







## TRANSPORTATION PEER REVIEW ISSUES SUMMARY




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TO: Robert B. Davis, General Manager  
Woods Hole, Martha's Vineyard, and Nantucket  
Steamship Authority

DATE: January 16, 2026

FROM: Steven C. Findlen  
Melissa Restrepo

SHS PROJECT NO.: 2025194.00

SUBJECT: Transportation Peer Review – Response to Responses 2 Issues Summary  
Woods Hole Ferry Terminal Reconstruction Project  
1 Cowdry Road, Falmouth, Massachusetts

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*Howard Stein Hudson (HSH)* conducted a transportation peer review of the materials related to the proposed Woods Hole Ferry Terminal Reconstruction (the Project) located at 1 Cowdry Road in Falmouth, Massachusetts. The following table summarizes each of the pending issues:

Issue	Resolved	Notes
<b>1. On-Site Planning, Site Circulation, and Parking</b>	Yes	The design team revised the vehicle turning analysis on Figures 2 and 3 to include existing vehicles parked along the south side of Railroad Avenue. Figure 3 has also been revised to show the maneuver of an inter-city bus entering the site via the designated exit lane on Cowdry Road. HSH appreciates GZA's confirmation that the vehicle turning analysis shown in Figure 4 is intended to primarily demonstrate the geometric requirements for vehicle movements around the site, and that Steamship Authority (SSA) personnel will actively manage all traffic and pedestrian movements to prevent conflicts. No further action is required.
<b>2. On-Site Planning, Site Circulation, and Parking</b>	Yes	HSH generally agrees with the 19-foot design vehicle for the proposed queuing lanes east of the terminal building and the standard WB-67 vehicle for the truck staging area. No further action is required.
<b>3. On-Site Planning, Site Circulation, and Parking</b>	Yes	HSH acknowledges that the SSA is not subject to the Town of Falmouth Zoning Bylaws; however, industry-standard design guidance recommends a two-way aisle width of 24 feet for 90-degree parking spaces. HSH notes that the proposed dimensions have been judged adequate by the SSA to maximize the employee parking lot area. No further action is required.



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Issue	Resolved	Notes
<b>4. On-Site Planning, Site Circulation, and Parking</b>	Yes	SSA personnel, as currently assigned, will continue to assist on-site with bus traffic at the site. No further action is required.
<b>5. On-Site Planning, Site Circulation, and Parking</b>	Yes	As noted, the sidewalk shown on the south side of Railroad Avenue will be removed from consideration. No further action is required.
<b>6. On-Site Planning, Site Circulation, and Parking</b>	Yes	HSH generally agrees with GZA's proposed plan to review traffic circulation with the SSA and revise it as appropriate following completion of the final design. No further action is required.
<b>7. On-Site Planning, Site Circulation, and Parking</b>	Yes	HSH understands that site signage and striping will be coordinated with the SSA during preparation of the final construction plans. It is encouraged that GZA and the SSA provide additional signage around the site to better facilitate circulation. No further action is required.
<b>8. Pedestrian/ Cyclists</b>	Yes	HSH notes that the proposed crosswalk across Luscomb Avenue will connect to an existing curb cut. Based on aerial imagery, the existing curb ramp may not meet current ADA curb ramp standards. HSH encourages the design team, the SSA, and the Town to evaluate and, if necessary, upgrade the ramp as part of establishing this new crosswalk connection.
<b>9. Pedestrian/ Cyclists</b>	Yes	HSH generally agrees with the proposed crossing connection. No further action is required.
<b>10. Geometric Design Criteria</b>	Yes	HSH notes the site layout constraints and agrees that SSA personnel should continue to actively manage all traffic and pedestrian movements to prevent conflicts. No further action is required.

## TRANSPORTATION PEER REVIEW



TO:	Robert B. Davis, General Manager Woods Hole, Martha's Vineyard, and Nantucket Steamship Authority	DATE:	January 16, 2026
FROM:	Steven C. Findlen Melissa Restrepo	HSH PROJECT NO.:	2025194.00
SUBJECT:	Transportation Review – Response to Responses 2 Woods Hole Ferry Terminal Reconstruction Project 1 Cowdry Road, Falmouth, Massachusetts		

*Howard Stein Hudson (HSH)* conducted a transportation peer review of the materials related to the proposed Woods Hole Ferry Terminal Reconstruction (the Project) located at 1 Cowdry Road in Falmouth, Massachusetts. The Steamship Authority is in Year 12 of the Project and currently in phase seven (7) of eight (8) phases. The current phase consists of the construction of a new passenger terminal along with an auxiliary utility building.

The purpose of this memorandum is to present a summary of our follow-up comments on the most recent response to the comments provided by the Project’s team (Applicant) listed below as *HSH Response 2*. The following is a summary timeline of the correspondence between HSH and the Applicant representatives:

- Our initial comments were included in a letter dated November 11, 2025, listed in this document as “**HSH Comment**”.
- The Applicant submitted the following documents as a response to HSH’s comments, listed in this document as “**Applicant Response**”:
  - *Woods Hole Ferry Terminal Landside Reconstruction – Site Work*, June 6, 2025 (Site Work Plans); and
  - *Woods Hole Ferry Terminal Landside Reconstruction – Site Work*, October 2024 (Vehicle Tracking Plans).
- Our supplement comments were included in a letter dated January 5, 2026, listed in this document as “**HSH Response**”.
- The Applicant submitted a response letter dated January 12, 2026, prepared by GZA GeoEnvironmental, Inc. (GZA), listed in this document as “**Applicant Response 2**”.



## On-Site Planning, Site Circulation, and Parking

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### ISSUE 1

**HSH Comment:** The documents provided do not illustrate the full extent of the Project site, with the exception of the Site Plan rendering included in the Project Summary. HSH requests that the design team provide comprehensive Site Plan drawings depicting the entire Project site. Those plans should depict all proposed design elements and circulation patterns for private vehicles, buses, and trucks, as well as pedestrians and cyclists.

**Applicant Response:** The Site Work and Vehicle Tracking plans fully depict the entire Project site as well as circulation patterns for a fire rescue truck, an inter-city bus, and a private vehicle.

**HSH Response:** HSH reviewed the submitted Site Work and Vehicle Tracking plans. The following issues were found in the Vehicle Tracking plans and require additional information:

- Figure 1, Figure 2, and Figure 3 depict the vehicle maneuvers of a fire truck and an inter-city bus circulating the site. However, as the vehicles exit onto Railroad Avenue, the turning analysis does not account for permitted on-street parking along the south side of the roadway. HSH requests that the design team revise the vehicle turning analysis to account for on-street parking conditions along Railroad Avenue.
- Figure 3 depicts the vehicle maneuvers of an inter-city bus entering the site via Cowdry Road; however, the bus is shown entering through the designated exit lane. HSH requests that the design team revise the vehicle turning analysis to depict the bus entering the site using the correct lane.
- Figure 4 depicts the vehicle maneuvers of passenger vehicles circulating the site; however, vehicles within the queue staging area are shown crossing the bus lanes located both north and south of the Terminal Building to access the boats area. The submitted site plans do not indicate any signage to alert drivers of potential conflicts between passenger vehicles and buses. HSH requests that the design team confirm whether directional signage will be provided and identify its proposed locations on the site plan. Additionally, HSH recommends assigning personnel to these locations to direct traffic and reduce potential conflicts and safety concerns.

