

Technical Memorandum:

Casco Bay Island Transit District Down-Bay Freight and Schedule Study



Prepared by:
Greater Portland Council of Governments

In Cooperation with:
Casco Bay Island Transit District

Prepared for:
**Casco Bay Island Transit District
Operations Committee**

November, 2000

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Executive Summary

Overview

The Greater Portland Council of Governments (GPCOG) conducted a survey for the Casco Bay Island Transit District (CBITD), in June, 2000, to study problems and potential solutions associated with:

- Scheduling delays caused by increasing demand for freight shipments
- The Down-Bay service
- The Down-Bay Spring and Fall operating schedules
- Specifically the 5:45 p.m. boat

The Down-Bay ferry services the island ports of Little Diamond, Great Diamond, Diamond Cove, Long, Chebeague and Cliff.

Findings

- Overall, Down-Bay island passengers are relatively satisfied with the timeliness of both passenger and freight service.
- There is, however, a significant portion of the population that has some degree of dissatisfaction, especially with passenger service.
- Option C, *Limit Freight on the 5:45 p.m. boat*, drew the highest number of positive responses and the third lowest number of negative responses.
- Options A & B, “*Diamonds Only*” and “*Down-Bay Express*,” (which would necessarily be implemented in tandem) attracted the least number of negative responses and high numbers of positive responses.
- Option D, *Stricter Freight Delivery Time Policy*, ranked high as well.
- Option G, *Designated Freight Boat, Tide/Demand-Dependent*, drew a great deal of support also.

Recommendations

- ❖ Implement Options A and B, “*Diamonds Only*” and “*Down-Bay Express*,” during the next feasible shoulder-season schedule.
- ❖ Consider implementation of Option C, *Limit Freight on the 5:45 p.m. Boat*, by encouraging shippers to get their freight onto the 10:00 a.m. boat.
- ❖ Consider implementation of Option D, *Stricter Freight Delivery Time Policy*, especially for the 2:45 p.m. and the 5:45 p.m. boats.
- ❖ Research the feasibility of running a *Designated Freight Boat* on some type of regular schedule (once a week for instance) that is highly publicized and encourages people to use it during the shoulder seasons.

I. Introduction

The Greater Portland Council of Governments (GPCOG) completed a survey for the Casco Bay Island Transit District (CBITD), in June, 2000, to study Down-Bay scheduling and freight operations. For operations planning, CBITD wished to investigate the Down-Bay freight handling service as it affects vessel timeliness.

The Down-Bay ferry services the island ports of Little Diamond, Great Diamond, Diamond Cove, Long, Chebeague and Cliff.

The survey specifically addressed the 5:45 p.m. Down-Bay ferry delays that were caused due to increasing freight demands throughout the day. Spring and fall sailing schedules, also known as the “shoulder seasons,” were the targets for improvements.

The survey was also conducted in order to better understand issues pertaining to the frequency and volume of freight handling service, customer freight shipping, the type of freight shipped, customer satisfaction with the service, and suggestions for improvement.

II. Planning Process

A. Survey Methodology

In March, 2000, CBITD’s Operations Committee and management staff identified scheduling delays due to increasing freight demands as a priority issue. It was determined that a passenger survey, primarily of year-round passengers, was needed to evaluate possible modifications to the Down-Bay schedule. A more thorough understanding of the issue and eventual development of scheduling options were aided by interviews with CBITD staff and selected freight shippers from each of the Down-Bay islands. A draft survey instrument was further refined with assistance from the Operations Committee and management staff.

The format of the survey asked specific questions of the respondent pertaining to: island residency status; frequency of ferry use, both as a passenger and for freight service; and the time of their most frequent ferry trip from Portland. Respondents were also asked to rate their overall satisfaction with the timeliness of passenger and freight service. A sizeable section of the survey was dedicated to exploring solutions to improve timeliness due to freight service, and detailed rerouting the 5:45 p.m. ferry as an option. Finally, respondents were given the opportunity to elaborate on suggestions for improvement of the freight service.

On June 13, 2000, surveys were distributed to passengers on each of the Down-Bay and Inner-Bay runs for that day. Staff members of Casco Bay Lines and the Greater Portland Council of Governments handed out and collected the surveys aboard the ferry runs. The survey was conducted on a weekday, while the Spring ferry schedule was in effect, with the intention of targeting island residents who frequent the Down-Bay service.

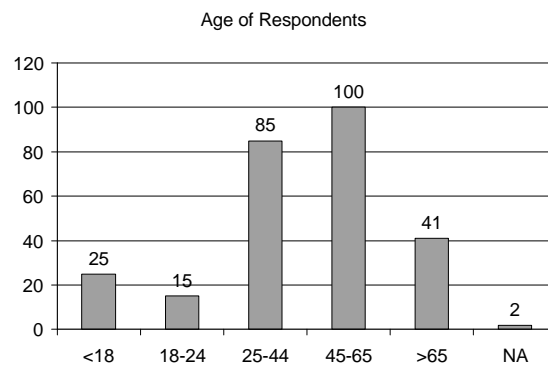
B. Survey Results

A total of 854 passengers traveled on the targeted ferry trips on June 13. Of that total number, there were 796 passengers who were not tour passengers. A total of 268 passengers responded to the survey. Conservatively assuming that one-third of all non-tour passengers (796) made round trips that day, but only filled out one survey, this indicates that the response rate was a little over 50%. The more round-trippers, the higher the rate of response.

1. Respondent Profile

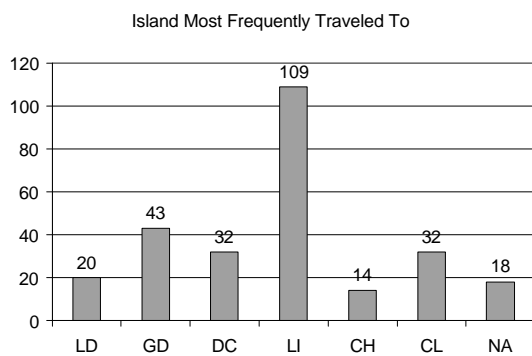
Age of Respondent

The largest group of respondents (37.3%) was in the 45 to 65 age group, followed closely by 31.7% in the 25 to 44 age group. The over-65 age group was represented next by 15.3%, followed by the under-18 category at 9.3%. The 18 to 24 age group was the smallest age group at 5.6%. A small number of respondents (2.6%) declined to state their age group.



Principle Island of Origin or Destination

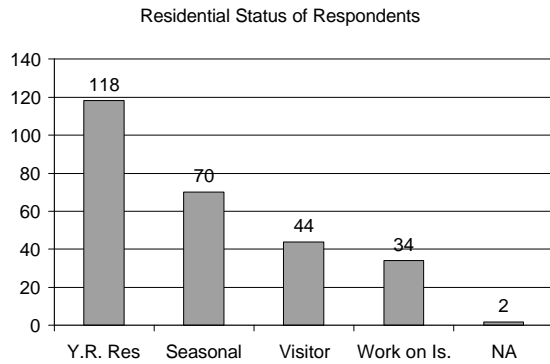
The survey asked passengers to indicate the island or dock that they most commonly traveled to and from via Casco Bay Lines service. Long Island was identified as the principle island of origin or destination by the greatest number of respondents (40.7%).



Cumulatively, the other four islands of the Down-Bay service were the origin/or destination of 47.5% of respondents, with Great Diamond noted as the highest percentage at 16.0%, followed by Diamond Cove and Cliff Island each at 11.9%, then Little Diamond at 7.5%, and Chebeague Island at 5.2%. An additional 6.7% of respondents chose not to complete this question.

Residential Status of Survey Respondents

Year-round island residents completed 118 surveys, representing 44% of the 268 people who answered the survey. Twenty-five percent of the current year-round resident



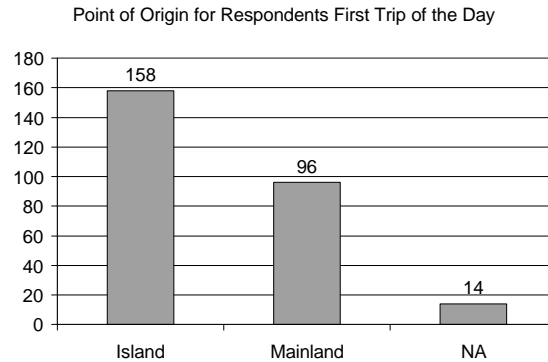
population of the Diamonds, Long and Cliff islands responded to the survey. (There are no current resident projections for each of these islands individually). Only 2% of Chebeague’s year-round residents responded.

Seasonal residents were the next largest group, accounting for 26% of the respondents. Passengers who worked on the islands totaled 12.7% of the response

count. Visitors and passengers who did not answer the residency question represented 17.1% of respondents.

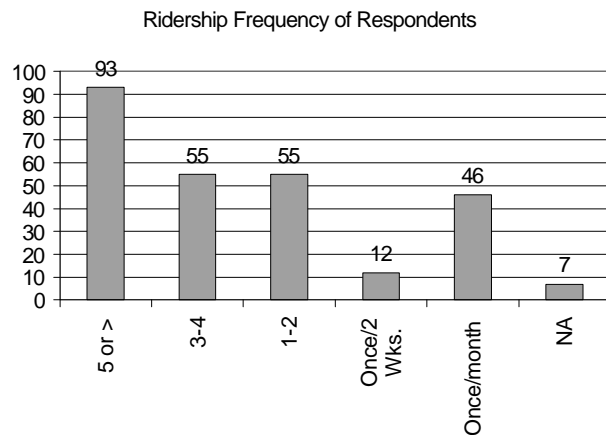
Origin, First Trip of Day

For purposes of determining ridership origin, the survey asked respondents to identify whether their first trip of the day typically originated on the mainland or on the island. A majority of the passengers (59.0%) indicated their daily trip began on an island. The mainland was identified by 35.8% of respondents as the first trip of the day. Five point two percent (5.2%) of respondents did not answer this question.



