

Organization and Relationships:

Complete and present to the board an evaluation of current organizational structure for alignment with present and anticipated future operational needs by Dec 19th. Plan to include succession planning for outgoing Operations Director and Director of Projects.

Hold one meeting with MMA leadership to understand concerns and relationship priorities by year end.

Conduct employee survey to gauge baseline employee satisfaction by Nov 30th. Develop a plan with senior staff to address priorities by Dec 19th.

Financial:

Review, amend if necessary and recommend FY 2026 Budget in collaboration with Finance Committee in time to be considered during the October 25th Board meeting.

Evaluate current commercial vehicle rate structure and propose alternatives for board consideration to include financial analysis by November Finance Committee meeting.

Customer Service:

Engage with passengers, crew, and shoreside staff during boat rides and informal rounds of terminal. At least one engagement activity per month.

Launch of new Casco Bay Line Live vessel tracking app including instructional page, blog post announcement, and inclusion in the e-newsletter blast.

Operations:

By December 31st, conduct internal evaluation of current freight operations for safety, efficiency, and customer service issues. Based on outcome, provide recommendations for improvement, which may include engagement of outside consultant to evaluate both freight operations and freight rates.