**Applicant Response 2:** The Applicant provided the following responses to each of the bullet comments above:

- Figure 1, 2, and 3 have been revised to include depiction of on-street parking on the south side of the Railroad Avenue. Revised figures are attached.



- Steamship Authority (SSA) routinely directs truck and bus traffic entering the site to utilize the “exit” lane as depicted on the previously provided Figure 3. GZA understands this condition is intended to reduce the potential for trucks and buses from backing up on Cowdry Lane due to delays with passenger vehicles stopped at the attendant booth. Figure 3 has been updated to indicate the travel path for buses entering the site using the south entrance lane. Revised figure is attached.
- The purpose of the vehicle turning paths shown on Figure 4 is to demonstrate geometric requirements for vehicle movements on the site. When passenger vehicles are directed from the queuing lanes to the slips, such vehicular movements will be performed under the direct supervision of SSA operational personnel. When passenger vehicles are directed to transit across the bus lanes, and other areas of the site, SSA personnel will actively manage other vehicular and pedestrian movements within the travel paths to prevent conflicts between passenger vehicles and other users of the site. This is consistent with current SSA operations.

***HSH Response 2:** Figures 2 and 3 provide the turning analysis of vehicles exiting the site via Railroad Avenue and have been revised to include existing vehicles parked along the south side of Railroad Avenue. Figure 3 has also been revised to show the maneuver of an inter-city bus entering the site via the designated exit lane on Cowdry Road. HSH appreciates GZA’s confirmation that the vehicle turning analysis shown in Figure 4 is intended to primarily demonstrate the geometric requirements for vehicle movements around the site, and that SSA personnel will actively manage all traffic and pedestrian movements to prevent conflicts. No further action is required.*

## ISSUE 2

**HSH Comment:** As part of providing comprehensive Site Plan drawings illustrating the entire Project site, HSH requests that the design team provide the truck, bus, and private vehicle staging capacity, including the typical design vehicle specifications and the number of each type of vehicle that can be accommodated.

**Applicant Response:** The submitted plans identify staging areas for buses, trucks, short-term parking, vehicle queue lanes, and passenger loading zone. Based on the Layout Plan, the two dedicated bus lanes are approximately 200 feet in length; the truck staging area consists of four lanes, each 150 feet in length; the short-term parking consist of seven parking spaces, including accessible spaces and charging stations; the vehicle queueing area consist of 14 total lanes ranging from 135 and 171 feet in length; and the passenger loading zone consists of one lane, located adjacent to the bike parking area north of the site.



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**HSH Response:** HSH reviewed the submitted Site Work plans and generally agrees with the proposed staging areas; however, the design team did not include the typical design vehicle specifications or the number of each vehicle type that can be accommodated within these areas, except for the dedicated bus lanes, where approximately four buses can be accommodated per lane, as shown on Sheet No. L-822. HSH requests that the design team provide the typical design vehicle specifications and the average number of vehicles that can be accommodated in the truck staging area and the vehicle queuing area.

**Applicant Response 2:** Specifications for design vehicles and general geometric requirements for queuing, parking, and circulation were developed for the project and detailed in the *Basis of Design* for the Woods Hole Ferry Terminal, dated November 15, 2015. For queuing lanes, the design vehicle space was assumed to be 19 feet long (length of space provided for each vehicle). Based on the current proposed configuration, the proposed queuing lanes to the east of the terminal building will provide space for up to 132 design vehicles, compared to the approximately 115 spaces provided in the queuing area prior to the start of the terminal reconstruction project. It must be noted that the actual number of passenger vehicles queued at any given time will be dependent on the actual distribution of passenger vehicle types/sizes, SSA management, and operational considerations.

Truck staging, including turning movements was evaluated assuming a standard WB-67 vehicle. A limited number of dedicated truck staging spaces are provided on the southern side of the site. The actual number of trucks staged will depend on upon actual truck sizes and numbers of trucks scheduled for transit at any given time. Consistent with current site operations, SSA personnel will actively manage truck traffic/staging based on need and other operational concerns.

**HSH Response 2:** *HSH generally agrees with the 19-foot-long design vehicle for the proposed queuing lanes east of the terminal building and the standard WB-67 vehicle for the truck staging area. No further action is required.*

### ISSUE 3

**HSH Comment:** HSH requests the design team provide updated information regarding the employee parking area, including confirmation of whether any changes have been made to the parking layout that would affect the total parking capacity.

**Applicant Response:** Sheet C710 of the Site Work plan set shows the striping and dimensions of the employee parking area.

**HSH Response:** Based on the Town of Falmouth Zoning Bylaws, the minimum off-street parking dimensions for 90-degree parking spaces are 9 feet wide by 18 feet long, with a 24-foot-wide aisle for



two-way traffic. According to the submitted plan, not all of the employee parking spaces meet the required length, and the drive aisles are approximately 20 feet wide. HSH requests that the design team either revise the parking dimensions or confirm if a parking dimension waiver will be submitted.

**Applicant Response 2:** SSA is not subject to the Town of Falmouth Zoning Bylaws. The size of proposed employee and public spaces are based on typical 18-foot deep by 9-foot-wide parking spaces. However, some parking spaces in the employee lot are shorter than 18 feet deep due to geometric constraints. Circulation aisle widths in the employee parking area are designed to be 20-foot-wide. The design parking space dimensions and circulation aisle widths were judged to be adequate by SSA due to the limited turn-over of the parking, are consistent with historic site conditions, and allows for maximizing utilization of the employee parking lot.

**HSH Response 2:** *HSH acknowledges that the SSA is not subject to the Town of Falmouth Zoning Bylaws; however, industry-standard design guidance recommends a two-way aisle width of 24 feet for 90-degree parking spaces. HSH notes that the proposed dimensions have been judged adequate by the SSA to maximize the employee parking lot area. No further action is required.*

#### ISSUE 4

**HSH Comment:** The Site Plan revisions indicate that one bus lane was removed to increase truck turning radius at Slip 2. HSH requests that the design team provide an AutoTURN analysis demonstrating adequate clearance for all vehicle types (private vehicles, buses, shuttles, and emergency vehicles) accessing the proposed Terminal Building using the final construction layout.

Additionally, the reduction from three bus lanes to two may affect bus circulation, capacity, and passenger loading/unloading operations. HSH recommends the design team confirm that the revised configuration accommodates projected bus volumes and considers any queueing that could spill back to and block the Cowdry Road entrance.

**Applicant Response:** The submitted Vehicle Tracking plans illustrate the circulation patterns for a fire rescue truck, an inter-city bus, and a private vehicle.

