Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

Posted November 20, 2026 9:55 AM

STEAMSHIP AUTHORITY
IT EXECUTIVE STEERING COMMITTEE

Tuesday, November 24, 2026 – 10:00 AM

VIRTUAL MEETING ONLY

NOTE: This meeting will be virtual only; however, the public may participate virtually in the meeting, including Public Comment, by going to https://us02web.zoom.us/j/82237237267 or by going to zoom.us and using meeting ID 822 3723 7267. 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.

AGENDA

Item No. 1. **Approval of Minutes**

a. **Approval of September 22, 2026, Meeting Minutes**

b. **Approval of October 27, 2026, Meeting Minutes**

Item No. 2. **Discuss Project Recovery Plan**

Item No. 3. **Project Timeline**

Item No. 4. **Budget/Procurement**

Item No. 5. **Public Comment**

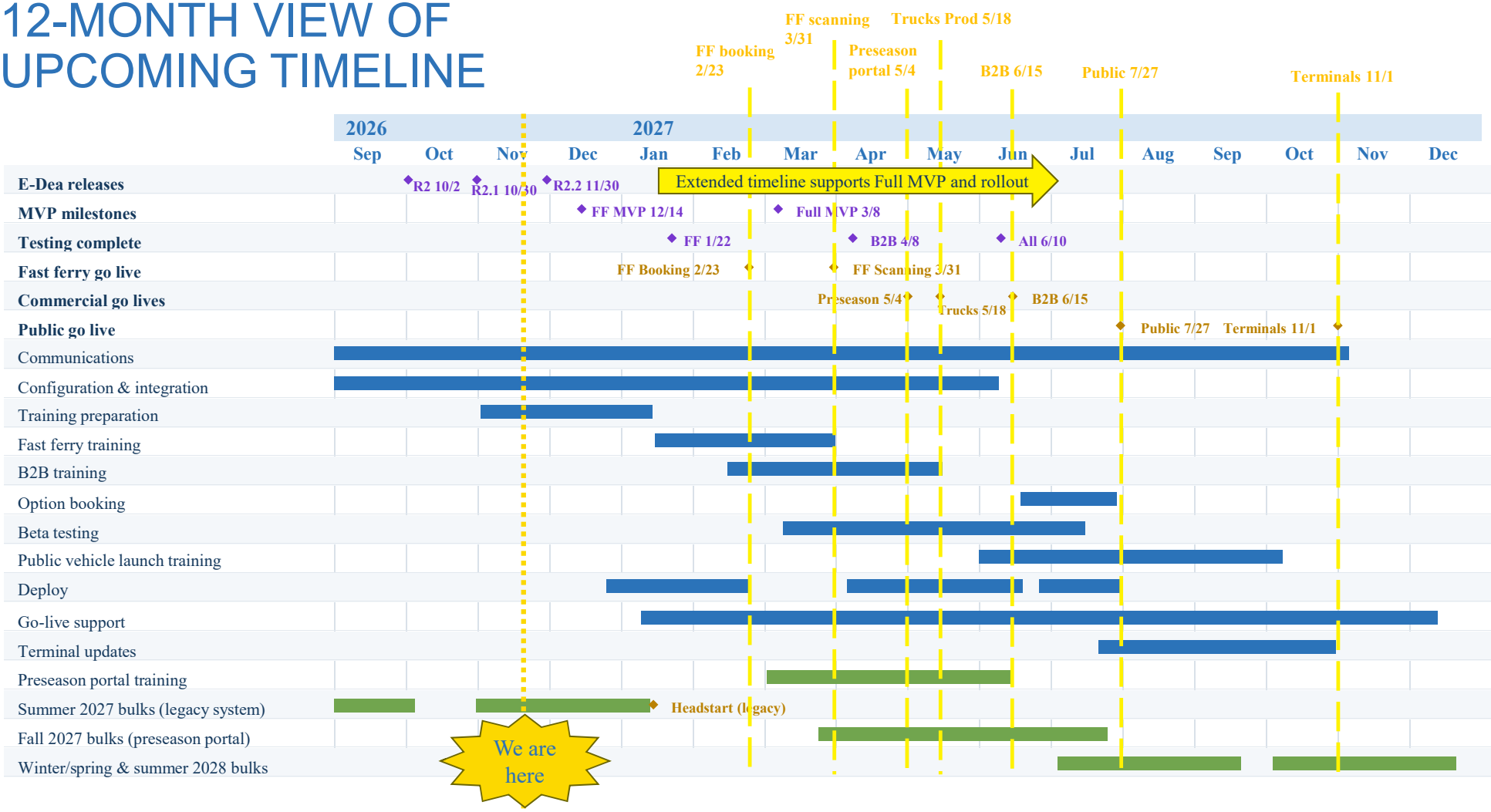

The Steamship Authority
TRUE NORTH
STRATEGY + TECHNOLOGY INITIATIVE
NOVEMBER 2026 IT STEERING COMMITTEE

AGENDA

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- Project timeline & dashboard
- Testing update
- Success measures
- Budget & procurement plan

12-MONTH VIEW OF UPCOMING TIMELINE



TRUE NORTH STATUS SUMMARY 11-24-2026

Recent Progress:
- SSA shared updated timeline with Port Council & Board
- SSA met 11/13 FF testing milestone
- E-Dea onsite with SSA 11/13

Upcoming Key Activities:
- Complete functionality testing for fast ferry by 12/14 (go/no-go date)
- Finalize plans: training, communications, infrastructure
- Revise go-live prioritization

Business Decisions – in process:
- Procurements (Infrastructure)
- Policy Phase III
- Terminal Operations Flow (i.e., scanning)
- Testing (functional and performance)
- Outside review/assessment
- Restart Beta

Key Risks & Issues:
- Testing and PMO uncertainty
- Resource capacity (IT & Ops)
- Current policies unclear/undocumented (policy vs configuration)
- Change fatigue
- Terminal infrastructure and wi-fi

Key Milestone Legend:

Green	On track; will complete as planned
Yellow	Planned delivery at risk
Red	Will miss planned delivery

Workstream	Status	Owner	Recent Action	Upcoming Action
Reservation System		Mark A	Updated project timeline; phased launch (FF, full) R2.1 demo 11/3	Project team met with E-Dea on change requests; Gibbous is leaving the project EOY; full transition plan TBD R2.2 release 11/30; R2.2.1 release 12/7
Data Migration		Stephen	Mark T updated data migration plan based on new timeline	Continue testing data migration for ticket types, with FF ticket types prioritized
Fast ferry readiness		Alison	Reviewed readiness plans for communications, terminals, and Mashpee	Awaiting readiness plans for infrastructure & training Revised test plans for IT, Acct, Ops
Full readiness		Alison	Readiness plans for Mashpee, Acct, IT, & Ops testing	Develop full-system readiness plans for infrastructure, communications, training, & terminal ops – no change management owner identified for transition Revised test plans for IT, Acct, Ops
Testing		Mark R	Internal testing leads have been established; High volume of bugs uncovered in software; Recent sprints prioritize Fast Ferry; Performance testing, Tier 1 support kickoff	Handheld testing in progress 12/14 deadline for testing FF functionality Prioritize defects for vehicle functionality (E-Dea onsite 11/30)
Training		Mark A	Thryv onsite with SSA & E-Dea; reviewed key FF training needs with SSA	Thryv to develop testing plan & come back to SSA with questions; train-the-trainer mid-December
Website		Mark A, Stephen	Travel alerts, notifications, & ESB are working; no system issues	SSA to review SOW for website phase III including standby monitoring
Preseason Portal		Mark A, Stephen	UAT not showing system issues; integrated with ESB	SSA to review SOW for hazardous
Payment Gateway		Mark R, Stephen	E-Dea sent Shift4 certification file	E-Dea to complete Shift4 certification process
Business Central		Mark R, Stephen	Reviewed CR SSHHC-75 & impact on retrieving data via API Jerry helped Allen to data mart reporting	Develop data mart reporting scope & capabilities
Integrations		Stephen	Twilio rejected several applications Resolved issues with rental car file reconciliation	SSA/E-Dea meeting on data mart reporting needs SSA Counsel to provide documentation to finalize Twilio
Infrastructure & hardware		Mark A, Stephen	Wi-fi review in process for all ports/locations	Mounting wireless access points at Hyannis and Nantucket
Public engagement & change management		Mark A, Sean	Canceled summer town halls, delayed beta group until March, & did not share the Sep or Oct monthly newsletter	Schedule town halls for phase III policies Resume monthly newsletter; resume beta group for FF Gibbous rolling off – transition resources not identified
Operations Redesign		Mark A	Meetings on IT/Ops readiness for terminals; Ops provided handhelds to HY & NT terminals	Terminals to share feedback on handhelds

TESTING UPDATE

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Tab	Total Tests	Deferred R2.2	R2.1 In Scope	Completed	% Complete	Passed	Failed	% Pass Rate	% Fail Rate	Failed w/ Helpdesk Ticket	Failed w/o Helpdesk Ticket	% Failures in Helpdesk
FF MVP	76	30	46	42	91.3%	42	0	100.0%	0.0%	0	0	-
SmartBoarding & Handhelds	62	9	53	35	66.0%	34	1	97.1%	2.9%	1	0	100.0%
Browser-Device	40	3	37	27	73.0%	27	0	100.0%	0.0%	0	0	-
Total	**178**	**42**	**136**	**104**	**76.5%**	**103**	**1**	**99.0%**	**1.0%**	**1**	**0**	**100.0%**
Regression Testing	**290**	**0**	**290**	**192**	**66.2%**	**177**	**15**	**92.2%**	**7.8%**	**0**	**15**	**0.0%**

Handhelds 66% complete. Missed 11/13 deadline. Also missed the revised 11/20 deadline.

