

Sean Driscoll

From: Eugene Johnson <[REDACTED]>
Sent: Friday, August 23, 2019 7:50 PM
To: Sean Driscoll
Subject: Re: Mission Statement
Attachments: Mission Statement Feedback.docx; Training Manual Draft 5.pdf

Mr. Driscoll,

Attached is my response to your request for feedback for the next mission statement. The employees are stakeholders as much as the customers and community whom the SSA serves. Employees should have recognition for their role in maintaining the viability of the operation of the Steamship.

Gene Johnson

Mission Statement
(Feedback/Suggestions)

What Is Missing – What appears to be missing is employee development. Without the ticket sellers and the dockworkers, the Steamship cannot operate. They are a vital aspect of the SSA's operation. In order to accomplish the goals of the SSA, the employees who do the work, ought to be recognized and asked for their input for a smooth operation, that includes the ticket sellers, dockworkers and other areas of the operation. It is possible that they may have solutions to problems that may make the operation more efficient which may translate into reduced expenses and greater profits to the SSA. Presently, it appears that the employees have little or nothing to offer other than the routine of offloading and loading of the ferries.

What Is Important To Me – a) Management training. It is clear managers are promoted from within. It is also clear that new and existing managers have never been trained to manage people, only 'things'. Most of them have no notion of modern motivation theory or human relations. They do not seem to understand the relationship between highly motivated workers and how it correlates to smooth and efficient operations. It is a 'carrot and stick' approach to the dockworkers.

b) Agents do not have written guidelines from which to operate. It appears each agent performs his or her duties based upon their own personality. The inconsistency is evident every day with every agent. If the dockworkers perception is the agents do not follow any consistent rules or guidelines, how are they supposed to follow the rules if they do not know who's rules to follow.

c) All new employees ought to have an orientation. Management and agents' expectations should be made clear. It is an opportunity to motivate workers to contribute any expertise they may possess for the benefit of SSA. The new employees should be made to feel welcome, that the SSA recognizes them as vital to the operation. It is also an opportunity for managers and agents to ask the new employee what their expectations are.

d) Employee performance appraisals should be conducted after employment begins (30-days?). With a performance evaluation form that clearly identifies the task, the acceptable level of performance, an analysis of the employee behavior/performance and compared to what is an acceptable measured performance. Weaknesses can be identified and the employee ought to be given an opportunity to correct any short-comings that have been identified. If the behavior is not

corrected within a specified time limit encouragement and coaching, the employee may want to reconsider his/her accepting the position. If the employee's behavior/performance continues to be below par, it may be necessary to encourage the individual to seek another position with another organization.

d) Self-evaluation is always a good tool for employees and managers. It is an excellent method to improving one's performance, i.e. to conduct an **honest** self-evaluation. However, The culture and climate that currently exist does not encourage many to review their own performance.

e) Recognition that highly motivated employees, whether they be management or employee, can only lead to greater efficiency. Greater efficiency leads to reduced costs, reduced costs leads to greater long-term profits.

All of the above comes from my years as a manager, as adjunct faculty teaching management, human relations and organizational behavior. Alison Fletcher knew me before I became a dockworker, she helped me attain my position. She knows how enthusiastic I was and how I could hardly wait to tie up boats, stage vehicles and all that goes with it. I also try to do something positive for every organization I have worked for, including SSA.

Every organization can grow. Any organization that believes that it is a model of efficiency and cannot get better has stopped growing. Any individual who believes that their performance cannot get better has stopped growing. Although some see a dockworkers' job as easy to master with no room for growth, I like to think that with every passing day, I learn something more about being a dockworker. I listen and evaluate to why the season dockworkers go about their job. I listen to the new summer help as they talk about how they view their job and what motivates them. Being self-motivated, I try not to allow people who are unhappy in their position influence me and I have learned to reluctantly tolerate some of my observations of the operations that could be improved.

Thank you for your time and consideration.

Gene Johnson

Sean Driscoll

From: Cary Brown <[REDACTED]>
Sent: Friday, August 23, 2019 4:16 PM
To: missionfeedback
Subject: SSA mission feedback

Thank you for inviting public participation in your mission development process. I grew up on Martha's Vineyard, my family remains there, and I own a house there, so I'm a frequent SSA traveler.

GENERAL THOUGHTS

The mission of the SSA should include:

- * serving the public good - including safety, health, education, and economic opportunity
- * making it possible for the islands to have viable, thriving, diverse year-round populations
- * providing transportation to all who wish to travel between the mainland and the islands, without undue barriers including cost, reliability, and schedule

I really like these parts of the Casco Bay Lines mission statement, and think they could serve very well as the foundation of an SSA mission statement: "...to furnish waterborne transportation to the islands of Casco Bay for public purposes, in the interest of public health, safety, comfort and convenience of the inhabitants of the islands... to provide sufficient dependable, reliable service in a safe and secure manner, as affordably as possible, so as to preserve our year--round island communities"

QUESTION #1

Community concerns - I am not sure what this means, and I don't think it's a principle. I think that the rest of the things on the list are themselves community concerns. Maybe what you mean here is community relations - how the SSA communicates with the community, how responsive it is, its reputation, etc. ?

Convenience - this is important, and it should include schedules, frequency of boats, location of terminals, access to terminals, access to reservations and tickets, parking, shuttle buses.

Customer service - the customer service should be stellar at all times. Look at Trader Joe's as a model. SSA employees should think of their job as an honor and a public service. They should view the customers as peers and members of their own community. Every interaction with an SSA employee should be one in which the customer comes away feeling that the employee cared about trying to help them and did their best to do so (even if they couldn't), and were happy about the opportunity to help. Customer service should also include policies that are designed for the purpose of helping people get to and from the islands affordably and easily, and not for the purpose of the SSA making as much money as possible.

Efficiency - this is often a code word for "make as much money with as little input of resources as possible," which I do not think is appropriate for the SSA. I think efficiency for the customer experience is important -so for instance, being able to buy a passenger ticket online instead of standing in a physical line in Woods Hole for an hour would be great. Shuttle buses that are precisely lined up with boats, and boats with Peter Pan buses, etc. If efficiency in this context is about efficient use of public funds, that seems appropriate as well, and if so then I would phrase it more precisely as this.

