



**ESTUARY TRANSIT DISTRICT  
REGULAR BOARD MEETING**  
ETD Offices, 91 N. Main St, Middletown, CT  
with Remote Options  
April 11, 2025 at 9:00 AM

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**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 February 14, 2025
  - [2.](#) Acceptance of Board Meeting Minutes of February 14, 2025
  - [3.](#) Acceptance of Facilities Committee Minutes of April 8, 2025
  - [4.](#) Acceptance of Finance Committee Minutes of April 9, 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
  - [2.](#) Cash Flow
- XI. Operations Director's Report — J. Whitcomb
  - [1.](#) February Ridership

2. Customer Service Report

XII. Maintenance Director's Report — N. Kulakowski

XIII. New Business

1. Committee Appointments

2. Review of By-Laws and Board Policies Revisions

3. Bus Shelter Installation Authorizing Resolution

XIV. Old Business

1. Board Retreat

XV. Chair Comments

XVI. Board Members Comments

XVII. Next Regular Meeting — June 13, 2025 at 9:00 AM with Remote Options

XVIII. Adjournment

Join Zoom Meeting

Meeting ID: 856 5832 2438

Passcode: 322594

One tap mobile

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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, FEBRUARY 14, 2025, at 8:00 AM

CALL TO ORDER

The meeting was called to order by Timothy C. Griswold, Chair, at 8:07 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 (via Zoom), and Brendan Geraghty Board Members: Leslie Strauss, ETD Board Chair (partial meeting Item III/1 – Item VI)

OLD BUSINESS

Discussion of Potential Membership of East Haddam and Haddam

Joseph Comerford and Griswold will meet with Robert McGarry, Haddam First Selectman, on February 19, 2025, to discuss membership and will contact East Haddam's First Selectperson to set up a meeting. Griswold reiterated that FY 2026 dues for East Haddam would be set at \$23,500 and \$28,400 for Haddam, as agreed upon at previous meetings. He noted that the membership process could take several weeks or months and dues would start July 1, 2025, if the towns agree to join. Griswold indicated that a Resolution, Resolution 25-008, inviting both towns to join the district had been prepared and would be presented at the next Board Meeting:

**NOW THEREFORE, BE IT RESOLVED**, the Board hereby invites the Towns of East Haddam and Haddam to join the ETD in accordance with Conn. Gen. Stat. § 7-273b;

**RESOLVED**, that Leslie B. Strauss, Chairperson of the Board, may execute any further documents necessary or as may be required to effectuate such invitation.

**RESOLVED**, that all actions heretofore with respect to the foregoing matters be and each of them hereby is approved and ratified in all respects; and

**RESOLVED**, that this resolution and consent be placed in the minute book of the ETD and become a part of the records of the ETD.

DG Fitton made a motion for the Expansion Committee to accept Resolution 25-008 as presented and recommend the full Board approve said resolution at its next meeting on February 14, 2025, and dues be set at \$23,500 for East Haddam and \$28,400 for Haddam to begin in FY26. Charlie Norz seconded the motion. Motion carried.

NEW BUSINESS

Discussion of Potential Membership of Madison, Guilford and Cromwell

The committee will continue to discuss a formula for calculating membership fees.

ADJOURNMENT

Fitton made a motion, seconded by Griswold, to adjourn the meeting at 8:27 a.m.

Next Meeting—The next meeting will be Friday, April 11, 2015, at 8:00 a.m. preceding the Board meeting.

Respectfully submitted,

Christina Denison  
Clerk

THESE MINUTES ARE SUBJECT TO APPROVAL AT THE NEXT RIVER VALLEY TRANSIT MEETING  
RIVER VALLEY TRANSIT  
REGULAR MEETING MINUTES  
Friday, February 14, 2025  
91 N. Main Street, Middletown CT and via ZOOM

CALL TO ORDER

Chairman Strauss called the meeting to order at 9:01 a.m. In attendance included: Leslie Strauss, Charlie Norz (ZOOM), Tim Griswold (ZOOM), DG Fitton (ZOOM), Beverly Lawrence (ZOOM), Joan Gay, Kathryn Russell, John Hall (ZOOM), Christine Marques, Mike Pelton (ZOOM), Jim Irish (ZOOM), David Lahm (ZOOM), David Cox (ZOOM) and Irene Haines (ZOOM).

Staff: Halyna Famiglietti, Chris Denison (ZOOM), Brendan Geraghty, Joe Comerford

VISITOR’S COMMENTS – None.

SECRETARY’S REPORT

Tim Griswold made a motion to accept the minutes of the 12/13/24 Expansion Committee Meeting as presented. David Cox seconded the motion. The motion passed unanimously.

Charlie Norz made a motion to accept the minutes of the 12/13/24 Board Meeting as presented. David Cox seconded the motion. The motion passed unanimously.

Joan Gay made a motion to accept the minutes of the 1/21/25 Finance Committee Meeting as presented. Kathryn Russell seconded the motion. The motion passed unanimously.

Charlie Norz made a motion to accept the minutes of the 1/28/25 Special Board Meeting as presented. Jim Irish seconded the motion. The motion passed unanimously.

Tim Griswold made a motion to accept the minutes of the 2/11/25 Transit Advisory Committee Meeting as presented. Beverly Lawrence seconded the motion. The motion passed unanimously.

John Hall made a motion to accept the minutes of the 2/11/25 Facilities Committee Meeting as presented. Jim Irish seconded the motion. The motion passed unanimously.

Charlie Norz made a motion to accept the minutes of the 2/12/25 Finance Committee Meeting as presented. Joan Gay seconded the motion. The motion passed unanimously.

COMMUNICATIONS

The Town of Portland has appointed Michael Pelton as Portland’s representative on the Estuary Transit District (letter from Portland included in Board packet).

TREASURER’S REPORT – No report.

COMMITTEE REPORTS

Facilities

The minutes of the Facilities Committee, dated 2/11/25, were included in the Board packet. Joan Gay, Chairman, updated the Board on initiatives including facilities update, both Middletown and Shoreline (3 sites have been identified), bus shelters and electrification. Note that the drivers have been trained on the electric buses; however the buses are “shorting out” and the radios have not yet been installed. The contractor working to install the radios has no experience with electric buses.

Jim Irish made a motion to accept the Facilities Committee Report as presented. Charlie Norz seconded the motion. The motion passed unanimously.

FINANCE COMMITTEE

The minutes of the Finance Committee, dated 2/12/25, were included in the Board packet. The Committee has reviewed all financial documents and no issues were reported.

Joan Gay made a motion to accept the Finance Committee Report as presented. Mike Pelton seconded the motion. The motion passed unanimously.

MARKETING COMMITTEE

Joe Comerford reported that marketing efforts have focused on the Tap and Ride program that also accepts Visa/Mastercard. The DOT will be on site today filming the Tap and Ride process.

The District hosted a recent event for the State that highlighted the Tap and Ride program.

David Lahm made a motion to accept the Marketing Committee Report as presented. Jim Irish seconded the motion. The motion passed unanimously.

LEGISLATIVE COMMITTEE

Joan Gay reported that the Legislative Breakfast held in January was a great success. Thirteen individuals participated in person. Legislators have proposed bills regarding transit and are supportive of the District.

Joan Gay made a motion to accept the Legislative Committee Report as presented. David Lahm seconded the motion. The motion passed unanimously.

TRANSIT ADVISORY COMMITTEE

The minutes of the Transit Advisory Meeting, dated 2/11/25, were included in the Board packet. Tim 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. An RFP seeking a vendor to replace old signs and install new signs, 4 new bus shelters and other amenities in the region is being finalized.

Joan Gay made a motion to accept the Transit Advisory Committee Report as presented. Charlie Norz seconded the motion. The motion passed unanimously.

#### EXPANSION COMMITTEE

The minutes of the 1/13/25 Expansion Committee meeting were included in the Board’s packet. Items discussed include:

- Potential membership of East Haddam and Haddam
  - The Committee made a motion inviting E. Haddam and Haddam to join the District.
  - The Committee recommends that dues (\$28,400 for E. Haddam and \$23,500 for Haddam) begin July 1, 2025.

Charlie Norz made a motion to add Resolution No. 25-008 (inviting E. Haddam and Haddam to join the District) to the agenda under “New Business”. Joan Gay seconded the motion. The motion passed unanimously.

Irene Haines expressed concern that the District is offering an invitation to the towns. She requested additional conversations between the towns and the District.

Tim Griswold responded that adding the towns to the District may take months and issuing an invitation does not oblige the towns to join ETD. He will reach out to Ms. Haines to discuss it further.

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

#### PERSONNEL COMMITTEE – No report.

#### COG UPDATE – Brendan reported on COG initiatives as follows:

- The COG is working on testimony for upcoming Transit bills.
- Work is on-going on the THRIVE grant.

David Lahm made a motion to accept the COG Update as presented. Jim Irish seconded the motion. The motion passed unanimously.

