



**ESTUARY TRANSIT DISTRICT
ANNUAL BOARD MEETING**
ETD Offices, 91 N. Main St, Middletown, CT
with Remote Options
August 08, 2025 at 9:00 AM

AGENDA

- I. Call to Order — L. Strauss, Chair
- II. Roll Call — T. Griswold, Secretary
- III. Visitors' Comments as They Pertain to Agenda Items
 1. Introduction to CT Rides -- Jennifer Egeberg, CT Rides Outreach and Engagement Specialist
- IV. Secretary's Report — T. Griswold
 - [1.](#) Acceptance of Board Meeting Minutes of June 13, 2025
 - [2.](#) Acceptance of Expansion Committee Minutes of June 13, 2025
 - [3.](#) Acceptance of Facilities Committee Meeting Minutes of August 5, 2025
 - [4.](#) Acceptance of Finance Committee Minutes of August 6, 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. Nominating Committee — DG Fitton, Chair
 7. Expansion Committee - T. Griswold, Chair
 8. Personnel Committee — J. Hall, Chair
 9. COG Update — B. Geraghty
- VIII. Executive Director's Report — J. Comerford
- IX. Transit Planner's Report - B. Geraghty
- X. Finance Director's Report — H. Famiglietti
 - [1.](#) Budget vs. Actual and Cash Flow
- XI. Operations Director's Report — J. Whitcomb

- [1.](#) Ridership
- [2.](#) Customer Service Report
- XII. Maintenance Director's Report — N. Kulakowski
- XIII. New Business
 1. Election of Officers
 2. Committee Assignments
 - [3.](#) Conflict of Interest Forms
 - [4.](#) AAA Authorizing Resolution
 - [5.](#) DOT Authorizing Resolution
 - [6.](#) Public Relations Services Authorizing Resolution
 7. Extension of RiverCog Contract
- XIV. Old Business
- XV. Chair Comments
- XVI. Board Members Comments
- XVII. Executive Session
- XVIII. Next Meeting — October 10, 2025 at 9:00 AM with Remote Options
- XIX. Adjournment

Join Zoom Meeting

<https://us02web.zoom.us/j/85658322438?pwd=V21EVGN3azd0MWNzOFBoTkIkUT09>

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 ETD MEETING

ESTUARY TRANSIT DISTRICT
RIVER VALLEY TRANSIT
REGULAR MEETING
Friday, June 13, 2025
91 N. Main Street, Middletown, CT and
Via ZOOM

CALL TO ORDER

Chairman Strauss called the meeting to order at 9:04 a.m. In attendance included: Charlie Norz (ZOOM), Leslie Strauss, Tim Griswold, John Hall, (ZOOM), Kathryn Russell, Lori McElwee, Mike Pelton, (ZOOM), Beverly Lawrence (ZOOM), Bob McGarry (ZOOM), James Irish, (ZOOM), Joan Gay (ZOOM).

Guests/Staff: Chris Dennison (ZOOM), Brendan Geraghty, Joe Comerford, Halyna Famiglietti, Jared Whitcomb, Eli Arthurs, Mutez Ennab, (ZOOM), Lori McElroy

Welcome New Member Town – Bob McGarry, Haddam

VISITOR COMMENTS

Bus Stop Project – Eli Arthurs, Wesleyan Institute for Policy Founder and Co-Director of Urban Policy Research

Eli Arthurs, Wesleyan Institute for Policy Research provided an analysis to the District researching the District’s transition to physical bus stops.

Recommendations include:

- Include a transit map and ride guide on the bus shelters
- Identification of ideal locations for bus shelters
- Develop an Adopt a Stop program to engage the community
- Add links to nearby campuses (Yale, Trinity and Connecticut College)

His report was screenshared and Eli was available to address questions/comments posed by Board members. The final report will be emailed to Board members.

SECRETARY’S REPORT

Kathryn Russell made a motion to accept the minutes of the 4/11/25 Board meeting as presented. Charlie Norz seconded the motion. The motion passed unanimously.

Tim Griswold made a motion to accept the minutes of the 4/11/25 Expansion Committee meeting as presented. Charlie Norz seconded the motion. The motion passed unanimously.

Joan Gay made a motion to accept the minutes of the 4/29/25 Special Board meeting as presented. Charlie Norz seconded the motion. The motion passed unanimously.

Joan Gay made a motion to accept the minutes of the 5/20/25 Finance Committee meeting as presented. Charlie Norz seconded the motion. The motion passed unanimously

Kathryn Russell made a motion to accept the minutes of the 5/23/25 Special Board meeting as presented. John Hall seconded the motion. The motion passed unanimously.

Tim Griswold made a motion to accept the minutes of the 6/10/25 Transit Advisory meeting as presented. Joan Gay seconded the motion. The motion passed unanimously

On a motion made and duly seconded the minutes of the 6/11/25 Facilities Committee were unanimously approved as presented.

