

EXHIBIT A

Casco Bay Lines Ferry Ticketing System

Concept of Operations

Introduction

Casco Bay Island Transit District (CBL), also known as Casco Bay Lines (CBL), operates a year-round ferry service to the islands of Casco Bay for passengers, vehicles, freight and domesticated animals. CBL transports over one million passengers, 35,000 vehicles and 500,000 pieces of freight annually. CBL also delivers the U.S. mail and transports students living on the islands to and from Portland. A wide range of scenic cruises and charter trips for celebrations, meetings and sightseeing are available as well. The CBL fleet includes five ferries.

FUNCTIONALITY OVERVIEW

CBL intends to purchase and deploy a commercial off-the-shelf ticketing system solution. The new system must be able to process the purchase of tickets for island commuters, scenic cruises, special events, vehicles, bikes and animals. The ability to generate itemized bills of lading for freight shipped to the islands by CBL is also required. The new system must also be able to integrate, by way of a data export, with the CBL's financial software system, Munis (developed by Tyler Technology). This document outlines the high-level functionality and concept of operation that CBL envisions for the new Casco Bay Lines ticketing system.

1. TICKET & OTHER SALES

1.1 Sale of Items

This system will be used primarily for the sale of passenger, domestic animal, bike and vehicle tickets and generation of freight bills of lading, but the new system must be able to process the sale of merchandise, food and beverages that may be sold at the ticket counter, onboard the vessels or at other point of sale locations (POS). All POS locations must be PCI compliant. Please see section 1.3 Ticket Types for all tickets the system must be capable of providing.

It should be noted that most tickets sold by CBL are NOT reservation based. This will be described in more detail in section 1.3 below.

Acceptable forms of payment will include:

- Cash
- Check
- MasterCard, Visa and Discover
- Gift Cards/Stored Value Cards
- Account-On-File Purchases

1.2 Point of Sales (POS) Locations

At the discretion of CBL management, it is essential that CBL customers must be able to purchase all ticket types, merchandise, and obtain freight bills of lading at the following PCI-compliant POS locations:

- The terminal ticket-window
- The freight-window
- An indoor kiosk at the terminal

- From CBL roving shoreside personnel using a mobile device
- Onboard the vessel via an offline system or onboard Wi-Fi or dedicated cell service
- An online store accessed via cascobaylines.com
- Mobile phone apps

It is desirable that CBL customers will be able to securely purchase tickets from Outdoor kiosks located on the islands serviced by CBL.

In the future it is possible that passengers will be able to purchase tickets at alternate locations, such as:

- 3rd party locations such as hotels, island retailers, chamber, etc
- 3rd party websites such as Groupon, Travelocity, Expedia, etc.

1.3 Ticket Type

CBL has a variety of passenger and other ticket types. Tickets will be sold based on the passenger's island destination and/or the name of the scenic cruise, chartered cruise or special event. Most tickets are sold as general admission, but some tickets are reserved (limited capacity) tickets.

General Admission Tickets: These tickets have no defined boarding date or time and capacity limits are not calculated at the time of sale. Passengers will board on a first come first served basis. Expiration of these tickets varies based on ticket category. These tickets can be purchased as a single use, 5-use book, monthly or annual pass. The following ticket types are general admission:

- Island Destination Tickets (Peaks, Little Diamond, Great Diamond, Diamond Cove, Long Island, Chebeague, and Cliff islands)
- Scenic Cruise Tickets (Sunrise, Sunset, Mail Boat, Moonlight, Diamond Pass, Baily Island)
- Bike Tickets
- Domestic (cat or dog) Animal Ticket (except service animals)
- Vehicle Tickets to Peaks Island

Reserved Tickets: These tickets will be date-specific and capacity will be limited and calculated at time of sale. The following ticket types require reservation of a ticket:

- Special Event Tickets (Music cruises and annual/holiday events)
- Chartered Events (weddings, parties, lobster bakes, etc.)
- Vehicle Tickets to Down Bay Islands

Currently, all ticket types are considered round trip and are collected in Portland at boarding. Special event and scenic cruise passengers do not typically disembark and will return to Portland on the same vessel. For passengers traveling to a specific island, round trip passage is defined as transportation to that island from the Portland terminal with return on a different boat and no ticket required when embarking from the island. In the future, ticket sales to island destinations may be based on one-way travel to that island. Implementing this type of operational change will require either changes to the paper ticket format, purchase of a separate inbound ticket, or, the ability for passengers to purchase tickets onboard the vessels, online or on mobile devices.

