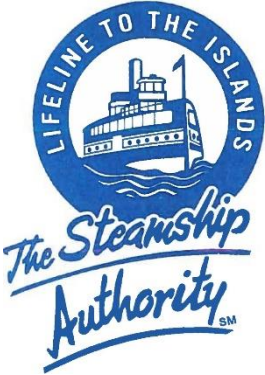


STAFF SUMMARY

Date: November 13, 2019

File# COMM2019-3



TO:		FOR:		FROM:
X	General Manager	X	Vote	Dept.: Communications & Marketing Author: Sean F. Driscoll
X	Board Members		Information	Subject: To recommend adoption of a mission statement for the Steamship Authority

PURPOSE:

To present to Board the revised draft Mission Statement for adoption.

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."

A subsequent June 2019 workshop with representatives of HMS Consulting and Glosten Associates identified developing and implementing a mission statement 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 G. Kenneally; and Operations Director (now Treasurer/Comptroller) Mark K. Rozum. Director of Shoreside Operations Alison Fletcher was subsequently named to the Project Team. The Mission Statement project was identified as a necessary precursor to the Strategic Planning project, which would be followed by a Performance Metrics project.

To develop the draft mission statement, the Project Team held a series of open houses in July 2019 and accepted public comments through August 23, 2019. Through that process, public comments were received from sixty-seven (67) individuals, including approximately twenty-two (22) who attended the four (4) open houses. Subsequent analysis of the comments led to the creation of a draft mission statement, which was subsequently accepted by the Port Council and Board at each body's September 2019 meeting so it could be advertised for further public input. The accepted draft read 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.

The Project Team arranged a second public comment period and scheduled further public sessions to discuss the draft mission statement and obtain additional feedback. No members of the public attended the sessions held on Nantucket or in Falmouth and Barnstable; roughly twelve (12) individuals attended the session held on Martha's Vineyard. Additionally, public comments were received by email from twenty-four (24) individuals.

Following the second public comment period, all comments were analyzed by Mr. Driscoll in an attempt to discern common themes among them and also to give the Project Team suggestions on any possible revisions to the draft mission statement. Of the approximately 100 unique suggestions identified from among the comments, Mr. Driscoll put them in one of five (5) "buckets," namely: positive comments on the draft mission statement; critical comments on the draft mission statement; items to add to the draft mission statement; overall comments on the mission statement/project; and operational comments to be passed on to staff or forwarded for use as part of the subsequent strategic planning process.

Of the comments categorized under the "critical comments" bucket, five (5) suggested the mission statement should **adhere more closely to the language in the Enabling Act**; three (3) noted that the draft **does not sufficiently recognize the Authority's unique role in Island life**; and three (3) questioned either the use of "**in an environment committed to...**" or "**sustainability**" in the draft. Other items received one (1) or two (2) comments each.

Of the comments categorized under "items to add to the draft mission statement" bucket, eight (8) suggested the mission statement should **more specifically address environmental and climate concerns**; five (5) requested that it should be **more specific to Islander needs**; and three (3) sought mention of **affordability or cost effectiveness**. Other items received one (1) or two (2) comments each.

The Project Team met to review all of the public comments again and revised the draft mission statement for further consideration by the Port Council and Board, with the relevant change highlighted 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~~ with a **commitment to** sustainability, accessibility, and community engagement.*

The Project Team thanks everyone who provided comments and insight on the draft mission statement. After reviewing the comments received, the Team Members believe that the majority of the recent suggestions are either sufficiently addressed in the draft mission statement or narrow, not expand, the scope of the mission statement.

One of the core principles the Project Team identified for its mission statement was that it should be concise, outcome-oriented and inclusive of all of the Authority's various constituencies and it must serve as a foundational document for the strategic planning process. With the small revision

noted above, the Project Team believes that the draft mission statement accomplishes all of these goals and will help the Authority set its course for its strategic planning, performance metrics and its future.

At its November 6, 2019 meeting, the Port Council members discussed the draft Mission Statement and asked that the Authority's port communities be directly addressed in the statement. Following a suggested edit from Mr. Driscoll and further discussion, the Port Council members then voted unanimously to recommend adoption of the mission statement as further modified thusly:

*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~~ with a **commitment to** sustainability, accessibility, **our port communities**, and ~~community~~ **public** engagement.*

RECOMMENDATION:

That the Members vote to adopt the revised mission statement with the addition included at the recommendation of the Port Council.



Sean F. Driscoll
Communications Director



APPROVED: _____
Robert B. Davis
General Manager

Attachments: Comments received on draft mission statement
Comment matrix

Sean Driscoll

From: Sean Driscoll
Sent: Thursday, October 3, 2019 7:17 PM
To: missionfeedback
Subject: Fwd: - Steamship Authority

Sean F. Driscoll
Communications Director
Woods Hole, Martha's Vineyard and Nantucket Steamship Authority
228 Palmer Ave.
Falmouth, MA 02540
508-548-5011 ext. 302
Facebook | Twitter

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

From: "Virginia Jones" [REDACTED]
Date: Thu, Oct 3, 2019 at 6:43 PM -0400
Subject: - Steamship Authority

<https://www.steamshipauthority.com/missionstatement>

This is the newly proposed draft mission statement and very informative message from Sean Driscoll at the SSA. It is notable in that it doesn't mention anything about ships/ferries/boats or even marine and it mentions "transportation system for the islands of Martha's Vineyard and Nantucket" and doesn't limit that to travel from port to port as in Woods Hole to Vineyard Haven or Hyannis to Nantucket. In fact it could be talking about running a transportation system on land or a harbor helicopter pad. Unlikely you say, that this would happen, but think long term and be specific.

The draft attached needs to be refined. In my opinion the final draft should stick as closely as possible to the enabling legislation which is "adequate transportation of persons and necessities of life for the islands of Nantucket and Martha's Vineyard." Otherwise they are creating an outline of a far grander and larger empire, and are self aggrandizing. Further, community engagement is not the same as "community concerns" and I find it difficult to believe that the latter term was removed for lack of interest. The word accessibility makes me nervous -- I am sure it has nothing to do with ADA issues!