Charlie Norz made a motion to accept the minutes of the 5/20/25 Finance Committee meeting as presented. Joan Gay seconded the motion. The motion passed unanimously

COMMUNICATIONS –
Haddam Membership

A letter from Rob McGarry, First Selectman, Haddam accepting the District’s invitation to join River Valley Transit, was included in the Board’s packet.

TREASURER’S REPORT – None.

COMMITTEE REPORTS

Facilities Committee

The minutes of the Facilities Committee meeting were included in the Board’s packet.

Highlights of the meeting include:

- Middletown
 - To review the wetlands, approval is needed from the railroad along with a permit to access the property. The DOT has submitted applications.
- Electrification – both electric buses have been in service for approximately 2 months.
- Bus Shelter Program – Middletown P&Z passed an amendment allowing bus shelter installation.
- Shoreline Facility
 - A site walk of the Pequot Park property uncovered wetland encroachments. A feasibility study of the property will be scheduled.

Joan Gay made a motion to accept the Facilities Report as presented. John Hall seconded the motion. The motion passed unanimously.

Finance Committee

The minutes of the Finance Committee meeting were included in the Board’s packet. The Committee reviewed all financial documents and reported no issues. It is anticipated that the fiscal year will end under budget.

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

Marketing Committee

The website usage reports were included in the Board packet and show a growth in the use of the transit app.

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

Legislative Committee

The minutes of the Legislative Committee meeting were included in the Board's packet.

Joe Comerford provided an update on the recently passed State budget as it pertains to fares and the funding cap.

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

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

Transit Advisory Committee

The Transit Advisory meeting minutes were included in the Board's packet. Tim Griswold provided an overview of the meeting including:

- Data on the Xtra Mile Expansion
- Bus Shelter Program
 - As stated above, the bus shelter zoning amendment passed Middletown's Planning and Zoning.
 - The "flag system" will be phased out
- Bus stop signs will be installed – locations are being finalized.

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

Expansion Committee

As previously reported, Haddam was welcomed into the District. Discussions will be scheduled with the following towns regarding their potential membership into the District:

- East Haddam
- Madison – Madison has been pleased with the Xtra Mile service.
- Guilford
- Cromwell – they currently operate Senior buses but have no formal bus service

The Committee will continue to evaluate the calculation of dues.

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

Nominating Committee – No report.

Personnel Committee – No report.

COG Update

Brendan updated the Board on COG grant initiatives.

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

EXECUTIVE DIRECTOR’S REPORT

Lori McElroy, Mobility Manager, updated the Board on the services available for veterans, senior citizens, and low-income individuals in need of transportation. She regularly visits, senior centers, food pantries, group homes and assists individuals with forms and other applications. The program is funded via a Grant. She has office space at the District and reports regularly to Joe. Lori was available to address questions/comments posed by Board members.

Joe provided an update on the following:

- Electric Buses – currently in use
 - Energy usage chart screenshared
 - Charging times are better than anticipated
 - Results may differ during the winter months
- Medical Transportation – new vendor being used (better rates)
- Taxi Voucher program
- Tap and Ride program
- Additional service: 644 route (Saturday service), Clinton Trolley, 642 route

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

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

TRANSIT PLANNERS REPORT

The Expansion Ridership, One Year in Review presentation was screenshared and included:

- 2024 Service Expansion Review
 - Fixed Route Ridership expansion
 - Xtra Mile Expansion - zone ridership
- Brief update on zoning regulations for bus stop/bus shelters – both state and municipalities
- Reviewed parameters for bus shelters - crosswalks, accessibility
 - Working with the contractor – speed of permitting/approvals will affect timeline of the project.

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

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

FINANCE DIRECTOR’S REPORT

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

Halyna reported that the Auditors have been in the office and have started their work. It is anticipated that they will return at the end of August.

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

Charlie Norz made a motion to accept the Finance Director’s Report as presented. Jim Irish seconded the motion. The motion passed unanimously.

OPERATIONS DIRECTOR’S REPORT

Ridership figures were included in the Board packet and screenshared.

Jared reported:

- Middletown – a new Training Manager was hired
- Shoreline is fully staffed
- There is a new dispatcher in Middletown
- Ridership is up throughout the District

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

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

MAINTENANCE DIRECTOR’S REPORT

The Maintenance Director’s report was screenshared. Joe reported that the state’s training on the electric buses is on-going.

NEW BUSINESS

Approval of FY25/26 Budget

The proposed 2025/26 ETD Budget was included in the Board packet and screenshared. No comments on the budget were received from the Public.

Joan Gay made a motion to approve the FY25/26 ETD Budget as presented. Charlie Norz seconded the motion. The motion passed unanimously.

Retreat Follow-up

Leslie commended the Board and David Lee for a productive Board Retreat.

