

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

The Meeting in Public Session

April 18, 1996

The Members of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority met this 18th day of April, 1996, beginning at 9:45 a.m., in the conference room of the Authority's General Offices, located at the Foot of Railroad Avenue, Woods Hole, Massachusetts.

Present were all four of the Authority's Members: Chairman Paul R. Kelleher of Falmouth; Secretary Ronald H. Rappaport of Dukes County; Associate Secretary Robert L. O'Brien of Barnstable; and Grace S. Grossman of Nantucket.

Also present were all three members of the Authority's Finance Advisory Board: Robert C. Murphy of Dukes County; Norman F. Beach of Nantucket; and S. Eric Asendorf of Falmouth.

The following members of the Authority's management staff were also present: General Manager Armand L. Tiberio; General Counsel Steven M. Sayers; Customer Service Manager Gina Barboza; Maintenance and Construction Manager James P. Swindler; Special Projects Manager Wesley J. Ewell; and Executive Secretary to the General Manager Maxine Horn.

Mr. Kelleher opened the meeting by welcoming Mrs. Grossman as the Authority's new Nantucket Member and congratulating Mr. Beach on his reelection to the Finance Advisory Board. Mr. Rappaport joined in Mr. Kelleher's comments, noting as well that the appointment of Mrs. Grossman, the first woman to serve as a Member, marked the beginning of a new era for the Authority.

Mr. Rappaport also asked all those in attendance to observe a moment of silence in memory of Gerald R. Kelly, who had passed away earlier that week. As a veteran newspaperman for *The Martha's Vineyard Times*, Mr. Kelly had long reported on matters involving the Authority. The Members then returned to the items of business on the meeting's agenda.

Minutes:

IT WAS VOTED -- upon Mr. O'Brien's motion, seconded by Mr. Rappaport -- to approve the minutes of the Members' meeting in public session on March 21, 1996.

VOTING AYE: Messrs. Kelleher and Rappaport
VOTING NAY: None

Mrs. Grossman abstained from voting on the minutes since she had not attended the Members' March 21, 1996 meeting.

Hyannis Terminal Reconstruction Project:

With respect to the Hyannis Terminal Reconstruction Project, Mr. Tiberio reported that the property had not sustained any additional damage from pile driving activities since the Members' last meeting and that the pile driving work was scheduled to be completed around the end of May 1996. Mr. Tiberio also reported that the Authority had received a temporary certificate of occupancy for the new terminal building and would begin operating out of that building the following week. The former terminal building would then be relocated to the Hinckley parking lot for use as a customer waiting room. In addition, Mr. Tiberio said, the first layer of pavement for the Archibald parking lot had been laid that week, which would allow the Authority to use that lot during the Daffodil Weekend.

Mr. Tiberio also advised the Members that most of the buildings had been removed from the Hinckley parking lot, but that the schedule appeared too tight to complete all of the proposed improvements to the lot prior to the commencement of the summer schedule. In order to make certain that the Authority had as much parking as possible during the Independence Day weekend, Mr. Tiberio stated that the staff had concluded that it probably would be better simply to clean up the facility after the removal of the buildings so that it could be used during the entire summer season, and to defer construction until after Labor Day.

Mr. Tiberio further reported that the Town of Dennis had agreed to accept the dredge spoils from the terminal project for its landfill subject to the receipt of one final permit. Accordingly, the marine contractor should begin removing those spoils from the site the following week.

Falmouth Parking Issues:

With respect to Falmouth parking issues, Mr. Tiberio reported that two legal issues still had to be resolved before the officials in charge of the Massachusetts Military Reservation could begin discussing any possible agreement which would allow the Authority to use an area at the reservation for a parking facility. Nevertheless, Mr. Tiberio said that he was aware of no opposition to the arrangement, and that it appeared that the matter would move forward as soon as the legal questions were answered. Meanwhile, Mr. Tiberio stated, the staff was still exploring a possible site, located outside of Falmouth, for between 150 and 200 provisional parking spaces during the 1996 and 1997 summer seasons, and he expected that arrangements for those spaces would be finalized within the next week.

Guaranteed Express Reservations Program:

Mr. Tiberio then reported that the staff was continuing to work out the details of the Authority's Guaranteed Express Reservations Program and that the Authority would definitely be prepared for the program's first trial period around the Memorial Day Weekend.

Mr. Rappaport stated that he had attended the meeting that Mr. Tiberio had recently held on the Vineyard to inform people about the program, and that he felt it had been very productive. Mr. Rappaport also declared that he thought the Authority had taken a significant step to address what was a real problem in Woods Hole during the 1995 Independence Day Weekend, and that he would like to commend Mr. Tiberio for taking such a bold measure from which the Authority will be able to learn and move forward. Mr. Kelleher joined in Mr. Rappaport's comments, and similarly expressed his appreciation for all the efforts that Mr. Tiberio and the staff had made to ensure that the program would be implemented this year.