**HSH Response:** HSH generally agrees with the submitted vehicle turning analysis but requests that the design team revise vehicle maneuvers as noted under Issue 1. Additionally, the design team did not provide details regarding projected bus volumes. HSH requests that this information be provided to confirm that the dedicated bus lanes can accommodate all buses without impacting the Cowdry Road entrance.



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**Applicant Response 2:** See response to Issue No. 1 above. As noted during a meeting with HSH and SSA on January 7, 2026, bus volumes, including SSA shuttles, local and regional transit and charter buses, are highly variable, both seasonal and during any given day. SSA actively manages bus traffic at the site and will continue to do so as part of future operations. SSA personnel will direct buses to utilize the bus lanes or other locations on the site for staging and pick-up or discharge of passengers based on conditions present at any given time at the site to prevent queuing of buses in the public way.

**HSH Response 2:** *As noted, SSA personnel currently and will continue to assist on-site with bus traffic at the site. No further action is required.*

## ISSUE 5

**HSH Comment:** HSH supports the inclusion of a sidewalk along the south side of Railroad Avenue. However, the Layout Plan in the Site Work Plans provides limited information regarding the proposed sidewalk width and existing on-street parking. HSH requests that the design team clarify the proposed sidewalk width and confirm whether on-street parking will still be provided while ensuring adequate width for the travel lane.

**Applicant Response:** Sheet C810 of the Site Work plan set shows the proposed concrete sidewalk, which is designed to match the existing sidewalk along the south side of Railroad Avenue. The sidewalk dimension is provided on Sheet L-822, where it is indicated as a 5-foot-wide sidewalk.

**HSH Response:** Although the sidewalk width is generally narrow, it meets the minimum required width of 54 inches as specified in the Town of Falmouth Zoning Bylaws. However, the design submission does not address on-street parking. HSH requests confirmation from the design team as to whether on-street parking will continue to be permitted along Railroad Avenue.

**Applicant Response 2:** As noted in the January 7, 2026, meeting with HSH and SSA, the proposed sidewalk indicated on the south side of Railroad Avenue was added at the Town's request. During recent discussions with the Town, the Town indicated that they no longer want a new sidewalk added at that location. As such, the sidewalk shown along the south side of Railroad Avenue will be removed from the proposed site plan. No change to the existing conditions (parking, curbing, etc.) is proposed in that area. GZA assumes the Town will continue to allow on-street parking on the south side of Railroad Avenue, east of the existing crosswalk, as is currently provided for in the public right-of-way.

**HSH Response 2:** *As noted, the sidewalk shown on the south side of Railroad Avenue will be removed from consideration. No further action is required.*



## ISSUE 6

**HSH Comment:** Based on the submitted Layout Plan, the pavement markings between the proposed Terminal Plaza and the proposed Bike Parking area appear to conflict in several locations, particularly the arrows shown between the proposed traffic island and the Terminal Plaza, as well as the left-turn-only markings guiding drivers from the vehicle staging area towards the bus lanes. HSH requests the design team clarify the intended vehicular circulation through these areas and provide a comprehensive Pavement Marking and Signage Plan that illustrates the full extent of the Project site.

**Applicant Response:** Sheet C812 of the Site Work plan set shows the Striping Plan around the site.

**HSH Response:** The submitted Striping Plan continues to show conflicting markings, particularly in the areas guiding drivers from the vehicle staging area toward the bus lanes, where left-turn-only and right-turn-only markings appear to conflict. HSH request that the design team clarify the intended vehicular circulation and suggest revising these markings to eliminate any conflicts. HSH also recommends adding signage to better guide drivers in these areas.

Additionally, the area between the boats and the Terminal Building lacks pavement markings, aside from the Fire Lane/No Parking markings. HSH recommends that the design team add pavement markings to clearly designate traffic circulation, as drivers are expected to enter and exit this area from both the north and south of the Terminal Building.

**Applicant Response 2:** As noted above, consistent with current operations, SSA personnel will actively manage traffic on site, including directing all vehicular movements. As part of final design, GZA will review traffic circulation patterns with SSA and add additional clarifying markings and signages, as determined to be appropriate by SSA.

Furthermore, SSA personnel will actively manage traffic on site, including all vehicular movements to avoid conflicts between site users.

**HSH Response 2:** *HSH generally agrees with GZA's proposed plan to review traffic circulation with the SSA and revise it as appropriate following completion of the final design. No further action is required.*

## ISSUE 7

**HSH Comment:** An Interim Ride Share Layout Plan was included in the September 2025 Board presentation; however, no designated ride share area is shown on the provided Site Plan rendering.



HSH requests the design team confirm the location of the ride share operations in the final construction layout.

**Applicant Response:** A designated passenger loading zone is located adjacent to the bike parking area as shown on Sheet C812 of the Site Work plan set.

**HSH Response:** HSH generally agrees with the location of the passenger loading zone but recommends that the design team adds adequate signage, aside from the pavement markings, to indicate that this area is for passenger pick-up and drop-off only.

**Applicant Response 2:** GZA will review site signage and striping with SSA during preparation of the final construction documents and add additional informational signage as judged appropriate and necessary by SSA operational personnel.

**HSH Response 2:** *HSH understands that site signage and striping will be coordinated with the SSA during preparation of the final construction plans. HSH encourages GZA and the SSA to provide additional signage around the site to better facilitate circulation. No further action is required.*

## Pedestrians/Cyclists

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### ISSUE 8

**HSH Comment:** The inclusion of a sidewalk along the south side of Railroad Avenue and designated parking is noted. HSH requests that the design team clarify the proposed sidewalk width and the capacity of the bike parking area.

**Applicant Response:** The sidewalk dimension is provided on Sheet L-822, where it is indicated as a 5-foot-wide sidewalk. Sheet L-802 indicates that approximately 78 bike racks will be provided.

**HSH Response:** HSH generally agrees with the sidewalk width and the number of bike racks provided. HSH recommends that the design team provide a curb ramp on the east side of the proposed crosswalk across Luscombe Avenue.

**Applicant Response 2:** The proposed crosswalk depicted connecting from the future Cahoon Park area (north-west corner of the site) extends diagonally across Luscomb Avenue to the location of an existing curb cut. The existing curb cut has been identified on the drawings (label added). See attached drawing.



***HSH Response 2:*** *HSH notes that the proposed crosswalk across Luscomb Avenue will connect to an existing curb cut. Based on aerial imagery, the existing curb ramp may not meet current ADA curb ramp standards. HSH encourages the design team, the SSA, and the Town to evaluate and, if necessary, upgrade the ramp as part of establishing this new crosswalk connection.*

## ISSUE 9

**HSH Comment:** Based on the Site Plan rendering, no crosswalks are being provided from the Utility Building and Employee Parking to the Terminal Building. HSH recommends the design team provide designated pedestrian crosswalks and associated connectivity details to ensure safe and accessible movement between these areas. If these have been provided, HSH requests the design team provide the most recent Site Plan drawings that illustrate the full extent of the Project site.

