

MINUTES
OF THE
IT EXECUTIVE STEERING COMMITTEE
OF THE
WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET STEAMSHIP AUTHORITY
VIRTUAL MEETING ONLY
March 9, 2026

Attendees:

- Peter Jeffrey (subcommittee member)
- John Cahill (subcommittee member)
- Rob Ranney (subcommittee member)
- Gordon Carr (subcommittee member)
- Alex Kryska
- Mark Amundsen
- Mark Rozum
- Stephen Colman
- Sean Driscoll
- Tom Innis
- Ourania Siabanis
- Lizzy Freeman (minute-taker)

Video and Audio Recording of Today's Meeting:

- It was announced that the Steamship Authority was making an audio and video recording of the meeting.

Statement Regarding Remote Participation:

- It was announced that, pursuant to Section 20 of Chapter 20 of the Acts of 2021, as amended, Rob Ranney and Gordon Carr are participating in the meeting remotely because their physical presence would be unreasonably difficult. All IT Steering Committee members participating in the meeting by Zoom videoconferencing app and all members will be clearly audible to each other.

1. Public Comment

- None
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2. Minutes

- John made a motion to table approval of the February 27 minutes until the next meeting. With no further discussion, the motion passed and the minutes were tabled to the next meeting.
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3. Budget and Procurement (Mark R)

Budget Overview

- Peter asked whether the total reservation system budget is incurred in a single year or spread across multiple years.
- Mark R confirmed the budget is spread across five years.
- Peter noted it would be helpful for Board presentations to show the reservation system costs broken down annually, particularly for the operating budget.
- Peter also recommended that the dashboard include contract numbers for approved items.

Dashboard Improvements

- Peter suggested the dashboard include:
 - Contract number
 - Status of whether the item has been ordered
 - Actual contract and Statement of Work (SOW) links
 - Identification of the SSA management/oversight owner for each contract
- He emphasized tracking budget vs. actual spending to prevent change orders and scope creep.
- Mark R said future dashboards may replace the capital vs. operating columns with original estimate vs. updated price.

System Integrations

- Mark R listed planned integrations:
 - Bulk shipper portal
 - Travel alerts and notifications
 - Accounting system
 - Website integration

- Standby integration
- IT staff support and augmentation

Data Migration

- John asked who is managing the data migration.
- Mark R said SSA is still determining which data will transfer (e.g., coupon books, accounts receivable) and will work with Dave Cox and the vendor to convert data formats.
- Work will be performed by SSA and Dave Cox.
- Stephen noted the internal IT resource handling this is now John Nilson (previously Mark Thompson).
- John questioned the \$33K estimate for Dave Cox, which Stephen explained is hourly SME support, supplemented by IT augmentation through Intrasystems.

IT Staff Augmentation and Change Management

- John asked about the meaning of augmentation.
- Stephen explained that Intrasystems provides additional IT expertise to supplement staff capacity.
- John noted that \$442K for change management and support seemed high.
- Mark R clarified that funding supports Gibbous to augment Operations and other staff during the transition.

Customization and Change Orders

- John asked whether customization costs for the vendor system are already included in the contract.
- Mark R said most customizations are already included, though some future change orders may occur (e.g., standby functionality for Nantucket).
- Tom confirmed about \$352K in customizations is already included in the contract (e.g., My Account enhancements, white-label features, business intelligence analytics, ticket enhancements).
- John recommended tracking customization costs separately to monitor whether spending remains within expected levels.
- Mark R agreed to track customizations and change orders individually.
- Peter emphasized the need to distinguish between customizations included in the RFR and new change orders that increase the budget.

Hosting and Third-Party Software

- Tom noted cloud hosting costs may eventually be billed directly, which could affect projected costs.
- Mark R said third-party software needs are still being identified, including:
 - Hazardous materials integration
 - Vehicle database

Project Management and Change Management Contracts

- Mark R noted that IT project management support was approved at the July 2025 Board meeting, with Gibbous providing PM services.
- The PM support helps manage IT projects beyond the reservation system.
- Stephen clarified that PM services should be separate from augmentation.