Safety - essential

Quality - this is a little vague - does it mean cleanliness? Nice boats? Good chowder?

Missing from this list is **reliability** and **dependability**.

QUESTION #2

The aspects of the SSA that are important to me are:

- * transportation to my family home
- * reliably available parking
- * the ability to make car reservations online
- * access to standby travel

Thanks again for the opportunity to contribute.

Cary Brown

Sean Driscoll

From: Keith McGuire [REDACTED]
Sent: Thursday, August 22, 2019 5:47 PM
To: missionfeedback
Subject: SSA new Mission statement should address climate change

Hi,

I'd like to give my opinion on the new SSA Mission statement. First I'll answer your questions.

1. re: Core principles

Missing principle: Environmental sustainability. We need to address pollution and the SSA's greenhouse gas emissions.

..."while measurably reducing greenhouse gas emissions to zero."

If you say .."while measurably reducing pollution, including GHGs, to zero." you've also addressed diesel particulate matter and noise and light pollution.

In my opinion, "efficiency", "customer service" and "quality" are vaguely similar. A mission goal of high quality service would include good customer service and efficiency of time.

2. Important aspects of the Steamship Authority:

Safety, reliability, fair treatment to staff, passengers and neighbors, taking care of the local and global natural environment.

I have to say that I don't think the public meetings about the mission were publicized very well. I hope the Steamship will embrace it's responsibilities to mitigate and prepare for global warming and climate change. It should at the very least keep up with the environmental goals of the Commonwealth of Massachusetts. But as a service that is used by millions of people, people who are from all over the world, the Steamship Authority should act as an example of ecological, high-quality transportation.

I think the Steamship Authority should have an advising committee, or a sub-committee of the Board, that works on environmental sustainability improvements.

Thank you,

Keith

Keith McGuire Designs
[REDACTED]

Vineyard Haven, MA 02568
[REDACTED]

Sean Driscoll

From: Michael Sylvester <[REDACTED]>
Sent: Sunday, August 18, 2019 3:45 PM
To: missionfeedback
Subject: Mission statment

Our Mission Statement And Commitment to the public and our customers is based on safety pride and professionalism. To make sure that your experience and visit with us is a pleasurable and memorable one.

Steve Deleon
Bus Driver

Sean Driscoll

From: chris green <[REDACTED]>
Sent: Monday, August 12, 2019 9:28 AM
To: missionfeedback
Subject: mission statement

Steamship Authority,

I thought up the following possible statement.

SSA. Providing save, reliable, affordable and environmentally correct transportation to the Islands on a balanced budget.

The priorities are in declining order.

Thats it,
Chris Green

Sean Driscoll

From: Mark Glass <[REDACTED]>
Sent: Sunday, August 11, 2019 10:08 AM
To: missionfeedback
Subject: Mission Statement

Question 1 is missing "Reliability".

Question 2 - what aspect is most important? Reliability

When the ferry's don't run or when they are late buses can be missed or islanders can be forced to rent motel rooms or turn to the Patriot. You are our highway. Nothing is more important than knowing we can rely on the scheduled service.

Thanks

Mark Glass

Sean Driscoll

From: Margaret Wheeler <[REDACTED]>
Sent: Friday, August 9, 2019 4:15 PM
To: missionfeedback
Subject: Mission Statement Feedback

Hello,

My feedback is as a Vineyard homeowner whose parents lived on the Vineyard year-round for more than 20 years after my father retired.

Question 1:

- > I would add the word Reliability. Adverse weather conditions that cancel trips are beyond the Steamship Authority's control, but I would like to see more focus on reliable, functional vessels.
- > I would remove the word Quality. The other core principles are nouns with fairly clear definitions, but the noun Quality in this context is open to interpretation. From my perspective, Quality is a critical aspect of Customer Service, Efficiency and Safety.

Question 2:

The aspects that are important to me are:

- > The Steamship Authority's staff has always been excellent when there was a medical emergency.
- > Having early and late trips on the schedule and the "not-on-the-schedule" trips to accommodate commercial and other traffic that have to travel on short notice.
- > I am COMPLETELY UNINTERESTED in the TV's and WiFi in the seating areas! I easily live without them while waiting to board the vessel and during the 45 minutes travelling to our destination port. If the weather is too inclement to be on the outside decks, I would rather sit in my car on the freight deck than in the seating areas, even with the occasional car alarm sounding.
- > I travel on the mudboats whenever possible, enjoying the experience of being almost at water-level with the fresh air and the different perspective on passing landmarks. I also enjoy the upper deck on the M/V Martha's Vineyard when it is open to passengers.
- > While I like the portion of the M/V Woods Hole's freight deck that is open to the air, I cannot understand why a vessel was purchased from which passengers can't embark/disembark on the passenger level but have to use the ramp to the freight deck along with vehicles. It can't be efficient, especially when there are a lot of tourists who don't know where there going.

Sincerely,
Margaret Wheeler

Sean Driscoll

From: harriet bernstein <[REDACTED]>
Sent: Thursday, August 8, 2019 11:46 PM
To: missionfeedback
Subject: Your mission statement

Dear Board Governors,

In the new draft of your mission statement, please be sure to add good environmental stewardship to your plan. This would include, but not be limited to a reduction in use of fossil fuels whether by offering fewer crossings or other methods.

Those of us who live on Martha's Vineyard feel like the Island is under siege from increased vehicular traffic and an ever increasing population of residents, workers and tourists. Please serve the people who live here and resist the feeling that you need to bring more people here.

Sincerely,
Harriet Bernstein
West Tisbury

Sean Driscoll

From: Kate S. Warner <[REDACTED]>
Sent: Thursday, August 8, 2019 4:43 PM
To: missionfeedback
Subject: SSA Mission

In my opinion, your mission should be

To provide safe and reliable service in a way that is sustainable for the island and planet.

this means NOT increasing the number of vehicles you bring over to the Vineyard; making your ferries, buses and buildings as efficient as possible and moving towards a net-zero carbon footprint.

thank you

Kate Warner
West Tisbury

Sean Driscoll

From: Noli Taylor <[REDACTED]>
Sent: Tuesday, August 6, 2019 11:18 AM
To: missionfeedback
Subject: Mission statement feedback

Hello,

My name is Noli Taylor and I live in Aquinnah on Martha's Vineyard.

