

STAFF SUMMARY

Date: May 7, 2018

File # GM-701



TO:		FOR:		FROM:
	General Manager	X	Vote	Dept.: General Manager
X	Board Members		Information	Author: Robert B. Davis
				Subject: The Staff's Alternative Plan to Improve the Authority's Operations

PURPOSE:

To present the staff's current proposed plan to improve the Authority's operations as an alternative to the proposal that was submitted by McKinsey and Company and provided to the Members at their April 23, 2018 meeting.

BACKGROUND:

At the April 23, 2018 Authority meeting, Dukes County Member Marc N. Hanover proposed that the Authority engage the services of McKinsey & Company ("McKinsey") for the purpose of developing an "improvement plan" to help prevent or mitigate the re-occurrence of a series of issues that the Authority faced over the prior month and improve the level of service to the Authority's customers. As described in McKinsey's proposal, the issues that had been faced by the Authority were:

- An unprecedented combination of events began with the *M/V Martha's Vineyard* technical difficulties, compounded by technical issues aboard the *M/V Woods Hole*. This occurred when the *M/V Island Home* was out for scheduled maintenance. These events, while unfortunate in timing, raise questions about maintenance practices and fleet rotations.
- Public communications during this time left much to be desired, with passengers uninformed, little social media engagement, overloaded phone lines, and a lack of up-to-date information on the website.
- These events have led to an erosion in public confidence, while increasing the focus on underlying issues in the SSA's operations and structure.

McKinsey then suggested several "improvement levers," as follows:

- **Ensuring operational discipline:** Service timeliness appears to have declined in recent years, with sailing delayed without apparent cause. Improving this involves changes in the Authority's daily work practices, culture, or other factors.

- **Improving IT system resilience:** The IT systems used to run the business are likely in need of fixes or modernizing to avoid the recent unavailability, especially during times of service disruption.
- **Addressing public communications:** A robust and multi-channel modern communication process with clear responsibilities, particularly in times of service disruption, would help mitigate customer frustration and improve the public relations situation.
- **Improving management structure:** The Authority’s management bandwidth has not kept pace with the size of the company, with several leaders taking on tasks that may not represent their highest value to the business.

In addition, with respect to “**strengthening fleet and maintenance strategy,**” McKinsey observed that the “strategy to rotate vessels and the shop maintenance practices may have room to improve, increasing uptime,” but stated that this issue would **not** be addressed as part of the suggested improvement plan.

McKinsey then suggested that the Authority develop an “improvement plan” over a six-week period by proceeding as follows:

- Two weeks of preparation time that would be spent conducting structured interviews with the Authority’s Port Captain and senior management team to assess performance issues, while at the same time gathering and organizing the data needed to assess the issues; then
- Three weeks of “rapid diagnostic” time (as described below); and then
- One week to integrate the findings into a single, articulated improvement plan.

More specifically, during the three weeks of “rapid diagnostic” time, McKinsey has proposed assessing the root causes of the issues faced by the Authority in the three identified areas, and identifying a coherent and focused set of improvement actions, as follows:

- **Ensuring operational discipline:** Complement interview findings by running analytics on historical sailing logs, correlating them with weather information to test whether rigor has indeed slipped over time, and determining whether certain times of the day or times of the season, or other factors are associated with delays.
- **Improving IT system resilience:** Map pattern of IT recurrent systems issues, and work with enterprise IT experts to inspect systems and identify underlying causes (*e.g.*, age of software, systems integration, et cetera).
- **Addressing public communications:** Develop high-level recommendations on how the Authority can improve customer and stakeholder communications, particularly during service disruptions.

McKinsey’s proposed price for developing an “improvement plan” in this manner over a six-week period is \$500,000. It is unclear whether this proposed price also includes the cost of the “enterprise IT experts” who would inspect the Authority’s IT systems and identify the underlying causes of their recurrent issues.

The other Members agreed with Mr. Hanover that everything in the organization should be reviewed, but they observed that the review might be more appropriately performed in-house rather than diverting a substantial amount of resources towards paying a consultant and distracting the staff when preparations need to be made for the summer season. New Bedford Member Moira E. Tierney suggested that the staff present a proposal about what had happened, the reasons for what happened, and what the staff is doing to make sure it doesn't happen again. In addition, while Ms. Tierney questioned whether having the staff review its own operations was the precise way to go, she recommended that, if the Authority were to engage a consultant to review its operations, the Members should obtain competitive proposals from several consultants who have experience with similar operations.

Ultimately the Members voted to give the staff two weeks to come up with an alternative to Mr. Hanover's request that the Authority engage McKinsey to develop an "improvement plan" in accordance with its proposal. The staff's current proposed alternative is described in this staff summary, and it will be updated as the staff continues to develop and implement further actions to improve the Authority's operations.

I. The Staff's Plan to Improve the Authority's On-Time Trip Performance.

At the March 20, 2018 Authority meeting, Mr. Hanover observed that the Authority is the islands' lifeline and that people have to travel to doctor appointments that they made months in advance, commute to jobs, and catch planes and buses. Accordingly, Mr. Hanover reminded everyone that a decision to cancel a trip cannot be taken lightly, that the Authority has to do its best to be as efficient and responsible as it possibly can, and that it needs to be responsive to its customers' needs. Mr. Hanover further noted that a lot of the Authority's ferries are also leaving late, and he declared that they also have to leave on time, as it makes a difference to people who need to get to their appointments.

For many years, the Authority's Operations Department has kept track of each vessel's on-time trip performance, maintaining spreadsheets comparing the scheduled departure and arrival times of each vessel's trips with their actual departure and arrival times (as recorded in the vessel's log). However, the Authority has not maintained any reports of the reasons why particular trips have left or arrived later than their published schedules. As a result, each staff member (and each Authority Member and Port Council member) has relied on his or her own personal experiences when explaining why the Authority's vessels leave or arrive later than their published schedules.

There are a number of good reasons why a vessel might leave later than scheduled. For example, the vessel's loading process might take longer than usual because a large number of passengers are being loaded off of or onto the vessel or the terminal agent has been asked to hold the boat so that a delayed group of passengers (*e.g.*, student groups) don't miss the trip. In most of those cases, however, the vessel is able to make up the time during the trip so that it can still arrive on schedule (or at least closer to schedule) at its port of destination, and the delayed departures are due to the Authority's decisions to accommodate particular customer situations.

But there are other reasons why a vessel might leave late that reflect poorly on the Authority's performance. For example, a vessel's crew might take longer than reasonable to begin loading vehicles or passengers on the vessel, or a trip might be delayed until a particular piece of equipment can be repaired or otherwise made operational. As stated in McKinsey's proposal, these are the types of delays that need to be eliminated as much as possible by changing the Authority's daily work practices, culture, or other factors.

And there is still a third category of reasons why a vessel might leave late during the early morning and evening hours when the Authority's published schedules provide only fifteen minutes for certain vessels to dock and complete their turnaround process before departing on their next trips. Fifteen minutes is often insufficient time for the vessel's crew to unload the arriving vehicles and passengers, conduct a security sweep of the vessel, and then load the next trip's vehicles and passengers before making its scheduled departure. But the Authority has published those shorter turnaround times because, even though the vessels may leave late on those early morning and evening trips, they often are able to make up the time during their trips so that they can still arrive on schedule (or at least closer to schedule) at their ports of destination. Further, if the Authority were to provide the standard 30-minute turnaround times for those trips, the times of all of the Authority's subsequent trips during the day would have to be made later and/or the vessels would have to make their first few trips earlier in the morning.

A. The Staff Has Implemented New Reporting Procedures to Ascertain the Reasons for the Authority's Trip Delays.

The staff believes that the first step in improving the Authority's on-time trip performance is to ascertain what the actual reasons are for each trip's delayed departure and arrival, and that the most accurate and efficient way of obtaining this information is to have the terminal agent who is responsible for loading vehicles and passengers on each trip record the vessel's actual arrival and departure times and, if the vessel's departure is more than five minutes late, the reason for the delay. Accordingly, the staff has prepared On Time Performance Reports for the terminal agents at each terminal to fill out on a trip-by-trip basis, and they began doing so on May 1, 2018. Copies of the reports that have been filled out for vessel trips leaving from the Woods Hole terminal for the first four days of May 2018 are attached as Appendix A to this staff summary.

