



Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

Our mission is to operate a safe, effective, 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.

Posted June 17, 2021 9:15 AM

Updated June 17, 2021 10:55 AM

JOINT MEETING OF THE AUTHORITY BOARD AND PORT COUNCIL

STEAMSHIP AUTHORITY

Tuesday, June 22, 2021 – 10:00 AM

**First Floor Meeting Room
SSA Administrative Offices
228 Palmer Avenue
Falmouth, MA 02540**

NOTE: Pursuant to Senate Bill 2475, signed into law by Gov. Baker on June 16, 2021, this meeting will be held virtually. The public may participate in the meeting, including Public Comment, by going to zoom.us and using meeting ID 874 1700 9198. Participants can also use the same meeting ID and join telephonically by calling one of the following numbers: 669-900-6833, 346-248-7799, 929-436-2866, 253-215-8782, 301-715-8592, or 312-626-6799.

AGENDA

1) Minutes

- a) Approval of the Port Council Minutes of the May 5, 2021 Meeting in Public Session
- b) Approval of the Board Minutes of the May 18, 2021 Meeting in Public Session

2) General Manager's Report

- a) Update on Ransomware Incident
- b) COVID-19
- c) Updates on Current Projects
 - i) Woods Hole Terminal Reconstruction Project (Marine and Landside)
 - ii) SQMS Update
 - iii) Website Update/Redesign

June 22, 2021 Steamship Authority Meeting Notice & Agenda

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- d) "8 Bells" Memorial Web Page
 - e) Proposed 2022 Winter and Spring Operating Schedules
 - f) Approval of Annual Salary Increases for Non-Union Personnel – Please see Staff Summary #HR-2021-1 dated June 16, 2021
- 3) Treasurer/Comptroller's Report
- a) Results of Operations – Business Summary for the Month of April 2021
- 4) Procurement
- a) Request for Authorization to Execute Change Orders No. 58 for Contract No. 09B-2012, "Contract for Final Design and Construction Administration Services" with BIA.studio.
- 5) Old/New Business
- a) Access Request from Plymouth and Brockton Bus
 - b) General Manager Annual Review
- 6) Items Not Reasonably Anticipated by the Chair
- 7) Public Comment

MEETING IN EXECUTIVE SESSION TO FOLLOW (See Next Page)

**STEAMSHIP AUTHORITY
Tuesday, June 22, 2021 – 10:00 AM**

**First Floor Meeting Room
SSA Administrative Offices
228 Palmer Avenue
Falmouth, MA 02540**

EXECUTIVE SESSION MEETING AGENDA

- 1) **Minutes** – Approval of the Minutes of the May 18, 2021 Meeting in Executive Session
- 2) **Security** –
 - a) Continuity of Operations Plan Updates;
 - b) Ransomware Incident
- 3) **Collective Bargaining Matters** – Anticipated and Ongoing Negotiations with the Unions (Teamsters Union Local 59, SEIU Local 888 and MEBA) of All the Authority's Represented Employees
- 4) **Contract Negotiation with Non-Union Personnel**
 - a) The Authority's Employment Contract with its General Manager, Robert B. Davis

PORT COUNCIL & AUTHORITY BOARD MEETING – JUNE 22, 2021

WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET
STEAMSHIP AUTHORITY

An aerial photograph of a port terminal, likely Woods Hole, with various structures, piers, and water areas. Overlaid on the image are technical diagrams and text. A large ship is docked at a pier, with a 500' dimension line indicating its length. To the left, a rectangular area is labeled 'MATERIAL BARGE 180' X 54''. Above it, a smaller area is labeled 'RANDY R...'. To the right of the barge, a vertical area is labeled 'LIFT BARGE'. A 60' dimension line is also visible near the barge. The main title 'Woods Hole Terminal Reconstruction Project update' is centered over the image in a large, bold, black font.

Woods Hole Terminal Reconstruction Project update



June 14, 2021



June 8, 2021



June 9, 2021



June 9, 2021



June 9, 2021



June 8, 2021



June 8, 2021



June 9, 2021



June 9, 2021



June 10, 2021



June 10, 2021



June 10, 2021



June 9, 2021



June 14, 2021



June 14, 2021

Waterside contract cost update

- Original contract price: \$43,143,280
- Change orders to date: \$9,478,115
- Change orders as percent of original contract: 22%
- Total contract: \$52,621,395
- Waterside cost estimate (2017): \$53,689,900
- Under original estimate to date: \$1,068,505

STAFF SUMMARY

Date: May 28, 2021

File# COMM-2021-03



TO:		FOR:		FROM:
X	General Manager		Vote	Dept.: Communications and Marketing
				Author: Sean F. Driscoll
X	Board Members	X	Information	Subject: "Eight Bells" memorial webpage

PURPOSE:

To inform the Members about the creation of a memorial page on the Authority's website for employees, retirees, and former Port Council and Board members.

BACKGROUND:

In response to a request from Port Council Member Nat Lowell of Nantucket at the February 3, 2021, Port Council meeting, to find a way to acknowledge the passing of longtime employees, a memorial page on the Authority's website has been established to note the deaths of individuals with connections to the Authority. The site, www.steamshipauthority.com/eightbells, is named in recognition of the maritime tradition in which the striking of the ship's bell eight times marked the end of a watch. The tolling of eight bells has also come to recognize the death of a seaman.

The Authority will include the following individuals on the site: former or retired employees who spent approximately 20 years or more with the Authority; employees who die while working for the Authority; and current or former Board or Port Council members. The Authority will only include those individuals whose publically available obituary specifically mentions their affiliation to the Steamship Authority, or whose family has directly contacted the Authority about their passing.

RECOMMENDATION:

Presented for information only.

Sean F. Driscoll
Communications Director

APPROVED:

Robert B. Davis
General Manager

STAFF SUMMARY

Date: June 17, 2021

File# SO-2021-03



TO:		FOR:		FROM:
X	General Manager	X	Vote	Dept.: Shoreside Operations
				Author: Alison A. Fletcher
X	Board Members		Information	Subject: 2022 Winter and Spring Operating Schedule

PURPOSE:

To present for approval the following proposed operating schedules:

- 2022 Winter and Spring Operating Schedules for the Nantucket route; and
- 2022 Winter and Spring Operating Schedules for the Martha's Vineyard route.

BACKGROUND:

This past March, the Authority placed newspaper advertisements of its proposed 2022 Winter, Spring, Summer and Fall Operating Schedules for both its Martha's Vineyard and Nantucket routes for the period from January 5, 2022, through January 2, 2023. ¹ Notices of the proposed schedules were also published for public comment on the Authority's website.

On April 18th, the Authority received a petition with respect to its proposed schedules that was signed by 103 residents of the Town of Falmouth. In their petition, the 103 Falmouth residents objected to the Authority's scheduling of a 5:30 a.m. freight trip from Woods Hole and they requested that the Authority cancel the approval of a 5:30 a.m. freight trip from Woods Hole. As has been the situation in the past, the petitioners objected to large trucks traveling to that 5:30 a.m. ferry because they wake up Falmouth residents beginning at 5:00 a.m. and earlier. The petitioners did not object to cars traveling on that ferry.

On May 3, 2021, the Authority conducted a public hearing on the proposed 2022 schedules. The only comments received at or following the hearing regarding the proposed 2022 Winter, Spring, Summer and Fall Operating Schedules for the Authority's Nantucket route; was for an increase in trips or allocations. Rather, the majority of comments received at the hearing and in writing both before and after the hearing have been directed at Martha's Vineyard's increasing freight traffic that travels to and from the Authority's Woods Hole terminal. In particular, the trucks

¹ The Authority's Enabling Act requires the Authority to post and advertise in newspapers with general circulation in Falmouth, Barnstable, Martha's Vineyard, Nantucket and New Bedford all of its proposed schedule changes at least 60 days prior to their effective date.

traveling on the ferry that leaves Woods Hole for Martha's Vineyard at 5:30 a.m. during the Authority's summer operating schedules.²

Because of the nature of the public comments directed to any of the Authority's proposed 2022 schedules for the Nantucket route, management recommends the approval of the 2022 Winter and Spring Operating Schedules for the Nantucket route. In sum, the proposed winter and spring operating schedules for the Nantucket route would start on January 5, 2022, one day later than in 2021, and run through May 16, 2022, two days earlier than this year. In addition, the 2022 Nantucket operating schedules would be essentially the same as the ones approved for 2021 with the exception of triple crewing the freight boats during the spring schedule.

Management is still reviewing the numerous public comments the Authority has received about the continued scheduling of the 5:30 a.m. freight trip from Woods Hole during the summer operating schedule. Accordingly, at this time management is not asking for approval of any Summer or Fall Operating Schedules for 2022 for the Martha's Vineyard route or the Nantucket route. Rather, management is asking that the Board defer consideration of those schedules until the staff finishes its review of those public comments and prepares a draft report recommending either that the Authority maintain those 2022 schedules as originally proposed, or that it make modifications to those proposed schedules.

Management is recommending that the Board approve the Authority's proposed 2022 Winter and Spring Operating Schedules for the Martha's Vineyard at this time. Since those proposed schedules, do not include a 5:30 a.m. freight trip from Woods Hole or result in an increase of the level of service from that which has been provided on the Martha's Vineyard route over the last several years. Specifically:

- The proposed 2022 Winter Operating Schedule for the Martha's Vineyard Route, which would run from January 5, 2022 through March 29, 2022, would start one day later and end 2 days earlier than in 2021. The Martha's Vineyard route would see no changes to quantity of trips, vessel crewing or the assigned vessels during this schedule, with the exception that the *M/V Nantucket* will operate in place of the *M/V Island Home* during portions of the winter schedule.

