

The Steamship Authority

Strategic Plan Implementation Update

April 2026



Recap Year Two Implementation



Revisited Initiatives from the Original Strategic Plan for Relevance and Prioritization

Updated the implementation framework to reflect the highest priority initiatives of the organization



Developed Real-Time, Online Performance Dashboard

Continued to use Ellio[®], an online performance dashboard, to populate work plan details, monitor progress, and track key performance metrics



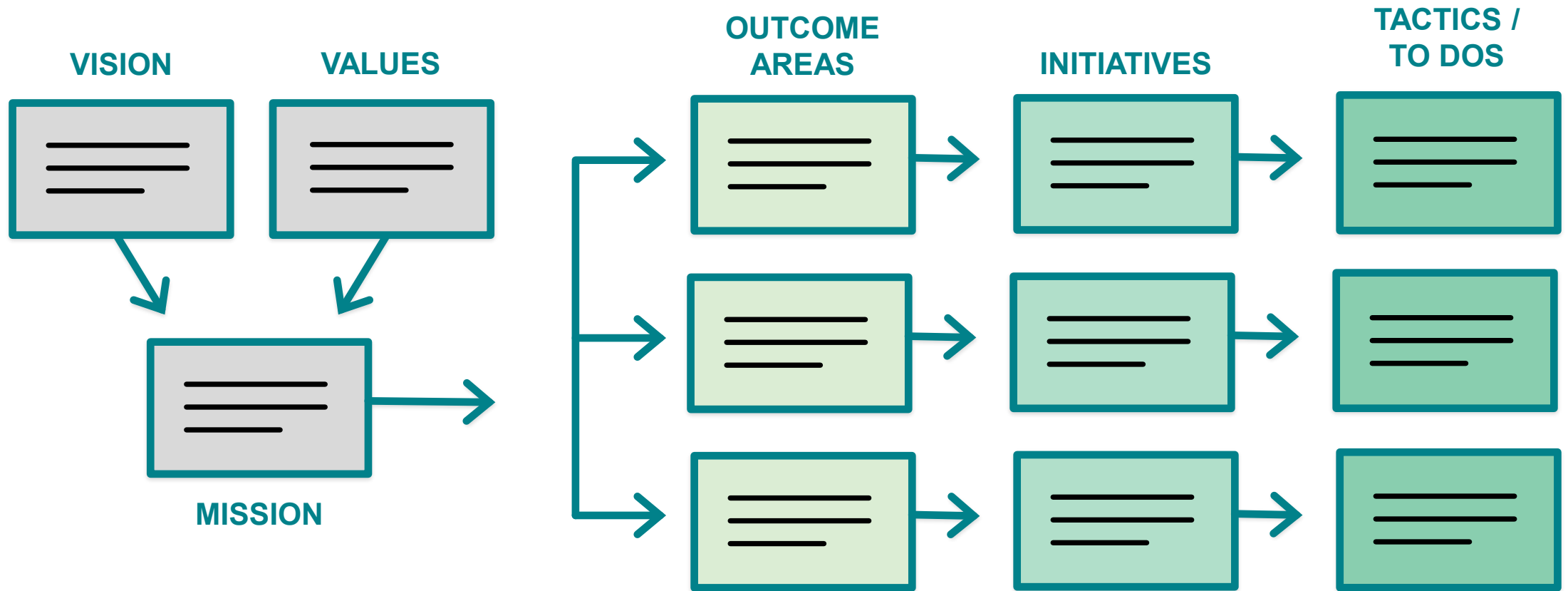
Leadership Transition Support

Provided informational sessions on the strategic planning process for the new Chief Operating Officer (COO) and General Manager (GM)

Implementation Progress



Framework to Work Plan



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.

Key Performance Indicators (KPIs)

Measure and evaluate success – a way to assess performance overall for each strategic outcome area

- More of a “pulse” for the entire strategic outcome area
- Not tied directly to a specific initiative or progress with various initiatives

Strategic Outcome Areas Progress-to-Date

Enhance, Maintain, and Green Our Infrastructure and Assets*



Provide Safe, Reliable Service*



Invest in Our Employees



Engage with Our Communities



Ensure Financial Sustainability



0% 20% 40% 60% 80% 100%

■ % Complete ■ % In Progress ■ % Incomplete

*Enhance, Maintain, and Green Our Infrastructure and Assets – largely restructured with the new COO to streamline initiatives during the fall of 2025.