Frequency of Use

Respondents were asked to indicate how frequently they used Casco Bay Lines service.

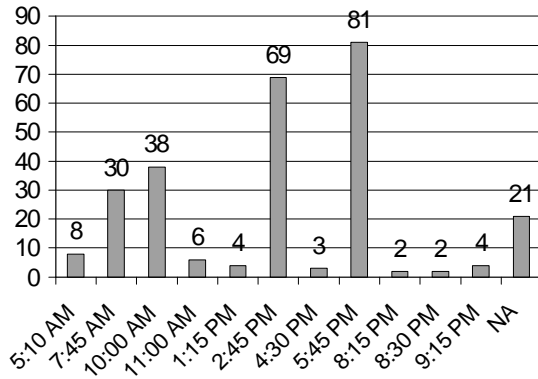


Of the 268 respondents, 34.7% were identified as frequent travelers, selecting five or more trips per week as their response. Riders who traveled on the ferry service either one to two trips per week or three to four trips per week each represented 20.5% of the respondents. The next tier, at 17.2% traveled once a month or less. Four point five percent (4.5%) said they used the service once every two weeks and 2.6% did not reply.

Most Frequently Taken Trip from Portland

In order to establish the popularity of specific ferry trips, passengers were asked to identify which ferry they traveled on most frequently from Portland.

Most Frequently Taken Trip from Portland



The largest group, representing 30.2% of respondents, indicated the 5:45 p.m. boat as their most frequent trip from Portland. The 2:45 p.m. boat was chosen as a close second by 25.7%. The remaining ferry times were identified as follows (listed chronologically):

- 5:10 a.m. -- 3.0%
- 7:45 a.m. -- 11.2%
- 10:00 a.m. -- 14.2%
- 11:00 a.m. -- 2.2%
- 1:15 p.m. -- 1.5%
- 4:30 p.m. -- 1.1%
- 8:15 p.m. -- 0.7%
- 8:30 p.m. -- 0.7%
- 9:15 p.m. -- 1.5%

Twenty-one respondents (7.8%) declined to respond to this question.

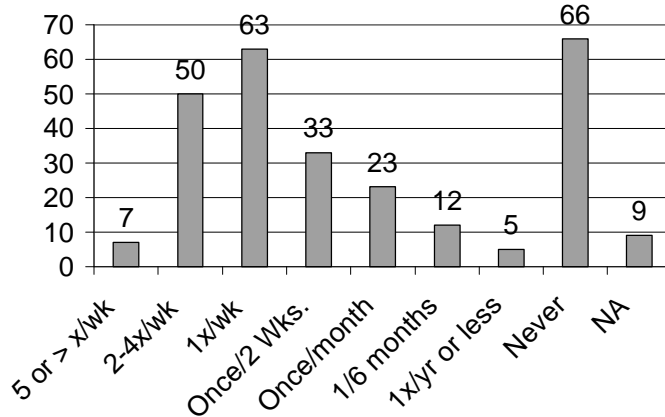
Frequency of Freight Shipment

When asked how often they shipped freight with Casco Bay Lines, one-quarter (24.6%) of respondents indicated they never shipped freight. However, another one-quarter (23.5%) said they shipped freight once a week, followed by 18.7%, who shipped freight two to four times a week. Other frequencies selected by respondents were (listed in descending order):

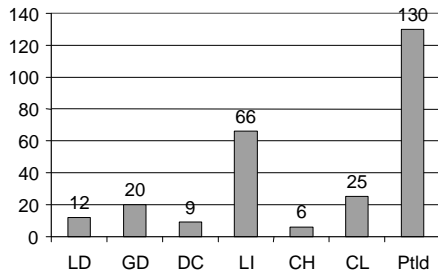
- once every two weeks -- 12.3%
- once a month -- 8.6%
- once every six months -- 4.5%
- five or more times a week -- 2.6%
- once a year or less -- 1.9%.

Three point four percent (3.4%) of respondents did not answer this question.

Frequency of Freight Shipment



Location Respondent Boarded on Day of Survey



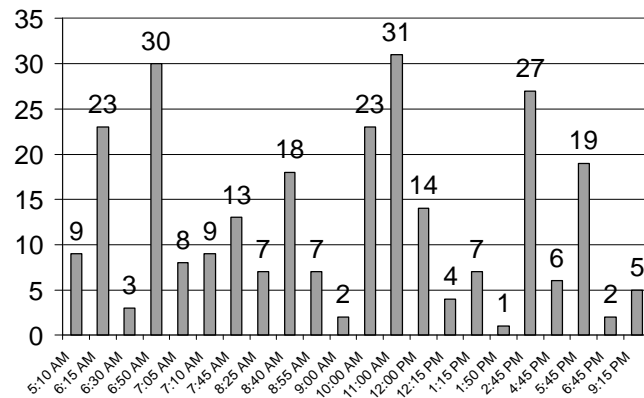
Almost half (48.5%) of the persons responding to the survey boarded the boat in Portland. Approximately one-fourth (24.6%) boarded at Long Island. The other island boarding ports were: Cliff - 9.3%, Great Diamond - 7.5%, Little Diamond - 4.5%, Diamond Cove - 3.4%, and Chebeague - 2.2%.

Scheduled Boarding Time

Scheduled Boarding Time

Of those identified as the scheduled time for the respondent's trip to leave the dock, three departure times accounted for just over ten percent each:

- 6:50 a.m. -- 11.2%
- 11:00 a.m. -- 11.6%
- 2:45 p.m. -- 10.1%



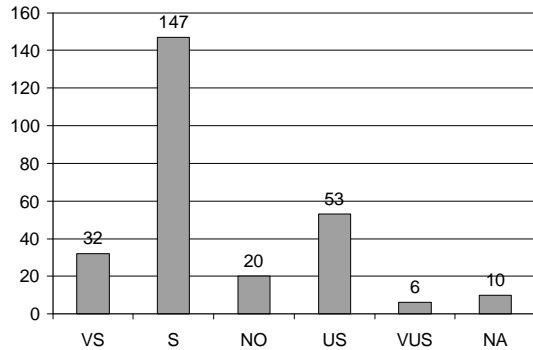
Responses for other scheduled departure times were as follows:

- | | |
|--------------------|--------------------|
| 5:10 a.m. -- 3.4% | 12:00 p.m. -- 5.2% |
| 6:15 a.m. -- 8.6% | 12:15 p.m. -- 1.5% |
| 6:30 a.m. -- 1.1% | 1:15 p.m. -- 2.6% |
| 7:05 a.m. -- 3.0% | 1:50 p.m. -- 0.4% |
| 7:10 a.m. -- 3.4% | 4:45 p.m. -- 2.2% |
| 7:45 a.m. -- 4.9% | 5:45 p.m. -- 7.1% |
| 8:40 a.m. -- 6.7% | 6:45 p.m. -- 0.7% |
| 8:25 a.m. -- 2.6% | 9:15 p.m. -- 1.9% |
| 8:55 a.m. -- 2.6% | |
| 9:00 a.m. -- 0.7% | |
| 10:00 a.m. -- 8.6% | |

2. Satisfaction

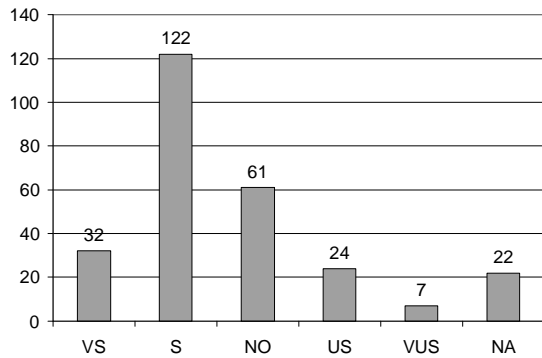
Overall, respondents were satisfied with the timeliness of both the passenger and freight services. However, a significant number of respondents did indicate some dissatisfaction with the timeliness of the passenger service. Of those who were dissatisfied, a little fewer than half generally traveled to or from Long Island and 40% usually traveled on the 5:45 p.m. boat, thus reinforcing the need to address this issue.

Satisfaction with Timeliness of Passenger Service



More than half (54.9%) of the respondents stated that they were *satisfied* with the timeliness of Casco Bay Lines passenger service. An additional 11.9% expressed a level of *very satisfied*. A percentage of respondents did indicate dissatisfaction with passenger timeliness, ranging from 19.8% for *unsatisfied* to a minimal 2.2% for *very unsatisfied*. 11.2% of respondents offered no opinion or did not address this issue.

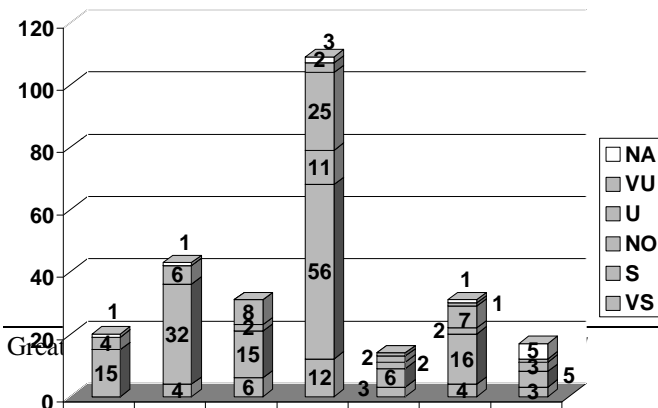
Satisfaction with Timeliness of Freight Service



Almost half (45.5%) of the respondents expressed *satisfaction* with the timeliness of Casco Bay Lines freight service. Thirty-two respondents (11.9%) indicated a level of *very satisfied*. Roughly one-third (31%) of the passengers who responded did not have an opinion or did not answer this question of freight timeliness. A smaller segment (9%) stated they were *unsatisfied* with freight timeliness, with only 2.6% indicating they were *very unsatisfied*.

| KEY | |
|-----|-------------------------|
| VS | <i>very satisfied</i> |
| S | <i>satisfied</i> |
| NO | <i>no opinion</i> |
| US | <i>unsatisfied</i> |
| VUS | <i>very unsatisfied</i> |
| NA | <i>no answer</i> |

Timeliness of Passenger Service Rated by Island



Seventy-five percent (15 respondents) of the 20 Little Diamond passengers stated they were *satisfied* with the timeliness of passenger service. One-fifth of the respondents (a count of four) stated that they were *unsatisfied*.

