



Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

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

March 17, 2020

The Members of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority Board and Port Council held a joint meeting Tuesday, March 17, 2020 in the first-floor conference room (Room 103) of its Falmouth administrative offices, 228 Palmer Avenue, Falmouth, Massachusetts. All five Board Members were present: Chairman James M. Malkin (Dukes County); Vice Chairman Kathryn Wilson (Falmouth); Secretary Moira E. Tierney (New Bedford) (who participated via conference call); Robert F. Ranney (Nantucket) (who participated via conference call); and Robert R. Jones (Barnstable).

1. General Manager Robert B. Davis provided an update on the Authority's efforts regarding the COVID-19 virus, commonly referred to as the coronavirus, as follows:
 - The Authority's crews are doing an outstanding job of cleaning vessel interiors during and in between trips. They have been asked to pay particular attention to surfaces most likely to be touchpoints, such as tabletops, faucets, hand rails and toilets.
 - Bus, parking lot, and terminal employees have been instructed to specifically disinfect all hand railings, credit card machines, ATMs, seat backs, counter tops, door handles, as well as restroom facilities. Buses are being cleaned at least once every four (4) hours; terminals at least three times per eight-hour shift.
 - The Authority is well-stocked with cleaning supplies and have ordered extra hand sanitizers and other supplies for our customers to use while traveling. This includes installing stands with pop-up sanitizing wipes at each terminal and Purell dispensers on board the vessels.
 - The Authority has put information on best practices regarding health measures on our internal Learning Management System for its employees.
 - Most importantly, employees have been told that under no circumstances should they be coming to work while they are sick, both for their safety as well as the safety of the crew and passengers. If any employee comes to work

sick, they will be sent home – period. Even if it means having to cancel a scheduled trip, the risk of spreading the virus to other people is too high.

The Authority is making contingency plans to maintain service in the event that a significant number of its employees fall ill, but there is every confidence that the Authority will continue to provide essential service to the islands throughout this time.

2. Additionally, the Authority is following the lead of many other government offices and **closing the Administrative Office and Reservation Office** to the public starting **Thursday, March 19, 2020**. Employees who do not normally work from those buildings will be asked to avoid coming there unless absolutely necessary. This is for the safety of both the Authority's employees and the public.
3. The Authority has made the following recommendations to its customers:
 - Customers are encouraged to stay in their vehicles if they drive on the ferry. The Authority has lowered the vehicle capacities on its vessels to ensure there is adequate space to allow everyone to freely exit their vehicle, per Coast Guard regulations, while the vessel is under way.
 - Passengers are encouraged to spread out while sitting on board to maintain a safer distance from each other. Ferry boats are much larger vessels than most other forms of transit, which gives passengers more opportunity to keep some distance between each other.
 - Customers should not bunch up at exit doors when the vessels arrive at their destination.
 - Customers are encouraged to utilize the Authority's restrooms, which have running water and hand soap available on all vessels, and hand sanitizers located throughout the vessels and terminals.

The Authority has asked customers to consider whether they need to travel. If travel is necessary, passengers should consider traveling outside of the morning and afternoon commutes when the largest number of passengers travel. If a customer feels ill or is experiencing symptoms of COVID-19, they should contact their healthcare provider and avoid traveling if possible.

A dedicated landing page has been created on the Authority's website for coronavirus updates: www.steamshipauthority.com/2019coronavirus. The public is asked to continue to check there for updates, as well as the Authority's Facebook and Twitter pages, its eNews and local media outlets. The Authority will keep everyone informed of any changes that are planned so that its customers can continue to get where they need to go with as minimal a disruption as possible.