I have some feedback on your mission statement:

Question 1:

The six core principals from the last mission statement failed to take into account environmental responsibility and leadership. The Steamship Authority has a mighty carbon footprint, and serves communities that will be greatly impacted by climate change. One of the biggest changes since the last mission statement was created is our new environmental reality. This is a moment for the SSA to recognize the urgency of the climate crisis, and position itself to be a leader in environmental innovations to reduce your carbon footprint and help set a precedent for other ferry systems to follow.

Question 2:

As a year-round islander, reliability of the ferry service is of course of great importance. However, I would be willing to sacrifice some reliability during a period of transitioning ferries from traditional vessel fuel to electrified systems. It is very important to me that the Steamship embrace change and become more sustainable, reducing your fuel usage and being part of the transition of ferry systems to electrified boats.

Thank you!

Noli Taylor
[REDACTED]
Aquinnah, MA
02535

--
Noli Taylor
Community Food Education Director
Island Grown Initiative
www.igimv.org
[REDACTED]

[Farm to School on Martha's Vineyard](#)

Sean Driscoll

From: Preston Bealle [REDACTED]
Sent: Sunday, August 4, 2019 7:58 PM
To: missionfeedback
Subject: most important value in the mission statement?

It is understood that such elements as safety and convenience should be provided by the Steamship Authority. But those are everyday values, expected of a taxi service, a sandwich shop, a restaurant, an airline, a grocery store. What is **different** about the Steamship Authority?

You have a monopoly on moving cars. That's where you're different. A because it's a monopoly, there is sometimes an attitude from employees, particularly regarding ticketing at peak travel times, that is dismissive. They don't have to accommodate you or give much consideration to your needs because they don't have to. You can't choose another service. They don't have to treat you like a valued customer or work toward solving your problem, because you can't go anywhere else to get back and forth.

I think you should lean heavily toward trying to create an entity where people are checked, measured and rewarded for customer engagement and solutions. There are different ways to approach this in writing and in practice. But I think the missions statement will only have value if it focuses on something new and different from the bland 1994 or 1997 versions, which are totally generic.

Preston Bealle
Darien, CT
(not an island resident but a frequent visitor, with cars. for 30 years)

Sean Driscoll

From: Jean Muchel [REDACTED]
Sent: Sunday, August 4, 2019 6:04 PM
To: missionfeedback
Subject: Mission

I have owned a home in Edgartown for 26 years. Went from “guaranteed standby” madness to the current system. It is difficult to plan exactly the day and time that we can come to our home. Reservations are always a source of anxiety. There is no spontaneity with this house. My daughter had an unexpected 3 day weekend and wound up going to the Hamptons with friends. She could not get a reservation to MV that fit work and drive time.

In past years the automated waitlist worked well for our needs. This year even 12 noon drop has provided no relief. It is hard to own a home that you can't visit. Not having a car is not an option. We need it to get to the beach, Stop and Shop and visit other towns.

Traffic is bad but if less options are available or you raise prices I will probably just sell. As I said, it is hard to own a home that is so difficult to visit.

Since I am writing - shout out to Gina Barbosa. I remember her from many years ago (20?) helping me with a reservation gone bad. She was a big help.

Jean Muchel

Sean Driscoll

From: Brian Matthews [REDACTED]
Sent: Friday, August 2, 2019 6:45 PM
To: missionfeedback
Subject: Mission Statement

Efficiently run safe & affordable transit services within our port communities that meet the needs of customers & employees in a sustainable, sensible & accountable manner.

Sent from my iPhone

Sean Driscoll

From: joy [REDACTED]
Sent: Friday, August 2, 2019 11:43 AM
To: Sean Driscoll
Subject: Re: input

Sean:

After I sent my comments, i rallied that there is one additional principle that should be added to the six as well as the two I mentioned. Service should be RELIABLE

Thank you
Joy

On Aug 2, 2019, at 11:36 AM, Sean Driscoll <sdriscoll@steamshipauthority.com> wrote:

Thank you for taking the time to write. Your thoughts and ideas will prove invaluable as we undertake this very important process of crafting a mission statement that will help guide the Steamship Authority in the years to come.

Following our comment period, the mission statement team will review all comments and use those to create a draft mission statement, which we plan to present to our Port Council and Board at their September meetings. Be on the lookout for an update at that time.

Again, thank you for writing.

--Sean Driscoll

From: joy [REDACTED]
Sent: Thursday, August 1, 2019 10:12 PM
To: missionfeedback <missionfeedback@steamshipauthority.com>
Subject: input

I am providing my feedback on the new mission statement. Thank you for asking.

Question No. 1

The project team has identified six core principles from the SSA's 1997 mission statement:

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

Our question: From the above list, what is missing? What, if any, should come out?

You could add:

No or low environmental impact
Collaboration

Question No. 2

Tell us – what aspects of the Steamship Authority are important to you?

The SSA should serve the interests of the islands in an economical manner that supports the environment and limits its impact on the climate. It should be part of a regional transportation system that includes, buses, trains, cyclists and pedestrians. It must work with planning groups in all of its ports to collaborate on human and community needs.

Its goal should be to provide both islands with clean, quiet, safe and comfortable transportation of people and goods. Plans for auto transportation should be made in collaboration with port communities and be responsive to the amount of traffic each community can absorb.

Joy Robinson-Lynch



Vineyard Haven, MA

Sean Driscoll

From: Kathryn Wilson
Sent: Thursday, August 1, 2019 10:29 AM
To: CAROL WAGNER
Cc: Sean Driscoll; Robert Davis
Subject: Re: SSA Mission Statement

Hi Carol, thanks for this. I appreciate you taking the time to contact me. I'll make sure your comments and suggestions are shared with the SSA team working on this project.