The majority of Great Diamond respondents (almost 75% or 32 GD passengers) said they were *satisfied* with passenger service timeliness. Six passengers (representing 13.9%) were *unsatisfied*. Almost ten percent (9.3%) expressed a level of *very satisfied*.

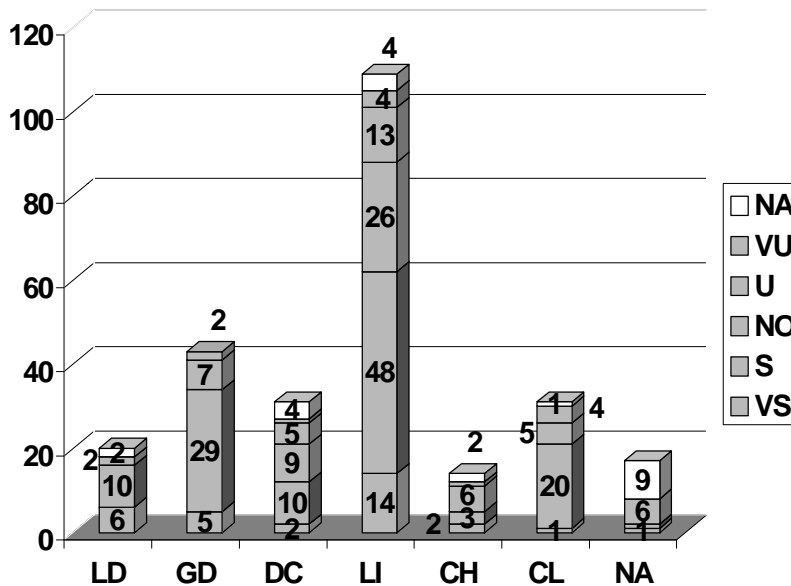
Half of the Diamond Cove passengers (15 of 31 DC respondents) indicated they were *satisfied* with passenger timeliness. An additional 18.7% (six passengers) selected *very satisfied*, a higher level of satisfaction. One-quarter of respondents (25%, eight respondents) expressed that they were *unsatisfied* with passenger service timeliness. Two of the 32 respondents chose not to voice an opinion for this option.

More than half of the Long Island respondents (51.3% or a count of 56 passengers) chose the option of *satisfied* regarding passenger service timeliness. An additional 12 passengers (out of 109 respondents) indicated that they were *very satisfied*. Almost one-fourth (22.9% or 25 respondents) indicated they were *unsatisfied*, and another three passengers selected *very unsatisfied* with timeliness. Ten percent of the Long Island respondents declined to offer an opinion on timeliness.

Close to half (6 of 14 respondents) of the Chebeague Island passengers noted *satisfaction* with the timeliness of passenger service. An additional three respondents (21%) chose the higher level of *very satisfied*. Two respondents stated that they were *unsatisfied* with the service and another one passenger stated they were *very unsatisfied*.

The majority (53%) of Cliff Island respondents said that they were *satisfied* with passenger service timeliness. Approximately one-fifth (21.8% or seven passengers) stated *dissatisfaction*. Four of the 32 respondents stated they were *very satisfied*.

Timeliness of Freight Service Rated by Island



Fifty percent of the 20 Little Diamond respondents rated timeliness of CBITD’s freight service *satisfactory*. Another six respondents, (30%) rated it *very satisfactory*. The remaining 20% either had *no opinion* or did not answer the question.

Twenty-nine Great Diamond respondents, over 67%, rated freight timeliness *satisfactory* with an additional five

(11.6%) rating it *very satisfactory*. Seven had *no opinion* and only two (less than 5%) said they were *unsatisfied* with the timeliness of freight.

Of the persons traveling to or from Diamond Cove, eleven (34%) rated freight timeliness *satisfactory* with another two (6%) saying they were *very satisfied*. Five (15%) said they were *unsatisfied* and one was *very unsatisfied*. A total of 13 respondents either had *no opinion* or didn't answer the question.

Forty-four percent or 48 of 109 Long Island respondents said they were *satisfied* with freight timeliness. Another 14 (almost 13%) were very satisfied. Thirteen persons were *unsatisfied* and another four were *very unsatisfied*. A total of 30 had *no opinion* or did not answer.

Over half of the respondents traveling to or from Chebeague Island either had no opinion or did not answer the question. Thirty-six percent were either satisfied (three persons) or very satisfied (two persons). One respondent indicated they were very unsatisfied with CBITD's freight service.

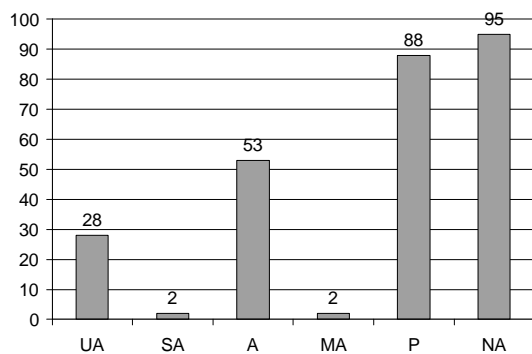
Just over 12% of Cliff Island travelers said they were *unsatisfied* with freight timeliness. Nineteen percent had *no opinion* or did not answer, and the remaining 68% were *satisfied* (20) or *very satisfied* (two persons).

3. Options

The survey offered seven options intended to improve passenger service on the 5:45 p.m. boat. Two of the options, which suggested instituting stricter limits for carry-on freight and hand-carts, were met with strong opposition. Those options having to do with rerouting the two 5:45 p.m. boats, in effect creating a Down-Bay express run at 5:45 p.m., were more popular. The option of a designated freight boat also met with high approval.

The relatively high incidence of failure to respond to each of the seven options is an indication that some respondents may not have understood the intended format of this group of questions. The seven options are detailed below.

Option A) Little Diamond, Great Diamond, Diamond Cove – (Diamonds Only)



This option suggested rerouting the existing 5:45 p.m. boat that travels directly only to Diamond Cove to instead stop at Little Diamond, Great Diamond and then Diamond Cove, and discontinue these stops on the 5:45 p.m. Down-Bay trip.

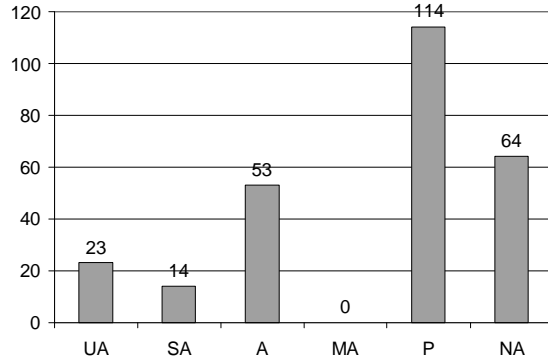
Twenty percent (19.8%) of the respondents ranked this option as *acceptable*, with a few ranking the option as *somewhat acceptable* or *more acceptable*. A larger percentage

(32.8%), roughly one-third of the respondents, indicated that this option would be *preferable*. A minority of 10.4% rated this option as *unacceptable*.

Option B) Direct to Long, Chebeague, and Cliff Islands – (Down-Bay Express)

Option B suggested rerouting the 5:45 p.m. Down-Bay boat directly to Long, Chebeague, and Cliff, eliminating stops at the Diamonds and the Cove, due to the added service of Option A.

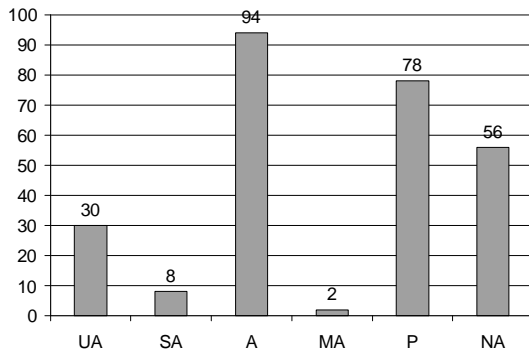
A large percentage (42.5%) indicated a *preference* for this option of rerouting the Down-Bay boat directly to Long, Chebeague, and Cliff islands. A combined total of one-fourth (25%) of the respondents stated this option as *acceptable* or *somewhat acceptable*. Only a small portion (8.6%) indicated Option B as unacceptable.



| KEY | |
|-----|----------------------------|
| UA | <i>unacceptable</i> |
| SA | <i>somewhat acceptable</i> |
| A | <i>acceptable</i> |
| MA | <i>more acceptable</i> |
| P | <i>preferable</i> |
| NA | <i>no answer</i> |

Option C) Limit Freight on 5:45 p.m. Boat

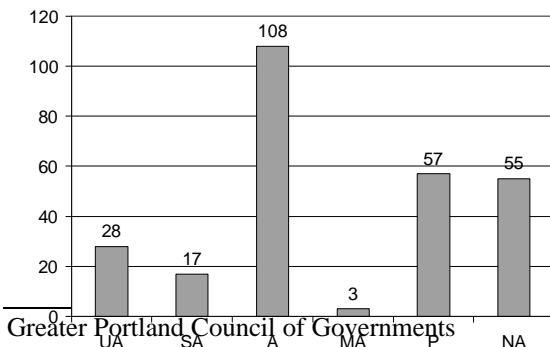
This option suggested limiting oversized and commercial freight on the 5:45 p.m. boat and sending it down the next morning. More than one-third (35.1%) of the respondents found this option *acceptable*, with an additional 29.1% expressing *preference* to limit oversized and commercial freight on the 5:45 p.m. boat. Thirty of the 268 passengers who responded (11.2%) stated that this option was *unacceptable*.