#### EXECUTIVE DIRECTOR’S REPORT

Joe reported:

- He has been monitoring the Legislative Session since the Governor's proposed budget was released. DOT reports that the proposal does not include sufficient funding for current services.
  - Of concern is that the Governor has included a fare increase in his proposal.
  - Per protocol, any changes to fares will require Public Hearings.
- Joe is developing testimony for upcoming bills including those associated with fares, and a transit expansion fund.
- He will continue to monitor the Federal Budget.
- Fare Box Study – The State has asked the District to facilitate state-wide fare boxes. A consultant is developing the needs for the entire State, including Tap and Ride technology. Hopefully the State will facilitate procurement.
  - The State is interested in moving forward with a statewide fare and will provide funds for our fare program as there will be some financial impact.
- He has been working with Madison relative to their Senior Transportation and the possibility of using Xtra Mile to facilitate same.

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

Joan Gay made a motion to accept the Executive Director's Report as presented. Michael Pelton seconded the motion. The motion passed unanimously.

#### TRANSIT PLANNER REPORT

Brendan provided the following information:

- Expansion Ridership Review
  - Last two months, about 100 extra riders every Saturday thanks to the 6-11pm expansion and an average of about 150 riders every Sunday. And about 25 riders every weeknight.
  - Total expansion only ridership
    - December 1626
    - January 1541
- Bus Stop Project
  - RFP re-submitted to get bids
  - Draft stops Created (900+)
  - Draft stops will be reviewed and finalized into a proposed list
  - List will be reviewed by the public input and board for approval before installation
  - Permitting process will be an big determining factor in how fast these signs get approved.
- Tap & Ride Updates
  - Senior/Disabled Eligibility now possible online or via mail



- Tap & Ride Road Show with other transit districts. Showed off the technology, data, and shared a statewide vision for Tap & Ride.
- Stickers on the sides of buses, Rack cards, flyers, online marketing for awareness.
- Working on 2025 Service Changes
  - Route 640, 642, 643, 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 changes and Tweaks to improve on-time performance and efficiency

DG Fitton made a motion to accept the Transit Planner's Report as presented. Joan Gay 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.

Halyna reported that work on funding applications and grants is on-going, and applications will be submitted in a timely manner. Work will begin on the 25/26 budget. She is working with appropriate staff on RFPs.

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

Joan Gay made a motion to accept the Finance Director's Report as presented. Charlie Norz seconded the motion. The motion passed unanimously.

#### OPERATIONS DIRECTOR'S REPORT

Ridership figures were included in the Board's packet. Brendan reported that incorrect data collected from the fare boxes has been addressed and overall totals are increasing.

The Customer Service Report was reviewed and shows that the District had a 33% increase in calls over the prior year.

Charlie Norz made a motion to accept the Operations Director's Report as presented. Tim Griswold seconded the motion. The motion passed unanimously.

#### MAINTENANCE DIRECTOR'S REPORT

The Maintenance Director's report was included in the Board's packet and screenshared.

Joe Comerford reported that an additional staff member has been hired and will begin on 2/24. The District would like to hire one more full-time mechanic. There was a brief discussion on the challenges in finding and hiring qualified mechanics.

Joan Gay made a motion to accept the Maintenance Director’s Report as presented. Charlie Norz seconded the motion. The motion passed unanimously.

# NEW BUSINESS

## PTASP Plan Goals

A copy of the PTASP Plan Goals, the required public transit safety plan, was included in the Board’s packet and screenshared. The Plan is updated yearly. The data indicates that we have experienced a 30% increase in services over the prior year. Because of this increase in service, there has also been an increase in incidents.

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

DG Fitton made a motion to approve the PTASP Plan Goals as presented. Tim Griswold seconded the motion. The motion passed unanimously.

## RESOLUTION NO. 25-008

Tim Griswold made the following motion:

**WHEREAS**, pursuant to Conn. Gen. Stat. § 7-273b, the municipalities of Chester, Clinton, Deep River, Essex, Killingworth, Lyme, Old Lyme, Old Saybrook, and Westbrook established the ETD in 1981;

**WHEREAS**, the municipalities of Durham, Middlefield and Middletown joined ETD in 2022 as Middletown Transit District combined with ETD;

**WHEREAS**, the municipalities of East Hampton and Portland joined ETD in 2024;

**WHEREAS**, the Towns of East Haddam and Haddam have contracted ETD for public transit service;

**AND WHEREAS**, Conn. Gen. Stat. § 7-273b(e) provides that “[t]he legislative body of any municipality may vote to establish a transit district or to join with any one or more municipalities to form such a district. Any municipality may at any time be included in the district if the legislative body thereof so votes and if accepted by a majority vote of the directors of the transit district.”

**NOW THEREFORE, BE IT RESOLVED**, the Board hereby invites the Towns of East Haddam and Haddam to join the ETD in accordance with Conn. Gen. Stat. § 7-273b;

**RESOLVED**, that Leslie B. Strauss, Chairperson of the Board, may execute any further documents necessary or as may be required to effectuate such invitation.

**RESOLVED**, that all actions heretofore with respect to the foregoing matters be and each of them hereby is approved and ratified in all respects; and

**RESOLVED**, that this resolution and consent be placed in the minute book of the ETD and become a part of the records of the ETD.

DG Fitton seconded the motion. The motion passed unanimously.

OLD BUSINESS

Board Retreat

The Board Retreat is scheduled on 4/29/25 at the Chester Meeting House from 9:30 a.m. to 2:00 p.m. David Lee has agreed to be the facilitator of the Retreat. The agenda and materials for the Retreat will be forwarded to Board members.

CHAIR COMMENTS - Leslie thanked Chris Dennison for coordinating this morning’s meeting and providing food and beverages. She encouraged board members to attend the meetings in person.

BOARD MEMBER COMMENTS – None.

NEXT MEETING -4/11/25

Leslie Strauss made a motion to adjourn the meeting at 10:35 a.m. Kathryn Russell seconded the motion. The motion passed unanimously.

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, APRIL 8, 2025, AT 2:30 P.M.

CALL TO ORDER

The meeting was called to order by Joan Gay, Chair, at 2:37 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: Joe Comerford and Christina Denison

Board Members: Leslie Strauss, ETD 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 scope of work for the design of the building is set.
- A construction easement and permits are still needed. Christine Marques and Chris Sanzo, CTDOT, will discuss. The wetland soil needs to be looked at before permits can be issued.
- Electrification of buses –
  - One of the buses will go out on the road on Wednesday, April 9. Components are still needed for the second bus before it can go out; repairs should be completed early next week.

Shoreline Facility –

- 3 sites, one in Westbrook and two in Old Saybrook, are being looked at. A site visit to the Westbrook property will be held next week; committee members will be invited to attend.
- John Hall reported on another parcel of land in Westbrook which just became available.

Middletown Terminal Renovation –

- Draft sketches were reviewed by the City of Middletown and Comerford. Marques expressed concern over the elimination of parking spaces in the area and reported that there is some discussion about turning a portion of the area into one way. Curtis, Comerford and the City will discuss the matter further.
- Another site visit which will include bus staging is planned.

EXECUTIVE DIRECTOR'S REPORT – Comerford reported that this summer the tenants at 110 N. Main Street will be moving out; once vacated, the facility will be used for storage and parking.

OLD BUSINESS –

Bus Shelter Pilot Program - Installation is delayed due to the City of Middletown requiring zoning permits.

NEW BUSINESS – none.

ADJOURNMENT

The meeting was adjourned at 3:02 p.m.

The next regular meeting will be held on June 10, 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, April 9, 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: DG Fitton, Joan Gay, Charlie Norz and Kathryn Russell

Also in attendance: Joseph Comerford, 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 reported a \$59,000 surplus to date and stated the District is earning a good amount of interest per month by using a swipe account. Famiglietti and Comerford answered questions from the Committee.

DG Fitton 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 there will be a Special Finance Committee meeting in May to review the FY26 budget.

OLD BUSINESS – none.

ADJOURNMENT

Joan Gay made a motion, seconded by Russell, to adjourn the meeting at 9:16 a.m.

Next Regular Meeting—June 11, 2025, at 9:00 a.m.