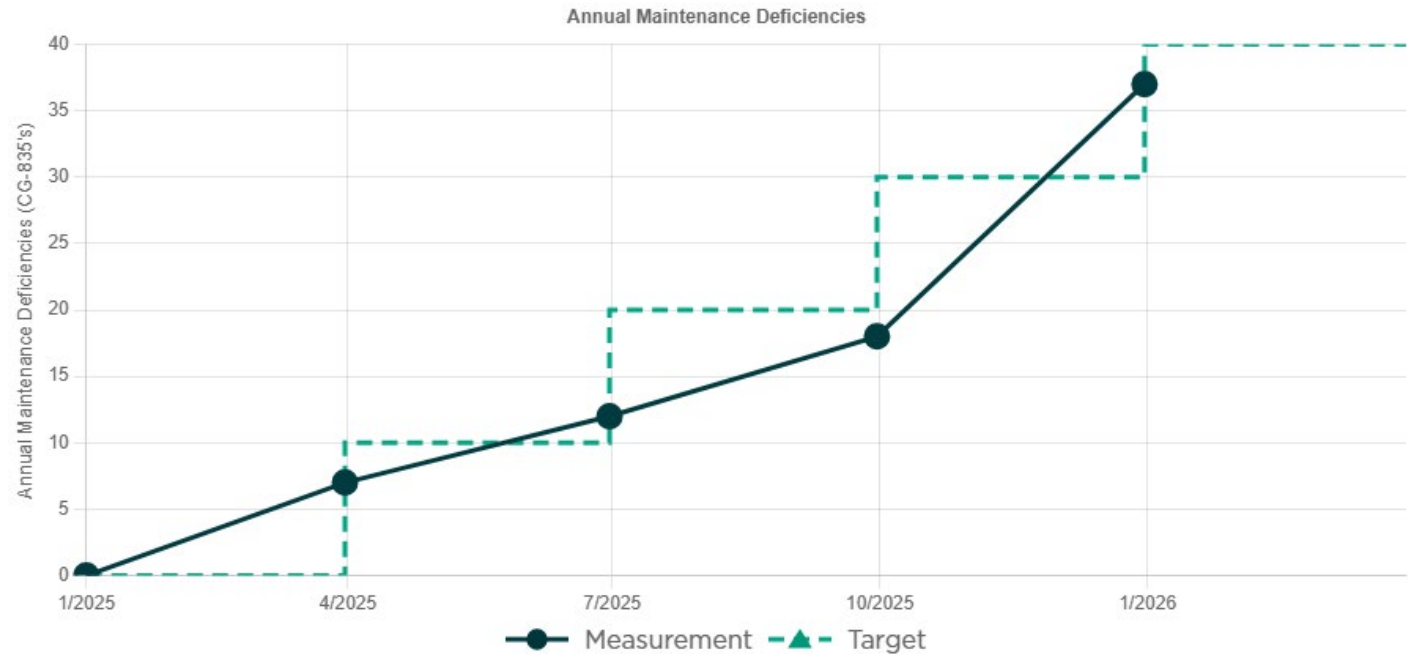
*Provide Safe, Reliable Services – comprised of new initiatives in 2025, previously adopted initiatives were either operationalized or re-prioritized.



Infrastructure and Assets

Active Initiatives	Progress
Develop a plan to meet Massachusetts state emissions reduction goals	50%
Establish design criteria for new vessel acquisition	0%
Implement terminal upgrades in Nantucket and Vineyard Haven	0%

