

Steamship Authority Draft Mission Statement presentation

Board Meeting

September 24, 2019



Background

- Developing a mission statement was one of 10 recommendations in 2018 report by HMS Consulting
- Last mission statement was written in mid-1990s but never fully implemented by the Steamship Authority
- Following June workshops regarding implementation of the HMS recommendations, a Mission Statement Project Team was formed

Team members

Project Manger

Communications Director Sean F. Driscoll

Project Team Members

Director of Marketing Kimberlee J. McHugh

General Counsel Terence G. Kenneally

Operations Director Mark K. Rozum

The old mission statement

The project team used the Authority's previous mission statement as a basis for its work. That mission statement read:

"The vision of the Steamship Authority is to provide excellent customer services through a safe, convenient and efficient transportation system while responding to changing needs and market demands as well as community concerns within a work environment that promotes quality performance and recognition of our employees."

Core principles

The project team identified six core principles from the earlier mission statement.

- Community concerns
- Convenience
- Customer service
- Efficiency
- Safety
- Quality

New work begins

The Project Team developed two questions to be answered by the public:

1. From the list of core principles, what is missing? What, if any, should come out?
2. Tell us – what aspects of the Steamship Authority are important to you?

The Team scheduled four workshops, created a dedicated email address and launched a page on the Authority's website explaining the comments.

Feedback was accepted through August 23, 2019.

The results

- 67 individuals commented, including 22 from an open house
- 250 unique suggestions logged

Mission Statement Public Comment Matrix_3 - Excel

Page Layout Formulas Data Review View ACROBAT Tell me what you want to do...

MISSION STATEMENT PUBLIC COMMENTS - MATRIX OF ISSUES
30, 2019

● indicates a single person under the associated heading.
● indicates multiple people (i.e. at an open house) made a comment under the associated heading.
● indicates the number of people who may have made comments under this heading.

Commenter	Number of People Who Commented	Nantucket open house	Hyannis open house	Vineyard open house	Falmouth open house	Kate Warner	Noli Taylor	Preston Bealle	Jean Muechel	Brian Matthews	Joy Robinson-Lynch	Carol Wagner	Renate Bresko	Nancy Hyde	Alyssa Ernden	Harriet Barrow	Peter Neilley	Virginia Crowell Jones	Suzanne Kuffler	Dean Rosenthal	Rob Lytle	Wendy Northross	David Basiner	Chuck Hodgkinson	Michelle Marsh	Scott Simenas	Damien Kuffler	Eugenie Kuffler	Jim Newman	Elaine Pace	Karin Stanley	James Mallin	Elizabeth Durkee	
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at well publicized	1																																	
islanders and tourists - who is served?	1			●																														
ng act	3			●	●																													

What we heard

Values to add

- Customer engagement and solutions
- Sustainability
- Reliability
- Safety
- Efficiency

Values to remove

- “Changing needs and market demands”
- Community concerns

The draft mission statement

Our mission is to operate a safe, efficient, and reliable transportation system for the islands of Martha's Vineyard and Nantucket in an environment committed to sustainability, accessibility, and community engagement.

Breaking it down

*Our mission is to operate a **safe**, efficient, and reliable transportation system for the islands of Martha's Vineyard and Nantucket in an environment committed to sustainability, accessibility, and community engagement.*

A company-wide goal that will be more important than ever with our transition to a process-based culture.

Breaking it down

*Our mission is to operate a safe, **efficient**, and reliable transportation system for the islands of Martha's Vineyard and Nantucket in an environment committed to sustainability, accessibility, and community engagement.*

Speaks not only to finances – thereby keeping our services affordable for the traveling public – but to the customer experience, the movement of individuals and vehicles at our terminals, our vessel deployments, etc.

Breaking it down

*Our mission is to operate a safe, efficient, and **reliable** transportation system for the islands of Martha's Vineyard and Nantucket in an environment committed to sustainability, accessibility, and community engagement.*

Where we live up to our “Lifeline to the Islands” motto and address the overall quality, effectiveness and dependability of our service.

Breaking it down

*Our mission is to operate a safe, efficient, and reliable **transportation system** for the islands of Martha's Vineyard and Nantucket in an environment committed to sustainability, accessibility, and community engagement.*

Includes not only our ferries but our buses and parking lots, as well as the service we license through other parties such as Hy-Line and Seastreak.

Breaking it down

*Our mission is to operate a safe, efficient, and reliable transportation system **for the islands of Martha's Vineyard and Nantucket** in an environment committed to sustainability, accessibility, and community engagement.*

A common comment was that the previous mission statement was too generic and not specific enough to the Authority or the place it serves. The Authority would not exist were it not for the need to serve these islands, and the mission statement should reflect that.

Breaking it down

*Our mission is to operate a safe, efficient, and reliable transportation system for the islands of Martha's Vineyard and Nantucket in an environment committed to **sustainability**, accessibility, and community engagement.*

One of the most popular responses and covers a wide range of issues, foremost of which is environmental responsibility and stewardship but also addresses our desire to keep the Authority a viable organization for decades to come.

Breaking it down

*Our mission is to operate a safe, efficient, and reliable transportation system for the islands of Martha's Vineyard and Nantucket in an environment committed to sustainability, **accessibility**, and community engagement.*

Covers not only issues of physical access to our services but also access to the organization through a commitment to transparency and inclusivity.

Breaking it down

*Our mission is to operate a safe, efficient, and reliable transportation system for the islands of Martha's Vineyard and Nantucket in an environment committed to sustainability, accessibility, and **community engagement**.*

Covers several touchpoints, including communication, public relations, educating our port communities about our services and programs, meeting the needs of the traveling public, engaging with and respecting our neighbors, and collaboration and overall responsiveness.

What's next?

- Port Council and Board vote to accept the draft mission statement (... or not)
- Website updated with draft mission statement, results of public comments, public comment matrix, and this presentation
- Public comment period reopens for roughly one month
- Results of that comment period and final draft presented to Port Council and Board in November for adoption
- Then the real work begins ...

Questions?