47 Twilio test scripts are deferred until further notice.

5

TESTING UPDATE: CHANGES FOR R2.2

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Change Requests	Summary	Status
SSHHC-299	B2C - Booking Preview Screen and Completed Booking Reference - Passenger Total Price Displayed as $0.00	Approved
SSHHC-88	Open Tickets - Add bike	Approved
SSHHC-594	List of Changes Requested for Smart App Subscriptions / Account	Approved
SSHHC-634	Need a Way to Find Migrated Bookings on B2C	Approved
SSHHC-656	Booking Rule Discounts for Excursion Programs	Approved
SSHHC-767	Need Refund to Original Form of Payment	Approved
SSHHC-556	B2C Changes Part II	Approved
SSHHC-702	Comprehensive Audit Trail, Change Tracking, & Internal Comments Required	Approved

66 other bugs/tasks scheduled for release

Operations was late for handheld testing.

Any failures will not be included in R2.2 on 11/30. New deadline is Friday 8:30AM, for possible inclusion in 12/7 (bugs only, no CRs until 2027).

6

PROJECT SUCCESS MEASURES: BALANCED SCORECARD ACROSS DIFFERENT MEASURES

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Financial

- Ticket purchase & usage: % accurate accounting for earned & unearned revenue
- Subscriptions: % accurate accounting for earned & unearned revenue
- Reconciliation in X days (timely reporting)
- Invoicing functionality

User/customer

- B2C functionality
- Account access
- Time to book: # minutes
- % trips available to book

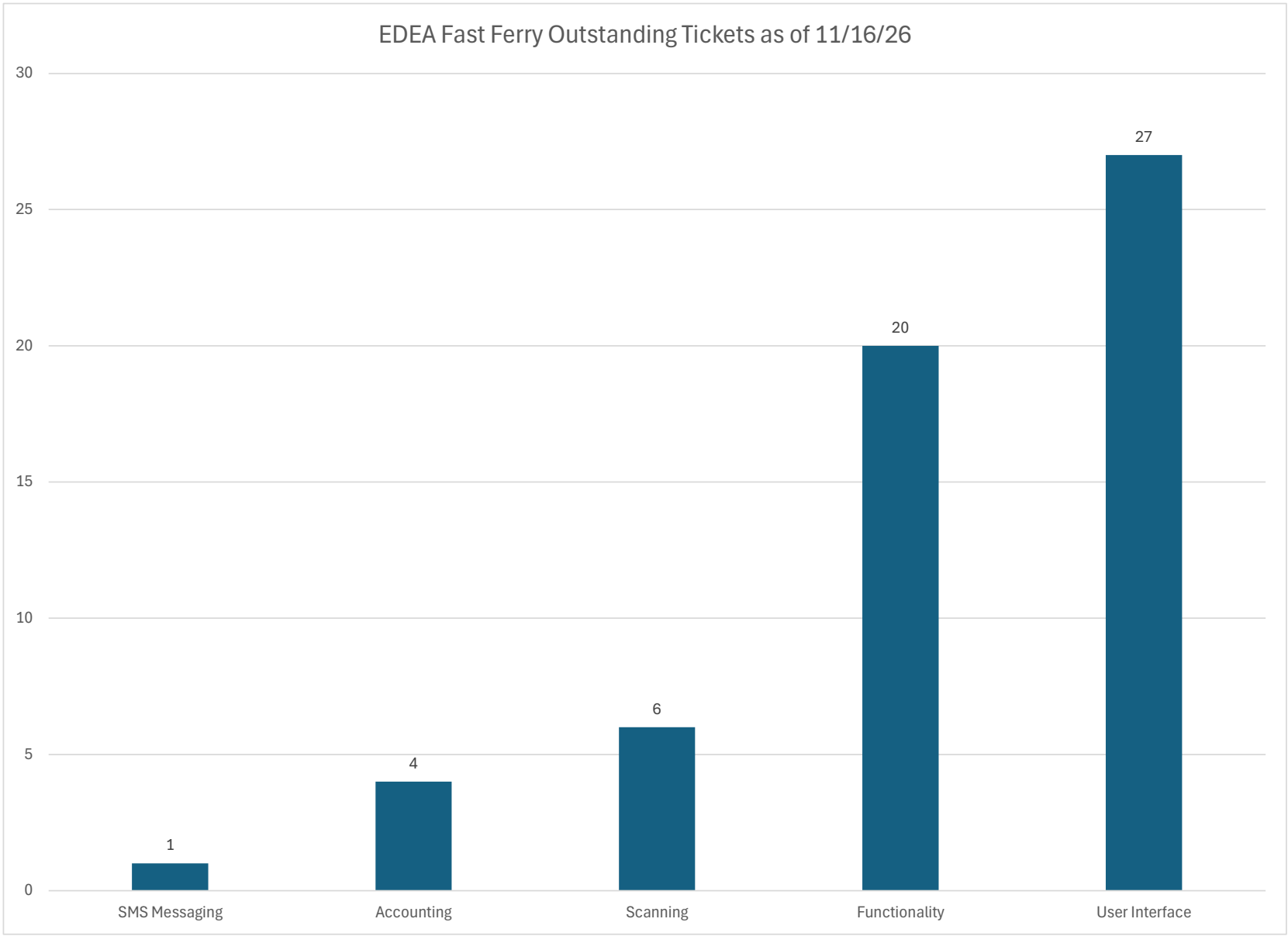
Team

- Training: #, % of staff
- Policy: % consistent with system functionality
- Access/Roles: % of staff can access

Innovation/systems

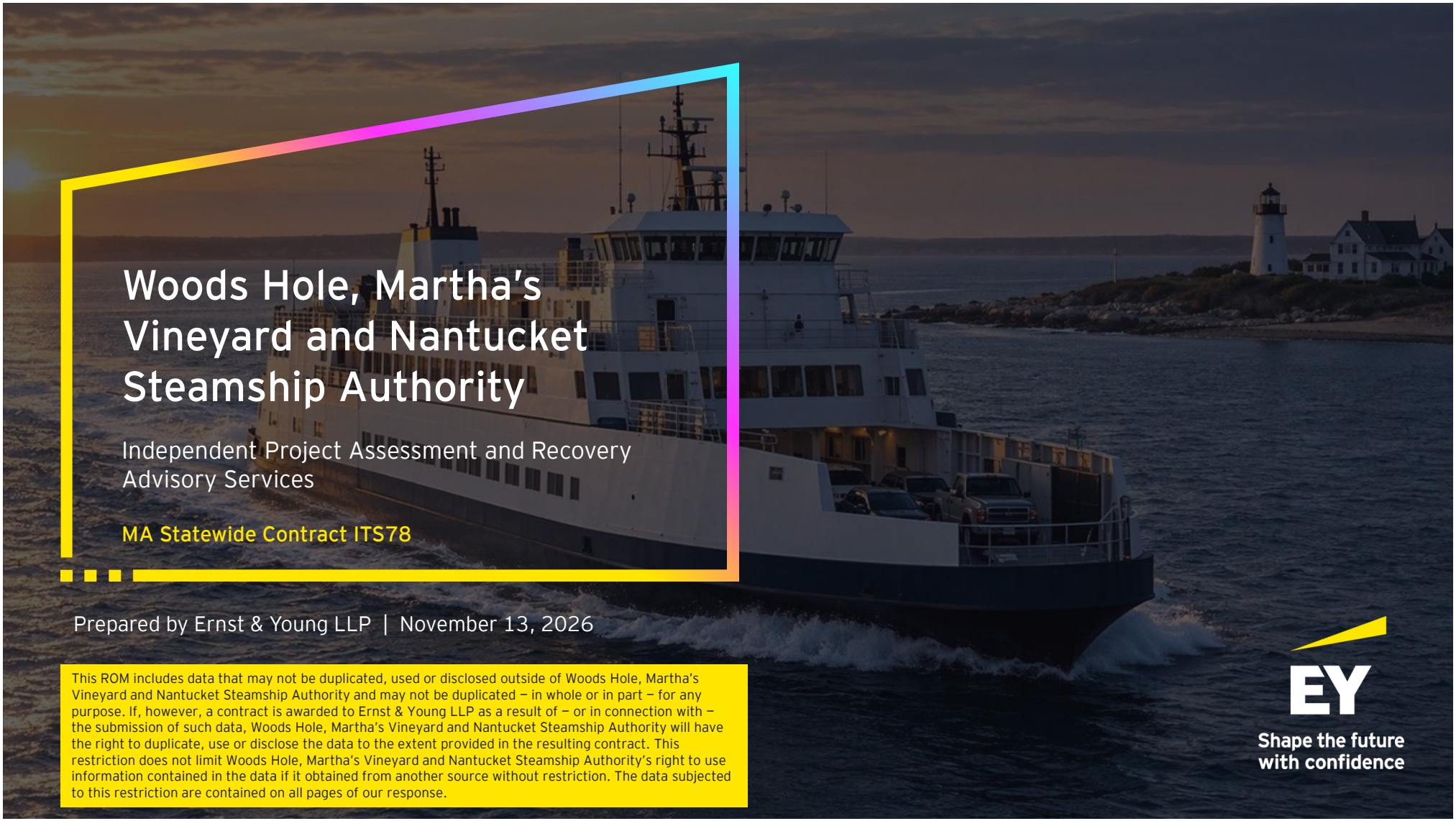
- Handhelds: # hardware deployed
- Devices: % operational
- Infrastructure: wi-fi availability & speed
- Processing time: # milliseconds
- Uptime: % uptime
- Data migration: % success rate

