



**CASCO BAY ISLAND TRANSIT DISTRICT  
 MINUTES OF THE BOARD OF DIRECTORS MEETING OF  
 September 28, 2023  
 In Person/Video Conference/Phone**

**Attendance**

**Webex                      In Person                      Phone                      Absent**

***Directors:***

Crowley (Pres)		X		
Wentworth (1 <sup>st</sup> VP)		X		
Donovan (2 <sup>nd</sup> VP)		X		
Hoffman (Treasurer)		X		
Luedke (Clerk)				X
Cohen (Ast. Clk)		X		
Anderson	X			
Geary		X		
Lavanture		X		
Murray		X		
Pizey		X (Arrived @ 7:53)		
Radis	X		X	

***Staff:***

Berg		X (left early)		
C. Gildart		X		
Mavodones		X (Late)		
Pottle		X		
Bowie		X		
Bryand		X		
Bishop		X		
James	X			

***Public:***

L. Heineman	X			
C. Hoppin	X (Arrived 8:12)			
P. Flynn	X			
Call in User 2			X	
Call in User 3			X	

***Guests:***


**1. Call to Order:**

- a. *The Board meeting was called to order at 7:45 AM by President Crowley*
- b. *It was noted that the meeting was being recorded*
- c. *President Crowley asked Berg to do a roll call of who was attending the meeting, which he did.*

**2. Approval of the June 22, 2023, July 27, 2023 meeting minutes**

- a. *Wentworth moved to approve the June 22, 2023, meeting minutes as presented; Lavanture seconded.*
- b. *Cohen asked that her comments regarding land acknowledgement be included.*
- c. *Wentworth modified her motion to approve the June 22, 2023 with Cohen’s comments regarding land acknowledgment included; Lavanture agreed with the change.*
- d. *President Crowley opened the floor to the public. There were no comments.*
- e. *President Crowley opened the floor to Directors. There were no comments.*
- f. *President Crowley called for a roll call vote for the motion as presented with the suggested change*
- g. *Berg did a roll call vote. The motion passed unanimously (10-0, Pizey was not present)*
- h. *President Crowley noted the next item to be considered was the July 27, 2023 minutes*
- i. *President Crowley opened the floor to the public. There were no comments.*
- j. *President Crowley opened the floor to Directors.*
  - i. *Hoffman noted there was a lot of wording under section 5.B.a.iv.6 and would like to remove the word “exactly.” Berg said he will remove the word.*
- k. *Wentworth moved to approve the July 27, 2023 meeting minutes as presented with the removal of the word “exactly” as requested.; Lavanture seconded.*
- l. *President Crowley called for a roll call vote for the motion as presented with the suggested change.*
- m. *Berg did a roll call vote. The motion passed unanimously (11-0).*
- n. *Donovan asked if it was policy for Directors to vote on minutes who were not present at the meeting and suggested that a note be added to all minutes that a recording is available for review upon request.*

**3. Business**

- a. Discussion regarding the retirement of CBITD’s General Manager
  - i. *President Crowley noted this was the first public meeting since Berg announced his plans to retire and asked Berg to share his thoughts.*
  - ii. *Berg announced he had to leave the meeting at 8:40 due to an already arranged medical appointment that he could not get out of*
  - iii. *Berg read his letter to the Board notifying them of his retirement. Letter is included in attachment A.*
  - iv. *President Crowley expressed his appreciation to Berg for his service.*
  - v. *Hoffman and Cohen also thanked Berg.*
- b. Consideration and action on FY 2024 Operating Budget including a report from the Finance Committee
  - i. *Hoffman gave some history of the budgeting process for the last few years including the increase in the operating deficit and as a result the Finance Committee has the desire to cut the trajectory of the increases in the operating deficit and directed staff to provide a menu of options to accomplish that. She also noted fares haven’t increased for 14 years.*
  - ii. *Hoffman provided a presentation of the trends.*
  - iii. *The Finance committee recommends that more work needs to be done with public input. The Operations committee will ultimately need to be involved. She wants to have a discussion about how the rates can best serve the islanders.*
  - iv. *She welcomed comments from her colleagues on the Finance Committee.*
  - v. *Berg commented that since this agenda item is about the FY2024 budget he hoped staff would have the opportunity to present the recommended budget.*
  - vi. *It was decided to let staff present the budget*
  - vii. *Bowie walked through the assumptions and the budget that was included in the Board packet. She noted that there were no price increases or expense reductions in the FY2024 baseline budget and that the two major cost drivers were personnel and vessel expenses. She characterized the*