By-Laws Amendment

The duties of the Treasurer were updated as follows:

“Treasurer: The Treasurer shall have the care and custody, and be responsible for, the funds and securities of the Transit District, subject to the direction of the Board of Directors. **The Treasurer will work with the Financial Director to obtain access to all financial information, including but not limited to the identity and function of all financial business partners, financial documents and periodic reports.** Along with the Executive Director, the Treasurer shall receive all funds and sign, make, and endorse in the name of the Transit District, all drafts, warrants, and orders for the payment of money, and pay out and dispose of same and receive receipt thereof, under the direction of the Chair and the Board of Directors. The Treasurer shall make a full and complete financial report whenever requested by the Board of Directors.”

Kathryn Russell made a motion to approve the Duties of the Treasurer as presented. Mike Pelton seconded the motion. The motion passed unanimously.

Mission Statement

A draft Mission Statement was included in the Board’s packet and discussed/word smithed.

Charlie Norz made a motion to approve the Mission Statement as discussed. Jim Irish seconded the motion. The motion passed unanimously.

OLD BUSINESS - None.

CHAIR COMMENTS

Revised bus schedules are available.

BOARD MEMBER COMMENTS – None.

ADJOURNMENT

Charlie Norz made a motion to adjourn the meeting at 11:10 a.m. Joan Gay seconded the motion. The motion passed unanimously.

Next meeting – August 8, 2025 - 9 a.m.

Respectfully submitted,

Suzanne Helchowski
Clerk

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

ESTUARY TRANSIT DISTRICT
EXPANSION COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Option
FRIDAY, JUNE 13, 2025, at 8:00 AM

CALL TO ORDER

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

ROLL CALL

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

Absent: D.G. Fitton

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

ACCEPTANCE OF EXPANSION COMMITTEE MEETING MINUTES OF FEBRUARY 14, 2025

Griswold made a motion, seconded by Charles Norz to accept the minutes of February 14, 2025.

OLD BUSINESS

Update on Haddam Membership

A copy of a letter from the Haddam First Selectman was included in the meeting packet.

Haddam has voted to become a member town.

Discussion of Potential Membership of East Haddam

Joe Comerford has contacted the East Haddam First Selectwoman who has not responded. Comerford will follow-up with a phone call.

Discussion of Potential Membership of Madison and Guilford

Brendan Gearaghty stated that he has met with the Madison Town Planner who is very pleased with the XtraMile pilot program. The impact of the Xtra Mile pilot program on potential membership was discussed. The subcommittee will schedule a meeting to work on calculating a base fee to present at the August Board meeting.

Update on Potential Membership of Cromwell

Griswold has spoken with the Cromwell Town Manager who indicated he will address the matter with the Town Council. Griswold will follow-up with a phone call.

NEW BUSINESS

None.

ADJOURNMENT

Norz made a motion, seconded by Griswold, to adjourn the meeting at 8:30 a.m.

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

Respectfully submitted,

Christina Denison
Clerk

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

ESTUARY TRANSIT DISTRICT
FACILITIES COMMITTEE MEETING
ETD OFFICES, 91 N. Main Street, Middletown, CT with Remote Option
TUESDAY, August 5, 2025, AT 2:00 P.M.

CALL TO ORDER

The meeting was called to order by Joan Gay, Chair, at 2:02 p.m.

ROLL CALL

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

Also in attendance: Staff: Christina Denison

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

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

FACILITIES PLAN WITH DOT

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

Graham Curtis reported:

Architecture & Engineering

Facilities Master Plan –

- The Master Plan has been completed.
- DOT is entering into negotiations with the consultant. NEPA scoping requirements for environmental concerns and historic preservation must be met. Public outreach will also be included in the scope.
- DOT is working with the City on a temporary construction right of way.

Shoreline Facility –

- DOT is entering into negotiations for a scope with Michael Baker, consultant.
- \$300,000 in funding is available for the project.
- A feasibility study and NEPA study will be conducted simultaneously.
- NEPA requirements could be impacted by new federal regulations coming out; the new requirements may be favorable to quickly moving the project forward.
- The study should be completed in 30-45 days.

Middletown Terminal Renovation –

- A survey of the property is being conducted and a potential concept has been developed; however, concerns exist over egress and the potential loss of parking spaces and must be taken into consideration. Information gathering will be finalized within the coming week.
- Terminal renovations are on hold until safety issues are addressed.

EXECUTIVE DIRECTOR'S REPORT – None.

OLD BUSINESS –

Bus Shelter Pilot Program - Installation of the Middletown shelters was approved at the June 25, 2025 Planning and Zoning Commission meeting. One site needs to be revisited due to its proximity to a water main.

NEW BUSINESS – none.

ADJOURNMENT

The meeting was adjourned at 2:29 p.m.

The next regular meeting will be held on October 7, 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, August 6, 2025, at 9:00 A.M.