All my best, Kate

Kathryn Wilson
Falmouth Representative to SSA
P.O. Box 901
Falmouth, MA 02541
508-548-1155

From: CAROL WAGNER
Sent: Thursday, August 1, 10:02 AM
Subject: Fwd: SSA Mission Statement
To: Kathryn Wilson

Kathryn:

Well, as you can see I sent the message below to a wrong address and now an entire week has passed. I still wanted you to have our views on the latest from the SSA. Is the [REDACTED] the best address for you and SSA issues? I promise not to bombard you with emails, but would like a contact for you for future reference if needed.

Thank you,

Carol Wagner

----- Original Message -----
From: CAROL WAGNER [REDACTED]
To: [REDACTED]
Date: July 23, 2019 at 2:39 PM
Subject: SSA Mission Statement

Kathryn:

Thank you for your words at the Woods Hole Community Association Meeting. I have had the hand out sitting on my desk since that night with some notes that Steve made when we were home that evening. We will not be able to make the July 30th meeting, but would like weigh in on the Mission Statement subject even in this rough form:

The Mission Statement as presented is a "Vision" statement and not a mission statement.

The Mission Statement should read to the effect of: To supply the (year round) island residents life sustaining materials in the safest manner possible. Life sustaining materials should be defined as, but not limited to, food and fuel to sustain life.

In discussing this at home many times (I even stated this at a public meeting) our feeling is that the "lifeline" needs to be better defined. We do not see large boulders for stone walls or homes or mature trees to be life sustaining materials. If the delivery of these items are deemed by the SSA to be part of their sustaining mission, then these industrial products need to be shipped from an industrial shipping port, not the village of Woods Hole.

I will leave the letter in my "to do" folder. Should I come up with some answers to the two questions posed, I will be sure to copy you in on anything I send directly to the SSA. At a quick glance, the two questions asked lean heavily toward the needs or rather, wants of the island population. I can see that it will take more thought than I can give today to respond to these ideas in a thoughtful and dignified manner.

Thank you for taking your time to be on the SSA Board.

Carol and Steve Wagner

Sean Driscoll

From: Renate Bresko
Sent: Thursday, August 1, 2019 9:54 AM
To: missionfeedback
Subject: revised mission statement

The mission of the Steamship Authority is to provide safe, reliable, efficient and modern ferry transportation between Cape Cod and the Islands of Martha's Vineyard and Nantucket. We strive to improve the quality of life of all Island residents and its visitors.

From: Renate Bresko
Sent: Thursday, August 1, 2019 8:53 AM
To: 'missionfeedback@steamshipauthority.com'
Subject: mission statement examples

The mission of the Steamship Authority is to provide safe, reliable, efficient and modern ferry transportation between Cape Cod and the Islands of Martha's Vineyard and Nantucket; that improves the quality of life of all Island residents and its visitors.

Or:

The mission of the Steamship Authority is to:

Provide the safest, most reliable and modern ferry transportation between Cape Cod and the Islands of Martha's Vineyard and Nantucket; that improves the quality of all Island residents and its visitors.

[Renate Reithmayr Bresko](#)
Internal Auditor

[Woods Hole, Martha's Vineyard and Nantucket Steamship Authority](#)
228 Palmer Avenue
Falmouth, MA 02540

P: 508-548-5011 Ext. 218
rbresko@steamshipauthority.com

Sean Driscoll

From: Renate Bresko
Sent: Thursday, August 1, 2019 8:53 AM
To: missionfeedback
Subject: mission statement examples

The mission of the Steamship Authority is to provide safe, reliable, efficient and modern ferry transportation between Cape Cod and the Islands of Martha's Vineyard and Nantucket; that improves the quality of life of all Island residents and its visitors.

Or:

The mission of the Steamship Authority is to:

Provide the safest, most reliable and modern ferry transportation between Cape Cod and the Islands of Martha's Vineyard and Nantucket; that improves the quality of all Island residents and its visitors.

[Renate Reithmayr Bresko](#)
Internal Auditor

[Woods Hole, Martha's Vineyard and Nantucket Steamship Authority](#)
228 Palmer Avenue
Falmouth, MA 02540

P: 508-548-5011 Ext. 218
rbresko@steamshipauthority.com

Sean Driscoll

From: Nancy Hyde [REDACTED]
Sent: Thursday, August 1, 2019 7:59 AM
To: missionfeedback
Subject: Input

Thank you for the opportunity to provide input into the development of a new mission statement for the Steamship Authority. I have owned a home on Nantucket for the past 20 years, but reside year-round off island in Westwood, Massachusetts.

My first comment concerns incorporating “convenience” as a core principal. On one hand, convenience is really not achievable in a physical sense. There are a finite number of harbors for the Nantucket side of the business. These locations are convenient to only a few. But convenience can also mean such things as ease to purchase tickets, board ferries, and park cars. I recommend you think of not using this as a principal. It sounds more like it should be used in action items. For example – “Use technology and other means to increase convenient access to ticketing.”

I recommend “communication” be added to the list of core principals. See below.

The elements of the Steamship Authority that are important to me –

- Communication – As with the operation of any business or government organization, communication needs to be at the forefront of the operation. Communication impacts all levels of an organization, from management to employees/customers/public, employees to customers, and customers to employees, etc.
- Reliability – It is important that the SA operations run in a reliable manner to the fullest extent possible.
- Cost/Pricing

I look forward to reading about the progress made in articulating a new Mission Statement and the resulting improvements made.

Best,
Nancy Hyde

Sean Driscoll

From: Alysa Emden [REDACTED]
Sent: Thursday, August 1, 2019 6:00 AM
To: missionfeedback
Cc: [REDACTED]
Subject: Mission Statement

Hello – I agree with Dave Dandridge’s comments at the recent mission statement forum – keep it short! How about “Reliable – Responsive – Responsible”? That seems to capture the various elements contained in the current mission statement (which is way too long and wordy). Seems to me you want something people can actually remember as opposed to some forgettable long and vague sentence. Thanks! – alysa emden

Sean Driscoll

From: HARRIET BARROW [REDACTED]
Sent: Wednesday, July 31, 2019 4:43 PM
To: missionfeedback
Subject: Good start, anyway!