*baseline budget as conservative but fully funded. The baseline budget includes the extras items requested by the Finance Committee and Board. However, she acknowledged the direction is to reduce expenses from the baseline budget for the future.*

- viii. *President Crowley asked if there was a motion.*
- ix. *Following discussion, Lavanture moved to approve the FY2024 budget as presented subject to a management adjustment to reduce Operating loss by 25%; Hoffman seconded*
- x. *Anderson brought up the question debated by the Finance committee as to whether the 25% reduction was an absolute or a target?*
- xi. *Hoffman reported that the finance committee recommendation was to bake it into the budget and require it. Did not do enough work in a public process to state specific changes. It was discussed that there is a clear path to achieve it with fare increases. Need to do more to understand cost drivers.*
- xii. *Bowie reported we understand the cost drivers and there are only few. She would encourage a more detailed discussion about fares.*
- xiii. *Lavanture repeated her motion to approve the FY2024 budget as presented subject to a management adjustment to reduce Operating loss by 25%; Radis seconded.*
- xiv. *President Crowley opened the floor to the public.*
  1. *Hoppin expressed concern about the absence of a fare increase in the budget. Wanted to make sure the vote doesn't exclude a fare increase. Crowley explained that was what the 25% adjustment was for. Berg explained the baseline budget included no changes and is fully funded and was to be used a baseline to start looking at fare increases and expense reductions. Hoffman agreed,*
- xv. *President Crowley opened the floor to Directors.*
  1. *Donovan thanked Bowie and staff for all the work put into the budget. Believes the Board has made it very clear that a fare increase will be considered. Would prefer that the 25% be a target. Expenses and efficiencies will also be looked at. Would like to propose an amendment to the motion to make the 25% reduction a target. He does not believe the Finance Committee agreed it was baked in. Wentworth seconded.*
  2. *President Crowley opened the floor to the Directors for a discussion on the proposed amendment.*
    - a. *Lavanture shared her perspective is that it needs to be clear of the Board position and that we expect this change to be implemented. In her opinion this type of change needs to happen and needs to happen soon.*
    - b. *Radis supports the motion*
    - c. *Donovan agreed with Lavanture but is worried that if for some reason sufficient expense reductions can not be found a baked in fixed number will force a fare increase to meet the 25%. Budgets are budgets.*
    - d. *Anderson agreed with Donovan and supports the amendment,*
    - e. *Hoffman asked Lavanture to respond. Lavanture reported there was a lot of discussion in the finance committee that the 25% would be achieved with a mix of fare and expense adjustments even though it didn't end up in the recommendation.*
    - f. *Donovan asked if that should be included in the motion. If that is the case he is willing to withdraw his amendment.*
    - g. *Hoffman encouraged him to withdraw his amendment and make a new one*
  3. *Donovan said he will withdraw his amendment and will make another amendment to include the words "through a mixture of revenue and expense adjustments" Cohen seconded.*
  4. *Geary asked for clarification of the amount of reduction that the 25% will achieve. Is it \$958,000?*



