

## **Appendix B - Staff Resumes**

# Matthew B. Burns

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## Objectives

Seeking to advance my career in the maritime industry and continuing to serve the State of Maine by bringing nearly two decades of marine transportation expertise with a strong knowledge of federal and state government funding programs and regulatory requirements for vessels and port facilities.

## Education

### 2004 | B.S. Marine Transportation Operations

Maine Maritime Academy | Castine, ME

- National Cargo Bureau award for academic excellence
- Class of 2004 Vice President
- 4-year varsity letterman Maine Maritime lacrosse team
- Cadet 2<sup>nd</sup> Officer on the State of Maine MMA training ship

## Experience

### May 2022 – Present | Executive Director, Maine Port Authority | Augusta, ME

Responsible for overhauling the management of the Authority by hiring a team of three staff members to oversee the state's port assets throughout three deep-water ports. Manage and oversee the International Marine Terminal, Maine's only container shipping terminal. Lead on Maine's efforts to develop a floating offshore wind port facility. Also chair the ME/NH Port Safety Forum.

### March 2017 – May 2022 | Maine Department of Transportation/Maine Port Authority Office of Freight and Passenger Services | Augusta, ME

Responsible for sustaining and advancing marine freight policy in small, medium, and large seaports located in Maine. During my tenure at MaineDOT, I have served as Interim Executive Director of the Maine Port Authority on two separate occasions, the most recent is currently in progress. Duties with MaineDOT and MPA include but are not limited to, freight planning, project management, grant program management of the Small Harbor Improvement Program and Boating Infrastructure Grant, Maine Pilotage Commission liaison, member of the Portland Fish Pier authority board, chair of the Maine Dredging Team and experience with federal discretionary grant programs.

### August 2014 – March 2017 | M/V Noble Sam Croft, Noble Bully 1 Noble Drilling | Sugarland, TX

Responsible for the navigation and dynamic positioning of a 780' state of the art ultra-deep-water drillship over a subsea wellhead. Gained significant experience in commissioning shipboard lifesaving, navigation, and engineering systems. Trained a group of new employees as a damage control team to facilitate emergency lifesaving and firefighting procedures in the event of a shipboard emergency.

**November 2006 – August 2014 | M/V Stuyvesant**

The Dutra Group | San Rafeal, CA

Responsible for the safe navigation, ship handling, and dredging operations of the 400' trailing suction hopper dredge Stuyvesant. Worked land reclamation jobs in Panama and Southwest Pass, Louisiana. Also, channel maintenance in Trinidad, Mexico, Dominican Republic, Columbia River and RotterdamNL. Managed a department of marine personnel to act as a team to complete the difficult task of offshore dredging in a safe manner.

**May 2005 – October 2007 | Chief Mate, M/V Yorktown Clipper**

Cruise West | Seattle, WA

Responsible for the safe navigation of the 200' M/V Yorktown Clipper in cruise itineraries on the East and West coast of the US, Central America, Caribbean Islands and Southeast Alaska. Manager of the deck department and ships medical officer. Worked with new employees and conducted training on an individual and team level to allow personnel to build skills necessary for a career at sea.

**September 2004 – November 2004| Able Seaman, ITB Jacksonville**

US Shipping | Edison, NJ

Worked on deck doing general shipboard/tanker related maintenance. Stood lookout watch and helmsman duty in the wheelhouse.

**Certifications and Credentials**

- 2<sup>nd</sup> Mate Oceans of vessels of any gross tonnage (held in continuity)
- Dynamic Positioning Operator Unlimited Certification
- GMDSS (FCC licensed radio operator)
- I-95 Corridor Coalition Freight Academy Graduate
- Vessel Security Officer/Facility Security Officer (VSO/FSO)
- Licensed Crane Operator and Certified Rigger
- OSHA Construction Safety and Health 30-hour certified
- Drug and Alcohol Specimen Collection Training for Shipboard Supervisors
- Hazardous Materials/Toxic Waste Management Vessel Shipper Certification

# SARAH FLINK

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## SUMMARY

Sarah Flink has been the executive director of CruiseMaine since 2017. With a mission to support, educate and promote Maine communities that are seeking sustainable cruise ship tourism, CruiseMaine serves as the one-stop shop for support in operations, destination management tools, compliance and marketing. As the state of Maine's specialist and spokesperson for cruise visitation, Sarah is recognized across the state as the leader for working with each community to advance their specific cruise goals.