4. The Board authorized Mr. Davis to take the following additional actions regarding COVID-19:

- Revising the ticket usage and refund limits from the current one year from date of issue to two years from date of issue. Rules regarding advanced cancellation notice would still apply, but this measure would allow customers the ability to use their ticket at a later time.
 - Suspending driver services on the Nantucket route for the immediate future to prevent possible transference of the virus between customers and employees.
 - Making modifications, if necessary, to current operating schedules in the best interest of the Authority and the traveling public in the event of either a significant decrease in traffic or a significant number of employees falling ill. Prior to making such a change, Mr. Davis would consult with the two port community Board Members on that run (i.e. the Barnstable and Nantucket Members or the Falmouth and Dukes County Members). The modifications could include delays or postponement of planned schedule changes to increase service; delays or postponement of resumption of the high-speed service on the Nantucket route; and/or consolidating service.
 - Taking steps, with Treasurer/Comptroller Mark K. Rozum, to explore the establishment of a revolving line of credit to fund operations. At the end of March, the Authority is budgeted to have incurred a year-to-date net loss of nearly \$15,000,000; if traffic patterns do not increase as budgeted, the Authority could find itself in need of extra capital in the short term.
5. The Board authorized Mr. Davis to execute Change Order No. 65 for Contract No. 16-2017, Woods Hole Ferry Terminal Reconstruction – Waterside” with Jay Cashman Inc. in the amount of \$225,462.16.

The next regularly scheduled monthly board meeting is currently scheduled for a time and place to be determined in New Bedford, Massachusetts. Please look for the formal notice for the meeting that will appear on this website next month.



Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

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

February 18, 2020

The Members of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority Board and Port Council held a joint meeting Tuesday, February 18, 2020 in the first-floor conference room (Room 103) of its Falmouth administrative offices, 228 Palmer Avenue, Falmouth, Massachusetts. Four Board Members were present: Chairman Marc N. Hanover (Dukes County); Vice Chairman Kathryn Wilson (Falmouth); Robert F. Ranney (Nantucket) (who participated via telephonic conference call); and Robert R. Jones (Barnstable). Secretary Moira E. Tierney was absent.

The following members of the Port Council were present: Chairman Edward C. Anthes-Washburn (New Bedford); Vice Chairman Robert V. Huss (Oak Bluffs); Secretary Eric C. Shufelt (Barnstable); Robert S.C. Munier (Falmouth); Nathaniel C. Lowell (Nantucket); and George J. Balco (Vineyard Haven). Member Mark H. Rees (Fairhaven) was absent.

1. General Manager Robert B. Davis provided an update on the Woods Hole Terminal Reconstruction Project. During the past month, marine contractor Jay Cashman Inc. continued working on the 96-inch monopiles. The final four monopiles needed to be driven to the embedment depth of approximately 100 feet with the diesel hammer after initially being driven with the vibratory hammer. By the end of January, the driving of the 96-inch monopiles was completed for this phase of the project.

Cashman also continued to work on the north passenger pier. The carpenters finished the perimeter forms on the passenger pier and the electrician placed the conduits for the pier power and communications in the pier as the conduit will be encased in the cast-in-place concrete topping. Cashman worked on setting formwork for the cast-in-place concrete topping on the north passenger pier, which is located between Slip No. 2 (the middle slip) and Slip No. 3 (the northern slip) as the iron workers were placing the rebar for the poured concrete on the pier. The final pile cap for the pier was cast in place and the remaining precast pile caps have been set, which allows for installation of the remaining precast deck planks as well as the reinforcing and conduit. More recently, the concrete subcontractor poured the topping deck for the passenger platform as the concrete

subcontractor poured 120 cubic yards of concrete to complete the slab for the passenger platform.

Cashman finished driving the sheet pile bulkhead sheets across the old middle slip. Cashman then installed the sheet pile bulkhead closure sheets at the south end of the middle slip and began filling the slip with crushed stone. The landside crew was busy setting the deadman sheet pile wall and the whaler beam to the back of the bulkhead sheet piles. The deadman wall will be connected to the whaler with tie rods. Last week, Cashman completed connecting the deadman wall to the sheet pile bulkhead in the middle slip (Slip 2) by fastening the tie rods to each component.

Cashman also started setting the falsework necessary to drive the 30-inch diameter pipe piles for the floating passenger platform. They will then drive the 18-inch pipe piles for the transfer bridge foundation. Lawrence Lynch Corp. was on site to excavate behind the sheet pile bulkhead and to bring additional fill onsite.

Thus far, the Authority has sent out 88 weekly community emails on the construction progress.