Respectfully submitted,

Christina Denison, Clerk

GRANTS TOTAL	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 332,469	\$ 347,100	96%
URBAN CARES ACT	\$ 330,884	\$ 592,400	56%
RURAL CARE ACT	\$ -	\$ -	
OTHER	\$ -	\$ -	
<b>TOTAL REVENUE</b>	<b>\$ 663,353</b>	<b>\$ 939,500</b>	<b>71%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 4,091,843	\$ 5,752,800	71%
PROFESSIONAL SERVICES	\$ 418,322	\$ 898,125	47%
RENT&UTILITIES	\$ 200,988	\$ 292,600	69%
INSURANCE	\$ 104,775	\$ 181,250	58%
MAINTENANCE	\$ 347,470	\$ 879,625	40%
FUEL	\$ 475,445	\$ 1,068,000	45%
MISCELLANEOUS EXPENSE	\$ 42,381	\$ 150,050	28%
TRANSPORTATION	\$ 8,313	\$ 30,000	28%
<b>TOTAL EXPENSES</b>	<b>\$ 5,689,537</b>	<b>\$ 9,252,450</b>	<b>61%</b>

<b>DEFICIT</b>	<b>\$ (5,026,185)</b>	<b>\$ (8,312,950)</b>
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<b>DOT</b>	<b>\$ 4,616,074</b>	<b>\$ 7,566,700</b>
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<b>LOCAL</b>	<b>\$ 469,380</b>	<b>\$ 746,250</b>
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<b>Surplus/(Deficit)</b>	<b>\$ 59,270</b>
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FIXED 5307	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 265,406	\$ 251,000	106%
URBAN CARES ACT	\$ 154,240	\$ 180,400	85%
RURAL CARE ACT			
OTHER			
<b>TOTAL REVENUE</b>	<b>\$ 419,646</b>	<b>\$ 431,400</b>	<b>97%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 2,576,256	\$ 3,089,500	83%
PROFESSIONAL SERVICES	\$ 293,034	\$ 580,500	50%
RENT&UTILITIES	\$ 167,484	\$ 217,500	77%
INSURANCE	\$ 80,916	\$ 125,000	65%
MAINTENANCE	\$ 203,210	\$ 519,750	39%
FUEL	\$ 282,876	\$ 635,750	44%
MISCELLANEOUS EXPENSE	\$ 30,938	\$ 86,000	36%
TRANSPORTATION			
<b>TOTAL EXPENSES</b>	<b>\$ 3,634,714</b>	<b>\$ 5,254,000</b>	<b>69%</b>

<b>DEFICIT</b>	<b>\$ (3,215,068)</b>	<b>\$ (4,822,600)</b>
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<b>DOT</b>	<b>\$ 2,792,218</b>	<b>\$ 4,188,327</b>
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<b>LOCAL</b>	<b>\$ 422,850</b>	<b>\$ 634,273</b>
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<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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Midshore(OldSaybrook/Middletown) & Riverside EXT.	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 3,436	\$ 12,500	27%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
<b>TOTAL REVENUE</b>	<b>\$ 3,436</b>	<b>\$ 12,500</b>	<b>27%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 174,515	\$ 237,000	74%
PROFESSIONAL SERVICES	\$ 5,279	\$ 29,000	18%
RENT&UTILITIES	\$ 4,761	\$ 19,000	25%
INSURANCE	\$ 5,500	\$ 12,500	44%
MAINTENANCE	\$ 14,324	\$ 45,000	32%
FUEL	\$ 20,446	\$ 51,000	40%
MISCELLANEOUS EXPENSE	\$ 2,915	\$ 5,600	52%
PURCHASE TRANSPORTATION			
<b>TOTAL EXPENSES</b>	<b>\$ 227,739</b>	<b>\$ 399,100</b>	<b>57%</b>

<b>DEFICIT</b>	<b>\$ (224,303)</b>	<b>\$ (386,600)</b>
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<b>DOT</b>	<b>\$ 248,220</b>	<b>\$ 386,600</b>
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<b>LOCAL</b>	<b>\$ -</b>
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<b>Surplus/(Deficit)</b>	<b>\$ 23,917</b>
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RURAL 5311	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 9,090	\$ 7,000	130%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
<b>TOTAL REVENUE</b>	<b>\$ 9,090</b>	<b>\$ 7,000</b>	<b>130%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 219,980	\$ 303,100	73%
PROFESSIONAL SERVICES	\$ 13,259	\$ 56,600	23%
RENT&UTILITIES	\$ 10,265	\$ 21,500	48%
INSURANCE	\$ 6,206	\$ 13,250	47%
MAINTENANCE	\$ 15,345	\$ 50,000	31%
FUEL	\$ 31,280	\$ 62,000	50%
MISCELLANEOUS EXPENSE	\$ 910	\$ 8,550	11%
PURCHASE TRANSPORTATION			
<b>TOTAL EXPENSES</b>	<b>\$ 297,245</b>	<b>\$ 515,000</b>	<b>58%</b>

<b>DEFICIT</b>	<b>\$ (288,155)</b>	<b>\$ (508,000)</b>
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<b>DOT</b>	<b>\$ 241,625</b>	<b>\$ 354,410</b>
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<b>LOCAL</b>	<b>\$ 46,530</b>	<b>\$ 80,550</b>
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<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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RT.81(Madison/Middletown)	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 3,437	\$ 5,000	69%
URBAN CARES ACT	\$ 84,250	\$ 167,500	50%
RURAL CARE ACT			
OTHER			
<b>TOTAL REVENUE</b>	<b>\$ 87,687</b>	<b>\$ 172,500</b>	<b>51%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 66,648	\$ 127,500	52%
PROFESSIONAL SERVICES			
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 7,208	\$ 20,000	36%
FUEL	\$ 12,169	\$ 21,000	58%
MISCELLANEOUS EXPENSE	\$ 1,662	\$ 4,000	42%
PURCHASE TRANSPORTATION			
<b>TOTAL EXPENSES</b>	<b>\$ 87,687</b>	<b>\$ 172,500</b>	<b>51%</b>

<b>DEFICIT</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>DOT</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>LOCAL</b>	<b>\$ -</b>
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<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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MGP&DAR&ADA	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 20,509	\$ 46,100	44%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
<b>TOTAL REVENUE</b>	<b>\$ 20,509</b>	<b>\$ 46,100</b>	<b>44%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 481,849	\$ 682,400	71%
PROFESSIONAL SERVICES	\$ 33,732	\$ 96,750	35%
RENT&UTILITIES	\$ 18,478	\$ 34,600	53%
INSURANCE	\$ 12,153	\$ 30,500	40%
MAINTENANCE	\$ 34,500	\$ 85,500	40%
FUEL	\$ 50,437	\$ 101,000	50%
MISCELLANEOUS EXPENSE	\$ 2,475	\$ 17,750	14%
PURCHASE TRANSPORTATION			
<b>TOTAL EXPENSES</b>	<b>\$ 633,624</b>	<b>\$ 1,048,500</b>	<b>60%</b>

<b>DEFICIT</b>	<b>\$ (613,115)</b>	<b>\$ (1,002,400)</b>
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<b>DOT</b>	<b>\$ 613,115</b>	<b>\$ 934,248</b>
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<b>LOCAL</b>	<b>\$ -</b>	<b>\$ 68,152</b>
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<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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X_MILE	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 19,834	\$ 10,500	189%
URBAN CARES ACT	\$ 92,394	\$ 226,000	41%
RURAL CARE ACT			
OTHER			
<b>TOTAL REVENUE</b>	<b>\$ 112,228</b>	<b>\$ 236,500</b>	<b>47%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 82,504	\$ 162,500	51%
PROFESSIONAL SERVICES	\$ 4,345	\$ 14,500	30%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 7,279	\$ 21,000	35%
FUEL	\$ 17,105	\$ 35,000	49%
MISCELLANEOUS EXPENSE	\$ 996	\$ 3,500	28%
PURCHASE TRANSPORTATION			
<b>TOTAL EXPENSES</b>	<b>\$ 112,228</b>	<b>\$ 236,500</b>	<b>47%</b>

<b>DEFICIT</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>DOT</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>LOCAL</b>	<b>\$ -</b>
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<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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MicroTransit Pilot	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 6,543		0%
URBAN CARES ACT			0%
RURAL CARE ACT			
OTHER			
<b>TOTAL REVENUE</b>	<b>\$ 6,543</b>	<b>\$ -</b>	<b>0%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS	\$ 479,506	\$ 1,099,550	44%
PROFESSIONAL SERVICES	\$ 68,673	\$ 93,025	74%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 64,435	\$ 132,225	49%
FUEL	\$ 59,187	\$ 155,150	38%
MISCELLANEOUS EXPENSE	\$ 2,115	\$ 20,900	10%
PURCHASE TRANSPORTATION			
<b>TOTAL EXPENSES</b>	<b>\$ 673,916</b>	<b>\$ 1,500,850</b>	<b>45%</b>

<b>DEFICIT</b>	<b>\$ (667,373)</b>	<b>\$ (1,500,850)</b>
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<b>DOT</b>	<b>\$ 702,726</b>	<b>\$ 1,500,850</b>
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<b>LOCAL</b>	<b>\$ -</b>
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<b>Surplus/(Deficit)</b>	<b>\$ 35,353</b>
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TAXI Voucher	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE	\$ 4,214	\$ 15,000	28%
URBAN CARES ACT			
RURAL CARE ACT			
Prepaid Fare			
<b>TOTAL REVENUE</b>	<b>\$ 4,214</b>	<b>\$ 15,000</b>	<b>28%</b>
<b>EXPENSES</b>			
SALARY AND BENEFITS			
PROFESSIONAL SERVICES		\$ 4,500	#DIV/0!
RENT&UTILITIES			
INSURANCE			
MAINTENANCE			
FUEL			
MISCELLANEOUS EXPENSE	\$ 370	\$ 3,000	12%
PURCHASE TRANSPORTATION	\$ 8,313	\$ 30,000	28%
<b>TOTAL EXPENSES</b>	<b>\$ 8,683</b>	<b>\$ 37,500</b>	<b>23%</b>

<b>DEFICIT</b>	<b>\$ (4,469)</b>	<b>\$ (22,500)</b>
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<b>DOT</b>	<b>\$ 4,469</b>	<b>\$ 22,500</b>
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<b>LOCAL</b>	<b>\$ -</b>
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<b>Surplus/(Deficit)</b>	<b>\$ -</b>
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ParkConnect	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to February 28, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
<b>REVENUE</b>			
FAREBOX REVENUE			
URBAN CARES ACT		\$ 18,500	
RURAL CARE ACT			
Prepaid Fare			
<b>TOTAL REVENUE</b>	\$ -	\$ 18,500	\$ -
<b>EXPENSES</b>			
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			
<b>TOTAL EXPENSES</b>	\$ 13,701	\$ 88,500	15%

<b>DEFICIT</b>	\$ (13,701)	\$ 70,000
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<b>DOT</b>	\$ 13,701	\$ 25,598
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<b>LOCAL</b>	\$ -
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<b>Surplus/(Deficit)</b>	\$ -
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<b>RIVER VALLEY TRANSIT</b>	
<b>STATEMENT OF CASH FLOWS</b>	
Monday, April 7, 2025	
Operating Checking	\$ -
Payroll Checking	\$ -
Capital Checking	\$ -
Money Market	\$ 3,618,446
Essex Savings Bank	\$ 93,444
<b>BALANCE TOTAL</b>	<b>\$ 3,711,890</b>

Section X, Item 2.