5. Hoffman reported that total is 25% against the \$4.3M
6. President Crowley opened the floor to the Directors for further discussion on the proposed amendment. There was none.
7. President Crowley asked for a roll call vote on the proposed amendment.
8. Murray asked for clarification that is still a mandate and not a target. The answer was yes.
9. President Crowley did a role call vote. The amendment passed (8-3, Anderson, Murray and Wentworth voted against)
- xvi. President Crowley reported that the original motion as amended was now on the table.
  1. President Crowley did a role call vote on the amended motion. The amended motion passed (7-4, Anderson, Donovan, Murray and Wentworth voted against)
- c. Consideration and action on FY 2024 Long Range Capital Plan including a report from the Finance Committee
  - i. Hoffman reported the Finance committee only reviewed the FY2024 portion of the plan. As a result of this the recommendation wa to address the FY2024 portion of the plan today and address the out years at a later date.
  - ii. Lavanture would like to include consideration of pro-forma plans in the future.
  - iii. Donovan not comfortable with the Board taking this up since the Finance Committee has not had an opportunity to fully consider and recommended this item be tabled until the October Board meeting
  - iv. It was agreed to postpone this item until the regularly scheduled October Board meeting
- d. Consideration and action regarding naming of the Machigonne replacement vessel
  - i. Wentworth reported she sent letters to all the island schools expressing Board interest in hearing from the school children on their naming ideas. She did it by island.
  - ii. Names received (in no particular order): Osprey, Dawnland, Blue Thunder, and Penobscot. She heard of two other names not from the school: Iceberg and Battery Steele.
  - iii. President Crowley opened the floor to the public. Hoppin liked the name Battery Steele.
  - iv. President Crowly opened the floor to the Directors.
    1. Several spoke in favor of Battery Steele
    2. There was clarification it was spelled Steele and not Steel.
    3. Radis liked Penobscot. Hoffman pointed out that CBL operates on Casco Bay and not Penobscot Bay which may cause confusion.
  - v. President Crowley asked if there was a motion from someone on Peaks Island
  - vi. Radius made a motion to name the new vessel the Penobscot. Anderson seconded.
  - vii. President Crowley opened the floor to the public. There were no comments
  - viii. President Crowley opened the floor to Directors
    1. Cohen is not favor of Penobscot as the name
  - ix. President Crowley did a role call vote on the amended motion. The amended motion failed (9-2, Anderson and Radis voted in favor)
  - x. President Crowley asked if there was another motion
  - xi. Pizey made a motion to name the new vessel Battery Steele. Donovan seconded.
  - xii. President Crowley opened the floor to the public. There were no comments
  - xiii. President Crowley opened the floor to Directors.
    1. Lavanture, like Anderson, was concerned the name may be innovated now but maybe not as much 30 years from now.
  - xiv. President Crowley did a role call vote on the amended motion. The amended motion passed (11-0)

4. **Workshops** – No workshops

5. **General Information Reports**

**A. Financial Report**

- a) *Hoffman reported the meeting date for the finance committee is Oct 18. At the meeting there will be a deep dive of the August financials. All are welcome.*
- b) *Bowie noted the written report was included in the Board packet.*

**B. Committee Reports**

- a) *Anderson reported that the Ops committee met and discussed three items:*
  - i) *Results of the congestion sub-committee meeting*
    - (1) *An informational website section was set up. A dedicated email was set up for comments. Received a lot of great feedback. Two public work hybrid sessions were conducted. Made a list of all ideas, prioritized the list and came up with four categories:*
      - (a) *When any tariff changes are made they should be made to modify people’s behavior to spread usage out over multiple days and remain affordable*
      - (b) *A partial reservation system that will allow walk in access.*
      - (c) *Potential parking solutions*
      - (d) *Implement several tactical solutions that staff will look at and pick ones that were impactful and easy to implement.*
  - ii) *Update on the summer sailing season*
  - iii) *Update on electronic ticketing*

**C. Staff Reports**

- a) *Included in Board Packet*
- b) *Wentworth offered congratulations on getting the funding for the Down Bay grant.*
- c) *Cohen asked Pottle to look into a loose railing.*
- d) *Donovan noted the staffing of the vessel advisory committee was making progress. Pottle gave an update on committee assignments.*
- e) *Hoffman thanked staff for written report. Hoffman would like to see more clarity on completion dates.*
- f) *Lavanture asked to include outcome of Coast Guard inspections.*

