

TO: Casco Bay Lines Board of Directors

FROM: Ben Dinsmore, GM

DATE: December 18, 2025

RE: December Update

As I complete my third month as General Manager, I continue to appreciate the warm welcome and support I've received from the Casco Bay Lines community. These first months have given me the opportunity to meet with passengers, crew, shoreside staff, island residents, and local business owners, and I've genuinely enjoyed building these relationships. I remain energized by the work of improving service and addressing the concerns that matter most to our riders and island communities. What follows is an update on operations, capital projects, and progress toward the 2025 GM goals established earlier this year.

Operations:

Machigonne:

The Machigonne experienced a brief service disruption Monday, December 15th due to a failed “shaft saver” on the port propeller shaft (the shaft saver is a consumable part designed to prevent the shaft from being over torqued). LPA was able to maintain service until the Machigonne was repaired and put back in service.

Wabanaki:

The Wabanaki is currently at the Portland Shipyard undergoing its drydock service period. Work is progressing as planned.

Maquoit II:

The Maquoit II drydock was also awarded to Portland Shipyard and we expect the vessel to go to the yard in the first week of February.

Terminal:

Staff are managing an increase in security related issues correlating with the drop in temperatures. Security is still onsite seven days a week during our busiest times.

Freight:

Staff are evaluating new material handling options including how USPS mail is shipped to our mail delivery service contractors on the islands. We're also getting ready to launch our freight operations survey to gather staff's input on our current freight handling and pricing procedures. This will be followed by a similar survey seeking public input.

Training:

Earlier this month we conducted our annual harassment training through our partnership with KMA HR Consulting. One deckhand is currently going through the Designated Senior Deckhand training for the Machigonne, and staff and crew continue to work on a comprehensive training program to familiarize crew with the Battery Steele.

Battery Steele:

The yard continues to make progress, and they have about 30 people working on the vessel daily. They are focused on completing areas of the vessel that have all the wiring and piping in place so that they can do the finish work and set any seating that may be in the area. When completed, they are closing that area off to workers to keep it in a new condition. They are also focused on finishing up the piping and ducting in the engine room as well as making electrical connections to all the electrical systems and panels that were recently loaded out into the switchboard rooms. They have sealed up the opening in the hull that supported load out activities and they are in the process of getting the final coats of paint on the hull. They have installed the props for the vessel, and they are working on the rudders. Once items are connected, ABB will be on site to start the precommissioning work. That is expected to start around the beginning of the new year. The latest projection is that the vessel will be delivered in May.

Maine DOT Wharves Update:

Bancroft have completed the decking work on Chebeague. There is still some fender pile and guide pile work to be done which will involve the mobilization of a pile crew and barge this week. There will also be some lower bolt replacements conducted during this time as tides permit. They hope this work will be done on Chebeague by the end of the year and there should be no impact on CBL operations. The crew will be moving to GDI at the start of the new year.

2025 GM Goals Update (original goals in green)

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.

The evaluation of the current organization structure is complete, and the results are illustrated in the attached organization chart. The chart clearly delineates reporting structure within departments and aligns job titles to better reflect the responsibilities of the position. Notably, the “Director of Sales and Marketing” is now officially classified as the “Director of Customer Operations” reflecting the broad range of customer facing responsibilities inclusive to this position including sales, marketing, freight operations, ticketing, and administration of board elections. You’ll also notice a place holder for a proposed new position titled “Manager of Digital Systems & Technology”. This position would be responsible for the implementation and maintenance of new and existing technologies within the CBL organization including “E-Ticketing”, passenger data collection, vessel monitoring and tracking, reservations, crew scheduling, and Safety Management Systems.

We successfully implemented our transition plan for the outgoing Operations Manager with Mike Bryand assuming the position and Patrick Donovan taking over Mike’s prior role as Assistant Operations Manager. I’m very impressed with how both Mike and Patrick have transitioned into these roles.

We’re also preparing for the eventual retirement of our current Director of Projects, Paul Pottle, who has committed to stay part-time until the delivery of the Battery Steele as Manager of Capital Projects. Paul has been working closely with me and other staff, including our Port Engineer, to develop frameworks for helping to manage future capital projects from concept to implementation

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

Scheduled 12/23

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

Employee engagement survey has been completed and results shared in the November GM report. Our first employee engagement committee meeting will be conducted in Q1.

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.

Budget was reviewed in collaboration with the Finance Committee and approved by the board during the October board meeting based on the committee's recommendation.

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

Commercial vehicle rate structure was evaluated, and a new proposal was presented at the November Finance Committee including financial analysis.

Customer Service:

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

Over the last three months I have had the pleasure of engaging with passengers, crew, shoreside staff, and board members. I've also attended public events on Chebeague, Long, and Peaks Islands. I've also met individually with local business owners and one of the lead petitioners for a case recently before the Maine PUC.

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

Casco Bay Line Live has launched and has been well received by the CBL community for providing real time tracking of vessels.

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.

Evaluation of current freight operations is underway and has included engagement with staff, vessel crew, and freight customers. A formal survey will be launched within the next week soliciting employee feedback on what works well, and what our opportunities are for improvement. This will be followed by a public survey. Areas for consideration include reorganizing expansive product classification from the current 1400+ unique identifiers to a more efficient space or weight-based system with fewer classifications. We're also evaluating improved carts or other material handling devices that could make the process safer and more efficient. Additionally, a comprehensive analysis of the Vessel Advisory Committee's Down Bay Replacement Freight Boat work has been completed and

submitted to the board, along with my recommendation, based on my “independent/outside” perspective. In this report I acknowledge that any changes to how we currently manage freight will need to be within the current limitations of the islands’ terminal infrastructure.