

MINUTES
OF THE
IT EXECUTIVE STEERING COMMITTEE
OF THE
WOODS HOLE, MARTHA'S VINEYARD AND NANTUCKET STEAMSHIP AUTHORITY

July 18, 2025

Virtual & In-Person Meeting

First Floor Conference Room

Steamship Authority Headquarters

228 Palmer Avenue, Falmouth, MA

Attendees (in person):

- Peter Jeffrey (subcommittee member)
- Stephen Colman
- Mark Amundsen
- Mark Rozum
- Sean Driscoll
- Tom Innis

Attendees (virtual)

- John Cahill (subcommittee member)
- Sean Driscoll

Video and Audio Recording of Today's Meeting:

- It was announced that Mr. Driscoll 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, Mr. Cahill was participating in the meeting remotely because his physical presence would be unreasonably difficult. Mr. Cahill is participating in the meeting by Zoom videoconferencing app and all members will be clearly audible to each other.

1. Approval of the Minutes

- It was voted upon a motion by Mr. Cahill, seconded by Mr. Jeffrey, to approve the motion to approve the April 25 IT Executive Steering Committee minutes, meeting in public session.
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2. E-DEA Contract Status

- Mark Rozum received the contract from E-Dea and is reviewing it.
 - Expecting to finalize review and return contract to E-Dea by Monday.
 - Review process is not slowing the project down.
 - John asked about potential major hurdles; Mark Rozum deferred to counsel but does not anticipate significant issues.
 - Important to ensure Massachusetts privacy laws are addressed in the contract.
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3. E-DEA Project Update

- Met with E-Dea yesterday in pre-kickoff meeting – productive session, reviewed methodology and timetable.
- Implementation sequence: business rules → setup analysis → system configuration & integrations → UAT testing → training → deployment → go-live.
- E-Dea using their proven methodology.
- Timeline:
 - R1 (Release 1): reservations functionality. Slightly shifted later than original plan, but still attainable. ~13 months until ability to make reservations for future dates.
 - R2 (Release 2): tickets, boarding, check-ins, front-line processes.
 - Tom: R1/R2 terminology differs from SSA's, but concept aligns with plan to run both systems in parallel before full transition.
- M1 (Milestone 1): Kickoff not yet started; yesterday was pre-kickoff. Goal to begin M1 in early August.
 - Peter clarified we are still pre-M1.
 - Mark Rozum noted significant behind-the-scenes work underway to ramp up for M1–M3.

- Business rules:
 - Peter asked when they must be finalized for solution design.
 - Mark Rozum explained E-Dea requires documents to support configuration.
 - First 90 days post-kickoff include ~20 technical and functional sessions, with E-Dea onsite.
 - Marco (from E-Dea) joined the call.
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4. Reservation System Implementation Supporting Projects

- Data Migration:
 - John cautioned against migrating outdated processes.
 - Mark Rozum: still TBD, will align with vendor.
 - Tom: focus is on user experience (e.g., excursion passengers) and some operations data. Transition planned at season/year turnover for fresh start.
 - Migration expected at end of month 12 / beginning of month 13.
 - E-Dea will conduct multiple test cutovers.
 - Sabertech's role: provide data in usable format; likely no contract change required.
 - Peter confirmed SSA retains data ownership.
- Business Rules & Policies:
 - John emphasized avoiding outdated practices; transform org with industry-standard software.
 - Board will review updated policies.
- Parking Lot Integration & Employee Training:
 - John stressed need for E-Dea input, strong train-the-trainer approach.
 - Mark Rozum suggested possible third-party training in future.
 - Tom confirmed E-Dea has train-the-trainer program. Need to identify best internal trainers.
- Customer Support During Transition:
 - Peter suggested third-party assistance beyond call center at switchover.
 - Mark Rozum noted bookings are light in Jan–Mar, reducing pressure.
- Intrasystems Audit & Infrastructure:
 - Peter asked about audit status.
 - Steve confirmed network assessment complete. Next: extend contract for design work, technical specs, and purchasing hardware.
- Stakeholder & Public Engagement:
 - John requested input from public and stakeholders on business rules.

- Tom outlined two-stage plan:
 - Focus groups with key stakeholders (website, ops changes, etc.)
 - Town hall meetings for broader input
 - Example: determining meaningful history for data migration (e.g., all cars vs current car).
 - Additional stakeholders include hotels, ambulances, transit providers, small groups.
 - Peter asked about selection of focus group participants.
 - Tom: worked with Port Council & Board.
 - Peter suggested reporting findings once available.
 - Timeline:
 - M1–M3 occur before final draft of business rules with E-Dea.
 - Phase 2 stakeholder engagement planned for late summer/early fall (Sept/Oct).
 - General Sentiment:
 - John expressed being impressed with progress.
 - Peter appreciated integrated project overview.
 - Mark Rozum plans to provide start dates, deliverables, UATs, and implementation dates.
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5. Business Rules, Required Resources, and Staffing

- Business Rules & Policies (Mark Rozum):
 - Updating rules on capacity metrics, allocation categories, vessel and deck capacities.
 - Vessel allocations & inventory management: commodity classes, vehicle sizes, load planning & placement.
 - Bulk freight process: commodity classes, vehicle sizes, load planning & placement.
 - Product definitions: vehicle, freight, passenger fare types, coupon books, parking permits, medical program, emergency vehicles, preferred & excursion programs.
- Documentation & Collaboration:
 - Policies being drafted in SharePoint; Gibbous leading policy writing.
 - Working group meetings define policies; discovery sessions with E-Dea to validate and improve.

