

COMMITTEE REPORTS

Facilities

The minutes of the Facilities Committee, dated 4/8/25, were included in the Board packet. Joseph Comerford reported that a walk of the Westbrook property is being scheduled.

Hall made a motion to accept the Facilities Committee Report as presented. Marques seconded the motion. The motion passed unanimously.

FINANCE COMMITTEE

The minutes of the Finance Committee, dated 4/9/25, were included in the Board packet. The Committee has reviewed all financial documents and no issues were reported.

Fitton made a motion to accept the Finance Committee Report as presented. Russell seconded the motion. The motion passed unanimously.

MARKETING COMMITTEE

Joe Comerford reported that marketing efforts have focused on graphics for social media promoting the route expansion. Comerford will address the marketing of payment options besides Tap and Ride with SRMC.

Russell made a motion to accept the Marketing Committee Report as presented. Pelton seconded the motion. The motion passed unanimously.

LEGISLATIVE COMMITTEE

Comerford reported that the budget is being followed. Also being followed are the DOT Commissioner’s bill which would repeal Public Act 2240 which freezes transit district funding at FY24 levels and Senate Bill 1243 which provides free fares for veterans.

Russell made a motion to accept the Legislative Committee Report as presented. Fitton seconded the motion. The motion passed unanimously.

TRANSIT ADVISORY COMMITTEE

Griswold provided an update on the initiatives of the Committee including:

- Tap and Ride program – the program has seen consistent growth since its October launch.
 - Senior and disabled registration is now available.
 - The program is being actively marketed on the website, ad racks, posters, etc.
- Bus Stop Project – the transition from a flag stop system to a designated bus stop system was discussed. A vendor to replace old signs and install new signs, 4 new bus shelters and other amenities in the region has been selected.

Russell made a motion to accept the Transit Advisory Committee Report as presented. Griswold seconded the motion. The motion passed unanimously.

EXPANSION COMMITTEE

The minutes of the 2/14/25 Expansion Committee meeting were included in the Board's packet. Griswold reported that Haddam is seeking approval from the Board of Selectmen to join the district. Discussions with East Haddam continue. Long-term plans include discussions with Madison, Guilford and Cromwell to determine interest in joining.

Fitton made a motion to accept the Expansion Committee Report as presented. Norz seconded the motion. The motion passed unanimously.

PERSONNEL COMMITTEE – No report.

COG UPDATE – Brendan reported on COG initiatives as follows:

- Transit bills are being reviewed
- The THRIVE grant has been submitted.
- A Safe Streets and Roads for All Action Plan is being developed
- A vendor to study waste management in the region has been retained

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

EXECUTIVE DIRECTOR'S REPORT

Joe reported:

- Tap & Ride has been integrated with Token Transit, the district's mobile ticketing vendor.
- The 2024 capital grant has been executed. The grant contains \$1.6 million in capital funds for the purchase of 3 new small buses and additional fare box money, allowing the district to complete its fare box project.
- Fare Box Study – The State has asked the District to facilitate state-wide fare boxes. Specs are expected to be completed by the end of June at which time the State will go to bid.
- Electric Buses went out on the road for the first time last week.

- Swiftly App – The district is switching to Swiftly to analyze transit data and to create more accurate real-time information for passengers. The program will feed into the State transit app and integrate the microtransit app.

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

Russell made a motion to accept the Executive Director's Report as presented. Fitton seconded the motion. The motion passed unanimously.

Christine Marques left the meeting.

TRANSIT PLANNER REPORT

Brendan provided the following information:

- 2025 Service Changes to go into effect at the end of May
 - Route 640, 642, 644 and 645 deviated route to fixed-route with accompanying ADA service
 - Issues with staying on time when deviations occur
 - Route 644 Saturday Service expansion
 - Route 643 will be commuter service, with no deviations
 - Route changes and tweaks to improve on-time performance and efficiency
 - More service will be added to Deep River. He will present information at the next Deep River Board of Selectmen meeting
- Expansion Ridership Review
 - Xtra Mile:
 - Middletown: 2000 riders in February
 - Madison and Guilford: steadily growing; growth mirrors Old Saybrook with 60-80 rides a day. 10k rides were reached last week since inception on May 20, 2024.
 - East Hampton: slow to grow, slight uptick recently reaching 20 rides on busiest day
 - Fixed Route Expansion:
 - Weeknight: Average 200-250 riders (10-15 riders each night) in February
 - Saturday: Average 100 riders each Saturday in February
 - Sunday: Average 170 riders each Sunday in February
- Bus Stop Project
 - A vendor has been selected
 - Stops are being finalized and reviewed
 - Permitting has been a hurdle

- Laurie McElwee, Regional Mobility Manager (mobility ombudsman) formerly employed by the Kennedy Collective will join the staff on May 1

Fitton made a motion to accept the Transit Planner's Report as presented. Pelton seconded the motion. The motion passed unanimously.

FINANCE DIRECTOR'S REPORT

Copies of the financial reports were included in the Board's packet. No issues reported.

Famiglietti reported that several grant applications have been completed and submitted. Work will begin on the 25/26 budget. A Special Finance Committee meeting and a Special Board Meeting will be scheduled for May.

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

Fitton made a motion to accept the Finance Director's Report as presented. Russell seconded the motion. The motion passed unanimously.

OPERATIONS DIRECTOR'S REPORT

Ridership and Customer Service figures were included in the Board's packet.

Jake Layman reported:

- the District is still hiring drivers and is in need of a dispatcher
- On-demand ridership continues to grow
- Ridership on the fixed routes has been consistent
- In March, 8 valid complaints were received, average wait time was 35 seconds and average handle time was 1 minute, 40 seconds

John Hall made a motion to accept the Operations Director's Report as presented. Russell seconded the motion. The motion passed unanimously.

MAINTENANCE DIRECTOR'S REPORT

Comerford reported:

- A second full-time mechanic has been hired, making the maintenance department fully staffed
- Progress is being made with preventative maintenance with 22 services being performed last month
- The electric bus manufacturer has been on site installing third party equipment on the buses

Strauss made a motion to accept the Maintenance Director's Report as presented. Norz seconded the motion. The motion passed unanimously.

NEW BUSINESSCOMMITTEE APPOINTMENTS

Strauss reminded members that they are required to serve on at least one committee.

REVIEW of BY-LAWS and BOARD POLICIES REVISIONS

Copies of the revised By-laws and Board Policies were included in the Board's packet.

The Board reviewed and discussed the revisions, with David Cox suggesting further changes.

Pelton made a motion to approve the By-laws and Policies as presented and revised. Fitton seconded the motion. The motion passed unanimously.

RESOLUTION NO. 25-009

Tim Griswold made the following motion:

WHEREAS, bids for an experienced Contractor to satisfy Estuary Transit District's need for bus signs, poles, and shelter installation for its fixed and deviated-fixed route services were solicited and opened on March 20, 2025;

BE IT RESOLVED, that K5 Corporation. be awarded the bid to assume responsibility for the aforementioned tasks;

RESOLVED FURTHER, that the Executive Director, Joseph Comerford, hereby is authorized on behalf of the Estuary Transit District to negotiate and execute all necessary contract documents with K5 Corporation in an amount not to exceed four hundred fifty thousand dollars (\$450,000.00).

Fitton seconded the motion. The motion passed unanimously.

APPROVAL OF PROPOSED ROUTE CHANGES

Fitton made a motion, seconded by Russell, to approve the route changes as presented. The motion passed unanimously.

FORMATION OF AD-HOC COMMITTEE

Griswold made a motion, seconded by Fitton, to add the responsibility of devising a formula to calculate due structure to the Expansion Committee. The motion passed unanimously.

OLD BUSINESSBoard Retreat

Strauss introduced David Lee, facilitator. The agenda and materials for the Retreat will be forwarded to Board members.

CHAIR COMMENTS – None.

BOARD MEMBER COMMENTS – None.

NEXT REGULAR MEETING - 6/13/25

Strauss made a motion to adjourn the meeting at 11:11 a.m. Russell seconded the motion. The motion passed unanimously.

Respectfully submitted,

Christina Denison
Clerk

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

Section IV, Item 2.

ESTUARY TRANSIT DISTRICT
EXPANSION COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Option
FRIDAY, APRIL 11, 2025, at 8:00 AM

CALL TO ORDER

The meeting was called to order by Timothy C. Griswold, Chair, at 8:02 a.m.

ROLL CALL

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

Also in attendance: Staff: Joe Comerford, Christina Denison, Brendan Geraghty and Leslie Strauss, Board Chair (partial meeting, arrived IV. Old Business, item 3)

ACCEPTANCE OF EXPANSION COMMITTEE MEETING MINUTES OF FEBRUARY 14, 2025

DG Fitton made a motion, seconded by Tim Griswold to accept the minutes of February 14, 2025.

OLD BUSINESS

Update on Haddam Membership

Haddam's First Selectman is seeking approval from the Town to join the District by the end of FY25.

Discussion of Potential Membership of East Haddam

Griswold will schedule a meeting with the East Haddam selectwoman upon his return to Connecticut.

Discussion of Potential Membership of Madison and Guilford

The impact of the Xtra Mile pilot program on potential membership was discussed. The committee will schedule a planning session to discuss the best way to approach each town.

Potential membership of Cromwell and expansion into other towns were also discussed.

NEW BUSINESS

Fitton proposed that the scope of the Expansion Committee be expanded to include an evaluation and recommendation of the due structure for all towns. Discussion followed. Proposal to be presented to the full Board.

ADJOURNMENT

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

Next Meeting—Friday, June 13, 2015, at 8:00 a.m. preceding the Board meeting.

Respectfully submitted,

Christina Denison
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT ESTUARY TRANSIT DISTRICT MEETING
ESTUARY TRANSIT DISTRICT
SPECIAL MEETING MINUTES
Tuesday, April 29, 2025 @ 9:00 a.m.
Chester Meeting House, 4 Liberty Street, Chester, CT

Pre-ceding the Retreat a continental breakfast was served starting at 9:00 a.m.

In attendance: Leslie Strauss, David Cox, DG Fitton, Joan Gay, Timothy Griswold, John Hall, Beverly Lawrence, Christine Marques, Charles Norz, Michael Pelton, and Kathryn Russell

Staff: Joe Comerford, Christina Denison, Halyna Famiglietti, Brendan Geraghty, Nick Kulakowski, and Jared Whitcomb

Guests: David Lee

Absent: Michelle Benivegna, Jim Irish, David Lahm and Brendan Rae

Welcome and Introductions

Chairman Strauss opened the Retreat at 10:03 a.m. by welcoming everyone to the Chester Meeting House and giving a brief history of the venue. She introduced David Lee, Facilitator.

