

SURFACE TRANSPORTATION

DESCRIPTION

The Surface Transportation Business Unit is responsible for all ground-based transportation services operated and provided by NFTA. Such services include fixed-route bus and rail routes, paratransit and other non-traditional transit services, and intercity bus terminals in Buffalo and Niagara Falls. Surface Transportation units include Metro (fixed-route bus and rail), Marketing, Service Planning, Special Services (paratransit PAL), Transportation Centers (bus terminals and Central Services), and Customer Service.

The mission of the Surface Transportation Business Unit is to enhance the quality of life of residents and visitors by providing the highest level of safe, clean, affordable, responsive and reliable transportation through a coordinated and convenient bus and rail system. Our vision is to support the effective coordination and partnership with public and private entities in continuously improving transportation services to promote regional growth. The range of mobility services we will provide includes traditional bus and rail lines, circulator routes, employer shuttles, paratransit, bicycle programs and pedestrian enhancements. Our goal is to achieve a reputation as the best transit system in the United States.

1.0 METRO

Metro provides comprehensive fixed-route urban and suburban public transportation services within the Erie and Niagara county service area. Metro's 299 fixed-route big buses, 77 Paratransit PAL vans and 27 rail cars operate up to 21 hours per day, seven days per week, to serve residents of the Buffalo-Niagara Metropolitan Area. There are 53 bus routes on which Metro operates nearly 8.6 million annual bus miles, and one rail route on which 819,665 annual car miles are operated. Each weekday, Metro carries approximately 50,000 passengers on buses and trains. In FYE 23, 14.3 million customers used Metro.

Metro consists of two operating divisions, Bus and Rail. Metro Bus consists of three operating locations and two units including Bus

Transportation Service and Bus Maintenance. Metro Rail encompasses one operating location and two units including Rail Transportation Service and Rail Maintenance. In addition, the Transportation Support department is included within Metro. There are 1,169 budgeted positions in these units.

It is the primary responsibility of each operating location to provide service to the public as scheduled. This involves managing a properly trained workforce of transportation and maintenance professionals of an adequate, cost-effective size; monitoring and enhancing the quality of service; and adjusting service as required to accommodate service needs.

The Transportation Service Departments in the Bus and Rail divisions are responsible for supervising transit service and control center operations. Their functions include the continuous monitoring of service delivery with corrective action when problems occur, responding to emergencies, providing service to special events, coordinating transit service with construction projects, and communicating with operators and maintenance personnel.

Major Bus Maintenance activities are performed at the Cold Spring Shop. Such activities include major component change-out, bodywork, painting, engine and transmission rebuilding, parts reconditioning and structural repairs, radio maintenance and farebox maintenance. Shop employees also maintain the bus garage facilities, bus stop signs and bus loops.

Maintenance of the rail physical infrastructure is the responsibility of Metro Rail Maintenance. Among the physical plant elements that require a high level of ongoing maintenance are the track, communications systems, fare collection system, ventilation system, train control system, the electrical distribution system, and the stations and tunnels.

The Transportation Support Department is responsible for new operator training, oversight of the bus communications system, and the issuance of system operating notices.

2.0 SERVICE PLANNING

The Service Planning function ensures that convenient, cost-effective transit services are available to meet the mobility needs of the public. This is accomplished through a complex and dynamic process involving continuous measurement and estimation of ridership demand, followed by the development of convenient, cost-effective operating schedules to meet that demand. Service Planning reports and evaluates Metro ridership/route performance statistics.

3.0 SPECIAL SERVICES

Metro's Special Services unit is responsible for the overall direction of complementary paratransit service (PAL), as required by the Americans with Disabilities Act (ADA). PAL serves individuals who are unable to use Metro's regular, fully accessible fixed route bus and rail system. In addition, this unit is responsible for managing MetroLink and non-traditional transportation services, such as airport shuttles, college circulators, vanpools and, employer shuttles, provided by Metro either directly or through agreements with private providers and/or outside agencies and Metro's reduced fare program which allows services and people with disabilities to ride at a reduced rate.

