



Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

SUMMARY OF THE MEETING OF THE WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET STEAMSHIP AUTHORITY BOARD

March 17, 2026

The Members of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority Board met on Tuesday, March 17, 2026, in the first-floor conference room at the Administrative Offices, 228 Palmer Avenue, Falmouth. Four (4) members were present: Chair Peter J. Jeffrey of Falmouth; Secretary Robert F. Ranney of Nantucket; and Members Robert R. Jones of Barnstable and Edward T. Gavin of Dukes County. Messrs. Jeffrey and Ranney participated in the meeting via Zoom videoconferencing. Vice Chair Moira E. Tierney of New Bedford was absent.

1. Mr. Jeffrey introduced Mr. Gavin as the new Dukes County representative to the Board, and the Members thanked James Malkin for his six years of service.
2. Director of Engineering and Maintenance Zachary A. Lawrence reviewed the progress of the following engineering and maintenance projects:
 - a. The *M/V Monomoy* outfitting, which is underway at the Fairhaven Vessel Maintenance Facility. Machinery testing is in progress and the U.S. Coast Guard sea trial is scheduled for March 30, 2026.
 - b. The *M/V Iyanough* dry dock at Fairhaven Shipyard, which is complete. The U.S. Coast Guard sea trial is scheduled for March 24, 2026, and the vessel is scheduled to return to service on March 30, 2026. The project cost, including credits, stands at \$480,675.
 - c. The *M/V Island Home* dry dock at Thames Shipyard in New London, Connecticut, which is complete. The vessel has moved to the Fairhaven Vessel Maintenance facility for the remaining work. Coast Guard sea trials are scheduled for March 26, and the vessel is expected to return to service March 30. The project cost to date, including credits and change orders, is \$1,554,695.94.
 - d. The *M/V Nantucket* dry dock at Thames Shipyard, which is under way and progressing well. The project cost to date, including change orders and credits, stands at \$1,580,059.
 - e. The Vineyard Haven Terminal underdeck concrete repairs, which is on track for a May 6, 2026, completion date.

3. Chief Operating Officer Mark H. Amundsen shared an update on the Woods Hole Terminal Reconstruction Project. Staff training on the utility building's systems and operations is in progress, and the building is expected to be available for the Authority's use in April. He noted the terminal building is facing some delays in the schedule, but staff will have a better idea of the effect on those at the April board meeting.
4. Mark Amundsen provided an update on the True North Initiative and reservation system replacement project. The project team continues to work through the solution design phase and will start public outreach on the second round of policy changes in the near future. Public sessions are scheduled for March 30 and 31 on Nantucket and Martha's Vineyard, respectively, and virtual sessions will be scheduled as well.
5. The Board considered the limited passenger license agreement with Helen H Offshore Fishing Corp., which would allow for passenger service between Martha's Vineyard and Nantucket on April 4 and May 3, 2026, in connection with school sporting events. The Board opted to defer its review of the matter until after a March 26, 2026, virtual public hearing on the matter.
6. The Members voted to approve the Phase 1 policy updates for the new reservation system, namely:
 - Deck space management (move to linear feet)
 - Waitlist (specific trip picks before and after a booked trip)
 - Standby (purchase refundable standby tickets)
 - Transferable reservations (must be named at the time of transfer)
 - Special programs stacking discounts (one discount per product)
 - Lottery process for bulks (simplified)
 - Mr. Kryska presented his work plan to the Board, covering immediate actions, structural reforms, and cultural and accountability shift, with tasks to be carried out over the next 18 months. A full version of the plan is attached to this summary.
7. The Board voted to approve Mr. Kryska's revised work plan, which covers immediate actions, structural reforms, and cultural and accountability shift, with tasks to be carried out over the next 18 months. A full version of the plan accompanies this summary.
8. The Board discussed eligibility for the Blue Line and whether it should be restricted to the Excursion Program customers only. Although no vote was taken, the consensus was not to pursue a change at this time.
9. The Board discussed potential digital advertising options at terminals and aboard vessels and agreed that staff should continue to investigate the matter and potentially issue a Request for Proposals for the service.
10. The Board voted to approve its goals and action times for 2026, a copy of which is attached to this summary for review.

The next monthly Board meeting is scheduled to be held Tuesday, April 21, 2026, at the New Bedford Port Authority, 123 MacArthur Drive, New Bedford. The formal notice for the meeting will appear at www.steamshipauthority.com/about/meeting_notices.