Option D) Stricter Freight Delivery Time Policy

Option D offered the option to institute a stricter policy for accepting freight by a certain time so the crews could better organize items on the deck by island.

Almost one-half (47.7%) of the respondents indicated some level of *acceptance* for this

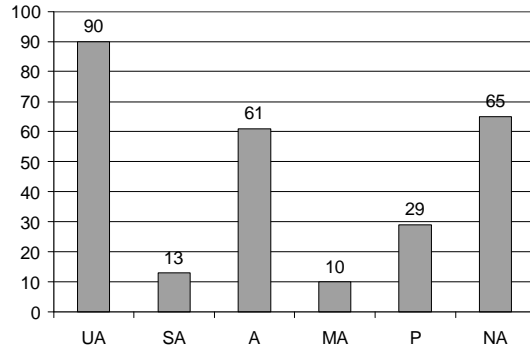


solution, ranging from *somewhat acceptable* to *more acceptable*. Approximately 20 percent (21.3%) cited a *preference* for this stricter freight policy option. A smaller percentage (10.4%) indicated that this option would be *unacceptable*.

E) Limit Size/Weight of Carry-on Items

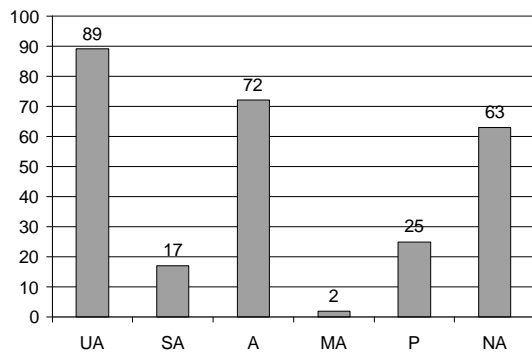
Option E suggested instituting stricter limits on the size and weight of carry-on items.

The majority (33.6%) of passengers who responded indicated limiting carry-on items as an *unacceptable* option, while only 10.8% showed a *preference*. There was a range of acceptance for this solution, from approximately five percent (4.9%) for *somewhat acceptable*, to 22.8% for *acceptable*, and 3.7% for *more acceptable*.



Option F) Limit Size/Weight of Hand-Carts

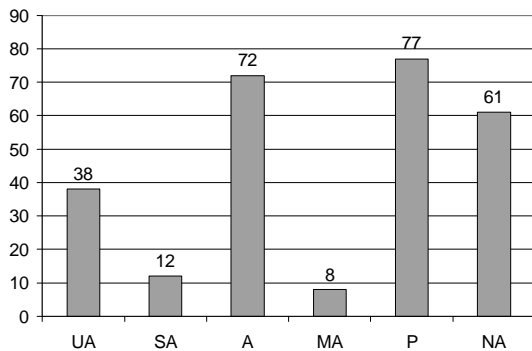
This option offered to institute limits on the size and/or weight of hand-carts.



Similar to Option E, which suggested limiting carry-on items, Option F met with opposition from approximately one-third of respondents (33.2%). Less than 10 percent (9.3%) voiced a *preference* for this solution. It should also be noted that there was a fair amount of *acceptance* for limiting hand-carts by 72 respondents (26.9%); however, another 6.3% gave a lower rate of acceptance by marking this as *somewhat acceptable*.

Option G) Designated Freight Boat, Tide/Demand-Dependent

Option G offered the possibility of operating a designated freight boat on a tide-dependent schedule daily or as needed. (depending on financial feasibility).

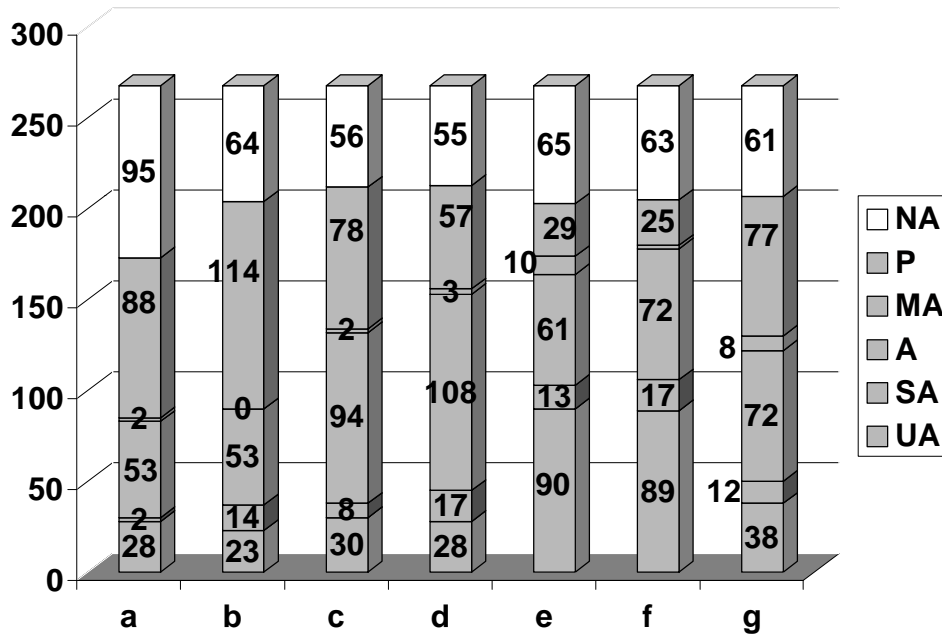


This solution met with a favorable reaction from 72 passengers (26.9%), indicating their *acceptance*, and 77 additional passengers (28.7%) voiced their *preference*. Less than five percent (4.5%) of respondents gave a rating of *somewhat acceptable* and 14.2% expressed that operating a designated freight boat was an *unacceptable* solution.

4. Cross-Tabulation of Survey Results

Comparison of Options Rated

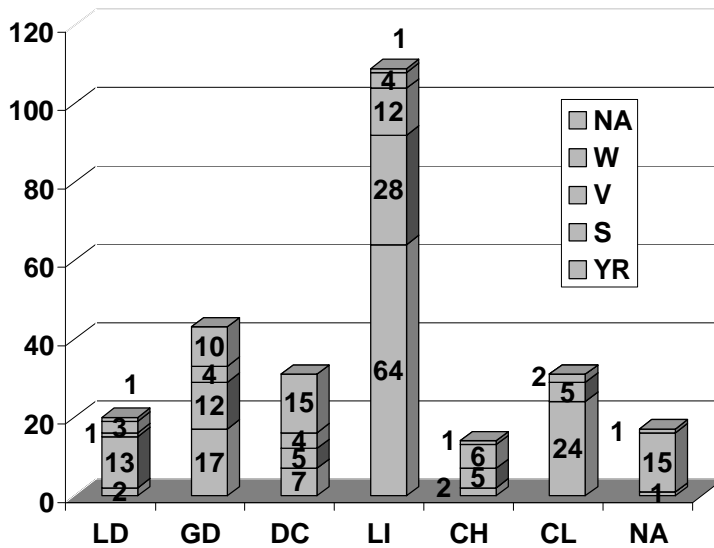
The chart below illustrates graphically the range of responses to the seven options.



Columns with vertical or diagonal lines indicate responses of *acceptable* or *more acceptable* and checkered portions denote the respondent's preference for the option. Finally, dotted sections indicate the option as only *somewhat acceptable* or *unacceptable* and the clear or white sections indicate no response.

| KEY | |
|-----|----------------------------|
| NA | <i>no answer</i> |
| P | <i>preferable</i> |
| MA | <i>more acceptable</i> |
| A | <i>acceptable</i> |
| SA | <i>somewhat acceptable</i> |
| UA | <i>unacceptable</i> |

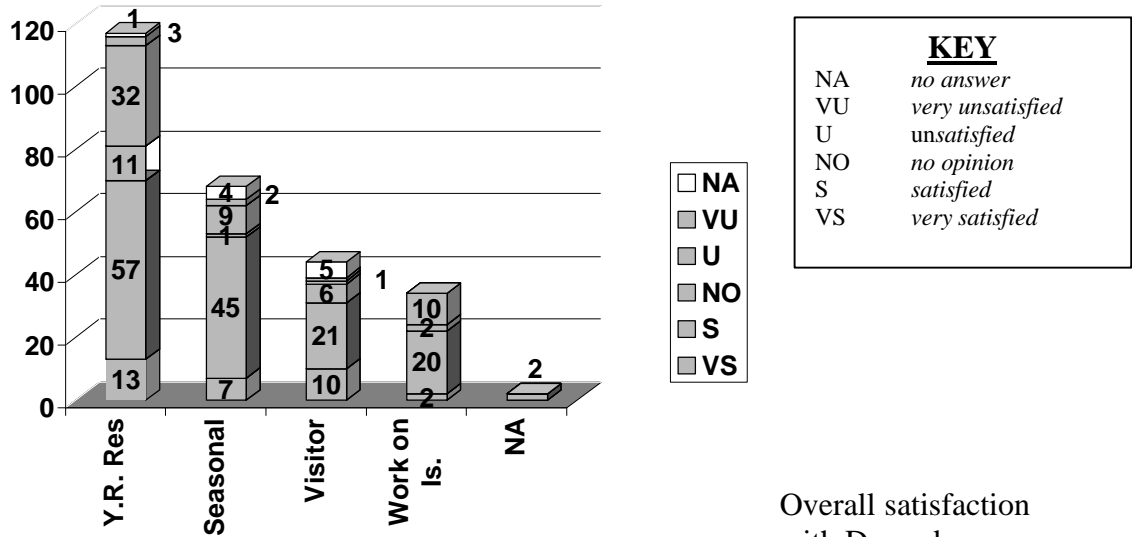
Residential Status by Island



As noted earlier, a full 70% of the people who responded to the survey were either *year-round* or *seasonal* residents of one of the islands. The remainder were either *visiting* or *working* on the island. This chart