The forms, which are being completed electronically, are currently being emailed to the Authority's Operations Manager and eventually will be available to him through a computer shared drive, and he will consistently review them as part of his daily work schedule. He will also report on the status of the Authority's on-time trip performance at each weekly staff meeting, and in turn the General Manager will provide a report on the status of the Authority's on-time trip performance at each monthly Authority meeting.¹ Through this process, the staff expects that they will be able

¹ The staff's draft version of their proposed monthly On-Time Trip Performance reports is attached as Appendix B to this staff summary. However, the staff anticipates revising this version based upon what principal reasons are given for trip delays over the next few months. In addition, the staff anticipates that trip delays greater than fifteen minutes will be explained separately as an attachment to that report.

to identify the principal reasons why vessel trips are delayed and determine what appropriate corrective actions should be taken to prevent or reduce those delays as much as possible.

B. The Staff Also Has Implemented New Reporting Procedures to Ascertain the Reasons for the Authority’s Trip Cancellations.

Currently the Authority’s Accounting Department reviews each vessel’s daily log sheets to prepare Trip Reports showing, among other things, the number of vessel trip cancellations and categorizing the reasons for those cancellation generally as “mechanical,” “weather” or “other.” Copies of those Trip Reports for the years 2014 through 2017 are attached as Appendix C to this staff summary, and the stated general reasons for trip cancellations during those years (as well as during the first four months of 2018) are summarized below:

Woods Hole / Vineyard Haven	Cancelled Due to			<u>Sub-Total</u>	<u>Diverted</u>
	<u>Mechanical</u> ²	<u>Weather</u>	<u>Other</u> ³		
2014	21	198	55	274	286
2015	79	142	60	281	288
2016	22	230	122	374	156
2017	26	218	240	484	320
2018 (thru April)	549	219	102	870	-

Woods Hole / Oak Bluffs	Cancelled Due to			<u>Sub-Total</u>	<u>Diverted</u>
	<u>Mechanical</u>	<u>Weather</u>	<u>Other</u>		
2014	2	6	-	9	(286)
2015	4	2	-	6	(288)
2016	3	12	31	46	(156)
2017	4	16	96	116	(320)
2018 (thru April)	-	-	-	-	-

² The “Mechanical” category reflects “traditional” vessel trips that were not operated either by the vessels that were scheduled to operate those trips or by substitute vessels. Thus, if a vessel is taken out of service due to mechanical problems, but another vessel is called in to provide that vessel’s scheduled trips, those trips operated by the substitute vessel are not categorized as trips cancelled for “mechanical” reasons.

³ The “Other” category includes freight trips that are in the schedule and available but not operated when the terminal agents determine that the trips are not needed. These generally are the last daily scheduled freight trips on both the Martha’s Vineyard and Nantucket routes.

Traditional HY / NT	Cancelled Due to			<u>Sub-Total</u>	<u>Diverted</u>
	<u>Mechanical</u>	<u>Weather</u>	<u>Other</u>		
2014	10	156	15	181	
2015	13	140	8	161	
2016	10	186	12	208	
2017	28	202	136	366	
2018 (thru April)	2	139	29	170	

Fast Ferry HY / NT	Cancelled Due to			<u>Sub-Total</u>	<u>Diverted</u>
	<u>Mechanical</u>	<u>Weather</u>	<u>Other</u>		
2014	10	79	-	89	
2015	23	90	-	113	
2016	17	86	-	103	
2017	314 ⁴	138	-	452	
2018 (thru April)	-	50	-	50	

As can be seen, the number of trips that have been cancelled on both routes due to “weather” has increased substantially beginning in 2016, but it is impossible to determine from the Trip Reports whether that increase is attributable to worse weather conditions during the past few years or the Authority’s Captains cancelling more trips during weather and sea conditions that did not prompt the cancellation of trips in prior years, or a combination of both. The staff believes that the first step in determining whether the number of the Authority’s trip cancellations due to “weather” can be reduced (and, if so, how they can be reduced) is to obtain more detailed information about what the actual reasons are for each trip cancellation, and that the most accurate and efficient way of obtaining this information is to have each Captain who cancels a trip submit a report describing the reason for the cancellation. Accordingly, the staff has prepared a Trip Cancellation Report for the Authority’s Captains to fill out whenever they cancel a trip, and on May 7, 2018, the Captains were instructed to begin doing so. Since then, however, no trips have been cancelled, so no Trip Cancellation Reports have been filled out. A copy of the report form is attached as Appendix D to this staff summary.

After completing their Trip Cancellation Reports, the Captains will email them to the Authority’s Port Captain and/or Assistant Port Captain, who will review them for accuracy and add whatever additional comments they feel are appropriate. (It already is standard practice for the Authority’s Captains to confer with the Port Captain and/or Assistant Port Captain before cancelling a trip to discuss whether the trip should be cancelled, and this practice will continue.) These completed reports similarly will then be consistently reviewed by the Authority’s Operations Manager with the Port Captain and Assistant Port Captain as part of their daily work schedules. They will also report on the number and circumstances of the Authority’s trip

⁴ The fast ferry’s 314 trips that were cancelled for “mechanical” reasons during 2017 include the 310 trips that were cancelled from June 17, 2017 through July 17, 2017 when the *M/V Iyanough* was out of service after its accident on June 16, 2017.

cancellations at each weekly staff meeting, and in turn the General Manager will provide a report on the status of those cancellations at each monthly Authority meeting.⁵ Through this process, the staff expects that they will be able to identify when the Authority and the public can anticipate that particular trips will be cancelled by comparing the then-current weather forecast with the reported wind speed and other weather and sea conditions which prompted previous trip cancellations. This information will also be useful in evaluating whether a particular trip should not be cancelled due to weather conditions and, if the trip is still cancelled, determining whether any other factors may have prompted that cancellation. The staff will then attempt to address those other factors in order to minimize the possibility that future trips will be cancelled during weather conditions in which it is otherwise safe for the vessel to operate.

C. The General Manager’s Goals Should Include Improving the Authority’s On-Time Trip Performance and Reducing the Number of Non-Weather Related Trip Cancellations.

The staff believes that, by identifying the reasons for the Authority’s trip delays as well as both the reasons and weather conditions that prompt the Authority’s Captains to cancel particular trips, they should be able to take specific actions to change the Authority’s daily work practices, culture or other factors that will improve the level of service that the Authority’s customers deserve and are entitled to expect.⁶ Accordingly, the staff is proposing not only that the General Manager provide reports on these subjects at each monthly Authority meeting, but that his goals for the next performance evaluation period (July 1, 2018 through June 30, 2019) include the goals of improving the Authority’s on-time trip performance and reducing the number of non-weather related trip cancellations.

II. The Staff’s Plan to Improve the Authority’s Communications.

The Authority was justifiably criticized for both the lack of information and the inaccurate information it was providing the traveling public during what has been called the “Ferry Fiasco of 2018.” The Authority’s communications need to be significantly improved and, ironically, the staff was well aware of this before this unprecedented series of service disruptions began occurring in March 2018. Indeed, at the February 20, 2018 Authority meeting, the staff had proposed that

⁵ The staff is still preparing the form for what will be their proposed new monthly Trip Cancellation Reports, which they believe should contain more information than is presented in the Authority’s current Trip Reports, such as the wind speed and other weather and sea conditions when each trip is cancelled.

⁶ After the principal reasons for the trip delays and cancellations are identified, one of the actions taken by the staff may be to engage the services of an independent outside consultant with experience in marine operations to analyze these aspects of the Authority’s vessel operations and make recommendations regarding what changes the Authority can take to improve its level of service to its customers.

the Authority create a new “Communications Director” position and, at their March 20, 2018 meeting, the Authority Members did so.