We need something that is maritime transportation specific and focused on community concerns as well as energy efficiency, safety and cost effectiveness. The message that I received thoughtfully included 3 examples of Mission Statements. The one that came the closest to what I think articulates most perfectly the mission is that from the Casco Bay Lines. Second is the one from North Carolina DOT, and third is that from Washington State which focuses more on the economics. The

economy of the region served is important of course, but in our case the other two mission statements more closely align with what I consider to be the most important factors and critical elements.

I speak as a life long island resident with considerable maritime experience.

Virginia Jones

--

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

Sean Driscoll

From: Suzanne Kuffler [REDACTED]
Sent: Thursday, October 3, 2019 5:29 PM
To: missionfeedback
Subject: mission statement

Sean Driscoll
Communications Director
Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

Dear Mr. Driscoll,

Thank you for alerting me to your posted mission statement. I may write again when I have time to read the documentation further. For now the most general summary of bullet points sound reasonable. My support or not will reside in how matters move forward and are carried out - the details as usual matter greatly. I will continue to stay engaged and am hopeful that the community can contribute useful input and that the HMS report will continue too to have a constructive impact especially as the SSA vision gets more attention.

Sincerely,

Suzanne Kuffler
Woods Hole

Sean Driscoll

From: joy [REDACTED]
Sent: Thursday, October 3, 2019 1:37 PM
To: missionfeedback
Subject: thank you

Dear Sean,

Thank you for listening to and including public comment in your mission statement. And for listening to us yesterday as we expressed ourselves with rough and tumble enthusiasm.

In light of that conversation, should we add affordable to the list of values? I know, you mean for efficient to include this, but the gentleman who spoke about the trailer was pointing to the fact that decisions aren't always thought through as to their impact on local residents who pay more than cape Codders for everything.

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

Again, thank you,

Joy

Sean Driscoll

From: Chuck Hodgkinson [REDACTED]
Sent: Thursday, October 3, 2019 12:27 PM
To: missionfeedback
Subject: Mission Statement

Thank you Sean. Sadly it can be applied to the Vineyard Transit Authority bus service (VTA), the airports or any taxi service on the islands. It does not recognize the SSA's role in island life or any set of service and product goals of which to strive for and achieve to be better.

Chuck Hodgkinson

Sean Driscoll

From: Sean Driscoll
Sent: Thursday, October 3, 2019 12:20 PM
To: missionfeedback
Subject: FW: mission statement for SSA

From: Wendy Northcross <wendy@capecodchamber.org>
Sent: Thursday, October 3, 2019 12:07 PM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: FW: mission statement for SSA

And then my email to the link for the email got bounced back – so here it is below...

From: Wendy Northcross
Sent: Thursday, October 3, 2019 12:06 PM
To: missionstatement@steamshipauthority.com
Subject: mission statement for SSA

The Cape Cod Chamber's economic development goals include increasing the region's sustainability and resiliency – we applaud the inclusion of this need to be good stewards of our environment and your community engagement commitment in your statement.

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: harriet bernstein [REDACTED]
Sent: Thursday, October 3, 2019 12:10 PM
To: missionfeedback
Subject: Mission statement

I'd like to see something about affordability in there.

In addition, I'd like to see a special reference to the specific transportation needs of Island residents.

One way or another, you have to stop focusing on bringing more people here for more money and start to work with the MV Commission to preserve this precious part of the natural world.

Thanks for your open forum —

Harriet

Sean Driscoll

From: Kate S. Warner [REDACTED]
Sent: Friday, October 4, 2019 7:30 AM
To: missionfeedback
Subject: wording of mission statement

Sean

Nice to meet you here on the Vineyard the other day. Now I know who I am writing to!

In regard to the Mission Statement:

While the word environment is in the mission statement, it is not there in a way that implies a commitment to the environment/planet.

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.

Instead it might read

Our mission... Nantucket with a commitment to environmental sustainability, accessibility and community engagement.

I don't know what you mean by accessibility or community engagement and am guessing there might be a better way to word those.

Are you saying the SSA should be accessible to its public and allow for and highly regard community engagement? Or are you speaking of handicapped accessibility?

I would be happy to talk to you in person.

Sincerely,

Kate Warner

(the woman who came up to talk when you were sitting there around 12:30 or so with Kathy Newman of Aquinnah)

Sean Driscoll

From: Peter Neilley [REDACTED]
Sent: Thursday, October 10, 2019 11:49 AM
To: missionfeedback
Subject: Mission Statement V2 feedback

I applaud the SSA for considering community inputs to its mission statement and for revising its draft mission statement. The revised version is substantially improved over the first version. Thank you and good job on that.

The main issue I have with the revised mission statement is a lack of acknowledgement that marine ferry service is the core foundation of what the SSA does. All other services provided (e.g. bus and parking services) are subordinate to the ferry service. By describing the mission as a generic "transportation system" makes it seem as if the secondary services are as important as the ferry service. While I agree those services are important, their relative importance pales compared to the core function of the SSA, which is to provide marine transportation for the islands via ferries. It feels awkward to me that the mission statement does not recognize this core function. As it is written, the mission statement could apply to nearly any other transportation system anywhere in the world such as Boston's T, or New York's Bus System, or CapeAir airlines, etc. I think it is critical that your mission statement make it clear what your principal responsibility is focused on. Therefore, I would suggest the statement read:

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

Regards,

Peter Neilley

Chilmark, MA

Sean Driscoll

From: Ted Stanley [REDACTED]
Sent: Thursday, October 10, 2019 5:38 PM
To: missionfeedback
Cc: [REDACTED]
Subject: SSA Mission Statement
Attachments: MISSION-STATEMENT-and-GUIDING-PRINCIPALS.pdf

Hello Mr. Driscoll:

My comments are "a little late to the party", but you may find them useful. My focus is toward process and structure rather than content.

Last year I was elected to serve on the board of a Property Owners Association. They never had a mission statement until I wrote one. A statement of mission compressed into a few sentences, no matter how eloquent, simply cannot, in my opinion, fulfill its primary purpose ... which is why my work product (attached) is structured as it is.