Steamship Authority - General Manager Work Plan

PHASE 1: IMMEDIATE ACTIONS (0–90 DAYS)

1. Governance, Oversight & Role Clarity

Task	Owner	Deadline	Deliverable	Metric
Conduct one-on-one meetings with senior and mid-level managers -Enhanced organizational chart and decision matrix	GM	150 days	Written summary of role clarity findings	100% completion
Document and publish updated decision-rights matrix (Board vs GM vs Management) -Reference by-laws & enabling act -1 to 2 page decision tree document	GM + Board Chair	150 days	Formal Governance Authority Matrix	Board adoption
Establish Board reporting template (standardized format) -Formalize agenda	CFO + GM	60 days	Monthly Board dashboard packet	Consistent reporting
Launch quarterly strategic review calendar - Revise/update Strategic Plan	GM	150 days	Annual Board review calendar	Calendar approved

2. Financial Controls, Planning & Transparency

Task	Owner	Deadline	Deliverable	Metric
Conduct internal financial controls audit	CFO	150 days	Controls Gap Assessment	Written findings
Establish approval thresholds matrix -Procurement review	CFO	270 days	Delegation of Financial Authority policy	Board approval
Implement department-level reconciliation checklist	Finance Team	150 days	Monthly reconciliation certification	100% monthly signoff
Launch rolling 24-month financial forecast model	CFO	270 days	Board-level multi-year forecast	Presented to Board

PHASE 2: STRUCTURAL REFORMS (3–9 MONTHS)

3. Multi-Year Financial Plan Integration

Task	Owner	Deadline	Deliverable	Metric
Align operating budget with capital plan	CFO + COO	9 months	Integrated 5-Year Financial Plan	Board adoption
Integrate labor agreement cost projections	HR + Finance	9 months	Workforce cost model	Included in forecast
Implement monthly variance reporting dashboard	CFO	6 months	Variance report included in Board packet	Monthly tracking

4. Strategic Planning & Operational Alignment

Task	Owner	Deadline	Deliverable	Metric
Develop comprehensive Board-approved Strategic Plan	GM	12 months	5-Year Strategic Plan	Board approval vote
Align fleet replacement plan to financial capacity	COO + CFO	12 months	Fleet & Capital Forecast	Included in plan
Workforce development & succession plan	HR Director	12 months	Workforce Plan	Published internally
Establish annual strategy review cycle	GM	12 months	Annual update protocol	Review completed

PHASE 3: CULTURAL & ACCOUNTABILITY SHIFT (9–18 MONTHS)

5. Governance Maturity

Task	Owner	Deadline	Deliverable	Metric
Board governance training session -Recommend additional courses from IG website	Board Chair	12 months	Governance workshop completed	Annual training
Adopt Board self-evaluation process	Board	12 months	Annual Board evaluation tool	Completed annually
Develop and approve Board goals	Board	12 months	Action items aligned with Strategi	Completed annually

6. Transparency & Public Trust

Task	Owner	Deadline	Deliverable	Metric
Annual “State of the Authority” report -1 to 2 page executive summary	GM	12 months	Public-facing annual report	Published annually
Establish IG follow-up progress tracker -Provide update on IG report response @ July board meeting	GM	6 months	Public implementation tracker	Updated quarterly

Steamship Authority - 2026 Board Goals & Action Items

Task	Owner	Deadline	Deliverable or Role	Metric
Begin all Board meetings with restatement of the <i>Enabling Act of the Woods Hole, Martha's Vineyard, and Nantucket Steamship Authority</i> , and Vision and Organizational Mission set forth in the Strategic Plan Framework	Board Chair	90 days	All Board decisions align with the purpose of the Enabling Act and Organizational Mission set forth in the Strategic Plan.	100% completion
GM Performance Plan	Board Char & GM	90 days	GM work plan with metrics/KPIs	Adopt at March 2026 Board Meeting
Review Board By-laws	Board	150 days	Revise and update Board by-laws as necessary	Board adoption of any new by-laws by July 2026 Board meeting
Continue Board & Joint Port Council IT Executive Steering Committee	Board & Port Council	n/a	Oversees technology strategy, cybersecurity posture, data governance, and major IT investments.	
Create a Board & Joint Port Council Capital Projects (Steamship 2050) Steering Committee	Board & Port Council	180 days	Oversees Authority's infrastructure strategy, infrastructure procurements, and major infrastructure investments.	
Create a Joint Board & Port Council Governance Committee			Responsible for ensuring Board & Port Council pursuant to the Enabling Act, effectively, and in line with good governance practices. Maintains accountability, transparency, and strong oversight & leadership.	

Task	Owner	Deadline	Deliverable or Role	Metric
Review Authority's Procurement Policy	Board, GM, CFO, & GC	270 days	Review and update as necessary Authority's procurement policy to ensure alignment with statutory mandates and public policy objectives, confirm that procurement rules support the Authority's mission, verify consistency with broader government procurement frameworks and best practices, ensure clear criteria for supplier selection, evaluation, and award decisions to reduce potential for favoritism or bias, safeguard value for public funds, review procedures to maximize value for money, including cost-effectiveness, lifecycle costs, and total cost of ownership, evaluate controls to prevent waste, fraud, and abuse, including segregation of duties and robust approval workflows, and enable cost predictability and budget discipline.	Board adoption of any revisions to procurement policy by September 2026 Board meeting
Board governance training	Board Chair	12 months	Governance workshop completed; further training identified.	Annual training
Adopt Board self-evaluation process	Board	12 months	Annual Board evaluation tool	Completed annually
Develop and approve Board goals	Board	12 months	Action items aligned with Strategic Plan	Completed annually
Recommend that Port Council review its by-laws	Board & Port Council	90 days	Port Council by-laws reflect its role under the Enabling Act and align with Organizational Mission set forth in the Strategic Plan	Port Council adoption of any new by-laws by July 2026