



\*\*\*Draft\*\*\*

BOARD OF DIRECTORS  
GREATER HARTFORD TRANSIT DISTRICT  
Hartford, Connecticut  
September 18, 2025

James McCavanagh, Chairman  
Presiding.....

**1. Call to Order**

At 7:04 p.m. Chairman McCavanagh called the Regular Meeting of the Board of Directors of the Greater Hartford Transit District (the "District") to order in the Conference Room of the District at One Union Place, Hartford, Connecticut. A remote option for attendance was also available.

It was determined that a quorum was not present (15.03 of the required 18.29 voting points) and that the members present would continue with informal discussion and hearing updates from GHTD staff. It was also noted that there would be no adoption of minutes, no report approvals, or any items requiring formal action. Those agenda items requiring action would be carried over to the next meeting in which a quorum is present.

The following Directors were present:

Nanci Fitzgerald, Farmington  
Richard Alger, Granby  
James McCavanagh, Manchester  
Dimple Desai, Rocky Hill  
Gary Pitcock, South Windsor  
Alan Lubin, Vernon  
John Lyons, West Hartford  
Cindy Jacob, Wethersfield  
Fred Tanguay, Windsor

The following staff were present:

Nhan Vo-Le, Chief Financial Officer  
Mary Bujeaud, Deputy Executive Director  
Margaret Banker, Director of ADA Paratransit Services  
Douglas Holcomb, Executive Director

Members of the public present:

Taylor Lubin, Hartford

## **2. Public Forum**

Chairman McCavanagh asked if there were any comments or questions from the public.

There were no comments from the public or area organizations.

At this time, the Board acknowledged the dedication and contributions of two departing members, Cindy Jacobs and Autumn Siegel. Executive Director Holcomb and members of the Board thanked them for their participation and plaques acknowledging their efforts were awarded. Holcomb also took this opportunity to introduce and welcome a new member of the Board of Directors - Fred Tanguay - representing the Town of Windsor.

## **3. Consideration of Acceptance of the Regular Meeting Minutes of June 12, 2025**

There being no quorum, this item was carried over to the next meeting during which a quorum is present.

## **4. Financial Matters**

The Chairman then asked CFO Vo-Le for the Financial Report for the twelve months ending June 30, 2025.

A summary of the District's budgeted and actual results for the twelve months of fiscal year 2025 (July 2024 – June 2025) were presented.

Ms. Vo-Le stated that at the end of June 2025, the District's Special Revenue Fund reported a total of \$40.2ML in actual revenues, which is used for the spending of the District's Operating, Capital, and Administrative programs, that equates to the same amount (\$40.2ML). Of which, \$32.2ML or 80% was funded by CTDOT grants, \$7.7ML by Federal Transit Administrative (FTA) grants, and others equated to \$378K. Compared to the budget, actual revenues are higher than the adopted budget by \$2.7ML or 7%. This increase is primarily a result of prior year's vehicle order that was delivered and accepted during this fiscal year (FY2025).

The Special Revenue Fund is used to account for the proceeds of federal and state grants that are legally restricted to expenditures for specific purposes. At the close of fiscal year 2025, this fund reported no excess of actual revenues over expenses, showing no change from the adopted budget.

The General Fund is the chief operating fund of the District. This fund continues to produce sound results. By the end of June 2025, it reported total revenues of \$556K, an increase of \$89K or 19% in comparison with the budget; and yielded \$483K in excess of actual revenues over expenses; an increase of \$87K or 22% over the adopted budget. This revenue growth is primarily a result of higher cash investment and STIF interest rates.

The District's Enterprise Fund, which consists of Hartford Union Station Transportation Center and Spruce Street Parking Lot, also ended with positive outcomes. At the end of fiscal year 2025, the Enterprise Fund reported a total of \$2.7ML in actual revenues. Rents are the major component of this fund's operating revenues, accounting for 75% of actual revenues at the end of this period. Parking Fees make up another

23% of actual revenues. On the expense side, the Enterprise Fund incurred \$2.5ML in actual expenses, and yielded \$206K in excess of actual revenues over expenses. Compared to the budget, this fund's excess of revenue over expenses is lower than the adopted budget by \$78K. This occurs due to higher costs associated with professional services, utilities, and liability insurance; partially offset by increased parking fees and rents. During fiscal year 2025, the District spent a total of \$840K on capital improvements including roof replacement and repairs; underground piping relocation; Passenger Information Display System support and upgrade, Hartford Union Station's appearance improvements, administrative costs, and various other improvements. In comparison to the budget, the Enterprise Fund's Capital Improvement budget exceeded its actual cost by \$6.8ML or 89%. This outcome was primarily due to timing associated with two major capital projects: HVAC Replacement Equipment and Installation and Bus Bay Concrete Repairs/Replacement.

Overall, the District's actuals for all three funds equate to \$43.5ML in revenues and \$42.8ML in expenditures; yielding \$689K in excess of revenues over expenses, or an increase of \$9.7K over the adopted budget. The \$689K excess amount is attributed to the General Fund's positive result of \$483K and the increase to the Enterprise Fund of \$206K.

The Chairman thanked CFO Vo-Le for the report.

There being no quorum, the acceptance of the financial report was carried over to the next meeting during which a quorum is present.