Mr. Tiberio also advised the Members that the Massachusetts Highway Department had expressed serious reservations about the placement of any additional signs by the Authority on the north side of the Bourne Bridge, but that they had agreed to allow the Authority to place one additional variable message sign and one additional 1610 AM radio sign close to the bridge on MacArthur Boulevard. Mr. Tiberio also said that the staff had improved the 1610 AM radio signal so that it would reach farther north up Route 28, and that the combination of those actions would tremendously improve the Authority's ability to reach its patrons as they approach the Authority's facilities.

Harvard Business School Presentation:

Mr. Kelleher then introduced three students of the Harvard Business School who had conducted a four-month study of the Authority sponsored by the Harvard Business School to analyze the major issues surrounding the Authority and its surrounding communities with the hope of providing objective solutions and insights. The students -- Thomas D. Dretler, Michael B. Francis and Bertrand H. Smyers, III -- all of whom were studying under Professor Rosabeth Moss Kanter, then gave the audience a presentation of their study in an abridged format. The students also provided the audience with a written outline of their full presentation which described their findings in detail. After the presentation, Mr. Kelleher thanked them for their excellent work and stated that the Members would review their recommendations in some depth.

Treasurer's Report:

Mr. Tiberio advised the audience that there would not be any formal Treasurer's Report that day because Treasurer/Comptroller Wayne C. Lamson was on vacation. However, he stated that the Authority's operating expenses were basically in line with the projections that had been contained in the 1996 Operating Budget.

Procurement:

IT WAS VOTED -- upon Mr. O'Brien's motion, seconded by Mrs. Grossman -- to award Contract No. 04-96 for a Make-Up Air System and Combustion Air System for the Maintenance Department at the Woods Hole Terminal Building to the lowest responsible and eligible bidder for the contract, Murphy Specialty, Inc., of Readville, Massachusetts, for the Total Contract Price of \$34,449.00.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

IT WAS VOTED -- upon Mr. O'Brien's motion, seconded by Mrs. Grossman -- to award Contract No. 08-96 for the Painting of the Oak Bluffs Terminal to the lowest responsible and eligible bidder for the contract, Alpha Painting, Inc., of Roslindale, Massachusetts, for the Total Contract Price of \$14,300.00.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

After reviewing the bid results for the Oak Bluffs terminal painting contract, Mr. O'Brien expressed his disappointment that the low bidder for that contract, as with many of the Authority's contracts, was a firm located outside the communities served by the Authority. In response to questions from the Members, Mr. Swindler also confirmed that those contractors generally had their own workforces and had no need to hire local residents to perform the work.

Old and New Business:

Mr. Tiberio informed the Members that the Authority had been experiencing an increasing number of problems with its computer reservations system, which was more than fifteen years old and no longer meeting the Authority's needs. Accordingly, Mr. Tiberio said, the staff was beginning to prepare a request for proposals for an entirely new computer reservations system. Mr. Tiberio stated that the request would be issued within the next four months with the expectation of being able to convert to the new system by the end of 1996. In response to a question from Mr. Beach, Mr. Tiberio reported that the average waiting time for customers calling the Authority's Reservations Bureau had decreased from around ten minutes to between two and three minutes, which appeared to be the best the Authority could do with the equipment it had.

Mr. Tiberio also informed the Members that the staff was in the process of preparing a written description of how it felt the Authority should approach the reconstruction projects for the Oak Bluffs and Woods Hole terminals, and that the document should be ready for the Members' review prior to their next meeting; and, finally, with respect to the sale of passenger tickets at satellite locations, Mr. Tiberio stated that the staff was finalizing the acquisition of two leased vans for that purpose, and that the system should be in place for the summer season.

April 18, 1996 Meeting
Minutes of the Public Session

After two truckers in the audience voiced complaints about the lack of deck space for trucks on the Authority's vessels sailing between Hyannis and Nantucket, as well as the manner in which the available space was being allocated, Mrs. Grossman requested Mr. Tiberio to investigate the matter and to hold a meeting with all of the truckers on Nantucket sometime in May.

IT WAS VOTED -- on Mr. Rappaport's motion, seconded by Mr. O'Brien -- to elect Grace S. Grossman to serve as the Authority's Vice Chairman for the 1996 calendar year.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

IT WAS VOTED -- on Mr. Rappaport's motion, seconded by Mr. O'Brien -- to go into executive session to discuss the Authority's strategy with respect to collective bargaining and litigation matters, the purchase and value of real estate, and personnel matters.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Before the Members voted to go into executive session at approximately 11:10 a.m., Mr. Kelleher stated that the Members would not reconvene in public after the conclusion of the executive session.

A TRUE RECORD



RONALD H. RAPPAPORT, Secretary

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

The Meeting in Public Session

May 16, 1996

The Members of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority met this 16th day of May, 1996, beginning at 9:45 a.m., in the conference room of the Authority's General Offices, located at the Foot of Railroad Avenue, Woods Hole, Massachusetts.

