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## **Request for Information and Expressions of Interest**

**Provision of Waterborne Transportation Services  
for the  
Boston Harbor Islands National and State Park**

**July 17, 2018**

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**Responses are due August 10, 2018**

**Please submit written responses by mail or as a pdf via email to:**

**Alice Brown  
Director of Water Transportation at Boston Harbor Now  
15 State Street, Suite 1100  
Boston, MA 02109**

**[abrown@bostonharbornow.org](mailto:abrown@bostonharbornow.org)**

Dear Water Transportation Service Provider:

On behalf of the Boston Harbor Islands Partnership, Boston Harbor Now is responsible for contracting with a private company to provide comprehensive waterborne transportation services to six of the islands in the Boston Harbor Islands National and State Park. The services currently entail seasonal passenger ferry transportation to six islands in the Boston Harbor. The general terms and proposed contract structure are included in a Term Sheet below.

We are encouraging all qualified firms to respond to a Request for Information and Expression of Interest that may be found at [www.bostonharbornow.org/get-involved/current-rfps/](http://www.bostonharbornow.org/get-involved/current-rfps/).

Respondents should indicate the firm's contact information as well as a brief description of their current and past record of delivering water transportation services. Boston Harbor Now and the Partnership is also interested in the following:

- Comments on the proposed contract terms. While minimum service levels cannot be altered, the Partnership is open to considering modifications that could result in a more efficient contract that best delivers the passenger ferry services. Creative strategies for operations, scheduled service, pricing, or marketing as well as ways to integrate the service with other parks and historic sites around the Harbor are also welcome.
- The opportunity to engage in a short discussion with interested respondents as part of a market sounding. The intention of the market sounding is to further explore suggestions from individual respondents about how they recommend structuring the contract and services. To this end, respondents are encouraged to indicate dates and times from August 13 to 24 during which they would be available for a phone discussion with Boston Harbor Now's director of water transportation.

**Responses to the RFI are due August 10, 2018.**

The Partnership intends to issue a Request for Proposal for the services in September of 2018.

## **Background**

The Boston Harbor Islands National and State Park is a regional destination for recreational, leisure, and educational activities for residents and visitors to the Boston metropolitan area. There are 34 islands in the park, and since 2005, six of them have been accessible to the public via ferries. Though some public docking and mooring facilities are available, the vast majority of the more than 100,000 annual visitors who visit these six islands arrive by ferry between May and October.

A legislated partnership, comprised of the National Park Service ("NPS"), the Massachusetts Department of Conservation and Recreation ("DCR"), the City of Boston ("the City"), and Boston Harbor Now, works together to manage the planning, operations, and maintenance activities on these islands.

Boston Harbor Now is responsible for the contract that provides ferry service from Long Wharf in Downtown Boston and from Hewitt's Cove in Hingham on the South Shore to Georges, Spectacle,

Peddocks, Lovells, Grape, and Bumpkin Islands. Boston Harbor Now will be issuing a Request for Proposal (RFP) over the coming months for the provision of ferry service in 2019 and beyond.

The following Term Sheet summarizes the main terms and conditions proposed for an operating agreement to provide regular waterborne transportation services to and among six of the Boston Harbor Islands. Additional information is described below in further detail as “Ferry Services<sup>1</sup>” and “the Project”.

As described in Compensation below, the provider of the Ferry Services shall collect fares for the Ferry Services in accordance with agreed fare schedule and service levels, and retain the fares, less fees, for its use in providing the Ferry Services.

**Project Terms**

The terms and conditions listed below are preliminary and may change prior to the issuance of a formal Request for Proposals. Additionally, they do not include all of the commercial terms potentially relevant to the Project. The final terms and conditions will be subject to negotiation with shortlisted proponents.

Several appendices provide additional information about the existing ferry service to the Islands along with visitation and programing. Appendix A outlines the current 2018 operating season schedule, and the current fare schedule is detailed in Appendix B. Appendix C provides an overview of courtesies, graphs of ridership trends appear in Appendix D, and Appendix E includes a summary of public programming on the Islands and links to detailed schedules.