KPI – Annual Maintenance Deficiencies

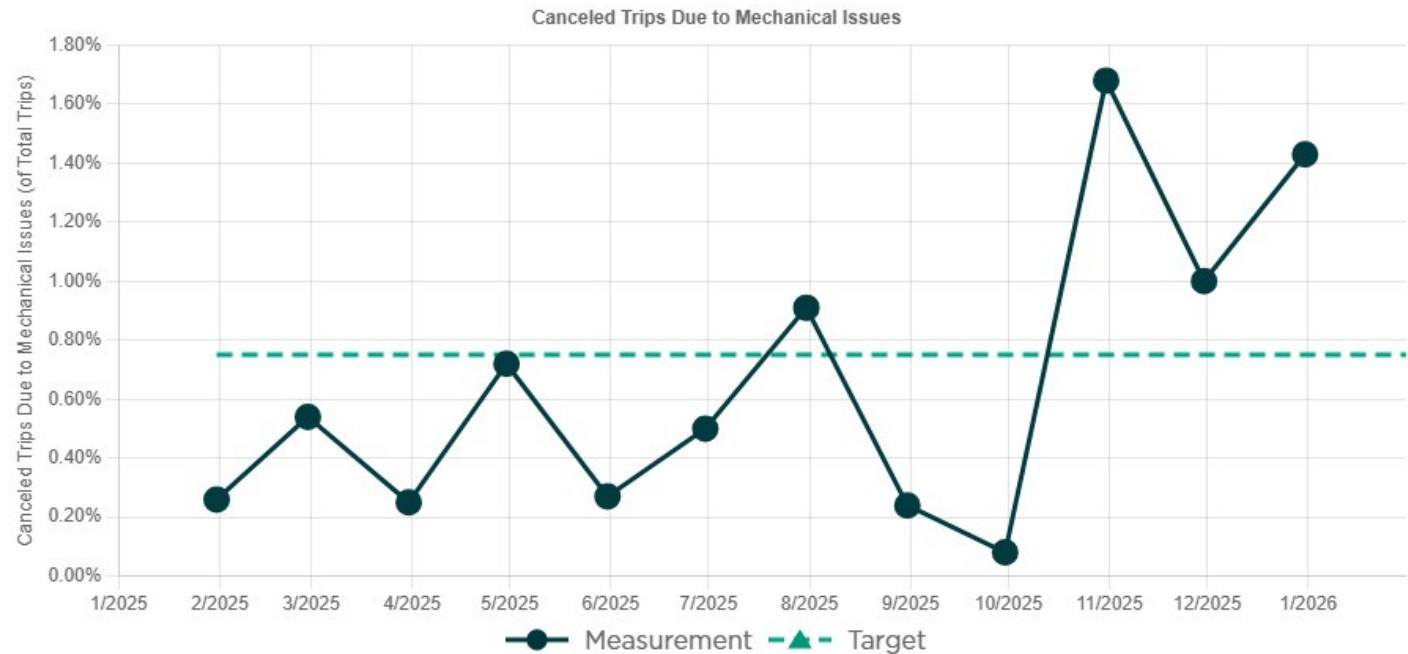




Safe, Reliable Service


Active Initiatives	Progress
Leverage the standardization of vessels to increase operational efficiencies	33%
Conduct needs assessment for shoreside assets	0%

KPI – Canceled Trips (Mechanical Issues)





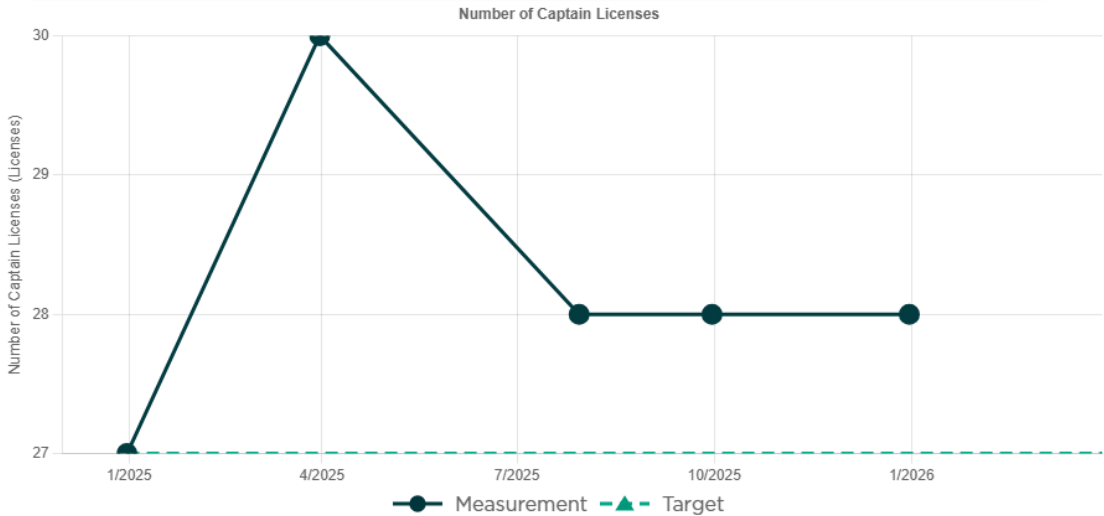
Invest in Our Employees

Active Initiatives	Progress
Create a comprehensive organization-wide onboarding process that includes Steamship 101 for all new employees	100% 
Create an employee portal/intranet	92%
Identify opportunities that increase staff engagement in decision-making	0%