Present were all four of the Authority's Members: Chairman Paul R. Kelleher of Falmouth; Vice Chairman Grace S. Grossman of Nantucket; Secretary Ronald H. Rappaport of Dukes County; and Associate Secretary Robert L. O'Brien of Barnstable.

Also present were all three members of the Authority's Finance Advisory Board: Robert C. Murphy of Dukes County; Norman F. Beach of Nantucket; and S. Eric Asendorf of Falmouth.

The following members of the Authority's management staff were also present: General Manager Armand L. Tiberio; Treasurer/Comptroller Wayne C. Lamson; General Counsel Steven M. Sayers; Customer Service Manager Gina Barboza; and Executive Secretary to the General Manager Maxine Horn.

Minutes:

IT WAS VOTED -- upon Mr. Rappaport's motion, seconded by Mr. O'Brien -- to approve the minutes of the Members' meeting in public session on April 18, 1996.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Hyannis Terminal Reconstruction Project:

With respect to the Hyannis terminal reconstruction project, Mr. Tiberio reported that the pile driving activity had been slowed down and was being closely monitored to avoid further

damage to the concrete plaza, which would result in some delay in the completion schedule. Nevertheless, the new building had not suffered any damage and was not in any danger. Mr. Tiberio also reported that the building had been well received by both customers and the Authority's employees, and that only some minor punch list items needed to be corrected. Finally, Mr. Tiberio said, all of the dredge spoils on the site were scheduled to be transported to the Dennis landfill within the following week.

Mr. O'Brien suggested that some signage might be considered for people going in and out of the terminal, since it was somewhat confusing with all of the construction activity taking place.

With respect to the Hyannis parking facilities, Mr. Tiberio stated that the improvements to the Lewis Bay Road parking lot would be completely finished by the end of that week, except for the installation of the new gate. The staff was also going to make certain that the Hinckley parking lot would be available for parking on the Memorial Day Weekend by requiring the individuals who had been removing the buildings from the site to leave the property next Monday and then hiring an outside firm to finish the clean-up work.

Falmouth Parking Issues:

Mr. Kelleher announced that, due to a tremendous effort on Mr. Tiberio's part, the Authority had reached an agreement with the owners of the Bourne Outlet Center on MacArthur Boulevard in Bourne which will allow the Authority to use the 225 parking spaces on that property for overflow parking to help the Town of Falmouth in keeping automobiles off of its streets. Mr. Kelleher also reported that the Authority would place a sign on the highway north of the location, as well as using the Authority's 1610 AM radio signal and Smartroutes, to advise customers when that lot is open.

In response to questions from the Members, Mr. Tiberio confirmed that the overflow parking lot would be managed in the same manner as the Authority's other off-site lots, and that the Authority would be leasing additional buses to provide adequate service to that location. Mr. Tiberio also reported that discussions with the Massachusetts Military Reservation were continuing without any major obstacles, and that it appeared that the Authority would be able to have a parking facility operating there by 1997 or 1998.

Express Reservations Program:

Mr. Tiberio then reported that the Authority was fully prepared to implement its pilot Express Reservations Program over the Memorial Day Weekend and that there would be additional personnel assigned during that time to answer questions about the program and distribute surveys. Mr. Tiberio also said that all available reservations for that weekend had already been booked, although the third freight vessel had only been booked to twenty-five percent capacity, with the remaining spaces on that vessel remaining open for day-of-sailing reservations.

Later in the meeting, Mr. Kelleher expressed his concern about the possibility that many customers would be unable to get through to the Reservations Bureau when it opened at 4:00 a.m. to make day-of-sailing reservations due to the anticipated large number of telephone calls being made at that time. Noting also that customers who have to leave home before 4:00 a.m. and drive many hours to Woods Hole to catch a boat would be required to do so without knowing whether or not they would be able to make a reservation, Mr. Kelleher asked whether the Bureau could possibly open as early as midnight on each day of the program.

In response, Ms. Barboza stated that the staff had investigated the possibility of opening the office earlier, but that the hours were restricted by the amount of time the office must be closed each night in order to run the required reports. Nevertheless, Ms. Barboza stated that the staff had attempted to minimize the potential for tied-up telephone lines by highly publicizing a new telephone number (477-SHIP) which could be used only for making day-of-sailing reservations and would distribute such calls to all of the Reservations Clerks then on duty.

After being advised of the status of the preparations that had been made for the program, the Members commended Mr. Tiberio and Ms. Barboza for all of their efforts. Mr. Rappaport also noted that the Authority would undoubtedly find out that some adjustments to the program will be necessary in light of the Authority's first experience with it over the Memorial Day Weekend; but he stressed the fact that, if the program works, each of the Authority's port communities will benefit.