§	Term	Provision
1.	<b>Agreement</b>	<p>Subject to the terms and conditions of an operating agreement (the “<u>Agreement</u>”) to be entered into by Boston Harbor Now and a private party (the “<u>Operator</u>” and, together with the Partnership, the “<u>Parties</u>”), Boston Harbor Now shall grant to the Operator the exclusive right to perform the Ferry Services and engage in the Other Commercial Activities during the Term (as defined below).</p> <p>The Partnership is a federally-authorized body organized and existing under Public Law 104-333 with Boston Harbor Now, a</p>

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<sup>1</sup> “Ferry Services” means the operation and maintenance of the Project, as further set forth in the Agreement. The Ferry Services shall include, at a minimum, the operation and maintenance of the following:

- (a) Vessels as required to provide all scheduled services;
- (b) Ticketing and fare collection, including fare boxes, ticket vending machines, and online ticket sales;
- (c) Personnel, including crew;
- (d) Vessel maintenance and spare parts inventory;
- (e) Marketing of the ferry services; and
- (f) Office space, supplies, and equipment.

		<p>Massachusetts nonprofit corporation, acting as its authorized agent.</p> <p>The Operator will have the obligation to perform Ferry Services as stipulated in the Performance Standards set forth in the Agreement at the Operator’s own cost and risk. The repayment of any debt or equity arranged by the Operator to finance the Project will be the responsibility of the Operator without recourse to the Partnership or Boston Harbor Now.</p>
<b>2.</b>	<b>Term</b>	<p>The Term of the Agreement will be effective April 2019 to March 2024. The Term will allow the option for an additional five (5) years for the provision of Ferry Service if agreeable to the Parties.</p>
<b>3.</b>	<b>Project Scope</b>	<p>The Ferry Services will entail operating from Boston’s Long Wharf North in Downtown Boston and from Hingham on the South Shore. The Ferry Service will provide access for visitors, NPS staff, and volunteers to the following islands: Georges, Spectacle, Lovells, Peddocks, Grape and Bumpkin.</p> <p>The Operator will have priority access to the Department of Conservation and Recreation (DCR) docks on the islands, and will have the right to use the terminals at Long Wharf and Hewitt’s Cove. The Operator will be required to maintain safe, convenient, and ADA accessible docking, passenger waiting, and ticketing facilities at the mainland locations. This will include the provision of adequate signage and personnel to provide scheduling and fare information and ensure passenger safety while queueing, boarding, and disembarking vessels. The Operator will collect fares for trips from the mainland for visitors according to a defined fare schedule.</p>
<b>4.</b>	<b>Courtesies</b>	<p>The Operator will also be required to provide some transportation for free and reduced fares to a predetermined number of passengers -- principally, free passage for up to 5,500 passengers and reduced fares to for up to 7,500 passengers annually, according to policy approved by the Parties. Other courtesies include several additional sailings and promotional rebates upon request by the contract administrator as well as the transport of a predetermined number of island employees daily. The requirements for the Operator in this regard are detailed in Appendix 3.</p>
<b>5.</b>	<b>Additional Sailings</b>	<p>The Operator will be asked to provide, on occasion, additional sailings outside the regular schedule and not included as part of service courtesies. The Operator will be asked to provide a rate that would be charged to Boston Harbor Now for such sailings, assuming a minimum vessel capacity of 200 passengers.</p>