Account Payable	Apr-25	May-25	Jun-25
Payroll	\$ 178,250	\$ 356,500	\$ 356,500
Benefits	\$ 75,000	\$ 130,000	\$ 130,000
Professional Services	\$ 52,000	\$ 52,000	\$ 52,000
CIRMA	\$ 10,000	\$ 15,000	\$ 15,000
Rent & Utilities	\$ 25,000	\$ 25,000	\$ 25,000
Insurance	\$ 6,000	\$ 15,000	\$ 15,000
Fuel	\$ 49,988	\$ 75,000	\$ 75,000
Vehicle Maintenance and Repairs	\$ 20,241	\$ 50,000	\$ 50,000
Other Monthly Expenses	\$ 10,500	\$ 15,500	\$ 15,500
<b>TOTAL EXPENSES</b>	<b>\$ 426,979</b>	<b>\$ 734,000</b>	<b>\$ 734,000</b>

Account Receivable			
CT DOT Capital	\$ 78,872	\$ -	\$ -
FIXED 5307 FY 25		\$ 689,055	\$ -
ADA FY 25		\$ 82,430	\$ -
DAR FY 25		\$ 28,083	\$ -
MGP Grant FY 25	\$ 109,112	\$ -	\$ -
RURAL 5311 FY 25	\$ 30,779	\$ 29,535	\$ 29,535
New Freedom 5310 FY 25	\$ 91,512	\$ 33,400	\$ 33,400
Madison/Middletown (RT.81) FY 25	\$ 26,580	\$ 14,375	\$ 14,375
X-Mile FY 25	\$ 19,940	\$ 16,500	\$ 16,500
MICROTRANSIT FY 25	\$ 108,908	\$ 90,000	\$ 90,000
Fare Box and Pre-paid Fare Revenue	\$ 5,000	\$ 28,500	\$ 28,500
Middlesex Hospital, Wesleyan, AAA	\$ 10,120	\$ 5,600	\$ 5,600
Town Dues (E.Hampton+Middletown+Portland)	\$ -	\$ 89,781	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 401,952</b>	<b>\$ 1,107,259</b>	<b>\$ 217,910</b>

Cash at the beginning of the period	\$ 3,711,890	\$ 3,686,864	\$ 4,060,123
Cash at the end of the period	\$ 3,686,864	\$ 4,060,123	\$ 3,544,033

## 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													0
										125%	-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													0	
	-8%	0%	-8%	18%	33%	15%	41%	16%	-22%	17%	-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													0	
	-32%	-37%	7%	-57%	-72%	-40%	-23%	-24%	-79%	-32%	-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													0	
	-40%	-29%	-32%	5%	-9%	-19%	47%	12%	8%	40%	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													0	
	-23%	-24%	-15%	31%	-1%	8%	30%	-6%	-7%	34%	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													0	
	-8%	26%	5%	58%	20%	2%	24%	-5%	-1%	-7%	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	0	0	0	0	0	0	0	0	0	0	0	0	0	
	-13%	-3%	-8%	15%	16%	8%	36%	11%	-23%	16%	2%	-1%		
	-21%	-18%	-11%	-9%	-14%	-2%	9%	-2%	-6%	3%	8%	4%		

## 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													0	
	-56%	-50%	-52%	-20%	-3%	-2%	-20%	17%	30%	60%	66%	75%		

## 582 Wesleyan Hills (Mon - Fri)

	January	February	March	April	May	June	July	August	September	October	November	December	Total	
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													0	
	-44%	43%	-38%	-18%	-17%	-10%	-8%	-4%	3%	9%	-7%	13%		

## 583 Washington St (Mon - Sun)

	January	February	March	April	May	June	July	August	September	October	November	December	Total	
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													0	
	-66%	-57%	-62%	-14%	-31%	-3%	-1%	19%	37%	27%	17%	70%		

## 584 Newfield St (Mon - Sun)

	January	February	March	April	May	June	July	August	September	October	November	December	Total	
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													0	
	-53%	-41%	-46%	-14%	-17%	-8%	0%	14%	-3%	69%	50%	68%		

## 585 Westlake Dr (Mon - Fri)

	January	February	March	April	May	June	July	August	September	October	November	December	Total	
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													0	
	-47%	-30%	-44%	10%	17%	-23%	-4%	-19%	9%	15%	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													0	
	59%	93%	104%	0%	-13%	-14%	-33%	-58%	-43%	-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													0	
	-42%	-40%	-44%	-4%	0%	4%	7%	26%	38%	86%	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	22,642	23,022	26,471	26,610	26,140	26,744	26,059	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													0	
	-51%	-39%	-47%	-9%	-8%	-9%	-7%	3%	12%	35%	34%	38%		

\*1,187 in other routes

## 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	0	7	46	73	41	0	0	167	-80%
2021	0	0	0	0	0	18	287	479	452	101	0	0	1337	701%
2022	0	0	0	0	0	41	284	199	148	96	0	0	768	-43%
2023	0	0	0	0	0	53	115	177	220	34	0	0	599	-22%
2024	0	0	0	0	0	10	154	109	118	20	0	0	411	-31%
					-81%	34%	-38%	-46%	-41%					

## Madison Shuttle

	January	February	March	April	May	June	July	August	September	October	November	December		
2021	0	0	0	0	0	5	86	97	65	18	0	0	271	
2022	0	0	0	0	0	34	13	29	9	15	0	0	100	
2023	0	0	0	0	0	11	18	92	20	1	0	0	142	
					-68%	38%	217%	122%	-93%					

## 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											8972	
	174%	215%	-39%	-8%	2%	8%	32%	60%	86%	143%	159%	128%		
OTP	98.3%	100.0%	95.1%	96.8%	88.2%	89.4%	96.1%	90.6%	89.7%	99%	99.0%	98.7%		
Avg ETA	13.3	10.8	13.7	15.0	14.3	15.2	15.4	14.9	14.0	13.1	13.1	13.0		
Rating	4.9	4.9	4.9	4.9	4.9	4.8	4.9	4.9	5.0	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											1407	
	7%	-2%	-1%	27%	23%	10%	36%	-1%	8%	40%	7%	14%		

OTP	90.9%	89.4%	90.2%	88.6%	86.0%	89.6%	88.2%	85.8%	85.3%	93.4%	91.6%
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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											1178	
	-15%	10%	-47%	-21%	-22%	-23%	23%	-1%	-17%	-5%	-21%	-19%		
OTP	90.4%	93.4%		90.8%	89.7%	86.8%	89.6%	85.9%	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	
	-45%	-33%	-40%	-3%	-3%	-5%	2%	4%	2%	30%	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	
2025	5071	6486	0	0	0	0	0	0	0	0	0	0	11557	
	86%	123%	-34%	-4%	0%	1%	31%	33%	47%	85%	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	7956	8335	7221	7918	8246	7364	8215	6826	5981	90448	3%
2020	7188	7020	5071	2035	2278	3364	4202	4491	5153	5667	4077	4207	54753	-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%
	-44%	-33%	-39%	-3%	-3%	-5%	5%	7%	7%	37%	34%	34%		

## Jan-24 Customer Service Report

### Call Report by Queue

	Inbound Calls	Answered	Abandoned	Avg Handle Time
Dial A Ride CQ	985	927	66	2:30
Fixed/General	1136	1024	116	1:28
Paratransit CQ	220	215	7	1:48
Xtra Mile CQ	928	865	67	1:17
<b>Total</b>	<b>3269</b>	<b>3031</b>	<b>256</b>	<b>1:45</b>