A few things to keep in mind:

1 - The SSA is a company, but is not intended to profit and feed shareholders. Therefore the SSA mission document must differ from a for-profit corporation which is ultimately self-serving.

2 - If the leaders of the SSA aren't willing to fully embrace and aspire to the mission document, and subsequently lead employees and customers into a mutual and reciprocal appreciation for those values ... then creating a mission document is a complete waste of time and effort.

3 - My document is a bit wordy, but the "guiding principals" (which I believe are a critical adjunct to the actual mission "statement") clearly spell out the basics of those principals (in bold) followed by specifics written to preclude doubt and ensure clarity.

4 - I wrote my work product largely in the absence of input from others and based on my own analysis and consideration of the past, present, and future needs of the POA. Board input was sought afterward and only then were several minor adjustments made to polish it into the finished product. Once embraced, accepted, and adopted by the board it was presented to the POA membership. Not a single criticism was generated.

Sincerely,

Ted Stanley
West Tisbury
[REDACTED]

CC: Marc Hanover

Ruby Star Airpark

MISSION STATEMENT and GUIDING PRINCIPALS

Our Mission is to promote, preserve, and protect a unified community of people who steadfastly embrace aviation in an atmosphere of respect and tolerance for each other. We extend that same earnest commitment to our aviation centered infrastructure of homeowner lots, runway, and network of roads as taxiways, balanced by a sensitivity toward the desert aesthetic.

Our Guiding Principles are to:

Promote ourselves as a true community:

We place a high value on mutual respect, tolerance, and responsibility to achieve the strength of a cohesive, participatory, and cooperative community. Generously sized lots are complimentary, enabling property owners to enjoy their personal activities while minimally impacting their neighbors.

Respect natural beauty and neighbors:

We strive to be responsible stewards of our lands, and sensitive to adjacent communities regarding the possible impact of our aviation activities. We are committed to balancing a quiet, peaceful, secure, and aesthetically pleasing environment with practicality.

Pursue balanced governance:

Requirements imposed through rules and regulations which fail to effectively and reasonably serve, protect, and promote the missions of our community are unsupportable and divisive. We rely on our elected board to seek balance by discharging decisions with sound practicality using impartial evaluations of particular circumstances rather than strict adherence to rigid and specific rules alone.

Be fiscally responsible as we support our infrastructure:

Through our HOA we seek to limit assessments, maximize revenue, and be frugal in support of our unique aviation infrastructure without sacrificing the safety or attractive attributes of our airpark. The desirability, and therefore value, of our individual properties relies on our collective assets and the strength of our community.

Enable Continuous improvement:

Our vision is to incrementally and continuously enhance and strengthen our mission, thereby adding both tangible and intangible value to our airpark. We welcome fresh ideas and innovation that support our mission, and encourage proponents to participate in our community.

Sean Driscoll

From: Penelope A. Dixon [REDACTED]
Sent: Monday, October 14, 2019 8:40 PM
To: missionfeedback
Subject: Fwd: Efficiency and the Mission Statement

Begin forwarded message:

From: "Penelope A. Dixon" [REDACTED]
Date: October 14, 2019 at 8:38:43 PM EDT
To: "missionfeedback@steampshipauthority.com"
<missionfeedback@steampshipauthority.com>
Cc: "Penelope A. Dixon" <pad@peneloped.com>
Subject: Efficiency and the Mission Statement

Dear Madam/Sir:

I understand "Mission Statements" having started a not-for-profit some years ago and spending much time on drafting our mission statement. They are very important, but the execution of the mission is the hard part, and should be the main purpose.

There are many aspects to the Steamship's 1997 and proposed 2019 statements but the one we would like to address is the "efficiency" stated in both.

The Mission Statement Team gives a few examples of other ferry companies. We have been on them, and many others. In fact, we think the Washington State Ferry system is one of the best in the country. It is efficient. The boats usually have between three and six people loading and off-loading. Why does the SA have, at some counts, up to 14 people standing about during the loading process? By cutting down by half the number of staff involved with each crossing would definitely be more efficient and cost-saving.

By improving efficiency the SA could reduce the fares to come more in line with other ferry services that charge half as much while operating with half the staff.

We have also travelled on the North Carolina ferries, the Isle of Wight in England (they have restaurant worthy hot meals, a dog park, games for children, clean and comfortable seats, at a more reasonable price, for a very comparable 45 minute crossing), the ferries in New Zealand, and many others. We have lived on Martha's Vineyard for 20+ years and have always been puzzled and at times, scandalized, by the operations of the SA.

And finally, why are there so few women working on the boats for the SA? The Washington State Ferries have many women. One ferry, in particular, had two women, one on the boat directing the cars, one loading who meanwhile was giving me directions, and her cell phone, to change the direction of my reservation. This boat was no smaller than the SA freight boats.

Thank you for the opportunity to address our concerns.

Penelope Dixon

Michael Ball

[REDACTED], Edgartown

Sean Driscoll

From: Sean Driscoll
Sent: Monday, October 21, 2019 10:57 AM
To: missionfeedback
Subject: FW: MVC Climate Action Task Force - comments on mission statement
Attachments: MVCCATF - Comment on SSA mission statement .pdf

From: Alex Elvin <elvin@mvcommission.org>
Sent: Thursday, October 17, 2019 3:12 PM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: MVC Climate Action Task Force - comments on mission statement

Hi Sean,

Please find attached a letter from the MVC Climate Action Task Force with comments and suggestions related to the draft SSA mission statement. I realize it's short notice, but we were hoping these comments could be addressed at the meeting tonight.

Best,

Alex

Alex Elvin
General Planner
Martha's Vineyard Commission
The Olde Stone Building
33 New York Avenue
Oak Bluffs, MA 02557
(413) 884-3289



17 October 2019

Sean Driscoll
Communications Director
The Woods Hole, Martha's Vineyard and Nantucket Steamship Authority
509 Falmouth Road
Mashpee, MA 02649

Dear Sean,

I am writing on behalf of the MVC Climate Action Task Force, a coalition of MVC members and staff, along with engineers, educators, town officials and others. The task force has been working this year on an energy baseline for the Island, along with master plans for both mitigating and adapting to the effects of climate change, which are already evident in rising sea levels, changes in average temperatures, and higher annual precipitation on the Island. Those changes threaten to disrupt much of the Island's coastal infrastructure and ecology in the coming decades.