6.	<b>Other Commercial Activities</b>	The Operator will be allowed and encouraged to engage in Other Commercial Activities. These could include, among other things, concessions on-board or at ticket booths, advertising activities at terminals, piers, or vessels, trips or routes other than those required to be provided as part of the Ferry Services (see below).
7.	<b>Additional Routes and Services</b>	<b>The Operator will be encouraged to develop additional routes and services, particularly as they are consistent with the Parties goals of providing sustainable leisure and educational activities in Boston Harbor.</b> One example of such a service could be a historically-themed ferry tour of the Inner Harbor, using Pier 1 in the Charlestown Navy Yard (where the NPS owns a dock) as a base. Additionally, the Operator may schedule additional trips for any route in the base Ferry Services for special events and programs with the consent of the Partnership.
8.	<b>Changes to Base Service</b>	The current schedule and fares are considered the basic Ferry Services that will provide a minimum level of accessibility to Boston Harbor Islands. However, minimum accessibility may be satisfied with a different service schedule, and Boston Harbor Now would consider alternative proposals from potential Operators that meet the required accessibility.
9.	<b>Marketing</b>	The Operator will be responsible for marketing and promoting the Ferry Services in close coordination with the annual programs of NPS, DCR, and Boston Harbor Now. Marketing activities will include, at a minimum, digital and printed materials, narration, on-board marketing, signage, and Park ferry service branding and identification. It should also include on-line marketing, promotion, and schedule and fare information. <b>In the past, marketing has accounted for 15% to 17% of the Ferry Service’s operating costs.</b>
10.	<b>Federal Requirements</b>	The Operator shall operate vessels that have U.S. Coast Guard Certificates of Inspection and meet regulations as outlined in Coast Guard Regulations and CFR, Title 46.
11.	<b>Compensation</b>	The Operator shall collect fares for the Ferry Services in accordance with agreed fare schedule and service levels, and retain the fares for its use in providing the Ferry Services. The Operator’s compensation for providing the Ferry Services will be entirely from collected fares as well the concession (galley) revenues referred to in the Project Scope above.

12.	<b>Franchise Fee + Park Improvement Fee</b>	<p>The Operator is expected to propose a fee for the right to operate the Ferry Services. The fee will be paid to Boston Harbor Now as an agent of the Partnership and could be structured as a per passenger fee or as a percentage of gross receipts.</p> <p>There will also be a surcharge of at least \$1 on each ticket as a park improvement fee.</p>
13.	<b>Capital Improvements</b>	<p>The Operator will provide service from existing facilities provided by the Parties. If repairs or improvements are necessary for safe operations, the Operator will support efforts by the Parties to secure funding for repairs or improvements. Dock and pier facilities at designated landing sites will be maintained by the Parties in good working order. Capital repairs to these facilities on Peddocks, Georges, and Spectacle Islands will have been completed by the end of the calendar year 2018.</p>
14.	<b>Ownership of Project Assets</b>	<p>The Operator will provide its own vessels for the service as well as all maintenance tools, supplies, and parts. The Operator will also provide office space and equipment as necessary for management and promotion of the Ferry Services. Neither Boston Harbor Now nor the other Parties will provide any assets other than landing sites.</p>
15.	<b>Employees, Subcontracting and Key Personnel</b>	<p>The Operator will be responsible for recruiting, hiring, and managing all staff required to operate, manage, and promote the Ferry Services.</p> <p>The Operator will be able to subcontract services as needed to reduce costs, address peak service demand, and/or improve efficiency.</p> <p>Key personnel will be identified by the Operator before the start of the contract and will not be changed without notifying the Partnership.</p>
16.	<b>Permits</b>	<p>The Operator will be responsible for obtaining all business and operating permits required.</p>
17.	<b>Safety Plan</b>	<p>The Operator will be required to submit a clear and detailed Safety Plan to be approved by the Partnership annually.</p>
18.	<b>Payments to the Partnership</b>	<p>The Operator will provide compensation to the Partnership in accordance with the fees defined in term 12 and through a payment system to be negotiated by the two parties.</p>
19.	<b>Termination for Convenience</b>	<p>On behalf of the Partnership, Boston Harbor Now may terminate the Agreement at any time for convenience by delivering a termination notice to the Operator specifying the date of such termination, which shall be no less than thirty (30) days after the Operator's receipt of such notice.</p>