7


EDEA Fast Ferry Outstanding Tickets as of 11/16/26
30
25
20
15
10
5
0
1
4
6
20
27
SMS Messaging
Accounting
Scanning
Functionality
User Interface

Complete 11.16.26	Included in R2.2 Release	Category	Summary
YES	YES	ACCOUNTING	Shift Reconciliation Issue with Digital Gift Card
	YES	ACCOUNTING	Audit Threshold in Shift Reconciliation
	YES	ACCOUNTING	Exclude Open Tickets from Revenue Recognition
	YES	ACCOUNTING	Aggregated Reconciliation Issues
YES	YES	FUNCTIONALITY	Open Tickets - Add bike
YES	YES	FUNCTIONALITY	Received 2 Emails When Making Booking with Subscription (Activation and Usage)
YES	YES	FUNCTIONALITY	B2C - Unable to proceed with booking, stuck on a loading screen
YES	YES	FUNCTIONALITY	Smart App - When refunding a subscription user is brought to a page that doesn't exist
	YES	FUNCTIONALITY	Contact Twilio to try to expedite configuration (Manoj)
	YES	FUNCTIONALITY	B2C site design/content changes
	YES	FUNCTIONALITY	List of Changes Requested for Smart App Subscriptions / Account
	YES	FUNCTIONALITY	SSO password reset not working
	YES	FUNCTIONALITY	Issue with Fast Ferry 1-Day Excursion Business Rule if Changing Return Segment
	YES	FUNCTIONALITY	Issue with Fast Ferry 1-Day Excursion Business Rule if Canceling One Segment
	YES	FUNCTIONALITY	Comprehensive Audit Trail, Change Tracking & Internal Comments Requirements
	YES	FUNCTIONALITY	Refunds Must Go Back to Original Form of Payment
	YES	FUNCTIONALITY	Translation from European Portuguese to Brazilian Portuguese
	YES	FUNCTIONALITY	Open FF Booking Says Expired as Soon as Trip is Closed
	YES	FUNCTIONALITY	B2C timed out bringing up the payment screen.
	YES	FUNCTIONALITY	Payment Details Screen Does Not Always Come Up on B2C
	YES	FUNCTIONALITY	Payment Error on B2C But Then the Booking Shows Paid Anyway
	YES	FUNCTIONALITY	Credit Card Transaction Without a Credit Card Number
	YES	FUNCTIONALITY	More Payment Issues on B2C
	YES	FUNCTIONALITY	Boca Printing Not Available
	YES	SCANNING	Error When Trying to Disembark an Embarked Booking on Port Office Application
	YES	SCANNING	Cannot Embark Booking in Checked-in Status
	YES	SCANNING	Cannot Embark Group Booking on Port Office Application
	YES	SCANNING	when scanning the child barcode to uncheck-in it says session has expired. scanned ticket came up as no booking.
	YES	SCANNING	Error: its not possible to change the status of product from CHECK_IN to EMBARKED on booking type group. The sailing status is OPEN GATE for booking Types: Vehicle, Foot Passenger, freight.

Complete 11.16.26	Included in R2.2 Release	Category	Summary
	YES	SCANNING	When scanning individual QR codes has a an error
YES	YES	UI	Passenger Details Required for All Passengers on B2C / Need to Indicate Mandatory Fields
YES	YES	UI	No Translation Button on B2C
YES	YES	UI	Text Change for Gift Card Sale
YES	YES	UI	Select Sailing and Review Products screens displayed different total charges
YES	YES	UI	eBooking - Bottom Right Corner Buttons Are Compressed, Cannot Continue
YES	YES	UI	Bike Doesn't Show on Booked Products Section
	YES	UI	Country across the platforms should default to United States
	YES	UI	C10 Open Tickets B2C Guest Flow - If no phone number is entered it allows to continue and gets stuck at the next step
	YES	UI	B2C - Booking Preview Screen and Completed Booking Reference - Passenger Total Price Displayed as $0.00
	YES	UI	Gift Card Purchase Screen Display Changes
	YES	UI	My Bookings Sort Order
	YES	UI	Gift Card Refund Display Issue
	YES	UI	Change text under password field
	YES	UI	Text changes for account registration
	YES	UI	text changes - trip type
	YES	UI	Show Product Descriptions on B2C Instead of Product Codes
	YES	UI	Need a Way to Find Migrated Bookings on B2C
	YES	UI	Change Wording on Subscription Display on B2C
	YES	UI	Data Migration Booking Date Display Issue on B2C
	YES	UI	The Search Panel did not show properly in the Subscription Smart App.
	YES	UI	Fix spelling and grammar errors on Subscription pages in B2C.
	YES	UI	B2C Passenger Detaisl still says Province
	YES	UI	Helper Text for Adding a Subscription on Passenger Details Screen.
	YES	UI	B2C Browser Testing - Samsung Galaxy A55
	YES	UI	Browser-Device failures
	YES	UI	Unable to use the Scrollbar while viewing trips in B2C.
	YES	UI	Move Cursor to Next Field on B2C After Selecting Country in Phone Number Field



Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

Independent Project Assessment and Recovery Advisory Services

MA Statewide Contract ITS78

Prepared by Ernst & Young LLP | November 13, 2026

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EY

Shape the future with confidence

Building a better working world

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November 13, 2026

Stephen Colman
Director, Management Information Systems
Woods Hole, Martha's Vineyard and Nantucket Steamship Authority
228 Palmer Avenue, Falmouth, MA 02540

RE: Independent Project Assessment and Recovery Advisory Services

Subject to satisfactory completion of EY's client and engagement acceptance procedures and execution of a mutually agreed Engagement Agreement and Statement of Work.

Dear Mr. Colman:

The postponed launch of the Authority's cloud-based reservation system is a leadership decision, not just a technology delay. It affects a mission-critical customer service, six vendor commitments and the Authority's credibility with the Board, employees, island communities and the traveling public.

Before setting a new launch date, leadership needs an independent view of what is complete, what is at risk, who is accountable and what must be true to launch. We will assess governance, project management and the technical solution together — so the Authority fixes root causes, not symptoms.

Our recommended initial assessment delivers a verified baseline and prioritized corrective actions with objective go/no-go decision criteria. Independence review results for E-Dea, Gibbous LLC, IntraSystems LLC, Shift4 Payments LLC, Integrato and Thryv will be shared before work begins.

We welcome a meeting with you and the executive team to confirm scope, success criteria and a kickoff date.

Sincerely,

Josh Liberman
Senior Managing Director

WHAT THE AUTHORITY GAINS

- ✓ A verified baseline of what is complete and what is at risk
- ✓ Clear accountability across the Authority and six vendors
- ✓ Recommended actions to stabilize and recover
- ✓ Objective go/no-go criteria the Board can defend

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A fact-based reset before relaunch

An independent assessment gives leadership a verified baseline and objective go/no-go decision criteria.

WHERE THE PROGRAM IS TODAY

Launch postponed
Low tolerance for another missed date

Six-vendor ecosystem
Accountability split across contracts and hand-offs

Legacy dependency
Eigen still carries operations until cutover

Heightened scrutiny
Board, staff, island communities and travelers are watching

WHAT EY WILL ASSESS

1. **Vendor accountability**
2. **Project management effectiveness**
3. **Technical and operational readiness**
4. **Contract status and recovery recommendations**

Using EY's IV&V framework, which examines governance, project management and the technical solution

WHAT LEADERSHIP WILL HAVE

- ✓ A verified baseline of what is complete and what is at risk
- ✓ Clear accountability across the Authority and six vendors
- ✓ Recommended actions to stabilize and recover
- ✓ Objective go/no-go criteria the Board can defend

BENEFIT TO THE AUTHORITY

Set the next launch date on verified evidence — reducing the risk of further delay, cost and reputational impact.

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Six vendors, one launch

Risk concentrates at the seams between contracts, platforms and teams — so we map who owns what.

STEAMSHIP AUTHORITY Owner, operator and decision authority — Governance ▸ acceptance ▸ operations ▸ go/no-go

01 PLATFORM AND INTEGRATION

Will it operate as one system?

E-Dea / Oracle OCI
Core reservation platform
Assess: defects ▸ releases ▸ performance

IntraSystems / AWS
Allocation portal and integrations
Assess: interfaces ▸ scope ▸ dependencies

Integrato
Financial link to Business Central
Assess: mapping ▸ reconciliation ▸ controls

02 ASSURANCE AND READINESS

Is delivery controlled and ready?

Gibbous LLC
PMO and testing oversight
Assess: plan ▸ critical path ▸ testing

Thryv
Training and organizational readiness
Assess: training ▸ coverage ▸ readiness

03 PAYMENTS AND CONTROLS

Are payments launch-ready?

Shift4 Payments
Consumer and business payments
Assess: reconciliation ▸ PCI controls

Legacy transition: Eigen
Retirement, continuity and support

Roles reflect the Authority's current understanding and will be validated against contracts and accepted deliverables.

BENEFIT TO THE AUTHORITY One accountability and dependency map across all six vendors — helping prevent issues from falling between contracts and clarifying who owns each launch criterion.