2. Regarding the Woods Hole terminal building, the architectural team made a presentation to the Falmouth Conservation Commission to request an amendment of the Authority's Order of Conditions to allow for the one-story terminal and two-story utility building concept. At their following meeting, the Falmouth Conservation Commission voted to approve the Authority's request for an amended order of conditions. Mr. Davis said the Authority is extremely grateful to the Conservation Commission for approving the request.

On Tuesday, February 4, 2020, the architectural team made a presentation to the Falmouth Historical Commission. During the meeting the commissioners noted the great lengths that have been made to address community concerns.

Meanwhile, the Massachusetts Department of Environmental Protection notified the Authority that the Authority's Chapter 91 requested amendment was approved.

3. Mr. Davis provided an update on the Woods Hole Terminal Reconstruction Project timeline and budget following concerns expressed at the January meeting by Members about the overall cost the project. A summary of the costs to date is below:

	<u>Budget</u>	<u>Net Change Orders</u>	<u>Total Cost</u>
Feasibility Study	\$ 300,000	\$ 693,204	\$ 993,204
Administration Building	\$14,824,886	\$ 970,993	\$15,795,879
Temporary Terminal	\$ 2,754,182	\$ 274,013	\$ 3,028,195
Waterside	\$54,547,915	\$2,483,506	\$57,031,421
Permanent Terminal	\$15,236,257	\$ 652,492	\$15,888,749
Building & Storage Building			
Total	\$88,356,444	\$4,381,004	\$92,737,448

Additionally, Mr. Davis stated that the completion date for the project is now May 2025. A full summary of the report can be found on the Authority's website at www.steamshipauthority.com/WHterminalreconstruction.

4. Mr. Davis provided the following updates on the implementation of the recommendations contained in the HMS Consulting report:
 - Regarding the Safety and Quality Management System, or SQMS, Safety Management System LLC is reporting a minor delay in the current phase due to the volume of additional documentation identified within the Marine Operations Department. They have continued on the related development of the SQMS Guide and Vessel Operations Manual and continue to have bi-weekly meetings and on-site visits.
 - Regarding the Learning Management System or LMS, at the annual Passenger Vessel Association conference, Janice Kennefick, the Authority's director of human resources and the LMS project manager, along with the Authority's Health, Safety, Quality, and Environmental Manager Angela Sampson, gave a presentation on the Authority's LMS along with representatives from Marine Learning Systems. It was well received by the other ferry operators in the session.
 - The request for proposals for consultants to assist in developing a strategic plan was issued just before Thanksgiving. Over 28 firms have taken out packages. Proposals are due back at the end of this week. One addendum to respond to questions was issued.
 - Regarding the Vessel Operations project, the Authority is in the midst of executing changes to the Authority's organizational structure.
5. The Board authorized the sale of high-speed passenger ticket books at a 20% discount prior to the resumption of the *M/V Iyanough* service on April 3, 2020. The preseason promotion is quite popular with both existing customers and new customers, as over 45% of the yearly ticket book sales for the *M/V Iyanough* occurred during the promotional period. The promotional period will run Monday, March 23, 2020 through Sunday, April 5, 2020 and will apply solely to electronic ticket books for adults, seniors and children.
6. Mr. Davis provided a report on the system issues that affected the Vineyard general internet reservation opening day on January 21, 2020. Following an internal investigation, the following causal factors were identified:

- The mobile site was not switched to a persistent connection following the 2018 reservation system issues despite the change being made to the web servers at that time.
- The load testing conducted in November 2019 did not include the mobile site or measure the stress on the Authority's web systems through the entirety of a reservation transaction.
- The server configuration settings were not verified prior to the internet general opening to determine that production servers were properly configured.
- Memory resources were exhausted on the website due to the volume of users.

The report also made the following recommendations:

- The Authority will require the inclusion of the mobile site in future load testing and redesign the load testing process to perform a complete end-to-end testing across all platforms (website, mobile site, reservation system, credit card processing, etc.).
- The Authority will require load testing involvement from Imarc's technical team and other vendors.
- The Authority will review changing the current tool used for load testing and/or the use of an outside vendor for enhanced analysis and review.
- The Authority will oversee a study of a website upgrade/redesign, which will incorporate the conclusions of this report, in preparation for the solicitation of proposals and award of a contract for a mobile app and/or redesign of the website.
- The Authority will utilize a "virtual waiting room" to improve the customer experience and to manage activity on the Authority's servers.