Designer Selection Policy:

IT WAS VOTED -- upon Mrs. Grossman's motion, seconded by Mr. Rappaport -- to adopt the revised Designer Selection Policy in the form attached to Staff Summary #L-253, dated May 10, 1996.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Woods Hole and Oak Bluffs Reconstruction Projects:

Mr. Tiberio then reviewed the two development processes that the staff was proposing for the Woods Hole and Oak Bluffs reconstruction projects. In this regard, Mr. Tiberio confirmed that no assumption had been made as to whether the administrative offices would remain in Woods Hole, saying that such a decision, as with the issue of the appropriate location for the maintenance facilities, had to be made in the course of the development process after an objective assessment of what the Authority's future demands were going to be. Mr. Tiberio also acknowledged that the Authority would have to utilize the services of outside consultants during this decision-making process, since it did not have individuals on staff with the necessary expertise to address all of the various issues involved in a timely manner.

IT WAS VOTED -- upon Mr. Rappaport's motion, seconded by Mr. O'Brien -- to approve the proposed Development Process for the reconstruction of the Woods Hole and Oak Bluffs terminals, as set forth in Staff Summary #GM-347, dated May 10, 1996.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Vineyard Haven Passenger Drop-Off Shelter:

Mr. Tiberio then recounted how the Authority had held a public meeting on Martha's Vineyard after the completion of the Vineyard Haven terminal reconstruction project regarding the passenger drop-off shelter that had been built at that terminal. At the meeting, the staff had promised to review the situation and determine what options might be available to reduce the shelter's blockage of the view of the harbor from the parking lot across Water Street. Mr. Tiberio reported that the staff had subsequently concluded that the shelter could be modified by reducing its length by forty percent without eliminating its functionality, and that those proposed modifications would cost

somewhere between \$20,000 and \$30,000. Mr. Tiberio also said that some modifications to the shelter were necessary in any event, as large trucks were continuing to hit the overhang of the shelter's roof.

Mr. Tiberio suggested that, given the fact that the Tisbury selectmen had been involved in the original discussions which led to the construction of the shelter, the Authority should advise them of the possible modifications to the shelter to see what public sentiment there is on the subject. Mr. Rappaport agreed, saying that he would like the staff to move forward with some type of public dialogue and then come back to the Members with a proposal in an attempt to arrive at a final resolution. Mr. Murphy also stated that he would like to know what it had cost the Authority to construct the shelter in the first place.

Plymouth and Brockton Conversant System:

Mr. Tiberio then requested authorization for the Authority to participate in a coordinated conversant system with Plymouth & Brockton Street Railway Co., Bonanza Bus Lines, the Cape Cod Regional Transit Authority and Hyannis Harbor Tours, Inc. which would answer consumer information calls by means of an automated voice recognition program. Mr. Tiberio stated that, if the Authority were to participate in the system, it would have three dedicated telephone lines which would provide customers with recorded ferry information that was periodically updated by the Authority's own personnel.

In response to a question from Mr. O'Brien, Mr. Tiberio also said that the staff was just beginning to look into the possibility of making use of the Internet. This prompted Mr. Rappaport to comment that, in his opinion, the Authority's computer ability was not where it should be, and that the Authority should move forward more aggressively in this area than it has in the past. Specifically, Mr. Rappaport said, he would like to see whether the Authority could have a computer system on line by January 1, 1997 which would have the ability to provide back-up reservations service for customer's second and third requests. In this regard, he noted that the Ferry Exchange was in existence because the Authority was not providing a service which it should, and that the premium which the Ferry Exchange was charging people to enable them to travel on a public transportation system offended his sense of fair play.

IT WAS VOTED -- upon Mr. O'Brien's motion, seconded by Mrs. Grossman -- to authorize the General Manager to actively participate in the conversant system being established by Plymouth & Brockton Street Railway Co. with other regional transportation entities, and to incur costs in connection therewith in the estimated amount of \$4,000.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Treasurer's Report:

Mr. Lamson reported that the Authority's overall bottom line was in good shape despite the fact that the Authority continued to trail slightly behind its revenue projections as a result of a decrease in passenger and truck traffic during the month of April, due to the fact that the Authority's total operating expenses for the first four months of 1996 were also lower than original budget projections.

Mr. Rappaport stated that he had received many positive comments from Vineyard residents regarding the tremendous customer convenience they had experienced last winter due to the Authority's decision to have a second large passenger vessel on the Martha's Vineyard run. Accordingly, Mr. Rappaport said, even though the second vessel had lost money because it did not generate the additional traffic which was anticipated, he hoped the Authority would keep the second vessel on the run again during the next winter season.

Nantucket Bus Stand Agreement:

IT WAS VOTED -- upon Mrs. Grossman's motion, seconded by Mr. Rappaport -- to award the Nantucket Bus Stand Agreement, in the form attached to Staff Summary #L-250, dated May 8, 1996, to Barrett's Tours, Inc. for an annual compensation of \$4,500.00.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Vineyard Haven and Oak Bluffs Bus Stand Agreement:

With respect to the Vineyard Haven and Oak Bluffs Bus Stand Agreement, Mr. Rappaport noted that the busses used in connection with the Tisbury Park 'n Ride were not parking at the Authority's Vineyard Haven terminal, and that he would like to provide that shuttle service with a prominent space at the terminal as a convenience to the Authority's customers. He also noted that the proposed bus stand agreement would not preclude that action, since it only required the Authority to allow Island Transport, Inc. to use two of the three bus spaces which were available at the terminal. Finally, Mr. Rappaport asked that paragraph 6 of the proposed agreement be revised to make it clear that any decision to make additional bus spaces available to Island Transport, Inc. would remain at the Authority's sole discretion.