**Applicant Response:** The submitted plans do not show crosswalks between the Utility Building/Employee Parking areas and the Terminal Building.

**HSH Response:** HSH recommends that the design team provide a crosswalk between the Utility Building sidewalk and the sidewalk adjacent to the short-term parking area. This sidewalk connection provides a direct and safe pedestrian route to the Terminal Building for employees.

**Applicant Response 2:** A proposed crosswalk has been added connecting from the curb cut at the southeast corner of the terminal building plaza to the utility building. See attached drawing.

***HSH Response 2:*** *HSH generally agrees with the proposed crossing connection. No further action is required.*

## Geometric Design Criteria

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### ISSUE 10

**HSH Comment:** As previously requested, the design team should provide an AutoTURN analysis demonstrating adequate clearance for all vehicle types (private vehicles, buses, shuttles, and emergency vehicles) accessing the proposed Terminal Building under the final construction layout. This analysis should also address any proposed geometric design conditions along the south side of the Project site, including any revisions to roadway alignment, circulation patterns, and turning movements.

**Applicant Response:** The submitted Vehicle Tracking plans illustrate the circulation patterns for a fire rescue truck, an inter-city bus, and a private vehicle.



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**HSH Response:** HSH generally agrees with the submitted vehicle turning analysis but requests that the design team revise the maneuvers identified under Issue 1, specifically the bus turning maneuvers. HSH notes that the buses are shown entering through the designated exit lane and, as they begin to turn, the buses encroach into the adjacent designated entering lane, creating a potential conflict with other vehicles attempting to enter the site.

**Applicant Response 2:** Due to multiple types of traffic required to access the site and site layout constraints, complete separation of all vehicle/traffic types is not possible. As such, the potential for conflicts between different traffic types cannot be eliminated. To mitigate these issues, as noted above, SSA personnel actively manage all traffic on the site, including passenger vehicles, buses, and trucks. When buses, trucks, or other vehicles are actively transiting through the common/shared spaces SSA operational personnel will direct traffic, including temporarily holding other vehicles/traffic as required to minimize conflicts.

***HSH Response 2: HSH notes the site layout constraints and agrees that SSA personnel should continue to actively manage all traffic and pedestrian movements to prevent conflicts. No further action is required.***



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**RE: Woods Hole Terminal Site Circulation Follow Up**

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**From** Steven Findlen <SFindlen@hshassoc.com>

**Date** Thu 3/12/2026 2:45 PM

**To** Alex Kryska <akryska@steamshipauthority.com>

**Cc** Mike Pompili <MPompili@hshassoc.com>; Terence Kenneally <tkenneally@steamshipauthority.com>; Mark Amundsen <mamundsen@steamshipauthority.com>; Idavis@bia.studio <Idavis@bia.studio>; Jonas Gassmann <jgassmann@bia.studio>; Nathaniel Russell <nathaniel.russell@gza.com>

 1 attachment (2 MB)

260112 WHFT Site Plan\_Autoturn.pdf;

Hey Alex.

As discussed, below is a brief summary of disadvantages we discussed should the Town deny a curb cut to Railroad Avenue:

- All ingress and egress would be concentrated via Cowdry Road and Crane Street, exacerbating congestion at Crane Street and Woods Hole Road.
- Egress from Slip 3 would create numerous internal conflicts due to vehicles having to traverse the entire site, including trucks crossing two major pedestrian routes.
- All truck traffic and associated noise and exhaust would be brought closer to residences south of the terminal.
- The lack of a curb cut to Railroad Avenue would impede emergency vehicle access to Slip 3. Emergency services previously requested access to the terminal from both Cowdry Road and Railroad Avenue.
- Routing trucks to Cowdry Road via the water side of the terminal would require reducing the truck staging area by approximately half to accommodate truck turning movements, as shown on the attached Autoturn sketch.

Any additional questions or comments, please let me know. Thank you.

Steve

**Steven C. Findlen**

Associate Principal | Bridgewater Office Manager



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**From:** Alex Kryska <akryska@steamshipauthority.com>

**Sent:** Tuesday, March 10, 2026 3:55 PM

**To:** Steven Findlen <SFindlen@hshassoc.com>





## TRUE NORTH STATUS SUMMARY 5-5-2026

### Recent Progress:

- Working through solution design
- Town halls (NT, MV, Mainland, two topic-based town halls)
- E-Dea onsite for week of April 13
- Testing first release
- Updated budget and procurement

### Upcoming Key Activities:

- Share updated release plan
- Share procurement plan with Board & Port Council
- Finalize outstanding SOWs & contracts
- E-Dea onsite for a week in May

### Business Decisions – in process:

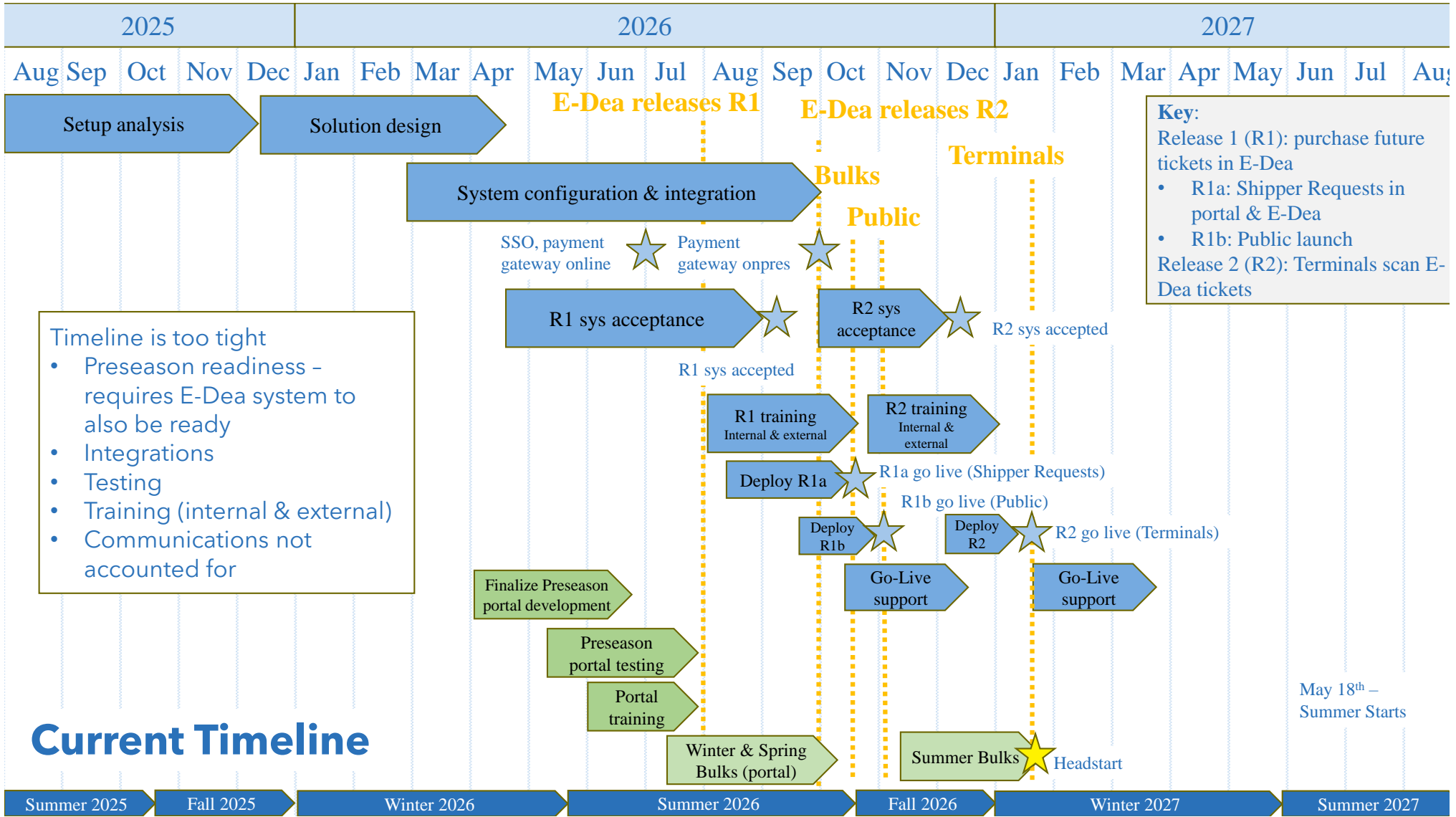
- Procurements (integration & infrastructure)
- Finalize policy changes
- Create data migration plan
- Terminal Operations Flow
- Testing
- Identify training resource
- *Approve R1 Release Plan*