4.0 TRANSPORTATION CENTERS

The Transportation Centers unit maintains the Metropolitan Transportation Center including NFTA corporate offices located at 181 Ellicott Street in Buffalo, the Transportation Centers in Niagara Falls, the Operations Control Center and Transit Police Headquarters. This department provides building maintenance and janitorial services to present a clean, comfortable and safe environment for NFTA employees and the traveling public. This unit also monitors and performs services for the tenants of various facilities.

5.0 CUSTOMER CARE

The Customer Care department is responsible for providing the public with quality bus and rail information. This is achieved through the operation of a customized automated telephone information system (IVR) along with an automated trip planner (ATIS) that is accessible to

the public via the NFTA website. The Customer Care department processes nearly 47,994 calls annually. Currently, the automated trip planner is utilized by agents and customers in planning more than 12,586 trips per month, and the automated system provided information to riders over 151,032 times in 2022/23. Along with being responsible for resolving customer complaints and providing trip information, the department also administers the Emergency Ride Home Program.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Goal</u>	FYE 24 Current <u>Estimate</u>	FYE 25 <u>Goal</u>
<u>Financial</u>				
Total Passengers	14.55M	15.00M	15.40M	16.00M
Passenger Fares	\$24.41M	\$25.00M	\$24.80M	\$24.80M
Farebox Recovery:				
Fixed	19.20%	17.00%	16.50%	16.50%
Paratransit	5.60%	6.00%	5.00%	5.00%
Rail	10.20%	9.00%	9.00%	9.00%
Cost per Revenue Hour:				
Fixed	\$168.35	\$185.49	\$185.31	\$185.31
Paratransit	\$102.67	\$115.57	\$112.07	\$112.07
Rail	\$422.17	\$422.11	\$457.71	\$457.71
Rail Fare Evasion	0.36%	1.00%	1.09%	1.09%

Customer Service

Complaints Received per 100k Boardings	2.60	2.90	2.90	2.90
Commendations per 100k Boardings	0.81	1.00	1.00	1.00

	FYE 23 <u>Actual</u>	FYE 24 <u>Goal</u>	FYE 24 Current <u>Estimate</u>	FYE 25 <u>Goal</u>
<u>Productivity</u>				
Attendance Rate	93.6%	93.0%	93.5%	93.5%
Big Bus Miles Between Svc Interruptions	9,166	8,900	10,000	9,500
Small Bus Miles Between Svc Interruptions	110,446	78,000	46,000	50,000
Hybrid Bus Miles Between Svc Interruptions	8,424	7,000	9,500	7,500
On-Time Performance	82.6%	82.0%	83.0%	83.0%
<u>Safety</u>				
Recordable Injury Rate	4.0	5.9	5.5	5.9
Cases with Days Away Rate	3.0	3.9	3.9	3.9
Days Away Rate	156.5	244.1	150.0	244.1

KEY POINTS

- Bailey Avenue Bus Rapid Transit
- Continued rail station improvements including elevator and escalator upgrades.
- Enhance customer amenities with Real Time Information Next Bus, Interactive Voice Response, and Bus Shelters.
- Advance service and station expansion design/construction and funding opportunities involving both DL&W and Amherst-Buffalo Corridor.
- Fare Collection System Replacement Completion
- Pursue funding for Electric Bus Charging Station Construction and Fleet Procurement
- Citizens Advisory Committee (CAC) ongoing
- Continue working with COB cars on Main Street project
- Continue Bus Stop Balancing

PROGRAM AND SERVICE OBJECTIVES

- Maintain on-time performance and reduce service interruption.
- Workforce retention and hiring initiatives
- Customer safety and security campaign
- Reduce number of recordable accidents and cases with days away.
- Increase employee attendance rate.
- Continue to maximize efficiency of paratransit service.
- Increase MTC & NFITC revenue opportunities with advertising and vendor upgrades
- Continue to improve productivity and cost effectiveness of Metro services

BUFFALO NIAGARA INTERNATIONAL AIRPORT

DESCRIPTION

The Buffalo Niagara International Airport (BNIA) is the primary commercial air service airport for Western New York and Southern Ontario. BNIA provides safe, high quality, and reliable scheduled air passenger and cargo services. The mission of BNIA is to provide quality aviation services and facilities in a manner that enhances customer service and is cost effective.