MISSION STATEMENT DEVELOPMENT

Participants discussed the district's mission and values, developing a list of points to be included:

- Access – RVT provides economical, affordable mobility to essential services
- Safe and reliable
- Empowering people
- Seamless, multimodal connections
- Historical role (maybe introductory point?)
- Delete sustainability and energy conservation?

STAKEHOLDERS and CHANGING CONDITIONS

The impact of future economic and societal conditions on transportation was discussed, including:

- Economics – towns losing transit-dependent population
- Lack of attractive housing options for young families
- Modest growth at best
- Getting to work, and for transit-dependents, getting everywhere else
- Small employers
- "People can't afford to live where they work."
- Potential for microtransit
- What are the economic drivers in the region?

- Hospitals
- Logistics
- Local government
- Small manufacturers
- A few larger manufacturers
- Service workers
- Hospitality
- Potential AI applications for multi-modal trip planning, paratransit scheduling, etc.

SWOT ANALYSIS

Participants discussed opportunities to expand into other towns and developed a list of facility issues considered to be strengths and weaknesses and threats:

- EXTERNAL GROWTH OPPORTUNITIES
 - Connectivity with other bus and rail services
 - Improving customer experience
 - Statewide unified fare structure and fare media (a long-time “holy grail”)
 - Schedule coordination with other bus and rail operators
 - Completing implementation of the bus study for RVT
 - Potential for express-type service to New Haven, airports (potential to link more directly with the Hartford Line as feeder to BDL, once CTDOT arranges for traveler-friendly shuttle between Windsor Locks station and BDL)
 - Creative solutions to terminal limitations in downtown Middletown
 - Planning for new shoreline facility
 - Possible expansion to other non-member towns
 - Could CTDOT see RVT as a more efficient operator of the Meriden division?
- STRENGTHS
 - Senior staff – knowledgeable, leadership, a great team
 - Employee morale; courteous to the public
 - Board members – effectively work together, engaged, connected (with local elected officials, state legislators, local employers)
 - Good services
 - Strong financial position; effective financial management
 - Excellent working relationship with CTDOT; confidence of CTDOT in RVT to “get things done that other CT operators and DOT staff cannot”
 - Modern (website, cutting-edge fare collection, microtransit)
 - Relationship with Wesleyan University; microtransit
 - RVT attorney is a great resource
- WEAKNESSES (Opportunities for Improvement)
 - Facilities
 - Maintenance capacity of Middletown garage
 - Condition and capacity at the downtown terminal
 - Need for a shoreline facility
 - Maintenance facilities and equipment needed to service the RVT fleet more effectively than relying on outside providers

- Union vs. Non-union workforce creates administration challenges
- Challenge to attract and retain good employees, especially skilled technicians
- Frequency and span of service
- EXTERNAL THREATS
 - Uncertainty about financing for transit at both the state and federal levels; chaos regarding federal requirements
 - Possible changes at CTDOT that could undermine currently excellent working relationships
 - Unrealistic demands by CTDOT, legislature (e.g., electric bus mandate)
 - Unfunded mandates (e.g., fares)
 - Competition in the labor market for skilled employees
 - Public perceptions – “People don’t want to pay for services.”
 - Transit budget must compete with other State-funded services
 - Shift in work trips

LUNCH

STRATEGIES and ACTION PLANS

Future goals and action plans were discussed:

- STRATEGIC PRIORITIES FOR THE NEXT 3-5 YEARS
 - Services
 - Connections with other bus and rail providers; coordinating schedules
 - New microtransit initiatives
 - Explore potential for express services to New Haven and airports
 - Work with CTDOT to implement a unified fare structure for all transit
 - Facilities
 - New shoreline facility
 - Middletown maintenance facility
 - Middletown terminal
 - Dues formula for members (both current and new)
 - Communications strategy; public relations

CLOSING REMARKS

David Lee thanked everyone for their participation and contributions and summarized key action items and the next steps. Strauss thanked Lee for facilitating the event. Strauss will draft a Mission Statement for review at the next regular Board meeting on Friday, June 13 at 9:00 a.m.

The meeting was adjourned at 1:35 p.m.

Respectfully submitted,
Christina Denison, Clerk

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

Section IV, Item 4.

ESTUARY TRANSIT DISTRICT
SPECIAL FINANCE COMMITTEE MEETING
RVT ADMINISTRATIVE OFFICES, 91 N. MAIN STREET, MIDDLETOWN, CT
WITH REMOTE OPTIONS
TUESDAY, MAY 20, 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 (partial meeting, Items 3-6), Charles Norz and Kathryn Russell

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

DISCUSSION OF FY24-25 BUDGET

Copies of the proposed budget FY25-26 were included in the meeting packet.

Halyna Famiglietti presented an overview of the budget and explained the budget process. She was available to answer questions from members.

DG Fitton made a motion to accept the proposed FY25-26 budget as presented and to recommend publication of the budget to the full Board at the next Board meeting. Russell seconded the motion. The motion passed unanimously.

ADJOURNMENT

On a motion made by Fitton and seconded by Norz, the meeting was adjourned at 9:26 a.m.

Next Regular Meeting—June 12, 2024, at 9:00 a.m.

Respectfully submitted,

Christina Denison
Clerk

These minutes are subject to approval at the next Estuary Transit District Meeting

ESTUARY TRANSIT DISTRICT
SPECIAL BOARD MEETING
MIDDLETOWN OPERATIONS FACILITY
91 N. MAIN STREET, MIDDLETOWN, CT
WITH REMOTE OPTIONS

FRIDAY, MAY 23, 2025
10:00 A.M.

CALL TO ORDER

The meeting was called to order by Leslie Strauss, Chairman, at 10:01 a.m.

ROLL CALL

A quorum was established with the following board members present: David Cox (Zoom), DG Fitton (Zoom), Joan Gay (Zoom), Tim Griswold (Zoom), John Hall (Zoom), Jim Irish (Zoom), David Lahm (Zoom), Beverly Lawrence (Zoom), Charlie Norz (Zoom), Michael Pelton (Zoom), Kathryn Russell (in person) and Leslie Strauss (Zoom).

Absent: Michelle Benivegna, Christine Marques and Brendan Rae

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

New Business

Approval to Publish FY 23/24 Budget

Copies of the proposed budget FY25-26 were included in the meeting packet.

Charlie Norz presented an overview of the budget detailing a 6.7% increase over the previous year. Halyna Famiglietti explained that the proposed budget includes new funding for various services and a 3% increase in existing services and explained the budget process.

Kathryn Russell made a motion to approve the FY 25-26 budget as presented for publication purposes. Norz seconded the motion. The motion passed unanimously.

Bus Authorizing Resolution

DG Fitton made a motion that the Executive Director, Joseph Comerford, hereby is authorized on behalf of the Estuary Transit District to negotiate and execute all necessary contract documents required to purchase up to three (3) body-on-chassis buses for the Estuary Transit District from Coach and Equipment in an amount not to exceed four-hundred ninety-two thousand, seven hundred fifty-nine dollars (\$492,759.00). David Lahm seconded the motion. The motion passed unanimously.

NEXT REGULAR MEETING – June 13, 2025 @ 9:00 a.m.

ADJOURNMENT

Fitton made a motion, seconded by Michael Pelton, to adjourn the meeting at 10:10 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
TUESDAY, JUNE 10, 2025, at 9:00 AM

I. CALL TO ORDER

The meeting was called to order by Timothy C. Griswold, Chair at 9:02 a.m.

II. ROLL CALL

A quorum was established with the following committee members present: Courtney DiMenna, Student Support Manager, Vista Life Innovations (via ZOOM); Heather Granja, ACES Early Head Start Program Coordinator (via ZOOM); Timothy C. Griswold; Committee Chair and Board Secretary (via ZOOM); Beverly Lawrence, ETD Board Member (via ZOOM); Laurie McElwee, South Central Connecticut Regional Mobility Manager (via ZOOM); and Holly Marrero, East Hampton Senior Center Director (partial meeting, III.3 to VI, via ZOOM)

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

Absent: Tim Kellogg, Head of Public Services, E.E. Scranton Memorial Library, Madison and ETD rider, and Artha Slade, Middletown Resident and ETD rider

III. OLD BUSINESS

Geraghty reported:

1. Comments on Xtra Mile Expansion Anniversary –

- Total expansion ridership of 26,810 with strong ridership in Middletown (11,785) and Madison/Guilford (13,066). East Hampton has been underperforming but is showing recent improvement.
- 1,300 unique riders have used the service
- Average rating of 4.9 out of 5 stars
 - 1-star ratings: 44
 - 5-star ratings: 13,193
- The State is currently developing a system to review all the microtransit programs statewide to determine which will be funded following the 2-year pilot program.

2. Bus Shelter Project Update –

- Bus shelter zoning amendment passed Middletown Planning and Zoning Committee
- New guidance for process of approving bus shelter installations
 - Public notice and meeting requirements
 - Proof of public good
- 4 locations remain: Stonycrest Towers, Newfield Towers, Fedex and High & William Street (Wesleyan)
- The June 25 Middletown Zoning meeting is being targeted for further progress with the aim of having shelters installed before winter.

3. Bus Stop Project Update –

- K-5 Corporation has been chosen to install the signs.
- Stop locations are being finalized with many factors being considered including sidewalk presence, lighting, ADA compliance and crosswalks/intersections.
- GPS fieldwork is being done to get the exact location and stop attributes. On on-line database will be created for future planning and maintenance.
- The transition from a flag system to a bus stop system will be gradual.

Geraghty was available to respond to any questions/comments.

IV. NEW BUSINESS

1. Acceptance of Meeting Minutes of February 11, 2025- Granja made a motion, seconded by Lawrence and unanimously approved to accept the meeting minutes of February 11, 2025.
2. Recent Service Changes- Geraghty reported that new schedules went into effect at the end of May emphasizing improvements for residents in Old Saybrook, Chester, Deep River and Essex. He also mentioned adjustments to some routes in Middletown and noted that some flex routes are now fixed routes with ADA paratransit. He noted that new Ride Guides are available for distribution.

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

VI. ADJOURNMENT

McElwee made a motion; seconded by Lawrence and unanimously approved to adjourn the meeting at 10:01 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, June 10, 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, Jim Irish, and Christine Marques

Absent: John Hall

Also in attendance: Staff: Joe Comerford and Christina Denison

Board Members: 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 –

- Maps of the property have been prepared and will be forwarded to the City for review. Once reviewed by the City, compensation can be determined.
- The consultant has been given a PO to study wetland soils. Approval is needed from the railroad and a permit is needed to access the property.
- The garage facility is moving forward to design.
- Discussions with FTA regarding the disposal of property with useful life is needed.

