



**ESTUARY TRANSIT DISTRICT  
MIDDLETOWN TRANSIT DISTRICT  
SPECIAL ESTUARY TRANSIT DISTRICT EXPANSION TRANSITION COMMITTEE  
MEETING  
MAT Offices, 91 N. Main St, Middletown, CT with Remote Options  
October 12, 2021 at 1:00 PM**

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**AGENDA**

- I. Call to Order--S. Tyler, Chair
- II. Roll Call – S. Tyler
- III. MOA Discussion
- IV. Executive Session for the Purpose of Discussing Contract Negotiations with CT DOT
- V. Discussion Topics
- VI. Old Business
  - 1. Bylaws and Board Policies
  - 2. Committee Workplan
  - 3. Implementation Plan
- VII. New Business
  - 1. Communications Plan
  - 2. Procurement Resolutions
- VIII. Discussion of Next Steps
- IX. Next Meeting – October 19, 2021 at 1:00 PM with Remote Options
- X. Adjournment

Join Zoom Meeting

<https://us02web.zoom.us/j/83750971100?pwd=SDBWekEwb21SRIVUamFiZ2ZOMDRpZz09>

Meeting ID: 837 5097 1100

Passcode: 836014

One tap mobile

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

**Joint Expansion Transition Committee  
Workplan Proposal  
September 21, 2021**

<b>Target Date</b>	<b>Responsibility</b>	<b>Item</b>	<b>Notes</b>
9/28/2021	Joint ETC	<b>Approve Committee Workplan</b>	
		<b>Board Policies and Bylaws</b>	
9/28/2021	Joint ETC	Finalize and disseminate to Boards at October meetings for review, discussion and ultimate approval	
		<b>Implementation Plan</b>	
9/28/2021 and Ongoing	Joe Comerford Chris Denison	Revise Implementation Plan for governance, facilities and operations & staffing; continue to update as necessary as more information becomes available	Use original Appendix D as template
Ongoing	Chris Denison	Monitor target dates and alert Joint ETC of items to be reviewed; responsible for identifying target dates for discussion at each ETD meeting	Should be a standing ETC agenda item;
Ongoing	Joint ETC	Perform oversight role; monitor progress on various projects/ items as needed at each committee meeting; suggest changes to implementation plan as necessary	ETC acts as Oversight Committee
		<b>Stakeholder Buy-in</b>	
10/15/2021	Joe Comerford Chris Denison	Develop overall plan to communicate about expansion	To be reviewed by both Boards
Fall 2021	Joint ETC Joe Comerford	Participate in local process to implement expansion; attend meetings, answer questions, prepare presentations;	

Fall 2021	Boards Joe Comerford	<b>Media Event Announcing Expansion</b> Plan and execute; co-ordinate with overall stakeholder communication plan
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Fall 2021- Spring 2022	Joe Comerford District Staff CTDOT	<b>Technical Projects</b> Technical Projects (prepare scope, select vendors, oversee consultant work) Upgrade AVL system Move demand response scheduling system to ETD Ecolane Upgrade MAT radio system New planning software New fare collection equipment (includes Fare study) IT equipment procured
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Fall 2021- Spring 2022	Joint ETC	Technical Projects Monitor consultant work via Joe Comerford and staff, oversee implementation of recommendations keep Boards apprised of progress, issues
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Fall 2021- Summer 2022	Joe Comerford District Staff CTDOT	<b>Special Studies</b> Special Studies (prepare scope, select vendors, oversee consultant work) Human Resources Labor Issues (includes briefing by labor attorney) PR/Marketing Legal Additional policy-related studies, as needed
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Joint ETC	Special Studies Monitor consultant work via Joe Comerford and staff,
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oversee implementation of recommendations  
keep Boards apprised of progress, issues

2021-2023

Joint ETC  
Joe Comerford  
District Staff

**Facilities Oversight**  
Participate in shoreline site selection; advise Boards  
Monitor target date progress

Joe Comerford  
District Staff  
CTDOT

Oversee design and construction  
Brief Joint ETC and Boards on progress, issues, etc.

Ongoing

MTD and ETD  
Boards

**Service Enhancements**  
Review Transit Study Service Improvement recommendations;  
review, advise and implement as and when appropriate

ETD has designated  
Committee for this; should  
MT members be added?