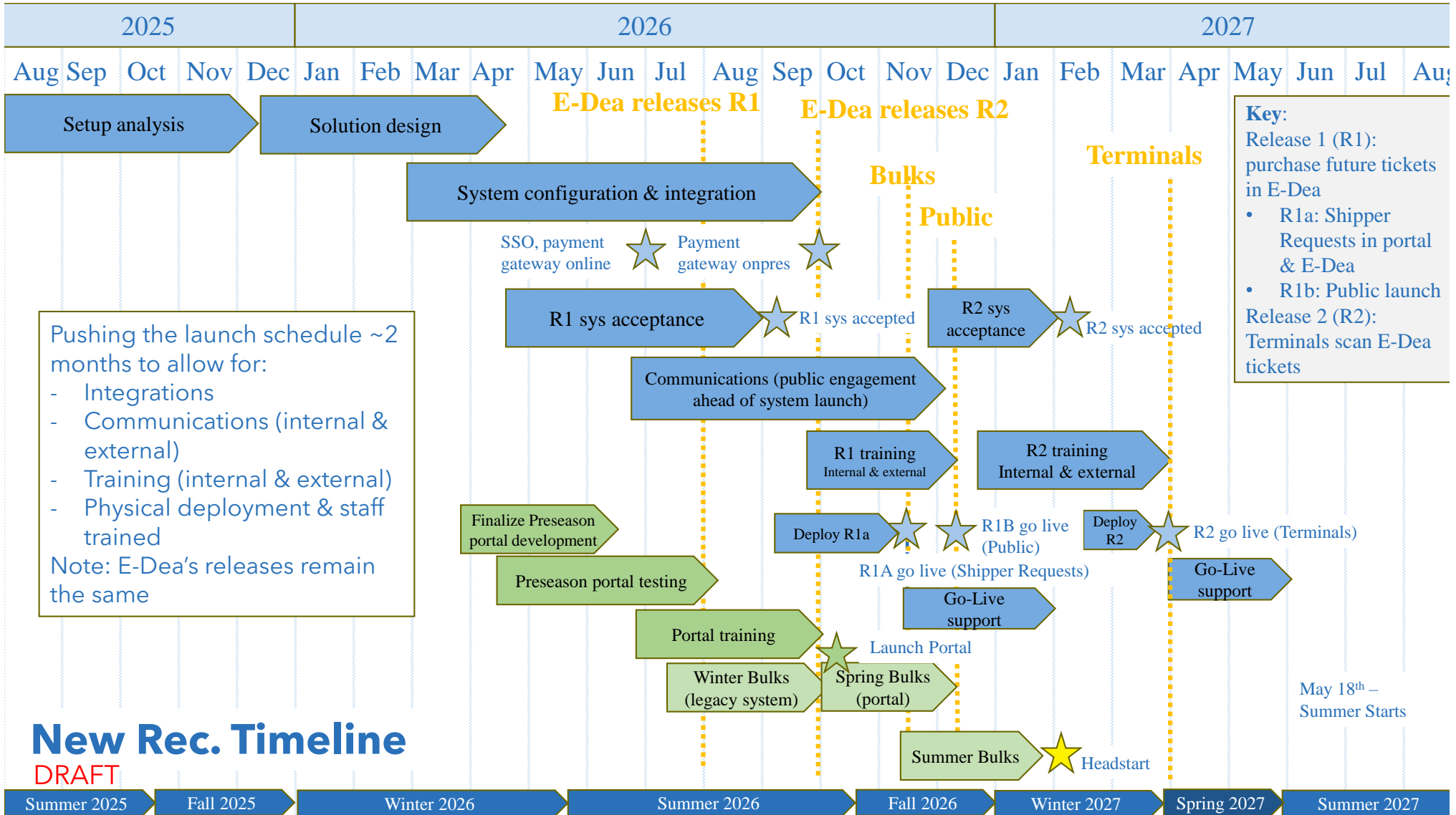
### Key Risks, Issues & Suggested Resolution(s):

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

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	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 & are refining E-Dea has begun system configuration	Finish solution design; Update, share and approve R1 Delivery Plan Determine necessary resources to meet plan deadlines
Data Migration		Steve	Data workshop with E-Dea; Drafted migration plan; meetings on data migration needs – <i>status turned back to green</i>	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 and virtual town halls & shipper meetings for phase II policies IT Steering voted to recommend the phase II policies to the Board and Port Council	Phase II policies to be voted on by the Board in May
Procurement		Mark R	Shared procurement plan with IT Steering in April meeting	IT Steering to vote on approving the updated procurement plan/budget
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	Dedicated session on refresh process of environments & portal	Intrasystems to provide updated SOW; define launch plan; Define resources for Trucks
Payment Gateway		Mark R, Steve	Office solution devices delivered; E-Dea incorporated B2C & B2B and direct sales into solution design Decided to use Shift4 for legacy gift cards	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 Integrato waiting on access to the data from E-Dea Need to get into the Data Warehouse Need report examples with basic transaction data
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	Oak Bluffs, Hyannis terminals
External Infrastructure		Mark A	Electrical work review (boxes, poles, etc.); locations meeting 3/2 & 3/9 Woods Hole terminal plans	Bid out in July GGD completing bid documents: WH done, other terminals (push from May – Wi-Fi will be in September forward)
Customer Comm & Training		Mark A, Sean	Reviewed comms and training needs	Defining communication software/service needs <b>Need to select a trainer (Ops)</b>
Change Management		Mark A	Board approved Phase I policies Public engagement sessions for additional policy changes (phase II)	Kick off beta testing group (spring) Share revised policies for Board approval in May
Master Data		Mark A	E-Dea shared Master Data environment	SSA to configure Master Data environment
Integrations		Steve	E-Dea received agreement document to sign with EXIS; Board approved SOW for Travel Alerts integration SSA approved CarsAPI solution – <i>status turned back to green</i>	SSA to validate SSO workflows E-Dea to determine release of vehicle lookup solution E-Dea to provide HazCheck integration in R1.2 Confirm Data Mart testing & Integrato access Begin Twilio integration & finalize outstanding details