² For 2022, the Authority is proposing to once again operate a 5:30 a.m. freight trip from Woods Hole only during its Summer Operating Schedules with the motor vessel Governor from May 17th through October 19th. The proposed Summer Operating Schedules would be essentially the same summer schedules as the Authority ran in 2018 and 2019, as well as the same summer schedules that were approved for last year before the Authority's schedules were modified due to the emergency created by the Coronavirus pandemic. The proposed 2022 Summer Operating Schedules would be essentially the same summer schedules as the Authority's approved 2021 schedule. The Authority is also proposing to continue to limit the size of the trucks the Authority carries on its 5:30 a.m. freight trip from Woods Hole to trucks that are less than 40 feet in length, which it began doing in 2018, so that less noise is generated by the trucks that drive to the Authority's Woods Hole terminal in the early morning hours.

- The proposed 2022 Spring Operating Schedule for the Martha's Vineyard route, which would run from March 30, 2022 through May 16, 2022, would start two days earlier and end three days earlier than in 2021. Again, the Martha's Vineyard route would see no changes to the trip times, quantity of trips, or vessel crewing during this schedule.

RECOMMENDATION:

That the Members vote to approve the 2022 Winter and Spring, Operating Schedules for the Nantucket route, and the 2022 Winter and Spring Operating Schedules for the Martha's Vineyard route, as proposed.



Alison A. Fletcher
Director of Shoreside Operations

APPROVED:



Robert B. Davis
General Manager

2022
Martha's Vineyard

01/05/2022 - 03/29/2022

	TRIP		LV WH	DUE VH		VESSEL	TRIP		LV VH		DUE WH
Mon-Sat						KAT	200	%	5:30 AM		6:15 AM
Daily						MAR	6		6:00 AM		6:45 AM
Daily	5		6:00 AM	6:45 AM		IHM/NAN	8		7:00 AM		7:45 AM
Mon-Sat	203	%	6:30 AM	7:15 AM	HAZ/M-Sat	KAT					
Daily						KAT	204		7:30 AM		8:15 AM
Daily	7		7:00 AM	7:45 AM		MAR	10		8:15 AM		9:00 AM
Daily	9		8:15 AM	9:00 AM		IHM/NAN	12		9:30 AM		10:15 AM
Daily	207		8:35 AM	9:20 AM	HAZ/M-F	KAT	208		9:50 AM		10:35 AM
Daily	11		9:30 AM	10:15 AM		MAR	14		10:45 AM		11:30 AM
Daily	13		10:45 AM	11:30 AM		IHM/NAN	16		12:00 PM		12:45 PM
Daily	211		11:05 AM	11:50 AM		KAT	212		12:20 PM		1:05 PM
Daily	15		12:00 PM	12:45 PM		MAR	18		1:15 PM		2:00 PM
Daily	17		1:15 PM	2:00 PM		IHM/NAN	20		2:30 PM		3:15 PM
Daily	215		1:35 PM	2:20 PM	HAZ/Wed	KAT	216		2:50 PM		3:35 PM
Daily	19		2:30 PM	3:15 PM		MAR	22		3:45 PM		4:30 PM
Daily	21		3:45 PM	4:30 PM		IHM/NAN	24		5:00 PM		5:45 PM
Daily	219		4:05 PM	4:50 PM		KAT	220		5:20 PM		6:05 PM
Daily	23		5:00 PM	5:45 PM		MAR	26		6:15 PM		7:00 PM
Daily	25		6:15 PM	7:00 PM		IHM/NAN	28		7:15 PM		8:00 PM
Mon-Sat	223		6:30 PM	7:15 PM		KAT					
						KAT	224	#	7:30 PM		8:15 PM
Daily	27		7:30 PM	8:15 PM		MAR	30		8:30 PM		9:15 PM
Daily	29		8:30 PM	9:15 PM		IHM/NAN	32		9:30 PM		10:15 PM
	227	#	8:45 PM	9:30 PM		KAT					
Daily	31		9:45 PM	10:30 PM		MAR					

M/V Island Home 01/05/2022 - 01/10/2022

M/V Nantucket 01/11/2022 - 03/29/2022

Bold indicates freight vessel - limited passenger capacity.**Freight vessel trips will not appear on pocket schedules or color brochures.**

During peak travel periods, such as school vacation weeks, unscheduled trips may be added to meet traffic demands.

% Trips 200 and 203 are available to operate on Sundays, if needed.

Unscheduled freight trips available to operate, if needed.

M/V Martha's Vineyard

Triple crew - Operates 7 days a week from 6:00am - 10:30pm.

M/V Island Home or
M/V Nantucket

Triple crew - Operates 7 days a week from 6:00am - 10:15pm.

M/V Katama

Triple crew - Operates Monday through Saturday from 5:30am to 7:15pm.
Operates Sunday from 7:30am to 7:15pm.

**2022
Martha's Vineyard**

03/30/2022 - 05/16/2022

	TRIP		LV WH	DUE VH		VESSEL	TRIP		LV VH		DUE WH
Mon-Sat						WH	200	**	5:30 AM		6:15 AM HAZ/Wed
Daily						MAR	6		6:00 AM		6:45 AM
Daily	5		6:00 AM	6:45 AM		IHM	8		7:00 AM		7:45 AM
Mon-Sat	203	**	6:30 AM	7:15 AM HAZ/M-Sat		WH					
Daily						WH	204		7:30 AM		8:15 AM
Daily	7		7:00 AM	7:45 AM		MAR	10		8:15 AM		9:00 AM
Daily	9		8:15 AM	9:00 AM		IHM	12		9:30 AM		10:15 AM
Daily	207	%	8:35 AM	9:20 AM		WH	208		9:50 AM		10:35 AM HAZ/M-Sat
Daily	11		9:30 AM	10:15 AM		MAR	14		10:45 AM		11:30 AM
Daily	13		10:45 AM	11:30 AM		IHM	16		12:00 PM		12:45 PM
Daily	211		11:05 AM	11:50 AM		WH	212	%	12:20 PM		1:05 PM
Daily	15		12:00 PM	12:45 PM		MAR	18		1:15 PM		2:00 PM
Daily	17		1:15 PM	2:00 PM		IHM	20		2:30 PM		3:15 PM
Daily	215		1:35 PM	2:20 PM HAZ/Wed		WH	216		2:50 PM		3:35 PM
Daily	19		2:30 PM	3:15 PM		MAR	22		3:45 PM		4:30 PM
Daily	21		3:45 PM	4:30 PM		IHM	24		5:00 PM		5:45 PM
Daily	219		4:05 PM	4:50 PM		WH	220		5:20 PM		6:05 PM
Daily	23		5:00 PM	5:45 PM		MAR	26		6:15 PM		7:00 PM
Daily	25		6:15 PM	7:00 PM		IHM	28		7:15 PM		8:00 PM
Daily	223		6:30 PM	7:15 PM		WH					
Fri & Sun						WH	224	***	7:30 PM		8:15 PM
Daily	27		7:30 PM	8:15 PM		MAR	30		8:30 PM		9:15 PM
Daily	29		8:30 PM	9:15 PM		IHM	32		9:30 PM		10:15 PM
Fri & Sun	227	***	8:45 PM	9:30 PM		WH					
Daily	31		9:45 PM	10:30 PM		MAR					

Bold indicates freight vessel - limited passenger capacity.

Freight vessel trips will not appear on pocket schedules or color brochures.

During peak travel periods, such as school vacation weeks, unscheduled trips may be added to meet traffic demands.

** Unscheduled freight trips on Sundays are available to operate if needed.

*** Unscheduled freight trips on Monday through Thursday and Saturday are available to operate if needed.

% Trips 207 and 212 may operate as Hazardous on Monday thru Friday, if needed.

M/V Martha's Vineyard Triple crew - Operates 7 days a week from 6:00am - 10:30pm.

M/V Island Home Triple crew - Operates 7 days a week from 6:00am - 10:15pm.

M/V Woods Hole Triple crew - Operates Monday through Thursday and Saturday from 5:30am to 7:15pm, Friday from 5:30am to 9:30pm and Sunday from 7:30am to 9:30pm.

**2022
Nantucket**

01/05/2022 - 03/29/2022

	TRIP	LV HY	DUE NT	VESSEL	TRIP	LV NT	DUE HY
DAILY				NAN/EAG	102	6:30 AM	8:45 AM
Mon-Sat	301	5:45 AM	8:00 AM HAZ	WH/GAY	302	8:30 AM	10:45 AM HAZ
DAILY	103	9:15 AM	11:30 AM	NAN/EAG	106	12:00 PM	2:15 PM
Mon-Sat	305	11:15 AM	1:30 PM HAZ	WH/GAY	306	1:45 PM	4:00 PM HAZ
DAILY	107	2:45 PM	5:00 PM	NAN/EAG	110	5:30 PM	7:45 PM
Mon-Fri	309	4:30 PM	6:45 PM HAZ	WH/GAY	310	7:15 PM	9:30 PM HAZ
DAILY	111	8:00 PM	10:15 PM	NAN/EAG			

Bold indicates freight vessel - limited passenger capacity.

Freight vessel trips will not appear on pocket schedules or color brochures.

Trips 301, 302, 305 & 306 are available to operate on Sunday, if needed.

Trips 309 & 310 are available to operate on Saturday and Sunday, if needed.