The staff anticipates filling that position within the next month with a candidate who has extensive experience and demonstrated talent in media relations, crisis communications, social media outreach and public affairs. The Authority’s new Communications Director will then initially play a role similar to that of an outside consultant by developing an “improvement plan” for the Authority’s communications. But unlike an outside consultant, whose involvement would diminish or end after the development of the “improvement plan,” the new Communications Director will also be responsible for the success of the Authority’s communications program through its implementation, administration and modifications over the years. As a result, the staff believes that having the new Communications Director develop an “improvement plan” for the Authority’s communications will be far more expedient, practical and effective than engaging the services of an outside consultant to do so.

Meanwhile, the staff already has taken, or will be taking, a number of actions to improve the Authority’s communications even before the new Communications Director is hired. Those actions are described below.

A. Until the Arrival of the New Communications Director, the Staff is Reassigning Responsibilities for the Issuance of Travel Advisories and Trip Alerts to Improve Their Timeliness.

On March 16, 2018, when the *M/V Woods Hole* was taken out of service, the staff’s initial focus was arranging for the *M/V Sankaty* to provide substitute service later that day instead of communicating the situation to the public in a timely manner. Over the course of the following few weeks, the staff changed its practices by involving more employees during service disruptions to draft travel alerts and press releases that are then promptly reviewed, posted to the website, and distributed to the media.

However, as the events of this past Saturday, May 5, 2018, demonstrated, more progress needs to be made in getting information to the public as quickly as possible. Even though the *M/V Martha’s Vineyard* lost power that day shortly after 5:00 p.m., the Authority’s website was not updated to advise the public of the incident and its effect on their travel plans until 6:25 p.m. This delay was partly attributable to the General Manager’s need to focus first on getting to Woods Hole and finding out what the situation was, and also the result of emails sent from the General Manager’s smart phone not being delivered (which was only corrected after the smart phone was rebooted) or ending up in other staff members’ Spam Firewalls (which the system did not report until 8:00 a.m. on Sunday); but approximately ten minutes of the delay was because the staff did not post the draft travel advisory until it was approved by the General Manager, who was naturally occupied during this entire time responding to the incident itself. Thus, in these types of situations, the staff believes that the responsibility for preparing and approving travel advisories needs to be streamlined so that the advisories are prepared and approved by one or more staff members who are not also responsible for responding to operational incidents.

Compounding this initial delay was an additional delay of more than an hour after the travel advisory was posted to the website before Travel Alerts were sent to the Authority's customers. Most of this additional delay was due to a technological issue encountered as a result of our recent switch to a new email provider for delivery of the Travel Alerts. During this inaugural broadcast, a line of code which had never been executed failed; fortunately, after the staff realized that the Travel Alerts had not gone out as they should have, the Authority's MIS System Programmer Analyst was able to quickly rectify the problem. But another portion of this delay was due to the fact that the staff member responsible for issuing Travel Alerts is the Authority's Operations Manager, who was similarly occupied at this time responding to the incident. Again, the staff believes that another staff member should have both the ability and the responsibility to issue Travel Alerts in these situations, which will improve their timeliness and allow the Operations Manager to focus on addressing whatever operational issues arise.

Both of these responsibilities will naturally lie with the Authority's new Communications Director. Until then, other staff members will assume these duties to ensure that information which is disseminated during service disruptions is both timely and accurate. This reassignment of responsibilities will also allow the General Manager and Operations Manager to spend more of their time during these situations responding to the operational issues that result in service disruptions.

B. The Staff Will Also Improve How the Authority Updates the "Current Status" of Its Trips on Its Website.

The public also has complained that the information on the Authority's website regarding the "current status" of its trips is not updated when there are trip delays or cancellations and, as a result, the website continues to show all of the Authority's trips to be running "on time" when some of them in fact already have been delayed or cancelled. Currently, the Authority's terminal agents and ticket sellers have the responsibility of updating the "current status" of the Authority's trips whenever there is a trip delay or cancellation, and this past week all of the terminal managers were reminded about the importance of updating this information on a timely basis. Nevertheless, this past Saturday, May 5, 2018, the Authority's website continued to show all of the trips between Woods Hole and Vineyard Haven as running "on time" long after 5:00 p.m. when all service on the route had stopped while the *M/V Martha's Vineyard* sat in Woods Hole Slip 2.

Concededly, whenever there is a service disruption of the magnitude experienced this past Saturday, the terminal agents and ticket sellers are immediately occupied with an entire array of serious customer service issues, which may cause them to forget to update the Authority's website; and even if they do remember that they need to update the website, they still may reasonably decide that it is more important to address the numerous customer service issues that are then emerging at the terminals. Accordingly, although the Authority will continue to impress upon the terminal agents and ticket sellers the importance of updating the website, the staff believes that they need more support in this area than they are currently receiving. Again, until the new Communications Director arrives and proposes other solutions, the staff will heighten their own monitoring of the website so that they can advise the terminal agents whenever the website's "current status" information does not accurately inform the public of trip delays or cancellations.

Also as a result of last Saturday's events, the staff has made two improvements in the manner the website's "current status" information is updated, which will facilitate the updating of that information in the future. Specifically, on Saturday a Woods Hole ticket seller discovered that she could update the information of only one trip at a time and that she also could not update information about a trip that already had been scheduled to depart. In response, that same night the Authority's MIS System Programmer Analyst made changes to the website that now allow the information of multiple trips to be updated at the same time, as well as information about trips that had been scheduled to depart earlier in the day.

C. The Authority Should Consider Having an Operations and Communications Center.

The staff also believes that the Authority should consider having an Operations and Communications Center at its new administrative offices in Falmouth, which would be manned during all hours of the Authority's operations and could therefore monitor the status of all of the Authority's operations and immediately disseminate information about any operational issues as soon as they arise. Not only would the Center have telephone, email and text communications with each of the Authority's terminals, facilities and vessels, but it also would have television screens showing the images then being recorded by all of the Authority's security cameras at all of those locations, thereby allowing the employees at the Center to see directly what is actually transpiring at each location in real time.

The new administrative offices have sufficient space for such an Operations and Communications Center, and the expense of installing additional monitoring and communications equipment would be relatively minimal. Of course, the largest expense of such a Center would be the compensation of the three or four full-time employees who would be needed to man the Center, but that expense may be well worth it for improvements in customer service that will result.

In addition, the Operations and Communications Center employees may be the appropriate people to perform many of the duties previously described in this staff summary, such as posting travel advisories to the website, issuing Travel Alerts, and updating the "current status" of the Authority's trips on the website based upon information they receive from the terminals, vessels and staff members. During what hopefully will be the vast majority of their time when there are no service disruptions, the employees can also be assigned the duty to review and maintain the On-Time Performance Reports and the Trip Cancellation Reports, and to prepare the summary reports based upon them that will be provided to the staff and the Authority Members.

D. The Authority Should Ask the Public for Suggestions About How It Can Improve Its Operations and Communications.

At the April 23, 2018 Authority meeting, many island residents asked important questions about the Authority's operations and communications, and the staff intends to respond to all of those questions in writing and post that information on the Authority's website. The staff also believes that they should hold a public forum during the evening on Martha's Vineyard shortly after that information is posted so that they can respond to all of the additional questions and complaints that island residents may have, and to hear what suggestions the island residents have

about improving the Authority's operations and communications. Accordingly, the staff will post their responses to the questions asked at the April 23, 2018 Authority meeting later this month and is attempting to schedule a public forum to take place at the Martha's Vineyard High School during the evening of Tuesday, June 5, 2018. When the forum is scheduled, it will be advertised in both the *Martha's Vineyard Times* and the *Vineyard Gazette*, and the advertisements will also inform the public of the availability of the staff's responses to the questions they asked at the April 23, 2018 Authority meeting.

In addition, the Martha's Vineyard Chamber of Commerce & Tourism has offered to work with the Authority on a communication plan for the future. The staff is currently attempting to schedule a meeting with the Chamber for this purpose, and, after a draft communication plan is developed with the Chamber's input, the staff will seek to meet with the Chambers of Commerce of its other port communities, as well as local governmental officials, to see what additional or different suggestions they might have.