- Final rules will be uploaded to SharePoint & OneDrive; cheat sheets prepared for operations.
 - Tom: some edited policy areas will require Board approval.
 - Peter requested read-only access for John, Peter, and Eric to track progress.
 - Training & System Integration:
 - Policies will be structured to be both system-loadable and usable for training.
 - E-Dea will translate written policies into system configuration.
 - Decision-Making & Change Management:
 - John: asked about handling cases where E-Dea says custom dev work is required.
 - Mark Rozum: escalation to GM or Board; customization avoided where possible.
 - Project sponsors (Mark R & Mark A) will manage this.
 - Current significant change order: waitlist.
 - Policy Review & Modernization:
 - Eliminating outdated policies (e.g., serving only .1% of cases or >30 years old).
 - Policies will be reviewed through focus groups and town halls for stakeholder feedback.
 - John emphasized need to facilitate conversations early to prevent delays.
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6. Project Management Office (PMO) Status

- Two siloes identified:
 - E-Dea PMO: vendor coordination & keeping SSA on track.
 - Change Management PMO: auxiliary systems, organizational adoption.
- Vendor Selection:
 - E-Dea initially proposed including a 3rd-party vendor; SSA requested removal for apples-to-apples comparison.
 - Proposals:
 - Tom/Gibbous LLC: ~\$400K, local vendor, familiar with SSA, prior IT review work.
 - Other vendor vetted by E-Dea: ~\$370K.
 - Pricing within ~10% of each other.
 - Clarification needed from Tom on vendor management under CMO/E-Dea umbrella (incl. Power BI implementation).

- Proposal includes work through Dec 2026.
 - Committee Discussion:
 - John: asked Gibbous about resources; stressed need for tight deliverables.
 - Tom: confirmed team is actively engaged, additional resources available, confident in managing multi-workstream projects.
 - Peter: asked if this requires Board approval.
 - Mark Rozum: yes, special meeting required to avoid delaying kickoff.
 - Mark Rozum: will discuss broader PMO + CMO approach at next meeting.
 - Peter: asked about needed assistance and effort for change management.
 - John: cautioned to carefully structure discovery phase.
 - Peter: raised question of whether SSA should consider hiring an internal project manager at this stage.
 - Mark Rozum: SSA is taking lead role, not relying solely on PMO.
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7. Recommending Gibbous as PMO

- It was voted upon a motion by Mr. Cahill, seconded by Mr. Jeffrey, to recommend Gibbous LLC as the Project Management Office (PMO) for the E-Dea reservation system project, pending successful negotiations, as recommended by Mr. Rozum. The IT Steering Committee voted in favor of the motion.
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8. Project Branding

- Sean's team presented branding concepts for outreach, with two options:
 - True North Strategy and Technology Initiative – symbolizes continuous improvement and direction.
 - Keel Initiative – previously discussed, mockups shown.
- Group consensus: both viable; final choice up to the committee. Once decided, Sean's team will develop further materials.
- Discussion:
 - John: supports True North for internal initiative; emphasized need to consider both internal use and public-facing terminology. Asked whether E-Dea has a designated name for the reservation system.
 - Tom: highlighted that branding should reflect not just technology implementation but also operational and customer experience transformation.

9. Motion to Approve Project Branding

- It was voted upon a motion by Mr. Cahill, seconded by Mr. Jeffrey, to support graphics for internal and external messaging under the True North Initiative. The motion was approved.

10. Public Comment

- Amy Cody emphasized the need for greater transparency with the public, including clear communication of meetings, timelines, and opportunities for involvement; suggested press interviews to build trust.
- She also recommended testing with both computer-savvy and non-savvy users. Tom agreed with the approach.
- Amy raised concerns about the number of SSA hours required, backfilling roles, and risk of dropped responsibilities. Mark Rozum said departments manage staffing, he is adding 20–25 hours per week himself, and audit timelines are being adjusted to free capacity. Amy and Margaret questioned whether extra staff should be hired. Mark Rozum confirmed SSA will hire if needed. Peter and John also expressed concern and support additional resourcing.
- Margaret praised E-Dea’s experience but stressed configuring vs customizing SSA practices. She raised concerns about transparency of business rules and allocations, noting community frustration over access, waitlists, and priorities. She urged broader engagement through town meetings.
- Mark Rozum confirmed the preferred program remains and SSA will take a more data-driven approach. Margaret requested historical allocation data review. Tom noted technology can improve last 24-hour booking management. John emphasized maximizing utilization with E-Dea tools.
- Margaret highlighted revenue considerations, noting full-fare generates more than islander fares. Mark Rozum confirmed revenue trends are reviewed.

Motion to Adjourn:

- It was voted upon a motion by Mr. Cahill, seconded by Mr. Jeffrey, to approve the motion to adjourn of the IT Executive Steering Committee, meeting in public session.

Meeting Duration

1:00 pm – 2:24 pm, EDT

Documents Distributed:

- Reservation System Integration E-DEA Project Update 7/18/25
 - Project Branding
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Next Meeting:

- Date: August 14, 2025
 - Time: 4:00 pm
 - Location:
 - Virtual & In-Person Meeting
 - First Floor Conference Room
 - Steamship Authority Headquarters
 - 228 Palmer Avenue, Falmouth, MA
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Action Items:

Action Item	Owner	Due Date
Review and provide allocation data comparison	Mark Amundsen	TBD
Schedule town hall meetings to gather broader community input on business rules and allocations	Gibbous	TBD
Continue staffing assessments; bring recommendations to Board if additional hires are needed	Mark Rozum	Next Board meeting

Explore setting up a press interview to improve transparency and public trust	Gibbous	TBD
Discuss broader PMO and CMO approach	Mark Rozum	Next meeting
Provide information and materials to advance the branding effort	Sean Driscoll	Next meeting