Training and Go-Live Support

- Peter noted the absence of go-live support or user training budgeted for 2027.
- Mark R said training is included in the 2026 operating budget, but covers external resources only.
- John felt the training amount appeared too low.
- Tom said the project team is evaluating training needs as part of go-live planning.

Staffing Strategy

- Peter asked Alex and Mark A about plans for additional internal staff, including a certified project manager.
- Alex said bringing staff in-house provides more value than outsourcing, and plans to review budget capacity with Mark R to determine hiring options.
- Peter suggested considering a training specialist in addition to a project manager.
- Mark A noted that managing multiple projects internally is easier than relying on external vendors.

Hardware and Infrastructure

- Mark R reported that:
 - Scanners and network equipment are capital assets.
 - Network equipment installation is underway.
 - Computers have been ordered but not delivered.
- Hardware life cycle:
 - Stephen estimated ~5 years for most equipment, though scanners may require earlier replacement due to harsh environments.
 - Handheld devices may need replacement every ~3 years.

- Replacement strategy may include phased replacement starting in year 4 rather than full replacement every five years.

Infrastructure and Capital vs. Operating Costs

- Peter asked why a large portion of additional infrastructure costs appear as operating rather than capital.
- Mark R explained that many items qualify as repairs, not capital (e.g., replacing booths).
- Some infrastructure upgrades (e.g., cabling and terminal wiring) were needed regardless of the reservation system project.

Budget Totals and Spending Timeline

- John asked about timing of the total \$10M project cost.
- Mark R explained:
 - \$8M will be spent by 2026
 - \$2M will be operating expenses in 2027 and beyond
- John asked how much of the \$8M is already budgeted; Mark R said it spans both capital and operating budgets and will follow up with details.

Future Maintenance and Operational Benefits

- Gordon asked what ongoing maintenance costs to expect.
- Mark R listed likely costs:
 - Infrastructure maintenance
 - Wi-Fi equipment
 - Hardware updates
 - Portal and website support
 - Hosting services
 - Phase-2 integrations (parking systems and license plate readers).
- Gordon emphasized the importance of reminding stakeholders:
 - How critical a modern reservation system is
 - How long it has been since the last system
 - The improved customer service experience expected.
- John added the system will also improve employee efficiency.
- Stephen noted IT hardware costs may decrease after system launch.

Financial Benchmarks

- John suggested tracking IT spending as a percentage of total business expenses (typical benchmark 4–7%).
- Mark R said SSA is currently at ~4.9% for 2026 and will verify projections for future years.

Next Steps

- Peter recommended reviewing the budget dashboard at every meeting alongside the project status dashboard to monitor costs and procurement.
 - The current version is considered a preview, and additional information will be added before formal approval.
 - The committee will vote on the budget at a future meeting.
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4. Public Comment

- None
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Motion to Adjourn:

- It was voted by roll call to approve the motion to adjourn of the IT Executive Steering Committee, meeting in public session.
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Meeting Duration

2:02 pm – 3:03 pm

Documents Distributed:

- March 9, 2026, IT Executive Steering Committee Meeting - Presentation
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Next Meeting:

- TBD
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Action Items:

Action Item	Owner	Due Date
Revise the budget to include <ul style="list-style-type: none"> • Contract numbers for approved items • Links to the contract and statement of work (SOW) • Status of whether items have been ordered • SSA management/oversight owner for each contract 	Mark R	Next meeting
Track customizations and change orders as separate line items in the budget	Mark R	Next meeting
Follow up with John on how much of the \$8M project spend through 2026 is already included in the capital and operating budgets	Mark R	Next meeting
Add internal and external training costs to the budget view	Mark R	Next meeting
Verify and report SSA IT spending as a % of total business expenses for future years	Mark R	Next meeting
Review the budget with Mark R to determine whether funds can support hiring internal staff (e.g., project manager, potentially training support) versus continuing to rely on external vendors	Alex, Mark A	Next meeting
Coordinate with committee members to determine a regular steering committee schedule (to be discussed offline & polled)	IT Steering Committee	Next meeting
Review the updated budget dashboard at the next meeting and consider a formal approval of the budget once additional information is incorporated	IT Steering Committee	Next meeting
Approve Feb 27 minutes	IT Steering Committee	Next meeting