E. The Staff Will Expand the Number of Media Outlets to Which the Authority's Travel Advisories Are Sent.

At the May 2, 2018 Port Council meeting, Tisbury Port Council member George J. Balco suggested that the staff also focus on communicating not only with the Authority's customers, particularly those who view the Authority's website or have signed up to receive the Authority's Trip Alerts, but also with the local communities at large, since there are many local residents who do not receive direct communications from the Authority but still need to know whenever there is a service disruption. Therefore, Mr. Balco further suggested that the staff create a communications list of media outlets that will cover the entire communities whenever the Authority sends out a travel advisory to all of them.

The staff agrees with Mr. Balco's suggestion. Currently, after the Authority's travel advisories are posted to its website, they are emailed to the following media outlets:

<u>Cape and Islands</u>	<u>Boston</u>
Barnstable Patriot	Channel 4
Cape Cod Broadcasting	Channel 5
Cape Cod Times	Channel 7
CodCom	Channel 10
Falmouth Enterprise	Channel 25
iHeartMedia	NECN
Martha's Vineyard Times	WBZ Radio
Nantucket Inquirer & Mirror	WBUR Radio
Vineyard Gazette	
WACK	
WMVY	

The staff will canvas the media outlets in the Authority’s local communities and add to this list the additional outlets that express interest in receiving the Authority’s travel advisories. These additional outlets may also include private Facebook pages of local community groups who may be interested in receiving this information.

F. The Staff Consistently Updates Its Information Technologies and Explores New Ways to Use Those Technologies to Improve Its Communications.

Because of several issues the Authority had with its website earlier this year, McKinsey has stated that the “IT systems used to run the business are likely in need of fixes or modernizing,” and suggests that the Authority “work with enterprise IT experts to inspect systems and identify underlying causes (*e.g.*, age of software, systems integration, et cetera). The staff agrees that a review of the Authority’s IT systems should be part of their communications “improvement plan,” although the review probably should be undertaken after the Authority determines, with the input of its new Communications Director and local Chambers of Commerce and governmental officials, what communications program it wants to develop. Nevertheless, the staff feels reasonably confident that its current IT systems will not need significant fixes or modernizing in order to support whatever communications program is pursued, and that the relatively recent issues with those systems have been appropriately addressed.

- On January 11, 2018, the Authority’s website slowed to a crawl (but did not crash) when it began processing the usual large number of initial reservation requests from the general public for travel during the Authority’s 2018 Summer Operating Schedules. Although the problem was initially thought to be due to a hardware issue, it turned out to be due to a “configuration” issue which was solved by changing a software setting that increased the number of customers who could then simultaneously connect to the Authority’s web reservation system. Since then, the Authority has also made several enhancements to its processing environment, and has put in place several hardware and software improvements to increase the system’s performance and reliability. Such improvements continue to be made on an ongoing basis, and the staff continues to monitor both the system’s performance and customers’ experience with it.⁷
- On March 9, 2018, due to an extremely active “Trip Alert” email pattern after several periods of service disruptions, the Authority became aware that a number of its emails were being blocked by email providers and, as a result, not being delivered in a timely manner. To correct this situation, the staff changed the Authority’s “Trip Alert” email providers and is now using the same provider that sends its text messages, which the Authority tracks and

⁷ The staff is also considering whether next year the Authority should spread out the opening of reservations to the general public for its 2019 Summer Operating Schedules in order to reduce the volume of reservation requests that are simultaneously processed on its website. For example, reservations for travel on the Martha’s Vineyard route could open on Monday, January 14, 2019, and reservations for travel on the Nantucket route could open the following Monday, January 21, 2019.

confirms are routinely delivered almost instantaneously. The staff developed an implementation plan by March 19, 2018 and, after the services were tested, implementation took place on April 13, 2018. The staff is also adding other categories of emails that will be delivered by this provider.

- Also during March 2018, the Authority lost all connectivity during one of the Nor’Easter storms and was unable to offer any services via its website. Since then, the staff has worked to ensure that the Authority has the appropriate redundancy so that it can avoid any loss of service in the future. Specifically, at this time the staff is working to offer systems that will be available during regional outages in order to keep the Authority’s customers informed.
- At approximately 6:00 p.m. on April 8, 2018, the Authority’s new administrative offices suffered a power spike that also affected other area businesses. As a result, several IT systems did not respond properly and had to be rebooted. After 1-½ hours the Authority’s terminals were once again able to process reservations and payments, while the Authority’s website was unable to process any payments for 2-½ hours. Since then, the staff has confirmed that the building’s generator will properly respond to a power outage and has added small UPS (Uninterruptible Power Supply) systems to communications systems that are outside of the general MIS areas.

Meanwhile, the staff continues their efforts to improve the experience that customers have with the Authority’s website. Recently, customers were given the ability to remove vehicles from their profiles themselves on the website instead of being required to contact the Authority’s Reservations Office for this purpose; and the staff is exploring how best to develop a mobile app that would supplement or replace the Authority’s current mobile website. At the same time, the Authority’s IT Department is working to make it easier for the Authority’s employees to post information to the website and to quickly send out Trip Alerts in both emails and text messages, particularly when multiple trips are affected by a service disruption.

G. The General Manager’s Goals Should Include Improving the Authority’s Communications.

The staff believes that, by taking the actions described in this staff summary, they should be able to improve the timeliness, accuracy and helpfulness of the Authority’s communications to its customers and the local communities at large. Accordingly, the staff is also proposing that the General Manager’s goals for the next performance evaluation period (July 1, 2018 through June 30, 2019) include the goal of improving the Authority’s communications.

III. The Staff’s Plan to Improve Maintenance of the Authority’s Vessels.

As McKinsey observed in its proposal, beginning in March 2018 and continuing as recently as this past weekend, the Authority has experienced an unprecedented combination of vessel mechanical problems that have resulted in hundreds of sudden and unexpected trip cancellations. These events justifiably have led to an erosion in public confidence in the Authority’s operations

and have raised questions about the Authority's maintenance practices and fleet rotations. Not surprisingly, McKinsey also observed that the Authority's "strategy to rotate vessels and the shop maintenance practices may have room to improve." Nevertheless, McKinsey stated in its proposal that the issue of "strengthening fleet and maintenance strategy" would not be addressed as part of the suggested improvement plan.

Ironically, the staff believes that the Authority's vessel maintenance practices are the most critical functions of the Authority's operations that require an "improvement plan" based upon an independent and objective review and evaluation. Therefore, even though McKinsey's proposal did not include the development of an "improvement plan" for the Authority's vessel maintenance practices, the staff is proposing to issue a request for proposals from outside management consultants with experience in marine operations to independently review the Authority's vessel maintenance practices and develop a plan with the staff to improve those practices.

RECOMMENDATION:

That the Members vote to authorize the staff to proceed with their alternative plan to improve the Authority's operations, as described in this staff summary.