We recently discussed the SSA's draft mission statement, and agreed that the following language would better capture the SSA's commitment to sustainability and community engagement:

Our mission is to provide a safe, efficient, and reliable transportation system for the islands of Martha's Vineyard and Nantucket, focused on serving the needs of Island residents, with a commitment to sustainability, accessibility, and community engagement.

We felt that the word "operate" in the latest draft seemed somewhat disconnected, given the SSA's mandate to specifically serve the islands of Martha's Vineyard and Nantucket, and we felt that that the phrase "in an environment committed to sustainability..." should be clarified to indicate that the SSA itself is committed to sustainability. We believe sustainability implies environmental as well as economic, social and cultural benefits—for both the SSA and the Island community.

Please accept this letter into the public record, and let me know if you have any questions.

Sincerely,

Ben Robinson
Chairman, MVC Climate Action Task Force

Sean Driscoll

From: James Malkin [REDACTED]
Sent: Monday, October 21, 2019 3:42 PM
To: missionfeedback
Subject: Mission statement

As a Chilmark Selectman, I think that the legislative charge to the SSA “to provide transportation for the people, goods and services to MV and Nantucket” to be a sufficient mission statement. I think that it is a waste of time and money to craft a new statement when the authority should be focusing on the operational recommendations in the consultant’s report (which mirrors the report of the 1990’s consultant.) It seems to me that orderly process and measurable execution should be the focus of attention and effort.

JMM
[REDACTED]
[REDACTED]

Sean Driscoll

From: Suzanne Kuffler [REDACTED]
Sent: Thursday, October 24, 2019 2:20 PM
To: missionfeedback
Subject: mission feedback

Sean F. Driscoll
Communications Director, SSA

Re: Mission statement

Dear Mr. Driscoll;

Thank you for the opportunity to respond.

1. I would add to your core principles: Regional and local health concerns
2. Here are some issues that are important to me: air quality and stress reduction

Air quality:

- At and on the way to ports please consider the long term impact of truck idling and the jake brakes particulate material in the air which pose health risks to employees, regular passengers and residents from the Bourne Bridge on down to Falmouth/Woods Hole. Then figure out how to reduce this health impact.
- Work continually to increase the use of clean energy to power everything including vehicles and electric boats
- Consider a freight consolidation center off Cape and on the Vineyard that reduces overall traffic and that uses electric vehicles in the final distribution phase to the ports and on the islands.
- Take an active and serious interest in encouraging all kinds of transportation out of additional ports to Martha's Vineyard.

Stress reduction related to traffic

- Stress related to sleep deprivation - Seriously keep on considering ways to relieve communities affected by very early morning traffic
- Stress related to congestion - Work actively with regional transportation people to have creative transportation options to reduce Cape traffic related to the SSA transportation network

Sincerely,

Suzanne Kuffler
Woods Hole

Sean Driscoll

From: Gail Barmakian [REDACTED]
Sent: Friday, October 25, 2019 1:35 PM
To: missionfeedback

To whom it may concern: As a lifelong resident (both seasonal and year round for over 20 years) and a public official, I am giving comment to the proposed mission statement.

While recognizing changing times as it relates to Island growth and needs and the enormous increase in seasonal visitors which may call for different approaches, I am disappointed that the transportation for the "residents" of the Islands (both seasonal and year round) are not recognized in the mission statement, merely transportation which prioritizes all people coming and going equally. I find the statement very dangerous for those reasons as the Authority has lost its by becoming commercial as opposed to a public transit authority.

You can't be everything to everyone and one needs to strike a balance. More and more, the service that is important to Island folks is suffering:

- less dependable service,
- less personal service (too many layers to the "company")
- less people in decision making positions who are from here and know or appreciate the needs and pulse of this community
- increased catering to off island interests
- rates becoming unaffordable.

Despite the fact that there are many in managerial positions at the Authority, with the best of intentions, attempts have not been working (I am familiar with the financial and regulatory constraints as well as serious challenges with Cape movement).

Many people I know that don't need to bring a car over prefer the Island Queen in season because of reliability, communication, personable, FLEXIBLE and friendly service.

I just don't want the powers that be (employed management) to forget that you are our only source of public transportation to get on and off the island and the mission statement should reflect that you serve the **people** of the Islands as it relates to their transportation and needs and that focus has seemed to have gone by the wayside.

Thank you for your patience during this process.

Sean Driscoll

From: Alexander Muromcew [REDACTED]
Sent: Friday, October 25, 2019 6:55 PM
To: missionfeedback
Subject: Monday's SSA Open House

Dear Sirs:

I wish to submit this public comment as I will be unable to attend Monday's Open House.

I feel that the Steamship Authority's mission has diverged from the wishes of the Island Communities. The SSA leadership are increasingly out of touch with the Island Communities and unwilling to acknowledge our concerns. We have reached a tipping point where there are too many visitors and too many cars yet the SSA continues to focus solely on increasing visitation to the Islands. As a first step, I request that the SSA update its mission statement to include language on "environmental sustainable" as a way to add new ways to measure the performance of the SSA.

Alexander Muromcew
Edgartown

Sean Driscoll

From: Susan Feller [REDACTED]
Sent: Saturday, October 26, 2019 11:54 AM
To: missionfeedback
Cc: Jeremy Houser
Subject: SSA Mission Statement

We cannot say it better than the Vineyard Conservation Society's Almanac of Oct 26 ([Yahoo - login](#))
The SSA can be part of the solution to the effects of climate change and diminishing native eco-systems on the islands. We hope the SSA will approach our collective future with this in mind. Susan Feller



Yahoo - login

Sean Driscoll

From: smart-updates@googlegroups.com on behalf of SMART Citizens Task Force
<smartcitizenstaskforce@gmail.com>
Sent: Monday, October 28, 2019 10:08 AM
To: SMART Updates
Subject: Environment Must be a Priority for the Island's "Lifeline"

Environment Must be a Priority for the Island's "Lifeline"

As part of strategic plan development, Steamship Authority seeks feedback on new mission statement
Conservation Almanac Special Edition
By Vineyard Conservation Society

Different strengths for different purposes: In 2007, the Islander, reliable in stormy weather, was replaced by the Island Home, a larger boat with more amenities, and capable of carrying more cars per trip – so long as it can run at all.