In 2018, BNIA was ranked number one in overall customer satisfaction among all medium sized airports in North America according to a passenger survey conducted by J.D. Power & Associates.

In 2022, BNIA completed a multi-year terminal enhancement project to renovate and expand the baggage claim area to improve passenger traffic patterns, terminal access, and security. New construction included a 41,000 sq. ft. two-story addition on the east side of the terminal's main entrance and an 11,000 sq. ft. single-story addition on the west side. In addition, 39,000 sq. ft. of renovations were made to the previous baggage claim and security check point areas.

Seven scheduled airlines fly out of BNIA handling approximately 5 million passengers annually.

The 1,000 acres of airport property includes two runways (8,827 ft. and 7,161 ft. in length), an FAA Air Traffic Control Tower, Weather Observatory, Aviation Fuel System, General Aviation Facility, Transit Police Station, and an Aircraft Rescue and Firefighting (ARFF) facility.

The BNIA Passenger Terminal is a modern, comfortable facility equipped with 25 airline gate positions that includes 2 international gates. The terminal features an efficient security screening area, a state-of-the-art baggage handling system, and a variety of food, beverage, and retail offerings. The terminal is supported by conveniently located parking facilities that provide over 7,500 parking spaces and offer free shuttle services.

A state-of-the-art air cargo facility including 1,000,000 square feet of apron area is located on the airport complex. Two scheduled air freight forwarders based at the facility handle the majority of the 88 million pounds of yearly cargo.

BNIA enjoys the reputation of providing exemplary snow removal services known throughout the airline industry and was one of the first airports in the country to use an environmentally friendly glycol treatment system during winter operations.

PROGRAM AND SERVICE OBJECTIVES

- Achieve optimal standards of performance in relation to delivering high quality customer service and satisfaction.
- Operate first class public parking facilities in a manner which makes customer service the hallmark of the operation but still maximizes returns to the Authority.
- Increase the number of passengers utilizing BNIA by aggressively improving service to several key business markets and maintaining service and low air fares to key leisure markets.
- Maximize BNIA long term parking market share through sales and marketing to major local corporate travelers and contingent market radio advertising campaigns.
- Implement a long-range plan to maximize usage of the expanded terminal space.
- Support unit and snow equipment replacement program to ensure safe air carrier operations.
- Promote and facilitate a safe working environment for BNIA employees, with an effort toward minimizing employee injuries and reducing workers' compensation expense.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original</u> <u>Budget</u>	FYE 24 <u>Current</u> <u>Forecast</u>	FYE 25 <u>Budget</u>
FAA Regulations	100%	100%	100%	100%
Total Passengers	2,120,062	2,400,427	2,276,922	2,474,589
<u>Revenue per passenger:</u>				
Parking lot revenue	\$8.55	\$9.94	\$8.98	\$10.81
Auto rental	\$3.48	\$3.46	\$3.61	\$3.70
Food, beverage & retail	<u>\$1.19</u>	<u>\$1.18</u>	<u>\$0.98</u>	<u>\$0.98</u>
Total	\$13.22	\$14.58	\$13.57	\$15.49

NIAGARA FALLS INTERNATIONAL AIRPORT

PERFORMANCE INDICATORS

DESCRIPTION

Niagara Falls International Airport (NFIA) is a joint-use military/general aviation airport that provides commercial passenger and air cargo service.

