



**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
August 16, 2021 at 1:00 PM**

AGENDA

- I. Call to Order--S. Tyler, Chair
- II. Roll Call – S. Tyler
- III. MOA Discussion
- IV. Discussion Topics
 1. DOT Visit
 - [2. Committee Workload](#)
- V. Executive Session for the Purpose of Discussing Contract Negotiations with CT DOT
- VI. Old Business
 - [1. Marketing Brochure](#)
 - [2. Power Point Presentation](#)
- VII. New Business
- VIII. Discussion of Next Steps
- IX. Next Meeting – August 23, 2021 at 1:00 PM with Remote Options
- X. Adjournment

Join Zoom Meeting

<https://us02web.zoom.us/j/88235115669?pwd=VHV0Q0x5N2h2c2xCQ0xiaUpjQVhFUT09>

Meeting ID: 882 3511 5669

Passcode: 905273

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
Monday, August 16

Discussion of Committee Workload

Board Policies and Bylaws

- Finalize
- Dissemination/timing

Oversight Committee

- Structure
- What is its' role?

Participation in Local Process to Implement Consolidation

- Attend board of selectman, council and other meetings as needed
- Answer questions
- Prepare and/or make presentations

Labor Issues

- Meeting with Labor attorney for background
- Identify further research needed

Special Studies

- Human Resources (analysis of pay scales, benefits, policy changes required, etc.)
- Fare Study (recommend fares, fare collection technology, connection of transit systems, etc.)
- PR/Marketing (regional marketing campaign, new branding, etc.)
- Legal (consultation on union negotiations, other workplace matters)
- Identify additional studies as needed

Technical Projects

- Upgrade AVL system (unified dispatching)
- Demand response scheduling system moved to ETD Ecolane (optimize scheduling)
- Upgrade MAT radio system (interoperability with ETD)
- New planning software (optimize run-cutting)
- New fare collection equipment
- IT equipment

Committee involvement (how should Boards participate):

- Development or review of scope for studies
- Selection of consultants/vendors
- Oversight of consultant
- Implementation of study recommendations

Facilities Oversight

- Revise implementation plan
- Monitor progress on milestones
- Participate in site selection
- Participate in design
- Participate in construction

MOA Oversight

- Implementation of transit study
- Decision making as necessary and appropriate

Other

ABOUT THIS PROJECT

400K
ANNUAL
RIDERSHIP



PRE-COVID

38
COMBINED
FLEET SIZE



56
EMPLOYEES



The Middletown Transit District (MTD) is incorporating with the Estuary Transit District (ETD) to expand and improve regional transit service to the Lower Connecticut River Valley.

STRONG FISCAL STEWARDSHIP
Led by a board with strong fiscal oversight, the agency will increase financial resilience through proactive budget planning and cost saving measures. Efficiencies will be achieved by eliminating redundancies and investing in cost-effective long-term solutions.

EFFICIENCIES OF SCALE
This project includes a robust expansion with state-of-the-art facilities, equipment, technology and staff. By leveraging the adoption of innovations that the current infrastructure is not equipped to support, costs will be reduced for fleet maintenance, tech & software, and capital at the least.

TALENT & CORE COMPETENCIES
Enhancing opportunities for advancement will lead to greater staff retention. New positions will be added with key skills and experience, enabling people to concentrate on essential core competencies.

SERVICE IMPROVEMENTS
Many improvements – both internally and externally – will be realized. Innovative mobility solutions, zero emission buses and customer-friendly apps will be adopted. Transportation needs will be better met through expanded service areas, frequencies, and hours.

PUBLIC BENEFITS
With the necessary facilities and personnel in place, the community can expect responsive action to meet the needs of all. Businesses, commuters, students, seniors, people with disabilities, and all riders are welcome aboard!