Robert B. Davis
General Manager

APPENDIX A

Woods Hole Terminal On Time Trip Performance - May 2018

Date	Agent	Captain	Vessel	Trip #	Scheduled Arrival	Actual Arrival	Time Difference	Scheduled Departure	Actual Departure	Time Difference	Reason for Delay (5 Minutes or More)
5/1/18	R. Townes	D. Moore	Island Home	5			00:00	6:00	6:00	00:00	
5/1/18	M. Waddington	T. Finton	Katama	203	6:15	6:12	-00:03	6:30	6:40	00:10	15 minute turnaround - backed on 14 trucks.
5/1/18	M. Waddington	M. Lavoie	Woods Hole	7	6:45	6:50	00:05	7:00	7:15	00:15	No passenger gangway, started loading at 7:04
5/1/18	M. Waddington	D. Moore	Island Home	9	7:45	7:43	-00:02	8:15	8:15	00:00	
5/1/18	M. Waddington	T. Finton	Katama	207	8:15	8:20	00:05	8:35	8:44	00:09	Late arrival - only one slip available
5/1/18	M. Waddington	M. Lavoie	Woods Hole	11	9:00	9:05	00:05	9:30	9:30	00:00	
5/1/18	M. Waddington	D. Moore	Island Home	13	10:15	10:15	00:00	10:45	10:45	00:00	
5/1/18	M. Waddington	J. Hanson	Katama	211	10:35	10:53	00:18	11:05	11:25	00:20	Late arrival (only 1 slip available), backed on tow-behinds
5/1/18	M. Waddington	S. Burke	Woods Hole	15	11:30	11:40	00:10	12:00	12:05	00:05	Late arrival and muster sheets
5/1/18	M. Waddington	W. Duane	Island Home	17	12:45	12:40	-00:05	13:15	13:15	00:00	
5/1/18	M. Waddington	J. Hanson	Katama	215	13:05	13:20	00:15	13:35	13:51	00:16	Late arrival - only one slip available
5/1/18	A. Fletcher	S. Burke	Woods Hole	19	14:00	14:18	00:18	14:30	14:46	00:16	Late arrival - only one slip available
5/1/18	A. Fletcher	W. Duane	Island Home	21	15:15	15:09	-00:06	15:45	15:45	00:00	
5/1/18	A. Fletcher	J. Hanson	Katama	219	15:35	16:04	00:29	16:05	16:26	00:21	Late arrival - only one slip available
5/1/18	A. Fletcher	S. Burke	Woods Hole	23	16:30	16:33	00:03	17:00	17:00	00:00	
5/1/18	A. Fletcher	W. Duane	Island Home	25	17:45	17:40	-00:05	18:15	18:15	00:00	
5/1/18	A. Fletcher	J. Hanson	Katama	223	18:05	18:20	00:15	18:30	CXL	00:00	
5/1/18	A. Fletcher	S. Burke	Woods Hole	27	19:00	18:58	-00:02	19:30	19:30	00:00	
5/1/18	A. Fletcher	W. Duane	Island Home	29	20:00	19:58	-00:02	20:30	20:30	00:00	
5/1/18	A. Fletcher	J. Hanson	Katama	227	20:15	CXL		20:45	CXL	00:00	
5/1/18	A. Fletcher	S. Burke	Woods Hole	31	21:15	21:10	-00:05	21:45	21:45	00:00	
5/2/18	R. Townes	W. Duane	Island Home	5			00:00	6:00	6:00	00:00	Generator
5/2/18	R. Townes	J. Hanson	Katama	203	6:15	CXL		6:30	CXL	00:00	
5/2/18	M. Waddington	S. Burke	Woods Hole	7	6:45	6:35	-00:10	7:00	7:03	00:03	
5/2/18	R. Townes	W. Duane	Island Home	9	7:45	7:48	00:03	8:15	8:17	00:02	
5/2/18	R. Townes	J. Hanson	Katama	207	8:15	CXL		8:30	CXL	00:00	
5/2/18	M. Waddington	S. Burke	Woods Hole	11	9:00	9:00	00:00	9:30	9:30	00:00	
5/2/18	M. Waddington	W. Duane	Island Home	13	10:15	10:15	00:00	10:45	10:47	00:02	
5/2/18	M. Waddington	J. Hanson	Katama	211	10:35	CXL		11:05	CXL	00:00	
5/2/18	M. Waddington	S. Estrela	Woods Hole	15	11:30	11:30	00:00	12:00	12:04	00:04	Waiting for passengers in ticket office
5/2/18	J. Pimental	M. Nickowal	Island Home	17	12:45	12:45	00:00	13:15	13:22	00:07	Bus dropped off load of people
5/2/18	J. Pimental	T. Finton	Katama	215	13:05	CXL		13:35	CXL	00:00	
5/2/18	J. Pimental	S. Estrela	Woods Hole	19	14:00	14:00	00:00	14:30	14:30	00:00	
5/2/18	A. Fletcher	M. Nickowal	Island Home	21	15:15	15:10	-00:05	15:45	15:45	00:00	
5/2/18	J. Pimental	T. Finton	Martha's Vineyard	219	15:35	15:50	00:15	16:05	16:30	00:25	Late arrival (only 1 slip available) and crew change. M/V Martha's Vineyard came from Fairhaven to replace Katama
5/2/18	A. Fletcher	S. Estrela	Woods Hole	23	16:30	16:40	00:10	17:00	17:10	00:10	Late arrival due to previous trip's late departure

Woods Hole Terminal On Time Trip Performance - May 2018

Date	Agent	Captain	Vessel	Trip #	Scheduled Arrival	Actual Arrival	Time Difference	Scheduled Departure	Actual Departure	Time Difference	Reason for Delay (5 Minutes or More)
5/2/18	A. Fletcher	M. Nickowal	Island Home	25	17:45	17:37	-00:08	18:15	18:15	00:00	
5/2/18	J. Pimental	T. Finton	Martha's Vineyard	223	18:05	18:25	00:20	18:30	18:55	00:25	Late arrival - only one slip available & late loading of school team
5/2/18	A. Fletcher	S. Estrela	Woods Hole	27	19:00	19:03	00:03	19:30	19:30	00:00	
5/2/18	J. Pimental	M. Nickowal	Island Home	29	20:00	20:05	00:05	20:30	20:30	00:00	
5/2/18	A. Fletcher	T. Finton	Martha's Vineyard	31	21:15	21:15	00:00	21:45	21:45	00:00	
5/3/2018	R. Young	M. Nickowal	Island Home	5			00:00	6:00	6:00	00:00	
5/3/2018	J. Pimental	S. Estrela	Woods Hole	203	6:15	6:10	-00:05	6:30	6:28	-00:02	
5/3/2018	R. Young	T. Finton	Martha's Vineyard	7	6:45	6:40	-00:05	7:00	7:00	00:00	
5/3/2018	J. Pimental	M. Nickowal	Island Home	9	7:45	7:45	00:00	8:15	8:17	00:02	
5/3/2018	R. Young	S. Estrela	Woods Hole	207	8:15	8:25	00:10	8:30	8:45	00:15	Arrived late, pumpout
5/3/2018	J. Pimental	T. Finton	Martha's Vineyard	11	9:00	9:00	00:00	9:30	9:30	00:00	
5/3/2018	R. Young	M. Nickowal	Island Home	13	10:15	10:13	-00:02	10:45	10:45	00:00	
5/3/2018	J. Pimental	C. McManus	Woods Hole	211	10:35	11:20	00:45	11:05	11:20	00:15	Late arrival - only one slip available
5/3/2018	R. Young	M. Lavoie	Martha's Vineyard	15	11:30	11:33	00:03	12:00	12:09	00:09	Crew change
5/3/2018	J. Pimental	D. Moore	Island Home	17	12:45	12:45	00:00	13:15	13:20	00:05	Waiting for maintenance
5/3/2018	J. Pimental	C. McManus	Woods Hole	215	13:05	13:30	00:25	13:35	13:50	00:15	Late arrival - only one slip available
5/3/2018	R. Townes	M. Lavoie	Martha's Vineyard	19	14:00	14:01	00:01	14:30	14:30	00:00	
5/3/2018	R. Townes	D. Moore	Island Home	21	15:15	15:10	-00:05	15:45	15:45	00:00	
5/3/2018	R. Townes	C. McManus	Woods Hole	219	15:35	16:00	00:25	16:05	16:19	00:14	Late arrival - only one slip available & waited for WH lot van
5/3/2018	R. Townes	M. Lavoie	Martha's Vineyard	23	16:30	16:33	00:03	17:00	17:06	00:06	Loaded two pieces of equipment with tracks
5/3/2018	R. Townes	D. Moore	Island Home	25	17:45	17:45	00:00	18:15	18:15	00:00	
5/3/2018	R. Townes	C. McManus	Woods Hole	223	18:05	18:24	00:19	18:30	18:45	00:15	Late arrival - only one slip available
5/3/2018	R. Townes	M. Lavoie	Martha's Vineyard	27	19:00	18:58	-00:02	19:30	19:30	00:00	
5/3/2018	R. Townes	D. Moore	Island Home	29	20:00	19:55	-00:05	20:30	20:30	00:00	
5/3/2018	R. Townes	M. Lavoie	Martha's Vineyard	31	21:15	21:08	-00:07	21:45	21:45	00:00	
5/4/2018	R. Young	D. Moore	Island Home	5			00:00	6:00	6:00	00:00	
5/4/2018	J. Pimental	C. McManus	Woods Hole	203	6:15	6:15	00:00	6:30	6:30	00:00	
5/4/2018	R. Young	M. Lavoie	Martha's Vineyard	7	6:45	6:45	00:00	7:00	7:00	00:00	
5/4/2018	J. Pimental	D. Moore	Island Home	9	7:45	7:45	00:00	8:15	8:15	00:00	
5/4/2018	R. Young	C. McManus	Woods Hole	207	8:15	8:25	00:10	8:30	8:47	00:17	Late arrival - only one slip available and pumpout was needed.
5/4/2018	J. Pimental	M. Lavoie	Martha's Vineyard	11	9:00	9:00	00:00	9:30	9:34	00:04	
5/4/2018	R. Young	D. Moore	Island Home	13	10:15	10:12	-00:03	10:45	10:45	00:00	
5/4/2018	J. Pimental	S. Burke	Woods Hole	211	10:35	10:58	00:23	11:05	11:21	00:16	Late arrival - only one slip available and crew change
5/4/2018	R. Young	E. Ferguson	Martha's Vineyard	15	11:30	11:35	00:05	12:00	12:14	00:14	Crew change, new crew members
5/4/2018	J. Pimental	W. Duane	Island Home	17	12:45	12:45	00:00	13:15	13:15	00:00	
5/4/2018	J. Pimental	S. Burke	Woods Hole	215	13:05	13:28	00:23	13:35	13:50	00:15	

