



# Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

---

Posted April 3, 2026 8:55 AM

WOODS HOLE, MARTHA'S VINEYARD & NANTUCKET  
STEAMSHIP AUTHORITY

PORT COUNCIL  
Tuesday, April 7, 2026  
9:00 AM

Second Floor Meeting Room, SSA Hyannis Terminal  
141 School Street, Hyannis, MA 02601

**NOTE: This meeting will be open to the public; however, the public may participate virtually in the meeting, including Public Comment, by visiting <https://us02web.zoom.us/j/85134556877> or by going to zoom.us and using meeting ID 851 3455 6877. Participants can also use the same meeting ID and join telephonically by calling one of the following numbers: (305) 224-1968, (309) 205-3325, (646) 931-3860, (929) 436-2866, (301) 715-8592.**

1. Minutes
  - a) Approval of the Minutes of the March 10, 2026, Meeting in Public Session
2. Management Report
  - a) Business Summary for the Month of February 2026
3. Management Report
  - a) Updates on Current Projects Including:
    1. M/V Monomoy – Service Preparation Status
    2. M/V Nantucket – Dry Dock Status
    3. M/V Sankaty – Repair Status
    4. Woods Hole Terminal Reconstruction Project Status
    5. Reservation System Replacement Project Update
  - b) Update on Strategic Plan Implementation
4. Old/New Business
  - a) Potential sale of *M/V Governor*
5. Public Comment

These agenda items are those that the Chairman reasonably anticipates will be discussed at the meeting. Not all items listed may in fact be discussed, and other items not listed because they are not anticipated by the Chairman to be discussed may also be brought up for discussion to the extent permitted by law. The Port Council's practice is to reserve time under New Business for topics that the Chairman does not anticipate will be discussed at the meeting. Other topics not listed but discussed by the Port Council during previous meetings might also be brought up for discussion by other Port Council Members under Old Business even though the Chairman does not anticipate a discussion about any such topics.

---

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

228 Palmer Avenue  
Falmouth, MA 02540  
(508) 548-5011

# Business Summary February 2026

---

WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET STEAMSHIP  
AUTHORITY

Board Meeting– April 6, 2026



## Passengers Carried – February 2026 vs. 2025

		Monthly Variance	Montly % Difference			YTD Variance	YTD % Difference
Martha's Vineyard Route	▼	-13,035	-13.0%		▼	-21,966	-10.1%
Nantucket Regular Ferry	▲	81	0.7%		▲	1,197	4.8%
Nantucket Fast Ferry	▼	0	0.0%		▲	51	3.6%
Nantucket Route Subtotal	▲	81	0.7%		▲	1,248	4.7%
<b>Total Passengers</b>	▼	<b>-12,954</b>	<b>-11.5%</b>		▼	<b>-20,718</b>	<b>-8.5%</b>

## Vehicles Less than 20 ft. Carried – February 2026 vs. 2025

		Monthly Variance vs. 2025	Monthly % Difference vs. 2025			YTD Variance vs. 2025	YTD % Difference vs. 2025
<b>Martha's Vineyard Route</b>							
Standard Fare Autos	▼	-926	-14.3%		▼	-1,568	-11.0%
Standard Fare Trucks	▼	-190	-7.4%		▼	-239	-4.4%
Excursion Fare Autos	▼	-741	-6.3%		▼	-1,156	-4.6%
Excursion Fare Trucks	▼	-250	-7.1%		▼	-491	-6.5%
<b>Total – Martha's Vineyard</b>	▼	<b>-2,107</b>	<b>-8.6%</b>		▼	<b>-3,454</b>	<b>-6.6%</b>
<b>Nantucket Route</b>							
Standard Fare Autos	▼	-15	-2.0%		▲	33	1.9%
Standard Fare Trucks	▲	53	8.5%		▲	101	7.7%
Excursion Fare Autos	▼	-100	-5.4%		▲	43	1.1%
Excursion Fare Trucks	▲	25	2.8%		▲	12	0.7%
<b>Total – Nantucket</b>	▼	<b>-37</b>	<b>-0.9%</b>		▲	<b>189</b>	<b>2.2%</b>
<b>Total Vehicles Less Than 20'</b>	▼	<b>-2,144</b>	<b>-7.5%</b>		▼	<b>-3,265</b>	<b>-5.3%</b>

## Freight Trucks (Trucks 20 ft and over) Carried February 2026 vs. 2025

		Monthly Variance vs. 2025	Monthly % Difference vs. 2025			YTD Variance vs. 2025	YTD % Difference vs. 2025
Martha's Vineyard Route	▼	-533	-14.1%		▼	-972	-12.0%
Nantucket Route	▼	-106	-5.0%		▼	-93	-2.1%
<b>Total Trucks</b>	▼	<b>-639</b>	<b>-10.8%</b>		▼	<b>-1,065</b>	<b>-8.5%</b>

## Cars Parked– February 2026 vs. 2025

		Monthly Variance vs. 2025	Monthly % Difference vs. 2025			Y-T-D Variance vs. 2025	Y-T-D % Difference vs. 2025
Martha's Vineyard Route	▼	-1,353	-30.9%		▼	-2,297	-24.3%
Nantucket Route	▲	5	1.6%		▼	-31	-4.2%
<b>Total Cars Parked</b>	▼	<b>-1,348</b>	<b>-28.7%</b>		▼	<b>-2,328</b>	<b>-22.9%</b>

# Trip Summary Report – January 2026

	Scheduled		Cancelled for						
MV Route	Budgeted	Available	Mechanical	Weather	Traffic	Schedule	Crew	Unscheduled	Total
February	1,120	0	8	99	77	0	0	0	936
YTD	2,354	0	10	109	163	0	0	0	2,072
YTD %			0.42%	4.63%	6.92%	0.00%	0.00%		
NT Route	Budgeted	Available	Mechanical	Weather	Traffic	Schedule	Crew	Unscheduled	Total
February	320	0	0	31	10	0	0	4	283
YTD	682	0	2	37	12	0	0	23	654
YTD %			0.29%	5.43%	1.76%	0.00%	0.00%		
Total	Budgeted	Available	Mechanical	Weather	Traffic	Schedule	Crew	Unscheduled	Total
February	1,440	0	8	130	87	0	0	4	1,219
YTD	3,036	0	12	146	175	0	0	23	2,726
YTD %			0.40%	4.81%	5.76%	0.00%	0.00%		
2025			0.36%	3.78%	3.74%	0.00%	0.00%		

2026 Oak Bluffs Trip Diversions - YTD 0

2025 Oak Bluffs Trip Diversions - YTD 0

# Financial Snapshot

	February	2026 Actual vs. Budget		YTD	2026 Actual vs. Budget	
<b>Revenues &amp; Income</b>						
Operating Revenues	\$5,229,362	-\$327,144	▼	\$11,469,245	-\$454,013	▼
Other Income	1,283,770	54,798	▲	1,464,426	7,732	▲
Total Revenue	6,513,132	-272,346	▼	12,933,671	-446,281	▼
<b>Expenses &amp; Deductions</b>						
Operating Expenses	11,291,914	-1,931,987	▼	22,636,255	-3,217,799	▼
Income Deductions	221,562	13,212	▲	504,855	60,448	▲
Total Expenses	\$11,513,476	-\$1,918,775	▼	\$23,141,110	-\$3,157,351	▼
<b>Net Operating Income/Loss</b>	<b>-\$5,000,344</b>	<b>\$1,646,429</b>	<b>▲</b>	<b>-\$10,207,439</b>	<b>\$2,711,070</b>	<b>▲</b>