ETD + MTD

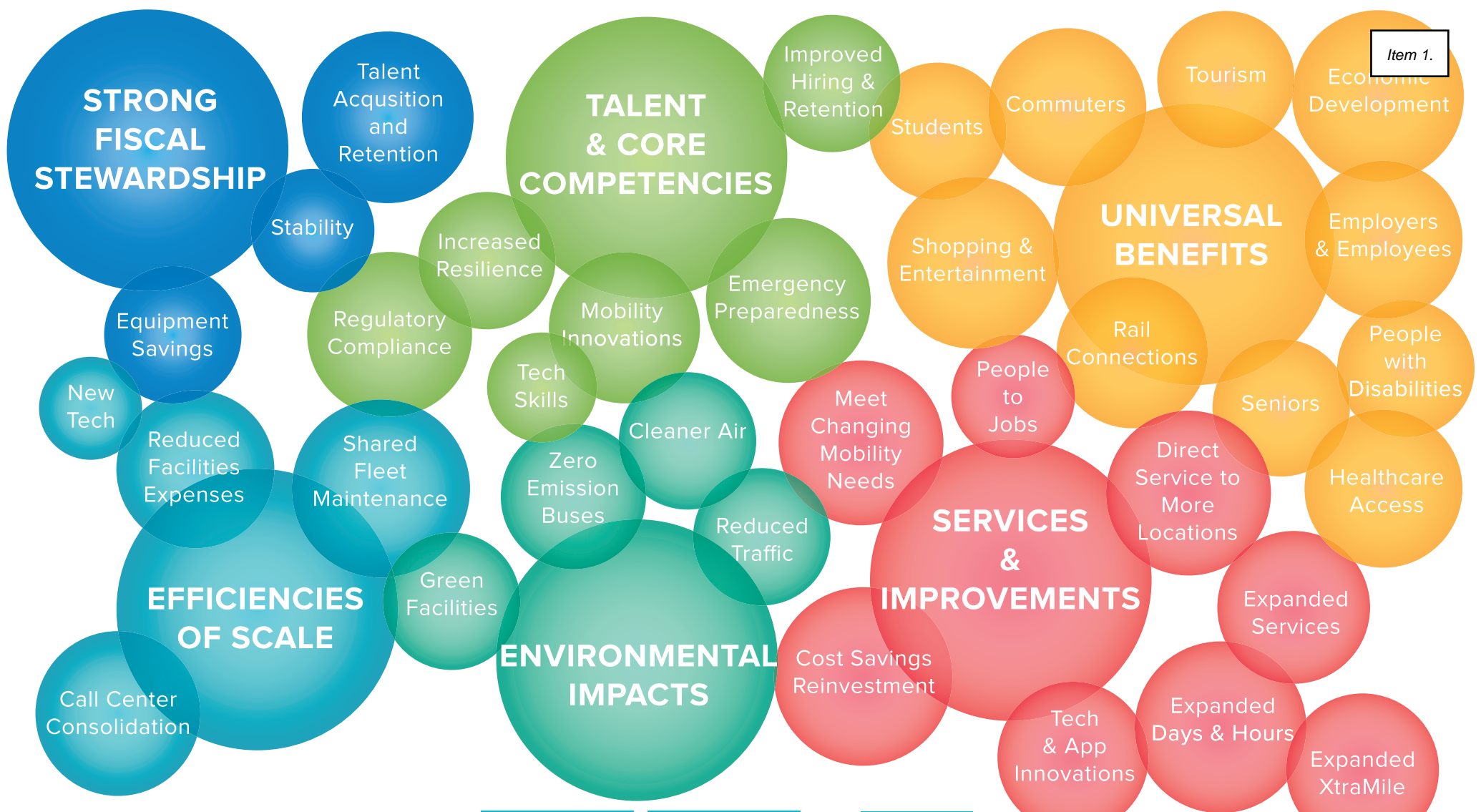
ESTUARY TRANSIT DISTRICT +
MIDDLETOWN TRANSIT DISTRICT

EXPANSION

2021-2024
IMPROVING PUBLIC TRANSIT FOR
MIDDLESEX COUNTY



CONTACT INFORMATION
email@estuarytransit.org
860-510-0429 or 860-554-0551 (Haddam area)
estuarytransit.org/expansion



Item 1.

TIMELINE
2021

2022

2023

2024

- Shared Tech & Functions
- Facilities Design Begins
- OCT: MTD and ETD Combine
- JUL: Municipalities Vote to Join
- Implement Uniform Policies
- Admin Moves to Middletown
- Begin Operations as One District
- Implement Uniform Fare Structure
- New Brand Launches
- Middletown Facility Construction Begins
- Shoreline Facility Construction Begins
- Facilities Open

THE ESTUARY TRANSIT DISTRICT EXPANSION The Effective Merger of MAT and ETD

THE VISION

In June, 2020, a Lower Connecticut River Valley Transit Study, funded by the CTDOT, recommended expanding the Estuary Transit District (ETD) to be the single transit operating entity for the Middletown and Shoreline region.

The consolidation of the Middletown Area Transit (MAT) and ETD districts is jointly supported by the Connecticut Department of Transportation (CTDOT), MAT, ETD and the River COG.

HOW THE EXPANSION OCCURS

The three member municipalities of MAT (Middletown, Middlefield, and Durham) will vote to join ETD. The ETD Board of Directors will accept their membership into the ETD.

The expanded ETD will initially consist of 12 member municipalities. Other adjoining towns may join in the future.

Existing transit services of both MAT and ETD will remain unchanged during the transition; MAT and ETD personnel will continue to operate their respective services.