There is no mention of the steamship authority's original mandate: to serve/ provide a life line for residents of the islands. The way it is currently written, Islanders- like tourists and day trippers- are merely additional "customers".

Also, if we are given a reduction of the costs of reservations, off-season, why does the authority jack up the cost of Islanders' summer reservations? If we deserve the reduction, as indicated October until May, why shouldn't it be maintained throughout the year?

Thank you very much for trying to modernize your approach and to (sort of) listen to Islanders in your meetings. We are especially appreciative of your honoring those of us with medical needs.

Harriet Barrow

Sean Driscoll

From: Peter Neilley [REDACTED]
Sent: Wednesday, July 31, 2019 7:07 AM
To: missionfeedback
Subject: mission feedback

1. Why do you schedule public meetings in the middle of the day when most people are working? It gives the impression that you are going out of your way to avoid having to face your constituents?
2. The mission statement says nothing about the two most important elements of why the steamship authority exists: The Islands it serves and the primary means it serves them (ferries at sea). The mission statement might as well be for the bus system in some landlocked location. When one reads read the mission statement it should immediately be clear who you are serving and how.

"The mission of the Steamship Authority is to provide the islands of Martha's Vineyard and Nantucket with safe and effective ferry transportation to and from the mainland in a manner than responds to changing needs and community concerns within a work environment that promotes quality performance"
3. Recognition of your employees is just one mechanism to ensure quality performance. It does not need to be called out. Quality performance requires a litany of tactics, some of which promote and healthy, productive and desirable workplace, but it is not the only means to ensuring quality performance by any means.

Sean Driscoll

From: Sean Driscoll
Sent: Tuesday, July 30, 2019 12:48 PM
To: missionfeedback; schedules
Subject: FW: Mission Statements and schedules
Attachments: 20190730SSA.docx

-----Original Message-----

From: Virginia Jones [REDACTED]
Sent: Tuesday, July 30, 2019 11:08 AM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: Mission Statements and schedules

Dear Mr. Driscoll:

I am very alarmed at the net increase in the numbers of projected trips between WH and the MV ports as presented in the draft 2020 schedule published in island papers the other day. No matter how you characterize the trips, and the boats, you have more boats running, with three slips in WH and several different options on the Vineyard. This is a far cry from the current Mission Statement as contained in the enabling legislation and as the traffic and crowds increase every year here on the island, we are feeling the impacts with more and more concern. In fact Cape Cod itself is essentially an island, with two aging bridges as the only connection to "America," and their current future very much in doubt.

I am an old person and probably won't see the unfortunate changes and tragic outcomes of the increased traffic and every form of degradation from pollution to increased noise, tail pipe emissions and more and more houses and people. I am very sorry to be leaving behind such a legacy for my kids and grand sons, and for those of other islanders.

The current Mission Statement for the SSA works just fine and the Bonding Limit keeps the worse excesses under control

We need less trips (but more trips for true island residents -- those whose domicile is really the Vineyard) and we need more GOVERNORS.

Virginia C. Jones

--

Virginia Crowell Jones
Foxfire Marine Consulting, LLC
[REDACTED]
West Tisbury, Martha's Vineyard,
Massachusetts, 02575 USA
[REDACTED]

Dear Sean Driscoll:

Re:

Changing the SSA Mission Statement

Please see the second paragraph of the enabling act -- where it mentions the SSA carrying the necessities for the islands. We don't need to change that -- that should be and must remain the CORE mission for the SSA. To reiterate, that is serving the islands and the needs of islanders with seasonal visitors secondary. Many years ago the late and highly respected Selectman Eddie Coogan from Tisbury gave testimony at a Steamship Authority Meeting about schedules and facilities. He urged them to keep it simple and then he said "The SSA is our ride home, it is our only ride home!" What he meant was keep the travel experience simple, safe and functional for islanders, at reasonable prices. Restrooms, places to sit and snack bars are all we truly need for a 45 minute ride.

My new favorite boat is the GOVERNOR – she operates superbly with a minimum of fuss and bother, plus you get a gorgeous view (even in bad weather). She doesn't have much windage and there is no massive superstructure to have to maintain, chip and paint, etc. We need more GOVERNORS and less ISLAND HOME OR WOODS HOLE type boats. If people don't like riding on the GOVERNOR then they can wait for the MARTHA'S VINEYARD or NANTUCKET. Frankly, I'd take the GOVERNOR any day. Similarly, we don't need a Taj Mahal in Woods Hole, we need a building just like the temporary building that is now there. Keep it simple, unobtrusive and inexpensive!

The SSA is supposed to serve us, not strangle us! Or worse yet, smother us while burdening us with potential increased taxes as the bonding limit is reached (or exceeded) and a possible deficits occur.

Thanks.

Virginia C. Jones



West Tisbury, MA 02575

Sean Driscoll

From: Suzanne Kuffler [REDACTED]
Sent: Monday, July 29, 2019 11:37 PM
To: missionfeedback
Subject: Mission-Vision statement

July 29, 2019

Sean F. Driscoll

Communications director

And: Kimberlee McHugh, Marketing Director; Terence Kenneally, General Counsel;

Mark Rozum, Treasurer/Comptroller

Steamship Authority

Re: Mission/Vision statement

Dear Mr. Driscoll and team,

Without a serious vision statement a mission statement has little meaning. A well-formulated vision offers goals as well as a sense of constraints and even a break with old patterns of operating. There are enough public comments to know that the SSA status quo is not working for many people. A singular objective of responding to demand is not broad enough.

Multiple SSA ports are being overwhelmed by traffic flow. Downsizing is needed regarding Cape Ferry traffic. A real regional discussion is needed on this matter. Downsizing advertizing would help. Downsizing the Woods Hole terminal plans would be a convincing sign that the SSA is listening to a wider range of its constituents and that there is respect for the commonwealth as a community. The environment seriously needs more energy efficient electric ferries and the charging units that would be needed to plan for this eventuality. From SSA public meetings, comments at forums, a petition that has many signatures a wealth of public comments already exist. You already know what many people want. Asking for a mission statement without the public first contributing to your vision is not progress. Starting with a clear and forward-looking vision would be a stronger start.