Freight Bills of Lading: Freight will be explained in more detail below in section 1.6.

1.4 Fare Type

CBL passenger fares differ for each island and separate tickets must be purchased for adults, children over 5, domestic animals and bikes. Ticket fares are based on peak season and off-peak season with discounts for various passenger categories and pass options for frequent riders. General fare tickets are full fare adult tickets. Discounted tickets are sold to passengers that fit the following categories (which also applies to bike tickets):

- Child Ticket for ages 5 – 13 (children under 5 ride free)
- Senior (age 65+)
- Transportation Disabled (with a Medicare Card, an out of state disability card, or a pass verified by local transit agency)
- Commuter (5 round trip tickets, which expire after 15 days)
- Monthly pass (with options for bike and animal add-ons)
- Annual pass
- School Pass (issued by Portland School District)
- Discount coupons (such as AAA)

Currently, discounted tickets may only be purchased from the terminal ticket window and require appropriate identification. In the future it may be possible for customers with validated IDs to purchase discount tickets online. In addition to the half fare categories listed above, volume discounts are also offered for groups of 20 or more on cruises and for promotional purposes only, however this discount currently requires coordination with the Group Sales Team.

1.5 Car Ferry

Car ferry service is offered to Peaks Island and to the following Down Bay islands (Great Diamond, Long Island, Chebeague Island, and Cliff Island). Two vessels are used for the transport of vehicles: the Machigonne and the Maquoit. As with passenger service, rates vary by peak season and off-peak season. The process for purchasing vehicle transportation is different for Peaks Island and the Down Bay islands. Tickets are used for vehicles going to Peaks Island, whereas vehicles going to the Down Bay Islands are handled as freight. Each is described below:

Peaks Island: Vehicle transport to Peaks Island is served by the Machigonne car ferry on most trips throughout the day. All vehicle tickets to Peaks Island are based on a round-trip fare. Non-commercial vehicle tickets to Peaks Island are purchased without reservation at the ticket window, and on occasion, at the freight window. Purchase of the ticket can be made at any time, but the vehicle must be in the car ferry staging lane at least 15 minutes before departure time and is first come, first served. The vehicle ticket includes transportation of the driver only, any additional passengers need individual tickets. Peaks Island car ferry rates are based on tariff rates adopted August 1, 2018 (see Exhibit D).

For an additional fee, commercial vehicles may reserve a spot on the car ferry. Commercial vehicles carrying freight are subject to a maximum charge for the additional freight.

Down Bay Islands: Vehicle transport to the Down Bay islands is served by the Maquoit. This is not a regularly scheduled service and reservations are required. Unlike the Peaks Island car ferry, vehicle transport Down Bay is one-way. Like Peaks Island, they are taken on a first-come, first-served basis. Same-day round-trip service is not available for any vehicle going to the Down Bay islands. Due to the limitations of schedule, tide, and weather; reservations should be made as far in advance as possible, and transportation on the requested date and time cannot be guaranteed.

All vehicles departing from Portland to Down Bay Islands must be at the terminal at least 90 minutes prior to departure and any exceptions must be discussed in advance. Vehicles departing from island piers must be on the pier 1/2 hour in advance of the published departure time. Down Bay car ferry rates are also based on the tariff rates.

1.6 Freight

CBL ships over 500,000 pieces of personal and commercial freight every year. Any item which cannot be reasonably and safely carried by a passenger in a single boarding, in hand or an allowed personal carrier, must be shipped as freight. All freight is shipped in accordance with the CBL tariff terms as detailed in the document adopted on August 1, 2018 by the Maine Public Utilities Commission (PUC) (see Exhibit D)

Freight must be booked at the freight window and requires the passenger/shipper to pay in advance of shipment. Acceptable forms of payment include: cash, check, credit card swipe, or charges to customer accounts-on-file. Accounts-on-file will be charged to a credit card for "settled" transactions or charged "on-account" for "receivable" transactions, which are subject to a 1% finance charge with a maximum term of 60 days. With limited exceptions, freight is paid for one-way transport. Anything shipped back to Portland is considered "Upfreight" and must also be paid for in advance. When items are shipped by UPS, Fed Ex or other 3rd party shippers, payment arrangements must be made in advance if the 3rd party shipper will not cover the freight costs. UPS and Fed Ex pay CBL the cost to ship to the islands and have accounts-on-file. For credit card-on-file transactions, CBL requires that the new system be capable of securely storing credit card information, on an account-by-account basis, in a PCI compliant manner.