Woods Hole Terminal On Time Trip Performance - May 2018

Date	Agent	Captain	Vessel	Trip #	Scheduled Arrival	Actual Arrival	Time Difference	Scheduled Departure	Actual Departure	Time Difference	Reason for Delay (5 Minutes or More)
5/4/2018	J. Pimental	E. Ferguson	Martha's Vineyard	19	14:00	14:00	00:00	14:30	14:43	00:13	No passenger gangway was available - vessel was not offloaded until 14:20 - large number of passengers
5/4/2018	R. Townes	W. Duane	Island Home	21	15:15	15:10	-00:05	15:45	15:49	00:04	
5/4/2018	R. Townes	S. Burke	Woods Hole	219	15:35	15:56	00:21	16:05	16:18	00:13	
5/4/2018	R. Townes	E. Ferguson	Martha's Vineyard	23	16:30	16:30	00:00	17:00	17:03	00:03	Late arrival - only one slip available
5/4/2018	R. Townes	W. Duane	Island Home	25	17:45	17:40	-00:05	18:15	18:16	00:01	
5/4/2018	R. Townes	S. Burke	Woods Hole	223	18:05	18:23	00:18	18:30	18:45	00:15	Late arrival - only one slip available
5/4/2018	R. Townes	E. Ferguson	Martha's Vineyard	27	19:00	18:58	-00:02	19:30	19:36	00:06	No passenger gangway was available - vessel - large number of passengers
5/4/2018	R. Townes	W. Duane	Island Home	29	20:00	19:56	-00:04	20:30	20:30	00:00	
5/4/2018	R. Townes	S. Burke	Woods Hole	227	20:15	20:47	00:32	20:45	21:03	00:18	
5/4/2018	R. Townes	E. Ferguson	Martha's Vineyard	31	21:15	21:15	00:00	21:45	21:45	00:00	

APPENDIX B

APPENDIX C

**WOODS HOLE, MARTHA'S VINEYARD & NANTUCKET STEAMSHIP AUTHORITY
NUMBER OF TRIPS FOR THE YEAR OF 2014**

	SCHEDULED			CANCELLED DUE TO			SUB-TOTAL	DIVERTED	EXTRA	TOTAL
	AVAILABLE	SWITCHED	SUB-TOTAL	MECHANICAL	WEATHER	OTHER				
BETWEEN WOODS HOLE & VINEYARD HAVEN										
MV MARTHA'S VINEYARD	-	(58)	2,336	14	18	2	34	90	-	2,392
MV GOVERNOR	126	-	2,028	-	4	-	4	-	4	2,028
MV SANKATY	24	(322)	728	-	14	9	23	98	97	900
MV NANTUCKET	-	32	1,876	2	66	6	74	24	18	1,844
MV KATAMA	30	334	1,634	-	42	34	76	74	171	1,803
MV EAGLE	-	-	-	-	-	-	-	-	-	-
MV GAY HEAD	-	-	-	-	-	-	-	-	-	-
MV ISLAND HOME	4,310	14	4,324	5	54	4	63	-	1	4,262
MV IYANOUGH	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH	180	-	12,926	21	198	55	274	286	291	13,229
SUBTOTAL YEAR TO DATE	12,746	-	12,926	21	198	55	274	286	291	13,229
BETWEEN WOODS HOLE & OAK BLUFFS										
MV MARTHA'S VINEYARD	1,284	(76)	1,208	2	2	-	4	(90)	-	1,114
MV GOVERNOR	-	-	-	-	-	-	-	-	-	-
MV SANKATY	624	(6)	618	-	4	-	4	(98)	-	516
MV NANTUCKET	96	76	172	-	-	-	-	(24)	-	148
MV KATAMA	312	(4)	314	-	-	-	-	(74)	22	262
MV EAGLE	-	-	-	-	-	-	-	-	-	-
MV GAY HEAD	-	-	-	-	-	-	-	-	-	-
MV ISLAND HOME	-	-	-	-	-	-	-	-	-	-
MV IYANOUGH	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH	(4)	-	2,312	2	6	-	8	(286)	22	2,040
SUBTOTAL YEAR TO DATE	2,316	-	2,312	2	6	-	8	(286)	22	2,040
BETWEEN MAINLAND & NANTUCKET										
MV MARTHA'S VINEYARD	-	-	-	-	-	-	-	-	-	-
MV GOVERNOR	-	-	-	-	-	-	-	-	-	-
MV SANKATY	304	110	420	-	30	9	39	-	4	385
MV NANTUCKET	954	(9)	945	4	18	-	22	-	6	929
MV KATAMA	148	(148)	-	-	-	-	-	-	-	-
MV EAGLE	1,758	3	1,761	-	54	-	54	-	-	1,707
MV GAY HEAD	1,476	44	1,546	6	54	6	66	-	-	1,494
MV ISLAND HOME	-	-	-	-	-	-	-	-	-	-
MV IYANOUGH	2,410	-	2,410	10	79	-	89	-	2	2,323
	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH	32	-	7,082	20	235	15	270	-	26	6,838
SUBTOTAL YEAR TO DATE	7,050	-	7,082	20	235	15	270	-	26	6,838
ALL TRIPS FOR THE MONTH	22,112	-	22,320	43	439	70	552	-	339	22,107
ALL TRIPS YEAR TO DATE	22,112	-	22,320	43	439	70	552	-	339	22,107

All scheduled trips by the MV Governor, MV Sankaty, MV Katama & MV Gay Head reflect approved schedule.