CALL TO ORDER

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

ROLL CALL

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

Absent: DG Fitton

Also in attendance: Christina Denison, Halyna Famiglietti and Leslie Strauss, Board Chair

DISCUSSION OF BUDGET VS. ACTUALS and CASH FLOW

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

The Budget and Cash Flow were reviewed and discussed. No issues or concerns to report. Famiglietti noted that the budget is the end of year, pre-audit budget and some adjustments are expected once it is reviewed by the auditors; however, no issues are anticipated. She was available to answer questions from the Committee.

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

OLD BUSINESS – none.

ADJOURNMENT

Russell made a motion, seconded by Gay, to adjourn the meeting at 9:10 a.m.

Next Regular Meeting—October 8, 2025, at 9:00 a.m.

Respectfully submitted,

Christina Denison, Clerk

RIVER VALLEY TRANSIT	
STATEMENT OF CASH FLOWS	
Monday, August 4, 2025	
Operating Checking	\$ -
Payroll Checking	\$ -
Capital Checking	\$ -
Money Market	\$ 2,872,945
Essex Savings Bank	\$ 92,295
BALANCE TOTAL	\$ 2,965,240

Account Payable	Aug-25	Sep-25	Oct-25
Payroll	\$ 425,000	\$ 425,000	\$ 425,000
Benefits	\$ 75,000	\$ 150,000	\$ 150,000
Professional Services	\$ 45,000	\$ 45,000	\$ 45,000
CIRMA	\$ 15,000	\$ 15,000	\$ 15,000
Rent & Utilities	\$ 25,000	\$ 25,000	\$ 25,000
Insurance	\$ 5,000	\$ 15,000	\$ 15,000
Fuel	\$ 55,000	\$ 65,000	\$ 65,000
Vehicle Maintenance and Repairs	\$ 45,000	\$ 50,000	\$ 50,000
Other Monthly Expenses	\$ 5,500	\$ 10,500	\$ 10,500
TOTAL EXPENSES	\$ 695,500	\$ 800,500	\$ 800,500

Account Receivable			
CT DOT Capital	\$ 26,924	\$ -	\$ -
CT DOT OPR FY 25	\$ 618,383	\$ -	\$ -
OTHER FY 25	\$ 10,535		
FIXED 5307 FY 26	\$ -	\$ 1,047,081	\$ 1,047,081
ADA FY 26	\$ -	\$ 123,645	
DAR FY 26	\$ -	\$ 28,083	\$ 28,083
MGP Grant FY 25	\$ -	\$ -	\$ -
RURAL 5311 FY 25	\$ -	\$ 29,535	\$ 29,535
New Freedom 5310 FY 25	\$ -	\$ 32,170	\$ 33,400
Madison/Middletown (RT.81) FY 25	\$ 16,000	\$ 16,000	\$ 16,000
X-Mile FY 25	\$ 16,500	\$ 16,500	\$ 16,500
MICROTRANSIT FY 25	\$ -	\$ 100,000	\$ 100,000
Fare Box and Pre-paid Fare Revenue	\$ 25,000	\$ 28,500	\$ 28,500
Middlesex Hospital, Wesleyan, AAA	\$ 5,600	\$ 5,600	\$ 5,600
Town Dues (Middletown)	\$ 82,932	\$ 133,150	\$ 92,476
TOTAL REVENUE	\$ 801,874	\$ 1,560,264	\$ 1,397,175

Cash at the beginning of the period	\$ 2,965,240	\$ 3,071,614	\$ 3,831,378
Cash at the end of the period	\$ 3,071,614	\$ 3,831,378	\$ 4,428,053

GRANTS TOTAL	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 479,116	\$ 347,100	138%
URBAN CARES ACT	\$ 277,257	\$ 592,400	47%
RURAL CARE ACT	\$ -	\$ -	
OTHER	\$ 14,630	\$ -	
TOTAL REVENUE	\$ 771,002	\$ 939,500	82%
EXPENSES			
SALARY AND BENEFITS	\$ 5,879,474	\$ 5,752,800	102%
PROFESSIONAL SERVICES	\$ 861,637	\$ 898,125	96%
RENT&UTILITIES	\$ 259,685	\$ 292,600	89%
INSURANCE	\$ 125,585	\$ 181,250	69%
MAINTENANCE	\$ 486,149	\$ 879,625	55%
FUEL	\$ 644,027	\$ 1,068,000	60%
MISCELLANEOUS EXPENSE	\$ 71,288	\$ 150,050	48%
TRANSPORTATION	\$ 22,540	\$ 30,000	75%
TOTAL EXPENSES	\$ 8,350,386	\$ 9,252,450	90%