### Customer Feedback

	Middletown	Shoreline	All	Valid	Invalid	Negative	Nuetral	Total
App	0	6	0	6	0	6	0	6
Booking Req	0	0	7	7	0	0	7	7
Driver Safety	1	1	0	0	2	2	0	2
Fares	0	0	5	5	0	1	4	5
General								2
No-Show	0	1	0	0	1	1	0	1
OTP	1	2	0	1	2	3	0	3
Pass-by	0	0	0	0	0	0	0	0
Question								4
Routing	5	2	0	5	2	4	3	7
Rudeness	7	1	0	2	6	8	0	8
Sales								7
Service Change	0	1						1
Ticket Order								8
Vehicle Clean	0	0				0	0	0
<b>Total</b>	<b>14</b>	<b>8</b>	<b>5</b>	<b>13</b>	<b>13</b>	<b>25</b>	<b>14</b>	<b>40</b>

### Sources of Feedback

Facebook	2	2%
Email	83	83%
Phone	14	14%
Twitter	0	0%
Mail	1	1%
<b>Total</b>	<b>100</b>	

### Feedback Handling Time (hours)

First Response	24:32
Resolution	86:13

**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
<b>Total</b>	<b>4107</b>	<b>3710</b>	<b>397</b>	<b>1:40</b>	<b>:35</b>	<b>15:04</b>

**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
<b>Total</b>	<b>12</b>	<b>7</b>	<b>22</b>	<b>8</b>	<b>14</b>	<b>15</b>	<b>20</b>	<b>14</b>	<b>3</b>	<b>121</b>

**Sources of Feedback**

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

**Feedback Handling Time (hours)**

First Response	15:32
Resolution	45:11

**BY-LAWS FOR THE EXPANDED ESTUARY TRANSIT DISTRICT****April ~~7, 2022~~29, 2025****Article I -- Name**

The name of this organization shall be the Estuary Transit District ("ETD" or "Transit District") which includes as its members the municipalities of Chester, Clinton, Deep River, Durham, East Hampton, Essex, Killingworth, Lyme, Middlefield, Middletown, Old Lyme, Old Saybrook, Portland, and Westbrook, and any other municipalities that join the Transit District pursuant to Article III.

**Article II -- Authorization and Statement of Purpose**

- A. Authorization: The Transit District is established according to the provisions of Chapter 103a of the Connecticut General Statutes.
- B. Purpose: The purpose of the Transit District is to administer and operate public transportation services for the region so as to improve the mobility of residents, offer alternatives to privately owned vehicles, provide connectivity to other transit services in Connecticut, and promote sustainability and energy conservation.

**Article III -- Membership**

- A. Joining the District: Pursuant to Chapter 103a of the Connecticut General Statutes, any municipality may join the Transit District if its legislative body votes to do so and if the request for membership is approved by a vote of the ETD Board of Directors as provided for in Article V.
- B. Withdrawal of a Member Municipality: In accordance with the provisions of Subsection 7-237b(f) of the Connecticut General Statutes, any member municipality may withdraw from the Transit District if its legislative body officially votes to do so. In such event, the Board of Directors shall determine the share of the Transit District's expenses and obligations remaining due from the municipality, if any. The municipality shall pay or secure such amount to the Transit District before the withdrawal shall become effective.
- C. Removal: Any member municipality that fails to meet its obligations to the Transit District may be removed from membership by vote of the Board of Directors as provided in Article VIII.
- D. Member Municipality Dues: The amount of dues to be rendered to the Transit District by each member municipality shall be voted annually by the Board of Directors prior to December 31 each year.

#### Article IV -- Board of Directors

- A. The affairs of the Transit District shall be managed by a Board of Directors appointed in accordance with the provisions of Section 7-273c of the General Statutes of Connecticut, as amended, and who shall serve in accordance with the provisions of said statute.
- B. Appointments: In accordance with the provisions of Section 7-273c of the General Statutes of Connecticut, as amended, each member municipality of the Transit District shall appoint its Director(s).
- C. Term: Directors shall be appointed to a term of four years. At the end of their ~~term, a Director~~terms, Directors shall be reappointed to a subsequent four-year term ~~by his/her member municipality,~~ or replaced. ~~From~~ by the member municipalities. For member municipalities having more than one Director, one-half of those first appointed shall serve for two years and one-half for four years; following such first appointment, Directors shall serve four-year terms.
- D. Vacancies: If a vacancy occurs on the Board of Directors, the respective municipality shall appoint a new Director to fill the unexpired portion of the term in accordance with the provisions of Section 7-273c of the General Statute of Connecticut, as amended.
- E. Rules and Regulations: The Directors shall in all cases act as a Board, regularly convened, and they may adopt such rules, policies, and regulations for the conduct of their meetings and the management of the Transit District as they deem proper. The rules, policies, and regulations shall be consistent with these by-laws and the laws of the State of Connecticut.
- F. Powers and Duties: The Board of Directors shall have all the powers and duties necessary or appropriate for the plenary administration of the affairs of the Transit District.

#### Article V – Officers

- A. The Directors shall elect Officers from among their numbers and such Officers shall consist of a Chair, Vice Chair, Secretary, and Treasurer.
- B. Officers shall be elected at the Annual Meeting of the Transit District.

- C. Nominations:- Nominations for all Officers shall be made from the floor and/or at the Annual Meeting and/or via the appropriate committee.
- 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. 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 vote of the Board of Directors as provided for in Article VIII or as otherwise established in a policy approved by a vote of the Board of Directors as provided in Article VIII.

## Article VI – Staff

- A. Executive Director: The Board of Directors shall employ an Executive Director who shall have general charge and direction of the business of the Transit District. The Board of Directors shall determine the compensation, qualifications, ~~and~~ duties and responsibilities of the Executive Director. The Executive Director may be hired directly by the Board of Directors or provided under a management services contract.
- B. The Executive Director shall hire, discharge, manage, and fix the compensation of all employees and agents of the Transit District, ~~subject to approval by the Board of Directors.~~
- C. Reimbursement of expenses incurred by the Executive Director of other staff of the Transit District shall be subject to approval by the Board ~~of Directors~~ Chair, consistent with the Transit District's established policy.

## Article VII – Meetings

- A. Regular Meetings: Pursuant to Chapter 103a of the Connecticut General Statute, as amended, the Board of Directors shall meet at regular intervals, but in no event fewer than four times a year.
- B. Special Meetings: The Chair or any three Directors may call a Special Meeting of the Board of Directors by giving written notice of the date, time, place, and purpose of the meeting to each Director and the Clerk of each member municipality at least 24 hours in advance of the meeting.
- C. Annual Meeting: The Annual Meeting of the Transit District shall be the first regular meeting held after July 1 of each year.
- D. Participation by Telephone or Other Electronic Means: Directors of the Board may participate in a regular or special meeting by telephone, videoconference, or other remote electronic means by which all persons participating can hear one another. Participation in this manner shall constitute presence in person at such meeting and shall count towards a quorum.

- E. Meeting Notices: The dates, times, and location of the Annual Meeting and all regular meetings shall be filed with the Clerk of each member municipality and with the Secretary of State no later than January 31 each year in accordance with Chapter 14, Section 1-235b of the Connecticut General Statutes, as amended. Notice of meetings may be sent to Directors by regular mail, electronic mail, or such other method as may be established by a vote of the Board of Directors in accordance with Article ~~V~~VIII.

## Article VIII -- Quorum and Voting

- A. A quorum must be present at any regular or special meeting of the Board of Directors in order to conduct business and approve motions. In the absence of a quorum, the Directors may discuss issues but cannot take action for the Transit District.
- B. Consistent with the provisions of Section 7-273c of the Connecticut General Statutes, each member municipality shall be entitled to a number of votes equal to the population they represent (rounded to the nearest one hundred) divided by the smallest population of a member municipality (rounded to the nearest hundred). The populations used for determining such proportionate ("weighted") voting strength shall be adjusted once every ten years using the most recently published Census data available from the U.S. Census Bureau.
- C. A quorum shall exist when ~~of~~ both of the following conditions exist:
1. Directors are present representing at least two-thirds of the total number of member municipalities, less the number of any member municipalities whose Director position(s) is(are) completely vacant. The two-thirds calculation shall be rounded to the nearest whole number. By way of example, if a member municipality has one or more Directors, the presence of any one Director shall count towards the quorum for purposes of this subsection. It is the intent of this section that at least two-thirds of the member municipalities ~~hashave~~ a Director present for a quorum to exist; and
  2. Directors are present with a majority of the total weighted vote for all member municipalities, less the weighted vote for any vacant Director position. It is the intent of this subsection that a minimum number of Directors representing a majority of the total weighted vote is present for a quorum to exist.
- D. All motions that come before a regular or special meeting of the Board of Directors, assuming a quorum is present, shall be approved if:
1. Directors representing a majority of the member municipalities present vote yes, and
  2. The weighted votes of Directors voting yes represent a majority of the total weighted votes of Directors present. It is the intent of this section that both a



majority of the member municipalities and a majority of the total weighted vote of Directors present is needed to approve any measure.