As the primary mode of transit to and from Martha's Vineyard, the Steamship Authority has, in addition to performing its core function (and occasional slogan) as the "lifeline to the Islands," undeniably shaped the trajectory of growth and development on our Island. If, over the decades, the SSA had adhered to a mission consistent with the purpose laid out in the opening section of its 1960 enabling legislation,

"... to provide adequate transportation of persons and necessities of life for the islands of Nantucket and Martha's Vineyard,"

then surely significant growth of the Island's population and economy would have occurred anyway. Instead, though, SSA's pursuit of its own organizational growth has accelerated the rapid pace of development seen in recent years that will, according to projections from the MV Commission, result in a loss of 80% of the Island's unprotected open space. Extravagant new terminals, overly grand vessels (with more space and amenities but so much windage they cannot run in bad weather), along with the million-dollar advertising budget to fill said terminals and boats with paying customers, together demonstrate that while they may be merely "responding to demand" in the words of SSA's management, from the perspective of the Island they are supplying the demand.

Therefore, for anyone concerned about how growth at the SSA is contributing to bottlenecked traffic, lost habitat and open space, or the high cost of housing due to a superheated real estate market, the time to make yourself heard is now. This Monday at 4:00 pm, at the MV Museum's classroom space, SSA representatives will be available to hear public comments on their new draft mission statement. The mission statement is intended to be a first step toward developing a long-term strategic plan in the coming months, as recommended by the consulting firm hired to evaluate their operations.

While it seems perhaps more logical to develop a serious and detailed strategy first, and then refine it into the public-facing synopsis, the decision to do it the other way around suggests that the wording of the new mission statement may have some bearing on the more important plan to follow. So, in that spirit, we offer some thoughts on the draft 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.

Let's just note up front that mission statements are hard to write. The simultaneous requirements of inclusion (you need some mention of every crucial value, function, and interest group), brevity (one fabulous run-on sentence is all you get), and a patina of grammatical coherence make for a nearly impossible balancing act – especially when it is being done by committee. At VCS, we last revised our own mission statement nine years ago, a perilous process we're in no hurry to revisit. So, we sympathize.

That said, there is always room for improvement. Here are two areas in which we feel the draft statement is lacking, keyed to a couple phrases that were left under-defined.

Sustainability of what?

To “operate . . . in an environment committed to sustainability” does not mean the same thing as being “committed to environmental sustainability.” The wording here is unclear, and it leaves open an interpretation that “environment” refers to something akin to community, or corporate culture, and further, that the “sustainability” in question is that of the local or state economy, or even the boat line itself.

At the risk of being cynical, it looks as if there was (1) an imperative to incorporate the words “sustainability” and “environment” somewhere, but (2) a reticence to embrace real environmental sustainability, from limiting impacts on growth and development to efforts to reduce the organization's enormous carbon footprint, resulting in a vague phrasing intended to preserve maximum flexibility for future decisions. We should not accept this; luckily, the fix here is easy:

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

Which community?

As addressed above, the entire “in an environment committed to” phrasing is vague; but even after streamlining and clarifying that, the final item, “community engagement” is itself fairly unclear. Of course the SSA will be “engaged” with the community – they are unavoidable! But more important, to whom does “community” refer? A better phrase, from the perspective of Islanders, would be something to the effect of “the well-being (or benefit, good, public interest, etc.) of the islands.”

This is revealing: the slogan that tops the SSA website today reads “Lowest fares to the Islands.” This is all well and good (who doesn't want lower ticket prices?), but it certainly speaks to a different audience than “The lifeline to the Islands.”

It is not unreasonable to think that the SSA should be more responsive to the interests of Martha's Vineyard and Nantucket residents than to the public at large. SSA should bear in mind their enabling legislation and original purpose, and consider this prioritization to be a fair trade for the legally-granted monopoly on auto traffic that they enjoy.

If you cannot attend Monday's open house, or would rather submit comments in writing, they may be sent via email.

p.s.: Fair is Fair Department –

Below is the VCS mission statement, last revised nine years ago. Drafting a mission statement is hard work and the result may never please everyone, or possibly anyone to 100% satisfaction. But we're comfortable that this still evokes the core mission as succinctly as possible.

The Vineyard Conservation Society is a non-profit membership organization dedicated to preserving the environment of Martha's Vineyard through advocacy, education, and the protection of the Island's land and water.

<https://us1.campaign-archive.com/?u=71dfb55823414a0435c258145d7036&id=3564d657ef>

--

You received this message because you are subscribed to the Google Groups "SMART Updates" group.

To unsubscribe from this group and stop receiving emails from it, send an email to smart-updates+unsubscribe@googlegroups.com.

To view this discussion on the web visit <https://groups.google.com/d/msgid/smart-updates/95f52a65-a0cd-4698-a625-ff804d6ff3d5%40googlegroups.com>.

Sean Driscoll

From: vasha brunelle [REDACTED]
Sent: Monday, October 28, 2019 8:58 AM
To: missionfeedback
Subject: Excesses

SSA Board,

The Vineyard would be very well served with simple functional boats like the Govenor and the Woods Hole. You are adveritsing heavily to create demand, build huge ferries with bad HVAC and annoying TVs going, build ticket palaces which most people hate, and then advertise more to raise the money for all this waste. You've also managed to flood the Vineyard with cars, making traffic a constant summer problem.