## Operating Revenues – February 2026 vs. Budget

		Monthly Variance vs. Budget	Monthly % Difference vs. Budget			YTD Variance vs. Budget	YTD % Difference vs. Budget
<b>Waterline Revenues</b>							
Automobile Revenue	▼	-\$108,193	-11.3%		▼	-\$175,124	-8.4%
Freight Revenue	▼	-217,387	-7.6%		▼	-278,166	-4.7%
Passenger Revenue	▼	-141,965	-11.8%		▼	-243,549	-9.3%
Misc. Voyage Revenue	▼	-3,341	-16.0%		▼	-5,820	-12.8%
Term. Oper. Revenue	▲	157,801	59.5%		▲	210,053	31.0%
Parking Revenue	▼	-32,277	-16.3%		▼	-37,112	-9.1%
Rent Revenue	▲	18,218	26.2%		▲	75,705	62.1%
Total Operating Revenue	▼	-\$327,144	-5.9%		▼	-\$454,013	-3.8%
Total Other Income	▲	\$54,798	4.5%		▲	\$7,732	0.5%
<b>Total Operating &amp; Other</b>	<b>▼</b>	<b>-\$272,346</b>	<b>-4.0%</b>		<b>▼</b>	<b>-\$446,281</b>	<b>-3.3%</b>

# Operating Expenses – February 2026 vs. Budget

		Monthly Variance vs. Budget	Monthly % Difference vs. Budget			YTD Variance vs. Budget	YTD % Difference vs. Budget
<b>Operating Expenses</b>							
Maintenance	▼	-\$2,246,239	-48.6%		▼	-\$2,615,587	-32.6%
Depreciation & Amortization	▼	-83,306	-5.8%		▼	-135,976	-4.7%
Vessel Operations	▼	-22,954	-1.1%		▼	-409,211	-8.7%
Terminal Operations	▲	176,495	16.5%		▲	370,607	16.3%
Traffic Expense	▼	-12,322	-7.1%		▼	-75,677	-18.4%
General Expense	▲	288,593	10.0%		▼	-247,516	-4.3%
Insurance	▼	-15,138	-3.0%		▼	-1,599	-0.2%
Rents Expense	▼	-11,955	-23.0%		▼	-22,988	-22.3%
Payroll Taxes	▼	-5,160	-1.7%		▼	-79,851	-13.1%
<b>Total Operating Expenses</b>	▼	<b>-\$1,931,987</b>	<b>-14.6%</b>		▼	<b>-\$3,217,799</b>	<b>-12.4%</b>
<b>Total Other Expenses</b>	▲	<b>\$13,212</b>	<b>6.3%</b>		▲	<b>\$60,448</b>	<b>13.6%</b>
<b>Total Operating &amp; Other</b>	▼	<b>-\$1,918,775</b>	<b>-14.3%</b>		▼	<b>-\$3,157,351</b>	<b>-12.0%</b>

## Passengers Carried – March 1-21, 2026 vs. 2025

		Monthly Variance	Montly % Difference			YTD Variance	YTD % Difference
Martha's Vineyard Route	▼	-8,409	-9.8%		▼	-30,375	-10.0%
Nantucket Regular Ferry	▼	-1,350	-12.5%		▼	-153	-0.4%
Nantucket Fast Ferry		0	0.0%		▲	51	3.6%
Nantucket Route Subtotal	▼	-1,350	-12.5%		▼	-102	-0.3%
<b>Total Passengers</b>	▼	<b>-9,759</b>	<b>-10.1%</b>		▼	<b>-30,477</b>	<b>-8.9%</b>

## Vehicles Carried – March 1-21, 2026 vs. 2025

		Monthly Variance vs. 2026	Monthly % Difference vs. 2026			YTD Variance vs. 2026	YTD % Difference vs. 2026
<b>Martha's Vineyard Route</b>							
Standard Fare Autos	▼	-946	-15.6%		▼	-2,514	-12.4%
Standard Fare Trucks	▼	-281	-11.9%		▼	-520	-6.7%
Excursion Fare Autos	▼	-220	-2.3%		▼	-1,376	-3.9%
Excursion Fare Trucks	▼	-255	-8.8%		▼	-746	-7.2%
20 Feet & Over Trucks	▼	-216	-6.5%		▼	-1,188	-10.4%
<b>Total – Martha's Vineyard</b>	▼	<b>-1,918</b>	<b>-7.9%</b>		▼	<b>-6,344</b>	<b>-7.5%</b>
<b>Nantucket Route</b>							
Standard Fare Autos	▼	-67	-9.2%		▼	-34	-1.4%
Standard Fare Trucks	▼	-8	-1.3%		▲	93	4.9%
Excursion Fare Autos	▲	97	7.0%		▲	140	2.6%
Excursion Fare Trucks	▼	-49	-6.6%		▼	-37	-1.4%
20 Feet & Over Trucks	▲	2	0.1%		▼	-91	-1.5%
<b>Total – Nantucket</b>	▼	<b>-25</b>	<b>-0.5%</b>		▲	<b>71</b>	<b>0.4%</b>
<b>Total Vehicles</b>	▼	<b>-1,943</b>	<b>-6.6%</b>		▼	<b>-6,273</b>	<b>-6.1%</b>

# ***Engineering and Maintenance Projects Updates***

---

WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET STEAMSHIP  
AUTHORITY

PORT COUNCIL MEETING APRIL 7<sup>TH</sup>, 2026

# ***MV Monomoy Repair Highlights***



04/07/2026

- **USCG COI Received**
  - Sea Trial – Pending Repairs
- **CCTV Installation – Complete**
- **Wi-Fi Installation – Complete**
- **Vending Machine Installation – Complete**
- **Plaque Installation – Complete**
- **Painting Vehicle/Truck Lanes – Complete**