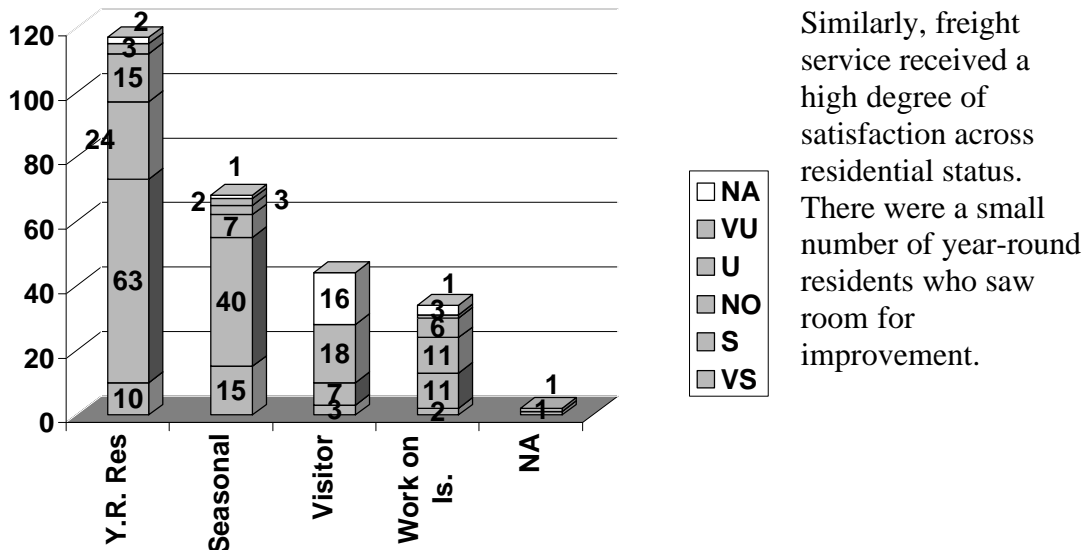
illustrates the distribution of the respondents' residential status among the islands they were traveling to or from.

Timeliness of Passenger Service Rated by Residential Status



Overall satisfaction with Down-bay passenger service was good, as illustrated by the column sections with dots. A significant number of responses however, especially from year-round residents, revealed a portion of customers who were unsatisfied.

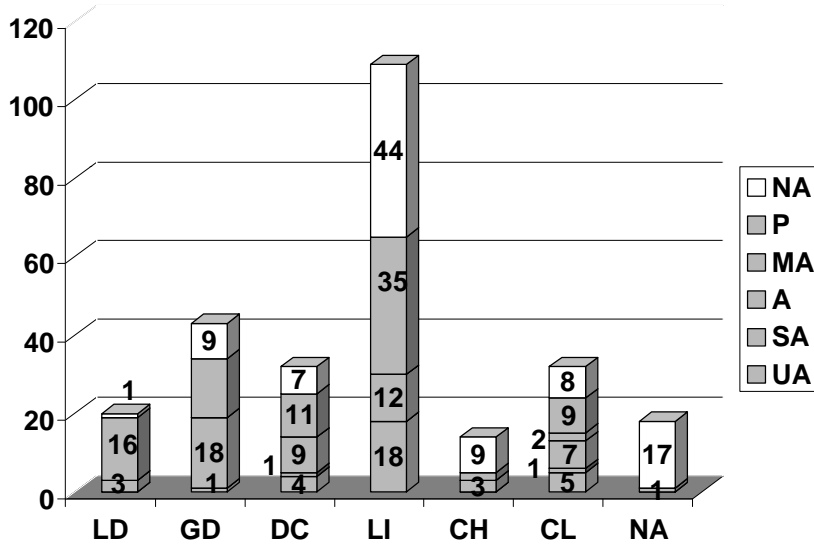
Timeliness of Freight Service Rated by Residential Status



Similarly, freight service received a high degree of satisfaction across residential status. There were a small number of year-round residents who saw room for improvement.

Option A) Diamonds Only, Rated by Island

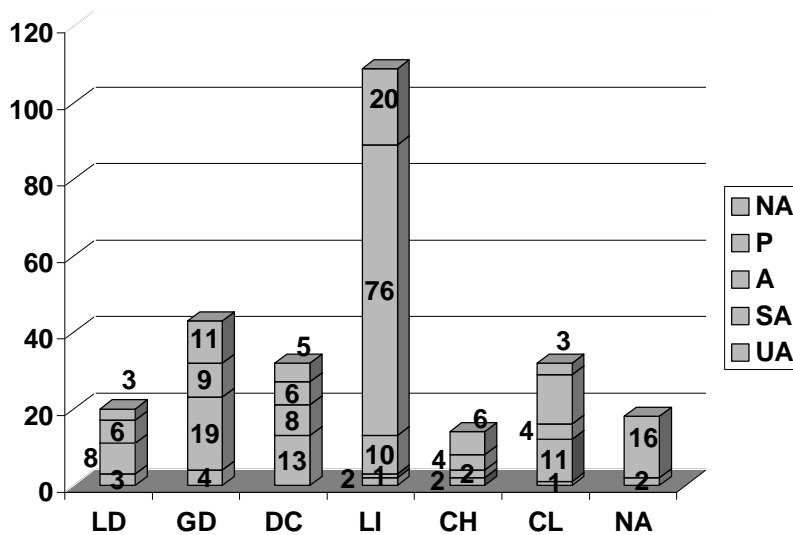
The two highest rated options, A & B, are compared here with the island respondents were traveling to or from. As noted earlier, there were a significant number of people



who did not rate all the options, indicating they may not have understood the format of the question. Other than a small contingent, 13 of which are year-round residents of Long and three of Cliff, Option A received good acceptance.

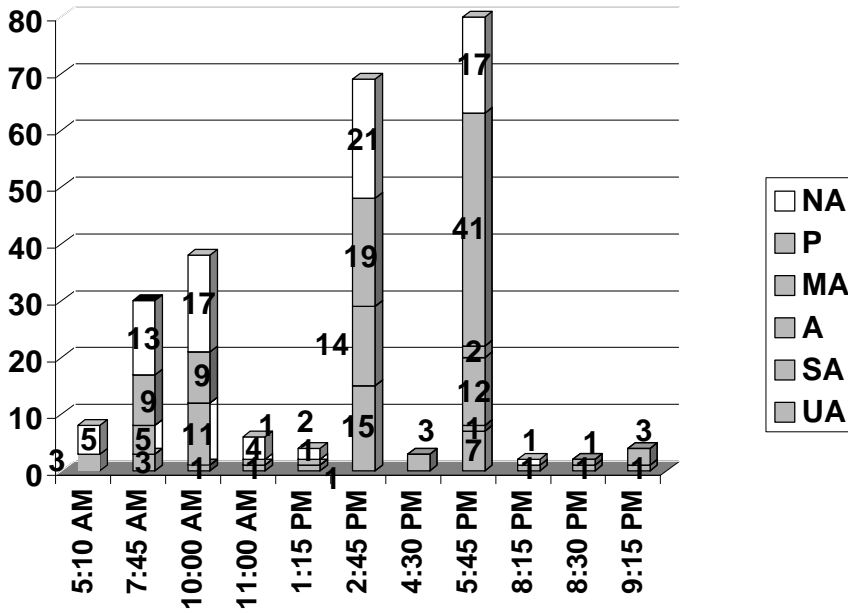
| KEY | |
|------------|----------------------------|
| NA | <i>no answer</i> |
| P | <i>preferable</i> |
| MA | <i>more acceptable</i> |
| A | <i>acceptable</i> |
| SA | <i>somewhat acceptable</i> |
| UA | <i>unacceptable</i> |

Option B) Down Bay Express, Rated by Island



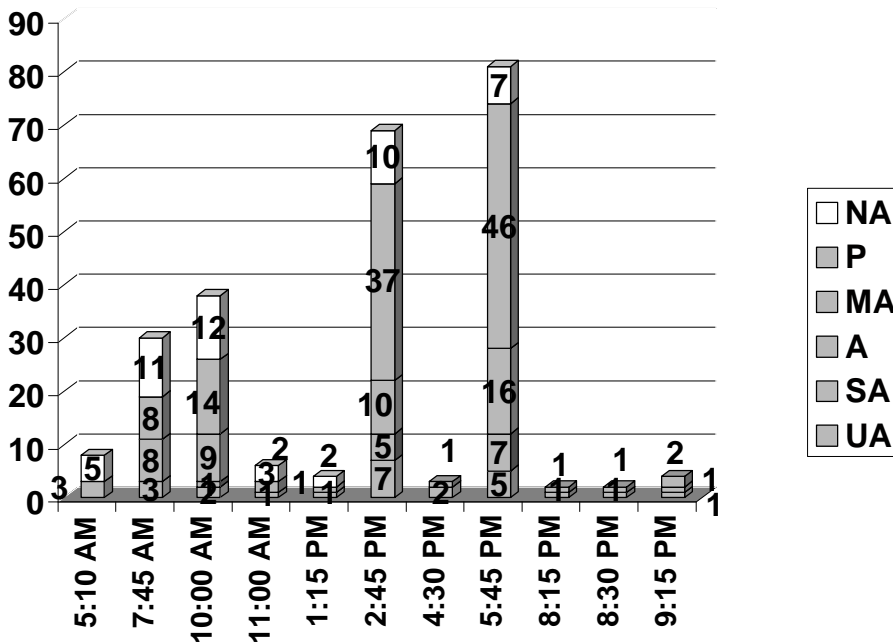
Option B rated well among the islands. The total of 20 respondents traveling to or from the Diamonds who indicated that this option was unacceptable were probably unaware that Option A is tied to it and would provide them with “express service.”

