

TO: Casco Bay Lines Board of Directors

FROM: Ben Dinsmore, GM

DATE: October 17, 2025

RE: 30-Day Update

First, I want to thank the board for the opportunity to serve as the new general manager. I also want to mention how welcoming and supportive everyone in the Casco Bay Lines community has been, including staff and crew, passengers, board members, and the greater Casco Bay community. Each day, I'm inspired by the community's positive feedback about our team's dedication to delivering safe, dependable service to the islands we serve. Throughout my interview process and individual research, this was a recurring theme and a big part of what attracted me to the position. I hope to be a steward of the great work that Casco Bay Lines is known for.

Operations & Staffing

My first 30 days have been busy, and I'm encouraged by the progress that we've made and our plan going forward. I've enjoyed meeting with our staff and learning about their unique contributions to the operations. From riding alongside our captains and crew, to spending time with ticket agents and freight staff, and collaborating with our administrative team, I've been genuinely impressed. Everyone I've met has been incredibly friendly, supportive, and committed to making Casco Bay Lines a welcoming and efficient operation. As part of my effort to better understand the needs of employees, I initiated a comprehensive employee engagement survey on October 1st, and I've been very pleased with the level of participation thus far. It is a long survey, but the feedback I've received has been very positive and I look forward to developing a plan to address any improvement areas.

Leadership Transitions

As you know, Nick Mavadones is retiring, and his last official day is projected to be November 7th. It goes without saying what a loss this is for Casco Bay Lines given Nick's many years of service as a deckhand, captain, operations manager, and multiple stints as either interim or co-interim general manager. His institutional knowledge is unparalleled, and I am so appreciative of his offer to be available if we ever need his help or have questions. I'm pleased to report that Mike Bryand, assistant operations director, has accepted my offer to assume Nick's duties in the renamed Director of Marine Operations role. We are currently accepting applications for the new Assistant Director of Marine Operations position to replace Mike, and we are delighted with the number of both internal and external candidates who have already applied.

Additionally, Paul Pottle, our Director of Projects, has announced his intention to retire within the next six months. Paul's departure, combined with Nick's retirement, represents a significant loss of institutional knowledge. My team has been reviewing the current organizational structure and succession planning at Casco Bay Lines. Changes in our structure will address operational needs as we look to adopt new processes and technologies to improve efficiency, regulatory compliance, data management, and customer experience. I look forward to providing an update on our organizational structure at the November board meeting.

Speaking of technology, I'm excited to announce the launch of our new **Casco Bay Live Map**. The CBL Live Map allows riders to see in real-time which ferries are traveling through Casco Bay at any given moment. It is updated every 15-30 seconds, and gives you an instant, interactive way to plan your schedule and see important service updates. The team has done an excellent job brining this new tool together and I hope passengers find it useful. You can read more about the CBL Live Map by reading our blog post [here](#).

Community Engagement

I've enjoyed talking with passengers and the greater island communities about CBL, both on the boats and around the terminal. I attended the recent "Meet the Candidates" night on Peaks Island, and I enjoyed talking with prospective CBL Board candidates and learning about their vision for CBL. I also enjoyed the candid conversations with

community members and the warm welcome I received from them. I'd also like to thank Rennie Donovan for inviting me to Long Island's Soup Lunch events. My plan is to attend the November 17th luncheon and I look forward to meeting those who are able to attend. As I mentioned earlier to the board, please let me know of any community events where I can meet your communities and introduce myself.

External Partnerships & Regulatory Relations

I've also been busy building relationships with our regulatory and funding agencies as well as meeting the staff of our fellow transit partners in the area. This included a recent meeting with Peter Butler, Regional Administrator at the Federal Transit Administration, and his staff at their offices in Cambridge, MA; Kristina Egan, Executive Director at Greater Portland Council of Governments, and the staff at the Portland Area Comprehensive Transportation System (PACTS); and Patricia Quinn, Executive Director of Northern New England Passenger Rail Authority, and her staff. I've also met with the law firms and lawyers that provide various legal services to CBL as well as the staff at BerryDunn who will be conducting our FY2025 audits.

Fleet & Infrastructure

During my second week, I had the honor of visiting with the Senesco Shipyard team and seeing firsthand the progress being made on the Battery Steele. Our operations team is in the process of developing a comprehensive training plan to ensure our crews are comfortable and confident in operating the new vessel. Staff and the outside inspector have made multiple visits to Senesco, where significant progress has been made over the last month. Gear has been loaded into the switchboard rooms, the Novec fire suppression and hydraulic steering systems are installed, and insulation work is complete and Coast Guard-approved. Cable installation and painting are ongoing. Despite this progress, delivery to Maine may be delayed until March 2026.

Many of you may have noticed work being performed on the shoreside charger for the Battery Steele. Stemmann was recently onsite to commission the charger to ensure it is operational and ready for when the new vessel arrives. We are pleased to report the testing has gone well and the unit is working as anticipated.

That's all I have now, thanks again for the opportunity to serve Casco Bay Lines and be a part of this amazing community.

Ben Dinsmore, GM

Casco Bay Lines