M/V Nantucket 01/05/2022 to 01/10/2022

M/V Eagle 01/11/2022 to 03/29/2022

M/V Woods Hole 01/05/2022 to 01/10/2022

M/V Gay Head 01/11/2022 to 03/29/2022

M/V Nantucket or
M/V Eagle

Triple crew - Operates 7 days a week from 6:30am to 10:15pm.

M/V Woods Hole or
M/V Gay Head

Triple crew- Operates Monday - Friday 5:45am to 9:30pm &
Saturdays 5:45am to 4:00pm.

**2022
Nantucket**

03/30/2022 - 05/16/2022

	TRIP	LV HY	DUE NT	VESSEL	TRIP	LV NT	DUE HY
DAILY				EAG	102	6:30 AM	8:45 AM
DAILY	301	5:45 AM	8:00 AM HAZ/M-Sat	GAY	302	8:30 AM	10:45 AM HAZ/M-Sat
Mon-Sat	303	6:30 AM	8:45 AM	SAN	304	9:15 AM	11:30 AM
DAILY	103	9:15 AM	11:30 AM	EAG	106	12:00 PM	2:15 PM
DAILY	305	11:15 AM	1:30 PM HAZ/M-Sat	GAY	306	1:45 PM	4:00 PM HAZ/M-Sat
Daily	307	12:00 PM	2:15 PM	SAN	308	2:45 PM	5:00 PM
DAILY	107	2:45 PM	5:00 PM	EAG	110	5:30 PM	7:45 PM
DAILY	309	4:30 PM	6:45 PM	GAY	310	7:15 PM	9:30 PM
Sun-Fri	311	5:30 PM	7:45 PM	SAN	312	8:00 PM	10:15 PM
DAILY	111	8:00 PM	10:15 PM	EAG			

Bold indicates freight vessel - limited passenger capacity.

Freight vessel trips will not appear on pocket schedules or color brochures.

Trips 303 & 304 are available to operate on Sunday, if needed.

Trips 311 & 312 are available to operate on Saturday, if needed.

M/V Eagle

Triple crew - Operates 7 days a week from 6:30am to 10:15pm.

M/V Gay Head

Triple crew - Operates 7 days a week from 5:45am to 9:30pm.

M/V Sankaty

Triple crew - Operates Monday - Friday 6:30am to 10:15pm.
Saturdays 6:30am to 5:00pm and
Sunday 12:00pm to 10:15pm

STAFF SUMMARY

Date: June 17, 2021

File# HR-2021-01



TO:		FOR:		FROM:
	General Manager		Vote	Dept.: Human Resources
	Board Members		Information	Author: Janice L. Kennefick
				Subject: Proposed 2021 Annual Salary Increases for Non-Union Personnel

PURPOSE:

To request a vote of the Board's approval of the proposed 2021 wage and salary increase program for our Non-Union personnel consisting of approximately 90 employees.

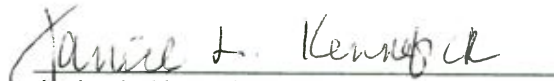
BACKGROUND:


Wage and salary increases for our non-union personnel are effective July 1st of each year, if granted, based on annual supervisory employees' employee performance evaluations. Each year management staff seeks updated market data for wage and salary budget and structure adjustments from Willis Towers Watson, a leading global advisory firm for employee compensation and benefits. Based on a recent salary increase market analysis by the firm, the recommendations for this year's wage and salary structure are:

- Total Overall Wage Increase – 3.0%
- Salary Structure Adjustment – 1.9%

RECOMMENDATION:

That the Members vote to approve the 2021 Non-Union performance wage and salary increase program as proposed.


 Janice L. Kennefick
 Director, Human Resources

APPROVED: 
 Robert B. Davis
 General Manager

Business Summary for the Month of April, 2021**Part I - Traffic Statistics**

	Month of April 2020	Month of April 2021	DIFF	%DIFF	YTD through April 2020	YTD through April 2021	DIFF	%DIFF
Number of Passengers Carried								
Martha's Vineyard	26,718	144,617	117,899	441.3%	309,800	412,817	103,017	33.3%
Nantucket								
Regular	4,048	18,245	14,197	350.7%	37,298	56,316	19,018	51.0%
Fast Ferry	0	15,590	15,590	100.0%	1,423	16,263	14,840	1042.9%
Subtotal - Nantucket	4,048	33,835	29,787	735.8%	38,721	72,579	33,858	87.4%
Total	30,766	178,452	147,686	480.0%	348,521	485,396	136,875	39.3%
Number of Automobiles Carried								
Martha's Vineyard								
Regular	3,711	18,415	14,704	396.2%	27,084	50,897	23,813	87.9%
Excursion	2,962	13,503	10,541	355.9%	36,778	45,541	8,763	23.8%
Subtotal - M. Vineyard	6,673	31,918	25,245	378.3%	63,862	96,438	32,576	51.0%
Nantucket								
Regular	625	3,105	2,480	396.8%	3,341	7,634	4,293	128.5%
Excursion	303	1,885	1,582	522.1%	5,009	6,867	1,858	37.1%
Subtotal - Nantucket	928	4,990	4,062	437.7%	8,350	14,501	6,151	73.7%
Total	7,601	36,908	29,307	385.6%	72,212	110,939	38,727	53.6%
Number of Trucks Carried								
Martha's Vineyard								
Less than 20' - Regular	1,656	4,607	2,951	178.2%	10,475	15,112	4,637	44.3%
Less than 20' - Excursion	1,508	3,938	2,430	161.1%	10,424	13,284	2,860	27.4%
20' and over	2,319	4,875	2,556	110.2%	12,541	16,259	3,718	29.6%
sub-total - M.Vineyard	5,483	13,420	7,937	144.8%	33,440	44,655	11,215	33.5%
Nantucket								
Less than 20' - Regular	350	1,074	724	206.9%	2,317	3,287	970	41.9%
Less than 20' - Excursion	261	818	557	213.4%	2,477	3,165	688	27.8%
20' and over	1,449	3,416	1,967	135.7%	7,752	10,172	2,420	31.2%
sub-total - Nantucket	2,060	5,308	3,248	157.7%	12,546	16,624	4,078	32.5%
Total	7,543	18,728	11,185	148.3%	45,986	61,279	15,293	33.3%

Business Summary for the Month of April, 2021**Part I - Traffic Statistics**

	Month of April 2020	Month of April 2021	DIFF	%DIFF	YTD through April 2020	YTD through April 2021	DIFF	%DIFF
Number of Cars Parked								
Woods Hole, Falmouth and Cataumet	628	6,062	5,434	865.3%	10,761	14,617	3,856	35.8%
Hyannis, Nantucket	90	1,959	1,869	2076.7%	1,300	3,168	1,868	143.7%
Total	718	8,021	7,303	1017.1%	12,061	17,785	5,724	47.5%
Average Length of Stay - Cars Parked (Days)								
Woods Hole, Falmouth and Cataumet	1.75	1.90	0.15	8.6%	1.74	1.80	0.06	3.4%
Hyannis, Nantucket	2.34	2.78	0.44	18.8%	3.02	2.90	(0.12)	-4.0%
Total	2.30	2.11	(0.19)	-8.3%	1.88	2.00	0.12	6.4%
Average Revenue per Passenger *								
Martha's Vineyard	\$ 7.24	\$ 7.95	\$ 0.71	9.8%	\$ 6.86	\$ 7.88	\$ 1.02	14.9%
Nantucket	17.54	23.27	5.73	32.7%	17.74	20.70	2.96	16.7%
Total	\$ 8.60	\$ 10.86	\$ 2.26	26.3%	\$ 8.07	\$ 9.80	\$ 1.73	21.4%
Average Revenue per Automobile								
Martha's Vineyard	\$ 55.34	\$ 60.67	\$ 5.33	9.6%	\$ 35.30	\$ 46.24	\$ 10.94	31.0%
Nantucket	169.58	172.78	3.20	1.9%	95.65	128.86	33.21	34.7%
Total	\$ 69.29	\$ 75.83	\$ 6.54	9.4%	\$ 42.28	\$ 57.04	\$ 14.76	34.9%
Average Revenue per Truck								
Martha's Vineyard	\$ 133.00	\$ 123.97	\$ (9.03)	-6.8%	\$ 109.10	\$ 118.05	\$ 8.95	8.2%
Nantucket	362.35	357.59	(4.76)	-1.3%	310.58	336.70	26.12	8.4%
Total	\$ 195.64	\$ 190.19	\$ (5.45)	-2.8%	\$ 164.07	\$ 177.36	\$ 13.29	8.1%

* Excludes any town embarkation fees.