Option A) Diamonds Only, Rated by Trip



Option A fared well, especially among the 2:45 p.m. and 5:45 p.m. boats, which are the focus of this study. A majority of passengers rated this option as *preferable*, (excluding those who did not respond).

Option B) Down-Bay Express, Rated by Trip



Option B was also rated well among the passengers on commuter trips.

III. Summary of Comments and Suggestions

Of the 268 surveys completed, 88 respondents made written suggestions. Of those, 87 were responding to question 11, which specifically asked for “suggestions for freight service improvements and/or maintaining scheduled stops at the islands.” Some also made additional comments that related to other questions. Following is a summary of the most frequently recorded suggestions for freight service improvements and/or maintaining scheduled stops at the islands. All of the suggestions and comments found on the surveys are compiled in **Appendix B**.

1. The suggestion with the highest number of entries was related to customer service and performance. Thirteen out of eighty-eight people mentioned that CBL was doing a good job. Specifically, several mentioned how hard the deck hands work, especially considering the equipment they had available. One person mentioned that the deck hands have a hard job putting up with angry passengers
2. The second most commonly found comment was related to a separate freight boat. Eleven out of 88 people who commented made this suggestion. Two mentioned it should be used only when the tide allowed. Almost all suggested that it service all islands. One person limited the service to M-F. One suggested that it be used for large freight, not for items that could be carried on. One person suggested using it for freight and then for passengers if possible.
3. The third most commonly found comment was to eliminate Diamond Cove as a stop. Although it appears that all respondents were referring to the Down-Bay trip, only one respondent actually specified that. The comments mentioned that Diamond Cove is part of Great Diamond Island and therefore does not justify a stop. Seven out of 88 respondents made this comment. An additional note on Great Diamond Island is that three respondents said that they would like to see the Sunday 9:35 a.m. ferry to Portland changed to earlier in the morning so that they could attend a 10:00 a.m. church service in Portland.
4. The next most common comment was related to freight. Seven out of of 88 people suggested that increased fees would be a good tool to reduce the amount of freight being shipped. Several indicated that they had no personal problem with paying fees for the freight they had shipped. One person mentioned that if this option is chosen that it should be advertised and adhered to.
5. The fifth most common comment was that freight processing and loading was unorganized and inefficient. Five out of 88 respondents made this comment. Several people specifically mentioned the CBL freight terminal in Portland as being unorganized. Further, people mentioned that freight was not loaded on time and that deck hands usually rushed to load freight minutes before boarding. In defense, one individual mentioned that the blame for this rested with people who did not adhere to the time deadlines for freight.

6. Four respondents mentioned that the 5:45 p.m. boat constantly ran late.
7. Three people mentioned that CBL should reevaluate the schedule and make realistic times for departures.
8. Three people mentioned that carry-on freight should only be what you can literally carry on. However, one person noted that handicapped and elderly persons might need carts for their goods.
9. Another three people mentioned that more boats were needed to service Long Island.
10. Three out of 87 people suggested that more boats would end the freight problems.
11. Finally, three people mentioned poor customer service. Specifically, these respondents mentioned that deck hands treat freight before people. One mentioned that they were the customer and complained that CBL was not accountable to anyone.

IV. Findings

Overall, Down Bay island passengers are relatively satisfied with the timeliness of both passenger and freight service. Many respondents acknowledged the difficult job Casco Bay Lines has in providing both passenger and freight service on a timely schedule and the many impediments that exist for doing it consistently and safely. On the other hand, there is a significant portion of the population who has some degree of dissatisfaction, especially with passenger service. These issues were recognized by management and the Operations Committee and were the genesis of this study.

Of the options put forth in the survey to address the issue of timeliness of the 5:45 P.M. boat, Option C – *Limit Freight on the 5:45 P.M. boat*, drew the highest number of positive responses and the third lowest number of negative responses.

Options A & B, “*Diamonds Only*” and “*Down Bay Express*” (which would necessarily be implemented in tandem) attracted the least number of negative responses and high numbers of positive responses. Option A however, had a very high incidence of *no-answer*, one-third of which were from persons traveling to or from the outer islands. The researcher’s interpretation is that the connection between A and B was not made apparent enough in the survey so that persons traveling to or from Cliff, Long or Chebeague disregarded Option A, as it did not appear to directly effect them.

A similar phenomenon can be seen in the answers to Option B, which had the third highest number of *no-answer*. Nearly a third of those were from persons traveling to or from the Diamonds. If either option had been disagreeable to people they would most likely have responded in the negative.

The next most acceptable option was D, *Stricter Freight Delivery time Policy*, followed closely by Option G, *Designated Freight Boat, Tide/Demand-Dependent*.

Finally, two options that were clearly not popular with a large number of respondents were E, *Limit Size/Weight of Carry-on Items* and F, *Limit Size/Weight of Hand Carts*. These options received the highest number of negative responses respectively and the lowest number of positive responses.

Recommendations

- Implement Options A and B, “*Diamonds Only*” and “*Down Bay Express*” during the next feasible shoulder season schedule.
- Consider implementation of Option C, *Limit Freight on the 5:45 P.M. boat* by encouraging shippers to get their freight onto the 10:00 A.M. boat.
- Consider implementation of Option D, *Stricter Freight Delivery time Policy* especially for the 2:45 P.M. and the 5:45 P.M. boats.
- Research the feasibility of running a *Designated Freight Boat* on some type of regular schedule (once a week for instance) during the shoulder seasons, that is highly publicized and encourages people to use it.

APPENDIX A
SURVEY INSTRUMENT

**CASCO BAY LINES
DOWN BAY CUSTOMER SURVEY**

In an effort to serve you better, Casco Bay Lines (CBL) is investigating potential changes for the 2001 spring and fall schedules and operating procedures to address occasional delays, primarily on the 5:45 p.m. boat DOWN THE BAY, caused by increased freight. With assistance from the Greater Portland Council of Governments (GPCOG), CBL is conducting this survey to help determine appropriate operational strategies to address this problem as it effects service from approximately May 18 to June 15 and September 7 to October 11.

Please take a few moments to answer the following questions and return the completed survey to the boxes provided, or to the survey staff person on the boat.

(Circle or check one answer per question unless otherwise indicated)

1) Age: Under 18 18-24 25-44 45-65 over 65

2) Which island or dock do you most commonly travel to and from on Casco Bay Lines?

**Little Diamond Great Diamond Diamond Cove Long Chebeague
Cliff**

3) Are you A year-round resident? A seasonal resident? A visitor?
 Working on the island?

4) Does your first trip of the day on CBL originate:
 on the mainland, or on the island?

5) How frequently do you ride on Casco Bay Lines?

| | |
|--|---|
| <input type="checkbox"/> Five or more roundtrips a week | <input type="checkbox"/> Once every two weeks |
| <input type="checkbox"/> Three or four roundtrips a week | <input type="checkbox"/> Once a month or less |
| <input type="checkbox"/> One or two roundtrips a week | <input type="checkbox"/> Other _____ |

6) Regarding the timeliness of CBL's passenger service, are you:

**Very satisfied Satisfied No Opinion Unsatisfied Very
unsatisfied**

7) Which trip do you most frequently take from Portland to your island on the current schedule: [**X** only one of the following]

| | | | |
|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <input type="checkbox"/> 5:10 A.M. | <input type="checkbox"/> 11:00 A.M. | <input type="checkbox"/> 4:30 P.M. | <input type="checkbox"/> 8:30 P.M. |
| <input type="checkbox"/> 7:45 A.M. | <input type="checkbox"/> 1:15 P.M. | <input type="checkbox"/> 5:45 P.M. | <input type="checkbox"/> 9:15 P.M. |
| <input type="checkbox"/> 10:00 A.M. | <input type="checkbox"/> 2:45 P.M. | <input type="checkbox"/> 8:15 P.M. | |

8) How often do you ship freight with Casco Bay Lines?

- Five or more times a week
- Two to four times a week
- Once a week
- Once every two weeks

- Once a month
- Once every six months
- Once a year or less
- Never

9) Regarding the timeliness of CBL's freight service, are you:

Very satisfied **Satisfied** **No Opinion** **Unsatisfied** **Very unsatisfied**

10) Following is a list of possible solutions to the issue of timeliness. Please rate each option on a scale of one to five –

1 = unacceptable 3 = acceptable 5 = preferable.

- A. Reroute the existing 5:45 p.m. boat direct to Diamond Cove only to stop at Little Diamond, Great Diamond and Diamond Cove, and discontinue these stops on the 5:45 Down Bay trip. (see tables below for clarification of options A and B)
- B. Reroute the 5:45 p.m. Down Bay boat directly to Long, Chebeague and Cliff, eliminating stops at the Diamonds and the Cove due to added service of option A.