IT WAS VOTED -- upon Mr. Rappaport's motion, seconded by Mr. O'Brien -- to award the Vineyard Haven and Oak Bluffs Bus Stand Agreement, in the form attached to Staff Summary #L-251, dated May 8, 1996, with the revision requested by Mr. Rappaport, to Island Transport, Inc. for an annual compensation of \$10,559.00.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Tourist Information Display Contract:

Mr. Tiberio then requested authorization to issue a request for proposals for a Tourist Information Display Contract which would allow the Authority to gain better control over the distribution of literature at its terminals and on its vessels. Noting that the proposed contract represented a major departure from the Authority's previous manner of allowing literature to be distributed on its property for free, Mr. Tiberio stated that, under the contract, one individual will be responsible for the warehousing, collection and distribution of all brochures and other literature for the terminals and vessels. That individual will also be responsible for monitoring the cleanliness of the distribution areas and will be allowed to charge a fee for his or her services.

Mr. Murphy noted that many years ago the Authority had developed a policy which restricted publications that could be

distributed on vessels to only those handouts associated with the two island newspapers. Under this policy, the Authority has prevented the vessels from becoming cluttered with innumerable brochures and cards, while at the same time ensuring that all businesses could reach the Authority's customers in a fair manner simply by advertising in those handouts. Mr. Murphy stated that he hoped the Authority would continue the policy under the proposed contract.

Old and New Business:

Mrs. Grossman expressed her thanks to the management staff for meeting with truckers on Nantucket earlier that month. Mrs. Grossman also said that she thought the meeting had been a success, and that the truckers were pleased with the staff's response to their concerns and with the staff's commitment to hold another meeting with them in August.

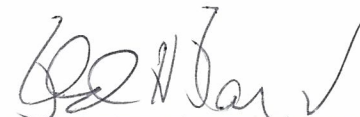
IT WAS VOTED -- on Mr. Rappaport's motion, seconded by Mr. O'Brien -- to go into executive session to discuss the Authority's strategy with respect to collective bargaining and litigation matters, the purchase and value of real estate, and personnel matters.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Before the Members voted to go into executive session at approximately 11:10 a.m., Mr. Kelleher stated that the Members would not reconvene in public after the conclusion of the executive session.

A TRUE RECORD



RONALD H. RAPPAPORT, Secretary

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

The Meeting in Public Session

June 19, 1996

The Members of the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority met this 19th day of June, 1996, beginning at 9:40 a.m., in the meeting room of the Edgartown Town Hall, located at 70 Main Street, Edgartown, Massachusetts.

Present were all four of the Authority's Members: Chairman Paul R. Kelleher of Falmouth; Vice Chairman Grace S. Grossman of Nantucket; Secretary Ronald H. Rappaport of Dukes County; and Associate Secretary Robert L. O'Brien of Barnstable.

Also present were two members of the Authority's Finance Advisory Board: Robert C. Murphy of Dukes County; and S. Eric Asendorf of Falmouth. The third member of the Finance Advisory Board, Norman F. Beach of Nantucket, also joined the meeting during George Mathiesen's presentation of the recommendations recently issued by the Martha's Vineyard Commission's Special Task Force on Transportation.

The following members of the Authority's management staff were also present: General Manager Armand L. Tiberio; Treasurer/Comptroller Wayne C. Lamson; General Counsel Steven M. Sayers; Customer Service Manager Gina Barboza; Executive Secretary to the General Manager Maxine Horn; and Vineyard Haven Terminal Manager Bridget Tobin.

Mr. Kelleher began the meeting by introducing E. B. Collins, the former Dukes County Member of the Authority, and Ted Morgan, Chairman of the Edgartown Board of Selectmen. Mr. Morgan then welcomed the Members on behalf of the Selectmen and said that he had been authorized to inform them that the Selectmen unanimously supported the Authority's new reservations policy. Mr. Morgan also declared that the Selectmen felt very strongly that the new policy may be part of the solution to traffic problems both in Falmouth and on Martha's Vineyard, and he asked the Members to "stay the course."

Minutes:

IT WAS VOTED -- upon Mr. O'Brien's motion, seconded by Mr. Rappaport -- to approve the minutes of the Members' meeting in public session on May 16, 1996.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Hyannis Terminal Reconstruction Project:

With respect to the Hyannis terminal reconstruction project, Mr. Tiberio reported that the staff had identified as best it could the additional costs associated with the dredge spoils and pile driving activities, and that they were addressing those two increased capital expenditure items in light of the overall 1996 capital budget. Mr. Tiberio said that it was the staff's intention not to exceed the 1996 capital budget even with those increases and, towards that end, would be recommending to the Members at a subsequent meeting that the Authority defer certain other 1996 capital projects where the delay would not cause any major problems.