Please downsize, Vasha Brunelle
Vineyard Haven

Sean Driscoll

From: Jeremy Houser <jhouser@vineyardconservation.org>
Sent: Monday, October 28, 2019 11:18 AM
To: missionfeedback; Sean Driscoll
Cc: Brendan O'Neill
Subject: Mission Statement feedback
Attachments: mission statement feedback - Vineyard Conservation Society.pdf

Dear Mr. Driscoll,

I am writing on behalf of the Vineyard Conservation Society (VCS), a non-profit membership organization dedicated to preserving the environment of Martha's Vineyard through advocacy, education, and the protection of the Island's land and water.

Thank you and the SSA for coming to the Vineyard this afternoon to share the new draft mission statement and take feedback. Please see our attached letter for our feedback, and best of luck in the rest of the process.

thank you,
Jeremy

--

Jeremy Houser
Communications & Ecologist
Vineyard Conservation Society
www.vineyardconservation.org
508-693-9588



Vineyard Conservation Society

CONNECT PROTECT REFLECT

P.O. Box 2189, Vineyard Haven, MA 02568

Phone (508) 693-9588 | Fax (508) 693-0683

www.vineyardconservation.org

info@vineyardconservation.org

Steamship Authority
ATTN: Sean F. Driscoll
Communications Director
509 Falmouth Road
Mashpee, MA 02649

October 28, 2019

Re: Mission Statement Feedback

Dear Mr. Driscoll,

The Vineyard Conservation Society (VCS) is a non-profit membership organization dedicated to preserving the environment of Martha's Vineyard through advocacy, education, and the protection of the Island's land and water. We wish to commend the Steamship Authority (SSA) for seeking feedback from the community as you work to revise the organizational Mission Statement.

As the primary mode of transit to and from Martha's Vineyard, the Steamship Authority is of undeniable importance to our Island. Your organization sustains the human community of Martha's Vineyard, providing an essential service to residents as well as opportunity for visitors to enjoy the Island and support its tourism economy. However, it is also undeniable that in providing this service, the SSA has shaped the trajectory of the Island's growth for over half a century.

As a general principle, we believe a good Mission Statement for the SSA should build upon this succinct phrase from the first section of the Authority's 1960 enabling legislation, which clearly places the focus on serving the interests of Island residents:

"... to provide adequate transportation of persons and necessities of life for the islands of Nantucket and Martha's Vineyard"

It is our position that, historically, the SSA has done this core mission quite well, reliably moving people and goods, while being responsive to the needs of individuals (residents and visitors alike). However, the SSA has not placed adequate consideration upon the concerns of Island residents regarding overly rapid growth and development, and the resulting environmental degradation, habitat destruction, and impacts on quality of life. Following three consecutive years of record-breaking car trips, the SSA responded by opening a third slip in Woods Hole to active duty.

Specific to the wording of the new draft Mission Statement, our feedback focuses on one phrase, *"... an environment committed to sustainability"*

1) To "operate ... in an environment committed to sustainability" does not mean the same thing as to be committed to environmental sustainability. The phrasing here leaves open the interpretation that "sustainability" refers to something other than the natural environment, such as economic sustainability.

2) It unclear to what “environment” refers in this phrasing. It is confusing, and appears to serve no purpose. Taken literally, the phrase indicates that the SSA *does not actually hold* the three values that follow, but are merely recognizing that others around them do.

Fortunately, there is a simple fix to both of these problems that has the side benefit of streamlining the language. We urge the following revision, which streamlines and clarifies the language, and makes clear that SSA is actually committed to pursuing the values listed in the 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~~ **that is** committed to **environmental** sustainability, accessibility, and community engagement.*

Thank you for the opportunity to comment.

Jeremy Houser
Communications & Ecologist

Brendan O’Neill
Executive Director

Sean Driscoll

From: Sean Driscoll
Sent: Monday, October 28, 2019 11:39 AM
To: missionfeedback
Subject: FW: Mission Statement

From: Virginia Jones [REDACTED]
Sent: Monday, October 28, 2019 10:25 AM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: Mission Statement

Dear Mr. Driscoll:

Due to several conflicting commitments I am unable to attend the meeting today about the Mission Statement for the SSA. However, as a life long resident of the island (now almost 78) I do have strong opinions about the role of the Authority and its Mission. I should add that my 50 years of working in the maritime industry tinge my comments with practical knowledge of nautical matters.

In fact, the original Mission Statement as included in the Enabling Legislation -- about carrying people and "necessaries" for the islands -- needs nothing further except to add in the necessity to act in line with settled science on environmental matters, and with respect for and input from the port communities and islands.

Keep the statement simple, short and define your terms carefully.

Thanks. V C Jones

--

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

Sean Driscoll

From: Evan Hammond [REDACTED]
Sent: Monday, October 28, 2019 11:50 AM
To: missionfeedback
Subject: feedback

For 7 months I was relying on twice daily infusions of antibiotics which I had to administer through a catheter implanted into my heart. Each week, a one-week supply of doses would be prepared off island and hand delivered to the cape by pharmacy personnel, as these were temperature-sensitive medications and required expedited delivery. I had hoped the steamship would be willing to accept life-sustaining medication directly from a licensed pharmacy for delivery to a customer on-island, but I was told this was against policy and would not be possible, so I unfortunately had to make other accommodations. This is only one of several times I have been put directly in harms way by the actions of steamship authority employees. I think it's bullshit to call yourself a lifeline to the islands if your policies and practices have no regard for the health and safety of your customers. I would encourage you provide a mission statement and level of service that actually embody one another, but as it is now they don't align.

Evan Hammond
West Tisbury

Sean Driscoll

From: Cynthia Bloomquist [REDACTED]
Sent: Monday, October 28, 2019 2:56 PM
To: missionfeedback
Subject: Thoughts on the SSA mission

The 1960 legislation that set up the Steamship Authority states as the purpose:

“... to provide adequate transportation of persons and necessities of life for the islands of Nantucket and Martha's Vineyard.”

This is what should guide the SSA – not increasing the number of visitors or the number of vehicles.

