

STAFF SUMMARY

Date: September 19, 2019

File# COMM2019-1



TO:		FOR:		FROM:
X	General Manager	X	Vote	Dept.: Communications & Marketing Author: Sean F. Driscoll
X	Board Members		Information	Subject: Review and input of draft Mission Statement prior to seeking additional public comment

PURPOSE:

To present to the Board the draft Mission Statement for their review and input prior to reopening a period of public comment.

BACKGROUND:

Following the comprehensive review of the Steamship Authority's operations conducted in 2018 by HMS Consulting, Glosten Associates and Rigor Analytics (collectively, "the consultants"), a report was issued in December 2018, and a supplement in February 2019, that contained ten (10) recommendations to improve the Authority's operations. Among the recommendations was to "adopt a mission statement and supporting performance objectives, communicate them to the employees and the general public, and identify the necessary metrics to measure progress against the performance objectives."

Following a June 2019 workshop with representatives of HMS Consulting and Glosten Associates, developing and implementing a mission statement was identified as one of eight (8) projects to be undertaken by Authority staff as part of the implementation phase of the HMS Consulting report's recommendations. Communications Director Sean F. Driscoll was named the Project Manager; Team members were Director of Marketing Kimberlee J. McHugh, General Counsel Terence J. Kenneally; and Operations Director (now Treasurer/Comptroller) Mark K. Rozum. The Mission Statement project was identified as a necessary precursor to the Strategic Plan project, which would then be followed into the Performance Metrics project.

The Project Team used the Authority's previous mission statement, developed in the 1990s but never fully implemented throughout the organization, as the baseline for developing a new mission statement. 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.

The Team identified six (6) core principles from the previous mission statement, namely: **community concerns, convenience, customer service, efficiency, safety and quality**. To elicit feedback from members of the Authority's constituent communities, the Team developed two (2) core questions:

1. From the above 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 then scheduled open houses on Martha's Vineyard (July 24, 2019) and Nantucket (July 18, 2019) and in Falmouth (July 30, 2019) and Barnstable (July 18, 2019) in order to allow members of the public an opportunity to share their thoughts on the Authority's development of a new mission statement in person. Additionally, comments were accepted via email at missionfeedback@steamshipauthority.com until August 23, 2019. In total, public comment was received from sixty-seven (67) individuals, including approximately twenty-two (22) who attended the four (4) open houses.

Following the public comment period, the comments were analyzed by Mr. Driscoll in an attempt to discern common themes among them and also to give the Project Team suggestions on specific terms or phrases to include in the draft mission statement. Of the nearly 250 unique suggestions identified from among the comments, Mr. Driscoll put them in one of four "buckets," namely: values to add to the mission statement; values to exclude from the mission statement; other comments related to the mission statement project; and other comments that were unrelated to the mission statement that were passed on to staff or that will be used as part of the subsequent strategic planning process.

Of the comments categorized under the "values to add" bucket, five (5) clear frontrunners emerged. They are, in descending order: **Customer engagement and solutions** (26 comments received); **sustainability** (20 comments received); **reliability** (18 comments received); **safety** (14 comments received); and **efficiency** (14 comments received). No other value in this category received more than ten (10) comments in total.

Under "values to remove from the previous mission statement," the top two (2) items were **changing needs and market demands** (5 comments) and **community concerns** (4 comments). The remaining items received either two (2) or one (1) comment each.

The Project Team then met to review the results and crafted a new draft mission statement for consideration by the Port Council and Board. After presenting a draft to General Manager Robert B. Davis and other senior managers for their input, the Project Team created a draft mission statement, as follows:

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.

Following input from the Port Council and Board, the Authority will reopen public comment on this draft mission statement to allow for more public feedback. Following the conclusion of that period, which will end in late October, the Team anticipates bringing a final draft to the Port Council and Board for adoption at each body's November meetings.

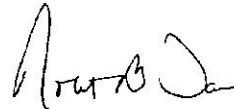
At their September 18, 2019 meeting, the Port Council voted to accept the draft mission statement so that it could be moved to the next phase of public comment.

RECOMMENDATION:

That the Board vote to accept the draft Mission Statement, which will then be subject to a public comment period throughout the month of October 2019 before being brought to the Port Council and Board for an adoption vote in November 2019.



Sean F. Driscoll
Communications Director



APPROVED: _____

Robert B. Davis
General Manager

Attachments