# MV Monomoy Repair Highlights



04/07/2026

CAPITAL EXPENDITURE STATUS REPORT as of April 2, 2026					
Project: M/V Aquinnah, M/V Barnstable and M/V Monomoy					
	Budget	Payments Made to Date	Outstanding Commitments and Allowances	Current Estimate	Change from Budget
Vessel Acquisition	17,483,332	17,483,332	-	17,483,332	-
Design & Engineering	350,000	526,113	23,887	550,000	200,000
General Construction					
Original Contract - MV Aquinnah	13,705,158	13,705,158	-	13,705,158	-
Change Orders (see attached)	-	4,532,254	-	4,532,254	4,532,254
Original Contract - MV Barnstable	13,705,158	13,705,158	-	13,705,158	-
Change Orders (see attached)	-	3,913,320	-	3,913,320	3,913,320
Original Contract - MV Monomoy	17,000,000	17,000,000	-	17,000,000	-
Change Orders (see attached)	-	4,664,067	121,015	4,785,082	4,785,082
Anticipated Additional Costs	-	-	-	-	-
Sub-Total	44,410,316	57,519,957	121,015	57,640,972	13,230,656
Owner Supplied Materials					
Original Contract	2,000,000	2,000,000	-	2,000,000	-
Change Orders	-	2,239,696	-	2,239,696	2,239,696
Anticipated Additional Costs	-	-	-	-	-
Original Contract - MV MON	2,500,000	2,500,000	-	2,500,000	-
Change Orders	-	5,662	-	-	-
Anticipated Additional Costs	-	-	-	-	-
Owner Supplied Materials	4,500,000	6,739,696	-	6,739,696	2,239,696
SSA Personnel					
Original Contract	800,000	800,000	(0)	800,000	-
Change Orders	-	1,582,023	-	1,582,023	1,582,023
Anticipated Additional Costs	-	-	-	-	-
Original Contract - MV MON	750,000	750,000	-	750,000	-
Change Orders	-	1,871,375	-	1,871,375	1,871,375
Anticipated Additional Costs	-	-	75,000	75,000	75,000
SSA Personnel	1,550,000	5,003,399	75,000	5,078,398	3,528,398
Allowance for Contingencies					
Design & Eng	87,500	-	-	-	(87,500)
Gen Construction	11,105,000	-	-	-	(11,105,000)
OFE	1,125,000	-	-	-	(1,125,000)
SSA Personnel	387,500	-	-	-	(387,500)
Allowance for Contingencies	12,705,000	-	-	-	(12,705,000)
Total Amount	80,998,648	87,272,496	219,902	87,492,398	6,493,750

WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET STEAMSHIP AUTHORITY

3

# MV Nantucket in Dry Dock at Thames River Shipyard



04/07/2026

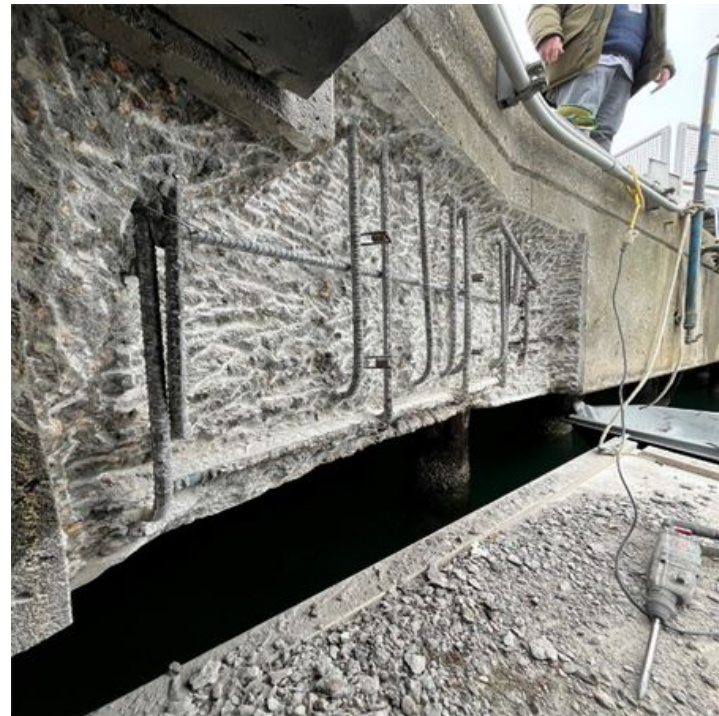
Item number	Sub Item Number	Item Description	Commence Date	% Complete
001		Dry Docking & Undocking	2/28/2026	50%
002 A		Hull & Internal - Inspection & Repair	3/1/2026	75%
002 B		UT Survey ( 1500 UT Shots) Add'l UT Shots:	3/3/2026	95%
003 A		Hull - Clean, Prepare, Paint	3/3/2026	65%
003 B		Hull - Replace Anodes ( 110 Anodes)	3/3/2026	50%
003 C		Commercial Blasting & Coating Application	3/3/2026	75%
004 A		Temporary Services incl Bilge Slops		
004 B		Slops ( 2500 Gallons) Cost per add'l 100 gals:		
004		Temporary Services		
005		Sea Valve Cleaning & Overhaul	3/3/2026	85%
006 A		Shafts, Bearings, Seals & Couplings Inspections	3/3/2026	85%
006 B		Shafts - Removals, Transport, Repair & Re-Install	3/3/2026	50%
006 C		Shaft Couplings - Disassemble, Inspect, Rebuild & Other Services	3/3/2026	50%
006 D		Shaft Rubber Cutless Bearings, Removal & Re-Installation	3/3/2026	60%
006 E		Shaft Seal - Inspect, Disassemble	3/3/2026	50%
007		Propellers	3/3/2026	85%
008 A		Rudders Bearing Clearance Inspections	3/3/2026	100%
008 B		Rudders Bearing Replacement	3/3/2026	0%
008 C		Rudders Removal and Replacement	3/3/2026	0%
009		Hull Plating Replacements/Inserts	3/3/2026	75%
011		Technical Data and Reports		
012		Bow Thruster Inspection & Service	3/3/2026	90%
013		Piping Repairs (50 ft)	3/3/2026	45%
014		Bow & Stern Door Overhaul & Upper Hinge Line Bore	3/3/2026	55%
015		Reserved		
016		Epoxy Floor Covering Repairs	3/4/2026	50%
017		Gray Water Tank Replacement	3/3/2026	75%

## MV Nantucket Dry Dock Financial Snapshot

Contract Item Number	Item Description		Cost
001	Dry Docking & Undocking		\$ 48,720.00
002A	002B Hull & Internal - Inspection & Repair		\$ 21,320.00
003A, 003B, 003C	Hull: Clean, Prepare, Paint, Anodes, Commercial Blast		\$ 426,600.00
004A, 004B	Temporary Services, Slop Removals		\$ 26,500.00
005	Sea Valve Cleaning & Overhaul		\$ 8,200.00
006A, 006B, 006C, 006D, 006E	Shafts, Bearings & Couplings, Shaft Removals and Inspections		\$ 148,785.00
007	Propellers		\$ 34,800.00
008A, 008B, 008C	Rudder Inspections, Bearing Replacements		\$ 126,784.00
009	Hull Plating Replacements/Inserts		\$ 174,300.00
011	Technical Data and Reports		
012	Bow Thruster Inspection & Service		\$ 52,679.00
013	Piping Repairs (50 ft)		\$ 19,360.00
014	Bow & Stern Door Overhaul & Upper Hinge Line Bore		\$ 219,080.00
015	Reserved		
016	Epoxy Floor Covering Repairs		\$ 144,840.00
017	Gray Water Tank Replacement		\$ 85,915.00
	***Vessel Transport Cost (Sections I,M, of IFB)	\$ (22,000.00)	
	Contract Total		\$ 1,559,883
<b>Change Orders</b>			
CO01, CO02, CO03, CO04, CO05	Snack Bar, General Service Pump Inspection, Sewage Vent, Fire Main, Check Valves	\$ 25,801.50	
CO06, CO07, CO09, CO10	HVAC Deck Plate, Snack Bar Decking, Snack Bar Deck UT's, Grey Water Deck Insert	\$ 46,600.00	
CO11, CO12, CO13, CO14, CO15	Piping Cleaning, GS Pump Replacement, Repair Railings, Frame Repairs, Forepeak Steel Renewal-USCG	\$ 18,411.25	
CO16, CO18, CO19, CO20	Sea Strainer OVHL, BT Heater Install, Oil Cooler Cleaning, Disposal of Fluids	\$ 37,987.50	
	Total Change Orders & Credits	\$ 106,800.25	
	Grand Total	\$ 1,666,683.25	7%