DEFICIT	\$ (7,579,383)	\$ (8,312,950)
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DOT	\$ 7,055,878	\$ 7,566,700
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LOCAL	\$ 603,168	\$ 746,250
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Surplus/(Deficit)	\$ 79,662.75
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FIXED 5307	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 367,627	\$ 251,000	146%
URBAN CARES ACT	\$ -	\$ 180,400	0%
RURAL CARE ACT			
OTHER	\$ 13,690		
TOTAL REVENUE	\$ 381,317	\$ 431,400	88%
EXPENSES			
SALARY AND BENEFITS	\$ 3,424,283	\$ 3,089,500	111%
PROFESSIONAL SERVICES	\$ 581,512	\$ 580,500	100%
RENT&UTILITIES	\$ 216,442	\$ 217,500	100%
INSURANCE	\$ 99,220	\$ 125,000	79%
MAINTENANCE	\$ 286,914	\$ 519,750	55%
FUEL	\$ 368,352	\$ 635,750	58%
MISCELLANEOUS EXPENSE	\$ 49,630	\$ 86,000	58%
TRANSPORTATION			
TOTAL EXPENSES	\$ 5,026,351	\$ 5,254,000	96%

DEFICIT	\$ (4,645,034)	\$ (4,822,600)
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DOT	\$ 4,188,327	\$ 4,188,327
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LOCAL	\$ 456,707	\$ 634,273
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Surplus/(Deficit)	
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Midshore(OldSaybrook/Middletown) & Riverside EXT.	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 5,249	\$ 12,500	42%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 5,249	\$ 12,500	42%
EXPENSES			
SALARY AND BENEFITS	\$ 278,842	\$ 237,000	118%
PROFESSIONAL SERVICES	\$ 10,837	\$ 29,000	37%
RENT&UTILITIES	\$ 2,034	\$ 19,000	11%
INSURANCE	\$ 2,113	\$ 12,500	17%
MAINTENANCE	\$ 23,587	\$ 45,000	52%
FUEL	\$ 30,653	\$ 51,000	60%
MISCELLANEOUS EXPENSE	\$ 323	\$ 5,600	6%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 348,389	\$ 399,100	87%

DEFICIT	\$ (343,140)	\$ (386,600)
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DOT	\$ 376,394	\$ 386,600
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LOCAL	\$ -
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Surplus/(Deficit)	\$ 33,254
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RURAL 5311	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 14,200	\$ 7,000	203%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 14,200	\$ 7,000	203%
EXPENSES			
SALARY AND BENEFITS	\$ 351,060	\$ 303,100	116%
PROFESSIONAL SERVICES	\$ 26,447	\$ 56,600	47%
RENT&UTILITIES	\$ 14,727	\$ 21,500	68%
INSURANCE	\$ 8,287	\$ 13,250	63%
MAINTENANCE	\$ 24,903	\$ 50,000	50%
FUEL	\$ 46,732	\$ 62,000	75%
MISCELLANEOUS EXPENSE	\$ 1,181	\$ 8,550	14%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 473,337	\$ 515,000	92%

DEFICIT	\$ (459,137)	\$ (508,000)
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DOT	\$ 354,410	\$ 354,410
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LOCAL	\$ 104,727	\$ 80,550
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Surplus/(Deficit)	\$ -
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RT.81(Madison/Middletown)	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 5,249	\$ 5,000	105%
URBAN CARES ACT	\$ 129,013	\$ 167,500	77%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 134,262	\$ 172,500	78%
EXPENSES			
SALARY AND BENEFITS	\$ 102,359	\$ 127,500	80%
PROFESSIONAL SERVICES			
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 10,218	\$ 20,000	51%
FUEL	\$ 19,781	\$ 21,000	94%
MISCELLANEOUS EXPENSE	\$ 1,904	\$ 4,000	48%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 134,262	\$ 172,500	78%

DEFICIT	\$ -	\$ -
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DOT	\$ -	\$ -
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LOCAL	
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Surplus/(Deficit)	\$ -
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MGP&DAR&ADA	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 31,365	\$ 46,100	68%
URBAN CARES ACT			
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 31,365	\$ 46,100	68%
EXPENSES			
SALARY AND BENEFITS	\$ 754,175	\$ 682,400	111%
PROFESSIONAL SERVICES	\$ 74,640	\$ 96,750	77%
RENT&UTILITIES	\$ 26,482	\$ 34,600	77%
INSURANCE	\$ 15,965	\$ 30,500	52%
MAINTENANCE	\$ 58,726	\$ 85,500	69%
FUEL	\$ 74,654	\$ 101,000	74%
MISCELLANEOUS EXPENSE	\$ 2,706	\$ 17,750	15%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 1,007,347	\$ 1,048,500	96%