Mr. Tiberio advised the Members that all of the pile driving activity at the terminal was scheduled to be completed by June 27, 1996, after which the contractor would perform site work at the terminal during the summer and then resume work on the pier in the fall. Mr. Tiberio also said that there had not been any further movement of the soil at the site, which was continuing to be monitored, and that it did not appear that the Authority would incur any additional damage beyond that which had already been sustained.

Martha's Vineyard Commission's
Special Task Force on Transportation:

George Mathiesen, Chairman of the Martha's Vineyard Commission's Special Task Force on Transportation, then provided the Members with copies of the Task Force's Summary Recommendations to the Martha's Vineyard Community. Mr. Mathiesen stated that the population of Martha's Vineyard had been growing at a rate of seven percent per year, which was much higher than the 3-1/2 percent per year growth rate experienced by Massachusetts and the

United States as a whole. As a result, Mr. Mathiesen said, the island's population was doubling every fourteen years, which was having a tremendous effect on the island's transportation needs and problems.

Mr. Mathiesen informed the Members that the Task Force's recent study had found that, on average, each island resident made 2-1/3 vehicle trips each day, which meant that since 1990 the amount of traffic on the island had increased by 15,000 passenger trips per day due to population growth alone. Mr. Mathiesen also stated that the study found that 30 to 40 percent of the Authority's passengers were either picked up or dropped off at one of the Authority's terminals on the island and, therefore, that the quickest way to reduce island residents' reliance on automobiles would be to address how passengers travel to and from those terminals.

Mr. Mathiesen declared that the Task Force believed that the island community, which was causing the problem, should be the one to both solve and finance the solution to the problem, which he said would involve the development of an integrated transportation system which everyone could travel on for free. However, Mr. Mathiesen said, the community did not have the funds, time or expertise to develop such a system, and needed to engage the services of someone experienced in this area to begin working immediately on putting the system in place. Mr. Mathiesen stated that ultimately the system should be phased in over the next decade, although some aspects of it could be in place next year.

Mr. Mathiesen advised the Members that the Task Force had concluded that the Martha's Vineyard Transit Authority was the appropriate agency to develop an integrated transportation system for the island, but that it had neither the expertise nor the funds to do so. Therefore, the Task Force felt that the Transit Authority should hire a full-time planner to work specifically on this program and that a continuing group of citizens should be appointed by the public to make certain that the program is implemented with the support of the island community. The Task Force also was recommending that the Authority contribute \$150,000 to the Transit Authority to fund this position for the first year, as well as to provide the planner with a full-time clerical assistant, legal and technical support, and office space.

Mr. Mathiesen further stated that the long range costs of operating the system could be financed by surcharges imposed on tickets sold for car and truck passage to the island, although the Task Force felt that lower surcharges should be imposed on tickets for vehicle trips originating from the island. He also suggested that parking stickers could be required for all cars on the island.

Mr. Mathiesen emphasized that it was not the Task Force's desire to discourage visitors from traveling to the island, but to change the behavior of visitors and residents alike to rely on a public transportation system in order to reduce their reliance on cars and eliminate congestion at the ferry terminals. For this purpose, Mr. Mathiesen declared, the Authority should provide a seamless express bus system originating from somewhere off Cape Cod which would take care of passengers' luggage and take them to the boat. Then, on the island, the Authority should provide another bus system to take its passengers to a central location where they could be picked up. Mr. Mathiesen also said that the Authority should consider altering its rates to encourage people to leave their cars on the mainland and use the island's anticipated transportation system.

Finally, Mr. Mathiesen told the Members that over the next month the Task Force intended to hold a series of public meetings on their report. However, he said that he felt it would be advantageous for the Authority to support these recommendations.

Mr. Rappaport thanked Mr. Mathiesen for both his efforts and the efforts of everyone else on the Task Force who had spent so much of their time over the last two years preparing the report, and assured him that the Members would carefully and seriously review the recommendations to see what role the Authority should play to address those issues on a cooperative basis. However, because a number of the Task Force's suggestions raised legal issues, Mr. Rappaport requested that Mr. Sayers review the materials to determine to what extent the Authority could legally participate in some of the recommended programs if the Members were inclined to do so.

In response to a question from Mr. Kelleher, Mr. Mathiesen stated that no applications had been made for any federal funds which might be available for the programs recommended in the report, but that the Task Force intended to investigate the possibility of such federal funding.

