

TO: Casco Bay Lines Board of Directors

FROM: Ben Dinsmore, GM

DATE: November 20, 2025

RE: 60-Day Update

As I continue to settle into my role as general manager, I remain grateful for the warm reception and ongoing support from the Casco Bay Lines community. This past month has reinforced what drew me to this organization, the exceptional dedication of our staff and crew.

I'm particularly impressed by how actively engaged the team has been across multiple initiatives, including the recent work on our large vehicle rate structure. These projects require significant effort and coordination, and our staff has approached them with professionalism and commitment. It's clear that the culture of excellence at Casco Bay Lines runs deep throughout the organization.

The positive feedback continues to flow in from both visitors and island residents about the helpfulness and service our staff and crew provide. Hearing these comments reinforces that our team's daily efforts to deliver safe, reliable service are making a real difference in people's lives. I'm proud to work alongside such a dedicated group and look forward to supporting their continued success.

Operations & Staffing

My engagement with staff across all departments continues, and I remain impressed by their professionalism and commitment to our mission. The operational knowledge and community relationships our team has built are clear assets to this organization.

Employee Engagement Survey Results

In October, we launched a comprehensive employee engagement survey, and I'm pleased to report that more than half of our workforce participated, a strong response rate for a voluntary survey. Overall, the results were encouraging and provided a valuable roadmap for continued improvement.

Key Highlights:

The survey confirmed what we see every day: employees find deep meaning in serving the island communities, take pride in working for Casco Bay Lines, and value their coworker relationships. This strong foundation is what makes our service successful.

Staff also identified opportunities to strengthen our operations, particularly around interdepartmental communication, training consistency, and career development pathways. These are actionable areas where focused improvements can make a real difference.

Action Plan:

I've shared these findings directly with staff and outlined several initiatives already underway:

- **Enhanced Communication** - Improving inter-departmental information sharing and operational transparency
- **Training Standards** - Developing more comprehensive and consistent training programs
- **Employee Engagement Committee** - Establishing a cross-departmental committee to provide ongoing input on operations and workplace initiatives
- **Career Development** - Clarifying growth opportunities within the organization

The team has responded positively to this collaborative approach, and I'm confident these efforts will build on our existing strengths while addressing areas for enhancement.

Leadership Transitions

It is my great honor to welcome Patrick Donovan into his new role as Asst Operations Manager. After a thorough search that attracted an impressive pool of qualified candidates, Patrick distinguished himself as the clear choice for this critical position.

Patrick brings a wealth of hands-on experience as a Casco Bay Lines captain, giving him an intimate understanding of our vessels, routes, and the daily operational challenges our crews navigate. His technical expertise is matched by the genuine respect he has earned from colleagues across all departments, a testament to his collaborative approach and leadership qualities.

What particularly impressed the selection committee was Patrick's proactive involvement on a variety of Casco Bay committees, where he has consistently demonstrated his commitment to improving our operations and his ability to think strategically about the organization's future. His combination of practical maritime knowledge, strong relationships with our workforce, and forward-thinking perspective positions him well to support our operations team as we continue to enhance service reliability and safety.

Please join me in congratulating Patrick on this well-deserved opportunity. I'm confident he will make significant contributions in his expanded role, and I look forward to working closely with him in the months and years ahead.

Community Engagement

I was delighted to attend a community event at the Chebeague Island Public Hall, where I had the valuable opportunity to meet with islanders and discuss ongoing schedule changes and operations at Casco Bay Lines. It was a productive conversation, and I encouraged attendees to stay engaged with initiatives being considered by the board, whether by participating in public workshops, attending board meetings, contacting board members directly, or submitting comments through our online platform.

Community input is essential to our decision-making process, and I'm grateful for the thoughtful feedback I received. I'd also like to extend my sincere thanks to Paul Belesca for taking the time to give me a tour of the island afterward. It was wonderful to see Chebeague through the eyes of someone who knows and loves the community.

I was equally excited to attend the Long Island Soup Lunch event in November, where I had the pleasure of meeting islanders and learning about their experiences with CBL. These informal gatherings provide an invaluable opportunity to hear directly from the people we serve, and I'm grateful to the community for welcoming me so warmly.

As we move forward with proposed changes to commercial and large vehicle rates, we have been actively engaging with stakeholders who may be affected by these adjustments. Our goal is to manage expectations, provide clear information, and ensure that everyone has ample opportunity to review and comment on the proposed changes before any proposals are voted on.

As always, I encourage board members to let me know of any community events where I can meet with your constituents and continue building these important relationships.

External Partnerships & Regulatory Relations

November was another busy month filled with valuable opportunities to meet with many of our external partners and regulators, reinforcing the collaborative relationships that are essential to Casco Bay Lines' success.

Members of staff attended the regional meeting of the Passenger Vessel Association in Buffalo, NY, where we had the opportunity to collaborate with our close partners including the Steamship Authority, Fire Island Ferries, and PVA staff.

Last week, I had the privilege of meeting with Federal Transit Administration Administrator Peter Butler and his staff at the annual Northeast Passenger Transportation (NEPTA) meeting in Hartford, Connecticut. These national gatherings provide an excellent forum to discuss transit challenges, share best practices with other transit systems, and stay current on federal funding opportunities and regulatory developments that affect our operations.

I also enjoyed connecting with our partners at the Greater Portland Council of Government and PACTS during an event organized by the Northern New England Passenger Rail Authority. The event included a visit to their layover facility in Brunswick, which offered interesting insights into regional transportation infrastructure and

highlighted opportunities for continued collaboration among local stakeholders, and transportation providers serving the greater Portland region.

On the regulatory front, I'm pleased to report that the Coast Guard performed a successful annual inspection of the Maquoit this month. These inspections are a critical component of our safety and compliance program, and passing reflects the dedication of our marine operations and maintenance teams to maintaining our vessels to the highest standards.

These ongoing partnerships and positive regulatory relationships position us well as we continue to enhance service and pursue opportunities for operational improvements and capital investments.

Fleet & Infrastructure

The vessel advisory committee has been collaborating with the Bristol Harbor Group resulting in a preliminary design report for the new freight ferry. I'm encouraged that this process is moving on to the next phase to include input from the board. I want to emphasize that this is a preliminary report being presented as part of an overall process. Any and all feedback from the board, staff, public, and any other stakeholders is strongly encouraged as part of this process.

We received a request from Portland Yacht Services to move up the Wabanaki drydock one week to December 1st. After consultation with staff, we accepted their request as it would not materially affect our service ability.

During routine testing and training Saturday morning 11/15/2025, the crew noticed the fire pump on the Machigonne was not functioning as designed. Being a safety critical component, the vessel was removed from service and alternative service arrangements were made with LPA to provide barge services. Maintenance and operations staff were mobilized to troubleshoot the problem and it was determined to be a worn seal on the fire pump. Staff changed out the seal and the pump was tested satisfactorily. Approval to put the vessel back in service was received from the USCG and the vessel was back in service for the 6:00PM run.

Work continues on the Battery Steele with progress being made in the Pilot House, and load-in of major machinery pieces. Staff have been onsite with increased regularity, which will be consistent until the vessel is delivered. Current delivery is from the end of March to early April.

MaineDOT work is finishing up on Peaks Island; decking, curb, and stringer replacement work will continue on the Chebeague terminal until approximately December 10th, with subsequent work on GDI and Cliff near the end of the year. These activities are expected to have little impact on our operations.

Ben Dinsmore, GM

Casco Bay Lines