DEFICIT	\$ (975,982)	\$ (1,002,400)
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DOT	\$ 934,248	\$ 934,248
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LOCAL	\$ 41,734	\$ 68,152
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Surplus/(Deficit)	\$ -
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X_MILE	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 31,692	\$ 10,500	302%
URBAN CARES ACT	\$ 148,244	\$ 226,000	66%
RURAL CARE ACT			
OTHER			
TOTAL REVENUE	\$ 179,937	\$ 236,500	76%
EXPENSES			
SALARY AND BENEFITS	\$ 127,202	\$ 162,500	78%
PROFESSIONAL SERVICES	\$ 6,202	\$ 14,500	43%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 19,724	\$ 21,000	94%
FUEL	\$ 21,739	\$ 35,000	62%
MISCELLANEOUS EXPENSE	\$ 5,069	\$ 3,500	145%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 179,937	\$ 236,500	76%

DEFICIT	\$ -	\$ -
DOT	\$ -	\$ -
LOCAL		
Surplus/(Deficit)	\$ -	

MicroTransit Pilot	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 11,915		0%
URBAN CARES ACT			0%
RURAL CARE ACT			
OTHER	\$ 940		
TOTAL REVENUE	\$ 12,854.9	\$ -	0%
EXPENSES			
SALARY AND BENEFITS	\$ 830,349	\$ 1,099,550	76%
PROFESSIONAL SERVICES	\$ 161,999	\$ 93,025	174%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 60,908	\$ 132,225	46%
FUEL	\$ 78,967	\$ 155,150	51%
MISCELLANEOUS EXPENSE	\$ 10,006	\$ 20,900	48%
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 1,142,229	\$ 1,500,850	76%

DEFICIT	\$ (1,129,374)	\$ (1,500,850)
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DOT	\$ 1,165,631	\$ 1,500,850
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LOCAL	\$ -
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Surplus/(Deficit)	\$ 36,257
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11915.75

TAXI Voucher	ESTUARY TRANSIT DISTRICT		
	\$470		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE	\$ 11,817	\$ 15,000	79%
URBAN CARES ACT			
RURAL CARE ACT			
Prepaid Fare			
TOTAL REVENUE	\$ 11,817	\$ 15,000	79%
EXPENSES			
SALARY AND BENEFITS			
PROFESSIONAL SERVICES		\$ 4,500	#DIV/0!
RENT&UTILITIES			
INSURANCE			
MAINTENANCE			
FUEL			
MISCELLANEOUS EXPENSE	\$ 470	\$ 3,000	16%
PURCHASE TRANSPORTATION	\$ 22,540	\$ 30,000	75%
TOTAL EXPENSES	\$ 23,010	\$ 37,500	61%

DEFICIT	\$ (11,193)	\$ (22,500)
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DOT	\$ 11,270	\$ 22,500
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LOCAL	\$ -
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Surplus/(Deficit)	\$ 77.13
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ParkConnect	ESTUARY TRANSIT DISTRICT		
	For the Period July 1, 2024 to June 30, 2025		
	YTD ACTUAL	BUDGET AMOUNT	YTD % of BUDGET
REVENUE			
FAREBOX REVENUE			
URBAN CARES ACT		\$ 18,500	
RURAL CARE ACT			
Prepaid Fare			
TOTAL REVENUE	\$ -	\$ 18,500	\$ -
EXPENSES			
SALARY AND BENEFITS	\$ 11,204	\$ 51,250	22%
PROFESSIONAL SERVICES	\$ -	\$ 23,250	0%
RENT&UTILITIES			
INSURANCE			
MAINTENANCE	\$ 1,170	\$ 6,150	19%
FUEL	\$ 3,150	\$ 7,100	44%
MISCELLANEOUS EXPENSE		\$ 750	
PURCHASE TRANSPORTATION			
TOTAL EXPENSES	\$ 15,524	\$ 88,500	18%

DEFICIT	\$ (15,524)	\$ 70,000
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DOT	\$ 25,598	\$ 25,598
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LOCAL	\$ -
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Surplus/(Deficit)	\$ 10,074
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640 Old Saybrook

	January	February	March	April	May	June	July	August	September	October	November	December	Total
2023										51	89	51	191
2024	40	86	74	108	94	51	64	81	77	115	70	48	908
2025	36	37	64	68	43	43							291
	-10%	-57%	-14%	-37%	-54%	-16%				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	3400	3193	3623	4241	3971	3374							21802	
	-6%	-8%	-11%	3%	-8%	-16%	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	214	179	204	251	161	143							1152	
	-8%	-14%	-45%	11%	3%	-24%	-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	379	306	358	548	361	373							2325	
	40%	7%	2%	30%	2%	4%	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	541	421	436	509	508	451							2866	
	77%	21%	-11%	-4%	22%	10%	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	387	433	357	480	480	411							2548	
	-8%	-18%	-34%	-21%	-10%	-13%	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	4957	4569	5042	6097	5524	4795	0	0	0	0	0	0	30984	
	1%	-7%	-14%	1%	-6%	-13%	36%	11%	-23%	16%	2%	-1%		