Electrification of buses – Both buses have been out on the road for about 2 months.

Shoreline Facility –

- It is anticipated that the Flat Rock Place property will be “tied up” for some time.
- A sitewalk of the Pequot Park property was held and a test fit conducted. Some wetland encroachment exists. Michael Baker will do a feasibility study and is working on the scope. The study will be completed in approximately 6 months. NEPA requirements could be impacted by new federal regulations coming out; the new requirements may be favorable to quickly moving the project forward.

Middletown Terminal Renovation –

- The City is considering turning Court Street into a one-way street. Concerns exist over the loss of parking spaces and a neighboring property owner has expressed concerns over egress. Further discussion is needed with the City Engineer. The consultant is working on a survey of the property, and the map will be updated.

EXECUTIVE DIRECTOR'S REPORT – None.

OLD BUSINESS –

Bus Shelter Pilot Program - The bus shelter zoning amendment which includes new guidelines for the process of approving bus shelter installations, including public notice and public meeting requirements and proof of public good, passed Middletown's Planning and Zoning Committee.

NEW BUSINESS – none.

ADJOURNMENT

The meeting was adjourned at 2:34 p.m.

The next regular meeting will be held on August 5, 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, June 11, 2025, at 9:00 A.M.

CALL TO ORDER

The meeting was called to order at 9:02 a.m. by Charles Norz, Chair

ROLL CALL

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

Absent: DG Fitton

Also in attendance: Christina Denison, Halyna Famiglietti and 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 or concerns to report. Famiglietti answered questions from the Committee.

Joan Gay made a motion to accept the Finance Director's report as presented. Kathryn Russell seconded the motion. The motion passed unanimously.

NEW BUSINESS –

Famiglietti reported that the auditors have begun their preliminary testing and it is expected that the audit will be completed in November.

OLD BUSINESS – none.

ADJOURNMENT

Gay made a motion, seconded by Russell, to adjourn the meeting at 9:08 a.m.

Next Regular Meeting—August 6, 2025, at 9:00 a.m.

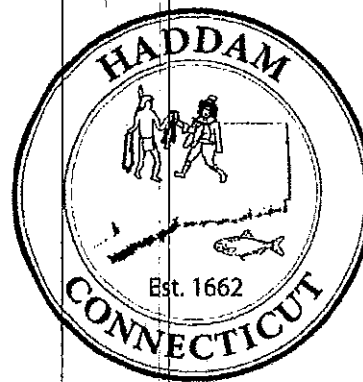
Respectfully submitted,

Christina Denison, Clerk

Town of Haddam
Office of the First Selectman

30 Field Park Drive
Haddam CT 06438

(860) 345-8531
Firstselectman@haddam.org
www.haddam.org



May 29, 2015

Estuary Transit District
91 North Main Street
Middletown CT 06457

Re: Town of Haddam membership on the ETD Board of Directors

Ms. Strauss:

I'm writing to inform you that our Town Meeting held on May 21, 2025, we voted to accept your invitation to join the ETD Board of Directors. I will serve as our representative until my term of office expires on November 17, 2025.

Thank you for extending board membership to us.