Business Summary for the Month of April, 2021**Part IIa- Net Income (Loss) from Operations (Monthly)**

	April ACTUAL 2020	April ACTUAL 2021	ACTUAL 2021 vs. ACTUAL 2020	April BUDGET 2021	ACTUAL 2021 vs. BUDGET
Vs. 2021 Operating Budget					
Net Income (Loss) from Operations					
Operating Revenues	\$ 2,446,985	\$ 9,044,706	\$ 6,597,721	\$ 8,287,947	\$ 756,759
Other Income	155,940	258,182	102,242	176,830	81,352
Total Income	2,602,925	9,302,888	6,699,963	8,464,777	838,111
Operating Expenses	7,740,663	8,930,499	1,189,836	8,626,713	303,786
Fixed Charges and Other Expenses	347,073	313,803	(33,270)	313,409	394
Total Expenses	8,087,736	9,244,302	1,156,566	8,940,122	304,180
Net Operating Income (Loss)	\$ (5,484,811)	\$ 58,586	\$ 5,543,397	\$ (475,345)	\$ 533,931

Operating Revenues:					
Auto Revenue	525,529	\$ 2,802,511	\$ 2,276,982	\$ 2,311,051	\$ 491,460
Freight Revenue	1,471,304	3,564,051	2,092,747	3,255,323	308,728
Passenger Revenue	285,381	1,977,871	1,692,490	2,015,700	(37,829)
Bicycle, Mail, Misc. Voyage Rev.	(244)	9,333	9,577	49,771	(40,438)
Revenue from Terminal Operations	64,396	335,405	271,009	322,175	13,230
Parking Revenue	82,683	260,639	177,956	238,051	22,588
Rents	17,936	94,896	76,960	95,876	(980)
Sub-Total - Operating Revenue	2,446,985	9,044,706	6,597,721	8,287,947	756,759
Other Income:					
Interest Income	9,791	4,625	(5,166)	49,000	(44,375)
Miscellaneous Income	146,149	253,557	107,408	127,830	125,727
Sub-Total - Other Income	155,940	258,182	102,242	176,830	81,352
Total Income	\$ 2,602,925	\$ 9,302,888	\$ 6,699,963	\$ 8,464,777	\$ 838,111

Part IIa- Net Income (Loss) from Operations (Monthly)

	April ACTUAL 2020	April ACTUAL 2021	ACTUAL 2021 vs. ACTUAL 2020	April BUDGET 2021	ACTUAL 2021 vs. BUDGET
Vs. 2021 Operating Budget					
Operating Expenses:					
Wages	\$ 2,056,801	\$ 3,095,798	\$ 1,038,997	\$ 3,143,856	\$ (48,058)
Pensions Health & Welfare	1,555,870	1,394,313	(161,557)	1,554,494	(160,181)
Payroll Taxes	188,564	207,319	18,755	221,112	(13,793)
Depreciation	1,054,092	1,186,037	131,945	1,142,386	43,651
Vessel Fuel Oil	157,099	604,258	447,159	487,115	117,143
Insurance	342,004	361,812	19,808	365,009	(3,197)
Direct Vessel Maintenance (Excl'd. Wages)	1,569,662	464,872	(1,104,790)	238,550	226,322
Direct Terminal Maintenance (Excl'd. Wages)	38,688	33,462	(5,226)	419,700	(386,238)
Utilities	169,695	173,185	3,490	177,690	(4,505)
Other	608,188	1,409,443	801,255	876,801	532,642
Sub-Total - Operating Expenses	7,740,663	8,930,499	1,189,836	8,626,713	303,786
Fixed Charges and Other Expenses:					
Bond Interest & Expense	306,801	275,099	(31,702)	276,434	(1,335)
Misc. Charges or Deductions	40,272	38,704	(1,568)	36,975	1,729
Sub-Total - Other Expenses	347,073	313,803	(33,270)	313,409	394
Total Expenses	\$ 8,087,736	\$ 9,244,302	\$ 1,156,566	\$ 8,940,122	\$ 304,180
Net Operating Income (Loss)	\$ (5,484,811)	\$ 58,586	\$ 5,543,397	\$ (475,345)	\$ 533,931

Budgetary Management Discussion and Analysis - April, 2021

Total operating revenues for April increased by \$756,759 or 9.1% versus the amount projected in the 2021 operating budget, for a total of \$9,044,706 in operating revenues. Passenger revenues for the month were down \$38,000 versus budget projections, which represents a decrease of 1.9%. Automobile revenues were up \$491,000 or 21.3%, versus budget projections for April. Freight revenues were up \$309,000, or 9.5%, versus budget projections for the month. Parking revenues were up during April by \$23,000, or 9.5%. Concession revenues in April were down \$46,000 or 100.0%. Rent revenues from barge unloading and rental car space were down \$1,000 or 1.0% in April versus budget.

During April, the vessels made a combined 1,921 trips. This represents an increase of 25 trips, or 1.3%, versus the originally budgeted amount for the month. On the Vineyard route, 0 trips were canceled for mechanical reasons, 2 for weather related and 1 for traffic demands while 0 unscheduled trips and 0 available trips were added. On the Nantucket route, 0 trips were canceled for mechanical reasons, 22 for weather related and 0 for traffic demands while 4 unscheduled and 44 available trips were added.

Total operating expenses for the month were up \$303,786 or 3.5% versus the amount projected in the 2021 budget for a total of \$8,930,499. Maintenance expenses for the month were down \$302,000 or 20.9%, versus budget. Repair expenses for the M/V Martha's Vineyard were up \$95,000; repairs for the M/V Woods Hole were up \$31,000; repairs on the M/V Governor were up \$35,000; the M/V Sankaty repair expenses were up \$5,000; repairs for the M/V Nantucket were down \$123,000; repair expenses for the M/V Katama were up \$37,000; repairs on the M/V Eagle were up \$2,000; repairs on the M/V Gay Head were up \$6,000; repairs for the M/V Island Home were up \$10,000; and repairs for the M/V Iyanough were up \$31,000 versus budget. Repairs to buildings and structures were down \$390,000, repairs to motor vehicles were down \$35,000 and repairs to office and terminal equipment was up \$20,000 for the month.

Vessel fuel expense of \$604,000 was up by \$117,000 or 24.0% versus budget estimates. The average actual cost per gallon for vessel fuel oil in April was \$2.156, including net hedging costs, while the budgeted cost was \$1.760 per gallon. During April, the vessels logged 31,076 miles, which were 756 miles higher than budget, or an increase of 2.5%. During April, 287,000 gallons of vessel fuel were consumed. This represents an increase of 10,000 gallons, or 3.7%, versus budget. Insurance expenses were down \$3,000 versus budget. General administrative expenses for the month were up \$376,000 or 16.2%. Legal expense was down \$7,000; pension expense was down \$50,000, health care expense was down \$128,000, disability contributions were down \$8,000, unemployment contributions were up \$26,000, training expense was up \$484,000 and credit card expense was up \$87,000.

Other income, including interest income, debt premium and license income, totaled \$258,182 and was \$81,352 higher than budget projections. Income deductions, including interest on funded debt and pension withdrawal, totaled \$313,409 and were \$394 higher than budget. The Authority's net operating income for the month of April, including other income, income deductions and bond interest expense, was \$58,586 or \$533,931 higher than the budgeted net loss for the month.

Business Summary for the Year-To-Date as of April, 2021 (Continued)**Part IIb- Net Income (Loss) from Operations (Year to Date)**

	YTD - April ACTUAL 2020	YTD - April ACTUAL 2021	YTD ACTUAL 2021 vs. YTD ACTUAL 2020	YTD - April BUDGET 2021	YTD ACTUAL 2021 vs. YTD BUDGET
Vs. 2021 Operating Budget					
Net Income (Loss) from Operations					
Operating Revenues	\$ 14,766,551	\$ 23,815,675	\$ 9,049,124	\$ 22,574,475	\$ 1,241,200
Other Income	738,489	873,886	135,397	800,703	73,183
Total Income	15,505,040	24,689,561	9,184,521	23,375,178	1,314,383
Operating Expenses	36,065,684	34,467,188	(1,598,496)	35,352,090	(884,902)
Fixed Charges and Other Expenses	1,352,854	1,325,889	(26,965)	1,322,551	3,338
Total Expenses	37,418,538	35,793,077	(1,625,461)	36,674,641	(881,564)
Net Operating Income (Loss)	\$ (21,913,498)	\$ (11,103,516)	\$ 10,809,982	\$ (13,299,463)	\$ 2,195,947

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Operating Revenues:					
Auto Revenue	\$ 3,039,892	\$ 6,341,125	\$ 3,301,233	\$ 5,547,149	\$ 793,976
Freight Revenue	7,519,743	10,864,106	3,344,363	10,002,819	861,287
Passenger Revenue	2,918,544	4,901,379	1,982,835	5,172,368	(270,989)
Bicycle, Mail, Misc. Voyage Rev.	148,337	12,360	(135,977)	125,988	(113,628)
Revenue from Terminal Operations	643,690	862,634	218,944	956,075	(93,441)
Parking Revenue	362,640	508,023	145,383	507,696	327
Rents	133,705	326,048	192,343	262,380	63,668
Sub-Total - Operating Revenue	14,766,551	23,815,675	9,049,124	22,574,475	1,241,200
Other Income:					
Interest Income	47,070	23,746	(23,324)	206,000	(182,254)
Miscellaneous Income	691,419	850,140	158,721	594,703	255,437
Sub-Total - Other Income	738,489	873,886	135,397	800,703	73,183
Total Income	\$ 15,505,040	\$ 24,689,561	\$ 9,184,521	\$ 23,375,178	\$ 1,314,383

Part IIb- Net Income (Loss) from Operations (Year to Date)

