

Evaluation of Options

	Option	Pros	Cons
1	Status Quo	<ul style="list-style-type: none"> ▪ No new capital and debt requirements ▪ Staffing levels are maintained 	<ul style="list-style-type: none"> ▪ Environmental impacts due to travel time ▪ Operator inefficiency/downtime ▪ High ferry cost
2	Build New Shop	<ul style="list-style-type: none"> ▪ Convenient location ▪ Work efficiency gains ▪ CNG compliant ▪ LEED compliant ▪ Enhanced relationship with BU's ▪ Increased throughput 	<ul style="list-style-type: none"> ▪ High initial cost to build ▪ New capital and debt requirements
3	Buy or lease a building	<ul style="list-style-type: none"> ▪ Work efficiency gains ▪ CNG compliant ▪ LEED compliant ▪ More capacity for parts delivery and inventory management 	<ul style="list-style-type: none"> ▪ High initial retrofit cost ▪ Increased cost to ferry ▪ Fleet no longer on site ▪ Inability for driver waiting repairs
4	Out source	<ul style="list-style-type: none"> ▪ Reduction in Fleet facility costs (close Shepard facility) ▪ FTE reduction 	<ul style="list-style-type: none"> ▪ Loss of driver wait repairs ▪ Increased ferry costs ▪ Need for contract management ▪ Job loss ▪ Union pushback ▪ Not first priority
5	In-source (Manchester)	<ul style="list-style-type: none"> ▪ In-source the work ▪ Centralized parts 	<ul style="list-style-type: none"> ▪ Increased ferry costs ▪ Increased operator inefficiency/downtime ▪ Relocation of Fleet FTE's ▪ Manchester not CNG compliant