## Article IX -- Committees

- A. The Board of Directors may establish such standing ~~committees, and,~~ ad hoc and special committees, from time to time, as it sees fit.
- B. Committee members shall be appointed by the Chair, and may include Directors, Transit District staff, and others. The Chair may self-appoint himself/herself to be a committee member, ~~but otherwise the Chair and~~ is ex-officio on all other committees. Attendance by the Chair shall not count towards a quorum for committee meetings of which ~~he/she the Chair~~ is not a member. A majority of Board members shall not be appointed to a given committee at any one time. Appointments shall be approved by the Board.
- C. A majority of the members of a committee shall constitute a quorum. A simple majority of the committee members present ~~(assuming a quorum)~~ is required to pass motions.
- D. Committee ~~members shall elect a~~ Chairs will be appointed by the Board Chair, ~~and committee.~~ Committee meetings shall be at the call of the ~~chair~~ Committee Chair.
- E. Committees shall consider relevant issues, ~~and~~ report to and recommend actions for the Board of Directors. Committees shall not act as or for the Board of Directors.

## Article X – Compensation/Conflicts of Interest

- A. No Compensation: No compensation shall be paid to directors or officers for their service to the Transit District, or pursuant to any other contractual relationship.
- B. Reimbursement: No Director or Officer shall be reimbursed for any expenses unless such expenses were incurred on behalf of the Transit District ~~and such Director or Officer.~~ Directors or Officers shall have incurred such expense with the express authority and approval of the Board of Directors or in accordance with any reimbursement policy adopted by a vote of the Board of Directors as provided in Article VIII.
- C. Conflicts of Interest: No Director or Officer of the Transit District shall have any financial interest in the Transit District's affairs. Whenever a Director or Officer has a financial or personal interest in any matter coming before the Board of Directors, the affected person shall (a) fully disclose the nature of the interest, and (b) withdraw from

discussion, lobbying, and voting on the matter. Any transaction or a vote involving a potential conflict of interest shall be approved only when a majority of disinterested Directors determine that it is in the best interest of the Transit District to do so. The minutes of meetings at which such votes are taken shall record such disclosure and abstention.

#### Article XI – Fiscal Management

- A. Fiscal Year: The fiscal year of the Transit District shall begin on the first day of July ~~of each year~~ and end ason the last day of June ~~30~~.
- B. Auditing Procedures: Books and accounts of the Transit District shall be kept under the direction of the Treasurer in accordance with standard accounting procedures, the laws of the State of Connecticut, and any agreements entered into with the member municipalities, the State of Connecticut, the Federal Government, ~~or~~ other funders. There shall be an annual audit performed by an independent Certified Public Accountant appointed by the Board of Directors.
- C. Signatories: All notes, mortgages, deeds, leases, ~~and~~ contracts shall be executed on behalf of the Transit District by the Chair when so authorized by the Board of Directors. All checks executed on behalf of the Transit District shall be signed by two of the following officials: Chair, Vice Chair, Treasurer, ~~and~~ Executive Director.

#### Article XII – Indemnification

ETD may, to the fullest extent now or hereafter permitted by law, indemnify any Board Member or Officer made, or threatened to be made, a party to any action or proceeding by reason of the fact that he or she, his or her testator or interstate, was a Director of ETD, against judgments, fines, amounts paid in settlement, and reasonable expenses, including attorneys' fees. No indemnification may be made to or on behalf of any such person if (a) his or her acts were committed in bad faith or where the result of his or her active and deliberate dishonesty and were material to such action or proceeding, or (b) he or she personally gained in fact a financial profit or other advantage to which he or she was not legally entitled. The Board of Directors may establish by a vote of the Board of Directors as provided in Article V further policies and procedures concerning eligibility and the process for receipt of indemnification.

#### Article XIII – Amendments to By-Laws

- A. These by-laws may be amended at any regular or special meeting upon a vote by the Board of Directors in accordance with Article VIII. A complete text of the proposed amendment or amendments shall be provided to ~~Board~~board members with the call of

the meeting either by mail or email. Amendments shall become effective immediately upon adoption.

~~B. Notwithstanding the provision in Section A of this Article, 18 months from the date these by-laws are first adopted the Board of Directors will review the by-laws in their entirety and vote either to retain the current by-laws or amend them.~~

Adopted: \_\_\_\_\_

Secretary: \_\_\_\_\_



Estuary Transit District

Board Operations Policies

April 7, 202229, 2025

Attendance Policy

Directors are expected to attend all meetings of the full Board and ~~committees~~Committees to which they have been appointed. If a Director fails to attend two or more consecutive regular board meetings, the Transit District shall notify that Director’s CEO in writing with a copy to the Director concerning their continued absences.

Committees Policy

Standing committees of the Board of Directors include:

1. Finance Committee: ~~Chaired by the Treasurer and other~~Consists of Directors appointed by the Board Chair. The Finance Committee reviews the proposed annual operating and capital budgets for the Transit District and submits a recommendation to the full Board of Directors to adopt the annual budgets. The Committee monitors budget adherence during the fiscal year, oversees preparation of financial statements by Transit District staff, receives the external auditors’ annual report, and performs such other responsibilities as are normally considered parts of the financial operation of the Transit District. The Director of Finance and other staff may be called upon as resources for the Finance Committee.
2. Legislative Committee: Consists of Directors appointed by the Board Chair. The Legislative Committee develops and maintains relationships with Federal, State, and local officials to inform them of the Transit District’s activities and issues, enlists support for Transit District concerns, and ensures that the interests of the Transit District are communicated effectively to elected officials and agency personnel. In addition, the Legislative Committee stays abreast of pending legislation at the Federal, State, and local levels that may affect public transit generally and Estuary Transit District in particular, and reports on pending legislation to the full Board of Directors at their regular or special meetings as appropriate.
3. Human Resources Committee: Consists of Directors appointed by the Board Chair. The Human Resources Committee addresses labor issues, wages and benefits for Transit District employees, retirement and incentive programs, updating of employee job descriptions and employee compensation, and oversees the employee Problem Resolution Policy and other personnel policies. The committee chair reports on human resources issues and recommendations to the full Board of Directors at their regular or

special meetings as appropriate. The HR/Payroll Manager and other staff may be called upon as resources for the Human Resources Committee.

4. Nominating Committee: Consists of Directors appointed by the Board Chair. The Nominating Committee prepares the slate of officers (Chair, Vice Chair, Secretary, and Treasurer) for recommendation to the full Board of Directors at the annual meeting. The Nominating Committee shall consider proposed candidates' expertise and willingness to serve in preparing the slate. The Nominating Committee will also act in the event an Officer position becomes vacant prior to the next election of Officers.
5. Transit Advisory Committee: Consists of Directors, cognizant Transit District staff, and representatives of the transit riding public appointed by the Board Chair. The Transit Advisory Committee receives and transmits to the full Board comments and input from transit users and the general public concerning the quality, safety, accessibility, convenience of Transit District services and public outreach efforts (including connectivity with other transit operations in Connecticut). The Transit Advisory Committee will review and comment on proposed service changes (including new services and the modification of existing services) to the full Board of Directors at their regular or special meetings as appropriate.
6. Marketing Committee: Consists of Directors appointed by the Board Chair. The Marketing Committee develops, reviews, and recommends to the full Board of Directors at their regular or special meetings as appropriate programs, materials, and other communications media (including website, publications, news releases, etc.) with the objective of increasing public understanding of Transit District services, enhancing the Transit District's public image, and encouraging residents in the Transit District service area to use transit.

As provided in the By-Laws, the Board of Directors may establish special and ad hoc committees in addition to the standing committees as deemed necessary.

All Board members are expected to serve on one or more standing committees. However, as per the By-Laws, a majority of Board members shall not be appointed to a given committee at any one time.

Committee members are appointed ~~by the Board Chair who will submit appointments to the full Board of Directors for approval~~ in accordance with the By-Laws.

The Board Chair may replace a Director who fails to attend two or more consecutive committee meetings.

The Board Chair may not self-appoint ~~himself/herself~~ to the Nominating Committee, but may self-appoint ~~himself/herself~~ to other committees. If not appointed to a committee, the Board Chair serves as non-voting

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ex-officio on that ~~committee~~Committee, but his/her attendance does not count towards a quorum for committee meetings.

The Board Chair may appoint an alternate or alternates to ~~committees~~Committees for the purpose of attending meetings and filling in for absent members. ~~However,~~  
~~alternates~~Alternates do not count towards a quorum at ~~committee~~Committee meetings and do not vote as ~~committee~~Committee members, unless filling in for an absent member.

Committees may invite Transit District staff or others from outside the Transit District to participate in meetings as appropriate.

### **Meetings Policy**

The schedule of regular Board of Directors' meetings will be announced and filed each year with the Office of the Secretary of State in accordance with Connecticut General Statute 14 Sec 1-225 b as of January 1, including the dates, times, and location of the meetings. The announcement will be posted on the ETD website, and a copy will be filed with the Clerk of each member municipality. The agenda for each meeting will be posted on the ETD website and furnished to each Director via email at least 48 hours in advance. Changes to the announced schedule of meetings shall require at least 30 days' notice to be posted on the ETD website and filed with the Clerk of each member municipality.

Committee meetings will be held at the call of the Committee Chair. Notice of the date, time, location, and agenda for committee meetings will be posted on the ETD website and furnished to each Committee member via email at least 24 hours in advance of the meeting.

*Roberts Rules of Order* will govern the parliamentary procedures at Board of Directors and Committee meetings.