# ***Vineyard Haven Underdeck Concrete Repairs***

- Zone A, B, C, D, E, F, G, H, J – Demolition is complete.
- 92% of the demolition work repairs ( 34 of 37) have been addressed.
- Concrete is tentatively scheduled to begin pouring on April 10<sup>th</sup>.
- Change Orders
  - CO-01 – Rectify difference between defect area and repair area \$446,395
  - CO-02 – Additional 22 square feet of type B repair in way of defect areas 24,25,and 33 - \$33,000. – Demolition is complete
  - CO-03 – Additional 6 square feet of type B repair in way of defect areas 14 and 15 - \$9,000. – Demolition is complete.
- Scheduled Completion Date of 5/6/2026



### *Vineyard Haven Underdeck Concrete Repairs*





Port Council Meeting April 2026

Photo: March 30, 2026

*Presented by: Raeleen Bandini, ECC Project Manager 04/01/26*

---

**Current Milestone Status:**

**Terminal Building**

- The building is construction weathertight, and exterior building finishes are nearing completion
- The concrete for the exterior terrace, ramps, and stairs has been completed, and the installation of the exterior pavers is underway
- The installation of Mechanical, Electrical, Plumbing and Fire Protection finishes is underway
- The permanent power changeover has been completed
- The installation of interior ceiling finishes is nearing completion
- The installation of stone flooring and wall cladding finishes is nearing completion
- Interior painting has begun

**Utility Building**

- The BDA system is being completed and tested this week
- Building Commissioning is in progress and nearing completion
- The Contractor is addressing punch list items
- Owner Training is in progress



---

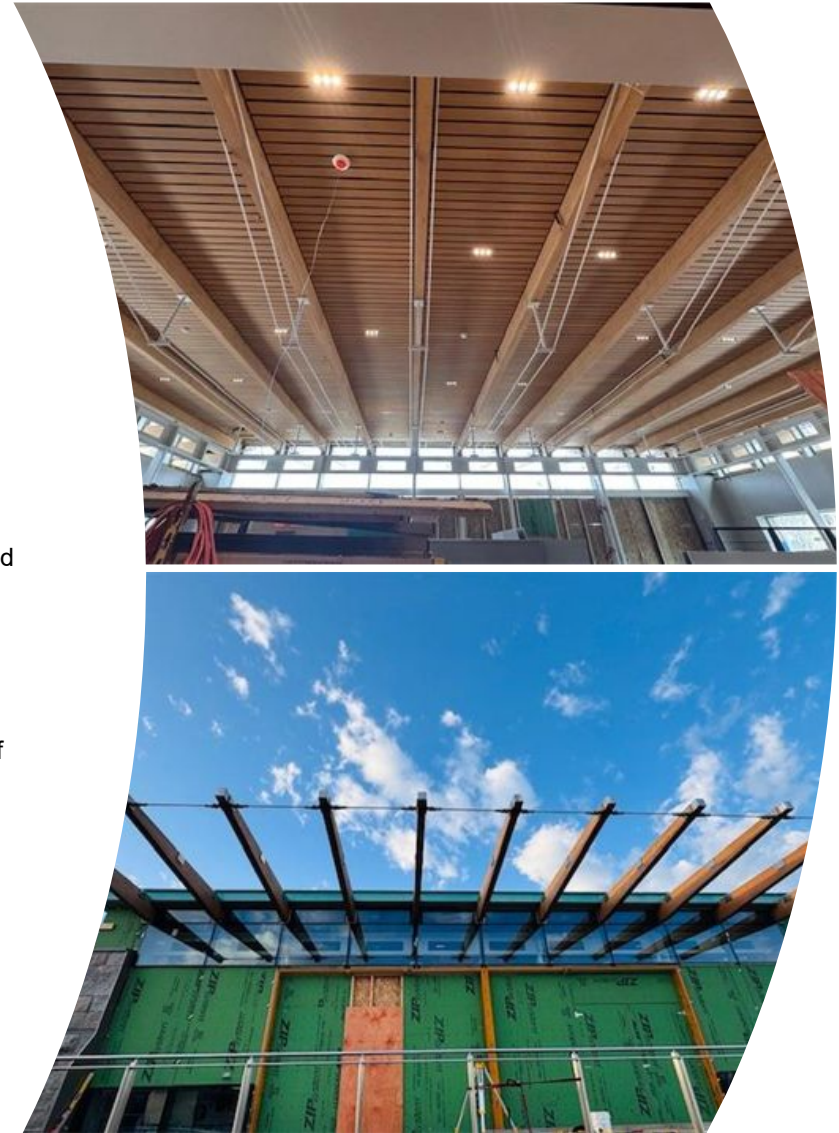
### Upcoming Milestones:

#### Terminal Building

- Exterior railing installation is expected to begin this week
- The interior casework is scheduled to be completed by the end of April
- The Tel/Data room is scheduled to be completed by the end of April
- The Mechanical, Electrical, and Fire Protection finishes and fixtures are scheduled to be completed by the end of April
- The exterior terrace finishes are scheduled to be completed by the beginning of May
- The exterior door installation is scheduled to start at the beginning of May
- The exterior glass canopy installation is scheduled to start by the middle of May
- Interior finishes are scheduled to be completed by the end of May
- Furniture installation is scheduled to begin by the end of May
- Building equipment start up and commissioning is scheduled to start at the end of May
- The contractor is continuing to accelerate to maintain the construction schedule

#### Utility Building

- Owner handover expected by middle of April



**CAPITAL EXPENDITURE STATUS REPORT**  
as of April 2, 2026

**Project: Woods Hole Terminal Reconstruction - Utility & Terminal Buildings Construction**

	<u>Budget</u>	<u>Payments Made to Date</u>	<u>Outstanding Commitments and Allowances</u>	<u>Current Estimate</u>	<u>Change from Budget</u>
<u>Design &amp; Engineering - Const Admin</u>	2,535,353	2,198,178	491,130	2,689,308	153,955
<u>General Construction</u>	32,134,531	26,570,335	7,134,740	33,705,075	1,570,544
<u>Owner Supplied Materials</u>	-	495,009	(495,009)	-	-
<u>SSA Personnel - 3 Years</u>	583,274	509,659	73,615	583,274	-
<u>Allowance for Contingencies</u>	3,907,500	-	-	-	(3,907,500)
<u><b>Total Amount</b></u>	<u>39,160,658</u>	<u>29,773,180</u>	<u>7,204,477</u>	<u>36,977,657</u>	<u>(2,183,001)</u>



End of report



# TRUE NORTH STATUS SUMMARY 4-7-2026

**Recent Progress:**

- Working through solution design
- Town halls (NT, MV, Mainland, two topic-based town halls)
- Board approved Phase I policies