**WOODS HOLE, MARTHA'S VINEYARD & NANTUCKET STEAMSHIP AUTHORITY
NUMBER OF TRIPS FOR THE YEAR OF 2015**

	SCHEDULED			CANCELLED DUE TO			SUB-TOTAL	DIVERTED	EXTRA	TOTAL
	AVAILABLE	SWITCHED	SUB-TOTAL	MECHANICAL	WEATHER	OTHER				
BETWEEN WOODS HOLE & VINEYARD HAVEN										
MV MARTHA'S VINEYARD	-	(27)	2,811	13	35	-	48	102	55	2,920
MV GOVERNOR	174	-	2,082	8	16	4	28	-	6	2,060
MV SANKATY	32	-	1,080	2	32	47	81	118	82	1,199
MV NANTUCKET	-	29	1,618	8	-	-	8	-	44	1,654
MV KATAMA	28	-	1,300	2	2	9	13	68	180	1,535
MV EAGLE	-	-	-	-	-	-	-	-	-	-
MV GAY HEAD	-	-	-	-	-	-	-	-	-	-
MV ISLAND HOME	4,111	(2)	4,109	46	57	-	103	-	10	4,016
MV IYANOUGH	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH	234	-	13,000	79	142	60	281	288	377	13,384
SUBTOTAL YEAR TO DATE	12,766	-	13,000	79	142	60	281	288	377	13,384
BETWEEN WOODS HOLE & OAK BLUFFS										
MV MARTHA'S VINEYARD	1,344	2	1,346	-	-	-	-	(102)	-	1,244
MV GOVERNOR	-	-	-	-	-	-	-	-	-	-
MV SANKATY	672	(6)	666	4	-	-	4	(118)	-	544
MV NANTUCKET	48	(2)	46	-	-	-	-	(2)	2	46
MV KATAMA	284	6	290	-	2	-	2	(66)	18	240
MV EAGLE	-	-	-	-	-	-	-	-	-	-
MV GAY HEAD	-	-	-	-	-	-	-	-	-	-
MV ISLAND HOME	-	-	-	-	-	-	-	-	-	-
MV IYANOUGH	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH	2,348	-	2,348	4	2	-	6	(288)	20	2,074
SUBTOTAL YEAR TO DATE	2,348	-	2,348	4	2	-	6	(288)	20	2,074
BETWEEN MAINLAND & NANTUCKET										
MV MARTHA'S VINEYARD	-	-	-	-	-	-	-	-	-	-
MV GOVERNOR	-	-	-	-	-	-	-	-	-	-
MV SANKATY	458	2	498	4	12	4	20	-	14	492
MV NANTUCKET	900	118	1,020	1	44	-	45	-	-	975
MV KATAMA	88	-	94	-	10	-	10	-	-	84
MV EAGLE	1,830	(124)	1,706	2	24	-	26	-	-	1,680
MV GAY HEAD	1,400	4	1,448	6	50	4	60	-	45	1,433
MV ISLAND HOME	-	-	-	-	-	-	-	-	-	-
MV IYANOUGH	2,426	-	2,426	23	90	-	113	-	2	2,315
-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH	7,102	90	7,192	36	230	8	274	-	61	6,979
SUBTOTAL YEAR TO DATE	7,102	90	7,192	36	230	8	274	-	61	6,979
ALL TRIPS FOR THE MONTH										
ALL TRIPS YEAR TO DATE	22,216	324	22,540	119	374	68	561	-	458	22,437

All scheduled trips by the MV Governor, MV Sankaty, MV Katama & MV Gay Head reflect approved schedule.

**WOODS HOLE, MARTHA'S VINEYARD & NANTUCKET STEAMSHIP AUTHORITY
NUMBER OF TRIPS FOR THE YEAR OF 2016**

BUDGETED	SCHEDULED		CANCELLED DUE TO			SUB-TOTAL	DIVERTED	EXTRA	TOTAL
	AVAILABLE	SWITCHED	SUB-TOTAL	MECHANICAL	WEATHER				
2,364	-	192	2,556	9	44	53	79	36	2,618
1,111	(1)	(344)	766	4	2	32	23	225	976
1,860	76	(34)	1,902	2	12	6	-	6	1,888
826	2	182	1,010	5	74	67	-	44	908
1,932	6	(150)	1,788	-	10	8	6	22	1,798
596	47	(286)	357	-	2	9	48	42	436
-	-	-	-	-	-	-	-	-	-
-	-	20	20	-	-	-	-	6	26
4,328	-	420	4,748	2	86	88	-	-	4,660
-	-	-	-	-	-	-	-	-	-
13,017	130	-	13,147	22	230	122	156	381	13,310

SUBTOTAL FOR THE MONTH
SUBTOTAL YEAR TO DATE

BETWEEN WOODS HOLE & VINEYARD HAVEN

M/V MARTHA'S VINEYARD	2,364	-	192	2,556	9	44	53	79	36	2,618
M/V WOODS HOLE	1,111	(1)	(344)	766	4	2	32	23	225	976
M/V GOVERNOR	1,860	76	(34)	1,902	2	12	6	-	6	1,888
M/V SANKATY	826	2	182	1,010	5	74	67	-	44	908
M/V NANTUCKET	1,932	6	(150)	1,788	-	10	8	6	22	1,798
M/V KATAMA	596	47	(286)	357	-	2	9	48	42	436
M/V EAGLE	-	-	-	-	-	-	-	-	-	-
M/V GAY HEAD	-	-	20	20	-	-	-	-	6	26
M/V ISLAND HOME	4,328	-	420	4,748	2	86	88	-	-	4,660
M/V IYANOUGH	-	-	-	-	-	-	-	-	-	-
13,017	130	-	13,147	22	230	122	156	381	13,310	

SUBTOTAL FOR THE MONTH
SUBTOTAL YEAR TO DATE

BETWEEN WOODS HOLE & OAK BLUFFS

M/V MARTHA'S VINEYARD	1,224	-	69	1,293	3	3	-	(79)	-	1,208
M/V WOODS HOLE	1,063	(5)	(227)	831	-	9	31	(23)	-	768
M/V GOVERNOR	-	-	-	-	-	-	-	-	-	-
M/V SANKATY	-	-	-	-	-	-	-	-	-	-
M/V NANTUCKET	120	-	(72)	48	-	-	-	(6)	-	42
M/V KATAMA	136	(43)	230	323	-	-	-	(48)	12	287
M/V EAGLE	-	-	-	-	-	-	-	-	-	-
M/V GAY HEAD	-	-	-	-	-	-	-	-	-	-
M/V ISLAND HOME	-	-	-	-	-	-	-	-	-	-
M/V IYANOUGH	-	-	-	-	-	-	-	-	-	-
2,543	(48)	-	2,495	3	12	31	46	(156)	12	2,305

SUBTOTAL FOR THE MONTH
SUBTOTAL YEAR TO DATE

BETWEEN MAINLAND & NANTUCKET

M/V MARTHA'S VINEYARD	-	-	-	-	-	-	-	-	7	7
M/V WOODS HOLE	198	-	-	199	-	-	6	-	-	193
M/V GOVERNOR	-	-	-	-	-	-	-	-	-	-
M/V SANKATY	116	16	-	132	4	-	4	-	24	152
M/V NANTUCKET	990	-	58	1,048	2	51	53	-	3	998
M/V KATAMA	598	12	23	633	2	52	58	-	16	591
M/V EAGLE	1,764	-	(64)	1,700	2	51	53	-	1	1,648
M/V GAY HEAD	1,160	20	(18)	1,162	-	26	34	-	44	1,172
M/V ISLAND HOME	-	-	-	-	-	-	-	-	-	-
M/V IYANOUGH	2,430	-	-	2,430	17	86	103	-	-	2,327
7,256	48	-	7,304	27	272	12	311	-	95	7,088

SUBTOTAL FOR THE MONTH
SUBTOTAL YEAR TO DATE

**ALL TRIPS FOR THE MONTH
ALL TRIPS YEAR TO DATE**

22,816	130	-	22,946	52	514	165	731	-	488	22,703
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All scheduled trips by the M/V Governor, M/V Sankaty, M/V Katama & M/V Gay Head reflect approved schedule.