Sincerely,


Robert McGarry
First Selectman

All Users

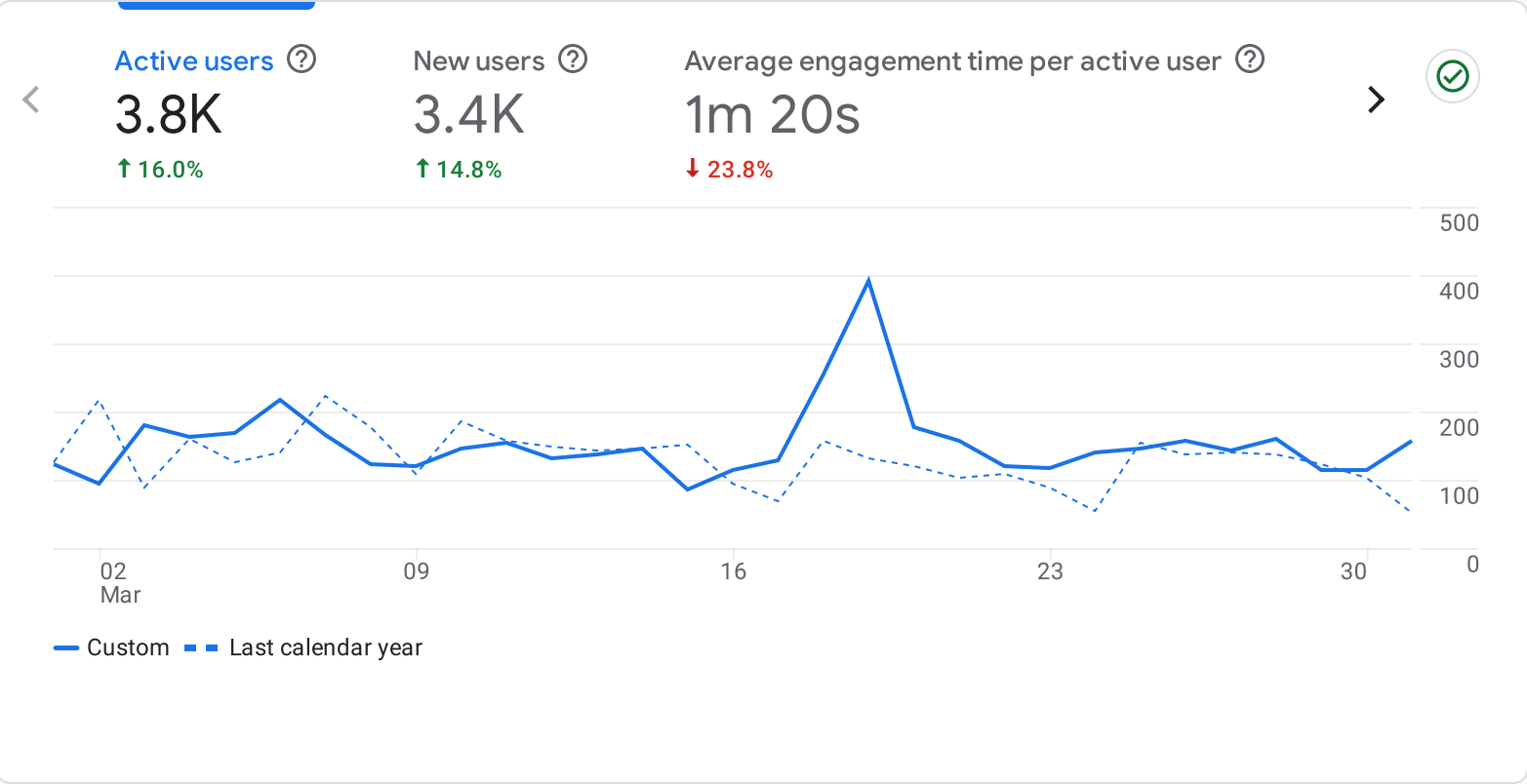
Add comparison

Custom

Mar 1 - Mar 31, 2025

Compare: Mar 1 - Mar 31, 2024

Board Report



02 Mar

09

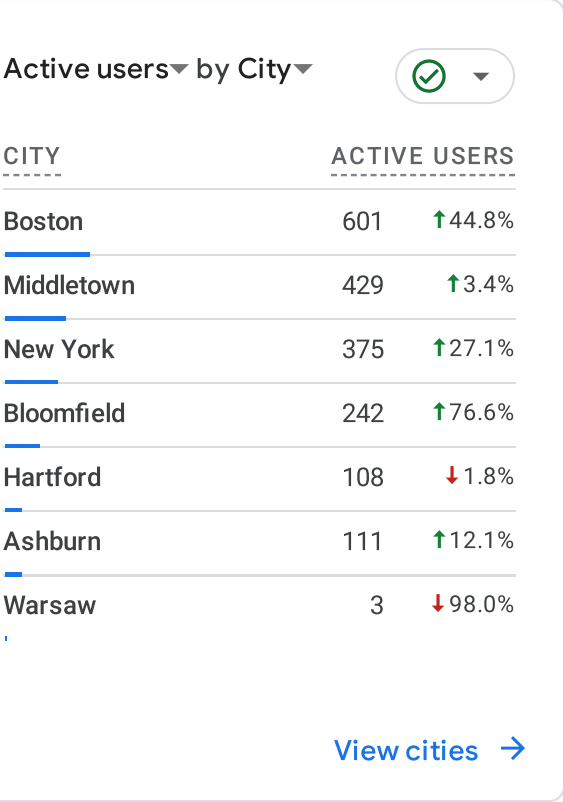
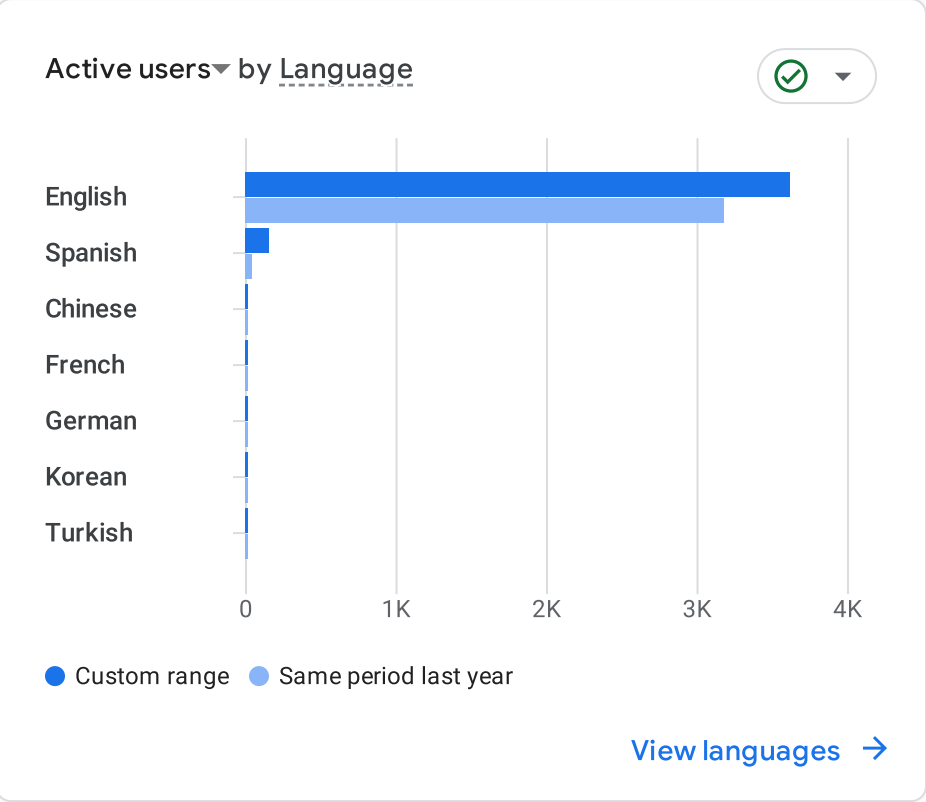
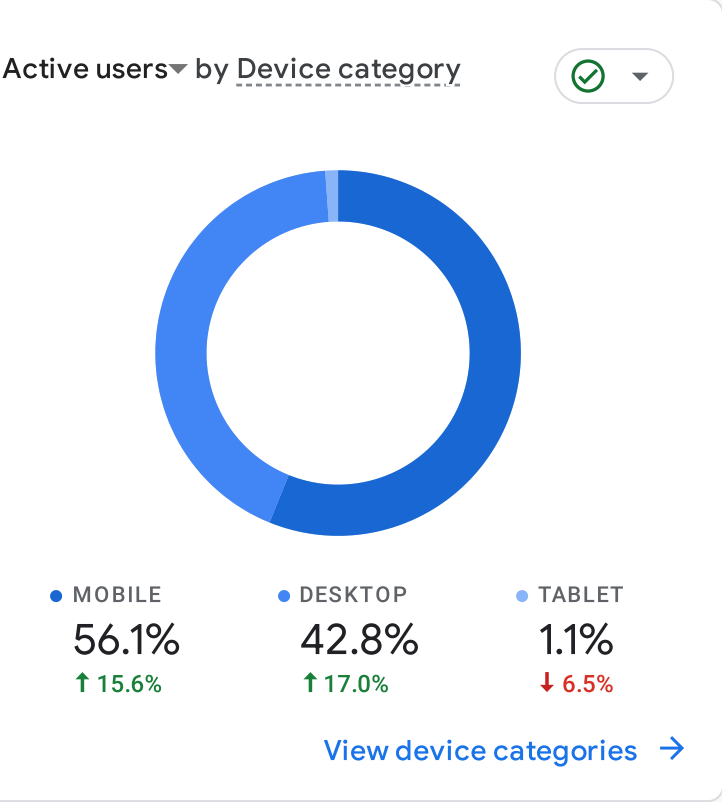
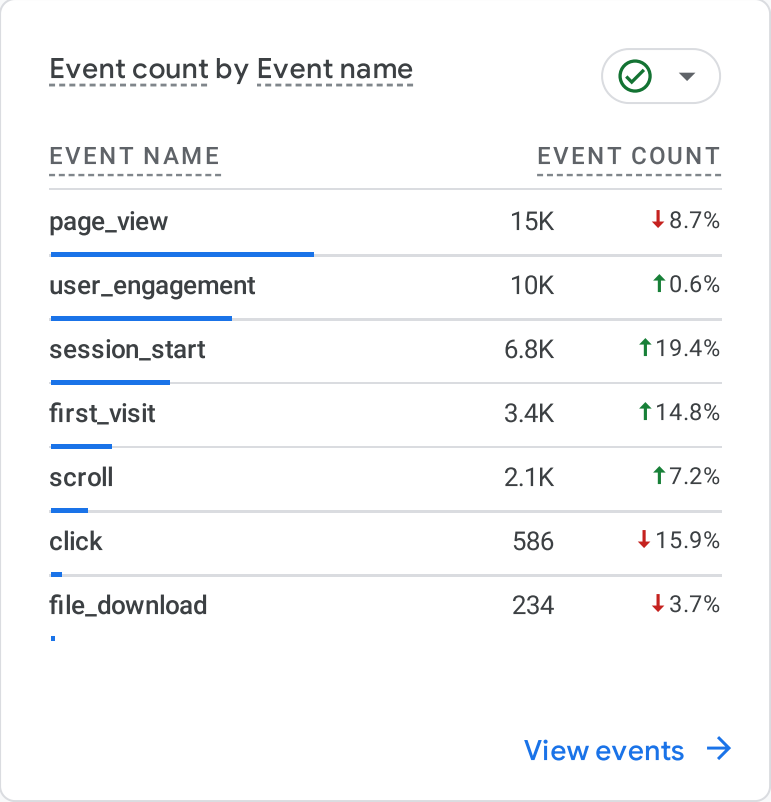
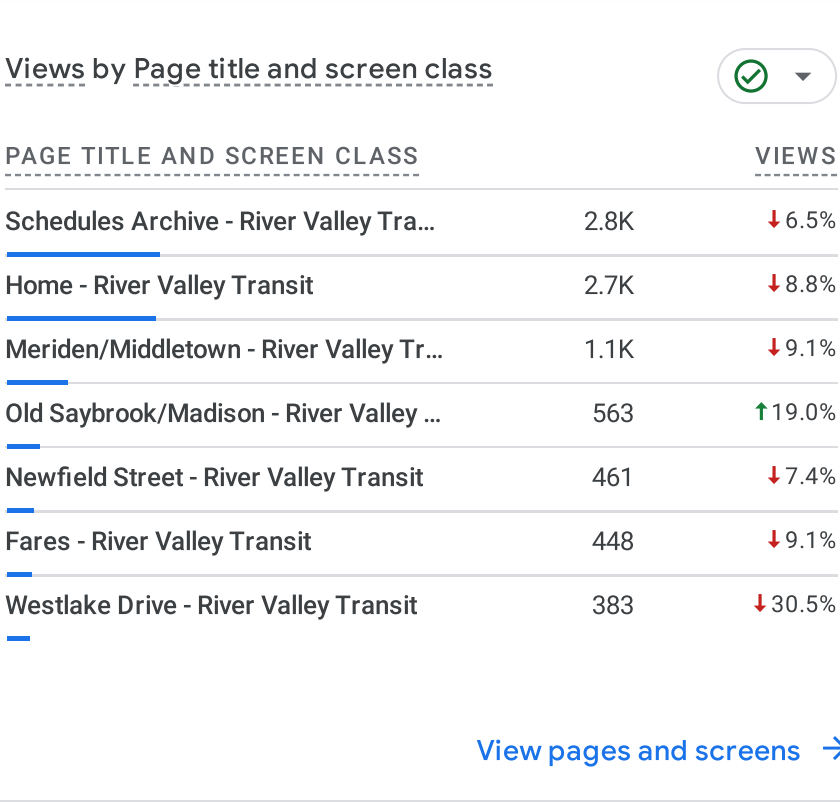
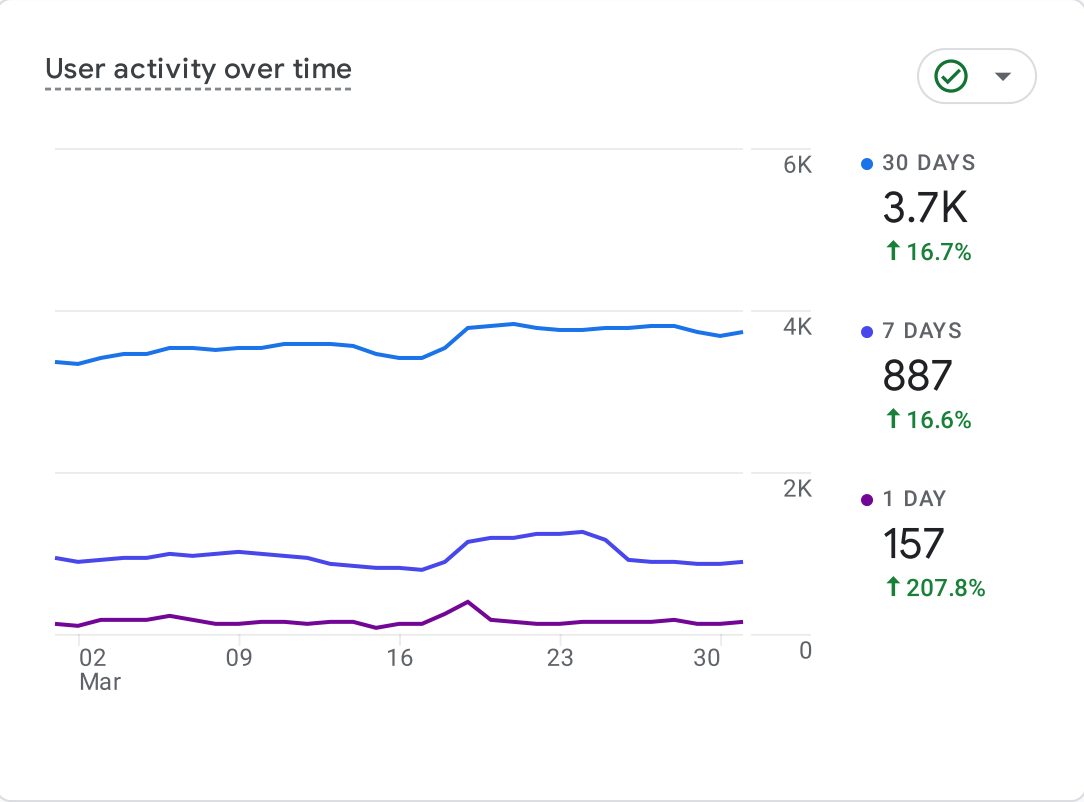
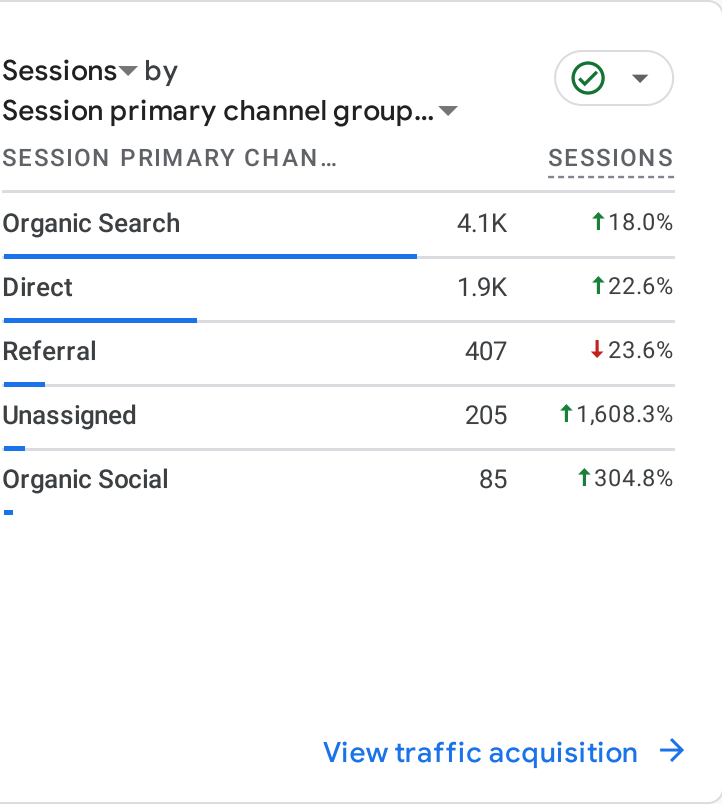
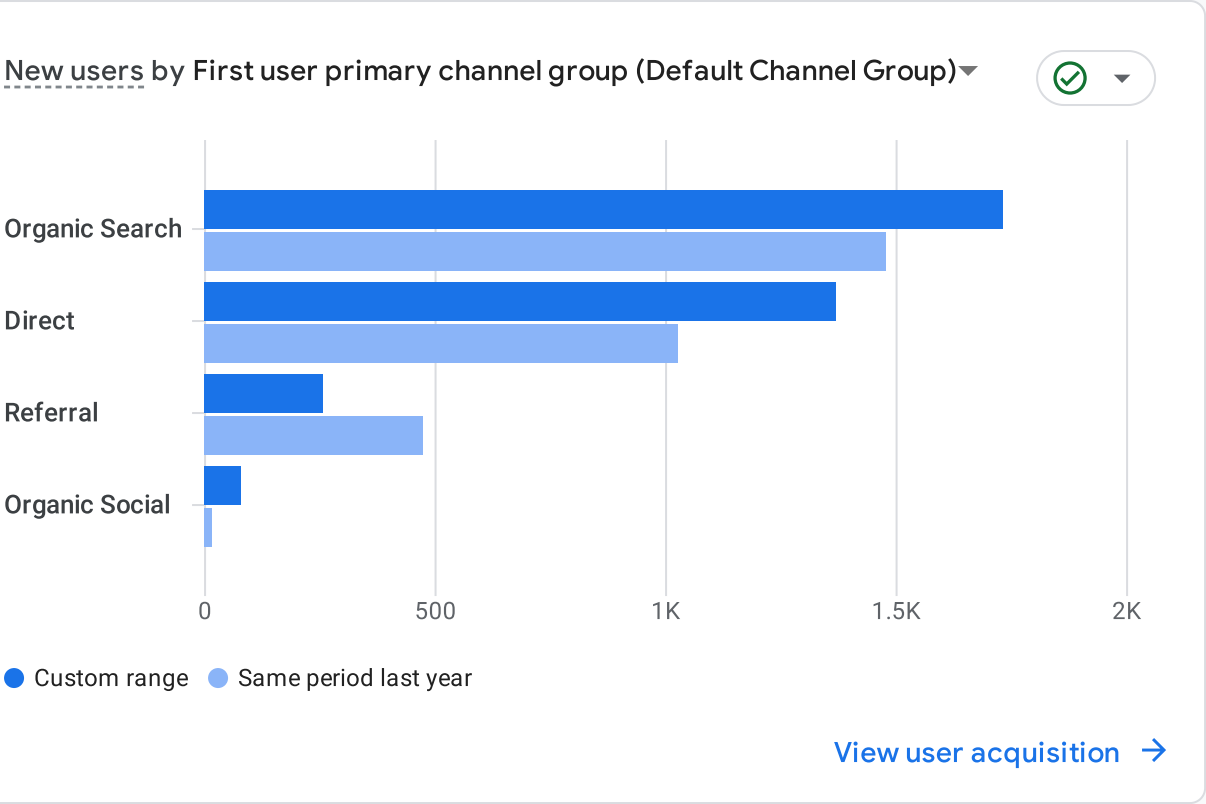
16