NFIA, which is situated on 1,100 acres of property, has a 9,829-foot main runway as well as two general aviation runways (5,188 and 4,030 feet). A 72,480 square foot state-of-the-art terminal building was opened in December 2009. Spirit Airlines and Allegiant Air have been providing year-round scheduled air services for the past decade, handling approximately two hundred fifty thousand passengers annually (pre-pandemic). As of summer 2022, Spirit Airlines has not yet fully resumed year-round service after pausing flight operations in October 2020 due to COVID-19 industry impacts. There are nearly 2,000 parking spaces located on or near the terminal building grounds with free passenger shuttle service. In addition to the main terminal, NFIA has a general aviation complex consisting of hangars, tie downs, a customer service area and a pilot's lounge. A private Fixed Base Operator, FBO, offers full aviation services to the aviation public.

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget</u>
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FAA Regulations	100%	100%	100%	100%
Total Passengers	59,172	70,248	60,654	63,149
Parking Fees Per Passenger	\$12.97	\$13.06	\$12.20	\$13.06

PROGRAM AND SERVICE OBJECTIVES

- Continue the aggressive marketing approach to capitalize on Air Cargo and Charter opportunities in the most cost-effective operating manner.
- Work closely with the FBO to assure the performance of contracted services.
- Continue to market the NFIA terminal to potential air service providers and concessionaires to provide quality customer service and improve operating profits.
- Continue to increase satisfaction and customer service and enhance public and customer perception of the airport.

THE PROPERTY GROUP

DESCRIPTION

The primary mission of the Property Group is to maximize revenue to the Authority on its non-public transportation assets through effective property management while improving and preserving the physical and financial integrity of these Authority-owned buildings, grounds, and facilities. The NFTA Board of Commissioners has recognized that the activities of the Property Group provide an impetus to enhance the region's economic development potential. The Property Group serves as the Authority-wide provider of real estate services, acting as the negotiating entity for real estate matters.

Property Management Department

Currently the Business Center's portfolio of real estate includes 480,000± square feet of industrial warehouse distribution and associated office space; 200± acres of developed and undeveloped real estate. Encumbering these properties are 85± leases of building space, ground rental, and occupancy/license agreements; 14+ miles of railroad rights of way containing in excess of 80 separate pipe, cable, fiber, and ground leases. In addition to the property management of these assets, the Business Center is responsible for establishing rental rates and tenant fees and the negotiation and preparation of real estate agreements in order to secure new tenants and provide for the renewal of existing contracts.

Real Estate Services

The Department is responsible for performing real estate services for all other NFTA divisions and Metro. This work is comprised of:

- Securing and analyzing real estate appraisals.
- Negotiating leases for the real estate of NFTA and Metro transportation operations.
- Seeking Requests for Proposals or competitive sealed bids for the sale of Authority and Metro owned real estate.
- Preparation of real estate net income analysis reports.
- Management of surplus transportation facilities.

Land Planning & Development Department

In order to capitalize on the value of NFTA's undeveloped land assets, the department manages land planning and development efforts. This activity provides for a sound financial basis for further NFTA investment in ancillary property.

PROGRAM GOALS AND OBJECTIVES

- 1.) 247 Cavuga Road - Continue leasing program with goal to maintain maximum occupancy.
- 2.) 485 Cavuga Road - Continue leasing program with goal to reach maximum occupancy.

KEY PERFORMANCE INDICATORS PROPERTY GROUP

Financial Goals for FYE 2024

Gross revenues from all sources	\$4,053,063
Direct operating expenses	<u>\$1,358,140</u>
Net operating income	\$2,314,909
Direct capital expenses	<u>\$915,000</u>
Net Income	\$1,399,909
Total Occupiable Sq. Ft.	411,253
Total Sq. Ft. Occupied	344,977
Occupancy Rate	84%

INTERNAL AUDIT DEPARTMENT

DESCRIPTION

Internal Audit is an independent appraisal function established within the organization to examine and evaluate its activities. The Internal Audit department reports directly to the Board Audit, Governance and Finance Committee. This reporting relationship ensures departmental independence, promotes comprehensive audit coverage and assures adequate consideration of audit recommendations. Day to day administration is provided by the Executive Director.