6. **General Announcements**

- A. **Establish next meeting dates (all meetings at 7:45 AM unless indicated otherwise):**
  - i) **Sustainability Sub-committee:**                      Wednesday, October 4, 2023
  - ii) **Executive Committee:**                                      Thursday, October 5, 2023
  - iii) **Operations Committee:**                                      Thursday, October 12, 2023
  - iv) **Finance Committee:**                                      Wednesday, October 18, 2023
  - v) **Board of Directors:**                                      Thursday, October 26, 2023
  - vi) **Personnel Committee:**                                      ~~No meeting planned~~ Thursday, October 5, 2023
  - vii) **Sales & Marketing Committee:**                                      No meeting planned
  - viii) **Government Relations Committee:**                                      No meeting planned
  - ix) **Pension Committee**                                      No meeting planned

7. **Public Comment on items not on the agenda**

- A. **President Crowley opened the floor for public comments on items not on the agenda.**
  - a) *Hoppin asked about electronic ticketing, He seemed to recall there was a problem with the vendor to do volume discounting. Geary reported MSFS is having similar issues with the vendor, RocketRez. Wentworth reported that same for CTC and made the note that scanning has impacted on time performance.*

8. **Directors Comment on items not on the agenda**

- A. **President Crowley opened the floor for Director comments on items not on the agenda.**
  - a) *Wentworth reported she has had success having people who report issues to send her an email which she then forwards to CBL which has improved things..*

**9. Adjournment**

- A. *Hoffman moved to adjourn the meeting; Donovan seconded.*
- B. *The motion passed unanimously (11-0)*

Respectfully submitted by:   
James Michael Luedke (Nov 24, 2023 12:43 EST)  
James Luedke, Clerk

# ATTACHMENT A

September 28, 2023

Dave Crowley, President  
Polly Wentworth, First Vice-President  
Casco Bay Island Transit District's Board of Directors

Dear President Crowley and First Vice-President Wentworth,

It is with mixed emotions that I have shared with the Board, staff and the public my intention to enter into retirement. My last day here at Casco Bay Lines will be December 1<sup>st</sup>.

It has been my pleasure to serve the Casco Bay Island Transit District and our customers for nearly 14 years. As my career draws to a close, I consider myself very lucky for this chapter here at Casco Bay Lines where I have worked alongside a team of incredibly dedicated coworkers and stakeholders. Together, with respect and care for one another, we have accomplished a tremendous amount despite significant challenges. This includes continued service through a global health pandemic, stable finances through a period of major economic transition locally and two periods of financial crisis globally, and the investment of over \$60M in infrastructure upgrades critical to continued operations. This was all accomplished without increasing fares or losing sight of our role as a provider of essential public transportation.

As the Casco Bay Island Transit District Board of Directors looks ahead to this period of transition and the process of selecting new leadership, I would offer three key observations. First, I would encourage you to bet on this staff. They are incredibly knowledgeable, professional, committed to our mission and will manage this organization well at all levels. Second, I would strongly caution against allowing obscure ideological philosophies to distract from the certain practical realities of managing a public transit agency. Outside funding sources are vital to continuing to provide safe, reliable and affordable **public** transportation. Funding is appropriated and available specifically for the purpose of providing essential public transit service. Finally, I urge you, please do not underestimate how much culture matters. While progress is nearly always positive, and so much about the islands, the region, and the world changes rapidly around us, Casco Bay Lines has, for generations, remained a place that is welcoming, joyful, intrinsic to Portland's identity and, most importantly to me, accessible to all. I truly hope this continues well beyond any of us.

As a next step, I would strongly encourage the Board of Directors to select an Interim General Manager to step in following my departure. Meanwhile, I will continue to serve as General Manager and be at the service of the District.

I am sure there will be more opportunities for reflection and gratitude over the coming weeks. I do wish the entire Board of Directors all the best in the years to come and may Casco Bay Lines have fair winds and following seas.

Sincerely,



9.28.2023