581 Saybrook Rd (Mon - Sun)

	January	February	March	April	May	June	July	August	September	October	November	December	Total	
2022						4357	4423	4817	4707	5011	4934	4,577	32826	
2023	6231	5401	6204	3404	2991	3,196	3,123	3,368	2,981	2,774	2,311	2,204	44188	35%
2024	2762	2718	2977	2717	2891	3,132	2,513	3,934	3,880	4,437	3,835	3,856	39652	-10%
2025	3044	3908	4350	4401	4004	3,342							23049	
	10%	44%	46%	62%	38%	7%	-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	1029	1302	1358	1554	1339	1,167							7749	
	-1%	16%	9%	20%	32%	3%	-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	2136	2280	2309	2970	2633	2495							14823	
	60%	60%	46%	56%	49%	29%	-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	4721	4350	5748	5652	6114	5,626							32211	
	64%	46%	89%	73%	74%	79%	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	2,859	3,269	3,691	3,970	3,868	3,290							20947	
	-11%	-3%	3%	21%	12%	15%	-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	277	273	365	482	534	575							2506	
	-51%	-43%	-28%	-13%	-2%	21%	-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	2,962	3,209	3,489	3,932	3,597	3,326							20515	
	20%	36%	30%	29%	33%	19%	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	17028	18591	21310	22961	22089	19821							104772	
	17%	26%	34%	42%	38%	28%	-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%
2025	0	0	0	0	0	46	285							
						360%	85%	-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	5259	6029	5451	4495							30206	
	174%	215%	210%	230%	193%	131%	32%	60%	86%	143%	159%	128%		
OTP	98.3%	100.0%	98.3%	99.1%	98.7%	98.7%	96.1%	90.6%	89.7%	99%	99.0%	98.7%		
Avg ETA	13.3	10.8	10.7	12.2	13.5	15.9	15.4	14.9	14.0	13.1	13.1	13.0		
Rating	4.9	4.9	4.9	4.9	4.9	4.9	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	823	830	701	639							4400	

OTP	7%	-2%	1%	-3%	-20%	-12%	36%	-1%	8%	40%	7%	14%
	90.9%	89.4%	92.9%	92.1%	91.2%	90.3%	89.6%	88.2%	85.8%	85.3%	93.4%	91.6%

ADA	January	February	March	April	May	June	July	August	September	October	November	December		
2019	0	0	0	0	0	0	7	13	42	49	51	46	208	
2020	42	19	16	2	11	11	18	28	34	71	81	61	65	448
2021	69	47	81	76	110	112	75	97	173	186	186	273	1485	231%
2022	216	168	193	167	204	223	1265	1099	740	994	1006	945	7220	386%
2023	776	703	1014	776	876	854	558	657	696	757	675	590	8932	24%
2024	704	529	538	613	687	657	684	648	581	717	535	476	7369	-17%
2025	598	580	658	676	699	705							3916	
	-15%	10%	22%	10%	2%	7%	23%	-1%	-17%	-5%	-21%	-19%		
OTP	90.4%	93.4%	94.4%	90.0%	91.2%	93.2%	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
2025	21985	23160	26352	29058	27659	24901							
	13%	18%	21%	31%	26%	18%	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	6740	7535	6851	5839	0	0	0	0	0	0	38522
	86%	123%	121%	129%	100%	75%	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	7953	8335	7221	7918	8246	7364	8215	6826	5981	90445	3%
2020	7188	7020	5071	2032	2278	3364	4202	4491	5153	5667	4077	4207	54750	-39%
2021	4044	3612	4998	5252	5411	6278	6971	6846	7563	7076	6989	6719	71,759	31%
2022	5561	6440	7296	8055	7960	8978	33047	36576	36836	36996	37269	35258	260,273	263%
2023	39375	33789	40978	26432	26007	25589	23949	26762	26435	24082	23177	20893	337,468	30%
2024	22121	22584	24875	25520	25307	24303	25128	28648	28333	33108	31059	28019	319,005	-5%
2025	27056	29646	33092	36593	34464	30455	0	0	0	0	0	0	191,306	
	22%	31%	33%	43%	36%	25%	5%	7%	7%	37%	34%	34%		

**May-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	1116	996	120	1:45	:39	15:04
Fixed/General	1513	1185	328	1:30	:40	15:04
Paratransit CQ	179	167	12	1:51	:36	9:19
Xtra Mile CQ	2016	1862	154	1:01	:47	15:18
Total	4824	4210	614	1:22	:43	15:18