# New Rec. Timeline

DRAFT

## BENEFITS AND DRAWBACKS OF THE UPDATED PROJECT TIMELINE

### Benefits:

- Add ~2 months to support:
  - Integrations
  - Preseason portal readiness
  - Testing
  - Communications and training (internal & external)
  - Physical deployment
- Slack added to the plan
- Maintains winter system launch
- Less expensive (see next slide)



### Drawbacks:

- Overlapping Bulks seasons (Spring & Summer)
- Reduces time for manual data migration
- Runs into end of year holidays
- Vacation schedules

## POSTPONING LAUNCH BY 2 MONTHS IS \$385K - \$885K CHEAPER FOR SSA



**TRUE NORTH**  
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### **Expenses incurred to maintain the current launch date:**

- Bulks Development: +\$100K to rush effort
- Bulks Staff Augmentation: +\$50K to support manual data entry, shipper supports, and training
- Training Contract: +\$100K to rush training development and approach
- Communications firm and media buys: \$300K
- Additional PMO effort to manage all this: \$Priceless
- Hardware install: ???
- Project contingency: \$500K - for when we need to delay launch in September and rework the plan
- Total cost: \$550K to rush launch + \$500K contingency

### **Expenses incurred by postponing launch by 2 months:**

- PMO for an additional 2 months: +~165K
- E-Dea: +\$0
- Total cost: \$165K



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## RES SYSTEM PRELIMINARY BUDGET

# RES SYSTEM PRELIMINARY BUDGET

## RESERVATION SYSTEM STATUS



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Category		Budget	Spent	% Spent	Ordered	Contract	Status	Owner
<b>E-DEA Reservation System</b>					Yes	16-2024	In Progress	Amundsen
Implementation	OP	2,478,463	1,063,291	43%	Yes		In Progress	Amundsen
Change Orders	OP							
Contingencies (10%)	OP	247,846	35,395	14%			In Progress	Amundsen
Annual Licenses and Hosting (2026-2030)	OP	3,301,023	109,000	3%	Yes		In Progress	Colman
<b>Total</b>		<b>6,027,332</b>	<b>1,207,686</b>	<b>20%</b>				
OP = Operating Cost CAP = Capital Cost								

# RES SYSTEM PRELIMINARY BUDGET

## SYSTEM INTEGRATIONS



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Category		Budget	Change Orders	Spent	% Spent	Contract	Status	Owner
<b>SYSTEM INTEGRATIONS</b>								
<i>Bulk Shipper's Portal*</i>	CAP	733,000		660,555	90%	MIS2024-11	In Progress	Colman
<i>Data Migration*</i>	OP	33,000		0	0%	Internal	Discovery	Colman
Travel Alerts & Notifications	CAP	124,000		62,008	50%	MIS2026-6	In Progress	Colman
Accounting System	OP	90,000		20,000	22%	SOW	In Progress	Rozum
<i>Website Integration*</i>	CAP	120,000		63,570	53%	MIS2026-8	In Progress	Colman
<i>Standby Integration*</i>	CAP	0		0	0%	TBD	Discovery	Colman
IT Staff Support & Augmentation	CAP & OP	275,000		3,781	1%	MIS2026-5	In Progress	Colman
<b>SYSTEM INTEGRATIONS TOTAL</b>		1,375,000		809,914	59%			

# RES SYSTEM PRELIMINARY BUDGET

## THIRD PARTY SOFTWARE & PROJECT MANAGEMENT



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Category		Term	Length	Year 1 Budget	5 Year Estimate	Status	Owner
<b>THIRD PARTY SOFTWARE/Yearly</b>							
<i>Vehicle Database Subscription</i>	OP	Annual	2026-2030	1,000	6,000	Active	Colman
<i>Hazardous Material Subscription</i>	OP	Annual	2026-2030	21,000	116,000	Discovery	Colman
Reservation texts and emails	OP	Annual	2026-2030	7,000	39,000	Pending	Colman
<b>Annual Subscriptions</b>				29,000	161,000		

# RES SYSTEM PRELIMINARY BUDGET

## THIRD PARTY SOFTWARE & PROJECT MANAGEMENT



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Category		Budget	Change Orders	Spent	% Spent	Contract	Status	Owner
<b>PROJECT MANAGEMENT &amp; Training</b>								
IT Project Management & Support	CAP	208,000		0	0%	MIS202 6-4	Active	Colman
EDEA System Project Management	OP	400,000		120,000	30%	A-716	Active	Amundsen
Change Management & Support* (estimate)	OP	622,000		262,000	42%	07-2023	Active	Amundsen
Training* (estimate)	OP	100,000		0	0%		Discovery	Amundsen
<b>TOTAL</b>		1,330,000		382,000	29%			

# RES SYSTEM PRELIMINARY BUDGET

## THIRD PARTY SOFTWARE & PROJECT MANAGEMENT



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Category		Budget	Change Orders	Spent	% Spent	Contract	Status	Owner
<b>HARDWARE</b>								
Scanners (Hand-Held & Fixed)	CAP	355,000		111,250	31%	MIS 2025-8	In Progress	Colman
Network Equipment	CAP	460,000		0	0%	MIS2025-8	In Progress	Colman
Computers	CAP	200,000		191,521	96%	MIS2026-7	Received	Colman
<b>HARDWARE TOTAL</b>	CAP	1,015,000		302,771	30%			

# RES SYSTEM PRELIMINARY BUDGET



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Category	Budget	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Project Breakdown</b>						
Operating Expenses	7,433,332					
Capital Expenses	2,475,000					
<b>One Time Costs</b>						
E-DEA Implementation Costs	2,726,309	2,726,309				
System Integration Costs	1,375,000	1,375,000				
Hardware Costs	1,015,000	1,015,000				
Project Management Costs	1,330,000	1,330,000				
<b>Total One Time Costs</b>	<b>6,446,309</b>	<b>6,446,309</b>				
<b>Annual Costs</b>						
E-DEA Annual License/Support/Hosting	3,301,023	1,075,000	950,000	521,500	544,075	592,668
Third Party Software	161,000	29,000	30,500	32,000	33,500	36,000
<b>Total Annual Costs</b>	<b>3,462,023</b>	<b>1,104,000</b>	<b>552,000</b>	<b>576,075</b>	<b>601,280</b>	<b>628,668</b>