Freight transactions are currently recorded at the freight window using "SagePro" software. The transactions are exported weekly for a manual import into the Munis General Billing module and customers are billed monthly. It is preferred that the new system have the ability, in the same program, to capture all information required for the processing and billing of freight transactions as outlined in the Munis import file formats provided (see Exhibit E).

Rates for freight vary by peak and off-peak season and are based on type, weight or board footage calculation of the item as identified in the tariff rate chart approved by the PUC (see Exhibit D). Although some freight charges are based on weight, it should be noted that CBL does not have a commercial scale onsite. When applicable, each article will be charged for at its authorized estimated weight at the applicable rate per article. Lumber is charged by the board foot. Freight transactions can be summarized as: basic transaction, hold items, quotes and prepaid items. Each type is described below:

Basic Transaction: Personal Freight is the simplest. The customer arrives with their items and checks in at the ticket window. They receive a copy of their bill of lading as well as a credit card receipt if applicable. Freight is loaded on and off boats by vessel

crew. Another common scenario is that a delivery arrives for the customer and the customer is not present, but that customer has an account or a credit card on file. The transaction is processed in the same way and the bill of lading is attached to the shipment, so the customer knows how much they were charged.

Hold Items: A more complex delivery involves getting in touch with a customer who does not have an account or credit card on file and a credit card is taken over the phone. To do this, the agent must first input whatever items are delivered and get a total due for shipment. Currently the customer is immediately contacted to complete the transaction. During busy times, the items are placed on hold until staff has time to call the customer for the credit card information needed to complete the transaction. Occasionally the customer is unknown or new and it takes more time to track them down. A hold report is currently generated showing pertinent transaction details, Name, Date, Carrier, Invoice amount etc. allowing for follow up of transactions on hold. The ability to easily key in a credit card is necessary for this type of transaction

Quote: occasionally a customer will ask for a quote on an especially complex order. Currently the Hold Function is used for this purpose, but the ability to quote and hold that quote separate from the actual holds (transactions where money is owed) would be helpful.

Prepaid items: A customer who does not have an account or credit card on file will often call to pay for a shipment arriving later in the week. Like the quote, we do not have the ability to flag an order which has been paid, but the actual arrival and shipment of the item has not taken place. Ideally, the actual ship date and time would get attached to the transaction at that time for accurate record keeping.

Given the constraints and variability when it comes to loading and shipping freight, the system must be able to track freight status and CBL staff must be able to search for freight items by customer name, date, destination, and other fields that will be useful to quickly answer inquiries relating to shipments of freight. The required functionality is described below:

Search Function: The system must be able to track freight status and CBL staff must be able to search for freight items by customer name, date, Item, destination, and other fields that will be useful to quickly answer inquiries relating to shipments of freight. A customer may call with an inquiry, another may call telling to alert staff that there is an item CBL delivered sitting on a dock and it hasn't been picked up (for example a dishwasher). CBL is a 365 day a year, 5:00 am to Midnight operation so an agent receiving the call might very likely have been off duty when the item was processed and shipped. Ease of search creates a more seamless experience to a customer who has shipped but still has questions concerning their shipment.

Speed and partial word look-up: The ability to quickly input complex freight transactions is very important in this dynamic environment. The agent is required to fill in several items to complete every transaction. Currently free form fields are Carrier, Consignee, ship to, agent initials and time. A pick list for islands is available with a number assigned to each island for quick input. Line items are searched by inputting the first few letters of the item. For example: Groc will bring up Groceries, Groceries per 100 lb., Groceries oversized: Large tote or Cooler, Groceries Cart. The agent can then pick which is applicable.

1.7 Physical Ticket Type

Tickets purchased at the terminal ticket counter and terminal kiosks will be two-part printed tickets. These tickets will have the island destination, scenic cruise name or special event printed on the ticket. In addition, expiration date and other general information about CBL and disclaimers will also be printed on the ticket. Note: CBL currently prints bar codes for use by handheld scanning devices. Although used at POS location for refunds, the wireless hand held scanners are seldom used for ticket collection due to time constraints and hardware malfunctions. Other technology that can be used for ticket validation and data collection at time of boarding will be considered. For any online sales, tickets can be printed by the passenger and will include the same information as tickets printed at the ticket counter and self-serve kiosk. CBL does not currently have mobile ticketing capabilities but would like that as a ticketing option for passengers in addition to paper tickets.