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
App			6	0	6	0	0	6	0	6
Booking Req										30
Bus Stop	3	3	0	3	2	1	4	2	0	6
Credit Decline										34
Driver Safety	2	1	0	2	0	1	3	0	0	3
Fares	1	2	0	0	3	0	0	3	0	3
FOI										0
General										7
Newsletter Reg										1
No-Show	1	0	1	0	1	1	1	1	0	2
Office Staff	0	0	1	1	0	0	1	0	0	1
OTP	2	1	0	1	0	2	3	0	0	3
Pass-by	3	2	0	3	0	2	5	0	0	5
Question										0
Modification										0
Routing	0	0	0	0	0	0	0	0	0	0
Rudeness	3	0	1	2	0	2	4	0	0	4
Sales										0
Service Change	0	0								0
Tap Red Fare										3
Ticket Order										17
Website			0	0	0	0				0
Vehicle Clean	0	0					0	0	0	0
Total	12	6	3	9	4	8	17	4	0	125

Sources of Feedback

Facebook	2	2%
Email	114	86%
Phone	17	13%
Twitter	0	0%
Mail	0	0%
Total	133	

Feedback Handling Time (hours)

First Response	16:14
Resolution	51:44

**Jun-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	1038	906	132	1:51	:41	15:04
Fixed/General	1542	1351	191	1:31	:28	10:58
Paratransit CQ	188	170	18	2:10	:35	8:15
Xtra Mile CQ	1826	1730	96	0:59	:47	10:31
Total	4594	4157	437	1:24	:39	15:04

Customer Feedback

	Middletown	Shoreline	All	Valid	Nuetral	Invalid	Negative	Nuetral	Positive	Total
App			6	0	6	0	0	6	0	6
Booking Req										30
Bus Stop	3	3	0	3	2	1	4	2	0	6
Credit Decline										34
Driver Safety	2	1	0	2	0	1	3	0	0	3
Fares	1	2	0	0	3	0	0	3	0	3
FOI										0
General										7
Newsletter Reg										1
No-Show	1	0	1	0	1	1	1	1	0	2
Office Staff	0	0	1	1	0	0	1	0	0	1
OTP	2	1	0	1	0	2	3	0	0	3
Pass-by	3	2	0	3	0	2	5	0	0	5
Question										0
Modification										0
Routing	0	0	0	0	0	0	0	0	0	0
Rudeness	3	0	1	2	0	2	4	0	0	4
Sales										0
Service Change	0	0								0
Tap Red Fare										3
Ticket Order										17
Website			0	0	0	0				0
Vehicle Clean	0	0					0	0	0	0
Total	12	6	3	9	4	8	17	4	0	125

Sources of Feedback

Facebook	0	0%
Email	106	88%
Phone	14	12%
Twitter	0	0%
Mail	0	0%
Total	120	

Feedback Handling Time (hours)

First Response	18:42
Resolution	52:29

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: _____

STATE OF CONNECTICUT)
)
COUNTY OF MIDDLESEX)

SS: ESTUARY TRANSIT DISTRICT
August 8, 2025

**Resolution No. 26-001
AUTHORIZING RESOLUTION
ESTUARY TRANSIT DISTRICT**

RESOLVED, that the Executive Director, Joseph Comerford and/or in his absence or inability to act, the Chairperson, Leslie B. Strauss, are hereby, authorized on behalf of the Estuary Transit District to negotiate and execute all necessary contract documents required to obtain funds from the Senior Resources Agency on Aging.

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 August 8th, 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 8th day of August 2025.

Timothy C. Griswold, Secretary

STATE OF CONNECTICUT)
)
COUNTY OF MIDDLESEX)

SS: Estuary Transit District
August 8, 2025

**Resolution No. 26-002
AUTHORIZING RESOLUTION
ESTUARY TRANSIT DISTRICT**

WHEREAS, the Estuary Transit District, pursuant to Chapter 103a, Section 7-273k of the General Statutes of the State of Connecticut, as revised, is empowered to enter into contracts for the purpose of subsidizing transit services, therefore

BE IT RESOLVED, that the Chairperson, Leslie B. Strauss, and/or in her absence or inability to act, the Vice Chairperson, Joan Gay, having been since August 8, 2025, are, hereby, authorized on behalf of the Estuary Transit District to negotiate and execute all necessary contract documents required to obtain funds from the Connecticut Department of Transportation.

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 August 8th, 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 8th day of August 2025.

Timothy C. Griswold, Secretary

STATE OF CONNECTICUT)

SS: ESTUARY TRANSIT DISTRICT

COUNTY OF MIDDLESEX)

August 8, 2025

RESOLUTION NO. 25-003
AUTHORIZING RESOLUTION
ESTUARY TRANSIT DISTRICT

WHEREAS, bids for an experienced contractor to satisfy Estuary Transit District’s need for qualified firms to provide comprehensive Public Relations (PR) services in support of the agency’s communications, outreach, and community engagement goals were solicited and opened on June 30, 2025;

BE IT RESOLVED, that Quinn and Hary Marketing 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 Quinn and Hary Marketing in an amount not to exceed three hundred thousand dollars (\$300,000.00).

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 August 8th, 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 8th day of August 2025.

Timothy C. Griswold, Secretary