

October 6, 2026

Via Electronic Mail

Alex Kryska
General Manager
The Woods Hole, Martha's Vineyard and Nantucket Steamship Authority
228 Palmer Ave.
Falmouth, MA 02540
akryska@steamshipauthority.com

Re: OIG Report – Steamship Authority Website Development Project

Dear General Manager Kryska:

The Office of the Inspector General (OIG) has continued to monitor the Steamship Authority's (SSA) response to our December 18, 2025 report on the SSA's Website Development Project, as well as other SSA operations. The OIG was pleased to see the SSA's initial response, as outlined in its March 27, 2026 letter to OIG, as well as subsequent actions. While the SSA's recent ferry cancellations due to lapsed inspections were troubling, the swift response to address the problem as well as the assurance of a full, public review of the underlying issues that led to the failures shows meaningful change from past practices, starting with a more responsive tone from the top.

While the SSA continues to respond to our recommendations for SSA administration and the SSA Governing Board, the OIG wants to highlight the following outstanding recommendations and ongoing issues:

1. Require all Board members to take or retake the Boards and Commission course offered by the OIG Academy within 60 days.

The OIG was pleased to see the newly-formed SSA Governance Committee address this recommendation at its September meeting, along with a discussion of OIG's Fraud Awareness and Managing Risk, Measuring Reward classes. The OIG strongly supports all Board and Port Council members taking these classes every three years and strongly recommends both Board and Port Council list members and completed courses in their annual reviews, in order for their appointing authorities and the public to monitor Board and Council members' compliance with this recommendation.

2. Develop and implement policies and procedures for effective project management for all capital and operational projects – including active projects to the extent practicable – and require their application to all new projects.

It appears that this recommendation has not yet been implemented.

3. Develop and implement policies and procedures that ensure proper review of the scope and services of major projects and related procurements, including scope and duties of the project manager.

While the SSA has added project manager oversight of requests for proposals, it is unclear if and how the organization has set down policies and procedures for that manager and other project managers to follow. In addition, it is unclear what project management policies and procedures have been applied to existing projects and their managers, including the Reservation System Replacement project. OIG recommends the SSA develop and implement the above policies and procedures.

4. Develop a project management division with at least one individual who holds a project management certification and experience to be the lead project manager on any capital project. Ensure that managers of multi-million-dollar projects do not hold an additional job.

The General Manager's six-month evaluation notes the SSA is "preparing to add a Project Manager to plan and oversee the Authority's growing portfolio of concurrent initiatives." The OIG supports the SSA adding a full-time project manager and recommends that manager meet the level of certification and experience described above. In addition, OIG notes that while the Chief Operating Officer and the Treasurer/Comptroller are not project managers of the Reservation System Replacement project, both appear to expend significant time on the project and are listed as "owners" of various workstreams in project documents, despite having full-time senior administrative positions.

5. Regularly report to the Board all work associated with the ADK website that has been deemed unusable while integrating with the new reservation system.

Officials have not stated what work produced by ADK, if any, will be integrated with the new reservation system and website. Additionally, SSA officials have stated they are looking to delay full launch of the reservation system, possibly to January 2028. Both the ultimate value of the initial website project's work and the current cost of the reservation system project are unclear, and the latter's delays are cause for concern.

The OIG is pleased that SSA management and the SSA board are acknowledging and addressing the delays in the reservation system project, instead of downplaying them as they did with the website project, and that the SSA management and board are willing to review the project to determine the best course going forward. However, the project management issues highlighted above suggest significant hurdles remain. The OIG requests SSA provide a full breakdown of the reservation system project to date, including costs to date and projected costs remaining, as well as any projected change orders and supplementary costs, such as maintaining the existing reservation system and website through further delays. This breakdown should also detail the factors contributing to delays and outline how these will be mitigated or accepted to produce an accurate schedule; as well as describe how SSA will process reservations before the new system is in place, any existing issues with the current system, and the role of existing reservation system

developer David Cox in maintaining the old system and developing the new one. Finally, this breakdown should include the full scope of work produced by ADK that will be used in the reservation system replacement project.

While SSA has made great strides since the OIG's report, concerns remain. Please inform OIG of your timeline for further addressing these recommendations. OIG is open to further meeting and discussion of these issues, as needed. If you have any questions, please contact George Xenakis, director of the OIG's Audit, Oversight and Investigations Division, at 617-722-8853 or George.Xenakis@mass.gov.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J S Shapiro', is positioned above the printed name.

Jeffrey S. Shapiro, Esq., CIG
Inspector General

cc (by email, with enclosure):

The Woods Hole, Martha's Vineyard and Nantucket Steamship Authority Board of Governors
The Woods Hole, Martha's Vineyard and Nantucket Steamship Authority Port Council
Dukes County Commissioners
Nantucket County Commissioners
Barnstable Town Council
Falmouth Select Board
New Bedford City Council
John Mitchell, New Bedford Mayor
Oak Bluffs Select Board
Tisbury Select Board
Nantucket Select Board
Fairhaven Select Board