# RES SYSTEM PRELIMINARY BUDGET ANNUAL EXPENDITURES



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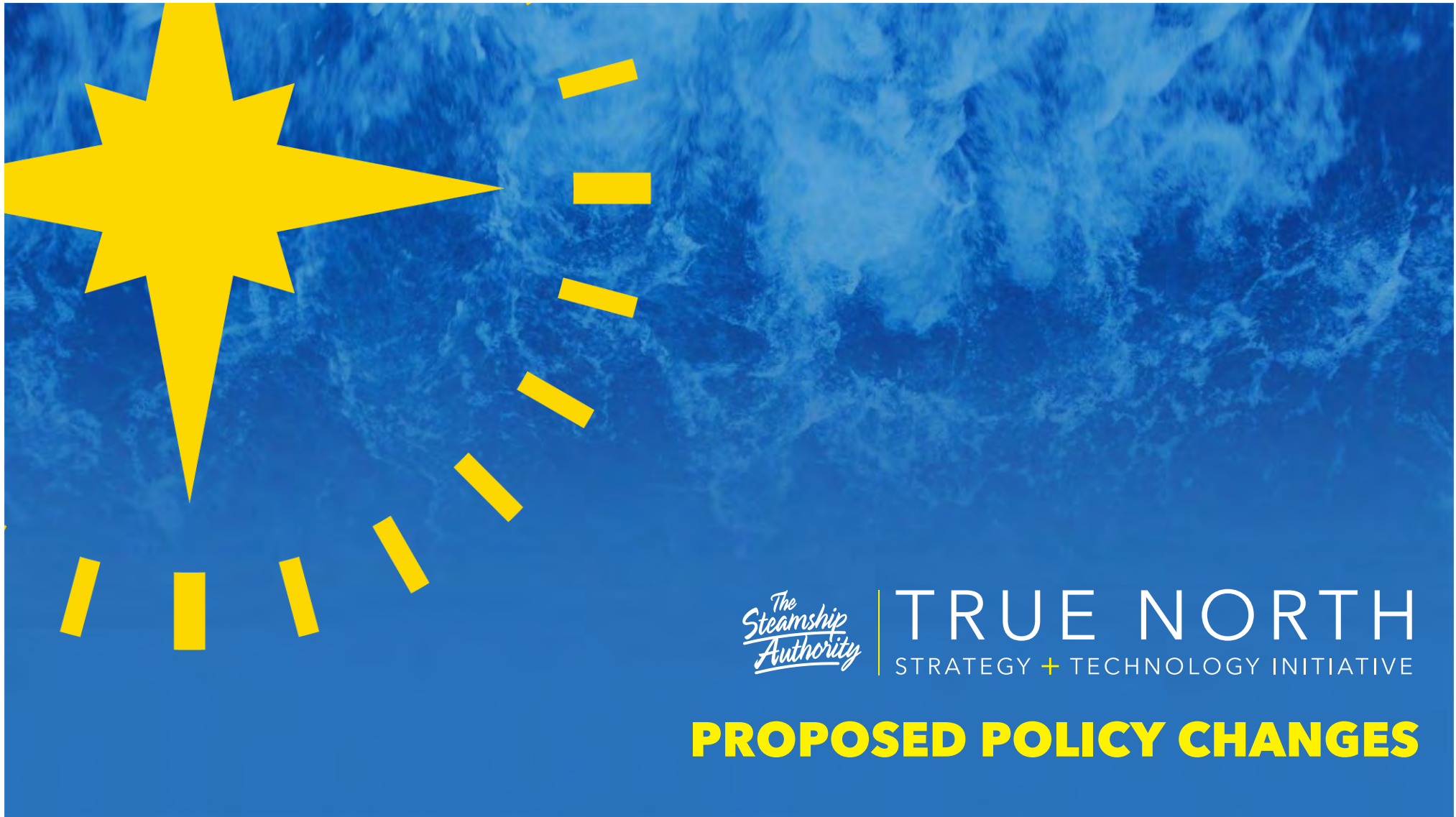
Category	2025	2026	2027	2028	2029	2030
<b>Annual Spend Forecast</b>						
EDEA Implementation Costs	381,015	2,245,294	100,000	0	0	0
EDEA License & Support	101,000	950,000	521,500	544,075	567,780	592,668
System Integrations	668,934	706,066	0	0	0	0
Third Party Software	0	29,000	30,500	32,000	33,500	35,500
Project Management & Training	382,000	923,000	25,000	0	0	0
Hardware	0	1,015,000	0	0	0	0
<b>Total Annual Spend</b>	<b>1,532,949</b>	<b>5,892,360</b>	<b>677,000</b>	<b>576,075</b>	<b>601,280</b>	<b>628,668</b>

# RES SYSTEM PRELIMINARY BUDGET ANNUAL EXPENSE RECOGNITION FORECAST



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Category	2025	2026	2027	2028	2029	2030
<b>Annual Cost Forecast</b>						
EDEA Implementation Costs		109,053	654,314	654,314	654,314	654,314
EDEA License & Support		1,075,000	521,500	544,075	567,780	592,668
System Integrations		55,000	330,000	330,000	330,000	330,000
Third Party Software		29,000	30,500	32,000	33,500	36,000
Project Management	307,000	414,320	170,920	145,920	145,920	145,920
Hardware		40,600	243,600	243,600	243,600	243,600
<b>Total Annual Expense</b>	<b>307,000</b>	<b>1,722,973</b>	<b>1,950,834</b>	<b>1,949,909</b>	<b>1,975,114</b>	<b>2,002,502</b>