Existing 5:45 p.m. Schedule

| PTLD | LDI | GDI | DC | LO | CH | CF | LO | DC | GDI | LDI | PTLD |
|------|------|------|------|------|------|------|------|----|------|------|------|
| 5:45 | | | 6:15 | | | | | | | | 6:50 |
| 5:45 | 6:00 | 6:10 | | 6:25 | 6:45 | 7:00 | 7:25 | | 7:40 | 7:45 | 8:00 |

Proposed 5:45 p.m. Scenarios A & B

| PTLD | LDI | GDI | DC | LO | CH | CF | LO | DC | GDI | LDI | PTLD |
|------|------|------|------|------|------|------|------|------|------|------|------|
| 5:45 | 6:00 | 6:10 | 6:25 | | | | | 6:25 | 6:40 | 6:45 | 7:00 |
| 5:45 | | | | 6:15 | 6:45 | 7:00 | 7:25 | | 7:40 | 7:45 | 8:00 |

- C. Limit oversized and commercial freight on the 5:45 P.M. boat and send it down the next morning.
- D. Institute stricter policy for accepting freight by a certain time so the crews can better organize items on the deck by island.
- E. Institute more strict limits on the size and weight of carry-on items.
- F. Institute limits on the size and/or weight of hand-carts.
- G. Operate a designated freight boat on a tide-dependent schedule daily or as needed. (Depending on financial feasibility)

11) *Other suggestions for freight service improvements and/or maintaining scheduled stops at the islands.*

12) *Where did you board the boat on this trip?* **Little Diamond** **Great Diamond** **Diamond Cove** **Long** **Chebeague** **Cliff** **Portland**

13) *What was the scheduled time for this trip to leave the dock where you boarded?* ____

APPENDIX B

COMPLETE COMMENTS

Comments

Question #6

1. satisfied except for Sat 7:40 am arrives 8am
2. usually satisfied
3. unsatisfied during the season

Question #10A&B

1. this appears to be the same option and both merit a 5. Maguait should be used for Down Bay- longer trip warrants mor comfortable boats.
2. too confusing? A & B sound alike.
3. these two are the same!
4. A & B appear to be a better solution

Question #10D

1. we used to why not, no later than 1 hour before boat
2. if it will really help
3. stricter, what meant, 1/2hr ahead for groceries is all I can manage without a melt down of frozen food(yes it is in a cooler)

Question #10E

1. safety factor-delays getting off boat, park carts like bikes

Question #10F

2. park outside of place where we sit!!
3. already randomly being done
4. depends on limits-groceries must go with me or spoil. Rather have you charge as often cannot make freight time restriction & must carry rather than ship.

Question #11

1. During peak freight season, perhaps an evening freight boat could be initiated. Luggage would go separately, as long as it arrives on the island within a couple of hours of the passengers.
2. over 3 boxes additional higher fee to limit amount
3. blow up Diamond cove dock, it is the only island in the entire bay with docks in use it is pointless to go to both of them
4. not stop at Diamond Cove, it is part of Great Diamond Island
5. If option A or B is instituted, PLEASE use Maguait II for Down the Bay-its much more comfortable for the longer ride. Thanks for your consideration
6. also, why must Cliff Islanders sit at Chebeague? Can't you go to Cliff first or sit at Cliff? This is a waste of time for those of us who spend an average of 2.5 hours a day on the boat, especially considering the small # of people from Chebeague who utilize CBL. Definitely-I have seen wagons containing 3 banana boxes and a cooler carried on when I just paid to have my freight shipped. This is grossly unfair to those of us who support the freight business, and what if everyone started doing this? Carry on is carry on-not wagon loads on. Charge a buck a cart and definitely charge
7. leave portand at 5:45pm instead of starting to load passengers at 5:45pm. Also-people should come before freight. Some employees treat freight as a priority, regardless of what management tells us.
8. If everyone was allowed to bring on a cart, there'd be no room for passengers. We should be allowed only what we can carry. I pay for freight-everyone should! Bathrooms should be

maintained regularly before every run. Yesterday Mon June 12th-they were terrible! I had to clean it before I could use it! 10:00 boat is much too long!

9. I have never given any thought to these issues. For one reason I have never shipped any freight. It just seems like the crew/employees @ CTC deal with what they need to and handle the freight as best they can.
10. Many times I've seen the Down the Bay boat at the terminal, with crew standing idle. Then they furiously try to load the freight the last 10 min before sailing. Generally, resulting in a late departure.
11. Don't go to Diamond Cove! Forget going to Long Island twice & go straight to cliff. & more boats period!
12. Add more boats to the down the bay schedule, specifically later at night. Give Cliff it's own boat.
13. I believe the only solution is separate freight boat when there is a large amount of freight-not just 5:45, but in particular, the 10am at the onset of summer residents arriving & holidays. I think the deck hands do the best they can under the circumstances
14. getting all the freight aboard the nightly 5:45 boat down the bay loaded a lot earlier then typically done we could leave town on time
15. except groceries
16. suggestion: if a passenger is late but at the gate before the boat is one boat length away from the dock, I suggest the deck hands make every effort to get back for that person. Limit two per person lateness.
17. Have freight ready to load and on boat 10 minutes before departure. Start loading passengers no later than 5 minutes before departure.
18. & publish it
19. we need later boats to Long.
20. unsatisfied specifically 5:45pm not leaving on time
21. needs more boats stopping at long, chebeque & cliff.
22. as far as I am concerned the process works well as is.
23. I think the boats and the crew are doing a great job. If you manger the 5:45 freight and ask passangers to leave all of their push carts in a designated area the people will board and off load much faster.
24. Change schedule & add 5 more minutes in spring & summer to allow more time. Start summer schedule first of June instead of the 18th.
25. Rob is extremely helpful, friendly etc. More customer service like his approach would be appreciated--Jim Taylor
26. The freight on most boats in the summer is a problem- not just 5:45pm. The boats are late more often than not. A freight boat on a daily basis (M-F) should be tried for at least 1 season.
27. Go to Diamond cove @ 5:10 am boat.
28. maybe more frequent boats to Cliff.
29. wine and cheese on the 5:45
30. Please change the 9:35 am Sunday service from Dimond Cove to 9:15 or 9:20 and continue it throughout the year. That would make it possible to attend a 10:00 church service, a change of just a few minutes would make this possible.
31. I used to ride 5:45 every weekday-delays on this boat are very tiring for working people at the end of a day.
32. have a designated freight boat for only oversized and commercial freight
33. I have found the freight has been handled very well. Thank you.
34. The boat is usually on time in the off season-maybe a freight boat for summertime?
35. These are great ideas. We islanders have said for years that you need a freight boat-tide dependant is a good idea.
36. No more dimond cove stops on down the bay trips or on their returns. Give year round residents a flat rate for tickets!! Most of us can't afford your prices!
37. The freight shed @CBL seems to be very unorganized most of the time, their definitely is a need for more organization in this area. There needs to be one person designated to answer

phone calls, not get a recording, press a button and nobody ever comes to the phone. This is very annoying!

38. Hadncarts should be of a certain size. Some people need to use these even for small items (elderly, handicapped) But some are bringing wagons aboard-unreasonable-animals should be caged or on a short leash!
39. I don't like the 9:50 am on summer schedule. It breaks up the whole morning & is generally late!!
40. a freight only boat is good for large non-perishable items only
41. add 20' to Maquoit length
42. reevaluate time tables and establish realistic times for departure and arrival.
43. freight agents should be able to tell deck hands to put freight on certain boats.
44. why is 5:15 boat on LDI always late? Options for question 10 poorly stated 2 5:45 boats a good idea.
45. In general, many of captains are not getting their trips underway on time. CBL seems to beat to their own drum. They don't have anyone to answer to. Management needs to crack down on freight management, and personel.
46. Very much wish Sun am service 8 or 8:30am from GDI and or Cove in time for arrival in Portland for 10 am church.
47. would like to have boat from DC/GD to arrive in time 10 am Sunday's church
48. strongly suggest 10am boat from Portland make 2 stops 1. Long, chebeague, cliff only. 2. Little Dimond, Great Diamond, Diamond Cove. Summer schedule currently stops at great diamond costs commuters 1/2 hour extra. Diamond Cove currently busiest traffic of all stops in summer.
49. Have people get their freight to the boat on time would help, make sure the deck hands know where the freight is going before the boat leave port a little better.
50. Be more realistic for times on summer service. Do time study to better reflect actual time frames!
51. Replace the island Romance & Holiday with Maquoit II quality boats. I get a migraine every time I return on those damm things.
52. I think you people do a great job and have treated with fairness, Judith Reeve
53. A freight manager and an assitant mgr. Would be ideal. We would at least be able to establish a relationship with them and also be able to hold them accountable for lost invoices & freight.
54. Better schedule for weekends Sat/Sun evening run from Portland
55. What a wonderful way to see the island & get a narrated tour of the coast. What a wonderful way to see the island & get a narrated tour of the coast
56. See more things! Workers are very polite, ride was interesting and worthwhile. See more things! Workers are very polite, ride was interesting and worthwhile.
57. don't travel enough to know
58. You are doing ok 4 what you are working with! Thanks for your efforts!
59. The separate freight in years go by worked admirably!
60. preferable to carry and a ship mercandise on same boat as travel.
61. sending stuff down the next morning w/ new strict time restrictions on freight being checked in will solve the problem. Suggestion: Bring back the midnight boat! There are a ton of young people on the island (18+) who could then work in the old port restarants (etc.) and a ton of people 21+ who in the summer could go to Portland to drink. At the very least offer it on Fri and Sat. I'd pay \$10 a ticket and it would up your PR.
62. The overall cust. Service attitude of CBL employees deck hands and captains needs serious improvements we are your customers-corteous, friendly, helpful
63. have separate boat for Diamond Cove including freight
64. a freight boat would be great if it includes all the lumber, cars etc. but not for small freight like groceries, flowers
65. G is the best option for relieving the congestion problem. CBL could also sub-contract this out to an unused fishing boat retrofitted thus freeing up all vessel. CBL could of course oversee and make overhead and profit on this concept.

66. I enjoyed filling this out. It was a little form of entertainment-maybe you should provide other types of entertainment on the boat. And a vending machine would be swell also. Thanx.
67. more trips from portland to GDI at better times of the day.
68. have more times to go to Diamond Cove
69. I suggest that there should be a food and drink bar. more strict
70. when raining please allow passengers on before taking freight off
71. I have no problem & have never had a problem with freight-good job
72. no Diamond Cove
73. sometimes there are circumstances that prevent timeliness and people need to understand that
74. a freight boat just to deliver freight
75. more non-peaks island boats for all!
76. The personnel in the freight shed are extremely courteous and helpful. They work hard to assist us and put up with a lot of unnecessary madness!
77. keep up the hard work folks. Have a nice summer.
78. more boats going to long, chebeague, cliff
79. have a real freight boat-one designed to carry & unload freight efficiently & then have it run a regular schedule daily.
80. leave for long and down bay @ 5:30 again! 5:45 is too long a day. Have a separate freight boat that does tow trips (all the islands) daily.
81. freight charges are outrageous enough as is the cost of passenger service. Something should be done about rates that would ease the burden of residents (year round or seasonal) before talking about restrictions to carry on freight.
82. changing the 5:45 run to between 4:30 and 5:30
83. save the backs of the crew-freight boat-not on a schedule-load 1 box, like in past, instead of pushing such a heavy load in carts
84. in inclement weather, on island end, let patrons on the boat before freight is unloaded
85. I feel that you all do an excellent job considering you never know what each day will bring for freight. Perhaps contractors or extremely large loads could be just 3 days per week. Being an islander I choose to live according to weather, tide & ferries. If you are late a few times I don't mind.