**Other???**

## MERGER IMPLEMENTATION PLAN

### GOVERNANCE

#### 2021

- October: Letter of Intent executed by CTDOT  
CTDOT forgives MAT debt concurrent with Letter of Intent being signed  
Merger Oversight Committee formed
- November: Middletown, Durham and Middlefield vote to join ETD as of May 1, 2022  
ETD board votes to accept new towns as of May 1, 2022  
Boards vote on future by-laws and member dues  
Boards agree on revised by-laws, member dues structure  
Joint Service Study Committee formed
- December: Conduct fare hearings

#### 2022

- January: Joint Board meetings on FY 22-23 budget for merged district and acceptance of FY 2023 dues
- February: Request FTA approval to transfer MTD assets and awards to ETD  
  
CTDOT provides written notification of source for merger funding  
RFP for fare study (\$50,000)  
RFP for rebranding/marketing study (\$100,000)
- April: Rebranding/marketing study begins  
Fare study begins
- June: FY 22-23 budget adopted by new board
- July: Operational merger occurs; officially begin operating as one district  
Implement unified fares  
Begin marketing campaign
- October: Rebrand website, schedules, etc. (Note: also listed under Operations & Staffing section)

Winter: MTD Board votes to dissolve MAT  
Invite new members to join

**FACILITIES**

**2021**

November: Engage design services consultant for all facilities

December: Shoreline site negotiations

**2022**

January: Confirm facility programs  
Complete Middletown land acquisition  
Kickoff facility design

February: Start date for Shoreline Real Estate Market Review if necessary (\$125,000)

March: Site plans/preliminary facility concepts  
Facility program & site master plan charrettes

April: 30% Middletown maintenance facility design/NEPA

May: Final facility program & site master plan  
Complete shoreline land acquisition

July: 60% Middletown maintenance facility design

August: 30% Shoreline facility design/NEPA

**2023**

March : 60% Shoreline facility design

April: 90% Middletown maintenance facility design

May: 90% Shoreline facility design

Fall: IFB construction Middletown maintenance facility

Winter: Start Middletown Maintenance facility construction  
IFB construction for Shoreline facility

## 2024

Winter: Start construction of Shoreline facility

## 2025

Winter: Shoreline facility opens  
Design storage facility upgrades

Spring: IFB for Middletown storage facility upgrades

Summer: Middletown maintenance facility opens  
Begin Middletown storage facility upgrades

## 2026

Spring: Complete Middletown storage facility upgrades

## OPERATIONS AND STAFFING

### 2021

October: CTDOT provides TOD's for new HR/Payroll and Grants & Procurement positions  
Letter to staff and Teamsters (after Letter of Intent is signed)  
CTDOT issues TOD's for remaining Special Studies in Appendix D

November: Start date for legal consultation (\$50,000)  
Receive FFY 21 5307 split agreement

December: CTDOT provides TOD's for new supervisor and dispatch positions  
Begin sharing of technology (AVL, Schedule Software and other functions)  
Start date for acquisition of administrative non-revenue vehicles (\$55,000)

December: Submit FFY 22 additional capital projects funding request

### 2022

- February: Implement new radio system in Middletown  
 Begin phasing of shared call center and dispatch operations
- Start date for any other special studies needed (\$50,000)  
 Move MAT support staff to ETD payroll  
 Fill new supervisor and dispatch positions  
 Start date to acquire new fare collection equipment for joint fleet  
 RFP for planning software (\$40,000)  
 RFP for Human Resources Study (\$75,000)
- April: Receive FFY 22 5307 split agreement
- May: Implement joint work rules/operating policies  
 Fully implement shared call center and dispatching  
 Implement planning software  
 Start date for the Human Resources Study
- July: Implement expanded Dial-A-Ride
- October: Start date to rebrand vehicles, signage, website, etc. (\$350,000)
- Fall: Teamsters contract negotiations

## 2023

- January: Remaining Middletown staff move to ETD payroll

## 2024

- Spring: CTDOT provides TOD's for remaining staff positions
- Winter: Fill remaining staff positions

Note: Unless otherwise specified, dates are intended as completion on or before.

## COMMUNICATIONS PLAN FOR ESTUARY TRANSIT DISTRICT EXPANSION

### *Goals:*

*To help the district achieve its strategic goals, to keep all stakeholders informed about the merger process, deadlines, milestones, projects and service updates in a timely and consistent manner, to foster strong relationships with external stakeholders, and to enable the district to present itself accurately to audiences.*

*To keep internal audiences informed of key issues to promote pride and ownership of the district.*

*To utilize a variety of media to maximize awareness of the district's goals and objectives with recommendations and assistance from Marketing consultant*