In addition, the Authority will fully examine and, where appropriate, execute the specific solutions regarding its IT department in Section 4 of the 2018 comprehensive review of the Authority's operations performed by HMS Consulting, Glosten Associates and Rigor Analytics. A review of those issues and prioritization of their execution will be among the first tasks for the Authority's next director of information technologies. The search for that individual is now under way.

The full report, along with a report from Imarc, can be found on the Authority's website, www.steamshipauthority.com/about/news.

7. Treasurer/Comptroller Mark K. Rozum reported on the recent sale of \$20,630,000 of bonds. An official notice of sale was distributed and bids were opened on Wednesday, February 12, 2020. Twelve bids were received, and the bonds were awarded to JP Morgan of New York, New York, based on their offer to purchase all of the bonds at the lowest true interest cost of 1.253189%. Since the successful bidder included over \$6,119,000 in bond premium, the total amount of bonds to be issued was "resized" from the initial offering of \$24,925,000 down to \$20,630,000. The proceeds will finance the ongoing work at the Woods Hole terminal, as well as to refund all of the Authority's outstanding 2009 Series B bonds maturing in year 2021 through 2029 in the aggregate principle amount of \$5,660,000.

8. The Board authorized Mr. Davis to execute the following procurement items:
 - Change Order No. 10 to Contract No. 05-2019, Dry Dock and Overhaul Services for the *M/V Island Home* in the amount of \$199,430.64.
 - Contract No. 07-2020, Complete A5 Overhaul of Two (2) Transmissions from the *M/V Iyanough* to the lowest eligible and responsible bidder, ZF Marine Propulsion Systems, Miramar LLC of Miramar, Florida, for a total contract price of \$103,342.20.
9. As it was the final meeting for Dukes County Board Member Marc N. Hanover, those present thanked him for his years of service and presented him with a commemorative chair in recognition of his 15 years on the Board.

The next regularly scheduled monthly board meeting is currently scheduled for 10:00 a.m. on March 17, 2020, in the first-floor conference room (Room 103) of the Authority's administrative offices, 228 Palmer Avenue, Falmouth. However, the location, time and date of these meetings are all subject to change; so please look for the formal notice for the meeting that will appear on this website next month.



Woods Hole, Martha's Vineyard and Nantucket Steamship Authority

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

January 21, 2020

The Members of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority Board held their monthly meeting Tuesday, January 21, 2020 in the first-floor conference room (Room 103) of its Falmouth administrative offices, 228 Palmer Avenue, Falmouth, Massachusetts. All five members were in attendance: Chairman Marc N. Hanover (Dukes County); Vice Chairman Kathryn Wilson (Falmouth); Secretary Moira E. Tierney (New Bedford); Robert F. Ranney (Nantucket); and Robert R. Jones (Barnstable).

1. General Manager Robert B. Davis provided an update on the website issues that occurred Tuesday morning for the general internet opening on the Vineyard route. Despite extensive preparation and load testing that occurred prior to the opening date, an unexpected problem occurred that prevented the Authority's customers from making their reservations for travel. After several hours of working with its vendors to try and diagnose and repair the issue, the decision was made to delay the opening time so all of the Authority's customers could better plan their day. The opening was delayed twice; first until 9 a.m. and then to noon so the necessary work could be done.

Mr. Davis said this was obviously an unacceptable result on the Authority's biggest reservation day of the year, especially since there have now had issues in two of the most recent three years. The Authority will do a full accounting of what went wrong and what has to be fixed to make sure it does not happen again. Mr. Davis apologized to the Authority's customers for what happened Tuesday and stated it will be his top priority to address it.

2. Mr. Davis provided an update on the Woods Hole Terminal Reconstruction Project. During the past month, marine contractor Jay Cashman Inc. continued to work on the north passenger pier by driving piles and setting the concrete pile caps. They also set the falsework for the 30-inch diameter piles and the falsework for the 96-inch monopiles.

The barge that arrived at the beginning of December with the clamshell crane removed the last of the old wharf debris. The ringer barge crane began to drive the monopiles, but

only after a delay for weather as well as a delay to replace 2,500 feet of boom cable. Cashman drove nine (9) monopiles using the vibratory hammer and/or the impact hammer to the necessary depths.