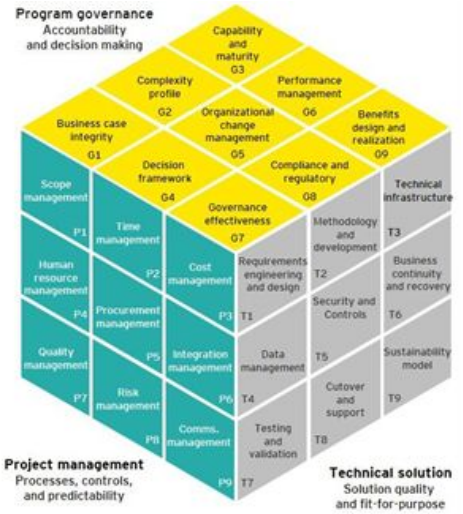
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One view across three dimensions

A new reservation system changes how the Authority decides, delivers and operates — we assess all three to establish the facts, connect risks across governance, project management and technology, and translate findings into prioritized recovery actions.

EY US IV&V assessment framework

Framework shown for reference: we apply a risk-prioritized subset, not all facets



How we apply the framework

1

Establish a verified fact base

Review program documents and interview Authority and vendor teams to build a clear, traceable evidence base.

2

Trace issues to root causes

Reconcile what documents and contracts say with what stakeholders report.

3

Connect risks across dimensions

Show how governance, project controls and technical readiness combine to affect the path to launch.

4

Rate, prioritize and act

Rate and prioritize risks, then recommend corrective actions, accountable owners and go/no-go decision criteria.

BENEFIT TO THE AUTHORITY

Address root causes, not symptoms — reducing the risk that the next launch date slips for the same reasons, with criteria for a go/no-go decision the Board can defend.

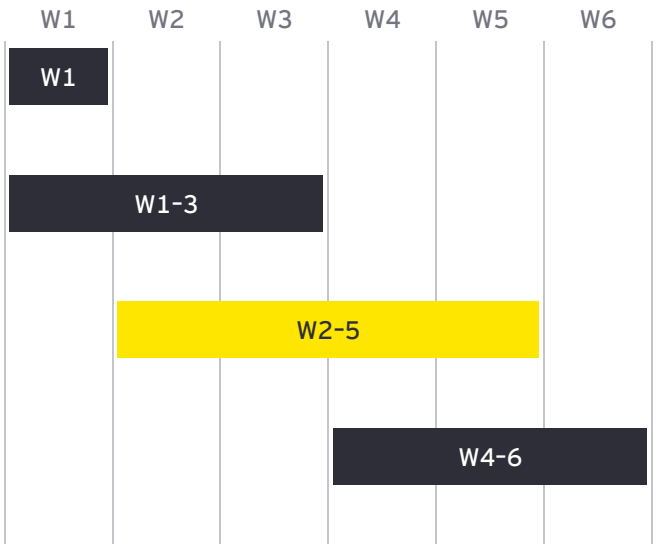
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Six weeks to recovery recommendations

Overlapping phases give leadership early visibility, with decision-ready deliverables by week 6.

PHASE

1. **Mobilize and align**
   Confirm scope, decisions, evidence and interviews
2. **Establish the baseline**
   Assess contracted scope against delivered and accepted work
3. **Deep-dive in 3 dimensions**
   Trace high-risk issues to their root causes
4. **Recover and decide**
   Recommend actions to stabilize and recover with decision criteria



WEEKLY REPORTING Progress ▸ findings ▸ evidence gaps ▸ decisions ▸ risks

KEY DELIVERABLES

W1	Mobilization plan
W3-4	Baseline findings
W4-5	Accountability and dependency matrix
W4-6	Contract performance and readiness assessment
W5-6	Recovery recommendations
W6	**Go/no-go decision framework**

BENEFIT TO THE AUTHORITY

Leadership sees verified findings by weeks 3-4 and can act on early risks while the assessment continues – no waiting until week 6.

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EY experience aligns to all four assessment areas

IV&V and assessment work mapped to each area — faster ramp-up and stronger go/no-go decisions.

AUTHORITY SCOPE AREA	RELEVANT EY EXPERIENCE	WHAT WE DID & WHY IT MATTERS
AREA 1 **Vendor accountability** E-Dea obligations ▸ delivery ▸ delays	**Florida Dept. of Highway Safety and Motor Vehicles** Motorist Modernization IV&V	• Surfaced risks and assessed vendor performance, contract status and requirements across a multiyear IV&V • **Why it matters:** Same lens for E-Dea's obligations and delays
AREA 2 **Project management effectiveness** Gibbous PMO: schedule ▸ risk ▸ governance	**SEPTA** Payment system implementation advisory	• Guided a token-to-modern fare payment replacement; reviewed scope, schedule, cost and 800+ requirements • **Why it matters:** Tests Gibbous's schedule, risk and governance controls
AREA 3 **Technical and operational readiness** Integrations ▸ data ▸ testing ▸ security	**Regional public transportation authority** Fare system assessment	• Raised delivery confidence in a fare system pilot with readiness, defect and testing dashboards • **Why it matters:** Evidence-based view of launch readiness
AREA 4 **Recovery recommendations** Schedule ▸ cost-to-complete ▸ go/no-go	**Oklahoma Department of Human Services** Benefits program assessment	• Actionable recommendations in five weeks from 400+ documents and staff interviews • **Why it matters:** Led to a follow-on TMO — a time-bound recovery path

OUR TEAM BRINGS YOU

Independent perspective
Objective assessment, subject to conflict clearance

Proven methodology
Risk-based IV&V framework aligned to standards

Experienced assessment team
IV&V, readiness and recovery assessments

Rapid evidence assimilation
Decision-ready findings in a time-bound window

Specialist reach-back
Schedule, testing, payments, cyber and change

BENEFIT TO THE AUTHORITY

Faster ramp-up, objective findings and recovery recommendations for a defensible go/no-go decision.

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A predictable fee with defined parameters

Assumptions agreed up front protect the Authority's budget and timeline.

ESTIMATED FEES

$370K–$390K

Initial assessment ▸ ~6 weeks

Baseline assessment of the four requested areas, with recovery recommendations and a go/no-go framework.

Procurement vehicle, taxes, travel and expenses documented in the engagement agreement.

Subject to EY independence clearance, final scope confirmation, contracting and an agreed evidence cut-off date.

ASSUMPTION	WHAT WE ASSUME	WHY IT HELPS YOU
Scope baseline	Four requested areas, recovery recommendations with go/no-go framework	Clarity on exactly what is delivered
Access and evidence	Timely access to stakeholders and complete program evidence	The assessment timeline holds
Validation depth	Emphasis on interviews and document review; no full test re-performance or code review	Surfaces quick wins and priority risks sooner
Roles and decisions	EY advises; the Authority keeps decisions and vendor direction	Independence is preserved
Change triggers	Scope growth, delayed access, new vendors/workstreams or post-cut-off changes	No surprises: changes agreed first

BENEFIT TO THE AUTHORITY

Cost certainty: a fixed fee within the agreed range, with any change to scope, timing or fee agreed in advance.

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Next steps to mobilize

A disciplined mobilization can begin immediately after selection and contracting.

1

Confirm scope

Confirm the initial assessment scope; finalize deliverable acceptance criteria

Lead: Authority

2

Complete clearance and contracting

Finalize independence review, purchasing vehicle, terms and fee

Lead: EY and Authority

3

Name sponsors and coordinators

Confirm executive sponsor, day-to-day lead and vendor contacts

Lead: Authority

4

Launch evidence intake

Issue prioritized evidence request; pre-schedule interviews

Lead: EY

5

Kick off and baseline

Agree cadence, evidence cut-off, escalation and first-week outputs

Lead: Joint

DECISION REQUESTED	**Confirm the initial assessment and authorize mobilization following independence clearance and contracting.**

BENEFIT TO THE AUTHORITY	Outcome: a verified baseline and a credible, accountable path to launch.

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ACCOUNTING
FAST FERRY KPIs

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Unearned Revenue - Recording of Sales	B2C	Port Office	Back Office	B2B
Passengers & Bikes	Y	Y	Y	Y
Subscriptions (Coupon Books)	Y	Y	Y	NA
Gift Cards	Y	Y	Y	NA
Vouchers	Y	Y	Y	NA
Accounting System Integration	Y	Y	Y	Y
Data Warehouse Reporting	Y	Y	Y	Y

Earned Revenue - Recording of Used Tickets	B2C	Port Office	Back Office	B2B
Passengers & Bikes	Y	Y	Y	Y
Subscriptions (Coupon Books)	Y	Y	Y	NA
Gift Cards	Y	Y	Y	NA
Expired Tickets	Y	Y	Y	NA
Traffic Statistics Reporting	NA	Y	NA	NA
Accounting System Integration	Y	Y	Y	Y
Data Warehouse Reporting	Y	Y	Y	Y

Data Migration Verification	B2C	Port Office	Back Office	B2B
Existing Fast Ferry Tickets	Y	Y	Y	NA
Exisitng Coupon Books	Y	Y	Y	Y
Legacy Reservation Reconciliation	Y	Y	Y	Y

Payment Gateway and Credit Cards	B2C	Port Office	Back Office	B2B
Sales	Y	Y	Y	NA
Modifications	Y	Y	Y	NA
Refunds	Y	Y	Y	NA
Reporting	Y	Y	Y	NA
Production Units Readiness	NA	Y	Y	NA