**Upcoming Key Activities:**

- Refine & approve E-Dea solution design
- Public engagement ahead of phase II policy vote
- Share procurement plan with Board & Port Council
- Finalize outstanding SOWs & contracts

**Business Decisions – in process:**

- Procurements (integration & infrastructure)
- Finalize policy changes
- Create data migration plan
- Terminal Operations Flow
- Testing
- Identify training resource
- *Approve R1 Release Plan*

**Key Risks, Issues & Suggested**

**Resolution(s):**

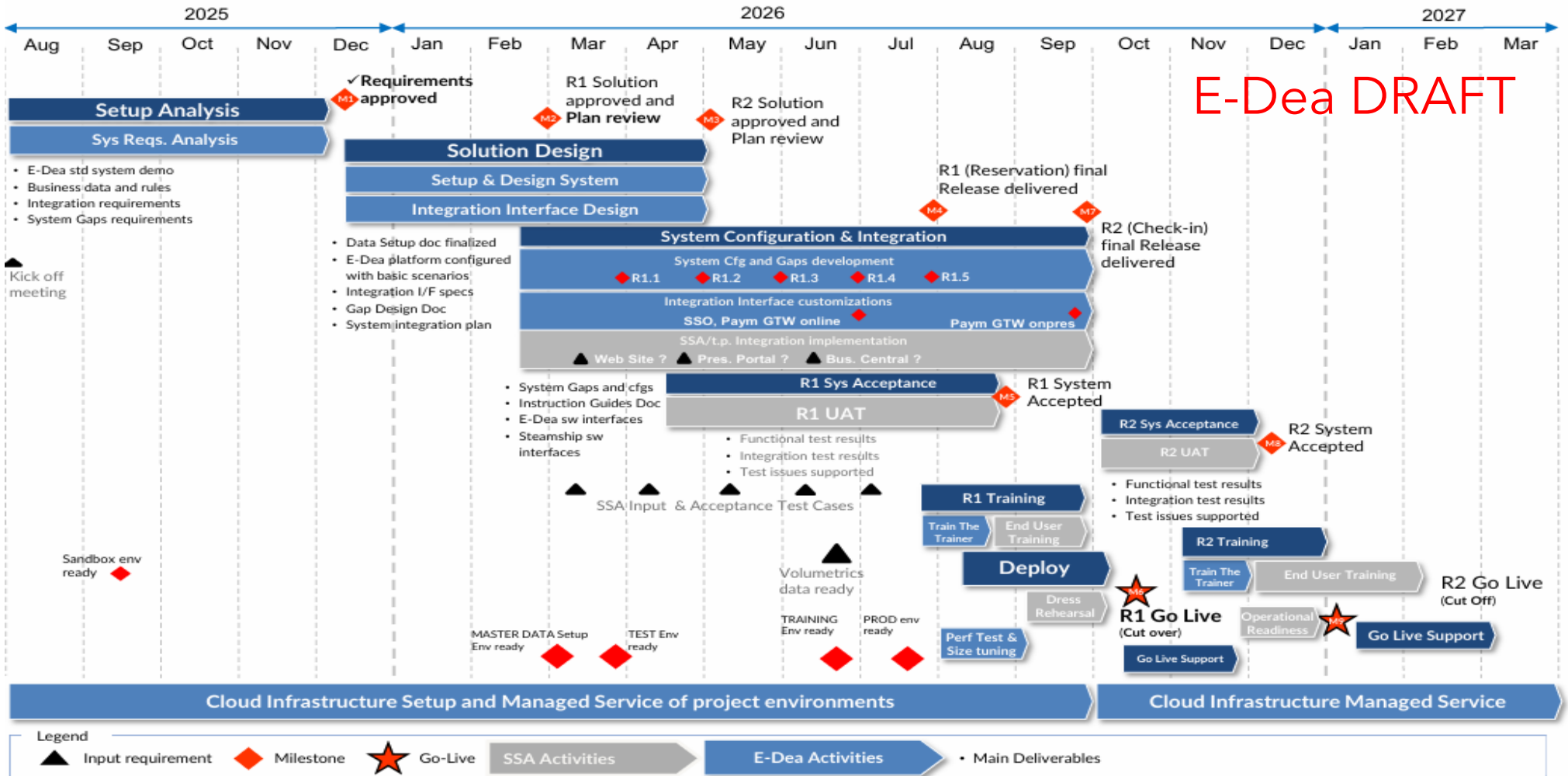
- Resource capacity (IT & Ops)
- Current policies unclear/undocumented (policy vs configuration)
- Change fatigue
- Staff training

Key Milestone Legend:	<table border="0"> <tr> <td style="background-color: #90EE90; width: 20px; height: 10px; display: inline-block;"></td> <td>On track; will complete as planned</td> </tr> <tr> <td style="background-color: #FFD700; width: 20px; height: 10px; display: inline-block;"></td> <td>Planned delivery at risk</td> </tr> <tr> <td style="background-color: #FF0000; width: 20px; height: 10px; display: inline-block;"></td> <td>Will miss planned delivery</td> </tr> </table>		On track; will complete as planned		Planned delivery at risk		Will miss planned delivery
	On track; will complete as planned						
	Planned delivery at risk						
	Will miss planned delivery						

Workstream	Status	Owner	Recent Action	Upcoming Action
Reservation System		Mark A	E-Dea presented R1 delivery plan E-Dea has begun system configuration	Finish solution design; Approve R1 Delivery Plan
Data Migration		Steve	Data workshop with E-Dea; Drafted migration plan; meetings on data migration needs	Working internally and with Bookem vendor; refining project timeline to ensure we can meet data migration deliverables
Launch Readiness		Alison	Refining R1/R2 and 30/60/90-day plans	Revisit following configuration discussions
Operations Redesign		Mark A	Policies shared with IT Steering, Port Council, & Board	Continue Nantucket standby & Blue Line redesign; Policy Phase II to be shared with IT Steering, Port Council, and Board
Policies		Mark A	Location-based town halls & shipper meetings for phase II policies	Additional virtual town halls 4/14 and 4/15 at 5 pm; Phase II policies to be voted on by the Board in May
Procurement		Mark R	Shared procurement plan in previous meeting	IT Steering to vote on approving the updated procurement plan/budget in April
Website		Mark A, Steve	Intrasystems started work on new website Defined work needed for new website	Website development & content update Finalize cutover/launch plan
Preseason Portal		Mark A, Steve	Intrasystems met on the preseason portal integration with E-Dea on 3/10; captured outstanding questions	Intrasystems awaiting information on the refresh process with E-Dea; need to provide updated SOW; define launch plan; Intrasystems site visit with SSA on 4/2
Payment Gateway		Mark R, Steve	Office solution devices delivered; E-Dea incorporated B2C & B2B and direct sales into solution design	Legacy gift card solution, Shift4 next steps & milestones; SSA to approve solution; E-Dea meeting with Shift4 on certification – solution on Confluence
Business Central		Mark R, Steve	E-Dea shared info on new APIs; files reviewed; payment portal for invoices Dynamics Eshop – SOW shared & approved; SSO follow-up, meeting with E-Dea on implementation design & APIs to finalize discovery 3/24	Design document to be shared, explore alternatives to email delivery, potential integration with Shift4
Internal Infrastructure (Network, Software, & Hardware)		Steve	Low voltage cabling completed in Mashpee; started low voltage cabling on Nantucket on 3/30 SSA IT started Mashpee network migration on 3/30 Alvarado site visit, defined pathway & milestones for pedestal procurement; outstanding questions resolved by SSA	SSA IT to complete Mashpee network migration by EOW Cost analysis needed to go under state contract (over 250K) for professional services
External Infrastructure		Steve	Electrical work review (boxes, poles, etc.); locations meeting 3/2 & 3/9 Woods Hole terminal plans	Bid out necessary work, define RACI; RFP/RFQs ready in Apr, bid in May/June (May Board), install in July GGD completing bid documents: WH done, other terminals (push from May – Wi-Fi will be in September forward
Data Warehouse & Reporting		Steve	Reviewed Datamart approach with E-Dea	Need to schedule meeting on Datamart and establish E-Dea provision and what SSA needs to solve
Customer Comm & Training		Mark A, Sean	Reviewed comms and training needs	Defining communication software/service needs Need to select a trainer (Ops)
Change Management		Mark A	Board approved Phase I policies	Kick off beta testing group (spring) Public engagement sessions for additional policy changes (phase II)
Master Data		Mark A	Shared initial results of the first round by Mar 6 SSA meeting 3/25 for outstanding configuration requirements	Finalize Master Data to populate data environment (incl. allocation templates)
Integrations		Steve	Proposed vehicle database solution is CarAPI; E-Dea received agreement document to sign with EXIS; Board approved SOW for Travel Alerts integration SSA to approve CarsXE solution	SSA to approve CarAPI E-Dea waiting on EXIS for integration with the test environment; E-Dea to start integration SSA to determine cost of Twilio & expected volume from Gov Delivery