23

30

Custom

Last calendar year



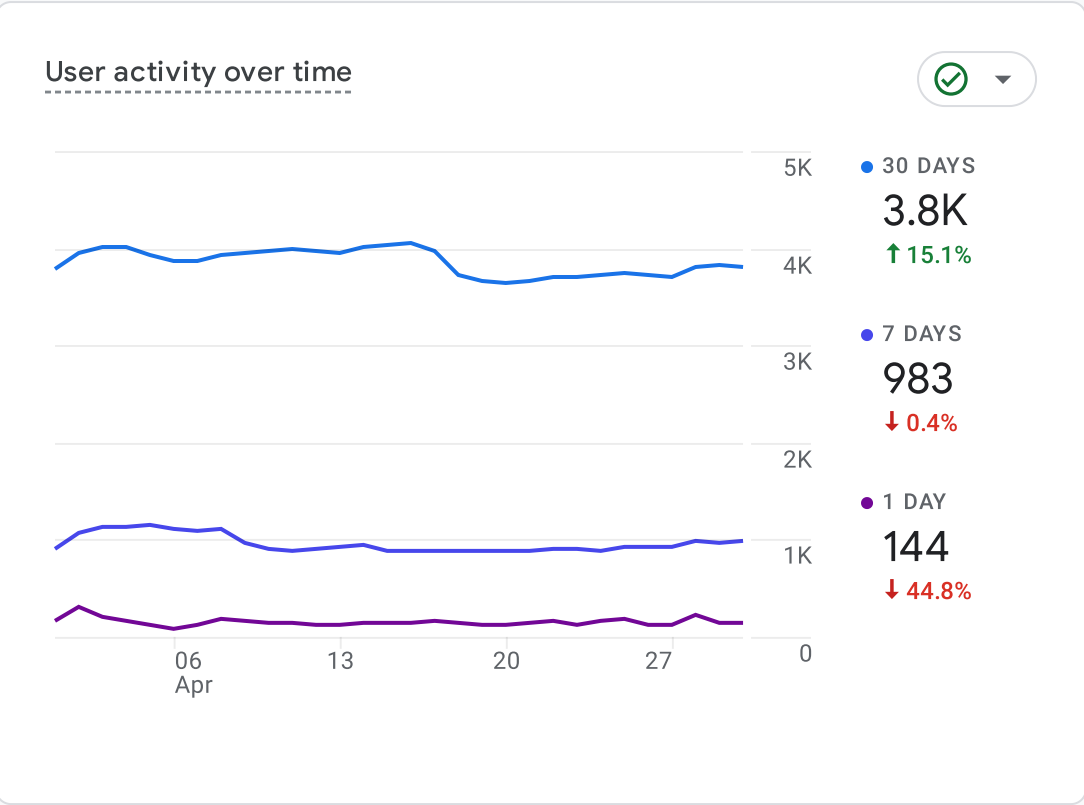
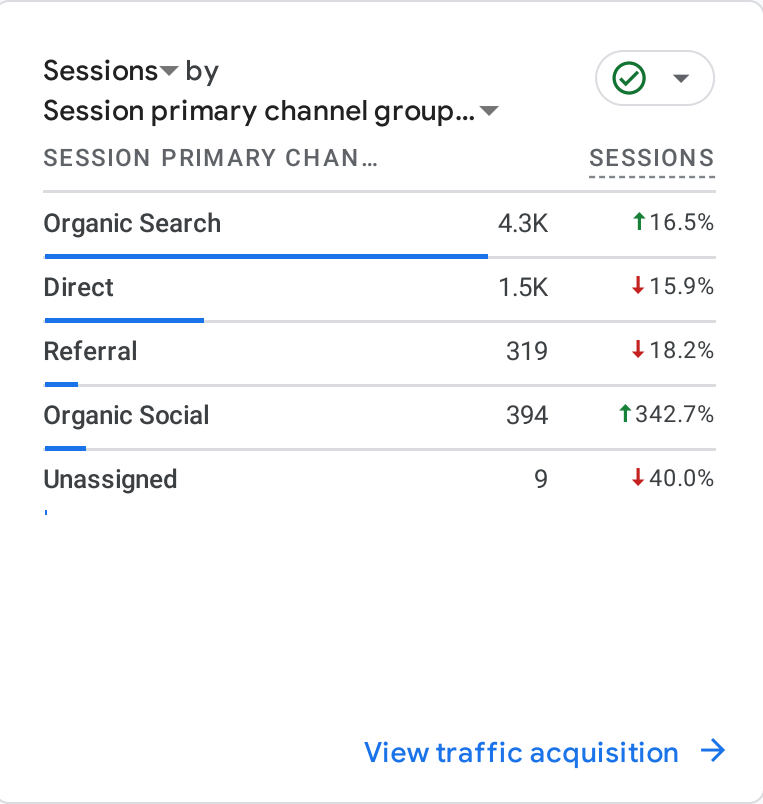
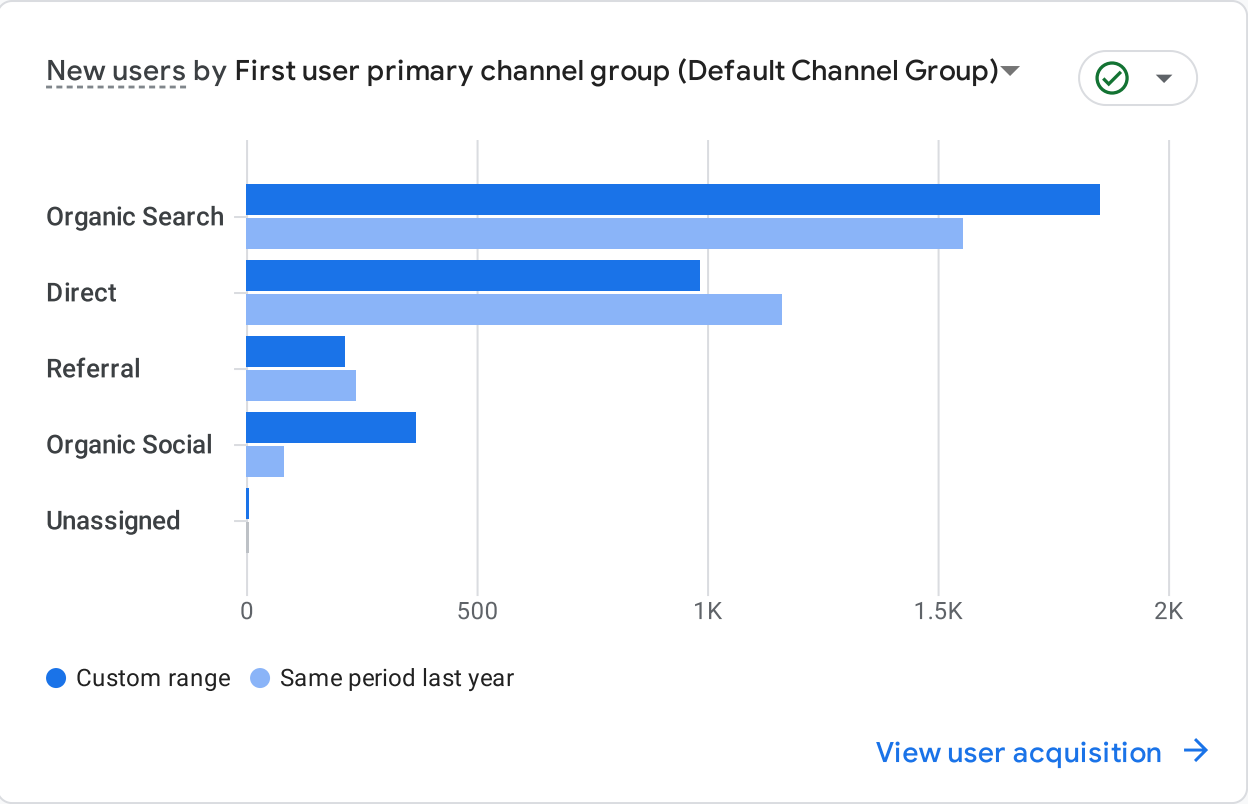
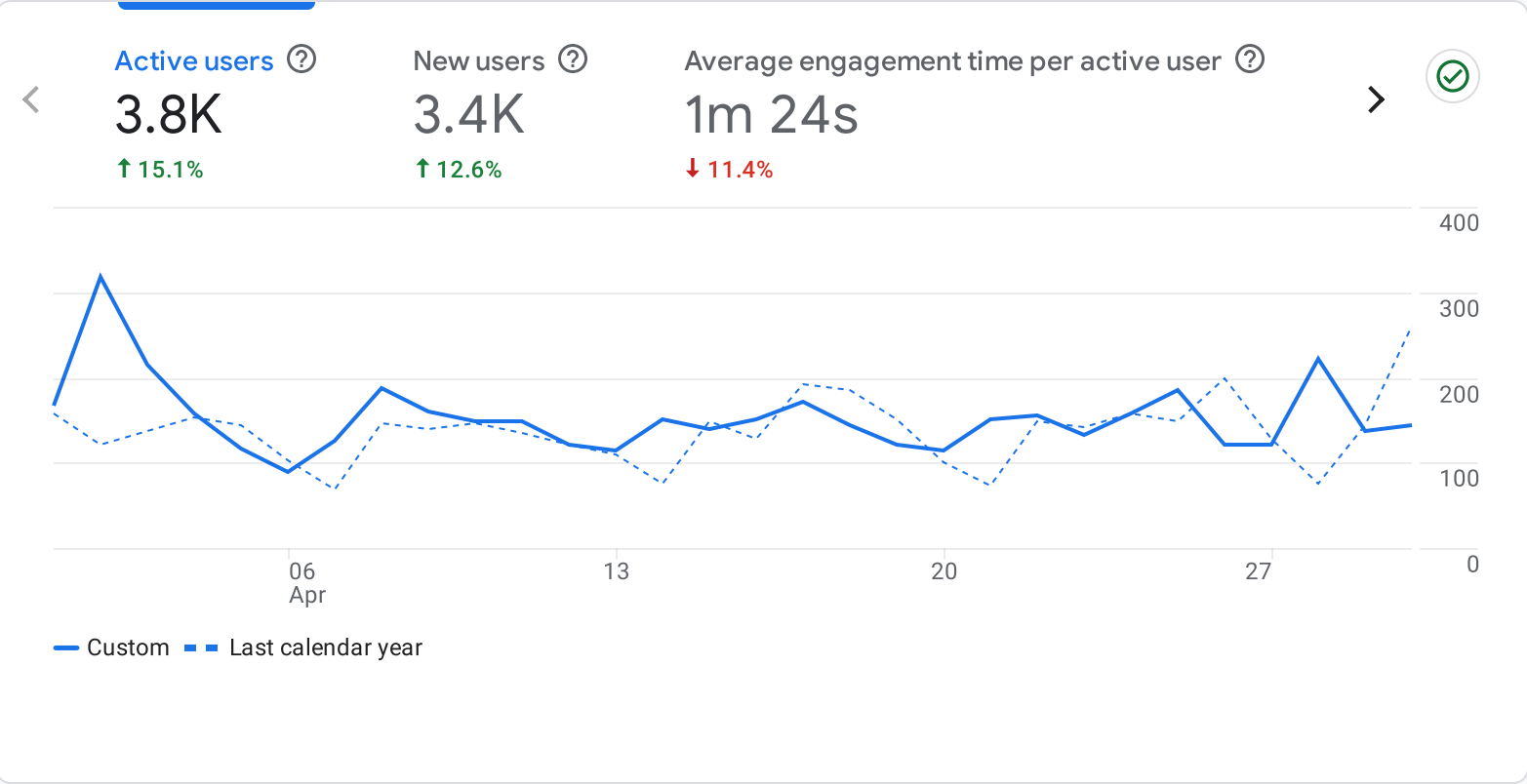
A All Users