20.	<b>Step-In Rights of Partnership</b>	Boston Harbor Now reserves the right to assume or assign any or all of the operational elements of the service if the Operator fails to meet the performance requirements defined in the contract.
21.	<b>Books and Records; Audit Rights</b>	Boston Harbor Now reserves the right to audit the Operator’s financial, management, and maintenance records at any time with a minimum of 24-hour notice. The Operator shall submit weekly ridership reports; monthly summary reports of passenger trips by day and destination, revenues, free passes and fare categories; and an annual end of year pro-forma detailing its operating expenses and profit and loss statement.
22.	<b>Restrictions on Transfer</b>	Boston Harbor Now reserves the right to review and approve any proposed transfer of responsibilities from the Operator to a third party.
23.	<b>Compliance with Laws</b>	The Operator shall comply with all laws of the Commonwealth of Massachusetts and the United States of America applicable to it.
24.	<b>No Agency</b>	Nothing herein or in the Agreement shall be deemed to create either a partnership or joint venture between the Parties or convey to either Party, by operation of law or otherwise, any interest in, right to, or ownership of any property of the other Party or of that Party’s affiliates. Nothing herein shall be deemed to grant a Party an ownership interest in any of the other Party’s assets. Neither Party is an agent of the other Party for any purpose.
25.	<b>Language</b>	The Agreement shall be in English.
27.	<b>Disputes</b>	If business matters or disputes cannot be reconciled between Boston Harbor Now and the Operator, disputes shall be submitted to binding arbitration prior to commencement of any other judicial proceeding.
28.	<b>Governing Law</b>	The Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts and the applicable laws of the United States of America throughout the course of the contract.
29.	<b>Insurance and Indemnification</b>	To the fullest extent permitted by law, the Operator shall indemnify and hold harmless the Parties, Boston Harbor Now, the Commonwealth of Massachusetts, the United States, and their respective officers and employees from and against all claims, liabilities, suits, damages and expenses arising out of the performance of this contract.

		<p>The Operator will provide the following insurance: Workers Compensation and Employee Liability Insurance, with endorsements provided by the Longshoremen's and Harbor Workers Compensation Act Comprehensive General Public Liability Insurance with extensions for Docks, Piers and Gangways, Hull Insurance.</p>
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**Appendix A  
2018 Scheduled Service**

**2018 Service at a Glance (complete schedules are below)**

Total daily mainland departures from

	Long Wharf	Hewitt's Cove
Spring/Fall week day	4	0
Spring/Fall weekend	7	0
Summer weekday	9	--
Summer weekend	12	4
Summer Fridays	--	4

Total daily island arrivals on

	Georges	Spectacle	Peddocks	Lovells	Grape	Bumpkin
Spring/Fall week day	4	0	0	0	0	0
Spring/Fall weekend	4	3	0	0	0	0
Summer weekday	8	7	3	3	--	--
Summer weekend	16	7	6	6	3	2
Summer Fridays	13	--	6	6	3	2

**Service in the 2018 Shoulder Season**

Spring = May 19 & 20, May 26 - June 21 and Fall = Sept 4 - Oct 8

**Daily Service: Long Wharf to Georges Island**

DEPART LW	ARRIVE GI	DEPART GI	ARRIVE LW
10:00 AM	10:45 AM	11:00 AM	11:45 AM
12:00 PM	12:45 PM	1:00 PM	1:45 PM
2:00 PM	2:45 PM	3:00 PM	3:45 PM
4:00 PM	4:45 PM	5:00 PM	5:45 PM

**Weekend Service: Long Wharf to Spectacle Island**

DEPART LW	ARRIVE SI	DEPART SI	ARRIVE LW
11:00 AM	11:30 AM	12:00 PM	12:30 PM
1:00 PM	1:30 PM	2:00 PM	2:30 PM
3:00 PM	3:30 PM	4:00 PM	4:30 PM

\*On weekdays in 2018, an additional "Group Vessel" could be added to either island with advanced booking @ a minimum of \$1500.00 per trip at the historically approximate times of 10:30 am Long Wharf departure & 2:00 pm island departure.