Cashman also completed a “mock-up” of the passenger canopy at the Authority’s Gifford Street lot. The canopy, which will feature navigational charts of the area waters, will be installed on the passenger pier.

It was recently discovered that the driving of the monopiles has caused a portion of the bulkhead installed last season to shift both downward and outward. Engineers are determining what steps will be needed to remedy this situation.

Thus far, the Authority has sent out 84 weekly community emails on the construction progress.

3. Regarding the Woods Hole terminal building, the Authority’s architectural team is preparing to present to the Falmouth Conservation Commission on January 29, 2020 on the one-story terminal and two-story utility building concept. The Falmouth Historical Commission will follow. The Department of Environmental Protection was notified of the Authority’s intent to have a one-story terminal building instead to the two-story building originally included in the Authority’s Chapter 91 application; the Authority was informed Tuesday that DEP has approved the administrative change to the application.
4. Mr. Davis provided the following updates on the implementation of the recommendations contained in the HMS Consulting report:
 - Regarding the Safety and Quality Management System and Quality Management System, or SQMS: Now that the draft of the gap analysis prepared by Safety Management Systems LLC (SMSLLC) is completed, SMS is heading into the development and implementation of the project. They were onsite two weeks ago and are developing a risk assessment register. One of the ways the Authority will communicate progress to its employees will be via an “SQMS Alert,” the first of which went out by email and a physical copy in paychecks last week.
 - Regarding the Learning Management System or LMS: the system continues to be populated with various material. A training matrix is being developed as the Authority moves along, but the system has been deployed company-wide at this time. The Authority will be adding an “employee portal” within the LMS to distribute notices and updates.
 - Regarding the Strategic Plan, the request for proposals for consultants to assist in developing the plan was issued just before Thanksgiving. More than 26 firms have taken out bid packages, and proposals are not due back till late February. Several requests for clarification and/or additional information have been received, which will be responded to in the form of an Addendum.

- Regarding the Vessel Operations project, the Authority is in the midst of executing changes to its organizational structure. As part of that realignment, the position of director of engineering and maintenance has been eliminated. The engineering and maintenance department will now fall under the authority of the marine operations department and Director of Marine Operations Mark H. Amundsen. Mr. Davis stated he strongly feels this change will not only begin the process of making the Authority's organizational structure less "flat," as stated by HMS, but will also aid greatly in communication and operations as the engineering staff and vessel staff will now all fall under the same command structure. As was previously announced, former Director of Engineering and Maintenance Carl R. Walker is no longer with the Authority following this restructuring; Mr. Davis thanked him for his years of service.
- 5. The Board authorized Mr. Davis to execute a contract for continued support of the Authority's strategic initiatives implementation planning project, commonly known as the implementation of the HMS Consulting recommendations, after the Authority was informed that HMS Consulting and Technical was being dissolved by its parent company, HMS Global Maritime. Glosten Associates, which was a subcontractor to HMS under the previous arrangement, submitted a proposal to provide continued support in lieu of HMS, with former HMS President John Sainsbury acting as a subcontractor under the new arrangement.
- 6. The Board authorized Treasurer/Comptroller Mark K. Rozum to issue and sell on a competitive basis up to \$26,000,000 in bonds to finance the ongoing work at the Woods Hole terminal, as well as to refund all of the Authority's outstanding 2009 Series B bonds maturing in year 2021 through 2029 in the aggregate principle amount of \$5,660,000.
- 7. The Board authorized Mr. Davis to execute Contract No. 02-2020, Dry Dock, Overhaul and Storage Services for the *M/V Katama*, to the lowest eligible and responsible bidder, Senesco Marine of North Kingstown, Rhode Island, for a total contract price of \$895,791.

The next regularly scheduled monthly board meeting is currently scheduled for 10:00 a.m. on February 18, 2020, in the first-floor conference room (Room 103) of the Authority's administrative offices, 228 Palmer Avenue, Falmouth. However, the location, time and date of these meetings are all subject to change; so please look for the formal notice for the meeting that will appear on this website next month.