# SSA Project - Implementation Timeline Review



# POLICY FEEDBACK FROM THE PUBLIC



TRUE NORTH  
STRATEGY + TECHNOLOGY INITIATIVE

## Change policy

- *Proposed policy: \$10 change fee for reservation changes less than 2 weeks out*
- First change should be free or no change fee at all
- Will the public be charged a fee for getting off the waitlist on a standby ticket? – looking at removing
- Will the public be charged a fee for downsizing their vehicle?

## Gift cards

- *Proposed policy: digital only; can only be made in increments*
- Fares may not match price increments for gift cards

## No-show policy

- *Proposed policy: no-show tickets will not be refunded and cannot be used for same-day standby; departure is when the gate closes*
- What is the leeway for no-shows?
- Concerns about ability to call terminals to cancel reservations – SSA is thinking through solutions to improve communication with terminals esp. when Mashpee off hours

## Coupon books

- *Proposed policy: will now be subscriptions (largely terminology change, but there are some backend differences)*
- Do not want an expiration date, but consider tying to active account or active Excursion

# POLICY FEEDBACK FROM THE SHIPPERS

## **Cancellation policy**

- *Proposed policy: canceling 48 hours or less in advance will not be refunded*
- Shippers would prefer 24 hr cancellation or 9 am the day before (instead of 2 days or 48 hr)

## **Change policy & pending reservations**

- *Proposed policy: cannot pend tickets; changes 48 hours or less are 10% of the reservation fare; reservations two weeks to 48 hours in advance have a 5% change fee*
- Shippers are concerned that reservations will accumulate at the end of the season since they will push the reses out instead of cancelling and are unable to pend
- Think through when Nantucket is 100% booked in the summer
- How will downsizing a truck be handled in the future?

## **Reservation transfers (commercial)**

- *Proposed policy: shippers can only transfer reservations through approved SSA channels; hazardous transfers only*
- How to handle maintaining "long truck" to replace another long truck, rather than splitting the space with a small car?

## **Smoothing**

- *Proposed policy: 100% smoothing cap (instead of 110%)*
  - *Smoothing is based on number of reservations the shipper used that season the prior year*
- Questions about how the preseason portal prioritizes requests during smoothing

## **Steel treaded vehicle policy**

- *Proposed policy: steel-treaded vehicles can only be transported on flatbeds*
- Shippers requested exceptions to this policy