**Service in the 2018 Peak Season**

Summer = June 22 – Sept 3

**Weekday Service: Long Wharf to Georges Island**

DEPART LW	ARRIVE GI	DEPART GI	ARRIVE LW
10:00 AM	10:45 AM	11:00 AM	11:45 AM
12:00 PM	12:45 PM	1:00 PM	1:45 PM
2:00 PM	2:45 PM	3:00 PM	3:45 PM
4:00 PM	4:45 PM	5:00 PM	5:45 PM

**Weekend Service: Long Wharf to Georges Island**

DEPART LW	ARRIVE GI	DEPART GI	ARRIVE LW
10:00 AM	10:45 AM	11:00 AM	11:45 AM
11:00 AM	11:45 AM	12:00 PM	12:45 PM
12:00 PM	12:45 PM	1:00 PM	1:45 PM
1:00 PM	1:45 PM	2:00 PM	2:45 PM
2:00 PM	2:45 PM	3:00 PM	3:45 PM
3:00 PM	3:45 PM	4:00 PM	4:45 PM
4:00 PM	4:45 PM	5:00 PM	5:45 PM

**Daily Service (7 Days a Week): Long Wharf to Spectacle Island**

DEPART LW	ARRIVE SI	DEPART SI	ARRIVE LW
10:30 AM	11:00 AM	11:30 AM	12:00 PM
12:30 PM	1:00 PM	1:30 PM	2:00 PM
2:30 PM	3:00 PM	3:30 PM	4:00 PM
4:30 PM	5:00 PM	5:30 PM	6:00 PM

**Daily Service: Long Wharf to Spectacle, Lovells, Georges, and Peddocks Island**

DEPART LW	ARRIVE SI	DEPART SI	ARRIVE LI	DEPART LI	ARRIVE GI	DEPART GI	ARRIVE PI	DEPART PI	ARRIVE LW
9:00 AM	9:30 AM	9:40 AM					10:05 AM	10:15 AM	
			10:55 AM	11:05 AM	10:30 AM	10:45 AM	11:40 AM	11:50 AM	
			12:10 PM	12:20 PM	11:15 AM	11:25 AM			
	12:45 PM	12:55 PM			1:15 PM	1:25 PM	1:40 PM	1:50 PM	
	2:20 PM	2:30 PM	2:50 PM	3:00 PM	3:10 PM	3:40 PM	3:55 PM	4:10 PM	5:00 PM

**Daily Service: Hewitt's Cove to Bumpkin, Grape, Peddocks, Georges, and Lovells Island**

Depart Hing	Arrive BI	Depart BI	Arrive Grape	Depart Grape	Arrive PI	Depart PI	Arrive GI	Depart GI	Arrive Lovell	Depart Lovell	Arrive Hing
8:45 AM 10:20 AM	9:15 AM	9:25 AM	9:50 AM	10:00 AM	10:35 AM	10:45 AM	11:00 AM 11:35 AM	11:10 AM 11:45 AM	11:20 AM	11:25 AM	10:10 AM
2:05 PM 3:40 PM	2:35 PM	2:45 PM	3:10 PM	3:20 PM	12:00 PM 1:15 PM	12:10 PM 1:25 PM	12:25 PM 4:20 PM 5:00 PM	12:35 PM 4:30 PM 5:10 PM	12:45 PM 4:40 PM	12:55 PM 4:50 PM	1:45 PM 3:30 PM
			5:50 PM	5:55 PM	5:25 PM	5:35 PM					6:05 PM

**Appendix B  
Fare Schedule**

**2018 Fares**

Adult	\$19.95
Child	\$12.95
Senior	\$14.95
Student/Military	\$14.95
Child Under 3	FREE
Family 4-pack	\$49
10 Ride Pass	\$150
Season Pass	\$225