	YTD - April ACTUAL 2020	YTD - April ACTUAL 2021	YTD ACTUAL 2021 vs. YTD ACTUAL 2020	YTD - April BUDGET 2021	YTD ACTUAL 2021 vs. YTD BUDGET
Vs. 2021 Operating Budget					
Operating Expenses:					
Wages	\$ 10,728,530	11,606,955	\$ 878,425	\$ 11,658,849	\$ (51,894)
Pensions Health & Welfare	5,528,662	5,583,927	55,265	5,563,572	20,355
Payroll Taxes	778,833	795,171	16,338	845,754	(50,583)
Depreciation	4,246,969	4,639,784	392,815	4,570,181	69,603
Vessel Fuel Oil	1,091,237	1,591,242	500,005	1,410,816	180,426
Insurance	1,390,265	1,450,372	60,107	1,460,030	(9,658)
Direct Vessel Maintenance (Excl'd. Wages)	8,214,319	3,658,726	(4,555,593)	4,661,322	(1,002,596)
Direct Terminal Maintenance (Excl'd. Wages)	216,763	164,653	(52,110)	835,150	(670,497)
Utilities	692,176	771,066	78,890	673,170	97,896
Other	3,177,930	4,205,292	1,027,362	3,673,246	532,046
Sub-Total - Operating Expenses	36,065,684	34,467,188	(1,598,496)	35,352,090	(884,902)
Fixed Charges and Other Expenses:					
Bond Interest & Expense	1,152,963	1,170,195	17,232	1,173,772	(3,577)
Misc. Charges or Deductions	199,891	155,694	(44,197)	148,779	6,915
Sub-Total - Other Expenses	1,352,854	1,325,889	(26,965)	1,322,551	3,338
Total Expenses	37,418,538	35,793,077	(1,625,461)	36,674,641	(881,564)
Net Operating Income (Loss)	(21,913,498)	(11,103,516)	10,809,982	(13,299,463)	2,195,947

Budgetary Management Discussion and Analysis: January - April, 2021

Year to date total operating revenues increased by \$1,241,200 or 5.5% versus the amount projected in the 2021 operating budget, for a total of \$23,815,675 in operating revenues. Passenger revenues for the year to date were down \$271,000 versus budget projections, which represents a 5.2% decrease. Automobile revenues were up \$794,000 or 14.3%, versus budget projections. Freight revenues were up \$861,000 or 8.6%, versus budget projections. Parking revenues were up, \$500 or 0.1%, compared to budget forecast. Rent revenues from barge unloading and rental car space were up \$64,000, or 24.3%, versus budget.

Year to date, the vessels made a combined 6,055 trips. This represents a decrease of 453 trips, or 6.9%, versus budget. On the Vineyard route, 26 trips were canceled for mechanical reasons, 68 for weather related and 352 for traffic demands, while 7 unscheduled trips and 0 available trips were added. On the Nantucket route, 2 trips were canceled for mechanical reasons, 72 for weather related and 26 for traffic demands, while 36 unscheduled trips and 50 available trips were added.

Year to date operating expenses were down \$884,902 or 2.5%, versus the amount projected in the 2021 budget for a total of \$34,467,188. Maintenance expenses for the year are down \$1,940,000 or 21.6%, versus budget. Repairs for the M/V Martha's Vineyard were up \$125,000; the M/V Woods Hole repair expense was down \$67,000; repair expenses for the M/V Governor were down \$45,000; repair expenses for the M/V Sankaty were down \$127,000; M/V Nantucket repair expenses were down \$430,000; repairs on the M/V Katama are up \$167,000; repair expenses for the M/V Eagle were up \$76,000; repairs on the M/V Gay Head were down \$176,000; M/V Island Home repair expenses were down \$108,000; and repair expenses for the M/V Iyanough were down \$636,000. Terminal and dolphin and dock repairs in Vineyard Haven were up \$13,000; while Oak Bluffs were down \$307,000; Woods Hole were down \$76,000; Nantucket were down \$142,000 and were down in Hyannis by \$224,000. Motor vehicle repairs were down \$241,000 and other maintenance expense was up by \$64,000.

Vessel fuel expense of \$1,591,000 was up \$180,000 or 12.8%, above budget estimates. The average actual cost per gallon for vessel fuel oil was \$2.064 including net hedging costs, while the budgeted cost was \$1.761 per gallon. 85,180 vessel miles have been logged in the year, a decrease of 3,932 miles, or 4.4%, versus budget. 784,000 gallons of vessel fuel were consumed. This represents a decrease of 17,000 gallons or 2.1% versus budget. General administrative expenses for the year were up 5.5%, or \$480,000. Legal expense was down \$23,000, pension expense was down \$12,000, health care costs were down \$147,000, Families First Coronavirus Response Act paid sick leave costs were up \$2,000, disability contributions were up \$54,000, and unemployment contributions were up \$124,000. Training expense was up \$486,000 and credit card fees were up \$158,000.

Other income, including interest income, debt premium, and license income, totaled \$873,886 and was \$73,183 higher than budget projections. Income deductions, including interest on funded debt and pension withdrawal, totaled \$1,325,889 and were \$3,338 higher than budget. Year to date, the Authority's net operating loss, including other income, income deductions and bond interest expense, was \$11,103,515 or \$2,195,947 lower than budget projections.

Part III - Cash Balances

	April, 2021 Amount	Variance vs. Budget Positive / (Negative)	Year to Date Amount	Variance vs. Budget Positive / (Negative)
Cash Balance - Operations Fund				
Beginning Balance	\$ 20,708,908	\$ 2,049,879	\$ 12,691,469	\$ 941,469
Cash Receipts	12,339,632	1,056,606	47,597,552	5,240,278
Cash Receipts - Grants	-	-	-	-
Cash Receipts - Capital Projects	-	-	-	-
Cash Disbursements	(10,117,919)	(1,105,145)	(33,757,088)	(2,483,345)
Cash Disbursements - Capital Projects	-	-	-	-
Transfers to Special Purpose Funds	(1,750,440)	(1,750,440)	(5,351,753)	(3,447,503)
Ending Balance	<u>\$ 21,180,182</u>	<u>\$ 250,900</u>	<u>\$ 21,180,182</u>	<u>\$ 250,900</u>
Cash Balance - Special-Purpose Funds				
Sinking Fund				
Beginning Balance	\$ 3,612,832	\$ 1,681,673	\$ 9,635,184	\$ -
Transfers from Revenue Fund	1,750,440	1,750,440	5,351,753	3,447,503
Income from Investments	489	(761)	3,549	(16,151)
Accrued Interest Received	-	-	-	-
Debt Service Payments	-	-	(9,626,725)	-
Ending Balance	<u>\$ 5,363,761</u>	<u>\$ 3,431,352</u>	<u>\$ 5,363,761</u>	<u>\$ 3,431,352</u>
Replacement Fund				
Beginning Balance	\$ 10,319,038	\$ (11,706)	\$ 10,315,194	\$ -
Transfers from Revenue Fund	-	-	-	-
Transfers from Bond Redemption	-	-	-	-
Proceeds from Disposal of Property	-	-	-	-
Income from Investments	1,037	(1,763)	4,881	(13,469)
Withdrawals	-	1,000,000	-	1,000,000
Ending Balance	<u>\$ 10,320,075</u>	<u>\$ 986,531</u>	<u>\$ 10,320,075</u>	<u>\$ 986,531</u>
Reserve Fund				
Beginning Balance	\$ 3,507,551	\$ (5,543)	\$ 3,506,244	\$ -
Transfers from Revenue Fund	-	-	-	-
Income from Investments	352	(1,948)	1,659	(7,491)
Transfers to Bond Redemption Acct.	-	-	-	-
Ending Balance	<u>\$ 3,507,903</u>	<u>\$ (7,491)</u>	<u>\$ 3,507,903</u>	<u>\$ (7,491)</u>
Bond Redemption Account				
Beginning Balance	\$ 880,684	\$ (1,422)	\$ 880,356	\$ -
Transfers from Revenue Fund	-	-	-	-
Transfers from Reserve Fund	-	-	-	-
Transfers to Replacement Fund	-	-	-	-
Income from Investments	88	(462)	416	(1,884)
Ending Balance	<u>\$ 880,772</u>	<u>\$ (1,884)</u>	<u>\$ 880,772</u>	<u>\$ (1,884)</u>

Part III - Cash Balances

	April, 2021 Amount	Variance vs. Budget Positive / (Negative)	Year to Date Amount	Variance vs. Budget Positive / (Negative)
Capital Improvement Fund				
Beginning Balance	\$ 5,918,734	\$ 3,494,229	\$ 7,824,505	\$ -
From Bond/Note Issue		-	-	-
Income from Investments	595	595	3,144	3,144
Withdrawals		2,424,505	(1,908,320)	5,916,185
Ending Balance	<u>\$ 5,919,329</u>	<u>\$ 5,919,329</u>	<u>\$ 5,919,329</u>	<u>\$ 5,919,329</u>

Part IV - Cash Transfers to Special Purpose Funds for 2021

	2021 Budget	2021 Estimate
Cash Transfers from Revenue Fund:		
To Sinking Fund (for current debt service requirements)	\$ 10,625,550	\$ 10,625,550
To Replacement Fund (2020 max. transfers - \$13,150,273)	12,547,362	13,150,273
To Reserve Fund	-	-
To Bond Redemption Account	-	2,313,928
Total Transfers to Special Purpose Funds	<u>\$ 23,172,912</u>	<u>\$ 26,089,751</u>

Business Summary for the Month of April, 2021

Part V - Allocation of Net Operating Income by Route for 2021

Allocation of Net Operating Income by Route for 2021

	Martha's Vineyard	Nantucket	Total
Operating Revenues	\$ 72,878,162	\$ 49,537,881	\$ 122,416,043
Other Non-Service Income - Net	936,682	2,034,325	2,971,007
Total Income	<u>\$ 73,814,844</u>	<u>\$ 51,572,206</u>	<u>\$ 125,387,050</u>
% Distribution by Route	58.9%	41.1%	100.0%
Cost of Service	<u>\$ 68,878,141</u>	<u>\$ 46,808,261</u>	<u>\$ 115,686,402</u>
% Distribution by Route	59.5%	40.5%	100.0%
Net Operating Income by Route for 2021	<u>\$ 4,936,703</u>	<u>\$ 4,763,945</u>	<u>\$ 9,700,648</u>
% Distribution by Route	50.9%	49.1%	100.0%