**TRUE NORTH**  
STRATEGY + TECHNOLOGY INITIATIVE

# The Steamship Authority

---

## Strategic Plan Implementation Update

April 2026



# Recap Year Two Implementation



## **Revisited Initiatives from the Original Strategic Plan for Relevance and Prioritization**

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



## **Developed Real-Time, Online Performance Dashboard**

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



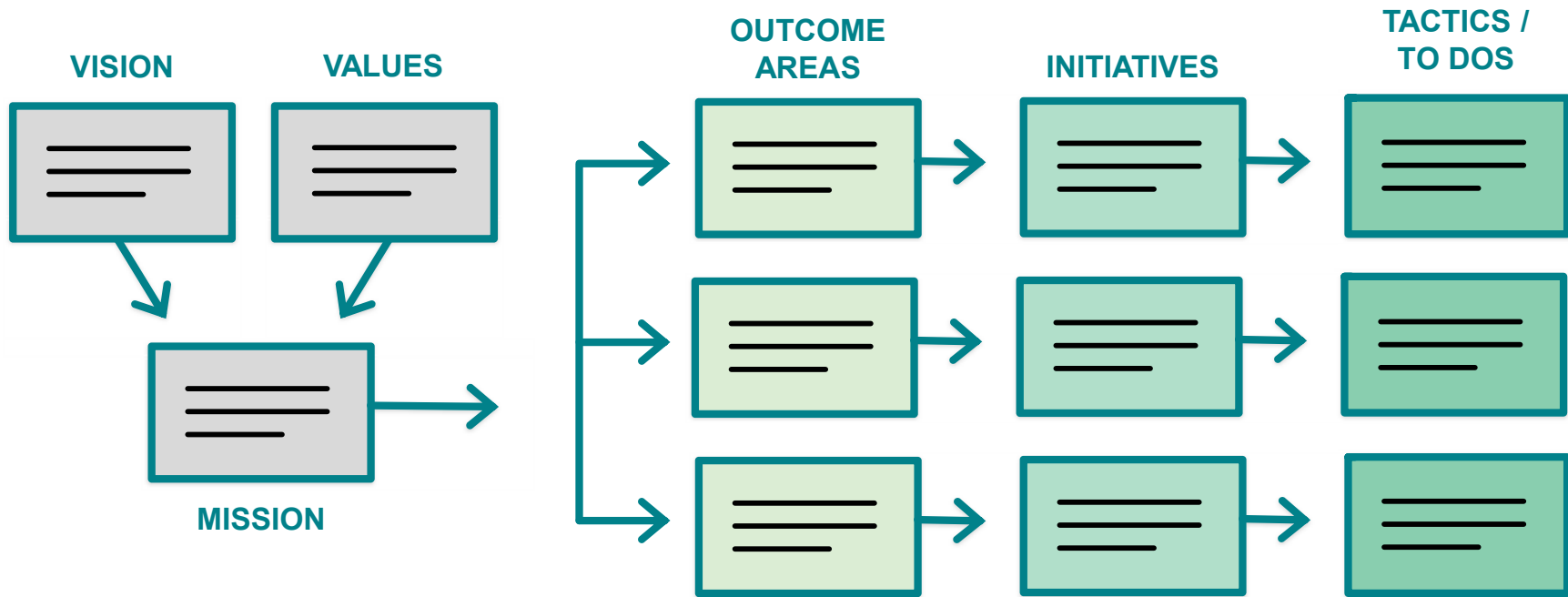
## **Leadership Transition Support**

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

# Implementation Progress



# Framework to Work Plan



## STRATEGIC OUTCOME AREAS



### Enhance, Maintain, and Green Our Infrastructure and Assets

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



### Provide Safe and Reliable Service

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



### Invest in Our Employees

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



### Engage with Our Communities

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



### Ensure Financial Sustainability

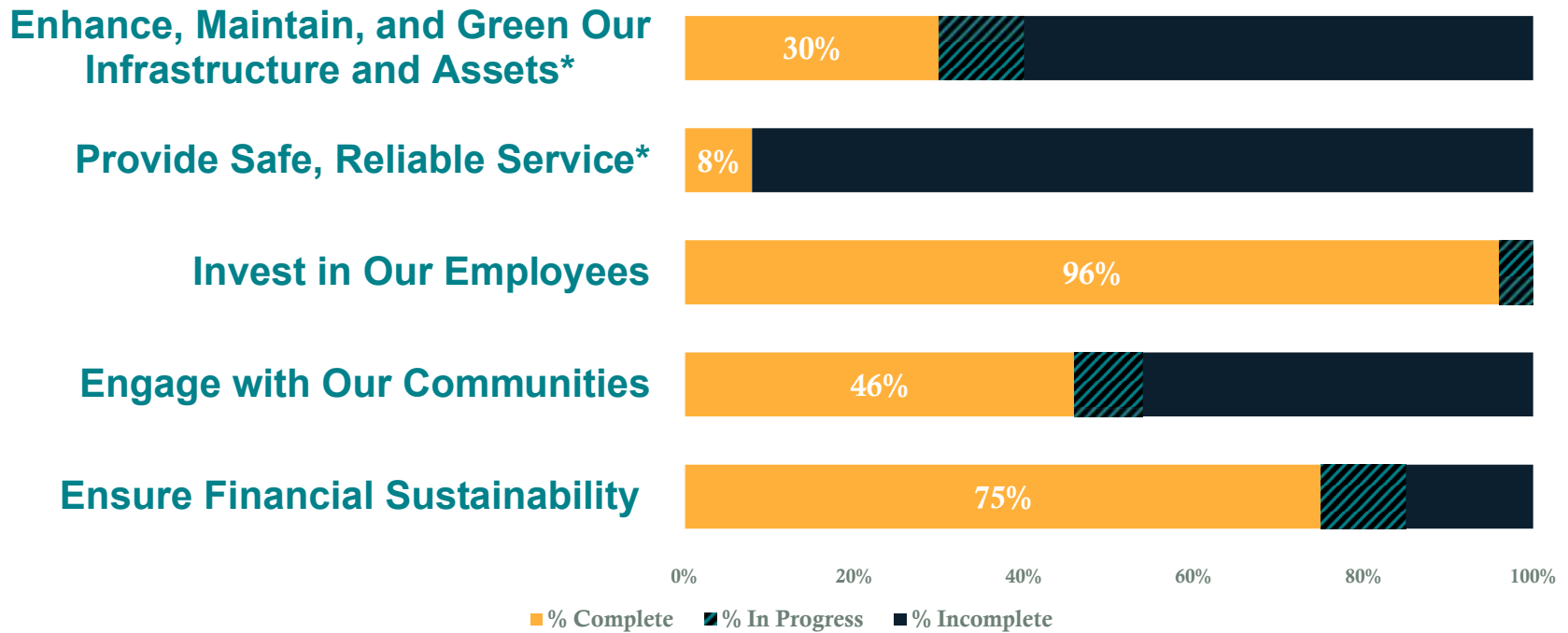
Financial stability is a hallmark of the Steamship Authority. Operations are financed with a focused understanding of the impact fares have on island residents and ridership. Alternative funding sources are actively sought to maintain and update assets and supplement operating costs, with an emphasis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

# Key Performance Indicators (KPIs)

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

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

# Strategic Outcome Areas Progress-to-Date



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

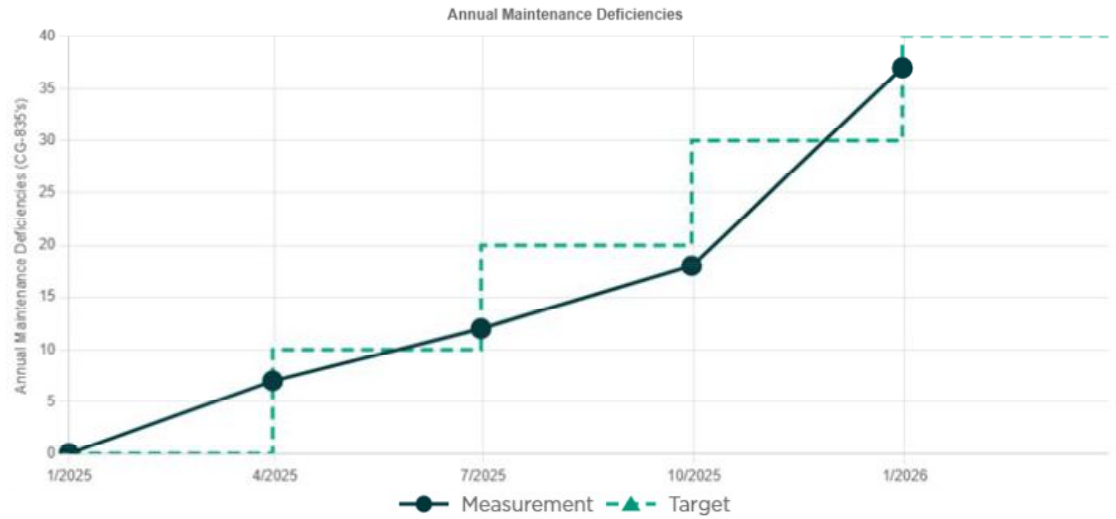
\*Provide Safe, Reliable Services – comprised of new initiatives in 2025, previously adopted initiatives were either operationalized or re-prioritized.