## **Appendix C Courtesies**

### **Free or Reduced-Cost Access**

The Operator will be requested to provide the following:

- 5,500 free tickets during the Summer on weekdays. The Partnership will be providing these complimentary tickets to residents from underserved communities;
- 7,500 weekday tickets for access to underserved communities at the reduced rate of \$7.20 for children and \$12 for adults, with these reduced-rate tickets distributed by the Parties;
- Free transport to all Park staff (which include DCR, Partnership, NPS, concession employees, and volunteers). They will be transported at no cost on the regularly-scheduled early morning boat. These account for less than 20 round-trip users per day;
- Accommodation for a library pass program which provides *buy 2 for the price of 1* passes to local libraries. The program has 100 participating libraries in communities in southeastern and Metro-West Massachusetts, and generates about 1,000 2-for-1 passes a year.

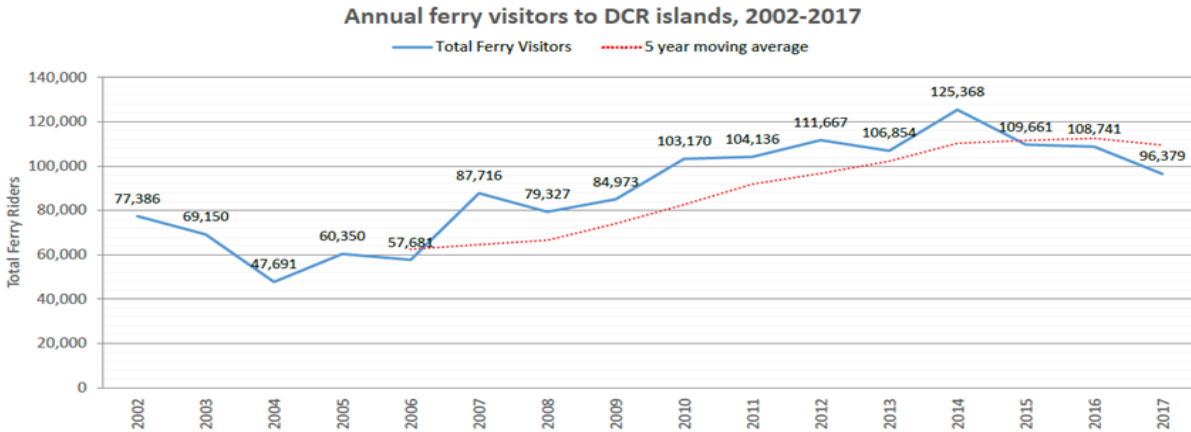
### **Additional Courtesy Sailings**

In addition to the regular scheduled sailing the Operator is expected to provide the following at rates to be agreed with the Partnership:

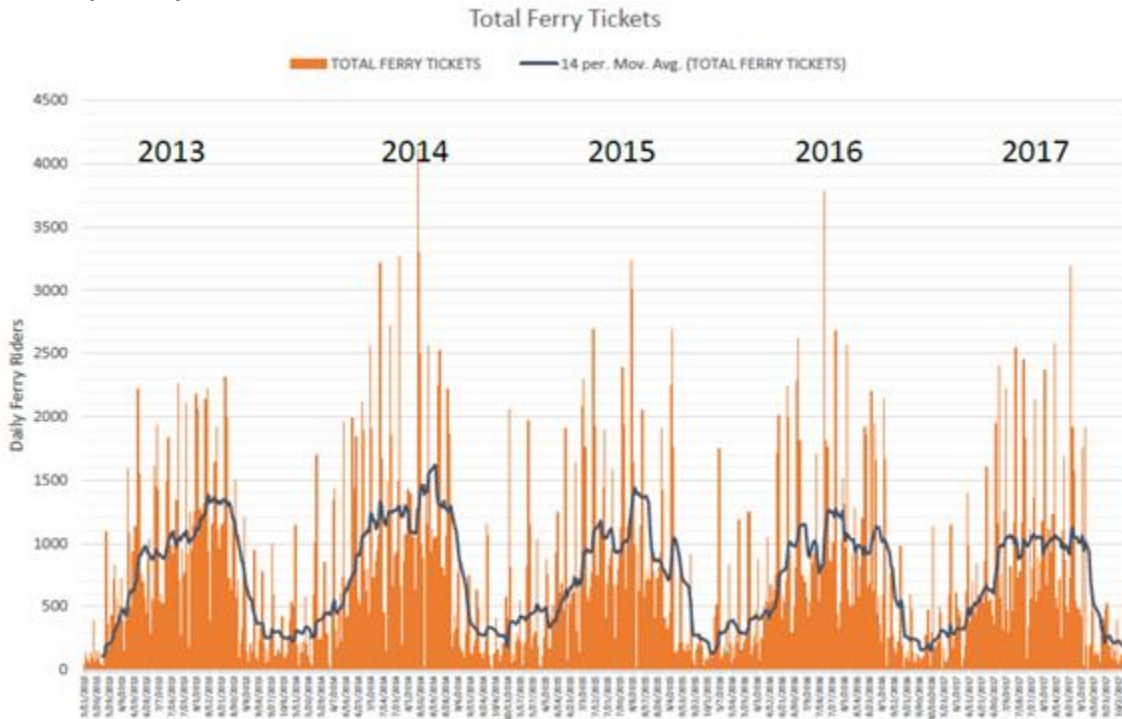
- A vessel to transport seasonal staff out to the islands one day in each of the two pre-season training periods;
- The Partnership raises funds to provide three Free Ferry days each season and will reimburse the Operator to reflect its operating costs;
- The Operator is expected to provide early morning service from Long Wharf to transport runners to Spectacle Island during the annual Fun Run, held on a Saturday in June;
- NPS, DCR and the Partnership co-sponsor four off-season cruises. In recent years, these cruises have included a Veteran's Day cruise, a Winter Wildlife Cruise in January which does not land on any island, a Winter Fortress Cruise in February to Georges Island, an Arts cruise in March to Peddocks, and a cruise in April which transports visitors participating in both DCR's Park Serve Day and NPS's Junior Ranger Day;
- The Operator is encouraged to provide free service to guests at the Partnership's Annual Gala on an evening in June.

## Appendix D Island Ferry Ridership Trends

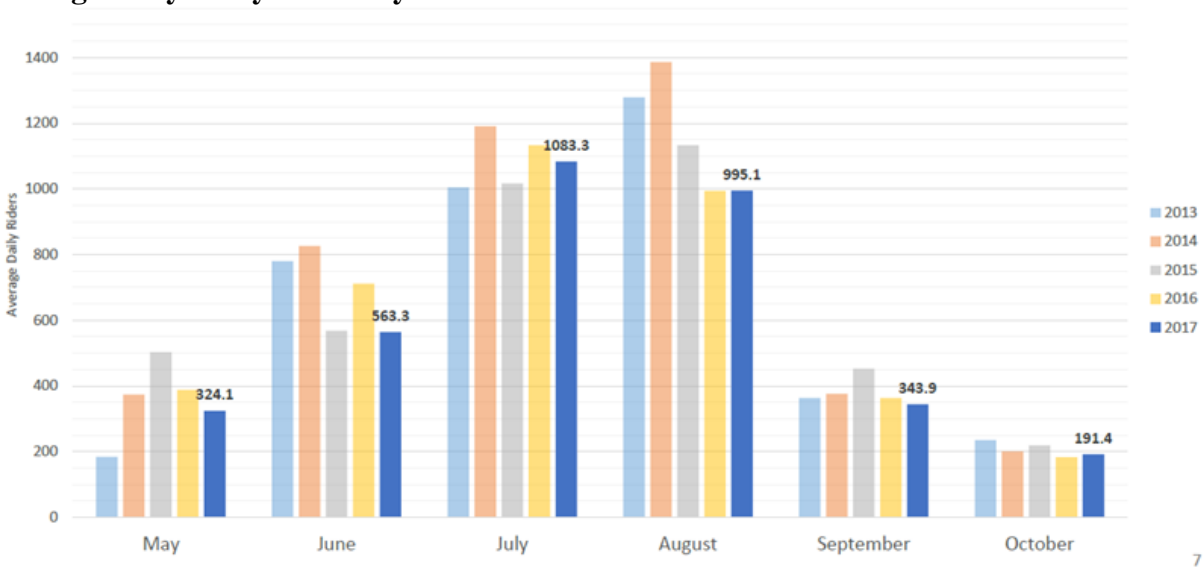
**Annual Visitors to Georges, Spectacle, Peddocks, Lovells, Grape, and Bumpkin Islands**  
This includes all ferry riders to the islands for 2002 to 2017