This goal should dictate the purchase of vessels that can operate reliably in the weather conditions frequently experienced serving Martha's Vineyard and Nantucket. This goal should place Islanders first, with lower fees, when they need to use the ferry. (Currently, the SSA website clearly shows that this is NOT the focus, starting at the top with “Lowest fares to the Islands”... and continuing to the reservation section where the assumption on the Martha's Vineyard route is that one is a tourist, coming FROM Woods Hole.

The Legislature gave the SSA a monopoly to economically accomplish the task given. This does not give the SSA free rein to build large, fancy buildings along the waterfront to house administrative offices or shops. Or to buy large, fancy ships that are less seaworthy just because they carry more visitors and generate more concession sales.

Instead, it means the SSA must readjust its course and redirect its efforts to the original mission. I applaud your efforts to strive for environmental sustainability and to include this in your mission. That includes not overburdening the islands you serve with vehicles.

Here is a redraft that I propose for an updated mission statement:

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

Thank you.

- Cynthia Bloomquist
West Tisbury

Sean Driscoll

From: Thaw [REDACTED]
Sent: Monday, October 28, 2019 3:22 PM
To: missionfeedback
Subject: Mission Statement

The 1960 legislation that set up the Steamship Authority states as the purpose:

“... to provide adequate transportation of persons and necessities of life for the islands of Nantucket and Martha's Vineyard.”

Yet, your new biggest boat doesn't like to run in bad weather that the old Islander could still run in. Global warming is making bad weather. New boats should be able to run in bad weather.

Your website is mainland centric. Logging in to an islander account which is supposed to originate a ticket starting from an island, starts with trips going TO the island not FROM.

Why isn't the new administration office up at the offsite parking lot with the other offices recently moved there??? Why does it have to crowd out the waterfront???

Thanks for listening to my input.

Sincerely,

- Thaw Malin III

[REDACTED]
Vineyard Haven, MA 02568

www.thawmalinart.com
[REDACTED]

From: [Sean Driscoll](#)
To: [missionfeedback](#)
Subject: FW: SSA mission statement project update
Date: Wednesday, October 30, 2019 9:14:05 AM
Attachments: [letter to steamship.odt](#)
[proposed steamship mission.odt](#)

From: NAN GARRETT-LOGAN [REDACTED]
Sent: Friday, October 4, 2019 8:21 PM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: Re: SSA mission statement project update

Sean

I'm so sorry you didn't include the suggestion I worked so hard on and even made it a point to appear at the Falmouth meeting

Nan Logan

(let me know if you have difficulty opening the files)

On October 3, 2019 at 12:02 PM Sean Driscoll
<sdriscoll@steamshipauthority.com> wrote:

Hello – you are receiving this email because you submitted a comment regarding the Steamship Authority's mission statement project this summer. I'm pleased to tell you that our draft mission statement was accepted by the Board and Port Council last month and is now available for review at www.steamshipauthority.com/missionstatement. At that web page, you can also find presentations we gave to the Board and a matrix summarizing the comments we received during the first phase of this project.

I invite you to review the draft mission statement and email your comments to missionstatement@steamshipauthority.com. We are also scheduling meetings to allow for in-person comments and feedback; those times and dates are located on the mission statement website.

Thank you,

Sean Driscoll

Sean F. Driscoll

Communications Director

Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

228 Palmer Ave.

Falmouth, MA 02540

508-548-5011 ext. 302

[Facebook](#) | [Twitter](#)

To: Nantucket and Martha's Vineyard Steamship Authority


From: Citizens for Regional Transportation Planning

REGARDING: Public Comment for Mission Statement for the Nantucket and Martha's Vineyard Steamship Authority

Thank you for inviting input from the public for this important document that may well define the Steamship's future response to the complex and important transportation issues facing the islands of Nantucket and Martha's Vineyard and all communities touched by these needs. In the decades since the SSA was created, the world has changed and the narrow vision that was adequate then must be replaced by one that addresses the issues we can anticipate will face us all in the coming 50 years.

It will require thoughtful management that goes beyond ferry schedules and maintenance procedures, beyond the design of associated buildings. It needs to find a way to respond to the ever increasing demand for access to these communities and to appreciate that the solution can't just be driven by accommodating this increased demand, even less by advertising to maximize the demand..

A small group of friends became fascinated with the opportunities for creative responses to the challenge and is offering the attached Proposed Mission for the Nantucket and Martha's Vineyard Steamship Authority.

You can contact us via email at 

Sincerely

Nan Logan

Proposed Steamship Authority Mission

The mission of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority is to enhance the lives of residents of the Islands, Cape Cod, and the South Coast by working with all regional transportation organizations to coordinate the flow of private and public transportation via bus, car, truck, ferry for access to the Islands of Martha's Vineyard and Nantucket allowing free movement of all residents on both sides of the water to travel for educational, employment, entertainment, faith, medical, and business reasons and provide services for tourists, taking into consideration environmental concerns of the area's fragile ecosystem.

To this end the Steamship Authority works with other public and private entities to:

Require all steamship vehicles be electric powered

Install solar collectors on all steamship buildings, parking lots, and vessels

Diminish the need for transport of vehicles on ferries by 1. providing substantial ride share, vehicle (including bicycle) share and public transportation on the islands 2. providing ease of baggage transfer for tourists 3. long term parking on for people keeping vehicles on both sides of the water, 4. providing reduced or free fees for bicycles and adequate bicycle parking

Diminish the dependence of the Islands on the mainland by supporting alternative energy and other Island businesses that respond to the needs of the islands

Transfer all hazardous materials directly from and to mainland avoiding transport through neighborhoods on narrow roads and across bridges.

Differentiate pricing for ferry transportation including premium rates for visitors, large trucks, visitor vehicles, deep discounts for local residents, Island workers who have to live off island, smaller trucks, emergency vehicles. and all commercial transport coming from the mainland avoiding the bridges.

Encourage citizen participation in this endeavor by Inviting public comment regularly to issues of common concern.