SHORE-SIDE OPERATIONS
FAST FERRY KPIs

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KPI / Testing Outcome	Department	Tester Names	Test Date	Due Date (Enforced)	Priority	Status
Ship Template Accuracy	Shoreside	Alison Fletcher/Wendy Botelho			Moderate	
Schedule Accuracy	Shoreside	Alison Fletcher/Wendy Botelho			Moderate	
Products Configured Correctly	Shoreside	Alison Fletcher			Moderate	
Booking Accuracy	Shoreside	Alison Fletcher/Wendy Botelho			High	
Booking Rules Are Correct	Shoreside	Alison Fletcher/Angela Campbell			High	
Employee Training Completion	Shoreside	Alison Fletcher/Simone Aguilera			High	
Employee Competency Testing	Shoreside/Training and Development	Alison Fletcher/Simone Aguilera			High	
Training Documents Accurate & Complete	Shoreside/Training and Development	Alison Fletcher/Simone Aguilera			High	
Handheld Devices Configured Correctly	IT	Sean Cammeron			Moderate	
Fast Ferry Tickets Scan Successfully	Shoreside	Alison Fletcher/Wendy Botelho			High	
Passenger Booking Functionality	Shoreside	Alison Fletcher			High	
Reservation Modifications	Shoreside	Alison Fletcher/Angela Campbell			Moderate	
Reservation Cancellations	Shoreside	Alison Fletcher/Angela Campbell			Moderate	
Refund Processing	Accounting	Alison Fletcher/Chris Chase			Moderate	
Resident Program Functionality	Reservations	Angela Campbell/Alison Fletcher			Moderate	
Excursion / Program Booking	Reservations/Shoreside	Angela Campbell/Alison Fletcher			Moderate	
Customer Account Creation & Maintenance	Reservations	Angela Campbell/Alison Fletcher			High	
B2C Portal Registration	Reservations/Shoreside	Angela Campbell/Alison Fletcher			High	
B2C Continue as Guest Workflow	Reservations/Shoreside	Angela Campbell/Alison Fletcher			High	
Coupon Book Functionality	Shoreside	Alison Fletcher			Moderate	
Standby Reservation Workflow	Shoreside	Alison Fletcher			low	
Ticket Seller Workflow	Shoreside	Alison Fletcher			High	
Reservation Clerk Workflow	Reservations	Angela Campbell			High	
Vehicle Booking Workflow	Reservations/Shoreside	Angela Campbell/Alison Fletcher			Moderate	
Walk-In Reservation Workflow	Shoreside	Alison Fletcher/Wendy Botelho			High	
Terminal Ticket Scanning	Shoreside	Alison Fletcher/Wendy Botelho			High	
Manifest Accuracy	Shoreside	Alison Fletcher/Wendy Botelho			High	
Reporting & Daily Reconciliation	All (acct,SS,Res)	Chris Chase, Angela Cambell, Alison Fletcher			High	

RESERVATIONS OFFICE FAST FERRY KPIs (PART I)

The Steamship Authority | TRUE NORTH
STRATEGY + TECHNOLOGY INITIATIVE

RESERVATION SYSTEM FUNCTIONAL KPIs

Function	KPI	Target
Create Reservation	Booking Success Rate	> 98%
Create Reservation	Average Booking Completion Time	< 3 minutes
Create Reservation	Booking Error Rate	< 2%
Modify Reservation	Change Success Rate	> 98%
Modify Reservation	Average Modification Time	< 2 minutes
Modify Reservation	Changes Requiring Supervisor Intervention	< 5%
Cancel Reservation	Cancellation Success Rate	> 99%
Cancel Reservation	Refund Processing Accuracy	100%
Cancel Reservation	Average Cancellation Time	< 1 minute
Customer Account	Account Update Success Rate	> 98%

Function	KPI	Target
Customer Account	Average Account Update Time	< 1 minute
Program Submissions	Application Submission Success Rate	100%
Program Submissions	Application Processing Accuracy	100%
Program Submissions	Average Application Review Time	< 5 minutes
Subscription Purchases	Coupon Purchase Success Rate	100%
Subscription Purchases	Coupon Redemption Success Rate	100%
Subscription Purchases	Coupon Balance Accuracy	100%
Legacy Migration Research	Open Ticket Lookup Success Rate	> 95%
Legacy Migration Research	Average Ticket Research Time	< 3 minutes
Legacy Migration Research	Open Ticket Research Success Rate	> 95%

RESERVATIONS OFFICE FAST FERRY KPIs (PART II)

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STRATEGY + TECHNOLOGY INITIATIVE

USER ACCEPTANCE TESTING (UAT) KPIs

Booking Transactions

- 50 consecutive reservations completed successfully
- 50 consecutive modifications completed successfully
- 50 consecutive cancellations completed successfully
- No critical defects

Account Management

- Create new account
- Update name
- Update phone
- Update email
- Reset password
- Program based accounts modifications

Success Rate Target: 100%

Passenger Management

- Add passenger
- Remove passenger
- Change passenger count
- Add boarding assistance
- Add Bike / Remove bike

Success Rate Target: 100%

Legacy Reservation Research

- Locate migrated reservation records
- Research open tickets migrated from the legacy reservation system
- Change migrated bookings

Success Rate Target: 95%

SUBSCRIPTION MANAGEMENT

Program Subscriptions

- Submit new program application
- Search for submitted applications
- Verify eligibility status
- Approve application
- Deny application
- Request additional information
- Activate approved application

Success Rate Target: 100%

Coupon Book Subscriptions

- Purchase coupon books
- Search for coupon subscriptions
- View coupon balances
- Apply coupon payment
- Review coupon transaction history

Success Rate Target: 100%

Fast Ferry Go / No-Go Dashboard Metrics

1. Booking Success Rate
2. Modification Success Rate
3. Cancellation Success Rate
4. Program Submission Success Rate
5. Coupon Book Transaction Success Rate
6. Legacy Research Success Rate
7. Critical Defects Open
8. Average Transaction Time

Go Criteria

✅ Booking Success Rate ≥ 98%
✅ Modification Success Rate ≥ 98%
✅ Cancellation Success Rate ≥ 99%
✅ Program Submission Success Rate = 100%
✅ Coupon Book Transaction Success Rate = 100%
✅ Legacy Reservation Research Success Rate ≥ 95%
✅ Staff can process reservations, modifications, and cancellations without workarounds
✅ Staff can submit, review, approve, deny, and activate program applications
✅ Staff can purchase and apply coupon books
✅ Staff can locate and research migrated legacy tickets
✅ Staff can access historical customer and reservation records
✅ Payment and refund processing functions correctly

No-Go Criteria

❌ Any critical booking defect remains unresolved
❌ Booking, modification, or cancellation success rates fall below established thresholds
❌ Program applications cannot be submitted, reviewed, approved, denied, or activated
❌ Coupon books cannot be purchased, viewed, or applied as payment
❌ Historical customer or reservation records are inaccessible
❌ Open tickets migrated from the legacy reservation system cannot be researched by frontline staff
❌ Payment processing issues exist
❌ Refund processing issues exist
❌ Financial reconciliation failures exist
❌ Staff are unable to complete transactions without workarounds
❌ Migration data access defects remain unresolved

IT
FAST FERRY KPIs (PART I)

The Steamship Authority | TRUE NORTH
STRATEGY + TECHNOLOGY INITIATIVE

EXTERIOR INFRASTRUCTURE:

- Is all exterior infrastructure needed to support the fast ferry launch installed?
  If not, is enough installed to adequately support the fast ferry launch?
- What is the end user response time, in seconds, required for the exterior infrastructure?
  Is the end user response time adequate?
  If not, is it acceptable to launch?

ESB:

- Is the ESB passing messages from E-Dea to Business Central?
  If not, is it acceptable to launch?
- How long do the messages take to process?
  Is the time acceptable?
  If not, is it acceptable to launch?
- Has the data passed to Business Central accurate?
- If not, is it acceptable to launch?

CONFIGURATION:

- Is the site-to-site VPN working as expected?
  If not, is it acceptable to launch?
- Is OCI secure to the satisfaction of SSA IT?
  If not, is it acceptable to launch?
- Is email working as expected?
  If not, is it acceptable to launch?
- Is email and SMS messaging being received from E-Dea?
- On average, how long does it take to receive them?
  Is the time acceptable?
  If not, is it acceptable to launch?
- Is email and SMS messaging being received from Twilio?
- On average, how long does it take to receive them?
  Is the time acceptable?
  If not, is it acceptable to launch?
- Are all the required scheduled jobs enabled and working as expected?
  If not, is it acceptable to launch?
- Are all the required scheduled jobs executing at the expected interval?
  If not, is it acceptable to launch?
- Is there a defined “not to exceed” time interval for each scheduled job?
  If not, are the scheduled jobs executing in an acceptable duration of time?
  Is it acceptable to launch?

DATA MIGRATION:

- Have all active B2B agencies and users been migrated to E-Dea?
  If not, what is an acceptable number or percentage?
  If lower than the acceptable number or percentage, is it acceptable to launch?
- Is the B2B data accurate?
  If not, is it acceptable to launch?
- Have all active B2C customers who have traveled within the last 3 years or who have reservations been migrated to E-Dea?
  If not, what is an acceptable number or percentage?
  If lower than the acceptable number or percentage, is it acceptable to launch?
- Are the B2C users accurate?
  If not, is it acceptable to launch?
- Have all B2C subscriptions been migrated to E-Dea?
  If not, what is an acceptable number or percentage?
  If lower than the acceptable number or percentage, is it acceptable to launch?
- Are the B2C subscriptions accurate?
  If not, is it acceptable to launch?
- Have all B2C fast ferry coupon books been migrated to E-Dea?
  If not, what is an acceptable number or percentage?
  If lower than the acceptable number or percentage, is it acceptable to launch?
- Are the B2C fast ferry coupon books accurate?
  If not, is it acceptable to launch?
- Have all B2C fast ferry open tickets been migrated to E-Dea?
  If not, what is an acceptable number or percentage?
  If lower than the acceptable number or percentage, is it acceptable to launch?
- Are the B2C fast ferry open tickets accurate?
  If not, is it acceptable to launch?