## RELEVANT EXPERIENCE

📅 01/2017 - Present 📍 Portland, ME / New York, NY

- Serves as the liaison among multiple state agencies; representatives of Maine's nine cruise ports; regional partners from New York to Montreal; federal agencies including the U.S. Coast Guard and U.S. Customs and Border Protection; and cruise line executives
- Implemented and now maintains a new port call scheduling program to synchronize berth reservations across Maine ports and provide instant updates to local businesses, residents, law enforcement and elected officials
- Convened a stakeholder group to kickoff shore power including cruise lines, the City of Portland, the Governor's Energy Office and the local utility; carried that project through to a complete report on the grid upgrades needed to have shore power for cruise vessels in Portland
- Organized a demonstration of shore power hook up in Brooklyn, NY for Maine's electric utility staff working on the shore power study for Portland
- Arranged multiple environmental ship tours for elected officials, students, and other interested stakeholders
- Designed and executed the launch of a new destination management program in Portland, Maine called PortShare Promise, including a community feedback hotline

## EDUCATION

PhD, Philosophy

**Stony Brook University**

📅 09/2006 - 05/2010 📍 Stony Brook, NY

BS, Industrial Engineering

**Bradley University**

📅 09/1995 - 05/1999 📍 Peoria, IL

## STRENGTHS

### + Project Management and Resource Allocation

Recognized for managing timelines and budgets, quickly identifying and allocating resources.

### + Communication and Active Listening

Skilled communicator across levels with a focus on active listening; translating the needs of diverse stakeholders into clear and concise goals.

### + Relationship Building and Management

Proficient in developing and maintaining strategic relationships, rebuilding terms of challenging relationships, fostering collaboration.

## ADDITIONAL PROJECTS

Various Projects

📅 01/2017 - Present 📍 Portland, ME / New York, NY

Managed multiple key projects across different roles with a focus on improving operations, stakeholder relations, and strategic communications.

- Led a two-phase rebranding and relaunch of the CruiseMaine coalition
- Initiated and helped design a study establishing baseline data on the economic impact of cruise tourism in Maine
- Facilitated over 20 CDC-compliant "port agreements" to enable the restart of small ship cruise operations in 2021 in all nine of Maine's cruise ports and large ship cruise operations in 2022
- Served on a task force in Bar Harbor, Maine to negotiate new daily and monthly passenger caps

Christopher Mayo

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I am a skilled Mariner with years of experience in a wide variety of maritime environments. While attending Portland High School I lobster fished commercially with my father out of Peaks Island, Maine. In 2001, I bought my own boat and ran my own lobster business out of Portland and Peaks Island until 2004, when I went to work on National Oceanic and Atmospheric Administration (NOAA) fisheries research ships. I worked on the Albatross IV as a fisherman and then the Delaware II as a skilled fisherman and Able-bodied Seaman out of Woods Hole, Massachusetts. After two years on the East Coast I transferred onto the NOAA ship, John N. Cobb, out of Juneau, Alaska, where I worked as Chief Boatswain for a year and a half. During this time I augmented on the NOAA ship, Miller Freeman, out of Dutch Harbor, Alaska. In 2008, I returned to Maine to attend Maine Maritime Academy, earning my Associates of Science in Maritime Transportation with an emphasis on Small Vessel Operations.

I have a variety of skills encompassing all aspects of the maritime industry. I have worked and assisted in navigating from the Florida Keys to the coast of Maritime Canada and from Seattle, Washington to Dutch Harbor, Alaska. I have overseen, and directed, scientific operations on research ships ranging from small boat operations used in Cetacean Studies to large trawling operations in the Bering Sea to Gulf of Maine Ocean Observatory buoy deployments. I have held my Able-Bodied Seaman- Unlimited endorsement with life-boatman, medical person in charge, and fast rescue boat endorsements, as well as my USCG 200-ton Mates license. I received my AS degree from Maine Maritime Academy in Marine Transportation in 2011. During my time with NOAA, I also acquired my Working Diver Certificate and NAUI master diver certificate. While working for NOAA I attended classes at SUNY Maritime for my Standards of Training, Certification and Watch-keeping (STCW) Basic Safety credentials and obtained my Able-Bodied Seaman endorsement through Confident Captains - Ocean Pros, in Newport, Rhode Island.