From: [Sean Driscoll](#)
To: [missionfeedback](#)
Subject: FW: SSA mission statement project update
Date: Wednesday, October 30, 2019 9:14:29 AM

From: Chuck Hodgkinson <chodgkinson@chilmarkma.gov>
Sent: Thursday, October 3, 2019 1:15 PM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: RE: SSA mission statement project update

Thank you Sean

From: Sean Driscoll [<mailto:sdriscoll@steamshipauthority.com>]
Sent: Thursday, October 03, 2019 12:34 PM
To: Chuck Hodgkinson
Subject: RE: SSA mission statement project update

Chuck, thank you. I have that in my records, and we incorporated it into our review. We will look at it again through this process.

--Sean

From: Chuck Hodgkinson <chodgkinson@chilmarkma.gov>
Sent: Thursday, October 3, 2019 12:31 PM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: RE: SSA mission statement project update

Hi Sean,

Here is what I sent you on July 22:

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. Secondly 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.

From: Sean Driscoll [<mailto:sdriscoll@steamshipauthority.com>]
Sent: Thursday, October 03, 2019 12:28 PM
To: Chuck Hodgkinson
Subject: RE: SSA mission statement project update

Chuck – the mission statement will feed into the strategic planning process, which is where we will work on setting service and product goals under the guidance of our completed mission statement. Do you have suggestions as to how the statement could better recognize the SSA's role in island life?

From: Chuck Hodgkinson <chodgkinson@chilmarkma.gov>
Sent: Thursday, October 3, 2019 12:25 PM
To: Sean Driscoll <sdriscoll@steamshipauthority.com>
Subject: RE: SSA mission statement project update

Thank you Sean. Sadly it can be applied to the Vineyard Transit Authority bus service (VTA), the airports or any taxi service on the islands. It does not recognize the SSA's role in island life or any set of service and product goals of which to strive for and achieve to be better.

Chuck Hodgkinson

From: Sean Driscoll [<mailto:sdriscoll@steamshipauthority.com>]
Sent: Thursday, October 03, 2019 12:02 PM
Subject: SSA mission statement project update

Hello – you are receiving this email because you submitted a comment regarding the Steamship Authority's mission statement project this summer. I'm pleased to tell you that our draft mission statement was accepted by the Board and Port Council last month and is now available for review at www.steamshipauthority.com/missionstatement. At that web page, you can also find presentations we gave to the Board and a matrix summarizing the comments we received during the first phase of this project.

I invite you to review the draft mission statement and email your comments to missionstatement@steamshipauthority.com. We are also scheduling meetings to allow for in-person comments and feedback; those times and dates are located on the mission statement website.

Thank you,
Sean Driscoll

Sean F. Driscoll

Communications Director

Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

228 Palmer Ave.

Falmouth, MA 02540

508-548-5011 ext. 302

[Facebook](#) | [Twitter](#)

DRAFT MISSION STATEMENT PUBLIC COMMENTS - MATRIX OF ISSUES

Note: A black dot ● indicates a single person made a comment under the associated heading.

A green dot ● indicates multiple people (i.e. at an open house) made a comment under the associated heading.

The totals are reflective of the number of people at an open house who may have made comments under the same heading on this sheet.

Commenter

Number of People Who
Commented

● ●	● ●		● ● ● ● ● ● ● ●	●	●																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
-----	-----	--	-----------------	---	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

DRAFT MISSION STATEMENT PUBLIC COMMENTS - MATRIX OF ISSUES

Note: A black dot ● indicates a single person made a comment under the associated heading.

A green dot ● indicates multiple people (i.e. at an open house) made a comment under the associated heading.

The totals are reflective of the number of people at an open house who may have made comments under the same heading on this sheet.

- Affordable
- Be specific to islander needs
- "Focused on serving the needs of island residents"
- Change "in an environment committed to" to "with a commitment to"
- Regional and local health concerns
- Air quality
 - Stress reduction
- Work regionally
- Enhance the lives of residents

Commenter

Number of People Who Commented

10/29 & 10/3

10/3

10/3

10/3

10/3

10/4

10/4

10/10

10/10

10/14

10/17

10/21

10/24

10/25

10/25

10/26

10/26

10/28

10/28

10/28

10/28

10/28

10/28

4. Overall comments on the mission statement/project

- Casco Bay example closest to what SSA needs
- Must be different than one from a for-profit corporation
- SSA must fully embrace and aspire to the mission statement
- Mission and level of service must embody one another
- Include "guiding principles" or similar supporting document
- Process is a waste of time and money
- SSA should focus on operational recommendations in HMS report

5. Operational comments/comments for strategic planning process

- Traffic/congestion
- Stop focusing on bringing more people
- Start working with Martha's Vineyard Commission
- Cut number of people working on each crossing to improve efficiency
- Why do so few women work for SSA?
- Consider the long-term impact of truck idling/Jake brakes on air quality
- Increase the use of clean energy
- Consider freight consolidation center off-Cape
- Use electric vehicles in final distribution phase to the ports/islands
- Encourage "all kinds of transportation" out of additional ports to MV
- Consider ways to relieve communities affected by early-AM traffic

DRAFT MISSION STATEMENT PUBLIC COMMENTS - MATRIX OF ISSUES

Note: A black dot ● indicates a single person made a comment under the associated heading.

A green dot ● indicates multiple people (i.e. at an open house) made a comment under the associated heading.

The totals are reflective of the number of people at an open house who may have made comments under the same heading on this sheet.

Island folks find service is suffering

- Less dependable
- Less personal service/too many layers to company
- Fewer people "from here" in decision making roles/out of touch
- Increased catering to off-island interests
- Rates becoming unaffordable
- SSA unwilling to acknowledge our concerns

Stop advertising

Buy simple, functional boats that can run in bad weather

SSA has no regard for health and safety of its customers

Website is mainland centric

Why does new terminal need to crowd the waterfront?

More differentiation of pricing

Happy walk-on rates are low

More car space for islanders

One excursion rate year-round

6. Commenters' Home Towns or Open House location

Centerville

Chilmark

Edgartown

Home Town Not Stated

Martha's Vineyard (town not stated or island-wide organization)

Oak Bluffs

Open House - Martha's Vineyard

Tisbury (Vineyard Haven)

West Tisbury

Woods Hole

Hometown count

Total comments