2. TICKET COLLECTION, BOARDING & LOADING

2.1 Passengers

The current method for collecting tickets for island and scenic cruise ticketholders is at the time of boarding. It is desired to have the ability to electronically validate tickets while boarding up to 599 passengers in 10 minutes. However, as mentioned above, CBL has unsuccessfully experimented with handheld ticket scanners. Hardware malfunctions and delays caused during peak passenger boarding made consistent use of the scanners impractical.

That said, CBL is open to the implementation of scanning devices that can overcome the challenges faced in the past, or other technologies that can be used for ticket validation and data collection. It's important to note that a deckhand is the individual that collects tickets and is also responsible for passenger and vessel safety, answering questions, and chatting with passengers as they board. As a result, the ticket validation process should not require two hands and it should not require the deckhand's eyes to be fixed on a scanner, screen or other device while passengers are embarking. At a future time, it is possible that ticket validation will be done in advance of boarding, but this concept has not yet been developed and queuing space is limited.

2.2 Vehicles

Non-commercial vehicle transport to Peaks Island is first come, first served (opposed to a reservation system). Vehicles going to Peaks Island must be in line in the car ferry staging lane at least 15 minutes before departure time to Peaks. The exception to the first come, first served rule, is the transport of commercial vehicles that have made a reservation to Peaks Island. These vehicles will be guided to a vehicle lane by CBL staff for ticket collection and boarding. Vehicles heading Down Bay are based on reservation and must be in the car staging lane 90 minutes prior to departure from Portland and 30 minutes prior to departure from the island of pick-up and are loaded onboard the vessel by a CBL crew member.

2.3 Freight

Bill of lading creation and payment for freight occurs at the time of freight check-in as described in section 1.6. Customers place a decal on their freight indicating which island the freight will be shipped. They receive a copy of their bill of lading as well as a credit card receipt if applicable. Freight is loaded on and off boats by vessel crew. Personal freight must be unloaded and checked-in no later than 30 minutes before departure. Late freight will usually not make the preferred boat. Lumber, appliances, furniture, and commercial freight must be checked in at

least one hour prior to departure and will be shipped on a space-available basis (usually the same day). There may be occasions when space constraints will cause an early cutoff. When this happens, passengers are not required to travel with their freight.

3. DATA COLLECTION & REPORTING

It is expected that the new system will capture valuable information about passengers, ridership, sales, and other information without causing undue inconvenience for passengers and/or staff regarding the collection and recording of their personal data. The current and future practice is that passenger names and contact information will not be required to purchase a ticket. However, programs that incentivize passengers to provide this information (e.g. loyalty cards), will be considered for generating promotional mailing lists.

Extensive reporting and the ability to create custom reports using industry standard reporting tools should be part of the new ticketing system. Examples of standard reports include:

- Total sales – peak times, daily, weekly, seasonal, sales agency, POS device
- Sales by fare type – full-fare, child, senior, transportation disabled, etc
- Freight reports
- Daily cashout reports

4. ACCOUNTING

CBL uses the Tyler Technology enterprise financial and accounting software known as Munis. The new ticketing system must be able to integrate with the various Munis modules designed for “Miscellaneous Cash” and “General Billing” transactions as outlined in the Munis specification documents.

Customer purchases that are settled immediately (paid at time of purchase) must be stored in the system with the data needed for integration with the Munis module, “Miscellaneous Cash” (see Exhibit E). The system must also store the information required for (accounts receivable) billable purchases and integrate with the Munis module “General Billing” (see Exhibit E). For account-on-file purchases with CBL, all receivables are managed from within Munis and invoices, as well as statements, are produced from Munis and mailed, or emailed, to customers. Invoices in the ticketing/POS system will need to be “cleared” or “applied” upon export into Munis without it being a manual process.

5. NETWORK ARCHITECTURE

It is undecided whether the ticketing system software and database will be installed on physical servers located in the CBL server room and maintained by CBL staff and IT consultants, or if it will be hosted and maintained by vendor at a remote location. A combination of the two options is also possible. Internet-based systems must have the ability to work offline in the event of an internet outage. The final network architecture will be dependent on the costs and benefits of the various options.

Irrespective of server location, the system will consist of a centralized database with the following nodes:

- Primary ticketing and freight POS terminals
- Wired ticketing kiosks
- Wireless and cellular remote POS devices
- Back office workstations.

- Food and beverage POS terminals onboard select vessels

Although remote POS is not part of the current CBL operation, it is possible that remote ticket and merchandise sales will be available onboard the vessels and at island locations in the future.