IT
FAST FERRY KPIs (PART II)

The Steamship Authority | TRUE NORTH
STRATEGY + TECHNOLOGY INITIATIVE

FUNCTIONAL TESTING:

- Does SSO work as expected, in all instances?
  If not, what are the known issues?
  Are there work arounds?
  Can the launch occur with the known issues?
- What is the end user response time, in seconds, required for SSO?
  Is the end user response time adequate?
  If not, is it acceptable to launch?
- Are user roles configured as expected, in all instances?
  If not, which roles do not?
  Are there work arounds?
  Can the launch occur with the known misconfigurations?
- Have all ticket sellers been provisioned the appropriate hardware and software?
  If not, is it acceptable to launch?
- Have all check-in clerks been provisioned the appropriate hardware and software?
  If not, is it acceptable to launch?
- Have all reservation clerks been provisioned the appropriate hardware and software?
  If not, is it acceptable to launch?
- Have all trucks department personnel been provisioned the appropriate hardware and software?
  If not, is it acceptable to launch?
- Have all accounting personnel been provisioned the appropriate hardware and software?
  If not, is it acceptable to launch?
- Have all other personnel been provisioned the appropriate hardware and software?
  If not, is it acceptable to launch?
- Are all booths outfitted with charging stations for the Zebra handheld scanners?
  Are they working?
  If not, is it acceptable to launch?

PERFORMANCE TESTING:

- Has an independent performance test been run against the E-Dea platform?
  If not, is it acceptable to launch?
- What is the end user response time, in seconds, required for internal users?
  Is the end user response time adequate?
  If not, is it acceptable to launch?
- What is the end user response time, in seconds, required for B2C users?
  Is the end user response time adequate?
  If not, is it acceptable to launch?

PEN (SECURITY) TESTING:

- Has an independent PEN test been run against the E-Dea platform?
  If not, is it acceptable to launch?

OPERATIONAL READINESS:

- Has centralized logging been configured for Entra?
  If not, is it acceptable to launch?
- Has centralized logging been configured for E-Dea?
  If not, is it acceptable to launch?
- Has centralized logging been configured for Keycloak?
  If not, is it acceptable to launch?
- Have Tier 1 support SOPs been written?
- Has an adequate number been authored to instruct on all known issues?
  Has an adequate number been authored to instruct on most known issues?
  If not, is it acceptable to launch?

Woods Hole, Martha's Vineyard and Nantucket the Steamship Authority
(the Steamship Authority)

FAST FERRY LAUNCH READINESS ATTESTATION

Document ID	FFLRA
Purpose	Fast Ferry Launch Readiness Attestation
Status	Controlled Draft — owners and information details to be confirmed.

The purpose of this document is to require each senior management representative to formally attest that their respective area of responsibility is prepared for the fast ferry launch scheduled for February 23, 2027, and fast ferry terminal operations launch scheduled for March 31, 2027, identify outstanding deficiencies, and acknowledge any risks being accepted because a successful technical deployment does not necessarily constitute operational readiness.

Table of Contents

1. Purpose 2
2. Management Attestation 2
3. Functional Readiness Assessment 3
4. Outstanding Deficiencies and Risk Disclosure 4
5. Management Readiness Determination 4
6. December 14, 2026, Senior Management Representative's Acknowledgment 5
7. February 17, 2027, Senior Management Representative's Acknowledgment 5
8. February 22, 2027, Senior Management Representative's Acknowledgment 6
9. Final Go/No-Go Decision – General Manager's Authorization 7

The remainder of this page is intentionally left blank.

1. Purpose

This attestation establishes formal management accountability for the readiness of the Steamship Authority to commence the fast ferry launch scheduled for February 23, 2027, and fast ferry terminal operations launch scheduled for March 31, 2027.

Each participating senior management representative is responsible for evaluating and certifying readiness within their respective functional area, including the adequacy of business processes, personnel, technology, training, operational procedures, financial controls, and supporting vendor services.

The attestation provides documented evidence to support the Authority's final Go/No-Go decision.

2. Management Attestation

I hereby attest that, to the best of my knowledge, following reasonable inquiry and review of available supporting evidence:

1. **Operational Readiness:** The business processes, procedures, staffing, and operational resources under my responsibility have been evaluated and are sufficiently prepared to support the February 23 and March 31, 2027, fast ferry launches.
2. **Functional Readiness:** Required E-Dea capabilities supporting my department have been tested against approved business requirements, and material deficiencies have been documented and evaluated.
3. **Testing and Validation:** Required user acceptance testing, end-to-end testing, and applicable operational simulations have been completed, with documented results and identified exceptions.
4. **Training and Personnel:** Employees under my responsibility have received appropriate training, understand their assigned responsibilities, and have demonstrated the ability to perform required operational activities.
5. **Technology and Infrastructure:** Required equipment, applications, network connectivity, integrations, user accounts, and supporting technology services have been verified as operational or have documented, approved contingencies.
6. **Business Continuity:** Appropriate contingency procedures have been established, communicated, and validated to address system failures, degraded performance, and other circumstances that could disrupt fast ferry operations.
7. **Defects and Outstanding Issues:** All known material defects, incomplete requirements, operational limitations, and unresolved dependencies within my area have been disclosed and documented in the project's centralized tracking registers.

DRAFT

8. **Risk Assessment:** Outstanding risks have been evaluated for their potential effect on safety, customer service, financial integrity, operational continuity, and launch readiness. Risks requiring the General Manager's acceptance have been escalated.
9. **Vendor and Third-Party Dependencies:** Critical vendor deliverables and external dependencies have been evaluated, and unresolved commitments that could affect launch readiness have been identified.
10. **Evidence and Accountability:** My readiness assessment is supported by documented evidence, and I acknowledge responsibility for the completeness and accuracy of the information provided.

3. Functional Readiness Assessment

For each applicable area, indicate the readiness determination.

Readiness Area	Ready	Conditional	Not Ready	N/A
Business processes and procedures	☐	☐	☐	☐
E-Dea application functionality	☐	☐	☐	☐
User acceptance testing	☐	☐	☐	☐
End-to-end integration testing	☐	☐	☐	☐
Employee training and proficiency	☐	☐	☐	☐
Staffing and support coverage	☐	☐	☐	☐
Equipment and terminal readiness	☐	☐	☐	☐
Identity, access, and security	☐	☐	☐	☐
Payment and financial reconciliation	☐	☐	☐	☐
Customer communications	☐	☐	☐	☐
Business continuity and recovery	☐	☐	☐	☐
Vendor support and escalation	☐	☐	☐	☐
Cutover and launch support	☐	☐	☐	☐

Readiness Definitions

- **Ready:** All mandatory launch criteria have been satisfied, with supporting evidence.
- **Conditional:** One or more deficiencies remain but documented corrective actions or approved workarounds are in place and the residual risks are understood.
- **Not Ready:** One or more critical requirements have not been satisfied, and the deficiency could materially compromise the launch.

- **Not Applicable:** The readiness area does not fall within the senior management representative's functional responsibility.

4. Outstanding Deficiencies and Risk Disclosure

I confirm that all known outstanding issues affecting my area of responsibility have been disclosed.

Issue / Risk ID	Description	Operational Impact	Mitigation / Workaround	Accountable Owner	Resolution Date

Any unresolved issue that could materially affect safe operations, reservation integrity, payment processing, regulatory compliance, or business continuity must be explicitly identified and escalated before the final Go/No-Go decision.

5. Management Readiness Determination

Based upon my assessment and the evidence available as of the attestation date, I certify the following:

☐ **READY FOR LAUNCH** – All mandatory readiness requirements within my area of responsibility have been satisfied.

☐ **CONDITIONALLY READY FOR LAUNCH** – Outstanding deficiencies exist but have documented mitigations, accountable owners, and proposed risk acceptance. Launch remains subject to approval of these conditions.

☐ **NOT READY FOR LAUNCH** – Material deficiencies or unacceptable risks remain that prevent me from recommending launch.

Supporting Explanation / Conditions:

_____

_____

_____

DRAFT

6. December 14, 2026, Senior Management Representative's Acknowledgment

By signing below, I acknowledge that:

- I have reviewed the readiness status of the functions and activities under my responsibility.
- I have consulted with appropriate personnel and reviewed available supporting evidence.
- I have disclosed known material deficiencies, risks, and unresolved dependencies.
- I understand that, as of Monday December 14, 2026, this attestation will be considered in determining whether the Authority should proceed with the February 23 and March 31, 2027, fast ferry launches.
- I will promptly communicate any material change in readiness occurring after execution of this attestation and before launch.

This attestation reflects my professional assessment based on information reasonably available at the time of signing. It does not constitute a guarantee that no defects, failures, or operational disruptions will occur.

