

- **Focus on Core Mission:** Control operating costs in non-core areas (including long term pension and retiree healthcare costs)
- **Customer Service Improvement:** Improve company/customer service
- **Technology:** Partner with firms who can deliver service with most contemporary technology and fresh perspectives
- **Speed:** Improve agility or reduce processing cycles
- **Flexibility:** Improve ability to respond to the market and customers
- **Scalability:** Improve efficiency by allowing the company to expand or contract services quickly – create more variable cost structure
- **Business Risks:** Reduce business risks or improve business continuity
- **Integration:** Collaborate with best-in-class business partners



- Automated Fare Collection Technology and Cash Handling Operations
- Marketing Communications (Charlie Store retail operations, Marketing and Web Services, Call Centers)
- Materials Management and Warehouse Logistics
- Third Party Administration of Employee Leave Deferred Compensation Programs
- Cleaning and Elevator Maintenance (currently outsourced)
- Transit Police Dispatch
- Telecom Spend Management



## 13 companies responded to the AFC Services RFI

First Data Government Solutions, LP

Wells Fargo

ACI Worldwide

Trapeze Group

Xerox

Cubic

Thales Transport & Security

Vix Technology

CHyp USA Inc.

Accenture

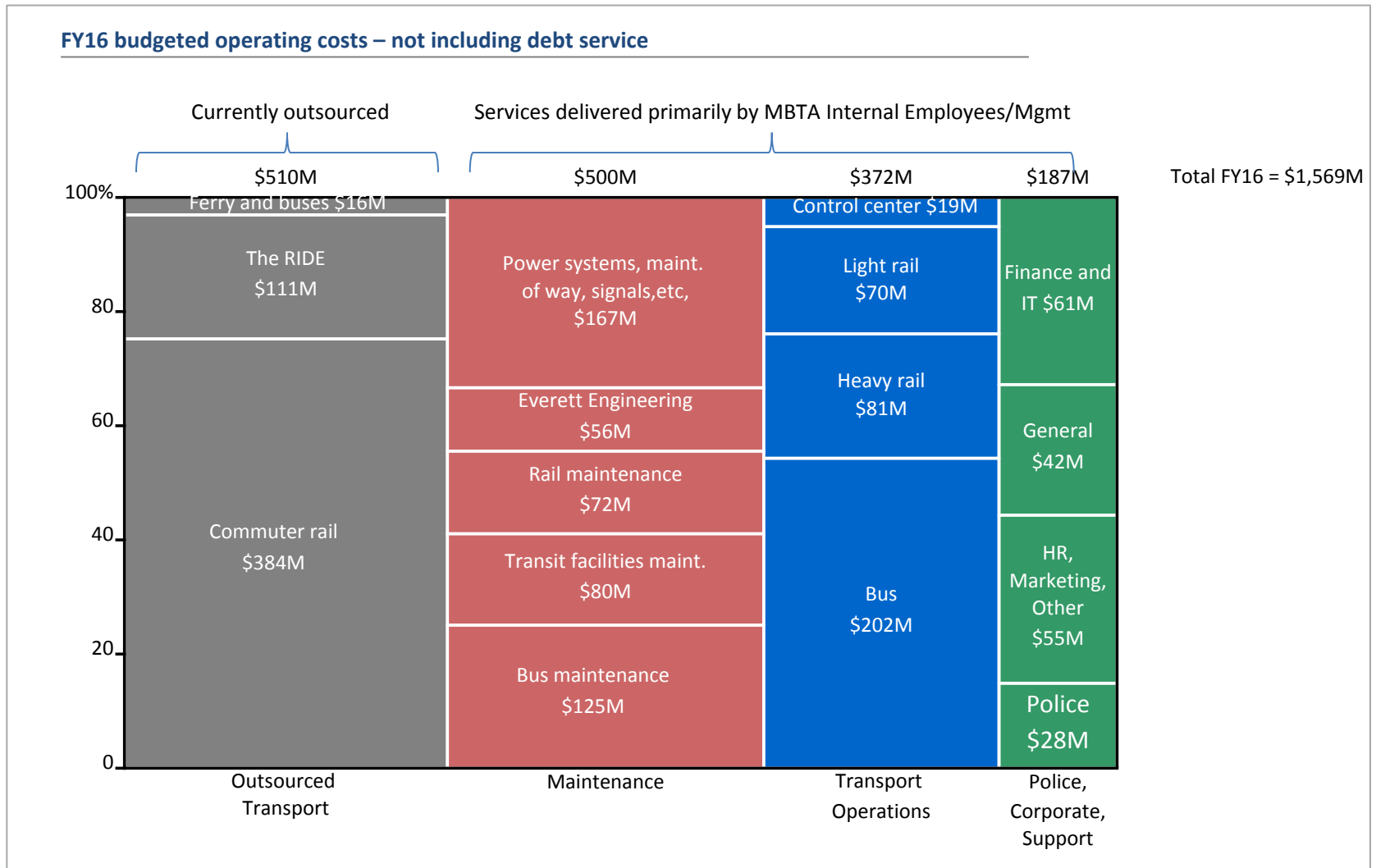
Scheidt & Bachmann

Masabi

InCommon

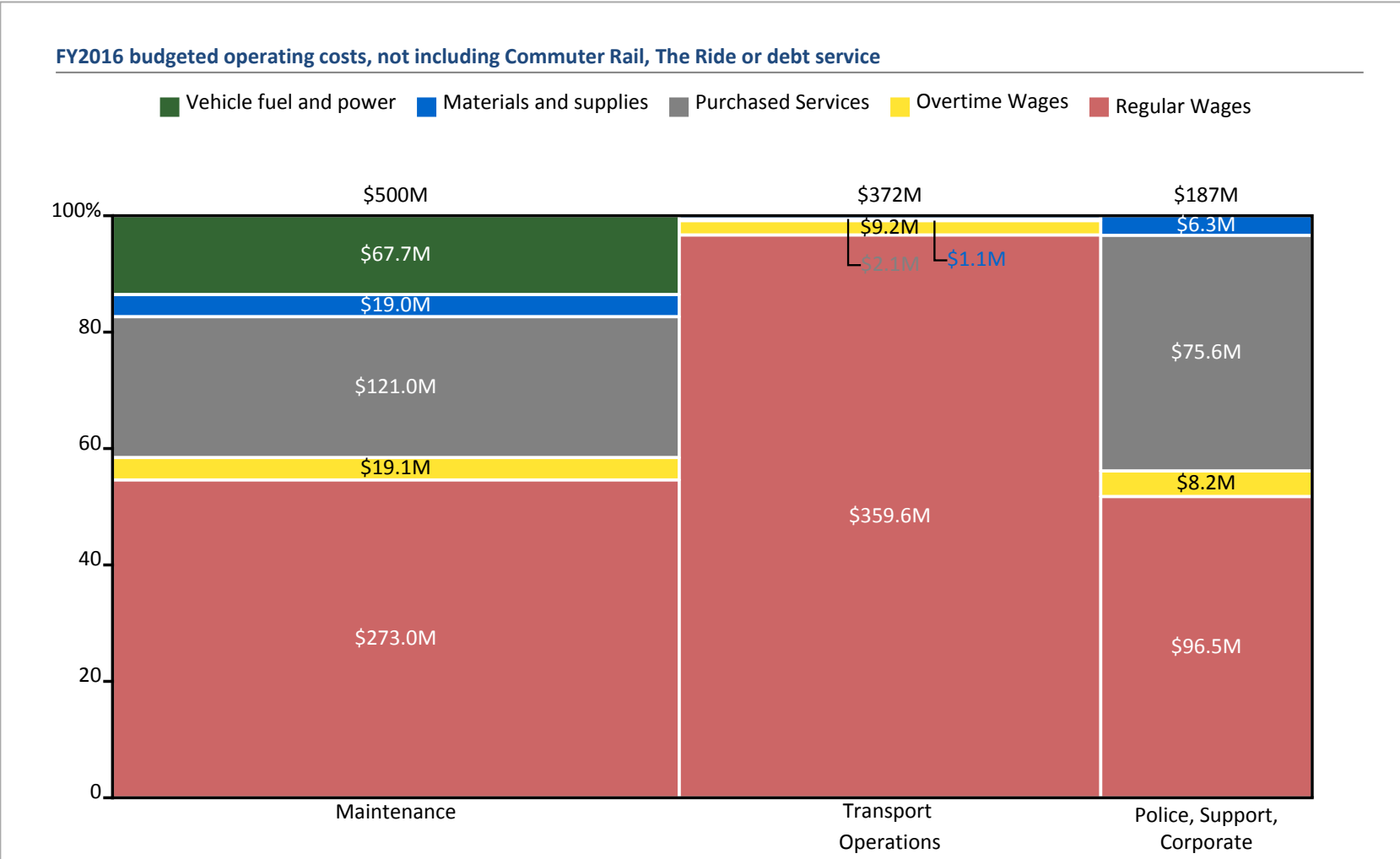


# Total MBTA operating expenses (not including debt service) for FY16 are forecast at \$1.6B



NOTE: Some bus and rail maintenance costs (e.g. Vehicle engineering at Everett) are not contained under the bus and rail maintenance depts.

# Excluding Commuter Rail and The RIDE, MBTA FY16 forecast operating expenses are \$1B, of which wages & benefits are 72%



NOTE: Benefits and payroll taxes are allocated according to regular wages