Nantucket Dockage Facilities Agreement:

IT WAS VOTED -- upon Mr. O'Brien's motion, seconded by Mrs. Grossman -- to authorize the General Manager to execute a Dockage Facilities Agreement with Hyannis Harbor Tours, Inc., in the form attached to Staff Summary #L-255, dated June 11, 1996, and to take all necessary and appropriate actions to fulfill the Authority's obligations under that Agreement.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Falmouth Parking Issues:

Mr. Tiberio reported that the Authority had used its leased parking facility at the Bourne Outlet Center for the first time over the Memorial Day Weekend. Mr. Tiberio stated, however, that because the Members had not yet determined what fee should be charged for parking at that location, the staff had decided not to charge customers for parking at the facility over the weekend as an incentive for people to park there and to avoid the additional expenses of handling cash at that location. For those same reasons, Mr. Tiberio said, the staff was recommending that the Authority continue to allow parking at the Bourne Outlet Center on a complimentary basis for the remainder of the 1996 summer season.

In response to questions from the Members, Mr. Tiberio said that he did not think the proposed complimentary arrangement would result in more customers wanting to park at the Bourne Outlet Center than could be accommodated there; nor did he think that it would encourage people other than the Authority's customers to use the facility.

IT WAS VOTED -- upon Mr. Rappaport's motion, seconded by Mrs. Grossman -- to accept management's recommendation that there be no charge for parking at the Bourne Outlet Center for the remainder of the 1996 summer season.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Express Reservations Program:

Mr. Tiberio then reported that the staff was fully prepared to implement the pilot Express Reservations Program again over the Independence Day Weekend, and certain revisions had been made to the program, such as freeing up additional car spaces for advance reservations, in light of the Authority's experience with

it over the Memorial Day Weekend. Mr. Tiberio said that the staff's principal concern was to correct and clarify the publicity about the program so that people knew that passengers did not need reservations to travel to Martha's Vineyard and that it was not totally impossible to get vehicles there either. Mr. Tiberio informed the Members that the staff would be holding a press conference the following day for that purpose and had invited representatives of the Chambers of Commerce from both Martha's Vineyard and Falmouth to attend.

Mr. Rappaport complimented Mr. Tiberio for the outstanding job the staff had done in running the program. Mr. Asendorf also agreed with Mr. Tiberio that more effort needed to be made to correct the public misperception that the island was sold out for the summer and to eliminate as much ambiguity as possible over the program's details. After Mr. Tiberio also reported that the Authority would be selling passenger tickets the following weekend for the first time from booths at its off-site parking facilities in Falmouth in order to reduce congestion at the Woods Hole terminal, Mr. Kelleher similarly commended him for all of the extra effort that had been spent on this and other projects in order to improve the Authority's operations.

Advance Reservation and Ticketing System:

With respect to the Authority's advance reservation and ticketing system, Mr. Tiberio reported that the staff would be issuing a request for proposals within the next sixty to ninety days defining what the Authority's needs are and soliciting an entirely new system which will be able to handle a 100% reservations program with wait list, vehicle identification and Internet capabilities. Mr. Tiberio stated that he was confident such systems were readily available; however, if for some reason the staff is not comfortable with the proposals submitted in response to the Authority's request, the Authority would then have to take a longer period of time to review the situation more closely and develop extensive requirements for a customized program. Accordingly, Mr. Tiberio said, within thirty days he would be in a position to advise the Members whether the Authority will be able to implement a new computerized advance reservation and ticketing system by January 1, 1997, although he was cautiously optimistic that it could be accomplished within that time frame.

Announcements:

Mr. Tiberio informed the Members that the Authority's new Port Captain, John A. Lasnier, had begun his employment with the Authority that week. Mr. Tiberio stated that Captain Lasnier had fifteen years of experience in the maritime industry, is licensed as an unlimited master of steam or motor vessels of any gross tons and, most recently, was Port Captain of the tanker division of the Sabine Transportation Company in Groves, Texas. Mr. Tiberio also said that Captain Lasnier's duties and responsibilities at the Authority would include the direction of day-to-day vessel operations and deck maintenance activities of the Authority's fleet.

Mr. Kelleher welcomed Captain Lasnier on board and said that all of the Members looked forward to meeting him.

Treasurer's Report:

Mr. Lamson reported that the operating revenues for May 1996 were between \$50,000 and \$75,000 below the Authority's budget estimate and that, for the first five months of 1996, operating revenues were about \$350,000 lower than originally projected. Mr. Lamson stated that the drop in revenues was primarily attributable to lower traffic figures for passengers and trucks due to bad weather earlier in the year, but that this shortfall had been more than offset by lower operating expenses. As a result, Mr. Lamson said, the Authority's operating loss during that period was expected to be approximately \$100,000 lower than the original budget forecast.

Processed Foods Contract:

IT WAS VOTED -- upon Mrs. Grossman's motion, seconded by Mr. Rappaport -- to award Contract No. 15-96 for the delivery of Processed Foods from July 1, 1996 through December 31, 1996 to the lowest responsible and eligible bidder for the contract, Cirelli Foods Inc. of Brockton, Massachusetts, for an Estimated Total Contract Price of \$37,675.90.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Performance Evaluation of the General Manager:

With respect to the performance evaluation of the General Manager, Mr. Kelleher proposed that the Members first establish a basic policy to annually evaluate the General Manager's performance and to adopt a written set of procedures and materials in this regard, including the identification of goals to be accomplished by the General Manager for each upcoming year. Mr. Kelleher also asked the other Members to review a draft form of evaluation he had prepared, and he thought that they might be able to take action on the form that day.