The general responsibilities assigned to the internal auditors include evaluating, documenting and testing the NFTA's system of internal control and the reliability and operation of accounting and other reporting systems. The Internal Audit department checks for compliance with established policies, plans, procedures, governmental laws and regulations, and reviews the soundness and adequacy of the policies and procedures to accomplish their purpose at a reasonable cost. The Internal Audit department also verifies the existence of the Authority assets assuring proper safeguards are maintained, identifies opportunities for improved operational performance, coordinates the audit work with that of the external auditors, submits audit plans to the Audit, Governance and Finance Committee for review and evaluates specific programs and performs other special projects requested by management.

PROGRAM AND SERVICE OBJECTIVES

- The objective of Internal Audit is to assist members, activities, and functions of the organization to carry out their responsibilities efficiently and effectively. To this end, Internal Audit provides analysis, appraisals, recommendations, counsel and information concerning the activities reviewed.

KEY PERFORMANCE INDICATORS

	CYE 22 <u>Actual</u>	CYE 23 <u>Current Estimate</u>	CYE 24 <u>Budget</u>
Number of Internal Financial, Operational and Performance Audits Performed and Reports Issued	6	13	13
Submit annual audit plan to Audit & Governance Committee for review and approval.	1	1	1
Price analysis in accordance with the procurement guidelines	4	3	3
Test internal controls in accordance with the Model Governance Principles for Public Authorities	1	1	1

TRANSIT POLICE

DESCRIPTION

The Transit Police department is responsible for the protection and safety of passengers, employees and property of the Authority. The department provides security, law enforcement and investigative services for all divisions of the NFTA and Metro.

TAPD also provides primary response and building security to MTC as well as all NFTA properties and equipment.

PROGRAM AND SERVICE OBJECTIVES

- Continue programs to provide a safe and secure system for all NFTA employees and the riding public at all NFTA facilities, Metro Bus, LRRT, and the airports.
- Continue mandated DCJS training programs to increase the level of performance and professionalism of the police force.
- Continue expansion of the Transit Resource Unit to assist in ensuring the safety of all commuters using the Metro Bus and LRRT system daily.
- Continue working toward NYS Law Enforcement Accreditation.
- Effectively interpret and implement all relevant required federal, state, and local laws and programs.
- Equip Officers to effectively de-escalate police calls and work to handle calls for service in an efficient manner. This includes standard-issue police equipment as well as situational training.

KEY PERFORMANCE INDICATORS

	FYE23 <u>Actual</u>	FYE24 <u>Original Budget</u>	FYE24 <u>Current Estimate</u>	FYE25 <u>Budget</u>
Service Calls	22,710	35,000	35,000	35,000
Incident Reports	1,757	2,000	2000	2,000
Persons Arrested	331	600	500	600
NOV's (Parking & Other)	151	300	400	400
Individuals Covered by Photo ID Program @ BNIA	4,800	4,800	4,800	4,800
Number of Training Hours Needed to Comply with NYS In-service Training Requirements for Police	2,700	2,700	2,700	2,700
On the Job Injury Time Loss (staff hours)	355	2,500	500	2,500

RISK MANAGEMENT

DESCRIPTION

The Risk Management department is responsible for protecting the financial assets of the NFTA and NFTA Metro against the adverse effects of accidental losses; establishment of Authority wide risk management programs and procedures; determining whether to maintain or transfer risk exposures via contracts.

The responsibility of the Risk Management department specifically includes the control, procurement, and specification requirements of all property and casualty insurance policies; identifying and analyzing exposures and selecting appropriate risk management techniques to handle exposures; planning what work must be done to protect the Authority by managing workers' compensation, claims, and communicating with senior management the progress of the risk management program.

PROGRAMS AND SERVICES OBJECTIVES

- Maintain continuous protection of the Authority assets through self-insurance or risk transfer via insurance policies.
- Forecast insurance costs and allocate costs to business centers on a cost of coverage basis so as to monitor annual insurance cost allocation to business centers and variances to budget.
- Evaluate the overall effectiveness of the risk management program and make changes where needed.
- Emphasize more loss control and coordinate with corporate safety to recommend training to decrease our frequency and severity of losses.
- Control and direct the Workers' Compensation Third Party Administrator, as well as the internal claim process.
- Process payments related to workers' compensation in conjunction with Third Party Administration (TPA) agreements.