**WOODS HOLE, MARTHA'S VINEYARD & NANTUCKET STEAMSHIP AUTHORITY
NUMBER OF TRIPS FOR THE YEAR OF 2017**

	SCHEDULED			CANCELLED DUE TO			SUB-TOTAL	DIVERTED	EXTRA	TOTAL
	AVAILABLE	SWITCHED	SUB-TOTAL	MECHANICAL	WEATHER	OTHER				
BETWEEN WOODS HOLE & VINEYARD HAVEN										
M/V MARTHA'S VINEYARD	2,166	3	2,169	-	24	1	25	80	4	2,228
M/V WOODS HOLE	1,484	(28)	1,456	-	25	87	112	42	241	1,627
M/V GOVERNOR	2,142	(24)	2,118	6	54	124	184	-	-	1,934
M/V SANKATY	788	(204)	584	12	24	22	58	48	86	660
M/V NANTUCKET	1,852	(13)	1,839	-	24	-	24	146	54	2,015
M/V KATAMA	264	226	490	-	8	6	14	-	231	707
M/V EAGLE	-	-	-	-	-	-	-	-	-	-
M/V GAY HEAD	-	36	36	-	-	-	-	4	1	41
M/V ISLAND HOME	4,536	4	4,540	8	59	-	67	-	1	4,474
M/V IYANOUGH	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH										
SUBTOTAL YEAR TO DATE	13,232	-	13,232	26	218	240	484	320	618	13,686
BETWEEN WOODS HOLE & OAK BLUFFS										
M/V MARTHA'S VINEYARD	1,008	(4)	1,004	4	-	-	4	(80)	-	920
M/V WOODS HOLE	240	(58)	182	-	-	26	26	(42)	-	114
M/V GOVERNOR	-	-	-	-	-	-	-	-	-	-
M/V SANKATY	160	8	168	-	8	-	8	(48)	10	122
M/V NANTUCKET	1,224	2	1,226	-	8	62	70	(146)	-	1,010
M/V KATAMA	-	-	-	-	-	-	-	-	2	2
M/V EAGLE	-	-	-	-	-	-	-	-	-	-
M/V GAY HEAD	-	52	52	-	-	8	8	(4)	-	40
M/V ISLAND HOME	-	-	-	-	-	-	-	-	-	-
M/V IYANOUGH	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH										
SUBTOTAL YEAR TO DATE	2,632	-	2,632	4	16	96	116	(320)	12	2,208
BETWEEN MAINLAND & NANTUCKET										
M/V MARTHA'S VINEYARD	-	-	-	-	-	-	-	-	-	-
M/V WOODS HOLE	930	7	937	-	36	43	79	-	22	880
M/V GOVERNOR	-	-	-	-	-	-	-	-	-	-
M/V SANKATY	196	4	200	-	2	-	2	-	104	302
M/V NANTUCKET	570	(6)	564	6	30	3	39	-	-	525
M/V KATAMA	696	(3)	693	4	-	8	12	-	7	688
M/V EAGLE	1,656	(3)	1,653	-	66	6	72	-	-	1,581
M/V GAY HEAD	1,014	1	1,015	18	68	76	162	-	42	895
M/V ISLAND HOME	-	-	-	-	-	-	-	-	-	-
M/V IYANOUGH	2,530	-	2,530	314	138	-	452	-	-	2,078
SUBTOTAL FOR THE MONTH										
SUBTOTAL YEAR TO DATE	7,592	-	7,592	342	340	136	818	-	175	6,949
ALL TRIPS FOR THE MONTH										
ALL TRIPS YEAR TO DATE	23,456	-	23,456	372	574	472	1,418	-	805	22,843

All scheduled trips by the M/V Governor, M/V Sankaty, M/V Katama & M/V Gay Head reflect approved schedule.

**WOODS HOLE, MARTHA'S VINEYARD & NANTUCKET STEAMSHIP AUTHORITY
NUMBER OF TRIPS FOR THE YEAR OF 2018**

	SCHEDULED			CANCELLED DUE TO			SUB-TOTAL	DIVERTED	EXTRA	TOTAL	
	BUDGETED	AVAILABLE	SWITCHED	SUB-TOTAL	MECHANICAL	WEATHER					OTHER
BETWEEN WOODS HOLE & VINEYARD HAVEN											
M/V MARTHA'S VINEYARD	812	-	(110)	702	186	14	1	201	-	2	503
M/V WOODS HOLE	1,566	2	14	1,582	171	110	42	323	-	6	1,265
M/V GOVERNOR	-	-	-	-	-	-	-	-	-	-	-
M/V SANKATY	24	-	-	24	-	10	-	10	-	305	319
M/V NANTUCKET	660	-	-	660	12	21	-	33	-	48	675
M/V KATAMA	762	37	96	895	12	46	44	102	-	174	967
M/V EAGLE	-	-	-	-	-	-	-	-	-	-	-
M/V GAY HEAD	-	-	-	-	-	-	-	-	-	4	4
M/V ISLAND HOME	668	-	-	668	168	18	15	201	-	1	468
M/V IYANOUGH	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH											
SUBTOTAL YEAR TO DATE											
	4,492	39	-	4,531	549	219	102	870	-	540	4,201
BETWEEN WOODS HOLE & OAK BLUFFS											
M/V MARTHA'S VINEYARD	-	-	-	-	-	-	-	-	-	-	-
M/V WOODS HOLE	-	-	-	-	-	-	-	-	-	-	-
M/V GOVERNOR	-	-	-	-	-	-	-	-	-	-	-
M/V SANKATY	-	-	-	-	-	-	-	-	-	-	-
M/V NANTUCKET	-	-	-	-	-	-	-	-	-	-	-
M/V KATAMA	-	-	-	-	-	-	-	-	-	-	-
M/V EAGLE	-	-	-	-	-	-	-	-	-	-	-
M/V GAY HEAD	-	-	-	-	-	-	-	-	-	-	-
M/V ISLAND HOME	-	-	-	-	-	-	-	-	-	-	-
M/V IYANOUGH	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FOR THE MONTH											
SUBTOTAL YEAR TO DATE											
	-	-	-	-	-	-	-	-	-	-	-
BETWEEN MAINLAND & NANTUCKET											
M/V MARTHA'S VINEYARD	-	-	-	-	-	-	-	-	-	-	-
M/V WOODS HOLE	-	-	-	-	-	-	-	-	-	12	12
M/V GOVERNOR	-	-	-	-	-	-	-	-	-	-	-
M/V SANKATY	84	-	-	84	-	4	16	20	-	4	68
M/V NANTUCKET	60	-	-	60	-	29	-	29	-	-	31
M/V KATAMA	-	-	-	-	-	-	-	-	-	-	-
M/V EAGLE	660	-	-	660	2	46	2	50	-	3	613
M/V GAY HEAD	516	28	-	544	-	60	11	71	-	20	493
M/V ISLAND HOME	-	-	-	-	-	-	-	-	-	-	-
M/V IYANOUGH	264	-	-	264	-	50	-	50	-	-	214
SUBTOTAL FOR THE MONTH											
SUBTOTAL YEAR TO DATE											
	1,584	28	-	1,612	2	189	29	220	-	39	1,431
ALL TRIPS FOR THE MONTH											
ALL TRIPS YEAR TO DATE											
	6,076	67	-	6,143	551	408	131	1,090	-	579	5,632

All scheduled trips by the M/V Governor, M/V Sankaty, M/V Katama & M/V Gay Head reflect approved schedule.

APPENDIX D

TRIP CANCELLATION REPORT

INSTRUCTIONS:

- Complete this form electronically when you decide to cancel a trip. To do so, click on the “File” tab on the Toolbar above, and then click on “Save As” to create the form that will be filled out. The title of the new document should be “Trip Cancellation” followed by the Date (e.g., 2018-05-20) and then the Trip Number.
- After completing the form electronically, email it as an attachment to Port Captain Charles G. Gifford (cgifford@steamshipauthority.com) and Assistant Port Captain Charles M. Monteiro (cmonteiro@steamshipauthority.com).

VESSEL:

DATE:

CAPTAIN:

PILOT/MATE:

TRIP NUMBER(S) CANCELLED:

TIME OF CANCELLATION:

REASON FOR CANCELLATION: (Please select one)

WEATHER

MECHANICAL BREAKDOWN

OTHER

IF CANCELLATION IS DUE TO WEATHER:

FORECASTED WEATHER CONDITIONS

TIME OF FORECAST:

WIND SPEED & DIRECTION:

TIDES/CURRENTS:

SEA CONDITIONS:

OBSERVED WEATHER CONDITIONS

TIME OF OBSERVATION:

WIND SPEED & DIRECTION:

TIDES/CURRENTS:

SEA CONDITIONS:

ANTICIPATED RESUMPTION OF SERVICE:

EXPLAIN THE REASON(S) WHY THE WEATHER REQUIRED THE TRIP(S) TO BE CANCELLED:

IF CANCELLATION IS DUE TO A MECHANICAL ISSUE:

CHIEF ENGINEER:

MECHANICAL ISSUE:

ANTICIPATED REPAIR TIME:

PERSON(S) PERFORMING THE REPAIRS:

ANTICIPATED RESUMPTION OF SERVICE:

EXPLAIN THE REASON(S) WHY THE MECHANICAL ISSUE REQUIRED THE TRIP(S) TO BE CANCELLED:

IF CANCELLATION IS DUE TO ANOTHER REASON:

EXPLAIN THE REASON(S) WHY THE TRIP(S) HAD TO BE CANCELLED:

ANTICIPATED RESUMPTION OF SERVICE: