

CASCO BAY LINES – BOARD BRIEFING

2015–2019 Schedule & Fleet Analysis

Why we are revisiting this project now

The 2015–2019 Schedule and Fleet Analysis was the most significant planning effort CBITD has undertaken in the past decade. It shaped the vessels we are building today and the schedule we still run.

Nearly seven years have passed since that work was completed. Ridership patterns, community needs, and operating conditions have all continued to evolve. From time to time, the Board and staff discuss whether and when another comprehensive look would be worthwhile.

This deck has two purposes: show what the last study looked like, and ask the Board for guidance on the goals and boundaries of a similar analysis going forward.



What we're asking the Board to do

Understand the scale of the last study, and help set the goals and boundaries for any new one.

The effort in numbers

~4

YEARS

From kickoff (2015) to final report (March 2019)

\$302K

CONSULTANT CONTRACT

Total project cost paid to the consultant team

5

WORKSTREAMS

Data, demand, outreach, schedule, and fleet

640

SURVEY RESPONSES

Plus an open house and two rounds of public meetings

213

PAGES

Final report plus technical memos and data appendices

Any new schedule-focused study would likely re-run workstreams 1–4 but not workstream 5 (vessel replacement), which has already been completed.

What the Board asked the consultants to do

GOALS



Improve transportation options

For residents, tourists, and other visitors — year-round.



Present schedules clearly

User-friendly format, on paper and online.



Improve operational efficiencies

Vessel usage, crew scheduling, fuel, maintenance.



Document the process

Establish a repeatable method for future schedule changes.

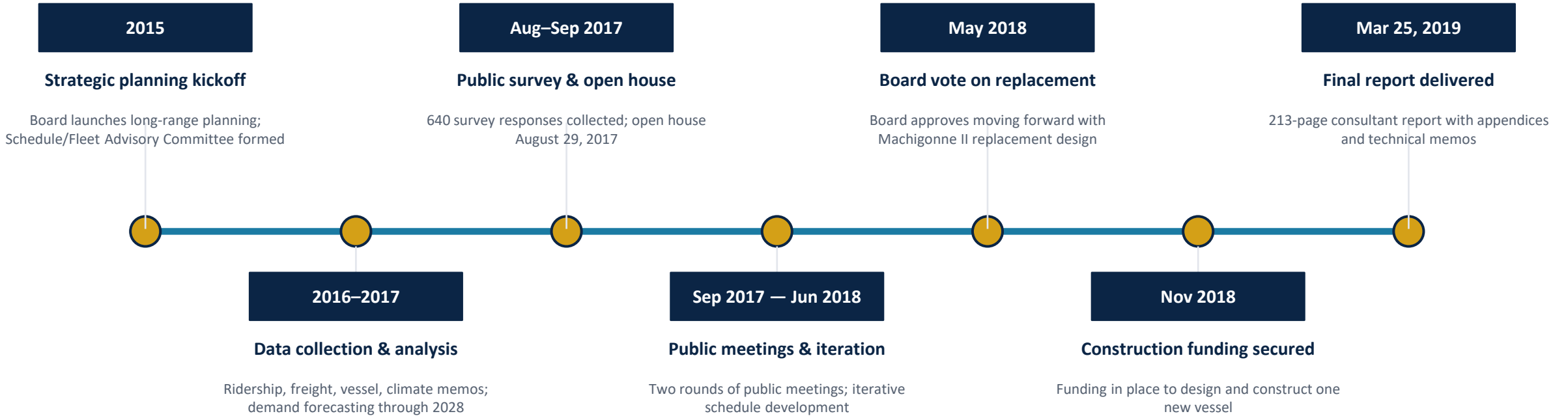
BOUNDED BY

The Board's guardrails

- ✓ Respect existing Collective Bargaining Agreements
- ✓ Work within existing fleet composition
- ✓ Work within existing terminal and dock facilities
- ✓ Preserve all major lines of service
- ✓ Include robust public participation

TIMELINE

From kickoff to final report



Five workstreams — four still relevant today



Workstreams 01–04 would anchor any new schedule study; workstream 05 is historical context only.

Who was involved, and what they produced

Team composition

PRIME

KPFF Consulting Engineers

Led the engagement; authored the schedule, ridership, vessel characteristics, and fleet replacement analyses.

SUB-CONSULTANT

Good Group Decisions










Designed and administered the public survey; facilitated and analyzed stakeholder outreach.

IN-HOUSE

CBL staff, crew & Advisory Committee

Schedule/Fleet Advisory Committee drawn from Board, staff, and the public. Portland and Long Island School Districts also engaged as stakeholders.

Deliverables produced

-  Final report (213 pages)
-  Existing-conditions memos: climate, vessels, ridership
-  Ridership demand-forecast results (by island and season)
-  Survey questions and summary of responses
-  Proposed route and crew schedules
-  Schedule comparison (existing vs. alternative)
-  Cost and service comparison tables
-  Crewing analysis memo
-  Vessel alternatives memo

