



Strategic Plan Framework

VISION

The Steamship Authority is the lifeline for the Islands, and a valued and respected part of our communities. We are committed to the highest levels of safety and reliability, and to the stewardship of the Cape, Islands, and our waterways.

ORGANIZATIONAL MISSION

Our mission is to operate a safe, efficient, and reliable transportation system for the islands of Martha's Vineyard and Nantucket with a commitment to sustainability, accessibility, our port communities, and public engagement.

ORGANIZATIONAL VALUES

Safety
Customer Service
Teamwork
Continuous Improvement
Stewardship

STRATEGIC OUTCOME AREAS



Enhance, Maintain, and Green Our Infrastructure and Assets

We recognize the importance of our shoreside and marine assets and are committed to planning and investing in maintenance, enhancements, and replacement by adopting proven technology and implementing best practices. We value the sustainability of our assets and are mindful of the environmental impact of our operations.



Provide Safe and Reliable Service

Safe and reliable service is imperative for the traveling public and our employees. We accomplish this through a culture of safety and quality that is rooted in effective communication and adhering to regulatory compliance and marine industry standards.



Invest in Our Employees

Our employees are the heartbeat of the Steamship Authority and crucial to attracting, developing, and retaining a diverse workforce. Employees know they are a vital part of the organization and appreciate working in a collaborative and transparent environment that is grounded in our values.



Engage with Our Communities

The Steamship Authority is a vital part of our communities, and engages with the traveling public and communities served, recognizing operational impacts and balancing the need to preserve local character and provide lifeline services to the Islands. Our care for the Islands and mainland port communities, as well as the traveling public and other stakeholders, is reflected in the deliberate and responsible way we carry out our stewardship responsibilities.



Ensure Financial Sustainability

Financial stability is a hallmark of the Steamship Authority. Operations are financed with a focused understanding of the impact fares have on island residents and ridership. Alternative funding sources are actively sought to maintain and update assets and supplement operating costs, with an emphasis on long-term sustainability.

INITIATIVES

- Develop a plan to meet Massachusetts state emissions reduction goals
- Establish design criteria for new vessel acquisition
- Implement terminal upgrades in Nantucket and Vineyard Haven

- Leverage the standardization of vessels to increase operational efficiencies
- Conduct needs assessment for shoreside assets
- Create a Facilities Master Plan

- Create a comprehensive organization-wide onboarding process that includes Steamship 101 for all new employees
- Create an employee portal/intranet
- Identify opportunities that increase staff engagement in decision-making
- Leverage SQMS policy review to document key business processes and standard operating procedures for succession planning

- Develop a plan to replace the reservation system
- Implement a new reservation system
- Create a community engagement plan for each port community that focuses on unique priorities and integrates with the annual communications plan

- Establish a multi-year financial forecast incorporating long-term capital plan impact for operating budget development
- Identify technology investments that create efficiencies

KEY PERFORMANCE INDICATORS

- Number of annual maintenance-related deficiencies

- Percentage of canceled trips due to mechanical issues

- Number of annual training sessions per employee
- Employee retention rate
- Number of Captain licenses

- Engagement rate for e-newsletters
- Number of social media followers

- Operating expenditure forecast within 5% of actual
- Operating revenue forecast within 5% of actual