## **5. Committee/Staff Reports**

The Chairman then invited Margaret Banker to present the transportation services report. Ms. Banker noted the following:

GHTD Link - Ridership remains steady averaging over 2,000 passengers transported each month. GHTD Link continues to be out in the community engaging in events such as the: July 4th Enfield Parade, National Night Out Event, Asnuntuck Community College tabling event, Enfield Rock the Vote event, ERFC School Supply Drive, sponsoring the Enfield Food Shelf fundraiser, sponsoring the Enfield Rock the Vote event, and also internally having a school supply drive (and book drive) to support an Enfield nonprofit. A larger GHTD Link vehicle, a Ford Transit Van, is expected to be out on the road this month which increases the number of passengers that can be transported with the program. Holcomb noted that funding for the Link pilot program will be exhausted in early 2026 and staff members are currently engaged in efforts to secure funding for the continued operation of the service.

Encompass - Ridership continues under the current ridership cap each month following budgetary restrictions. Each month the program is providing the maximum number of trips available which averages over 3,000.

ADA Paratransit - Ridership has increased since July and in August 41,562 passengers were transported. In September the department has seen an increase in interviews and scheduled trips.

Freedom Ride Taxi Voucher Program - Ridership remains steady with 315 trips performed in August.

ADA FY25 Recap – 1,913 applications processed, 678 passengers recertified, OTP was 93.6% for pickups, 99% for drop offs; total calls handled by the call center was 303,789; peak vehicles used was 137; in total 1,166 phone calls were reviewed by the ADA team as well as 791 manifests.

ADA Anniversary – Staff celebrated the 35th anniversary of the ADA at Union Station. Community agencies tabled at the event which featured guests speaking about their experience with the ADA, games, prizes, music, art made by persons with disabilities, food, and social connection.

Community Engagement - The CTtransit magazine, CTPulse, featured a story about the April Transit Day event that the GHTD ADA team organized.

The Chairman thanked Ms. Banker and then invited Mary Bujeaud to present the Administrative and Operations Report. Ms. Bujeaud noted the following:

#### Capital Program Progress

- The District currently has approximately \$21.3M in open grants
- The most recent grant is in the amount of \$7.8M
- The District has developed an initial five-year plan (\$32.1M) that forecasts GHTD capital needs over that time (vehicles, facility improvements, IT, among other capital needs)

#### The Roberts Street Parking Lot Expansion Project

- Construction is underway and work began in early August
- The mass excavation is now complete
- The project is on schedule with an anticipated substantial completion date in November 2025

#### DBE Goal

The USDOT requires that recipients of federal funding assistance of at least \$250,000 establish a Disadvantaged Business Enterprise (DBE) Program. The District developed and submitted our 3-year DBE Goal and Methodology to FTA in July. The purpose is to:

- Prevent discrimination in U.S. DOT- assisted (funded) contracts;
- Work toward a level playing field for DBEs;
- Remove barriers to DBE participation;
- Promote the use of DBEs; and
- Develop firms to successfully compete for GHTD contracts

The District projects \$11,825,760 of contracting opportunities (capital) over the next 3 years. The new DBE goal is 7.7%, or \$908,033 that is projected for DBE participation.

## Upcoming Procurements

- Rebid of Union Station Drain Project
- Request for Proposals – ADA Paratransit and Demand Response Services
- Request for Qualifications for Architectural and Engineering Services
- Request for Proposals for Website Re-Design

The Chairman thanked Ms. Bujeaud for her report.

### **6. Report from the Executive Director**

The Chairman invited Executive Director Holcomb to provide a report. Mr. Holcomb noted the following:

Branding Refresh Project – Mr. Holcomb provided a brief update on the branding effort now underway. He noted that discovery interviews were complete and that the consulting firm on the project – Cashmankatz- has made great progress on the creative work. He noted that there will be a Special Meeting for the Board of Directors on September 30<sup>th</sup> from 12:00 noon to 1:00 pm where the project team will provide a presentation to Board members on the project to date.

Signage and Wayfinding Project – Mr. Holcomb provided an update on the District's Signage and Wayfinding Project for Union Station noting that a kick-off meeting was held in August with the project team – Guide Studios. A Steering Committee has been established and a list of Stakeholders developed. The Design team will be on site at the Station on October 21st and 22nd for the portion of the project they refer to as "Discovery". During the visit, the team and GHTD staff will meet with Stakeholders and the Steering Committee. The intent of this meeting is to focus on uncovering and understanding Union Station's brand character and wayfinding challenges that affect user experience. Mr. Holcomb noted that the Discovery meeting would be from 9:00 am to 12:00 noon on October 21<sup>st</sup> and open to Board members.

Board Vacancies – Mr. Holcomb gave a brief overview of efforts underway to fill vacancies on the Board.

Spruce Street Banners – Mr. Holcomb noted that over the summer, new banners were added to the north side of Spruce Street with the aim of alerting visitors to the modes in service at the Station, parking availability, and a general welcome to the Station.

New Tenant Search – Mr. Holcomb informed the Board of the Capitol Workforce Partnership's decision to move their offices following the conclusion of their lease at Union Station in January 2026 and provided an overview of Staff's efforts to fill the vacant space of approximately 14,000 square feet.

### **7. Report from the Chairman**

There was no report from the Chairman.

### **8. Any Other Business Properly Brought Before the Board**

Chairman McCavanagh asked if there was any other business to be brought before the Board.

There was no new business.

**9. Adjournment**

There being no quorum, Chairman McCavanagh declared the meeting adjourned. The time was 8:22 pm.

Respectfully submitted,

*DRAFT*

D. Holcomb for  
Sita Nyame  
Secretary  
September 19, 2025

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