More service, slightly lower cost



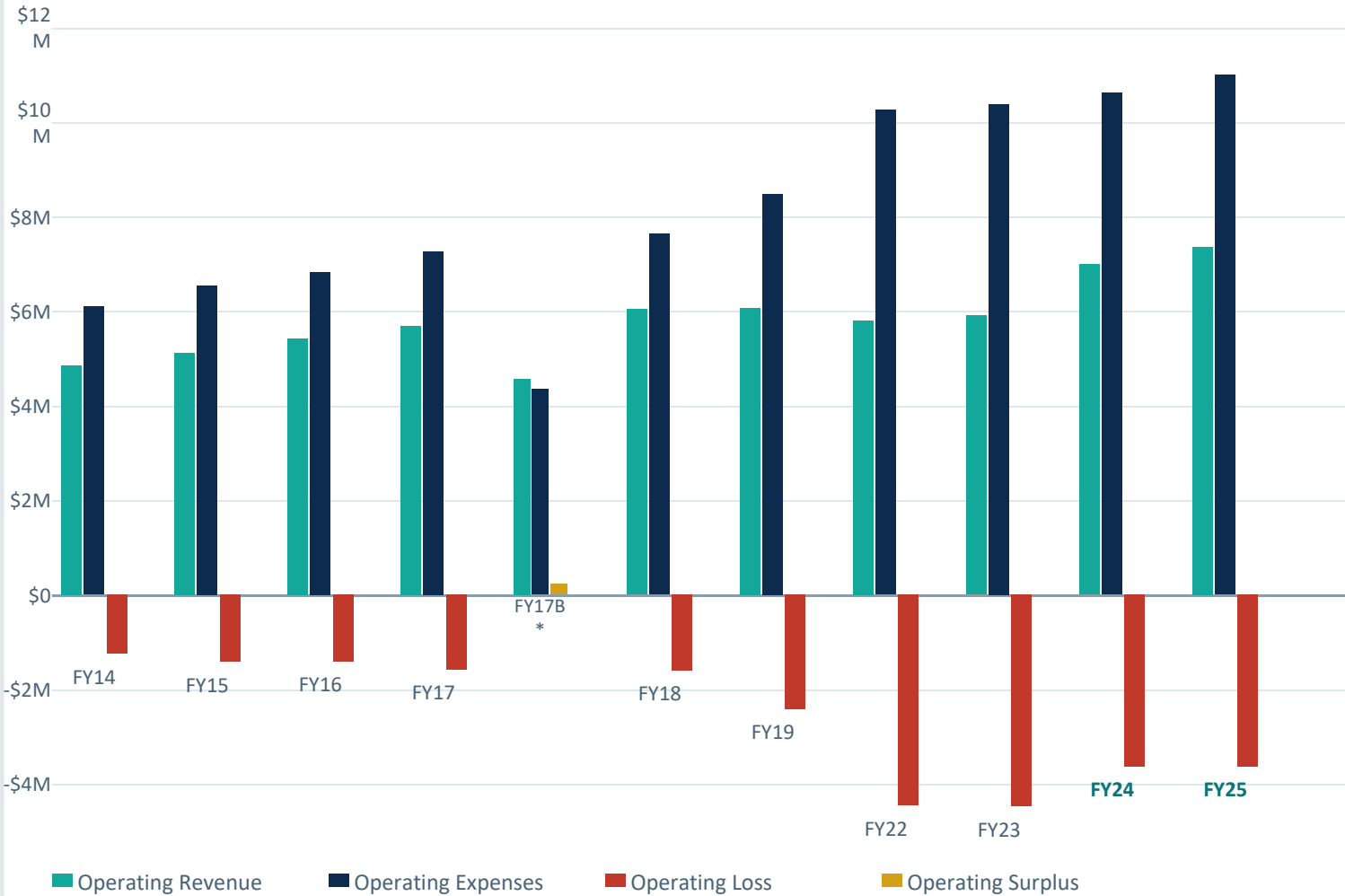
Route-level service hours and operating cost change

| ROUTE | SERVICE HOURS | CREW LABOR | VESSEL MAINT. | NET OPERATING COST |
|--------------------|---------------|-----------------------|-----------------------|-----------------------|
| Peaks Island | +0.3% | -\$10K (-1.8%) | +\$2K (+0.2%) | -\$7K (-0.5%) |
| Down Bay | +13.2% | -\$79K (-6.2%) | +\$15K (+2.0%) | -\$47K (-2.0%) |
| System-wide | +8% | -\$89K (-4.8%) | +\$17K (+1.1%) | -\$54K (-1.4%) |

All figures in 2017 dollars. Source: KPFF Consulting Engineers, Final Report (March 2019), Table 4.

SERVICE INCREASED, COST SAVINGS NOT REALIZED

CBL Expense/Loss Trend | FY2014–FY2025 (excl. FY2020–21)



*FY17B: 6-month stub year resulting from fiscal year transition (March 31 → September 30). FY20–21 excluded (COVID-19 impact).
Source: CBITD audited financial statements.

~\$3.6M

FY2025 Operating Loss
Revenue grew +\$373K; expenses kept pace
Deficit held essentially flat vs. FY2024

~\$2.8M

FY2026 Operating Loss
Projected based on Approved Budget
(incl. ~\$460K of new passenger fare revenue)

Federal Grant Reliance

Grants have historically offset operating losses. Commitments are secured through FY2026 — but evolving federal priorities make revenue self-sufficiency an urgent long-term priority. Enabling legislation requires us to **“attempt to minimize the potential need for governmental operating subsidies for the operations maintained by the district”**.

What a comparable future study will require



Multi-year timeline

A similar study would take roughly 18 to 36 months from kickoff to a final report. Some data and context from original analysis could be used, but a fresh look is more responsible.



Multiple firms and a committee

A lead consultant, a public-outreach sub-consultant, and a standing advisory committee of Board members, staff, and islanders. The last effort cost about \$302,000 in consulting fees (2017 dollars).



Robust public engagement

A full survey, an open house, and two rounds of public meetings — at minimum. Island communities expect to be asked, and the final product is stronger when they are.



Clear direction from the Board

The most important ingredient is not data or consultants — it is Board agreement, up front, on what the study is meant to achieve and what is off-limits.