A meaningful public consensus needs to be broader than the Board of Governors or staff or the Port Council or management. Please meet with town and community leaders and citizens on a regular basis. Public comments in public places have often been met with counter arguments that this or that is not possible. Why? Your work is complex and the public's points of view are complex. The frequency of 'NO' is not a good sign.

Respectfully,

Suzanne Kuffler

Woods Hole

Sean Driscoll

From: Dean Rosenthal [REDACTED]
Sent: Monday, July 29, 2019 6:18 PM
To: missionfeedback
Subject: Feedback on Mission

Hello:

The core mission of the SSA is by definition to provide a link from Martha's Vineyard and Nantucket to the mainland. That is at the center of it. HOWEVER. Because they are both tourist and home islands, the waters become murkier. At the very core of the mission must be the acknowledgement that The very first priority is to facilitate the lives of those who live on those islands and call them home. Without the ferries, OUR (I am from Edgartown) Would be impossible but ALSO, tourism would be impossible. Because of those of us who live here there is tourism, it is not just the natural beauty of the island and so forth. So, again, is the mission to serve the islands home populations. Without them, the secondary mission of the SSA, to serve tourists would be MOOT. Without those of us who live here on Martha's Vineyard, there is no tourism. And thus, because of this steps must always be taken to protect the natural rights of those live on the islands. Among these rights, are the rights to strive for less crowded islands providing for the SAFETY of ALL who visit the islands. Limited infrastructure, police, fire, and all other unique services including food, gas, and so forth, must be protected by the SSA to the furthest extent possible to provide for the safety of those of us who live here. Overcrowding endangers both the residents and the tourists.

Hopefully these core thoughts are understood. This is not a joke. If growth continues, permanent damage will occur. Moira Tierney told me to my face, "tourism is a Martha's Vineyard problem". That's not the kind of cooperation I want from my SSA. We can work together to protect Martha's Vineyard and Woods Hole and Nantucket for residents and tourists alike. Please!

Dean Rosenthal
Edgartown

--

Dean Rosenthal
www.deanrosenthal.org
www.stonespiece.com

Sean Driscoll

From: Rob lytle [REDACTED]
Sent: Thursday, July 25, 2019 7:42 PM
To: missionfeedback
Subject: Mission

To provide a cost efficient and compassionate lifeline for the Islands of Martha's Vineyard and Nantucket and to help support and protect the quality of life for the Islands and the host harbor communities.

Sent from my iPhone

Sean Driscoll

From: Wendy Northcross [REDACTED]
Sent: Wednesday, July 24, 2019 3:23 PM
To: missionfeedback
Subject: my comments

Hi – thanks for sharing the mission statement update process. Some quick comments:

1. Your current mission statement uses the word “vision” but you correctly identify that mission and vision are separate items. For example, the Cape Cod Chamber’s vision is “prosperity for all” – and our mission statement is much longer – that tells who we are and about our work. (The Cape Cod Chamber of Commerce is a membership organization that advocates on behalf of business to strengthen and promote regional economic vitality while addressing related cultural, environmental and community concerns. We are a catalyst and advocate for a vibrant economic community in order to create a better Cape Cod.)
2. I think an item missing from your list of words is some reference to the environment (e.g. sustainable environmental practices)

Keep up the good work!

Wendy K. Northcross, CEO



Swimming upstream is hard. Let us help!

5 Patti Page Way, Centerville, MA 02632

DIRECT: 508-362-8610

CapeCodChamber.org | BlueCapeCod.org | WhyCapeCod.org

Sean Driscoll

From: David Basiner [REDACTED]
Sent: Wednesday, July 24, 2019 1:47 PM
To: missionfeedback
Subject: Comment

I have travelled for years on the Woods Hole Ferries, but every year it is getting more difficult to get reservations for times needed due to not enough space available. Also, standby was always an alternative to get on and off the island when needed, but not any more. I know the volume of traffic is increasing, but the lack of convenience during vacation months is definitely something I hope can be addressed and included in the new Mission Statement.

Sincerely,
David Basiner

Sean Driscoll

From: Chuck Hodgkinson [REDACTED]
Sent: Monday, July 22, 2019 8:12 AM
To: missionfeedback
Cc: cahodg@aol.com
Subject: Mission Statement

I believe your mission statement needs specificity and clarity of purpose. Please see below.

Chuck Hodgkinson
[REDACTED]

The Martha's Vineyard Steamship Authority is a non-profit, year-round transportation company serving the islands of Martha's Vineyard and Nantucket. Its primary mission is to be the transportation lifeline for the residents of Martha's Vineyard and Nantucket traveling with or without a vehicle. It is also the primary transportation conduit for the necessary goods and services that sustain year-round island living. Secondarily it provides year-round transportation services for seasonal island visitors.

To serve all of these constituencies the Steamship Authority's short and long term planning and capital investments strive to not meet the growing demand for transportation to and from the islands but rather, to manage this demand throughout the year in a manner that enables it to achieve its primary lifeline service goals and secondary seasonal needs.

The Steamship Authority works diligently to be responsive to the changing island community needs and concerns. It strives to execute its mission every day by hiring the best employees and recognizing their stellar efforts to provide excellent customer services through a safe, convenient and efficient transportation system. Its work environment promotes safety for all employees and patrons and provides the necessary tools and training for delivering superior performance and satisfied customers.

Sean Driscoll

From: Michelle Marsh [REDACTED]
Sent: Sunday, July 21, 2019 11:32 AM
To: missionfeedback
Subject: Mission Statement Project Team - Attn. Mr. Sean F. Driscoll
Attachments: The Steamship Authority_Mission Statement_M_Marsh 07 21 2019.docx

To the Mission Statement Project Team
Attention: Mr. Sean F. Driscoll, Communications Director

My name is Michelle Marsh. I am a resident of Massachusetts.

During the week of July 15th, I was listening to WCVB Channel 5 news, while getting ready for work. I've answered the call and have provided a draft mission statement attached.

For many years, I've had the pleasure of being a customer of the steamship authority, therefore this was an easy task for me! One of my all time favorite dependable systems to use!