Directors who expect to be absent from a Board or ~~committee~~Committee meeting should notify the Chair or Committee Chair in advance if possible.

Directors may attend regular Board meetings electronically, but must notify the Chair or Executive Director in advance so appropriate arrangements can be made. This same policy shall apply to members who need to attend a ~~committee~~Committee meeting electronically.

The Meetings Policy outlined above is intended to conform to State Freedom of Information statutes and requirements.

### **Conflict of Interest Policy**

Directors, the Executive Director, and other key management staff who participate in decision-making for the Transit District have a duty to be free from the influence of personal considerations when conducting Transit District business. Such individuals' positions must never be used directly or indirectly for private gain or personal interest, or to cause the Transit District to violate applicable Federal or State laws and regulations. Such individuals shall, in all instances, avoid any action or participation that represents, or could be reasonably construed as representing, a conflict of interest.

For the purpose of this policy, "decision-making" shall include, but is not necessarily limited to, purchases and procurements, awarding of contracts, selection of contractors and agents, and other transactions that financially benefit an entity outside the Transit District.

Directors, the Executive Director, and other key management staff who participate in decision-making for the Transit District shall annually complete a Conflict of Interest Statement (see below) disclosing all potential conflicts involving sources of income or business connections (both for themselves personally and immediate family members) outside the Transit District. The Statement shall also formally commit signatories to disclose to the Board of Directors any potential conflicts of interest that may arise in the course of their service to the Transit District and to abstain from participating in any decision-making that would represent, or could reasonably be construed as representing, a conflict of interest.

Signatories must promptly inform the Board in writing of any material change in the information provided in their Conflict of Interest Statement.

The Secretary will ensure that Conflict of Interest Statements have been completed by all required individuals and will ensure that the statements are maintained in a secure location.



**ESTUARY TRANSIT DISTRICT**

**DIRECTOR’S CONFLICT OF INTEREST DISCLOSURE FORM**

Name: \_\_\_\_\_

Please list below entities in which you are employed, in which you have a principal ownership position, or in which you and/or members of your immediate family could benefit financially as a result of such entity doing business with Estuary Transit District.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Please append additional listings if necessary.

I hereby certify that the information set forth above is true and complete to the best of my knowledge.

I have reviewed, and agree to abide by, the Conflict-of-Interest Policy of the Estuary Transit District.

I agree to disclose to the Board of Directors any potential conflicts of interest that may arise in the course of my service to the Transit District, and to abstain from participating in any decision-making that would represent, or could reasonably be construed as representing, a conflict of interest.

I agree to promptly submit an amended Conflict of Interest Disclosure form in the event of any material change in the information provided above.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **Indemnification Policy**

ETD will indemnify any Officer or Director who is or was a party, or is threatened to be made a party, to any proceeding by reason of the fact that such person is or was a Director or Officer of ETD, against expenses (including attorneys' fees), liability, judgments, fines, and amounts paid in settlement actually and reasonably incurred by such person in connection with such proceeding if such person (a) conducted himself/herself in good faith, (b) reasonably believed, in the case of conduct in his or her official capacity with ETD that his or her conduct was in the best interest of ETD, and, in all other cases, that his or her conduct was at least not opposed to the best interest of ETD, and (c) with respect to any criminal proceeding, had no reasonable cause to believe that his or her conduct was unlawful.

However, no person shall be entitled to indemnification under this policy either (a) in connection with a proceeding brought by or in the right of ETD in which the Officer or Director was adjudged liable to ETD, (b) in connection with any other proceeding charging improper personal benefit to the director or officer, whether or not involving action in his or her official capacity, in which he or she is ultimately adjudged liable on the basis that he or she improperly received personal benefit, or (c) in connection with any other proceeding charging actions judged unlawful or in violation of Federal, State, local, or Board standards.

Indemnification under this policy in connection with a proceeding brought by or in the right of ETD, shall be limited to reasonable expenses incurred in connection with the proceeding. The termination of any action, suit, or proceeding by judgment, order, settlement, or conviction, or upon a plea of nolo contendere or its equivalent shall not of itself create a presumption that the person did not act in good faith or otherwise failed to meet the standard of conduct set forth in this policy.

Any indemnification under this policy shall be made by ETD only as authorized in each specific case upon a determination that indemnification of the Officer or Director is permissible under the circumstances because such person met the applicable standard of conduct. Such determination shall be made (a) by a majority vote of a quorum of disinterested Directors who at the time of the vote are not, were not, and are not threatened to be made parties to the proceeding, or (b) If such quorum cannot be obtained, by the vote of a majority of the members of a committee of the Board designated by the Board, which committee shall consist of two or more Directors who are not parties to the proceeding (Directors who are parties to the proceeding may participate in the designation of Directors to serve on such committee), or (c) If such a quorum of the Board cannot be obtained or such a committee cannot be established, or even if a quorum is obtained or such a committee is so designated, but such quorum or committee so directs, then by independent legal counsel selected by the Board in accordance with the above procedures.

Authorization of indemnification and evaluation as to the reasonableness of expenses shall be made in the same manner as the determination that indemnification is permissible, except that, if the determination that indemnification is permissible is made by independent legal

counsel, authorization of indemnification and evaluation of legal expenses shall be made by the body that selected such counsel.

For purposes of this policy, the terms "Officer" or "Director" shall include any person who served as an Officer or Director of ETD as provided in the By-Laws of the Transit District. The terms shall also include the estate or personal representative of an Officer or Director, unless the context otherwise requires.

For purposes of this policy, the term "proceeding" shall mean any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, whether formal or informal, any appeal in such an action, suit, or proceeding, and any inquiry or investigation that could lead to such an action, suit, or proceeding.

For purposes of this policy, the term "party" includes any individual who is, was, or is threatened to be made a named defendant or respondent in a proceeding.

For purposes of this policy, the term "liability" shall mean any obligation to pay a judgment, settlement, penalty, fine (including an excise tax assessed with respect to an employment benefit plan), or reasonable expense incurred with respect to a proceeding.

For purposes of this policy, the phrase "official capacity" shall mean while serving or engaging in activities as an Officer or Director of ETE and acting on behalf of ETD in such capacity.

This policy shall also apply to include the Executive Director and other employees of the Transit District.

The Executive Director shall ensure that insurance coverages are procured and maintained on behalf of the Transit District consistent with this policy. ~~The Board of Directors will annually approve the amounts and purchase of such coverages, and the~~ The Executive Director will report annually to the Executive Committee of the Board of Directors listing all such coverages that are in place.

### **Expense Reimbursement Policy**

Officers and Directors receive no compensation from the Transit District for their time spent performing their duties and responsibilities as Officers and Directors.

Officers and Directors do not receive reimbursement for personal vehicle mileage, home office equipment and supplies (including, but not limited to, telephone, computer, wi-fi, printer, etc.), or other incidental expenses incurred in their preparation for and attendance at Board and committee meetings and other in-state meetings and events in connection with their service. Officers and Directors who use their personal vehicle for travel related to Transit District

business are responsible for any liability arising from such use and to maintain insurance as required by State statute.

Officers and Directors may receive reimbursement for out-of-state travel on Transit District business (for example, to attend a regional transit association meeting or observe new technology in use at another transit system), subject to the following conditions:

- A. Travel must be approved in advance by the Board of Directors, including the purpose of the travel and an itemized estimated cost (including if applicable, but not limited to, airfare, mileage, parking, taxi, hotel, meals, registration, and incidentals).
- B. Personal vehicle mileage will be reimbursed at the rate currently approved by the Internal Revenue Service.
- C. Air travel (economy class only) will be approved only for travel over 200 one-way miles that is not reasonably and more economically made via train, bus, or automobile.
- D. Upon completion of travel, the individual(s) will submit an itemized expense report along with receipts to the Director of Finance to review. Expenses within the estimated cost previously approved by the Board of Directors will be reimbursed to the traveler. Expenses which exceed the approved estimated cost must be submitted to and approved by the Board of Directors before reimbursement is made.

Exceptions to this policy may be approved on a case-by-case basis by the Board of Directors – for example, reimbursing the cost of registration to attend a statewide transit association meeting.

**Definition of “Major Service Change” Policy**

ETD is committed to fully comply with Title VI of the Civil Rights Act and implementing guidelines and requirements issued by the Federal Transit Administration. In compliance with FTA Circular 4702.1B, ETD has adopted a Title VI Program which, among other provisions, addresses the requirement to analyze disparate impacts on minority communities and disproportionate burdens on low-income communities resulting from “major service changes,” and to analyze options to mitigate such impacts.

The ETD Board of Directors has adopted the following definition of “major services changes” for the purpose of Title VI compliance:

- 1. Discontinuation of existing fixed-route service to any part of the ETD service area, including elimination of an existing route or route segment and/or replacement of fixed-route service with demand-response service.
- 2. Replacement of public demand-response service in an area with a fixed-route.

- 3. Discontinuing service on weekend days and/or holidays, even if such discontinuation does not exceed the 10% threshold in Item #7 below.
- 4. Implementation of a new route.
- 5. Systemwide service reduction or increase involving 10% or more of total route miles or service hours.
- 6. Reducing the span of service on any route (i.e., eliminating first and/or last trips).
- 7. Reducing the revenue miles and/or hours of service on any route by 15% or more.