KPI – Annual Training Sessions per Employee

Quarter	Measure	Target
1Q	10	15
2Q	19	25
3Q	29	35
4Q	33	40

KPI – Number of Captain Licenses



KPI – Employee Retention Rate

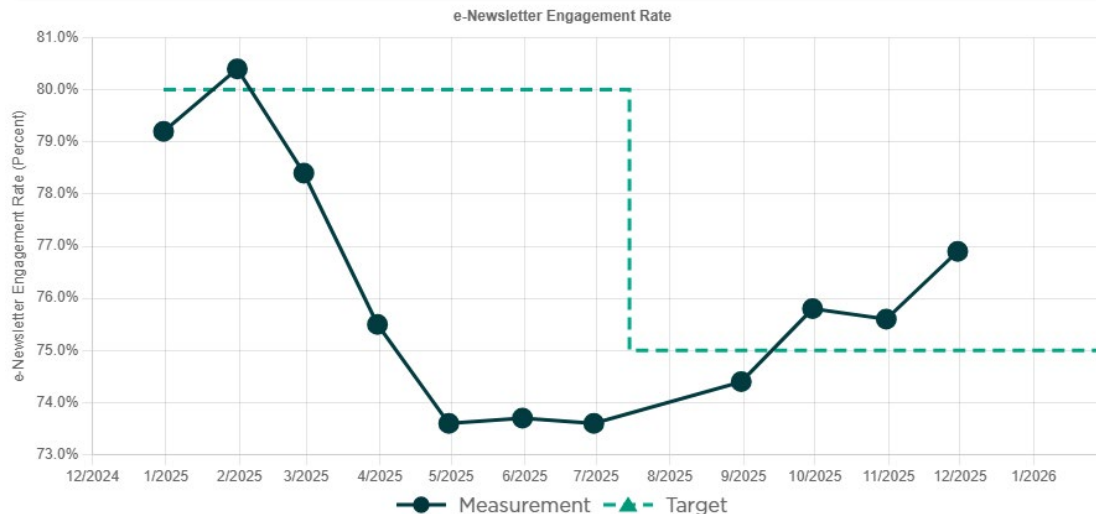




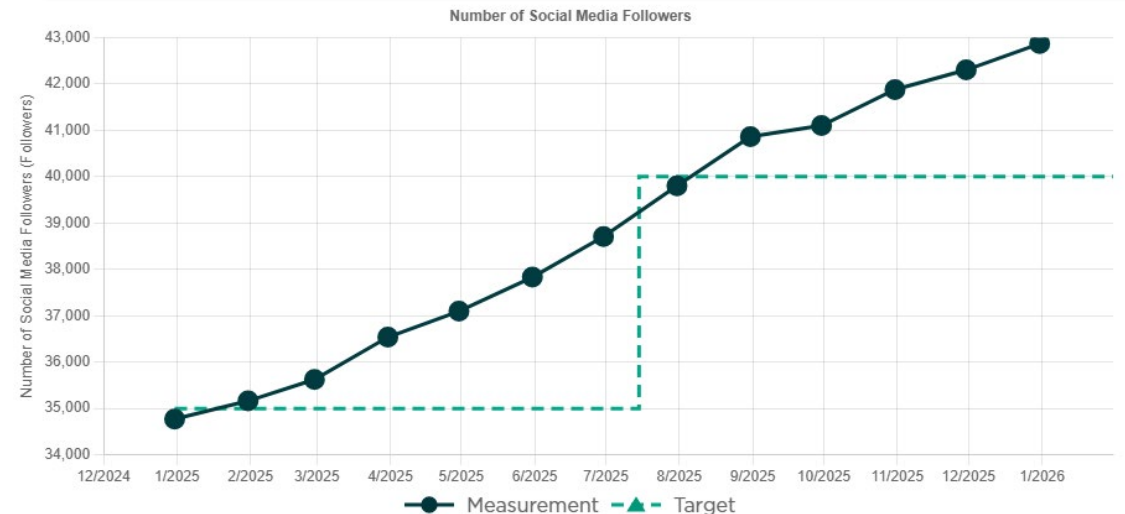
Engage with Our Communities

Active Initiatives	Progress
Develop a plan to replace the reservation system	82%
Implement a new reservation system	30%
Create a community engagement plan for each port community that focuses on unique priorities and integrates with the annual communications plan	63%