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**PROPOSED POLICY CHANGES**

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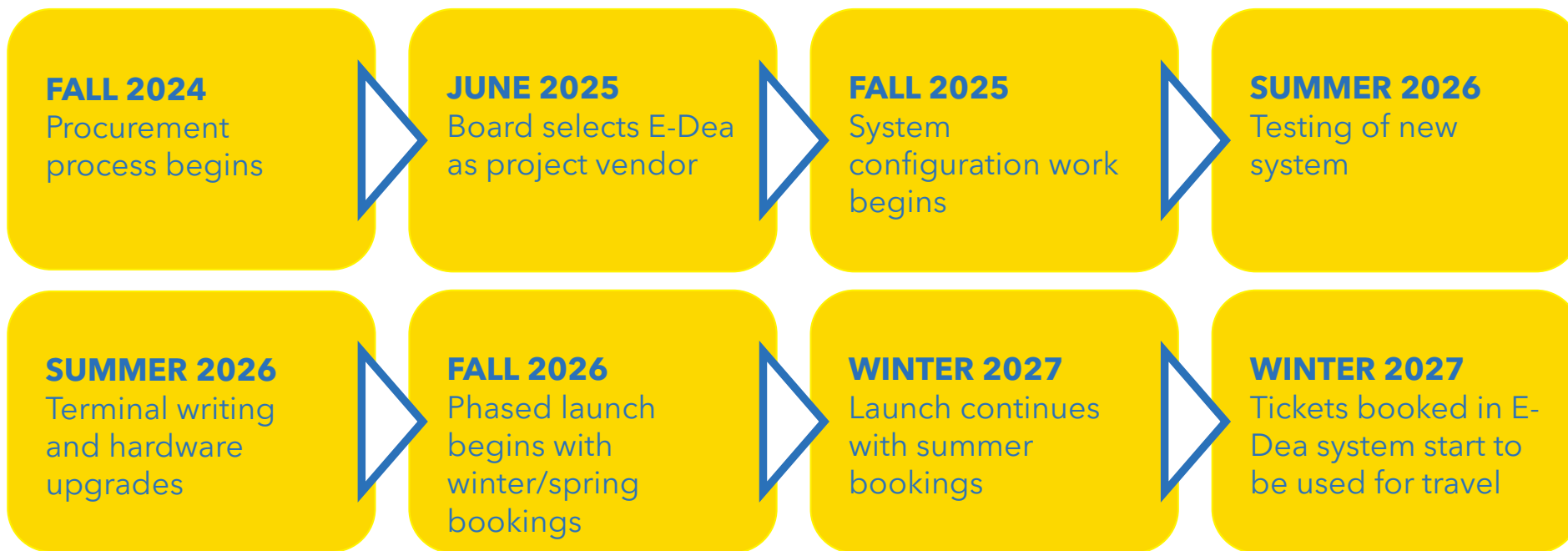
- + **Implementation Timeline**
- + **Highlights of Customer Services That Are Continuing in the New System**
- + **Preferred Spaces**
- + **The Cancellation Policy**
- + **The New Change Policy**
- + **The New No-Show Policy**
- + **The New Coupon Book Subscriptions**
- + **The New Gift Cards**
- + **The New Furlough Fare Policy**
- + **The New Motorcycle Policies**
  
- + **The New Commercial Preseason Booking Process**
- + **The New Commercial No-Show Policy**
- + **The New Change and Cancellation Policy for Commercial Vehicles**
- + **The New Commercial Reservation Transfer Policy**
- + **The New Smoothing Policy (Commercial)**
- + **Updates to Commodities (Commercial)**
- + **The New Steel Tread Vehicle Policy (Commercial)**
- + **Next Steps**
- + **Thank You for Joining Us**



# IMPLEMENTATION TIMELINE



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# HIGHLIGHTS OF CUSTOMER SERVICES CONTINUING IN THE NEW SYSTEM



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**John B. Traveler**

**Excursion Program**

**Preferred Program**

**Preferred Spaces (1-, 7-, and 30-day)**

**Drive-On/Drive-Off Services**

**Standby**

**Head Start**

**Nantucket Standby**

**Wait List**

**Blue Line**

**Medical Program**

**Senior Discount Program**

**Active Service Discount Program**

**Student Excursion Program**

**Emergency Support**

# PREFERRED SPACES



# PREFERRED SPACES

+ No changes to preferred spaces will be made in the new reservation system



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**John B. Traveler**

## TRAVEL MONTH

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
8	9	10	11	12	13	14
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
15	16	17	18	19	20	21
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
22	23	24	25	26	27	28
SUNDAY	MONDAY	TUESDAY				
29	30	31				



Desired day of travel



30-Day Preferred Space made available for booking (summer schedule only)



7-Day Preferred Space made available for booking



1-Day Preferred Space made available for booking

← Desired day of travel

# THE CANCELLATION POLICY



# THE CANCELLATION POLICY

+ No changes to the cancellation policy will be made in the new reservation system



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**John B. Traveler**

## TRAVEL MONTH

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	← Booked day of travel			



Booked day of travel



Cancellations 15 or more days from sailing are refunded minus a \$10 service charge.



Cancellations 0-14 days from sailing receive no refund.

# THE NEW CHANGE POLICY

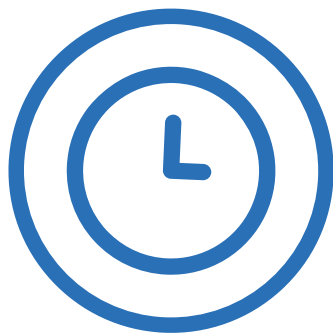


# THE NEW CHANGE POLICY



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- + **1 - The current change policy**
- + **2 - The new change policy**
- + **3 - What are the benefits and differences?**



**At least one  
hour before  
travel**



**First change  
free; future  
changes \$10  
each**



**Same day  
allowed**

# THE NEW CHANGE POLICY



TRUE NORTH  
STRATEGY + TECHNOLOGY INITIATIVE

- + 1 - The current change policy
- + 2 - **The new change policy**
- + 3 - What are the benefits and differences?



**At least one  
hour before  
travel**



**All changes  
\$10 each**



**Same day  
allowed**

# THE NEW CHANGE POLICY



TRUE NORTH  
STRATEGY + TECHNOLOGY INITIATIVE

- + **1** - The current change policy
- + **2** - The new change policy
- + **3** - **What are the benefits and differences?**

## Benefits for the new change policy:

- + Reduces extraneous reservation changes
- + Reduces unused and hard-to-sell deck spaces
- + Fewer empty trips

## Differences:

- + \$10 fee for the first change

# THE NEW NO-SHOW POLICY



# THE NEW NO-SHOW POLICY

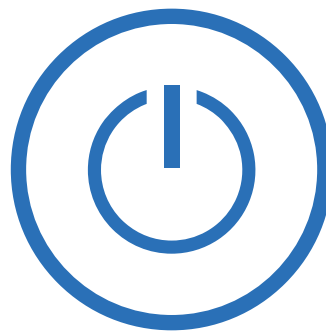
- + 1 - The current no-show policy
- + 2 - The new no-show policy
- + 3 - What are the benefits and differences?



**Reservation automatically goes into pending status**



**With notice, passenger ticket on reservation can be reused**



**Can standby for trips same day with unused reservation**



**With no notice, high-speed ticket can be used later**



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# THE NEW NO-SHOW POLICY

- + 1 - The current no-show policy
- + 2 - **The new no-show policy**
- + 3 - What are the benefits and differences?



**No notice, no refund**



**With notice, passenger ticket on reservation can be reused**



**Ticket cannot be reused for standby**



**With notice, high-speed ticket can be used later**



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# THE NEW NO-SHOW POLICY

- + **1** - The current no-show policy
- + **2** - The new no-show policy
- + **3** - **What are the benefits and differences?**

## Benefits for the new no-show policy:

- + Reduces the unused and hard-to-sell deck space
- + More fair for passengers who tried to book but couldn't

## Differences:

- + Unused reservation cannot be used for standby on the same day
- + Standby travel after a missed reservation will require purchase of a standby ticket



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