**Investment Policy**

Purpose

The purpose of this policy is to set forth the investment objectives and guidelines for the management of funds of the Estuary Transit District. This policy is intended to:

- 1. Safeguard funds of the Transit District;
- 2. Ensure that operating and capital funds are available when needed;
- 3. Ensure compliance with applicable Connecticut statutes and generally accepted accounting and investment standards; and
- 4. Provide a reasonable return on investments in light of statutory restrictions.

Scope

In accordance with accounting standards, financial reporting guidelines, and Connecticut statutes, this investment policy applies to all cash and investments of the Transit District. 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. This includes, but is not necessarily limited to, operating and capital funds received from the Connecticut Department of Transportation, contributions from member municipalities, passenger fare revenue, auxiliary transportation revenue, and grants from other agencies. In the event any future revenues have statutory requirements that conflict with this policy, such statutory requirements shall prevail.

Relevant Statutory Provisions

Investments of the Transit District shall conform at all times with the requirements of Connecticut General Statutes sections 7-400, 4-402, 36a-332, and 36a-336. These statutes are herein incorporated by reference.

Investment Objectives

The primary objectives of the Transit District investment policy shall be, in priority order, as follows:

1. Safety of Principal. The foremost objective of this investment policy is to ensure the safety of principal funds entrusted to the Transit District. Investment transactions shall be undertaken in a manner that gives the highest priority to the preservation of capital in the overall portfolio. This is achieved by the following:
  - a. Minimizing custodial credit risk. Investments and deposits shall only be made with authorized investment institutions and dealers so as to minimize the risk of loss due to failure of such depositories, security issues, or backers.
  - b. Diversifying the Investment Portfolio. Investments and deposits shall be made so as to minimize the risk of loss from any one institution or type of security issuer.
  - c. Minimizing rate risk. Investments shall be made so as to minimize the risk that the market value of securities in the portfolio will fall due to change in market interest rates. This is accomplished by structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations and investing operating funds primarily in shorter-term securities, liquid asset funds, money market mutual funds, or similar investment pools and limiting the average maturity in accordance with the Transit District's cash requirements.
2. Liquidity. The Transit District's investment portfolio shall remain sufficiently liquid to enable the Transit District to meet all operating requirements that might be reasonably anticipated.
3. Yield/Return on Investments. The Transit District's investment portfolio shall be designed with the objective of attaining a reasonable rate of return, taking into account the applicable risk constraints and liquidity needs. It is understood that return on investment is of secondary importance when compared to the safety and liquidity objectives described above.

#### Management of Investments; Role of the 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. 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 therefore, 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.

Pursuant to the By-Laws of the Estuary Transit District, the Treasurer is responsible for overseeing the management of Transit District investments and accounts by staff. The Treasurer shall be responsible for overseeing the transfer of appropriate funds to effect investment transactions and for the investment of operating funds and bond proceeds consistent with this policy and as directed by the Board of Directors. The Treasurer shall also be responsible for designating depositories as authorized by the above-referenced Connecticut General Statutes.

Standards of Prudence

Investment decisions on behalf of the Transit District shall apply the “Prudent Person” standard. The Prudent Person standard states: “Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.”

Ethics and Conflict of Interest

The Transit District Treasurer, and all other officers and employees involved in the handling and management of funds and investments, shall strictly adhere to the Transit District’s Conflict of Interest Policy.

Authorized Investment Institutions and Dealers

Only institutions and dealers listed in the above-referenced Connecticut General Statutes shall be utilized by the Transit District as depositories for its funds.

All brokers, dealers, and other financial institutions approved by the Transit District shall be provided with current copies of the current policy and shall acknowledge in writing their receipt of same.

Competitive Selection of Investment Instruments

The Transit District shall obtain bids or proposals from at least two (2) brokers or financial institutions on all purchases of investment instruments. Overnight sweep investment instruments shall not be subject to this section.

Policy Adoption and Review



This investment policy shall be adopted by resolution of the Transit District's Board of Directors. The investment policy shall be reviewed periodically or as needed, and any revisions or updates shall be adopted by the Board. Conformance of investments to this policy shall be included in the annual fiscal audit for Estuary Transit District.

### Qualified Public Depository for Transit District Cash Assets

All deposits will be made to qualified public depositories, consistent with the above-referenced Connecticut General Statutes.

### **Executive Session Policy**

#### Purpose

The purpose of an "Executive Session" (collectively, "Executive Sessions") is to provide an opportunity for Estuary Transit District's Board of Directors (the "Board" and collectively "Board members") to discuss sensitive or confidential matters without the presence of non-Board Members or guests.

#### Procedure

Executive Sessions may be held upon two-thirds vote of the Board members present, and voting shall be taken at a public meeting for the purpose of matters prescribed in Section III below. The motion to go into Executive Session shall identify the persons, in addition to the Board, who shall be invited to attend the Executive Session. Any non-Board Members or guests in attendance shall be asked to leave the meeting room during the Executive Session. If any non-Board Members or guests are invited to the Executive Session to testify or give an opinion, they may attend the Executive Session portion of a public meeting limited to the time such persons are providing testimony or opinion.

The Executive Session shall be limited to the specific matters identified in the agenda for discussion and shall not be used for general or social conversation. The Board's agenda shall fairly apprise and put the public on notice of the specificity for such Executive Session, as in compliance with the Connecticut Freedom of Information Commission ("FOIC").

#### Matters to be Discussed at Executive Sessions

Pursuant to Conn. Gen. Statute, Section 1-231, an Executive Session may not be convened to receive or discuss oral communications that would otherwise be privileged by the attorney-client relationship if the agency were a nongovernmental entity, unless the Executive Session is for one or more of the following reasons:



- (a) Discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee, provided that such individual may require that discussion be held at an open meeting;
- (b) Strategy and negotiations with respect to pending claims or pending litigation to which the public agency or a member thereof, because of the member's conduct as a member of such agency, is a party until such litigation or claim has been finally adjudicated or otherwise settled;
- (c) Matters concerning security strategy or the deployment of security personnel, or devices affecting public security;
- (d) Discussion of the selection of a site or the lease, sale or purchase of real estate by the State or a political subdivision of the State when publicity regarding such site, lease, sale, purchase or construction would adversely impact the price of such site, lease, sale, purchase or construction until such time as all of the property has been acquired or all proceedings or transactions concerning same have been terminated or abandoned; and
- (e) Discussion of any matter which would result in the disclosure of public records or the confidential information contained therein described in Conn. Gen. Statute Section 1-210 subsection (b),<sup>1</sup> including but not limited to, records, reports, statements of strategy or negotiations with respect to collective bargaining negotiations.<sup>2</sup>

#### Meeting Minutes/Paperwork

The Board shall take meeting minutes at all Executive Sessions. The meeting minutes shall disclose all persons who are in attendance and shall state the purpose of the Executive Session, as in compliance with the FOIC<sup>3</sup>. Specifically, the meeting minutes shall only reflect the general topics discussed and any actions taken, without disclosing confidential or sensitive information. All meeting minutes of the Executive Session shall be kept and maintained separate from the Board's regular meeting minutes.

The Board agrees and understands that consistent distribution of Executive Session and non-Executive Session documentation should always be followed, regardless of how the documentation is delivered, be it paper or electronic format.

#### Confidentiality

<sup>1</sup> Conn. Gen. Statutes Section 1-200(6)

<sup>2</sup> Conn. Gen. Statutes Section 1-210(b)(9)

<sup>3</sup> Conn. Gen. Statutes Section 1-231, as amended

Board members attending Executive Sessions are expected to maintain strict confidentiality regarding the topics and matters discussed during the Executive Session. Any breach of confidentiality may result in disciplinary action, up to and including removal from the Board.

This policy outlines the procedures for holding Executive Sessions, including the reasons for holding them, who may be present, and how confidentiality will be maintained. By adopting this policy, the Board can ensure that sensitive or confidential matters are discussed in an appropriate and effective manner, while protecting the privacy and interests of the organization.

APPROVED AND ADOPTED ON [redacted], 2025, BY:

\_\_\_\_\_  
Name  
Title:

\_\_\_\_\_  
Name  
Title:

\_\_\_\_\_  
Name  
Title:

STATE OF CONNECTICUT)  
)  
COUNTY OF MIDDLESEX)

SS: ESTUARY TRANSIT DISTRICT  
April 11, 2025

**RESOLUTION NO. 25-008  
AUTHORIZING RESOLUTION  
ESTUARY TRANSIT DISTRICT**

**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).

**CERTIFICATION:**

I, Timothy C. Griswold, Secretary of the Estuary Transit District (“ETD”) do hereby certify that the foregoing is a true and correct copy of a resolution adopted at its meeting on April 11<sup>th</sup>, 2025, in which a quorum was present and acting throughout and that the resolution has not been modified, rescinded, or revoked and is at present in full force and effect.

**IN WITNESS WHEREOF**, I have hereunto set my hand and affixed the seal of the Estuary Transit District this 11th day of April 2025.

\_\_\_\_\_  
Timothy C. Griswold, Secretary