Add comparison +

Custom Apr 1 - Apr 30, 2025

Compare: Apr 1 - Apr 30, 2024

Board Report



Views by Page title and screen class

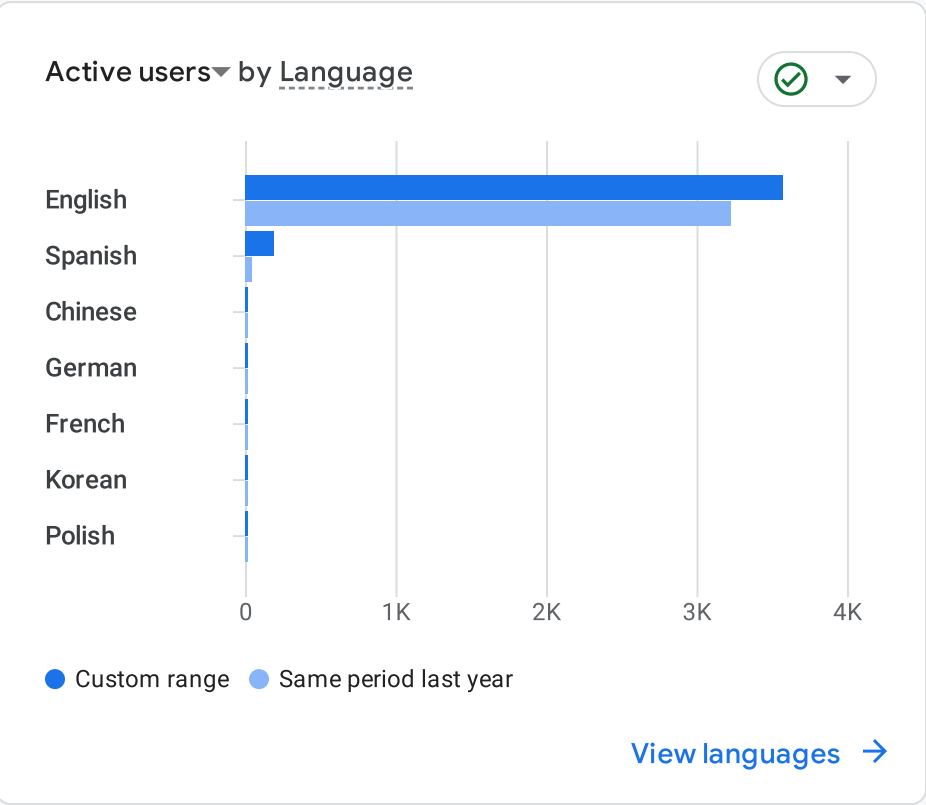
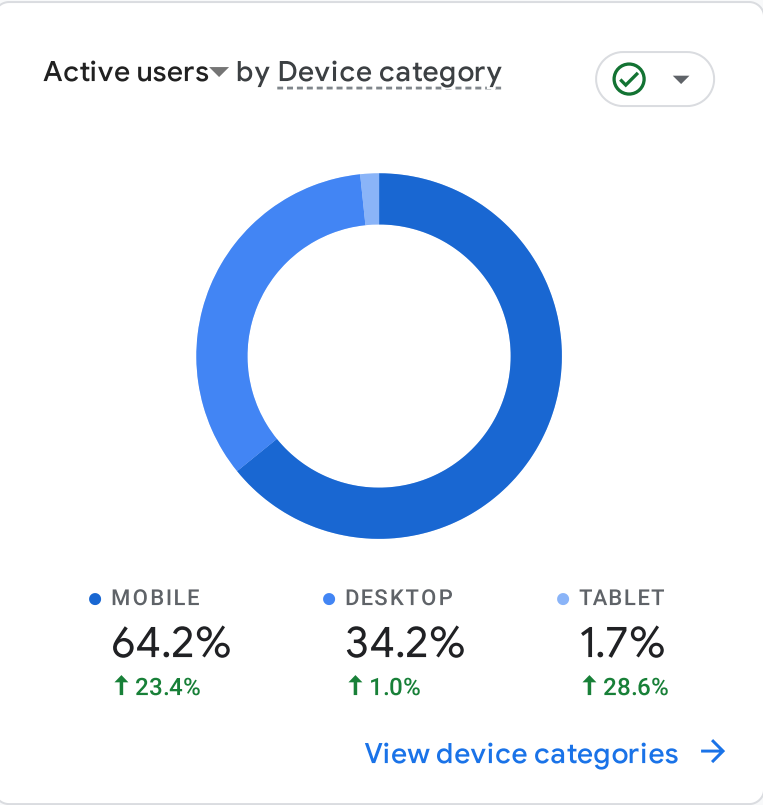
PAGE TITLE AND SCREEN CLASS	VIEWS
Schedules Archive - River Valley Tra...	2.7K ↓ 14.2%
Home - River Valley Transit	2.5K ↓ 14.0%
Meriden/Middletown - River Valley Tr...	992 ↑ 20.2%
Old Saybrook/Madison - River Valley ...	526 ↓ 17.8%
Westlake Drive - River Valley Transit	428 ↓ 34.5%
XtraMile - River Valley Transit	514 ↑ 10.8%
Fares - River Valley Transit	429 ↓ 13.2%