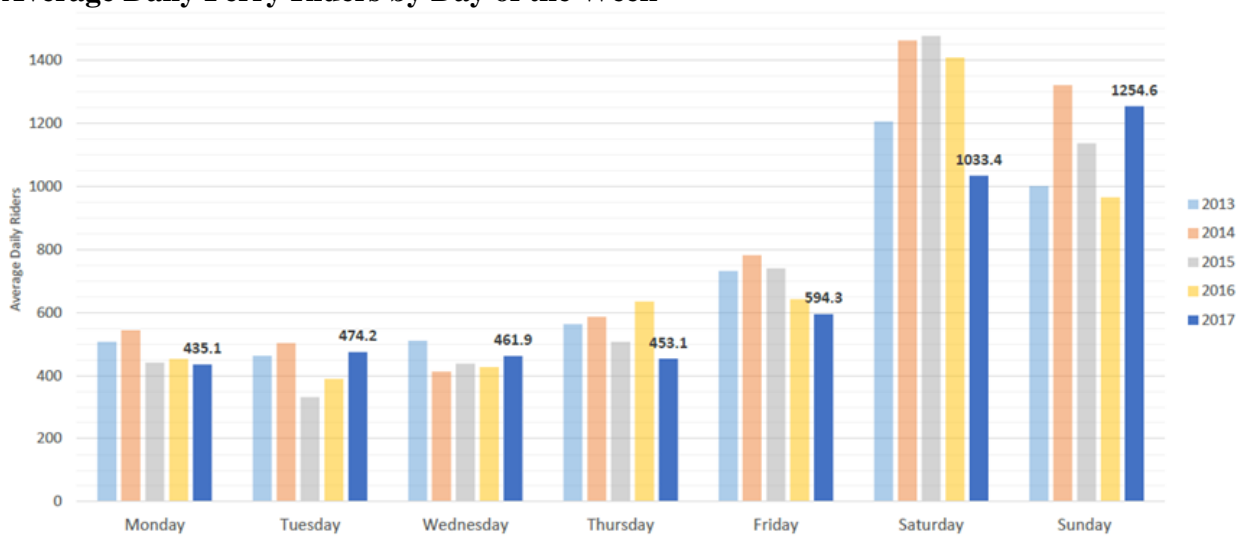
### Total Daily Ferry Riders since 2013



### Average Daily Ferry Riders by Month



### Average Daily Ferry Riders by Day of the Week



## **Appendix E**

### **Public Programming on the Harbor Islands**

Each summer, Boston Harbor Now works in partnership with NPS, DCR, the City of Boston, and a range of other partners to provide hundreds of free programs on the Islands. You can see an overview of the 2018 island events calendar online at [docs.wixstatic.com/ugd/34c5b0\\_0ad9cfd71c274045a52fe955f1306b35.pdf](https://docs.wixstatic.com/ugd/34c5b0_0ad9cfd71c274045a52fe955f1306b35.pdf) or explore by date at [www.bostonharbornow.org/events](http://www.bostonharbornow.org/events).