Question #13

1. 6:15 am (a little early)

General Comments

1. do not take away the Maquoit from Cliff Island! Longer trip! All in all, I'm much happier with the service than it used to be. We have lots more boats and I love the Maquoit.
2. Hey! If you want to live on an island, you have to deal with the added complications! If people bitch about it, tell them to move to Peaks or Portland!
3. 10 am of course, tremendous amount of freight dropped off at 10am Diamond Cove for restaurant

APPENDIX C

FREIGHT SHIPPER INTERVIEWS

CBITD Freight Operations Island Shipper Phone Survey

Purpose of Survey

In preparation for the passenger survey, GPCOG created and implemented a phone survey of major freight shippers using CBITD services. For operations planning, CBITD wished to investigate the Down-Bay freight handling service as it affects vessel timeliness. The Spring and Fall operating schedules were the emphasis of this survey.

The Down-Bay ferry run services the island ports of Little Diamond, Diamond Cove, Great Diamond, Long, Cliff and Chebeague,.

The survey also detailed additional issues pertaining to the freight handling service, such as frequency and volume of customer freight shipping, the type of freight shipped, customer satisfaction with the service, and suggestions for improvement.

Survey Methodology

A survey was drafted (see Appendix C) for purposes of interviewing island businesses via phone regarding freight shipments on CBITD's Down-Bay ferry service. The format asked specific questions of the respondent pertaining to how often they ship freight, whether it was for personal or business purposes, and the quantity and type of freight shipped. Respondents were also asked to rate their overall satisfaction with the service on a scale from one to ten. Finally, respondents were given the opportunity to elaborate on suggestions for improvement of the freight service.

Phone calls were made by GPCOG staff from May 26-30 to island businesses served by the Down-Bay ferry service. The same questions were asked of each business contact, following the drafted survey questionnaire format.

A total of 11 island business contacts were interviewed via phone. Of this total, four respondents were from Long Island, three from Diamond Cove, two from Chebeague, and two from Cliff. Additional phone call attempts were made to other businesses, specifically two from Chebeague and one from Great Diamond; however, contact was not established.

Survey Results

Long Island Respondent One

This business contact stated a shipping frequency during the fall and spring of two to five times per week. The respondent indicated that a private barge is utilized for their summer freight shipping. The respondent shipped building

materials weighing between six and seven hundred pounds for business purposes. They only rarely shipped “up-freight” for tool rentals.

Level of Satisfaction:

- Overall satisfaction with freight service was given a rating of six, on a scale of one to 10, one being low, 10 being high.
- The respondent commented that Debbie and Rene do a good job.

Suggestions for Improvement of Freight Service:

- Sell *Bay Mist*.
- Build a freight boat for the under-\$350 niche.
- Respondent feels that CBITD sees themselves only as a people mover; suggests that there should be a dedicated freight boat with a twelve noon departure.

Long Island Respondent Two

This business ships an average of 15 pieces of grocery boxes one or two times a day, five times a week. The respondent indicated a recent shipment was larger than usual at 60 pieces of groceries. Among the items contained in the groceries were beer, soda, milk, and chips. Up-freight grocery shipment items included milk, bread, cans and butter. The respondent occasionally carried freight on board for personal purposes.

Level of Satisfaction:

- Overall satisfaction rating of two was given by this respondent, which is one increment above the indication of *not at all satisfied*.
- The respondent elaborated that most of the shipping problems occur in the summer.

Suggestions for Improvement of Freight Service:

- CBITD staff should check the freight tags, there appears to be no system, no manifest, and no computer that says what goes where. If it goes to the right place, it's chance.
- The respondent also indicated that the freight shed is not large enough, is understaffed, and attempts to reach staff by phone is often unsuccessful.

Long Island Respondent Three

This construction business respondent ships heavy commercial freight two to three times a week. A typical freight shipment consisted of one pallet, one dozen boards, and several boxes containing approximately 1500 pounds of rocks, or several hundred feet of pipe. The freight is usually craned off of the ferry. The

cost of freight averaged two hundred dollars per month. The respondent carried personal freight on board occasionally.

Level of Satisfaction:

- A rating of seven was given by the respondent, indicating a level of satisfaction higher than the middle scale rating of five.
- The respondent further remarked that the timeliness was pretty good.
- A dissatisfaction with the policy of not shipping freight on the 2.45 p.m. ferry was noted.

Suggestions for Improvement of Freight Service:

- Loads left at the docks should be better labeled with names.

Long Island Respondent Four

This respondent ships business freight one to two times per week for a construction business. A poor phone connection limited further communication with this respondent.

Diamond Cove Respondent One

This homeowner ships freight two to five times a week for the purposes of rebuilding a family home. The freight generally consisted of one cart of building materials. Not much was shipped up-freight by this responder. The respondent also carried personal freight on board.

Level of Satisfaction:

- This respondent gave a rating of 10 regarding the freight service, indicating a level of *very satisfied*.
- The respondent did comment on the uselessness of *Bay Mist*.
- A further remark was that the timeliness is pretty fair, except when a boat is down.
- The respondent also remarked that the office staff is great, but that some crews are not helpful and pleasant.

Suggestions for Improvement of Freight Service:

- Increase space allocated for freight; need twice as much space.

Diamond Cove Respondent Two

This individual had been shipping personal and business freight three to four times per week for the past five years. They currently ship approximately two times a week. A shipment typically consisted of a whole lift of two-by-fours,

bricks, paint, or plywood. Shipped freight may also be furniture and appliances. The respondent also carried both personal and business freight on board.

Level of Satisfaction:

- A rating of nine was chosen for overall freight service, where 10 was *very satisfied*.
- Wonderful freight service.
- Timeliness is excellent; they use their heads.

Suggestions for Improvement of Freight Service:

- A name should be required on the freight sticker so one knows to look for items coming from other shippers.

Diamond Cove Respondent Three

This business ships freight more than five times a week. Two to three pallets of food and supplies are shipped daily, for a freight total of \$10,000 per year. The shipped items consisted of food, linen, liquor, flowers, tables, chairs, kegs, band equipment, and stages. Up-freight items included bottles, linens, and rentals. Restaurant employees carried only personal freight items on board.

Level of Satisfaction:

- A rating of nine was given for freight service satisfaction, where 10 was *very satisfied*.
- However, a lower rating of five was given for up-freight service. They were not as satisfied with return trip of freight, particularly related to the type of containers used to get bottles off the island.
- No one does it better.
- CBITD never lost one item (broke one bottle of gin) in eight years.

Suggestions for Improvement of Freight Service:

- Improvements in up-freight return service needed. The respondent suggested that the special containers needed for bottle returns off of the island be made more available.
- The respondent would like to have the City take over the Diamond Cove docks.
- The restaurant would like to have all freight delivered on the 10 a.m. ferry.

Comments:

- Homeowners are taking over the dock in February, 2001.
- Diamond Cove is the only subsidized dock (with McKinley Partnerships).
- The business currently guarantees the stop will not lose money.

Chebeague Respondent One

This business respondent shipped one to two times a week, with a frequency of sometimes twice in one day. The freight consisted of building materials at a shipping cost of approximately \$100 a month.

Level of Satisfaction :

- A rating of nine was chosen for a high level of satisfaction with freight service.
- Usually very good at tracking freight.
- Timeliness does not bother this respondent.

Chebeague Respondent Two

This business ships freight once a week on the 10 a.m. ferry. The freight consisted of one crate of building supplies, ranging from three lifts of lumber to one box of nails.

Level of Satisfaction:

- A rating of three was given, on the low end of the satisfaction scale.
- Had several freight items damaged due to handling or improper storage when left at docks.

Suggestions for Improvement of Freight Service:

- Changes in freight policy should be better communicated, perhaps by notices in bills. Such as the policy that restricts the arrival time for freight to be accepted. If deliveries are not in by a certain time, they go out on the next boat.
- Improve freight communication by advising receiver of freight when a shipment has arrived. For example, in bad weather a shipment can be damaged by being left at a dock without the receiver knowing it is there.
- Improve storage of freight at the dock.

Cliff Respondent One

This business respondent ships freight consisting of groceries and propane two to five times per week.

Level of Satisfaction:

- A rating of nine, on the high end of the scale, was given for freight service satisfaction.
- Have good luck with freight service.
- Timeliness is O.K. They do a pretty good job unless something happens. You have to expect these things, living on an island.
- Friday night boat is good.

Suggestions for Improvement of Freight Service:

- Improve communication when adding an extra boat. No one knows that an extra boat is there, especially when it comes early.

Cliff Respondent Two

This business ships freight more than five times per week. The freight ranged from building and landscaping supplies to office supplies and household items. The weight of the freight varied from 200 to 1,000 pounds per shipment. This respondent also shipped up-freight once a week.

Level of Satisfaction:

- A moderately high level of satisfaction was given, at a rating of between eight and nine regarding freight service.
- In 30 years, the service used to be much worse (level of 2). Improved dramatically, do a remarkably good job.
- Never lost any freight.
- Some mistakes are made, such as shipped freight to the wrong island.
- Good about replacing damaged material.
- Up-freight service works 99 percent of the time.

Suggestions for Improvement of Freight Service:

- Tracking of material could be improved slightly.
- Regarding timeliness; would be ideal to have a dedicated freight boat.