* Based on actual net operating income (loss) for the four months plus 8 months of projected net operating income (loss) for the remainder of the year, per the 2021 Operating Budget

Part VI - Share of Market versus Licensed Ferry Services

	April Amount	Change vs. Prev. Yr.	Year to Date Amount	Change vs. Prev. Yr.
License Fee Income	\$ 56,959	\$ 68,036	\$ 184,998	\$ 44,507
Weather Observations #	April Amount	Change vs. Prev. Yr.		
Average Maximum Temperature (Fahrenheit)	55.9	4.3		
Total Precipitation (in water equivalent inches)	2.81	-2.26		
Number of Days with Measurable Precipitation	9	(7)		

Based on NOAA, National Climatic Data Center unedited climatological data for Barnstable Airport in Hyannis

Part VII - Share of Market versus Licensed Ferry Services

Number of Passengers Carried	April Amount	Change vs. Prev. Yr.		Year to Date Amount	Change vs. Prev. Yr.	
Martha's Vineyard						
Steamship Authority	144,617	117,899	441.3%	412,817	103,017	33.3%
Hy-Line						
Regular	0	0	0.0%	0	0	0.0%
High Speed	0	0	0.0%	0	0	0.0%
Subtotal Hy-Line	0	0	0.0%	0	0	0.0%
Falmouth Ferry Service	0	0	0.0%	0	0	0.0%
SeaStreak (New Bedford)	0	0	0.0%	0	0	0.0%
SeaStreak (New York City)	0	0	0.0%	0	0	0.0%
Total *	144,617	117,899	441.3%	412,817	103,017	33.3%
Nantucket						
Steamship Authority						
Regular	18,245	14,197	350.7%	56,316	19,018	51.0%
Fast Ferry (Prior to April 2)	0	0	0.0%	673	(750)	-52.7%
Fast Ferry (April 2) (in service 2019)	0	0	0.0%	0	0	0.0%
Fast Ferry (April 3 and after)(in service 2020)	15,590	0	0.0%	15,590	15,590	100.0%
Subtotal - Nantucket	33,835	29,787	735.8%	72,579	33,858	87.4%
Hy-Line						
Regular	0	0	0.0%	0	0	0.0%
HighSpeed (Prior to April 2)	0	0	0.0%	73,165	(21,625)	-22.8%
HighSpeed (April 2)(IYA in service 2019)	0	0	0.0%	0	0	0.0%
HighSpeed (April 3 & after)(IYA in service 2020)	32,548	29,092	841.8%	32,548	29,092	841.8%
Subtotal Hy-Line	32,548	28,906	793.7%	105,713	7,421	7.5%
Freedom Cruise Line (Harwich)	0	0	0.0%	0	0	0.0%
SeaStreak (New Bedford)	0	0	0.0%	0	0	0.0%
SeaStreak (New York City)	0	0	0.0%	0	0	0.0%
Total	66,383	58,693	763.2%	178,292	41,279	30.1%

M/V Iyanough in service 04/03/2020 - 01/03/2021 and 04/01/2021 - 01/04/2022.

* Note: Island Queen passenger service is grandfathered and as such traffic counts are not included .

STAFF SUMMARY

Date: June 16, 2021

File# GM-761



TO:		FOR:		FROM:
	General Manager	x	Vote	Dept.: Woods Hole Reconstruction Project Author: William J. Cloutier
x	Board Members	x	Information	Subject: Woods Hole Terminal Design Change Order 58 Contract #9B-2012

PURPOSE:

To request a vote of the Board to authorize the General Manager to execute Change Order No. 58 for Contract No. 9B-2012 "Woods Hole Ferry Terminal Design" with BIA Studios for the fixed amount of \$141,844.00.

BACKGROUND:

This change order is for the additional work required for LEED and LEED Zero certifications for both the terminal building and the utility building. In order to obtain LEED credits, additional energy modeling, documentation and testing will be required above and beyond what would normally be required for the preparation of bid documents. In addition, there will be additional administration costs for LEED technical review submissions.

The total fee amount of \$141,844.00 includes fees from the following organizations: BIA Studios -Architect, Soden Sustainability – LEED Specialist. Garcia, Galuska, DeSouza – ME/P Engineering, GZA GeoEnvironmental- Civil Engineering, IBI Group – Landscape Architecture, and ThortonTomasetti – Structural Engineering.

RECOMMENDATION:

The staff recommends that the Members vote to authorize the General Manager to execute Change Order No. 58 for Contract No. 9B-2012 "Woods Hole Ferry Terminal Design" with BIA Studios for a total fixed cost of \$141,844.00

William J. Cloutier
Woods Hole Reconstruction Project Manager

APPROVED:

Robert B. Davis
General Manager



June 1, 2021

Mr. William Cloutier, PE
Facilities Engineering Manager
Woods Hole, Martha's Vineyard and Nantucket Steamship Authority
228 Palmer Avenue
Falmouth, MA 02544

Re: CO 58 Additional Services Proposal – Woods Hole Ferry Terminal Reconstruction
Sustainable Design / LEED Project Management Service

Dear Bill:

At the request of the Steamship Authority, BIA.studio has prepared the following proposal for LEED documentation and administration services.

Scope of Work

To achieve the LEED and LEED Zero certifications for the project, additional work is required of each of the project's Design Team disciplines to meet the special requirements of the LEED certification process. The scope of work will require separate certification submissions for the Terminal Building and Utility Building. Tasks include additional design, energy modeling, preparation of drawings and specifications to meet certain LEED credits, preparation of LEED submission documentation, and administration of the LEED technical review submissions.

This proposal excludes Construction Administration services, which will be integrated into the general project Construction Administration fees.

Scope of Services

BIA.studio – Architecture and Project Management

- Provide overall coordination and management
- Act as LEED Certification Agent and Project Administrator
- Assemble and review LEED technical review submissions
- Develop LEED documentation for the following credits: SS-Surrounding Density and Diverse Uses, SS-Access to Quality Transit, MR-Environmental Product Declarations, MR-Sourcing of Raw Materials, MR-Material Ingredients, EQ-Low-Emitting Materials, EQ-Thermal Comfort, EQ-Interior Lighting, EQ-Daylight, EQ-Quality Views, IN-Design for Enhanced Resilience, IN-LEED AP

Soden Sustainability – LEED Specialist

- Develop and maintain LEED workplan
- Develop and maintain LEED scorecard
- Provide LEED technical assistance to SSA and all design team disciplines for all credits
- Develop narratives and calculations for Innovation Credits
- Perform specification and drawing technical peer review

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- Perform LEED documentation review for all credits

Garcia, Galuska, DeSousa – M/E/P Engineering

- Perform energy modeling and analysis to meet LEED criteria and Net Zero requirements
- Perform Life Cycle Cost Analysis for LEED baseline and proposed system
- Provide LEED documentation for the following credits: LT-Electric Vehicles, SS-Light Pollution Reduction, WE-Indoor Water Use Reduction, WE-Building-Level Water Metering, EA-Minimum Energy Performance, EA-Building Level Energy Metering, EA-Fundamental Refrigerant Management, EA-Optimize Energy Performance, EA-Renewable Energy Production, EQ-Minimum Indoor Air Quality Performance, EQ-Enhanced Indoor Air Quality Strategies, EQ-Construction Indoor Air Quality Management Plan, EQ-Thermal Comfort, EQ-Interior Lighting, IN-Net Zero Innovation, IN-Optimize Energy Performance, RP-Renewable Energy Production, RP=Optimize Energy Performance, RP-Indoor Water Use Reduction

GZA GeoEnvironmental – Civil Engineering

- Provide LEED documentation for SS-Site Assessment Credit including Hydrology, Topography, Soils, Human Use, Human Health Affects
- Develop Construction and Demolition Waste Management Plan
- Develop Assessment and Planning for Resilience documentation

IBI Group – Landscape Architecture

- Design site irrigation system to meet LEED outdoor water use prerequisite. (Base design scope did not include full irrigation system design)
- Provide LEED documentation for the following Credits: LTS-Sensitive Land Protection, LT-Surrounding Density and Diverse Use, LT-Bicycle Facilities, Site Assessment, WE-Outdoor Water Use Reduction

Thornton Tomasetti – Structural Engineering

- Develop LEED documentation for the following Credits: MR-Building Life-Cycle Impact Reduction, MR-Sourcing of Raw Materials

Schedule

This proposal is based on the following design schedule described in CO-54. All work associated with the certification processes will be performed concurrent with the other design phase services.

Fee for Services

Terminal Building & Site	\$98,671
Utility Building	\$43,173
Total	\$141,844

CO Amount: \$141,844

(One hundred and forty one thousand, eight hundred and forty four dollars). This fee will be a lump sum amount and will be billed monthly by percentage of completion.

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Associated Costs and Credits (NIC)

In addition to the administrative and documentation services fee detailed above, the following estimated fees and credits are outlined to provide an estimated total cost picture for achieving the LEED and LEED Zero certifications. These fees and credits are to be paid directly by SSA and are not part of this cost proposal.