GOVERNANCE

Eleven of the member municipalities will each appoint one director. Per statute, based on population, Middletown will appoint two directors.

The statute requires weighted voting based on the relative population of each member municipality.

A quorum will require 2/3 of member municipalities (8) to be present and that the present directors represent a majority of the total weighted vote.

Voting will require a majority of the municipalities present and a majority of the weighted vote for directors who are present.

This structure ensures that equitable decisions will be made by broad support of the membership.

STAFFING BENEFITS

Combining the workforce of two relatively small districts into one larger entity will increase opportunities for advancement, provide back-up capabilities when vacancies occur and increase staff technical capacity.

Attracting and retaining quality staff will be enhanced.

There will be only one Executive Director and one Finance Director, thereby freeing up funds for other needed positions.

Recommended additional mid-level management positions will provide enhanced management oversight for transportation and maintenance functions.

No existing positions will be lost as a result of the expansion.

TECHNOLOGY BENEFITS

Upgrading technology and equipment to be consistent across the region will reduce redundancies and offer greater convenience for transit riders. Anticipated improvements include:

- An interoperable radio system will create a unified communication tool.

- An upgraded district-wide fare collection system will have one unified fare structure.

- An Intelligent Transportation System (ITS) provides real-time unified bus tracking.

- An upgraded unified scheduling software system for Dial-A-Ride and ADA passengers offers customer Apps such as payment scheduling, real-time bus location and notification calls.

SERVICE BENEFITS

The expansion will result in improved connectivity to statewide transit services including CTTransit bus routes from Hartford, Meriden, New Britain and New Haven, Southeast Area Transit (SEAT) bus routes from Norwich-New London, Hartford Line, Shoreline East and Amtrak rail services.

In-house vehicle maintenance and bus washing facilities will improve reliability, efficiency and reduced costs.

It is anticipated that improved efficiencies resulting from combining the Districts will result in savings that can be used to improve and expand services.

CAPITAL FACILITIES BENEFITS

The expansion will result in the following new and upgraded capital facilities:

The existing Middletown facility at 91 North Main Street will be renovated and expanded.

A new shared vehicle maintenance facility in Middletown will be constructed.

A new operating facility at a shoreline location to be determined will be constructed.

These will improve maintenance reliability, provide for growth with potential fleet expansion and incorporate the latest energy efficient practices. All facilities will have Electric Vehicle (EV) charging capabilities.

BRANDING

While the legal name will continue to be Estuary Transit District, it is anticipated that a new name reflecting the expansion will be established and that the transit services of both MAT and ETD will be re-branded accordingly. New bus designs, bus shelter signage, uniforms, schedules, logos and website design will all be implemented.

EXPANSION FUNDING

As recommended by the study, CTDOT funding is anticipated for needed additional management positions, development of the Facility Master Plan, land acquisitions, facilities construction, operation of facilities, operational projects and planning studies as needed.

The upfront investment will generate long term savings through efficiencies.

No increase in local contributions is anticipated as a result of the expansion.

Assuming the availability of State and Federal appropriations, the parties anticipate continued State and Federal funding will support the expansion.

The CTDOT Commissioner has provided a letter outlining the department's intention to fund the expansion and has allocated \$2.5 million from available Federal funds to support the operational needs for the next three years.

CTDOT has allocated funding to conduct special projects and studies necessary to implement the expansion.

ACTIONS TO DATE

A Joint Expansion Transition Committee was established with board members from both ETD and MAT to oversee the transition and expansion.

The Boards have signed an Inter-District Memorandum of Agreement (MOA) outlining the framework for the expansion.

An Employee Services Sharing Agreement has been executed by the Boards, which governs the activities of staff who provide services to both districts. Currently there are six shared staff.

By-laws and Board governance policies to be adopted by the expanded ETD have been developed and reviewed by legal counsel.

ETD administrative offices relocated to the MAT campus in early May 2021.

TIMETABLE FOR NEXT STEPS (suggest using format from Selectmen presentation

September 2021: CTDOT programs funding for land acquisition for the new shoreline facility.

September 2021: CTDOT approves funding for three new mid-level management positions (HR/Payroll, Grants & Procurements Specialist and Lead Supervisor).

October 2021: MAT member towns vote to join the expanded ETD.

November 2021: Contracts for special studies and capital projects necessary to implement the expansion are executed.

December 2021: ETD votes to accept the new member towns resulting in a district with 12 members.

December 2021: CTDOT acquires land for the MAT shared maintenance facility.

July 2022: Integrated operations as one district begin.

July 2022: Facilities Master Plan completed.

After July 2022: Additional towns may join the expanded ETD (Portland, East Hampton, Haddam, East Haddam, Cromwell and Madison).