Name: _____

Title: _____

Signature: _____

Date: _____

7. February 17, 2027, Senior Management Representative's Acknowledgment

By signing below, I acknowledge that:

- I have reviewed the readiness status of the functions and activities under my responsibility.
- I have consulted with appropriate personnel and reviewed available supporting evidence.
- I have disclosed known material deficiencies, risks, and unresolved dependencies.
- I understand that, as of Wednesday February 17, 2027, this attestation will be considered in determining whether the Authority should proceed with the February 23 and March 31, 2027, fast ferry launches.

DRAFT

- I will promptly communicate any material change in readiness occurring after execution of this attestation and before launch.

This attestation reflects my professional assessment based on information reasonably available at the time of signing. It does not constitute a guarantee that no defects, failures, or operational disruptions will occur.

Name: _____

Title: _____

Signature: _____

Date: _____

8. February 22, 2027, Senior Management Representative's Acknowledgment

By signing below, I acknowledge that:

- I have reviewed the readiness status of the functions and activities under my responsibility.
- I have consulted with appropriate personnel and reviewed available supporting evidence.
- I have disclosed known material deficiencies, risks, and unresolved dependencies.
- I understand that, as of Monday February 22, 2027, this attestation will be considered in determining whether the Authority should proceed with the February 23 and March 31, 2027, fast ferry launches.
- I will promptly communicate any material change in readiness occurring after execution of this attestation and before launch.

This attestation reflects my professional assessment based on information reasonably available at the time of signing. It does not constitute a guarantee that no defects, failures, or operational disruptions will occur.

Name: _____

Title: _____

Signature: _____

Date: _____

DRAFT

9. Final Go/No-Go Decision – General Manager's Authorization

To be completed by the designated launch decision authority after review of the individual senior management representative attestations, outstanding deficiencies, readiness evidence, and residual risks.

Decision:

☐ GO – Authorized to proceed

☐ CONDITIONAL GO – Authorized subject to documented conditions

☐ NO-GO – Launch not authorized

Conditions / Accepted Risks / Decision Rationale:

_____

_____

_____

Name: _____

Title: _____

Signature: _____

Date: _____

DRAFT

eBooking R5 Project

Revised Rollout and Contractual Update



Aligning licences, services and cloud to SSA's extended rollout plan

STEAMSHIP AUTHORITY · OCTOBER 2026

info@e-dea.com

edea® Transport Technology

www.e-dea.com

Agenda

1. **SSA's revised rollout plan**
   Six go-lives from February 2027 to the final cut-off in November 2027

2. **Licences**
   eBooking R5 balance and Datamart invoiced on 23 January 2027, at Fast Ferry UAT completion

3. **Services**
   Implementation milestones, Support and Maintenance, extended services

4. **Cloud**
   Non-production environments, Live and DR

5. **The new picture at a glance**
   What stays as planned, what is re-dated, what is added

6. **Next steps**
   Confirmation of dates, sponsor meeting, change request

CONTEXT

Where we are

On 13 October 2026 SSA presented to the Port Council an extended rollout timeline for the new reservation system. **E-Dea remains fully committed to the project and to supporting SSA through each phase of the new plan.**

6

go-lives in SSA's new plan

23 Feb 2027

first Go-Live: Fast Ferry reservations open

1 Nov 2027

final cut-off: terminals live

Apr 2027 – Jan 2028

rollout beyond Schedule 4 and Schedule 7 dates

What has changed

- In April 2026 SSA moved the second Go-Live from January to the end of March 2027. As a gesture of cooperation, E-Dea absorbed this two-month shift within the current contract.
- The new plan confirms that date for the Fast Ferry only.
- A significant part of the rollout now falls between April 2027 and January 2028, beyond the dates in Schedule 4 (Project Plan) and Schedule 7 (Pricing Provisions).

What we propose

- Keep the original payment dates for licences and Support and Maintenance.
- Re-date the implementation milestones to the new plan, with unchanged amounts.
- Add two costs driven by the longer plan: the project team extension and the full rate of non-production environments until Go-Live.

1 · REVISED ROLLOUT PLAN

SSA's revised rollout: six go-lives

edea Transport Technology

1 CUT OVER
23 Feb 2027
Fast Ferry reservations open

2 CUT OFF
31 Mar 2027
Fast Ferry live ticketing and scanning, Hyannis and Nantucket

3 FREIGHT CUT OVER
18 May 2027
Freight in production

4 B2B APP
15 Jun 2027
B2B go-live

5 B2C APP
27 Jul 2027
Public go-live: personal vehicle reservations open

6 FINAL CUT OFF
1 Nov 2027
Terminals go-live, live ticket processing



23 Jan
Fast Ferry UAT complete

1–14 Mar
Freight packets to shippers (Nov/Dec 2027)

8 Apr
B2B UAT complete

4 May
Preseason portal launch

10 Jun
All UAT complete

Oct
General public second opening (travel Jan–May 2028)

Nov
Preferred and Excursion programme renewals

Jan 2028
Headstart and General Public reservations open

Go-Live Other milestone

Source: SSA "True North Recovery Plan" and "Option 2: extended timeline"

1 · REVISED ROLLOUT PLAN

Key dates in SSA's plan

Date	Milestone in SSA's plan	Go-Live
23 Jan 2027	Fast Ferry UAT complete	
23 Feb 2027	**Fast Ferry reservations open**	**1st Go-Live · Cut over**
1–14 Mar 2027	Freight packets sent to shippers (for Nov/Dec 2027)	
31 Mar 2027	**Fast Ferry live ticket processing and scanning at Hyannis and Nantucket**	**2nd Go-Live · Cut off**
8 Apr 2027	B2B UAT complete	
4 May 2027	Preseason portal launch	
18 May 2027	Freight in production	**3rd Go-Live · Freight cut over**
10 Jun 2027	All UAT complete	
15 Jun 2027	**B2B go-live**	**4th Go-Live · B2B App**
27 Jul 2027	**Public go-live: reservations open for personal vehicles**	**5th Go-Live · B2C App**
Oct 2027	General public second opening (travel Jan–May 2028)	
1 Nov 2027	**Terminals go-live; live ticket processing**	**6th Go-Live · Final cut off**
Nov 2027	Preferred and Excursion programme renewals	
Jan 2028	Headstart and General Public reservations open	

These dates are the new baseline for the contractual documents.

2 · LICENCES

Licences: as per contract

Item	Amount (USD)	Schedule 7	Invoicing date	Additional cost
eBooking R5 licence, 90% balance (all environments)	450,000.00	UAT completion, by Dec 2026	**January 2027**	–
Datamart module, yearly fee	70,000.00	UAT completion, by Dec 2026	**January 2027**	–
Total	**520,000.00**			**–**

1

Priced for payment before Go-Live

As set out in Schedule 7, the licence balance is due on completion of UAT and before Go-Live: the Fast Ferry UAT completes on 23 January 2027.

2

Software delivered and in use

eBooking R5 is delivered and used every day by SSA's teams in all environments, including Test, Training and Pre-Production.

USD 520,000 · 23 January 2027

invoiced at Fast Ferry UAT completion, with no additional cost

3 · SERVICES

Implementation milestones re-dated to the new plan

Ref.	Milestone	Amount (USD)	Schedule 7 date	New date and trigger
M18	First Go-Live support	69,630.00	30 Oct 2026	23 Feb 2027 – Fast Ferry reservations open
M18B	Holdback release	100,000.00	Go-Live + 60 days	24 Apr 2027 – Go-Live + 60 days
M19	Second T2T training	8,250.00	20 Nov 2026	31 Mar 2027 – Fast Ferry training completed
M20	End of R2 UAT	47,607.60	18 Dec 2026	10 Jun 2027 – All UAT complete
M21	Second Go-Live support	23,210.00	31 Jan 2027	1 Nov 2027 – Final cut off
	Total	248,697.60		

Amounts do not change

Only the dates and the triggers move, so that each milestone follows the go-live it relates to in SSA's new plan.

4 · SERVICES

Support and Maintenance from the first Go-Live

edea Transport Technology

Service	Annual fee (USD)	Schedule 7	New date	Additional cost
Standard Support and Maintenance – Live and DR	88,000.00	From Go-Live (October 2026)	**From Fast Ferry Go-Live (February 2027)**	–
Standard Support and Maintenance – other environments	22,000.00	From Go-Live (October 2026)	**From Fast Ferry Go-Live (February 2027)**	–
Premium Support – Live and DR	120,000.00	From Go-Live (October 2026)	**From Fast Ferry Go-Live (February 2027)**	–
Total	**230,000.00**			**–**

1 **Schedule 7**

Support and Maintenance starts at Go-Live, originally October 2026.

2 **Extended plan**

Linking the start to the final Go-Live would move it to November 2027.

3 **New start**

Support and Maintenance starts at the Fast Ferry Go-Live in February 2027: the system is delivered and supported in all environments.

Same annual fees as in Schedule 7 · no additional cost

4 · SERVICES

Extended services, April – December 2027

Service	Extended scope in the new plan	Cost (USD)
Project Monitoring and Control	PM meetings, workshop meetings, status reporting, team Management Apr–Dec 2027	**71,712**
Configurations & UAT Support	System configuration, triage and troubleshooting in the extended acceptance period: B2B UAT (8 Apr) and full UAT completion (10 Jun 2027)	**122,832**
Deploy	Release management and DevOps, performance and sizing tuning, environment setup and refresh, dress-rehearsal assistance for go-lives 3–6	**119,880**
GO-Live Support	Second-level support for go-lives 3–6 (18 May, 15 Jun, 27 Jul, 1 Nov 2027)	**101,664**
Total	**Apr–Dec 2027**	**416,088**

9
months, Apr–Dec 2027

4
go-lives supported, May – Nov 2027

USD 416,088
total for the 9-month extension

Covers go-lives 3 to 6 and the openings of Oct 2027 – Jan 2027 – Jan 2028

Why it is needed

Our team was planned on the Schedule 4 dates, up to the second Go-Live. SSA's plan now needs our support for freight, B2B, the public go-live, terminals and the new reservation openings between April and December 2027.