KPI – e-Newsletter Engagement Rate



KPI – Number of Social Media Followers

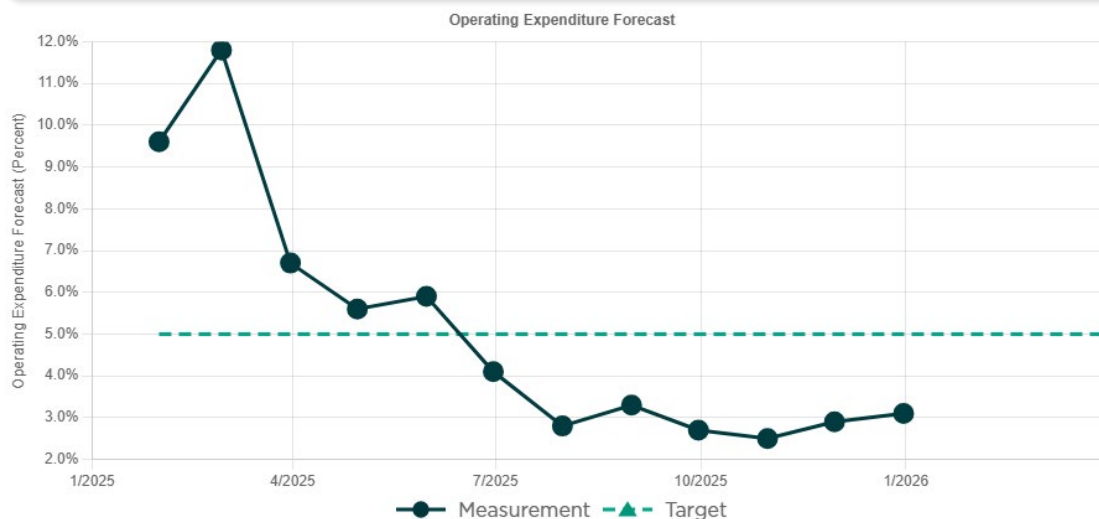




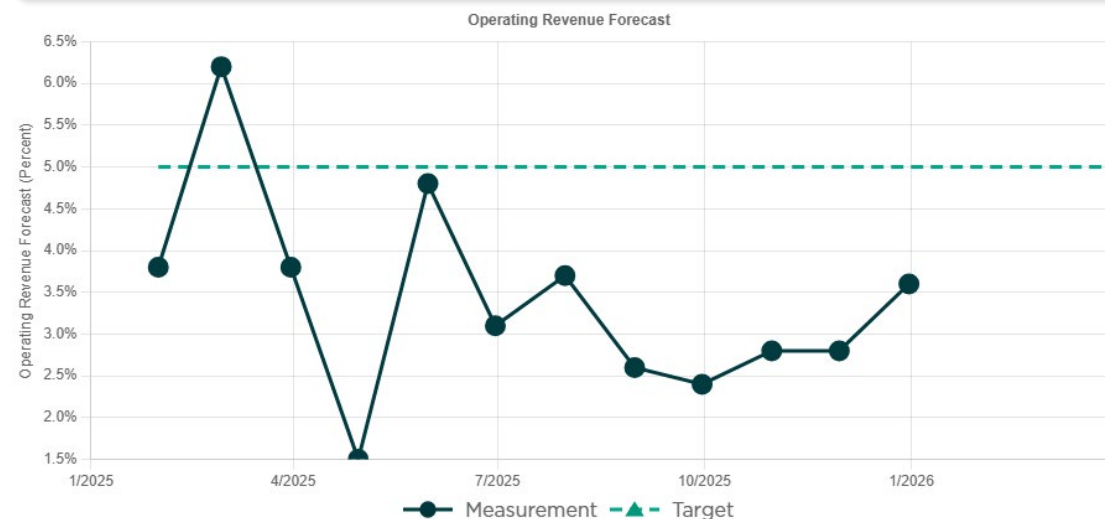
Financial Sustainability

Active Initiatives	Progress
Establish a multi-year financial forecast incorporating long-term capital plan impact for operating budget development	60%
Identify technology investments that create efficiencies	67%

KPI – Operating Expenditure Forecast



KPI – Operating Revenue Forecast





Thank you!

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