My time with NOAA gave me the opportunity to work closely, in Woods Hole and on the West Coast, with scientists who are leaders in their field. I greatly advanced my knowledge level of all scientific fields of research I encountered, which included special emphasis on Whale

Studies and Migration and Feeding Habits of whales both on the East Coast and West. Due to my experiences both on NOAA vessels and commercial vessels, I have acquired significant knowledge of the Gulf Of Maine, particularly the area of George's Bank, Cashes Ledge, Jeffery's Ledge, East and West Cod Ledge, Three Dory Ridge, and all associated basins, as well as the entrances and approaches to Portland Harbor and the local tides and currents of Casco Bay. I am very familiar with the port facilities available up and down the East Coast as well and have working knowledge of these facilities' operations and needs.

As Chief Boatswain on the NOAA ship John N. Cobb, I oversaw all deck operations and maintenance as well as managing a workforce of four individuals. I also acted as scientific liaison between the scientific groups and the ship's command structure. I negotiated berthing arrangements in various ports in Alaska, as well as the maintenance of pier facilities in Juneau.

I spent 12.5 years as a Maine State Harbormaster in Wells (8.5yrs) and Cape Porpoise / Kennebunkport where I developed professional relationships with individuals in major policy and permitting agencies such as, Maine Department of Environmental Protection, Maine Department of Marine Resources, Maine Bureau of Submerged Lands, Maine Department of Public Lands, Department of Inland Fisheries and Wildlife, Federal Army Corps of Engineers, Secret Service, United States Coast Guard, Customs and Border Patrol, and United States Fish and Wildlife. Additionally, I have worked with closely Maine's U.S. Congressional delegation and state legislators as well as regulatory agencies to fulfill economically and environmentally sensitive projects responsibly through public relations and consensus building activities.

Since 2022 I have been the Director of Ports and Marine Infrastructure for the State at MaineDOT where I oversee numerous grant programs including grants from United States Fish and Wildlife, USDOT MARAD, ARPA, and CDS funds. I help develop and design port infrastructure facilities and coordinate construction of these projects from initial design through final construction including permitting, and financial administration.

## **Work History and Responsibilities**

### **2022 – Present Director of Ports and Marine Infrastructure MaineDOT**

- Oversee and administer multiple grant programs- both state and federal
- Clerk for the Maine Pilotage Commission
- Board member of the Portland Fish Pier board of directors as MaineDOT rep
- Project management and oversight of major marine infrastructure projects
- Grant application and management
- Consultancy on design and permitting of major marine projects.
- Collaborate with the Maine Port Authority on project administration and funding of improvements to Maine's ports.
- Coordination with State and Federal permitting agencies
- Outreach and communication with governing bodies, congressional delegations, NGOs, and municipal entities
- Develop and implementation of ports and marine planning initiatives

### **Law enforcement**

#### **2018 – 2022 Cape Porpoise / Kennebunkport Harbor Master**

Administration and oversight of Wells Harbor including:

- Major project coordinator
- Liaison to Federal and State agencies
- Grant writing
- Public relations
- Budget management
- Local ordinance enforcement and education
- Coordinating transient berths
- Assignment of slips and moorings
- Small boat work
- Pier and Float maintenance
- Vessel Assistance and Search and Rescue
- Law enforcement

#### **2010 – 2018 Wells Town Harbor Master, Department Head**

Administration and oversight of Wells Harbor including:

- Major project coordinator
- Liaison to Federal and State agencies
- Grant writing
- Public relations
- Budget management

- Local ordinance enforcement and education
- Coordinating transient berths
- Assignment of slips and moorings
- Small boat work
- Pier and Float maintenance
- Vessel Assistance and Search and Rescue
- Law enforcement

**2010 Cozy Harbor Seafood, Portland, Maine, Production Supervisor**

- Supervision of cooked lobster product utilizing BMP's and HACCP Guidelines
- Supervision of 64 employees in the production of Maine caught, locally generated seafood
- Travel to Newfoundland, Canada to learn and evaluate cutting edge Shrimp processing plant and their techniques and equipment for implementation at the St. John Street Cozy Harbor location