View pages and screens →

Event count by Event name

EVENT NAME	EVENT COUNT
page_view	15K ↑ 2.8%
user_engagement	10K ↓ 1.1%
session_start	6.5K ↑ 10.0%
first_visit	3.4K ↑ 12.6%
scroll	2.3K ↑ 34.6%
click	568 ↓ 27.8%
file_download	222 ↓ 27.7%

View events →



Active users ▼ by City

CITY	ACTIVE USERS
Boston	634 ↑ 37.2%
Middletown	388 ↑ 3.5%
New York	419 ↑ 30.5%
Bloomfield	224 ↑ 36.6%
Hartford	128 ↑ 26.7%
Ashburn	77 ↓ 20.6%
New Haven	103 ↑ 83.9%

View cities →

GRANTS TOTAL	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 387,098	\$ 347,100	112%
URBAN CARES ACT	\$ -	\$ 592,400	0%
RURAL CARE ACT	\$ -	\$ -	
OTHER	\$ -	\$ -	
TOTAL REVENUE	\$ 387,098	\$ 939,500	41%
EXPENSES			
SALARY AND BENEFITS	\$ 4,758,983	\$ 5,752,800	83%
PROFESSIONAL SERVICES	\$ 612,185	\$ 898,125	68%
RENT&UTILITIES	\$ 224,350	\$ 292,600	77%
INSURANCE	\$ 106,554	\$ 181,250	59%
MAINTENANCE	\$ 431,061	\$ 879,625	49%
FUEL	\$ 558,404	\$ 1,068,000	52%
MISCELLANEOUS EXPENSE	\$ 55,276	\$ 150,050	37%
TRANSPORTATION	\$ 13,870	\$ 30,000	46%
TOTAL EXPENSES	\$ 6,760,682	\$ 9,252,450	73%

DEFICIT	\$ (6,373,584)	\$ (8,312,950)
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DOT	\$ 5,853,647	\$ 7,566,700
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LOCAL	\$ 593,090	\$ 746,250
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Surplus/(Deficit)	\$ 73,152.97
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FIXED 5307	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 298,622	\$ 251,000	119%
URBAN CARES ACT	\$ -	\$ 180,400	0%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 298,622	\$ 431,400	69%
EXPENSES			
SALARY AND BENEFITS	\$ 2,803,045	\$ 3,089,500	91%
PROFESSIONAL SERVICES	\$ 435,403	\$ 580,500	75%
RENT&UTILITIES	\$ 182,096	\$ 217,500	84%
INSURANCE	\$ 80,916	\$ 125,000	65%
MAINTENANCE	\$ 235,579	\$ 519,750	45%
FUEL	\$ 320,736	\$ 635,750	50%
MISCELLANEOUS EXPENSE	\$ 33,523	\$ 86,000	39%
TRANSPORTATION			
TOTAL EXPENSES	\$ 4,091,298	\$ 5,254,000	78%

DEFICIT	\$ (3,792,676)	\$ (4,822,600)
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DOT	\$ 3,490,273	\$ 4,188,327
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LOCAL	\$ 302,404	\$ 634,273
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Surplus/(Deficit)	\$ -
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Midshore(OldSaybrook/Middletown) & Riverside EXT.	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 4,278	\$ 12,500	34%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 4,278	\$ 12,500	34%
EXPENSES			
SALARY AND BENEFITS	\$ 219,880	\$ 237,000	93%
PROFESSIONAL SERVICES	\$ 6,616	\$ 29,000	23%
RENT&UTILITIES	\$ 6,761	\$ 19,000	36%
INSURANCE	\$ 5,500	\$ 12,500	44%
MAINTENANCE	\$ 19,202	\$ 45,000	43%
FUEL	\$ 25,679	\$ 51,000	50%
MISCELLANEOUS EXPENSE	\$ 3,915	\$ 5,600	70%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 287,554	\$ 399,100	72%

DEFICIT	\$ (283,276)	\$ (386,600)
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DOT	\$ 306,660	\$ 386,600
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LOCAL	\$ -
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Surplus/(Deficit)	\$ 23,384
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RURAL 5311	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 11,556	\$ 7,000	165%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 11,556	\$ 7,000	165%
EXPENSES			
SALARY AND BENEFITS	\$ 278,003	\$ 303,100	92%
PROFESSIONAL SERVICES	\$ 19,136	\$ 56,600	34%
RENT&UTILITIES	\$ 12,676	\$ 21,500	59%
INSURANCE	\$ 6,771	\$ 13,250	51%
MAINTENANCE	\$ 27,120	\$ 50,000	54%
FUEL	\$ 38,264	\$ 62,000	62%
MISCELLANEOUS EXPENSE	\$ 1,029	\$ 8,550	12%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 382,999	\$ 515,000	74%

DEFICIT	\$ (371,443)	\$ (508,000)
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DOT	\$ 307,742	\$ 354,410
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LOCAL	\$ 63,701	\$ 80,550
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Surplus/(Deficit)	\$ -
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RT.81(Madison/Middletown)	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 3,437	\$ 5,000	69%
URBAN CARES ACT	\$ -	\$ 167,500	0%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 3,437	\$ 172,500	2%
EXPENSES			
SALARY AND BENEFITS	\$ 82,253	\$ 127,500	65%
PROFESSIONAL SERVICES			
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 8,591	\$ 20,000	43%
FUEL	\$ 15,191	\$ 21,000	72%
MISCELLANEOUS EXPENSE	\$ 1,962	\$ 4,000	49%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 107,997	\$ 172,500	63%

DEFICIT	\$ (104,560)	\$ -
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DOT	\$ -	\$ -
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LOCAL	\$ 104,560
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Surplus/(Deficit)	\$ -
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MGP&DAR&ADA	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 25,580	\$ 46,100	55%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 25,580	\$ 46,100	55%
EXPENSES			
SALARY AND BENEFITS	\$ 602,500	\$ 682,400	88%
PROFESSIONAL SERVICES	\$ 58,621	\$ 96,750	61%
RENT&UTILITIES	\$ 22,817	\$ 34,600	66%
INSURANCE	\$ 13,366	\$ 30,500	44%
MAINTENANCE	\$ 48,878	\$ 85,500	57%
FUEL	\$ 62,848	\$ 101,000	62%
MISCELLANEOUS EXPENSE	\$ 2,554	\$ 17,750	14%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 811,583	\$ 1,048,500	77%

DEFICIT	\$ (786,003)	\$ (1,002,400)
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DOT	\$ 781,147	\$ 934,248
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LOCAL	\$ 4,856	\$ 68,152
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Surplus/(Deficit)	\$ -
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X_MILE	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 25,441	\$ 10,500	242%
URBAN CARES ACT	\$ -	\$ 226,000	0%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 25,441	\$ 236,500	11%
EXPENSES			
SALARY AND BENEFITS	\$ 102,775	\$ 162,500	63%
PROFESSIONAL SERVICES	\$ 6,202	\$ 14,500	43%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 13,621	\$ 21,000	65%
FUEL	\$ 18,495	\$ 35,000	53%
MISCELLANEOUS EXPENSE	\$ 1,917	\$ 3,500	55%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 143,010	\$ 236,500	60%

DEFICIT	\$ (117,569)	\$ -
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DOT	\$ -	\$ -
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LOCAL	\$ 117,569
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Surplus/(Deficit)	\$ -
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MicroTransit Pilot	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 10,197		0%
URBAN CARES ACT			0%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 10,197	\$ -	0%
EXPENSES			
SALARY AND BENEFITS	\$ 659,941	\$ 1,099,550	60%
PROFESSIONAL SERVICES	\$ 86,207	\$ 93,025	93%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 76,900	\$ 132,225	58%
FUEL	\$ 75,246	\$ 155,150	48%
MISCELLANEOUS EXPENSE	\$ 10,006	\$ 20,900	48%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 908,300	\$ 1,500,850	61%

DEFICIT	\$ (898,103)	\$ (1,500,850)
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DOT	\$ 947,872	\$ 1,500,850
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LOCAL	\$ -
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Surplus/(Deficit)	\$ 49,768
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TAXI Voucher	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 7,988	\$ 15,000	53%
URBAN CARES ACT			
RURAL CARE ACT			
Prepaid Fare			
TOTAL REVENUE	\$ 7,988	\$ 15,000	53%
EXPENSES			
SALARY AND BENEFITS			
PROFESSIONAL SERVICES		\$ 4,500	#DIV/0!
RENT&UTILITIES			
INSURANCE			
MAINTENANCE			
FUEL			
MISCELLANEOUS EXPENSE	\$ 370	\$ 3,000	12%
PURCHASE TRANSPORTATION	\$ 13,870	\$ 30,000	46%
TOTAL EXPENSES	\$ 14,240	\$ 37,500	38%

DEFICIT	\$ (6,252)	\$ (22,500)
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DOT	\$ 6,252	\$ 22,500
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LOCAL	\$ -
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Surplus/(Deficit)	\$ -
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ParkConnect	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to April 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE			
URBAN CARES ACT		\$ 18,500	
RURAL CARE ACT			
Prepaid Fare			
TOTAL REVENUE	\$ -	\$ 18,500	\$ -
EXPENSES			
SALARY AND BENEFITS	\$ 10,586	\$ 51,250	21%
PROFESSIONAL SERVICES	\$ -	\$ 23,250	0%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 1,170	\$ 6,150	19%
FUEL	\$ 1,946	\$ 7,100	27%
MISCELLANEOUS EXPENSE		\$ 750	
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 13,701	\$ 88,500	15%

DEFICIT	\$ (13,701)	\$ 70,000
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DOT	\$ 13,701	\$ 25,598
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LOCAL	\$ -
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Surplus/(Deficit)	\$ (0)
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RIVER VALLEY TRANSIT	
STATEMENT OF CASH FLOWS	
Monday, June 9, 2025	
Operating Checking	\$ -
Payroll Checking	\$ -
Capital Checking	\$ -
Money Market	\$ 3,515,181
Essex Savings Bank	\$ 92,295
BALANCE TOTAL	\$ 3,607,476

Section X, Item 2.

