

**Casco Bay Lines  
Board Workshop  
Session Notes  
March 11, 2023**

**DRAFT**

**Attendees**

All Board members present except Steve Anderson. Staff members Hank Berg and Nick Mavodones were present.

**Workshop Purpose**

- Deepen our shared understanding of our roles.
- Reach agreement about the ways in which we will work together, with specific emphasis on decision-making methods and how we will manage differences among us.
- Begin to contemplate CBL's Mission/Purpose in preparation for identifying organizational priorities.

**Workshop Outcomes**

*What's working well at CBL- individual perceptions:*

- There is greater transparency/sharing of information
- We had no service interruption during the covid years
- We maintained progress on important projects during covid
- Ticket prices have remained stable (with no system wide change in 15 years)
- The commitment of the captains and crew
- The acquisition of significant government funding
- Management worked hard to keep the business going, demonstrating a high degree of responsibility

*What will benefit from additional focus- individual perceptions:*

- Scheduled service enhancements
- Morale
- Sorting out how we respond to issues that are bigger than us that influence us
- Board effectiveness
- Increasing public trust
- Designing public space with riders at the center of the design

*Where can we focus to make the greatest difference in the remainder of 2023?*

- We need data/information that is routinely gathered and can be used to inform decisions.
  - Reintroduce Key Performance Indicators (KPIs) that tie specifically to Board-identified goals.
  - Develop and administer a customer survey in routine intervals to gather feedback and ideas from the public.

- Develop protocols for acknowledging and, where appropriate, addressing customer concerns – with emphasis on communicating outcomes to the public.
- Adopt the Board best practice of having committees put forth recommendations, trusting that they've done a thorough job. Stop the frequent and repetitive discussions at the Board level that already occurred at the committee level, making rare exceptions based upon importance.
- Ensure future Board meeting agendas are based upon the goals the Board sets, and that staff are routinely reporting on progress on goals.
- For future years, establish and maintain strict timelines for annual goalsetting. Goals will be set in January.
- For this year – 2023 – we will:
  - Utilize the goal ideas surfaced during this session and put them into categories. We will invite committee input on goals by sharing the Board's goal ideas as examples of topics we would like their input on – asking each committee to identify a few goal recommendations. The committees will provide their input by April 15, 2023. Factoring in this input, the Board will establish goals at its April meeting.
  - The categories of goals and which committees will consider them:

<b>Category</b>	<b>Example priorities/goals</b>
<b>Operations</b> <b>Committees to weigh in on Ops-related goals:</b> <ul style="list-style-type: none"> <li>- <b>Operations</b></li> <li>- <b>Capital Projects</b></li> <li>- <b>Sales and Marketing</b></li> </ul>	Maintaining / improving customer service
	Customer reporting system
	Customer service; trust transparency, information
	On-time performance
	e-ticketing
	Sustainable summer and holiday schedule
	Improved on-island dock conditions
	Clear direction to staff about safety as a priority
<b>Financial</b> <b>Committees to weigh in on Financial-related goals:</b> <ul style="list-style-type: none"> <li>- <b>Finance</b></li> <li>- <b>Capital Projects</b></li> </ul>	Performance against FY 2023 budget
	Audit completed by Aug 31, 2023
	FY budget presented to finance committee by Aug 1
	Timely close of financials (by end of following month)
	Preparation of 5-year pro forma plan (operating, capital)
	Hire new finance director
<b>Long-range/ Capital projects</b> <b>Committees to weigh in on Capital Projects-related goals:</b>	Finish projects underway
	Vessel replacement (Machigonne & Maquoit)
	Update fleet strategy

- <b>Operations</b> - <b>Finance</b>	Establish long-term capital plan
<b>People/Team</b> <b>Committees to weigh in on</b> <b>People/Team-related goals:</b> - <b>Personnel</b> - <b>Executive (clarify committee responsibilities)</b>	Strategies for attracting/retaining staff
	Clarify committee responsibilities
	Clear direction to staff about safety as a priority
	Develop human resources ongoing functions within the organization
	Develop system of improved communication
<b>Government and External affairs</b> <b>Committees to weigh in on</b> <b>External Affairs-related goals:</b> - <b>Government Relations</b> - <b>Sales and Marketing</b>	Routine meetings with municipalities
	Customer service reporting; trust transparency, information – develop a protocol for customer comments/feedback
	Improved on-island dock conditions
<b>Organizational Competency</b> <b>Committees to weigh in on</b> <b>Organizational Competency Goals:</b> - <b>Operations</b> - <b>Personnel</b>	Implement board decisions promptly or as agreed
	Establish KPIs
	Clarify committee responsibilities
	Establish board process to approve goals
	Establish long-term goals
	Develop system of improved communication
<b>Environmental sustainability (ESG)</b> <i>(May fit within org. competency)</i> <b>Committees to weigh in on</b> <b>Environmental Sustainability goals:</b> - <b>Operations</b>	Establish energy policy/related strategies
	Environmental sustainability monitoring

*Other approaches the Board will take to enhancing its effectiveness:*

- There is shared recognition among Board members that the focus of their work is transportation. While much larger issues influence this, the span of control of the Board is on this.
- The Board is committed to deeper ownership of its meetings, with clear expectations laid out to staff regarding what is needed from them. All will resist the temptation to drift off topic or into minutiae and operations-related matters.
- During meetings, the Board would like to receive reports from an array of executive staff members and external experts, as appropriate, to deepen relationships and familiarity and increase the Board’s understanding of the issues.

**Immediate Next Steps:**

- Committees will form recommendations on 2023 goals for the Board to consider, as outlined above

- Board will establish goals by the end of April
- Board will develop KPIs based upon goals
- Board and staff will work together to develop an approach to routine public feedback and to create a KPI dashboard for routine reporting purposes

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