**2006 – 2008 NOAA**

**NOAA Ship John N. Cobb- Chief Boatswain/ AB**

- The successful deployment and retrieval of fishing gear including nets, pots and dredges, small vessels and scientific gear.
- The maintenance of all gear and mechanical systems of vessels
- Maintaining Look-out duties, security rounds, general ship cleaning
- Setting all watch schedules for the deck department
- Procurement of necessary deck and Maintenance supplies
- Worked 12 hour shifts on cruise of 12 to 18 straight days
- Responsible for advanced net maintenance and repairs while ashore and underway
- Small vessel and rescue boat coxswain
- Medical person in charge
- Liaison between ships command and scientific party
- Small boat coxswain working autonomously from larger vessel up glacial fjords and in shallow water situations
- Maintain all deck logs including Wire Rope Logs, Grease Round Logs, and Time and Attendance for all Deck Department Employees
- Participate in weekly monthly and quarterly drills
- Maintain all safety gear in accordance with SOLAS and US Coast Guard

**NOAA Ship Miller Freeman- Lead Fisherman**

- The successful deployment and retrieval of fishing gear including nets, pots and dredges, small vessels and scientific gear



- The maintenance of all gear and mechanical systems of vessels
- Maintaining Look-out duties, security rounds, general ship cleaning
- Setting all watch schedules for the deck department
- Procurement of necessary deck and Maintenance supplies
- Worked 12 hour shifts on cruise of 12 to 18 straight days
- Responsible for advanced net maintenance and repairs while ashore and underway
- Small vessel and rescue boat coxswain
- Medical person in charge

#### **2005 – 2006 NOAA Ship Delaware II- Skilled fisherman/ AB**

- The successful deployment and retrieval of fishing gear including nets, pots and dredges, small vessels and scientific gear
- The maintenance of all gear and mechanical systems of vessels
- Maintaining Look-out duties, security rounds, general ship cleaning
- Worked 12 hour shifts on cruise of 12 to 18 straight days
- Responsible for advanced net maintenance and repairs while ashore and underway
- Small vessel and rescue boat coxswain
- Medical person in charge
- Participate in weekly monthly and quarterly drills

#### **2004 – 2005 NOAA Ship Albatross IV- Fisherman**

- The successful deployment and retrieval of fishing gear including nets, pots and dredges, small vessels and scientific gear
- The maintenance of all gear and mechanical systems of vessels
- Maintaining Look-out duties, security rounds, general ship cleaning
- Worked 12 hour shifts on cruise of 12 to 18 straight days
- Participate in weekly monthly and quarterly drills
- Maintain all safety gear in accordance with SOLAS and US Coast Guard

#### **1998 – 2004 Commercial fisherman**

- The successful deployment and retrieval of fishing gear including nets, pots and dredges.
- The maintenance of all gear and mechanical systems of vessels
- The safe navigation and handling of vessels
- Proper bookkeeping and personnel management
- Maintain all safety gear in accordance with SOLAS and US Coast Guard

#### **Vessel Tonnages**

- Commercial vessels up to 29 tons
- NOAA Ship Albatross IV 186 ft. > 1100 tons

- NOAA Ship Delaware II 154 ft. > 500 tons
- NOAA Ship John N. Cobb 93 ft. > 250 tons
- NOAA Ship Miller Freeman 217 ft. > 2000 tons

### **Endorsements**

- MMD AB Unlimited w/ lifeboatman
- Medical Person in Charge
- Fast Rescue Boat
- NOAA Working Diver
- Radar Observer
- Celestial Navigation
- USCG 200 ton Mate (lapsed - 100 ton Captain's license in near future)
- USCG Assistance Towing Endorsement
- Maine Criminal Justice Academy Reserve Police Officer
- Maine Criminal Justice Academy Maine State Harbor Master Certificate

### **Organizations**

- International Propeller Club- Port of Portland Chapter 2011 to 2014
- Maine Harbormaster's Association- 2011 to present
- Maine Harbormaster's Association Board of Directors- 2012 to 2014

### **Skills**

- Seamanship, Navigation, Vessel Handling
- MS Word, Excel, Adobe
- Technical Writing
- Communications
- Grant Writing

### **Education**

- 2010 – Maine Maritime Academy, Associates of Science Maritime Transportation and Small Vessel Operation
- 2000 – Portland High School

### **Personal**

- Married, 2010
- 3 children aged 5, 2.5, 10 months