Thank you,
Michelle Marsh
[REDACTED]

Sent from [Mail](#) for Windows 10

The Steamship Authority Mission Statement

At the Steamship Authority we strive to deliver the optimal level of service to all of our customers, by providing a transportation system that is safe, reliable, affordable and efficient.

We commit to provide our employees with an environment that fosters transparency, a positive environment, professional growth and the educational resources needed to protect the integrity of our transportation system and commitment to our customers.

Our priority is to foster effective relationships with our professional, technical and management partners, by developing and maintaining effective communication networks and working relationships, in collaboration with concerned public and private interest groups, contractors, service organizations and other federal, state, local and community organizations.

Written by,
Ms. Michelle A. Marsh
Massachusetts resident



Sean Driscoll

From: Scott [REDACTED]
Sent: Saturday, July 20, 2019 10:56 AM
To: missionfeedback
Subject: DRAFT Mission Statement (changes in red with cross outs)

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

Scott Simenas scott_simenas@comcast.net

[REDACTED]
Falmouth, MA 02540

Sent from [Mail](#) for Windows 10

Sean Driscoll

From: Damien Kuffler [REDACTED]
Sent: Friday, July 19, 2019 2:30 PM
To: missionfeedback
Subject: Suggestions for SSA mission statement

I cannot attend your open house, and am therefore sending you my comments by e-mail.

SSA Mission Statement

Until now, the SSA has acted as if its mandate was to promote the economic development of Martha's Vineyard, without regard to the well-being of the local community, visitors, and other inhabitants and communities through which SSA traffic flows.

The SSA true mandate has always been to provide for the basic needs of the Vineyard, not its economic expansion.

Needed Mission Statement Inclusions

1. Listen to, and respond positively to, the public, the needs and concerns of the local communities on which all of its operations have an impact.
2. Those concerns must extend to and include all communities through which SSA associated traffic flows, on its way to and from the Vineyard, predominantly starting at the north side of Cape Cod Canal.
3. The SSA must strive to minimize the volume of traffic, predominantly trucks, as much as possible, and not promote increased traffic, that benefits only the developers of the Vineyard and SSA cash flow.

Respectfully,

Damien

Damien Kuffler
[REDACTED]
Woods Hole
MA, 02543

Sean Driscoll

From: Kuffler Eugénie [REDACTED]
Sent: Friday, July 19, 2019 8:58 AM
To: missionfeedback
Subject: SSA Mission Feedback

Dear Sir or Madam,

I will be un-able to attend your openhouse on July 30, here then are my responses to your questions concerning the SSA mission statement

Question No. 1

Community concerns :

Reduction of the size and design of the ticket building and its repositioning parallel to RR Ave in order to preserve the view of the harbor.

A study by the Cape Cod Commission of traffic circulation within and approaching the reconstruction site in order to coordinate freight and loading, passenger access, bicycle access to the bike path and local traffic.

I draw your attention to Bob Morris' video in which one sees a large truck obliged to enter RR ave in order to back into the Sankaty - <https://youtu.be/ic8OFkyeKNY>

The use of the 3rd slip as a maintenance slip only.

The development of New Bedford for freight and garbage transportation.

Our question: From the above list, what is missing? What, if any, should come out?

The SSA should mission statement should include «environmental sensitivity » as proposed by [North Carolina Department of Transportation](#). This would imply the use of solar panels in their terminal site constructions, the reduction of the number of ferry trips, the reduction of the number of trucks allowed over the Canal bridges and a restriction of their hours of circulation of those trucks.

Question No. 2

Tell us – what aspects of the Steamship Authority are important to you ?

I do not consider the SSA's mission to be one of « responding to ... market demands... ». The Cape and Islands are already over developed and saturated with traffic. The SSA should not lure more summer costumers with advertisements nor cater to the Islands' businesses to the detriment of year round residents and the environment. None of the other mission statements posted tout this commercial approach.

Sincerely,
Eugenie Kuffler
Woods Hole

Sean Driscoll

From: Sean Driscoll
Sent: Friday, July 19, 2019 6:10 AM
To: missionfeedback
Subject: Fwd: Invitation: Steamship Authority mission statement project

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----- Forwarded message -----

From: "Jim Newman" [REDACTED]
Date: Thu, Jul 18, 2019 at 6:47 PM -0400
Subject: Re: Invitation: Steamship Authority mission statement project
To: "Sean Driscoll" <sdriscoll@steamshipauthority.com>

Thank you for the opportunity to contribute my thoughts to the mission statement.

All service personnel should be dedicated to working with (not for) their passengers. I had an experience that spoke against that and I am relating it to you because it was a traumatic experience that you would not want an elderly person to have on the ferry.

I was bringing my wife back from Mass General where she had undergone extensive leg surgery and could barely move. On entering the vessel, the load master directed us to the far right side wall where she would be unable to open her door should she need a bathroom. I tried to explain the situation and the officer in no uncertain terms said go there or off the boat. He was aggressive rude and totally insensitive to the situation.

I think that positive customer interaction is paramount to the operation of the Steamship Authority and should be part of the Mission Statement.

Thank you for this opportunity, Jim

Newman, Aquinnah Selectman

Sent from my iPhone

On Jul 18, 2019, at 10:37 AM, Sean Driscoll <sdriscoll@steamshipauthority.com> wrote:

Selectman Jim Newman

Town of Aquinnah

Dear Jim,

The Woods Hole, Martha's Vineyard and Nantucket Steamship Authority is in the process of creating a new mission statement that will serve as the backbone for our strategic planning, employee performance evaluations and overall operations in the future. Creating a mission statement was one of 10 recommendations contained in the comprehensive review of our operations conducted in 2018.

As part of our process, you are invited to attend an open house to give us your thoughts on what should be included in our new mission statement. The open house is scheduled for **2 to 4 p.m. on Wednesday, July 24, 2019, at the Tisbury EMS Building, 215 Spring Street, Vineyard Haven**. Additionally, we are accepting feedback by email at missionstatement@steamshipauthority.com. More information about the process can be found at <https://www.steamshipauthority.com/missionstatement>.