Mr. Rappaport agreed with Mr. Kelleher that the Members should adopt a formal evaluation process for the General Manager, but he noted that Mr. Tiberio's Employment Agreement required the Members to review and evaluate his performance prior to his first annual salary review on July 1, 1996. Therefore, Mr. Rappaport said, he thought the Members should conduct an oral evaluation of Mr. Tiberio's performance that day and then appoint a committee to work with the Finance Advisory Board and management to develop a formal process for the future.

In terms of Mr. Tiberio's evaluation, Mr. Rappaport declared that he could only say that Mr. Tiberio had been an outstanding General Manager. Mr. Rappaport said that when the Members originally engaged the services of a search firm to find a new General Manager, he frankly never dreamed that the Authority would end up with someone of Mr. Tiberio's caliber in this organization. Therefore, no matter what evaluation form the Members might end up adopting, Mr. Rappaport stated that he would only check "outstanding" in each category. Mr. Rappaport noted that the Authority's relations with its port communities had never been better and, with respect to the programs that had been initiated, the Members could only say "thank you." In sum, Mr. Rappaport declared, Mr. Tiberio's performance had been outstanding across the board.

Mrs. Grossman agreed with Mr. Rappaport that the Members should not delay Mr. Tiberio's evaluation, saying that while she had only been a Member for a few months, she had been most impressed with Mr. Tiberio's performance and felt that he had been doing an outstanding job. Mrs. Grossman also commended management for the Authority's 1995 Annual Report, which she thought was excellent.

While Mr. O'Brien agreed with Mr. Kelleher's sentiments that it was difficult to conduct a good evaluation without having first established a set of goals, he similarly declared that, in looking at Mr. Tiberio's leadership as well as the numerous initiatives he had introduced, his performance had been nothing

less than outstanding. Therefore, Mr. O'Brien felt that the Members could conduct an oral evaluation of Mr. Tiberio's performance at that time, and that the materials forwarded by Mr. Kelleher were an excellent basis for moving towards a more formal process for the following year.

Mr. Kelleher also agreed that Mr. Tiberio's performance had been outstanding over the prior year. Therefore, even though Mr. Kelleher stressed that performance evaluations needed to be conducted in a more formal structure, he agreed that Mr. Tiberio's evaluation for this year should be resolved quickly and complimented him on a marvelous job.

IT WAS VOTED -- upon Mr. Rappaport's motion, seconded by Mrs. Grossman -- that Mr. Tiberio's performance evaluation for the past year be "outstanding" across the board and that a committee be formed with the Finance Advisory Board and management to develop and establish an evaluation form, timetables and goals for the General Manager for the upcoming year.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

After the vote, Mr. Kelleher appointed Mr. O'Brien and Mr. Beach to work with himself and Mr. Tiberio on this matter.

1996 Meeting Schedule:

After discussing certain scheduling conflicts, the Members agreed to change the date of their monthly meeting in September from September 19, 1996 to September 26, 1996.

Old and New Business:

Susan Shephard of the Citizens for Sound Planning commented that she believed the Authority had in fact become more "user friendly" over the past year and that, from the viewpoint of Falmouth and Woods Hole residents, the Authority's pilot Express Reservations Program was wonderful over the Memorial Day Weekend. Ms. Shephard also said that she had spoken with a number of Woods Hole shop owners, who were all extremely happy with the way the program worked.

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Richard Sherman also expressed his belief that Falmouth and Woods Hole residents were a lot happier with the new reservations program. Although he acknowledged that there will always be complaints about any new initiative, Mr. Sherman noted that 73% of Martha's Vineyard voters voted in a 1988 referendum in favor of limiting the number of motor vehicles on the island.

Finally, in response to a question from Marie Laursen, Mr. Tiberio reported that, in light of the recommendations that had just been released by the Martha's Vineyard Commission's Special Task Force on Transportation, the Authority was now in a position to seriously consider whether to acquire the property owned by Deer Run Limited Partnership in Oak Bluffs and, if so, what use should be made of that property.

IT WAS VOTED -- on Mr. Rappaport's motion, seconded by Mr. O'Brien -- to go into executive session to discuss the Authority's strategy with respect to collective bargaining and litigation matters, the purchase and value of real estate, and personnel matters.

VOTING AYE: Mr. Kelleher, Mrs. Grossman and
Mr. Rappaport

VOTING NAY: None

Before the Members voted to go into executive session at approximately 11:10 a.m., Mr. Kelleher stated that the Members would not reconvene in public after the conclusion of the executive session.

A TRUE RECORD



RONALD H. RAPPAPORT, Secretary