Account Payable	Jun-25	Jul-25	Aug-25
Payroll	\$ 380,000	\$ 380,000	\$ 380,000
Benefits	\$ 75,000	\$ 136,000	\$ 136,000
Professional Services	\$ 52,000	\$ 45,000	\$ 45,000
CIRMA	\$ 10,000	\$ 15,000	\$ 15,000
Rent & Utilities	\$ 15,000	\$ 25,000	\$ 25,000
Insurance	\$ 6,000	\$ 15,000	\$ 15,000
Fuel	\$ 49,988	\$ 65,000	\$ 65,000
Vehicle Maintenance and Repairs	\$ 20,241	\$ 50,000	\$ 50,000
Other Monthly Expenses	\$ 10,500	\$ 15,500	\$ 15,500
TOTAL EXPENSES	\$ 618,729	\$ 746,500	\$ 746,500

Account Receivable			
CT DOT Capital	\$ 45,860	\$ -	\$ -
FIXED 5307 FY 25	\$ 349,299	\$ -	\$ 1,047,081
ADA FY 25	\$ 42,588	\$ -	\$ 123,645
DAR FY 25	\$ -	\$ -	\$ 28,083
MGP Grant FY 25	\$ -	\$ -	\$ -
RURAL 5311 FY 25	\$ 33,058	\$ -	\$ 29,535
New Freedom 5310 FY 25	\$ 31,950	\$ -	\$ 33,400
Madison/Middletown (RT.81) FY 25	\$ 6,000	\$ 15,000	\$ 15,000
X-Mile FY 25	\$ 56,000	\$ 16,500	\$ 16,500
MICROTRANSIT FY 25	\$ 348,871	\$ -	\$ 100,000
Fare Box and Pre-paid Fare Revenue	\$ 5,000	\$ 28,500	\$ 28,500
Middlesex Hospital, Wesleyan, AAA	\$ 14,172	\$ 5,600	\$ 5,600
Town Dues (Middletown)	\$ 81,470	\$ 185,170	\$ 201,522
TOTAL REVENUE	\$ 1,014,268	\$ 250,770	\$ 1,628,866

Cash at the beginning of the period	\$ 3,607,476	\$ 4,003,015	\$ 3,507,285
Cash at the end of the period	\$ 4,003,015	\$ 3,507,285	\$ 4,389,651

Jan-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	1157	1010	147	1:59	:35	7:07
Fixed/General	1138	1004	134	1:46	:28	9:03
Paratransit CQ	134	134	17	2:22	:30	3:19
Xtra Mile CQ	1663	1548	115	1:03	:50	7:42
Total	4092	3696	413	1:33	:39	9:03

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
App			12	0	12	0	0	12	0	12
Booking Req										15
Bus Stop	0	0	0	0	0	0	0	0	0	0
Credit Decline										19
Driver Safety	1	1	0	1	0	1	2	0	0	2
Fares	0	0	3	0	3	0	0	3	0	3
FOI										0
General										13
Newsletter Reg										3
No-Show	1	1	1	1	0	2	3	0	0	3
Office Staff	2	0	0	1	0	1	2	0	0	2
OTP	1	1	1	1	0	2	3	0	0	3
Pass-by	5	0	0	1	0	4	5	0	0	5
Question										1
Modification										0
Routing	0	0	2	0	2	0	0	2	0	2
Rudeness	4	1	1	3	0	3	6	0	0	6
Sales										0
Service Change	0	0								0
Tap Red Fare										10
Ticket Order										17
Website			0	0	0	0				0
Vehicle Clean										0
Total	14	4	8	8	5	13	21	5	0	116

Sources of Feedback

Facebook	1	1%
Email	96	83%
Phone	18	16%
Twitter	0	0%
Mail	0	0%
Total	115	

Feedback Handling Time (hours)

First Response	46:47
Resolution	86:07

Feb-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	1109	962	147	2:06	:36	15:04
Fixed/General	1342	1182	160	1:45	:27	12:52
Paratransit CQ	217	201	16	2:27	:27	7:53
Xtra Mile CQ	1439	1365	74	1:11	:43	7:09
Total	4107	3710	397	1:40	:35	15:04

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
App			4	0	4	0	0	4	0	4
Booking Req										19
Bus Stop	0	0	0	0	0	0	0	0	0	0
Credit Decline										27
Driver Safety	2	1	0	2	0	1	3	0	0	3
Fares	2	2	14	0	13	1	1	13	0	14
FOI										0
General										4
Newsletter Reg										1
No-Show	0	0	1	0	0	1	1	0	0	1
Office Staff	1	0	2	0	0	3	3	0	0	3
OTP	1	2	2	2	0	3	5	0	0	5
Pass-by	1	1	1	0	0	3	3	0	0	3
Question										0
Modification										0
Routing	1	1	1	1	1	1	1	1	1	3
Rudeness	4	0	1	3	0	2	3	0	2	5
Sales										0
Service Change	0	0								0
Tap Red Fare										7
Ticket Order										22
Website			0	0	0	0				0
Vehicle Clean	0	0					0	0	0	0
Total	12	7	22	8	14	15	20	14	3	121

Sources of Feedback

Facebook	7	6%
Email	97	81%
Phone	15	13%
Twitter	0	0%
Mail	1	1%
Total	120	

Feedback Handling Time (hours)

First Response	15:32
Resolution	45:11

Mar-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	1060	922	138	2:26	:34	6:36
Fixed/General	1378	1258	120	1:47	:23	6:11
Paratransit CQ	190	175	15	2:16	:31	4:27
Xtra Mile CQ	1729	1641	88	1:09	:45	9:32
Total	4357	3996	361	1:41	:34	9:32

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
App			4	0	4	0	0	4	0	4
Booking Req										27
Bus Stop	1	0	0	0	0	1	1	0	0	1
Credit Decline										32
Driver Safety										0
Fares										0
FOI										0
General										4
Newsletter Reg										1
No-Show										0
Office Staff										0
OTP										0
Pass-by										0
Question										0
Modification										0
Routing										0
Rudeness										0
Sales										0
Service Change	0	0								0
Tap Red Fare										7
Ticket Order										22
Website			0	0	0	0				0
Vehicle Clean	0	0					0	0	0	0
Total	0	0	0	0	0	0	0	0	0	98

Sources of Feedback

Facebook	2	1%
Email	119	83%
Phone	21	15%
Twitter	1	1%
Mail	1	1%
Total	144	

Feedback Handling Time (hours)

First Response	10:02
Resolution	40:19

Apr-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	1088	974	114	1:54	:34	5:22
Fixed/General	1417	1236	181	1:41	:28	15:04
Paratransit CQ	193	184	9	2:04	:26	2:25
Xtra Mile CQ	1767	1671	96	1:07	:47	9:56
Total	4465	4065	400	1:31	:37	15:04

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
App			4	0	4	0	0	4	0	4
Booking Req										19
Bus Stop	0	0	0	0	0	0	0	0	0	0
Credit Decline										27
Driver Safety	2	1	0	2	0	1	3	0	0	3
Fares	2	2	14	0	13	1	1	13	0	14
FOI										0
General										4
Newsletter Reg										1
No-Show	0	0	1	0	0	1	1	0	0	1
Office Staff	1	0	2	0	0	3	3	0	0	3
OTP	1	2	2	2	0	3	5	0	0	5
Pass-by	1	1	1	0	0	3	3	0	0	3
Question										0
Modification										0
Routing	1	1	1	1	1	1	1	1	1	3
Rudeness	4	0	1	3	0	2	3	0	2	5
Sales										0
Service Change	0	0								0
Tap Red Fare										7
Ticket Order										22
Website			0	0	0	0				0
Vehicle Clean	0	0					0	0	0	0
Total	12	7	22	8	14	15	20	14	3	121

Sources of Feedback

Facebook		#DIV/0!
Email		#DIV/0!
Phone		#DIV/0!
Twitter		#DIV/0!
Mail		#DIV/0!
Total	0	

Feedback Handling Time (hours)

First Response	
Resolution	

ESTUARY TRANSIT DISTRICT
PROPOSED BUDGET FOR 2025-2026

	Revenue	Expenses
Fares Revenue	\$ 364,500	
Maximum Federal Subsidy	\$ 609,000	
Maximum State Subsidy	\$ 7,190,275	
Maximum Local subsidy	\$ 786,650	
ARP/CRRSAA	\$ 1,050,000	
Salary & Wages		\$ 5,505,200
Benefits		\$ 1,816,750
Professional Services		\$ 544,525
Operating Expenses		\$ 1,852,025
Other Expenses		\$ 281,925
TOTAL	\$ 10,000,425	\$ 10,000,425

- D. Election and Term of Office: Officers shall be elected by a vote of the Board of Directors as Provided in Article VIII. The term of office shall be until the next Annual Meeting. Officers may be re-elected to subsequent annual terms without limit.
- E. Vacancies: Should any of the Officer positions become vacant, such vacancy shall be filled until the next Annual Meeting by a vote of the Board of Directors as provided in Article VIII. The term of office shall be until the next Annual Meeting.
- F. Duties of the Officers shall be as follows:
1. Chair: The Chair shall preside at all meetings of the Board of Directors at which the Chair is present. When so authorized by the Board of Directors, the Chair shall sign contracts and other official documents in the name of the Transit District. During the absence or the inability of the Treasurer to act, the Chair shall assume the powers and duties of the Treasurer.
 2. Vice Chair: In the absence of the Chair, or in the event the chair is unable to carry out the responsibilities of the office, the Vice Chair shall assume the powers and duties of the Chair.
 3. Secretary: The Secretary shall keep the records of the Transit District in appropriate books in the Transit District's office. The Secretary shall cause to be given and served all notices of the Transit District, shall be the custodian of all records and seals, and shall affix the seal of the Transit District when authorized and required. Minutes shall be taken at all meetings of the Board of Director, and the Secretary shall ensure that approved minutes are retained. In the absence or inability to act on the part of both the Chair and Vice Chair, the Secretary shall assume the powers and duties of the Chair and shall perform such other duties as may be required from time to time.
 4. Treasurer: The Treasurer shall have the care and custody, and be responsible for, the funds and securities of the Transit District, subject to the direction of the Board of Directors. **The Treasurer will work with the Financial Director to obtain access to all financial information, including but not limited to the identity and function of all financial business partners, financial documents and periodic reports.** Along with the Executive Director, the Treasurer shall receive all funds and sign, make, and endorse in the name of the Transit District, all drafts, warrants, and orders for the payment of money, and pay out and dispose of same and receive receipt thereof, under the direction of the Chair and the Board of Directors. The Treasurer shall make a full and complete financial report whenever requested by the Board of Directors.
- G. Removal: An Officer may be removed from office for cause by a vote of the Board of Directors, as provided in Article VIII. The definition of "for cause" shall be defined by a

MISSION STATEMENT

The mission of the Estuary Transit District is to administer and operate public transportation services for the region so as to empower and improve the mobility of residents, offer alternatives to privately owned vehicles, provide seamless connectivity to other transit services in Connecticut and promote environmentally sustainable transportation choices.