<u>LEED Certification Fees *</u>		<u>\$8,800</u>
Registration	\$1,500	
Terminal Building & Site Technical Review 1	\$2,740	
Terminal Building & Site Technical Review 2	\$910	
Utility Building Technical Review 1	\$2,740	
Utility Building Technical Review 2	\$910	
<u>LEED Zero Certification Fees *</u>		<u>\$4,000</u>
Terminal Building Certification	\$2,000	
Utility Building Certification	\$2,000	
<u>Commissioning **</u>		<u>\$20,030</u>
Third Party Commissioning Agent Fee (Estimated @ \$1.25/sf)	\$20,030	
<u>Mass Save Incentives ***</u>		<u>(\$39,054)</u>
Construction Incentive (\$1.25/sf)	(\$20,030)	
Post Occupancy Incentive (\$1/sf)	(\$16,024)	
Zero Net Energy Incentive	(\$3,000)	
Total		(\$6,224)

* LEED fees paid directly to the USGBC by SSA. Fee may vary based on USGBC rates at time of project registration

** Third party commissioning agent to be contracted directly by SSA. Fee for commissioning agent is estimated based on industry standard

*** Mass Save incentives estimated based on Memorandum of Understanding document

Sincerely yours,

BIA.studio



Chris Iwerks AIA, Principal

STAFF SUMMARY

Date: June 21, 2021

File# L-513



TO:		FOR:		FROM:
X	General Manager	X	Vote	Dept.: Legal
				Author: Terence G. Kenneally
X	Board Members		Information	Subject: Approval of the Proposed 2021 License Agreement with Plymouth & Brockton Street Railway Company

PURPOSE:

To request authorization to enter into a license agreement with Plymouth & Brockton Street Railway Company ("P&B") to permit P&B's road buses to enter upon and use the Authority's ferry terminal located at located at 1 Railroad Avenue in Woods Hole, Massachusetts (the "Woods Hole terminal"), for the purpose of picking up and dropping off P&B's bus passengers during the terminal's normal operating hours.

BACKGROUND:

On February 24, 2020, P&B asked the Authority to enter into a license agreement to permit P&B to use the Woods Hole terminal as a location for the picking up and dropping off of P&B's passengers. P&B's use of the terminal would only have occurred during normal operating hours. At that time, P&B's request sought to establish a service between Falmouth and T.F. Green Airport in Providence, Rhode Island.

On March 10, 2020, the Commonwealth's Governor Baker declared a State of Emergency in response to the COVID-19 virus outbreak and the pandemic.

At the Board's meeting on March 17, 2020, P&B advised that it wished to amend its service request to add Logan International Airport in Boston as a destination in addition to T.F. Green Airport. After deliberation, the Board voted to table P&B's request to establish the new service pending P&B's receipt and delivery of information from the Falmouth Economic Development Investment Corp. ("Falmouth EDIC") to the Authority.

At its June 2020 meeting, the Port Council discussed P&B's new service proposal. After its discussion, the Port Council voted to endorse the service proposal subject to operational limitations and input from the Authority's staff.

In mid-May 2021, P&B resumed its service after suspending service in response to the COVID-19 virus outbreak in 2020.

Recently, staff learned of P&B's receipt of approval from Falmouth EDIC to utilize Falmouth Station on Depot Avenue as a pickup and drop off point. With this newly acquired information, there is a renewed effort to afford P&B a license to operate from the Authority's

Woods Hole terminal.

Before publishing its bus service schedule, P&B has provided its proposed schedule to the Authority for review and approval for the purpose of ensuring that P&B's bus service schedule is compatible with Authority's published operating schedules and such other considerations as the Authority deems applicable. P&B's use of and access to the terminal are subject to the Authority's obligations under the Maritime Transportation Security Act of 2002 and any other safety and security laws, rules, or regulations, which are applicable to the terminal. A copy of P&B's proposed schedules to Logan International Airport and T.F. Green Airport is attached for your reference and review.

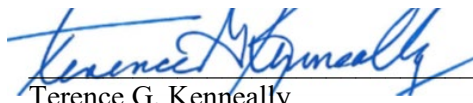
P&B will be solely responsible for P&B's road buses to enter upon and use the terminal for the purpose of picking up and dropping off P&B's bus passengers, at its sole cost and expense, including, without limitation, for all removal and disposal of trash related to its use of the terminal. P&B may install signage and related equipment at the terminal for the purpose of selling bus service tickets to the travelling public or disseminating schedule information for public consumption. The size, location, and design of any signage and related equipment are subject to the Authority's approval. All personal property and equipment provided and utilized at the Woods Hole terminal by P&B shall remain the exclusive property of P&B. P&B, at its sole cost and expense, shall be responsible for the distribution and sale of its bus service tickets.

P&B will also provide the Authority with proof of insurance with the Authority named as an additional insured on the policy.

Staff is of the opinion that it is appropriate to license P&B's use of the Woods Hole terminal subject to the obligations and agreements set forth in the attached draft License Agreement because the license would permit additional reliable bus service to the Authority's customers and the public.

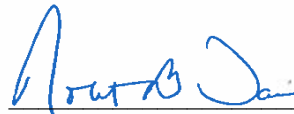
RECOMMENDATION:

The staff recommends that the Members vote to authorize the General Manager to execute a license agreement with Plymouth & Brockton Street Railway Company ("P&B") to permit P&B's road buses to enter upon and use the Authority's ferry terminal located at located at 1 Railroad Avenue in Woods Hole, Massachusetts (the "Woods Hole terminal") for the purpose of picking up and dropping off P&B's bus passengers during the terminal's normal operating hours. The staff further recommends that the Members' vote also authorize the General Manager to take all necessary and appropriate actions to carry out that license agreement and fulfill the Authority's obligations thereunder.



Terence G. Kenneally
General Counsel

APPROVED:



Robert B. Davis
General Manager

PLYMOUTH AND BROCKTON BUS SERVICE
Woods Hole – Boston/Logan and Woods Hole – TF Green
(Summer Schedule)

NOTE: Bus Service Schedule will change accordingly with seasonal ferry service adjustments and ridership

WOODS HOLE TO BOSTON/LOGAN AIRPORT

(Woods Hole-Falmouth Station-Sagamore-South Station-Logan Airport)

NORTHBOUND:

Trip	Dp WDS	Dp. FAL	Dp SAG	Ar SS	Ar LGN	FERR ARR	
6000	630A	645A	715A	815A	830A	615A (V)	
6002	915A	930A	1000A	1055A	1130A	900A (V)	
6004	1050A	1045A	1115A	1215P	1230P	1035A (O)	
6006	120P	135p	205P	305P	320P	105P (O)	
6008	350P	405P	435P	535P	600P	335P (O)	
6010	600P	615P	645P	745P	800P	545P (V)	
6012	830P	845P	915P	1035P	1050P	800P (V)	815P (O)

SOUTHBOUND:

Trip	Dp LGN	Dp SS	Ar SAG	Ar FAL	Ar WDS	FERRY DEP	
6001	700A	720A	815A	845A	900A	930A (O)	
6003	900A	920A	1015A	1045A	1100A	1200N (O)	
6005	1030A	1050A	1145A	1215P	1230P	100P (V)	
6003	100P	120P	215P	245P	300P	345P (V)	
6007	345P	410P	510P	540P	600P	615P (V)	
6009	430P	450P	550P	620P	635P	730P (O)	
6011	715P	735P	830P	900P	915P	945P (V)	

WOODS HOLE TO TF GREEN AIRPORT

(Woods Hole-Falmouth Station-New Bedford-Fall River-TF Green Airport)

WESTBOUND:

Trip	Dp WDS	Dp FAL	Dp NEB	Dp FALL	AR PVD	FERRY ARR
7000	915A	930A	1020A	1045A	1115A	900A (V)
7002	230p	245P	335P	400P	420P	200P (O)

EASTBOUND:

Trip	Dp PVD	Ar FALL	Ar NEB	Ar FAL	Ar WDS	FERRY DEP
7001	1215P	1235P	1255P	150P	205P	230P (O)
7003	700P	725P	745P	835P	850P	945P (V)

LICENSE AGREEMENT

This LICENSE AGREEMENT (this "**License**") is executed this ____ day of June, 2021 by and between the Woods Hole, Martha's Vineyard, and Nantucket Steamship Authority, a ferry transportation provider established pursuant to chapter 701 of the Acts 1960, as amended, having an address of 228 Palmer Avenue, Falmouth, Massachusetts 02540 (the "**Licensor**") and Plymouth & Brockton Street Railway Company, a Massachusetts corporation providing over the road commercial road bus services with an address of 31 Milk Street, Boston, Massachusetts 02109 (hereinafter, the "**P&B**").

WHEREAS, P&B desires a license from the Licensor to permit P&B's road buses to enter upon and use the Licensor's ferry terminal located at 1 Railroad Avenue in Woods Hole, Massachusetts (the "**Licensed Premises**") for the purpose of picking up and dropping off P&B's bus passengers during the Licensed Premises' operating hours; and

WHEREAS, the Licensor is willing to grant such license to allow P&B to enter upon and use the Licensed Premises as described below in Section I, subject to the terms and conditions set forth below.

NOW, THEREFORE, in consideration of the foregoing, the mutual agreements and covenants set forth herein and other good and valuable consideration, the Licensor and P&B agree as follows:

I. USE, PURPOSE, TERM.

The Licensor hereby grants to P&B a license to permit P&B's road buses to enter upon and use the Licensor's ferry terminal located at the Licensed Premises for the purpose of picking up and dropping off P&B's bus passengers during the Licensed Premises' operating hours, subject to the following specified terms and conditions hereof.