What SSA gets

A reduced, stable team with the same people: no loss of knowledge in the final phases and continuity of Go-Live support across every rollout phase.

5 · CLOUD

Cloud: non-production environments at full rate

Service	Annual fee (USD)	Schedule 7	New date	Additional cost (USD)
ADMS – Test, Training, Pre-Production	40,000.00	From Go-Live; before, included in implementation	**From 1 Nov 2026**	**3,333.33 per month until Go-Live**
OCI hosting – Test, Training, Pre-Production	24,000.00	50% before Go-Live	**Full rate from 1 Nov 2026**	**1,000.00 per month until Go-Live**
ADMS – Live and DR	80,000.00	From Go-Live	**From 23 Feb 2027**	–
OCI hosting – Live and DR	40,000.00	50% before Go-Live	**Full rate from 23 Feb 2027**	–
Total additional cost, 1 Nov 2026 – 22 Feb 2027				**≈ 16,400.00**

***Preseason environment excluded**: it was requested after contract signature and is not part of this calculation. Its fees are managed separately.*

Why

Test, Training and Pre-Production run on Oracle Cloud (OCI), are managed by our ADMS team and are used by SSA's project team every day. With the first Go-Live moving from October 2026 to February 2027, the pre-Go-Live period is much longer than planned, while the full running cost is already in place.

Live and DR: as in the contract

Fees for Live and DR start at the first Go-Live, as the contract provides, even though this is 4 months later than planned.

Cloud sizing against SSA's performance levels is being finalised: any upgrade to the Schedule 7 configuration will be shared separately, in good time.

6 · SUMMARY

The new picture at a glance

Area	New contractual position	Additional cost (USD)
Licences	eBooking R5 balance and Datamart invoiced on 23 January 2027, at Fast Ferry UAT completion	–
Services – milestones	M18–M21 re-dated to the go-lives of the new plan; amounts unchanged	–
Services – Support and Maintenance	Standard and Premium S&M from the Fast Ferry Go-Live (February 2027) instead of October 2026 as per prior plan	–
Services – extension	Extended services for go-lives 3–6, April to December 2027	**416,088**
Cloud – non-production	ADMS and OCI hosting at full rate from 1 November 2026 (*)	**≈ 16,400**
Cloud – Live and DR	Full fees from the first Go-Live (23 February 2027), instead of October 2026 as per prior plan	–
Total additional cost		**≈ 432,488.00**

≈ USD 432k

total additional cost of the extended plan

USD 416k

project team extension, Apr–Dec 2027

≈ USD 16.4k

non-production cloud at full rate, 1 Nov Nov 2026 – 22 Feb 2027

(*) Does not contemplate preseason environment

6 · NEXT STEPS

Next steps

Transport Technology

1

Written confirmation of the dates

SSA confirms in writing the revised rollout dates, so that the contractual documents can be aligned to them.

2

Sponsor meeting within two weeks

A meeting between our sponsors to finalise the revised plan and payment schedule.

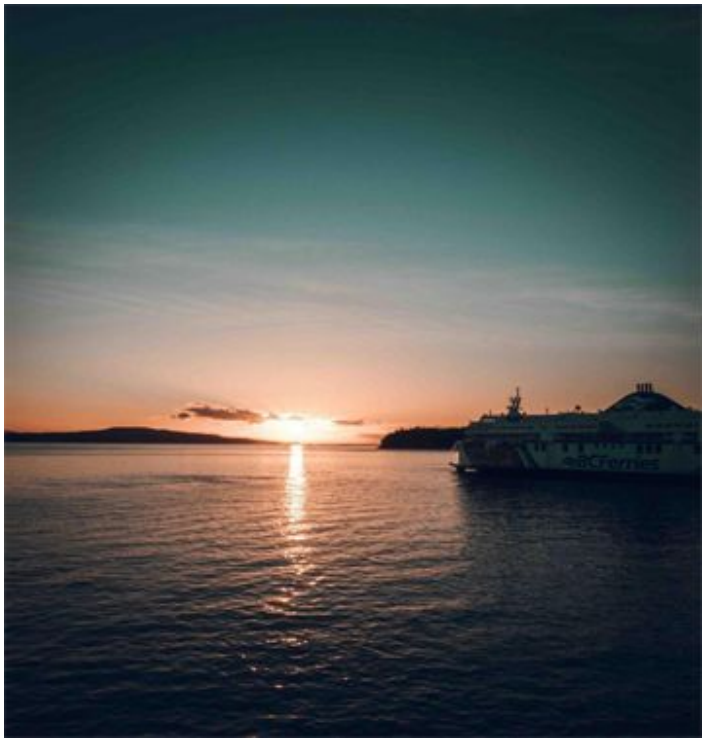
3

Change request

E-Dea issues a change request formalising these points, as provided in Schedules 4 and 7.

Our aim is to bring every phase of the rollout to a successful Go-Live and to continue our partnership well beyond it, on terms that remain sustainable for both SSA and E-Dea.

Thank You!



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edea® Transport Technology

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Res System Recovery Plan

Additional Cost Forecast

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Category	Estimate	
Legacy Support Software & Hardware	$95,000	
Legacy Support Systems	$150,000	
Legacy Website	$60,000	
Email and SMS Messaging	$140,000	
Configuration & Testing	$150,000	
EDEA Site Visits	$45,000	
Total Estimate	$640,000	
EDEA Extended Configuration & Support	TBD	
Project Management Support	TBD	
Outside Assessment	TBD	

Res System Preliminary Budget

Reservation System Status

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Category		Budget	Change Orders	New Items	Total	Spent	% Spent
E-DEA Reservation System							
Implementation	OP	2,478,463			2,478,463	1,687,062	68%
Annual Licenses and Hosting (2026-2030)	OP	3,301,023			3,301,023	126,167	4%
Change Orders (A)	OP		*48,437*		*48,437*		
Travel and Site Visits (B)	OP				*121,426*		
Contingencies Total (10%) Total of Change Orders & Travel (A+B)	OP	*247,846*			*170,263*	170,263	*69%*
Testing & Configuration	OP	*255,000*		100,000	*355,000*	153,967	43%
Total		**6,282,332**	**48,437**	**100,000**	**6,304,749**	**2,137,460**	**34%**
OP = Operating Cost CAP = Capital Cost							

2

Res System Preliminary Budget

System Integrations

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Category		Budget	Change Orders	Spent	% Spent	Contract	Status	Owner
SYSTEM INTEGRATIONS								
Bulk Shipper's Portal #	CAP	858,555		726,555	85%	MIS2024-11 MIS2026-9	In Progress	Colman
*Data Migration**	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	100,000		60,811	68%	SOW	In Progress	Rozum
*Website Integration**	CAP	120,000		63,570	53%	MIS2026-8	In Progress	Colman
*Standby Integration**	CAP	40,000		0	0%	TBD	Discovery	Colman
IT Staff Support & Augmentation	CAP *& OP*	*275,000*		*186,931*	68%	*MIS2026-5*	In Progress	Colman
# Original estimate was 732,000								
SYSTEM INTEGRATIONS TOTAL		1,500,555		1,099,875	73%			

Res System Preliminary Budget

Third Party Software & Project Management

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STRATEGY + TECHNOLOGY INITIATIVE

Category		Term	Length	Year 1 Budget	5 Year Estimate	Status	Owner
THIRD PARTY SOFTWARE/Yearly							
Vehicle Database Subscription	OP	Annual	2026-2030	1,000	6,000	Active	Colman
Hazardous Material Subscription	OP	Annual	2026-2030	21,000	116,000	Discovery	Colman
Reservation texts and emails	OP	Annual	2026-2030	*7,000*	39,000	Pending	Colman
Annual Subscriptions				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
PROJECT MANAGEMENT & Training								
IT Project Management & Support	CAP	208,000		97,190	47%	MIS2026-4	Active	Colman
EDEA System Project Management **	OP	400,000		288,000	72%	A-716	Active	Amundsen
Change Management & Support* (estimate)	OP	622,000	100,000	577,000	80%	07-2023	Active	Amundsen
Training* (estimate)	OP	175,000		0	0%		Estimate	Amundsen
Testing								
TOTAL		**1,330,000**	**100,000**	**962,190**	**67%**			
**** NEW PM and Assessment Costs to be Determined**								

Res System Preliminary Budget

Third Party Software & Project Management

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Category		Budget	Change Orders	Spent	% Spent	Contract	Status	Owner
HARDWARE								
Scanners (Hand-Held & Fixed)	CAP	355,000		111,250	31%	MIS 2025-8	In Progress	Colman
Network Equipment #	CAP	650,000		89,348	14%	MIS2025-8	In Progress	Colman
Computers	CAP	200,000		191,521	96%	MIS2026-7	Received	Colman
WIFI & Infrastructure	CAP	900,000					Estimate	Amundsen & Colman
HARDWARE TOTAL	**CAP**	**2,105,000**		**392,119**	**19%**			
# Original estimate was 460,000								