Kindly share with anyone who you think should attend. We hope to see you on Wednesday.

Best,

Sean F. Driscoll

Sean Driscoll

From: ELAINE PACE [REDACTED]
Sent: Thursday, July 18, 2019 5:10 PM
To: missionfeedback
Subject: input

The mission statement is missing the element of communication with stakeholders and clients. The mission statement must also indicate that islanders be preferred customers. The mission statement should indicate something about the economics of the situation -- Is efficiency of operation maximized? Is the number of employees excessive for the operation? Why are the rates so excessive for islanders and those traveling on a regular basis? Finally, the mission statement should indicate that current technologies be implemented and that all staff be trained adequately in the use of those technologies.

Sean Driscoll

From: Karin [REDACTED]
Sent: Thursday, July 18, 2019 4:17 PM
To: missionfeedback
Subject: mission of boat line

As a year-round resident of Martha's Vineyard for 40 years in general I feel the Steamship has mostly fulfilled my transportation needs. However I feel you have strayed from your mission of responding to community concerns. One major concern of the island is the increasing traffic and overcrowding in the summer. While the steamship is doing its job to provide efficient transportation for everyone traveling to/from the islands it is not in your mission to advertise the Vineyard as a destination. You have a monopoly, people will find you and they will find out about the Vineyard without your advertising.

Quit your advertising and redirect that budget item to your fleet maintenance program!

Thanks,
Karin Stanley

Sean Driscoll

From: Sean Driscoll
Sent: Thursday, July 18, 2019 3:18 PM
To: missionfeedback
Subject: FW: Invitation: Steamship Authority mission statement project

From: James Malkin [REDACTED]
Sent: Thursday, July 18, 2019 3:17 PM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>; missionstatement@steamshipauthority.com
Subject: Re: Invitation: Steamship Authority mission statement project

Mr.Driscoll, thank you for reaching out. I will be in transit to MV at the date/time of your meeting. If I can get there in time I will attend. Should I not get there, I would suggest the Mission Statement should include words to the effect:

To serve the needs of the residents of the islands for transportation, food and supplies.

In short, I do not feel the mission of the SSA should be to promote or encourage growth in passengers, vehicles or trips to our overburdened islands.

Thank you -

JMM
[REDACTED]

+1 617 416 2984

On Jul 18, 2019, at 10:37 AM, Sean Driscoll <sdriscoll@steamshipauthority.com> wrote:

Selectman Jim Malkin
Town of Chilmark

Dear Jim,

The Woods Hole, Martha's Vineyard and Nantucket Steamship Authority is in the process of creating a new mission statement that will serve as the backbone for our strategic planning, employee performance evaluations and overall operations in the future. Creating a mission statement was one of 10 recommendations contained in the comprehensive review of our operations conducted in 2018.

As part of our process, you are invited to attend an open house to give us your thoughts on what should be included in our new mission statement. The open house is scheduled for **2 to 4 p.m. on Wednesday, July 24, 2019, at the Tisbury EMS Building, 215 Spring Street, Vineyard Haven.** Additionally, we are

accepting feedback by email at missionstatement@steamshipauthority.com. More information about the process can be found at <https://www.steamshipauthority.com/missionstatement>.

Kindly share with anyone who you think should attend. We hope to see you on Wednesday.

Best,

Sean F. Driscoll

Sean Driscoll

From: Elizabeth Durkee [REDACTED]
Sent: Thursday, July 18, 2019 11:47 AM
To: missionfeedback
Subject: mission statement

The mission statement is obvious: In 1960 the Mass legislature created the Steamship Authority to provide for **“adequate transportation of persons and necessities for the Islands of Nantucket and Martha’s Vineyard.”**

Sean Driscoll

From: Brian Hall [REDACTED]
Sent: Thursday, July 18, 2019 10:00 AM
To: missionfeedback
Subject: Job of The Steamship Authority

Dear Folks,

You are first and foremost an extension of the Massachusetts highway system. Keeping the road opened for all who use it or wish to use it as affordably as possible is your primary mission. All else is secondary.

All of your decision making should be laser focused on that goal. There are certainly other concerns that are important and even necessary, but should always be looked at as secondary. You have a lot of "noise" coming at you from different quarters which can easily distract you from the primary. While sometimes necessary, it is not your job to please the noisemakers. Of course you don't want to be unresponsive to those you serve or impact, but that response should be in line with "keeping the road opened". When asked to do something not in line with that job the answer should be "NO". The Steamship Authority's enabling act reads "in order to provide adequate transportation of persons and necessities of life" to the islands. That's it. No other purpose is stated. So anyone who wants the Steamship Authority to make decisions with some other purpose in mind would need to get the enabling legislation changed.

You need your employees, so its ok with me for you to keep good employee relations. However, there should never be anything in an employee contract that is contradictory to your reason for existing.

You need to keep legal costs down, so its ok with me for you to keep good neighbor relations. However, there should never be any concessions made to them that are contradictory to your reason for existing.

There are several other "bullet points" that have been included in your 1994 mission statement, as well as those of other ferry lines you cited, that really have no place in a "Mission" statement. Including them detracts from the conciseness and clarity of the primary mission. The word "adequate" in your enabling act although vague, covers most of these bullet points.

Customer Service - of course, not necessary to state in the mission.

Safety - of course, could be included as an adverb but you are regulated by the Coast Guard, probably in their mission statement.

Convenience and Efficiency - see adequate. These are sometimes at cross purposes. This is where we fall into the slippery slope of interpretation. Also could be adverbs.

Changing needs, Market Demands? - part of life, not part of the mission statement.

Community Concerns - This is where a clear delineation of your purpose is most needed as this is the politically stikiest item on the list. The islands aren't castles and you are not the guards at the gate. You are the road crew.

Let the towns, the MVC, and the CCC decide what their job is and do it themselves.

You don't work for them.

Employees - don't need to be recognized in the mission statement. Absolutely recognize them elsewhere.

Environment - you have rules and follow them. They are enforced by several state and federal entities. No need to include in the mission statement.

Clarity can seem stern, but being vague does not serve public relations.

Thank you for listening.

Brian M. Hall