# Infrastructure and Assets

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

## KPI – Annual Maintenance Deficiencies





# Safe, Reliable Service


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

## KPI – Canceled Trips (Mechanical Issues)





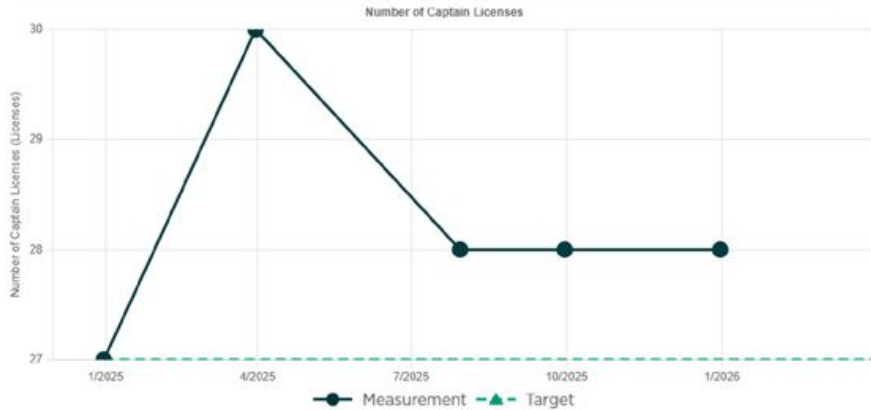
# Invest in Our Employees

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

## KPI – Annual Training Sessions per Employee

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

## KPI – Number of Captain Licenses



## KPI – Employee Retention Rate





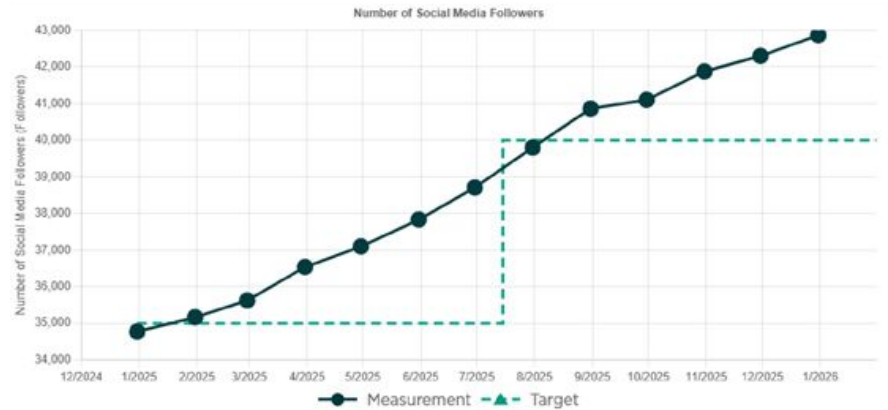
# Engage with Our Communities

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

## KPI – e-Newsletter Engagement Rate



## KPI – Number of Social Media Followers

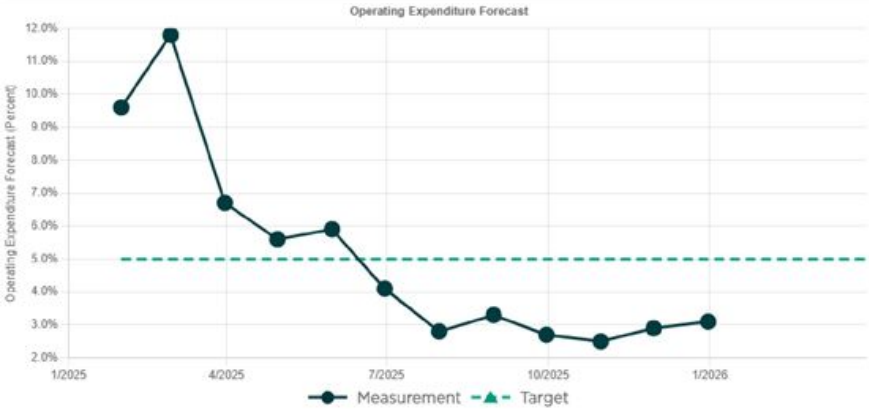




# Financial Sustainability

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

## KPI – Operating Expenditure Forecast



## KPI – Operating Revenue Forecast





# Thank you!

**Contact:** Emily Uselton  
euselton@raftelis.com

# Fleet Disposition Analysis

Evaluation of M/V Governor, M/V Sankaty & M/V Nantucket



Steamship Authority | General Manager's Office | April 2026

## This Analysis Addresses Four Questions



### **Annual Cost**

What does it cost to retain each vessel annually?



### **Remaining Life**

How much useful life does each vessel have remaining?



### **Spare Vessel Risk**

What is the risk of reducing from two spare vessels to one?



### **Service Efficient Comparison**

What are the capabilities and capacities of the three vessels?

## Annual Cost to Retain Each Vessel

### Governor

**\$582,696**

Est. 2026 carrying cost

Maintenance **\$351,000**

Insurance **\$134,196**

Docking **\$97,500**

Utilization (2025) **~90 days**

### Sankaty

**\$558,744**

Est. 2026 carrying cost

Maintenance **\$385,200**

Insurance **\$173,544**

Docking **—**

Utilization (2025) **~219 days**

### Nantucket

**\$690,024**

Est. 2026 carrying cost

Maintenance **\$433,000**

Insurance **\$257,024**

Docking **—**

Utilization (2025) **Full service**

*Costs are similar across all three vessels — operational flexibility is the key differentiator.*

## Remaining Useful Life

### Governor

Built 1954

End of life

- Well beyond intended service life
- Major systems including steering gear are obsolete

### Sankaty

Built 1981

Serviceable

- Originally an offshore supply vessel, converted to ferry service
- Survey indicates several remaining years of useful life

### Nantucket

Built 1974

Long-term asset

- Double-ended ferry design with significantly greater capacity
- Designed for long-term fleet service

*The Governor is the only vessel that is clearly beyond its useful service life. Sankaty and Nantucket both have remaining operational years.*

## Risk of Reducing to One Spare Vessel

### Five Key Risks

- 1 Unexpected simultaneous service issues
- 2 Overlapping dry dock periods
- 3 Weather-related service disruptions
- 4 Loss of surge capacity at peak season

### Which vessel should be the spare?

Operational Value	Governor	Sankaty
Route coverage	WH-VH only	All routes
Truck capacity	5 trucks	8 trucks
Weather tolerance	Lower	Higher
Fleet risk if lost	Moderate	High

*Sankaty provides all-route coverage and greater freight flexibility — Governor as sole spare significantly elevates service risk.*

## Service Efficiency Comparison

Vessel	Fuel Efficiency	Speed	Trucks	Vehicles	Passengers	Routes
<b>Governor</b>	8.8 gal/mile	16 kts	5	45	250	Woods Hole - Vineyard Haven only
<b>Sankaty</b>	7.4 gal/mile	12.5 kts	8	40	292	All routes
<b>Nantucket</b>	9.9 gal/mile	15 kts	5	50	800	All routes

*The Governor's service limitation to Vineyard Haven is a critical operational constraint — it cannot serve Oak Bluffs or Nantucket under any circumstance.*

## Overall Comparative Summary

Factor	Governor	Sankaty	Nantucket
Est. Annual Cost (2026)	\$582,696	\$558,744	\$690,024
Utilization (2025)	Low (~90 days)	Moderate (~219 days)	Full service
Route Flexibility	One route only Fair weather only	All routes Most weather	All routes Most weather
Remaining Life	Very limited	Moderate	Moderate
Strategic Role	Spare	Spare	Core fleet vessel

*Governor's route limitation and end-of-life status are the decisive factors in this analysis.*

# Recommendation

**1**

## **Retain M/V Nantucket**

Core operating vessel — highest capacity, all-route capable, essential to fleet reliability.

**2**

## **Retain M/V Sankaty**

Primary spare vessel — all-route coverage, strong freight capacity, higher weather tolerance.

**3**

## **Dispose of M/V Governor**

Route-limited to Woods Hole-Vineyard Haven, well beyond service life, least operational value as spare.