Entry and use are limited to the Licensed Premises and are granted to P&B, its contractors, agents, representatives, employees, volunteers, invitees, and permittees (collectively, the "**P&B Parties**"), solely for purpose of picking up and dropping off P&B's bus passengers during the Licensed Premises' operating hours (the "**Permitted Use**").

The Permitted Use by P&B Parties, as applicable, shall be only exercised during the Licensed Premises' operating hours beginning _____, 2021 and ending _____, 2021.

At least thirty (30) days prior to publishing its bus service schedule, P&B will present its proposed schedule to the Licensor for review and approval, said approval not to be unreasonably withheld. The Licensor's review of the proposed bus service schedule shall be for the purpose of ensuring that P&B's bus service schedule is deemed compatible with Licensor's published operating schedules and such other considerations as the Licensor deems applicable.

P&B acknowledges that the use of and access to the Licensed Premises are subject to the Licensor's obligations under the Maritime Transportation Security Act of 2002, its subsequent

amendments, and any other safety and security laws, rules, or regulations which may be applicable to the Licensed Premises from time to time, including, without limitation, any rules and regulations established by the Licensor and any laws, rules or regulations which may require the Licensor to restrict, limit, alter or prohibit access to the Licensed Premises from time to time.

Use of and access to the Licensed Premises by P&B are further subject to restriction, limitation, or alteration when necessary or convenient for the Licensor's operational needs.

P&B shall be solely responsible for P&B's road buses to enter upon and use the Licensed Premises for the purpose of picking up and dropping off P&B's bus passengers, at its sole cost and expense, including, without limitation, for all removal and disposal of trash related to its use of the Licensed Premises. All work or operations by P&B on the Licensed Premises shall be performed by P&B at its sole cost and expense in a good and workmanlike manner (including, without limitation, in a manner which will not have a material adverse effect on the structural integrity of the Licensed Premises) and in compliance with all applicable laws, rules, and regulations. All work and operations shall be conducted in a manner coordinated with the Licensor so as to reasonably minimize disruption of the use and enjoyment by the Licensor of the Licensed Premises. P&B shall repair any damage to the Licensor's property resulting from its work or operations to the condition existing prior to such work. P&B shall not allow any liens to be filed against any property of the Licensor of which the Licensed Premises is a part as a result of any work or operations to be performed by P&B hereunder, and shall cause any such lien to be discharged (or bonded over to the Licensor's satisfaction) within thirty (30) days after notice of such lien is delivered to P&B by the Licensor.

II. CONSIDERATION

The consideration for this License shall be the observation and performance by P&B of all the obligations and covenants set forth in this License to the reasonable satisfaction of the Licensor. In addition, P&B shall pay Licensor a license fee of \$_____ per month for each month that this agreement is effective. All licensing fees shall be due and payable to the Licensor within thirty (30) days.

III. INSURANCE

P&B, at its sole cost and expense, shall maintain public liability insurance, including coverage for bodily injury, wrongful death and property damage, in the minimum amount set forth herein to support the obligations of P&B under the terms and conditions of this License to defend, indemnify, and hold harmless the Licensor:

General Liability: \$1,000,000.00/occurrence, \$2,000,000.00/aggregate;
Bodily Injury Liability: \$1,000,000.00/occurrence, \$2,000,000.00/aggregate.

Prior to its buses entering upon the Licensed Premises, P&B shall provide the Licensor with a certificate of insurance showing that the Licensor is an additional insured on the policy and also showing compliance with the foregoing provision.

IV. INDEMNIFICATION

P&B shall indemnify, defend and hold harmless the Licensor, to the extent permitted by law, from and against any and all liability, loss, damage, costs, expenses (including, without limitation, reasonable attorneys' fees and expenses), causes of action, suits, claims, demands, suits, actions, costs, judgments, of any nature whatsoever, which are or may be imposed upon, incurred by, or asserted against the Licensor by reason of (a) any failure on the part of P&B to comply with any provision or term required to be performed or complied with by any P&B Party under this License, and/or (b) for the death, injury or property damage suffered by any person on account of or based upon the act, omission, fault, negligence or willful misconduct of the P&B Parties or any person relating in any way to any P&B Party's exercise of any rights under this License, except insofar as caused by the gross negligence of the Licensor or its agents or representatives. The provisions of this Section shall survive the expiration or termination of this License.

V. CONDITION OF THE PREMISES

P&B acknowledges and agrees that it accepts the Licensed Premises in "AS IS" condition for the purpose of this License, and that neither the Licensor nor any of its agents has made any representation or warranty regarding the fitness of the Licensed Premises for the purposes and uses set forth in Section I above. Licensor, at its sole cost and expense, shall be responsible for (i) maintaining the Licensed Premises in a good, safe and clean condition and repair, free of abandoned personal property, debris, and all other foreign matter, and further, Licensor agrees that said area shall be cleared of any such foreign matters of debris immediately as such are, or may be, caused to exist and (ii) operating and maintaining the Licensed Premises in accordance with all applicable federal, state and local rules, regulations, laws and permit requirements in effect as of the date of this License, as amended from time to time. However, P&B shall be responsible for correcting any damage caused to the Licensed Premises arising from or related to the use of the Licensed Premises by P&B or its contractors, agents, representatives, employees, volunteers, invitees, and permittees.

P&B may install signage and related equipment on the Licensed Premises for the purpose of selling bus service tickets to the travelling public or disseminating schedule information for public consumption. The size, location, and design of any such signage and related equipment are subject to the approval of the Licensor, said approval not to be unreasonably withheld. All personal property and equipment provided and utilized at the Licensed Premises by P&B shall remain the exclusive property of P&B. P&B, at its sole cost and expense, shall be responsible for the distribution and sale of its bus service tickets.

P&B further expressly agrees at the expiration or earlier termination of this License to restore the Licensed Premises, as may be required by Licensor, to at least as good condition as their original condition was at the commencement of this License.

The provisions of this Section shall survive the expiration or termination of this License.

VI. TERMINATION and REVOCATION

This License may be terminated and revoked without cause by either party upon written notice of revocation no later than thirty (30) business days' prior written notice thereof, or if a defaulting party fails to comply with any material term of this License, provided that the notice of termination shall be void and of no further effect if the defaulting party cures such default within ten (10) business days after receipt of the notice of revocation.

This License shall extend from year-to-year thereafter on the same terms set forth herein, unless either party provides the other with thirty (30) days' prior written notice to the other that it desires to terminate it or unless it be modified and agreed upon by the parties; provided, however, that in no event shall the Licensor have any obligation to grant any additional license.

In the event that this License is terminated or revoked by either party pursuant to this section or the rights granted hereunder are otherwise terminated or revoked, then P&B, at its own expense, shall remove all its equipment and property from the Licensed Premises, and restore the Licensed Premises to its original condition as at the commencement of this License. The provisions of this Section shall survive the expiration, termination or revocation of this License.

VII. MODIFICATIONS and AMENDMENTS

Modifications or amendments to this License shall be in writing and duly executed by both parties hereto to be effective.

VIII. NOTICE

For purposes of this License, unless otherwise provided herein, all notices and other communications required or permitted under this License shall be in writing and shall be deemed to have been duly given when delivered, if sent by certified United States mail (return receipt requested/postage prepaid), if delivered personally, or if sent by overnight mail via commercially recognized overnight courier, to the parties at the respective addresses listed below (or at such other addresses as shall be specified by like notice:

Licensor: Woods Hole, Martha's Vineyard and
Nantucket Steamship Authority
228 Palmer Avenue
Falmouth, MA 02540
Attn: General Manager

P&B: Plymouth & Brockton Street Railway Company
31 Milk Street, Mezzanine Level
Boston, MA 02109
Attn: John G. Cogliano, President

The above addresses are subject to change, and the parties hereto agree to inform each other of such changes as soon as practicable.

IX. ASSIGNMENT/NO RECORDING

P&B shall not assign, sublicense or otherwise transfer this License or permit any entity or any other person to use the Licensed Premises except as specifically set forth herein. Further, this License shall not be recorded by either P&B or the Licensor.

X. NO ESTATE CREATED

This License shall not be construed as creating or vesting in P&B any estate in the Licensed Premises, but only the limited right of possession as hereinabove stated.

XI. EXHIBITS and ATTACHMENTS

Any and all exhibits and attachments referenced herein or attached hereto are duly incorporated within this License.

XII. SURVIVAL of TERMS and PROVISIONS

No waiver, express or implied, by the Licensor or breach of any covenants, agreements or duty on the part of P&B shall ever be construed as a waiver of any breach of the same or any other covenants, agreements or duties. Notwithstanding the expiration or earlier termination or revocation of this License, the P&B's obligations under this License, including, but not limited to, all appropriate terms and provisions relating to the use of the License Premises affected hereby, shall survive and remain in full force and effect.

XIII. GOVERNING LAW

The parties agree that the laws of the Commonwealth Massachusetts shall govern the interpretation and enforcement of this License, and any and all legal actions brought in connection with this License shall be brought in courts within the Commonwealth of Massachusetts.

XIV. COUNTERPARTS.

This License may be executed in one or more separate counterparts, each of which when so executed shall be deemed to be an original. Such counterparts together shall constitute one and the same instrument

[REMAINDER OF PAGE LEFT INTENTIONALLY BLANK]

EXECUTED as an instrument under seal as of the date first above written.

**PLYMOUTH & BROCKTON STREET
RAILWAY COMPANY**

**LICENSOR:
WOODS HOLE, MARTHA'S
VINEYARD AND NANTUCKET
STEAMSHIP AUTHORITY**

By: _____
John G. Cogliano, President

By: _____
Robert B. Davis, General Manager

DRAFT