**AUDIENCE/STAKEHOLDERS**

INTERNAL	IMPACT	EXTERNAL	IMPACT
Expansion Committee	advocate for merger and projects	CT DOT	Could delay funding; can use project as model for other districts
Board Members	advocate for merger and projects	SELECTMEN/TOWN MANAGERS	advocate for merger and projects
District Employees/Staff	advocate for merger and projects	RIVERCOG	advocate for merger and projects
Legal Counsel	strategize, negotiate and effectively communicate the risks and legal issues involved in any decision	State Legislators	work with DOT to provide resources required; advocate for merger and projects
Labor Atty.	strategize, negotiate and effectively communicate the risks and legal issues involved in any decision	CURRENT RIDERS	Increased access to work and social activities
Transit Advisory Committee	advocate for merger and projects	MEDIA	update public on merger process and milestones
Legislative Committee	advocate for merger and projects	LARGE EMPLOYERS	Potential new riders; access to affordable transportation and potential partnership on programs targeted to employees (employee discount for riding the bus??)
		SCHOOLS/COLLEGES	Potential new riders; access to affordable transportation and potential partnership on programs targeted to students and staff; increased access for social activities
		CHAMBER OF COMMERCE	advocate for merger and projects; increased business for shops; free-up limited parking
		HEALTH CARE PROVIDERS	access to affordable transportation for patients
		COMMUNITY ORGRANIZATIONS (SENIOR CENTER, YMCA)	Potential new riders; increased business for organization

STAKEHOLDER	CHANNELS												
	MEETINGS	EMAILS	PERSONAL LETTER	WEBSITE	FLYERS	BROCHURES	MEDIA RELEASE	EXECUTIVE SUMMARIES& FACT SHEETS	SOCIAL MEDIA (FB, TWITTER, INSTAGRAM, You Tube, TIKTOK)	DISPATCH/ CALL CENTER	PUBLIC MEETINGS	PUBLIC TV/RADIO ADS	MONTHLY NEWSLETTER
ETC	X	X											
BOARDS	X	X											
RIDERS				X	X	X	X		X	X	X	X	
District Employees/Staff		X	X		X								X
MEDIA							X	X					
SELECTMEN/TOWN MANAGERS	X	X	X	X		X		X			X		
CT DOT	X	X	X										
RIVERCOG	X	X	X					X					
LARGE EMPLOYERS		X			X		X						
SCHOOLS/COLLEGES	X	X			X		X						
CHAMBER OF COMMERCE	X	X				X	X						
HEALTH CARE PROVIDERS						X							
COUNSEL	X	X						X					
LEGISLATIVE COMMITTEE	X	X						X					
TRANSIT ADVISORY COMMITTEE	X	X						X					

DESCRIPTION	FREQUENCY	CHANNEL	AUDIENCE	OWNER	PURPOSE
Project Status Updates	Weekly at designated time	ZOOM	ETC	Joe, Chris, Laura Francis	Communicate changes in policy or procedures, manage program expectations Report status and progress of scheduled milestones and activities Identify and discuss problems and solutions for project obstacles
Virtual Project Meetings	Monthly at designated time	ZOOM	BOARD	Joe, Chris	Communicate changes in policy or procedures, manage program expectations Report status and progress of scheduled milestones and activities Identify and discuss problems and solutions for project obstacles
External Stakeholder Updates	As needed	Email, flyers, brochures, Press, social media (FB, Twitter, Instagram, TikTok), website	SELECTMEN/TOWN MANAGERS, RIVERCOG, CURRENT RIDERS, MEDIA, CHAMBER OF COMMERCE	Joe (Webmaster), Chris, Marketing Committee	Report status and progress of scheduled milestones and activities
Milestone and deliverable updates	As needed	Emails	Project Team	ALL PROJECT TEAM MEMBERS	Communicate changes in policy or procedures
	Monthly	Newsletter	Employees	Joe, Chris, HR Manager	Report status and progress of scheduled milestones and activities to encourage trust
Project check-ins	Daily ????	Emails	Project Team	ALL PROJECT TEAM MEMBERS	Report status and progress of scheduled milestones and activities
Public Hearings	As needed	ZOOM or in-person	Ridership	Joe, Chris, SELECT PROJECT TEAM MEMBERS	To involve external stakeholders in the project to keep them informed about the consolidation and its impacts and gain input

## PROJECT TEAM MEMBERS

**Project Sponsor:** Joe Comerford, Executive Director

**Project Managers:** Joe Comerford, Chris Denison

Project Team Representatives:			
Name	Division	Phone	Email
Joe Comerford	Project Management	860/510-0429, ext. 101	<a href="mailto:jcomerford@estuarytransit.org">jcomerford@estuarytransit.org</a>
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