

# 2026 Goals for General Manager

*Casco Bay Island Transit District*

## Operational

- **Maintain Safe, Reliable Service**
  - Achieve on-time schedule reliability of 92.5% or greater (as per Swiftly vessel tracking app “Early” and “On-time” arrival data)
  - Maintain OSHA recordable incidents at or below 3.5 per 10,000 vessel revenue hours
- **Implement Large Vehicle Rate System by February 28, 2026**
  - Ensure staff is trained and empowered to resolve disputes
  - Ensure infrastructure is in place (hash marks, measuring wheels, point of sale system)
  - Manage customer experience through communication materials and ticket counter engagement
- **Oversee the Successful Integration of Battery Steele**
  - Finalize crew training curriculum and vessel commissioning plan by June 1, 2026
  - Complete crew training within 60 days of vessel delivery
  - Obtain USCG COI within 67 days of vessel delivery
  - Optimize passenger experience and communicate operational changes during loading/unloading at both Peaks and Portland terminals

## Financial

- **FY 2026 Budget Performance:** Achieve or exceed the FY2026 budget as approved by the Board in October 2025.
- **FY 2025 Audit:** Ensure timely completion of FY2025 audit and present to board during May 2026 board meeting.
- **FY 2027 Budget**
  - Support change to calendar year budget cycle for FY 2027, as approved by the Board
  - Oversee development of FY2027 Budget that reduces annual operating loss by 15% compared to FY2026 operating loss (*Note:* Board approved a 3-year goal in April 2025 of reducing operating loss by \$1M)
  - Review for cost savings, and develop and implement strategies to realize them
  - Develop corrective action plans for any major discrepancies from FY2026 actuals
  - Align with priorities of any strategic goals
  - Present draft of FY 2027 (i.e., stub + calendar 2027) to Finance Committee no later than at August 2026 meeting with options for revenue increases, costs savings mitigations for unforeseen risks
  - Refine draft budget for calendar year 2027 through November Finance Committee meeting for recommendation to the Board by November 2026 meeting
- **FY2026 Rate Changes**

- Ensure full compliance with PUC directives in December 2025 order *Docket No. 2025-00160* by May 15, 2026
- Implement passenger fare changes by June 19, 2026, subject to PUC review
- Complete freight rate/cost analysis and present to Finance Committee by April 30, 2026
- Implement freight rate changes subject to public process, board approval and PUC review.

## **Financial and Operations Reporting**

- Develop standard reporting template with agreed information for presentation to the Board and committees, including performance KPIs, by April 15, 2026

## **Capital Projects and Planning**

### **Battery Steele**

#### **Support Board’s Analytical Requirements for Decision on Maquoit Replacement Vessel**

- Complete ridership, freight, and tours analysis in the context of vessel requirements by March 31, 2026
- Complete vessel sizing and construction cost analysis across multiple vessel configurations by March 31, 2026
- Complete operating cost comparison between Maquoit II and proposed PDR vessel by March 31, 2026
- Finalize governance structure to advance new vessel through final design stage to delivery by November 30, 2026
- Develop construction funding strategy outline and present to Finance Committee and Board by December 31, 2026

### **Strategic Planning**

- Present strategic project options to the Board at the April 2026 meeting and obtain direction on 1–3 priorities for 2026 with an initial focus on:
  - Electronic ticketing
  - Schedule analysis
- Develop implementation plans with timelines and resource requirements for board-selected project(s) by May 2026 Board meeting

## **Organizational**

- Conduct quarterly engagement meetings with union representatives
- Evaluate current organization structure including allocation and training of seasonal employees to ensure optimal staffing through seasonal transitions

- Host quarterly employee engagement meetings to address findings from initial employee survey, including:
  - Improved communication between departments
  - Training and development opportunities
  - Other concerns identified through ongoing feedback
- Implement performance review system for non-union employees by September 30, 2026
- Initiate discussions with union on performance review framework for represented employees by September 30, 2026
- Conduct quarterly company-wide training sessions, including:
  - Required annual training(s)
  - Enhanced training beyond requirements: ex. customer service, conflict resolution/de-escalation, emergency response, drug/overdose awareness and response