- Review and maintain continuous insurance compliance protection under all leases, contracts and tenant agreements.
- Participate in the Authority wide safety program.

CLAIMS DEPARTMENT

KEY PERFORMANCE INDICATORS

DESCRIPTION

The overall responsibility of the Claims department is the prompt, thorough investigation, evaluation, and reasonable resolution of claims against the Authority. The department administers, under Risk Management and in coordination with NFTA Counsel, self-insured aspects of Authority operations, including Metro Bus/Rail, BNIA, NFIA and various properties, with the exception of workers' compensation. No-fault claims, including arbitrations, small and commercial court actions, personal injury and property damage claims, property damage recoveries, and lawsuits, in conjunction with Counsel, are handled from initial investigation through resolution. Additionally, the department maintains accident statistics, prepares monthly and yearly accident summaries, and serves as an investigative resource and assistant in court-related matters for other departments.

PROGRAM AND SERVICE OBJECTIVES

- The primary objective is disposing of claims within budget.
- Continue development and refining of methods to track and evaluate accident data to facilitate reduction of accidents.
- Emphasize interdepartmental communication to increase organizational ability to reduce accidents.
- Continue refinement of methods by which other departments may access accident and cost information as necessary for their operations.
- Expedite investigation and recovery procedures by development of direct computer access to bus operational and mechanical data.
- Continue development and enactment of procedures for preservation of bus/rail video, digitalization of investigative and medical records of no-fault and litigated claims.
- Obtain training for current staff to keep up to date on issues effecting tort and no-fault claims

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE24 <u>Current Yr To Date</u>	FYE 25 <u>Budget</u>
Total No-Fault Claims Submitted	87	90	40	120
Total Property Damage Claims Submitted	92	90	26	100
Total Claims No-Fault Payments Made	70	102	20	102
Arbitration and City Court Matters Handled	26	50	3	30
Total Open Claims-Payment Anticipated:				
NFTA	15	45	15	40
Metro	370	450	130	420
Total	385	495	145	460
Cases Settled:				
Lawsuits	30	45	5	30
Property Damage				
Metro	54	80	16	60
NFTA	<u>3</u>	10	3	<u>10</u>
Subtotal	87	90	24	100
Personal Injury				
Metro	12	30	6	34
NFTA	1	<u>2</u>	<u>0</u>	<u>2</u>
Subtotal	13	32	6	36
Settled by Collection				
Metro	95	100	32	100
NFTA	2	<u>10</u>	2	8
Subtotal	97	110	34	<u>108</u>
Total Cases Settled	197	222	68	244

HEALTH, SAFETY AND ENVIRONMENTAL QUALITY

DESCRIPTION

The mission of the Department of Health, Safety, Environmental Quality is to implement compliance programs, policies, and procedures that verify that a comprehensive safety, health, and environmentally compliant system exists throughout the Authority, which enhances safe, secure and reliable services through the implementation of best management practices.

SYSTEM SAFETY

The **system safety** branch of the department has two primary areas of oversight responsibility. The system safety approach is a combination of both health, safety, and industrial hygiene principles, which focuses on identifying unsafe conditions that adversely affect the safety of staff and operations throughout the Authority and the area we serve.

As a public transportation provider, safety is incorporated into all phases of the organization. The end product of the employee safety component is the safety and security of our employees.

SECURITY

The **security** section of the department is responsible for systems Security Program Plan for the NFTA. This includes vulnerability assessments to identify the degree of vulnerability and the appropriate countermeasures needed to provide the necessary levels of protection.

This group also monitors compliance with applicable transportation security policies, directives, regulations and agreements and acts as the Authority's liaison with local, state and federal law enforcement and emergency management agencies.

ENVIRONMENTAL

The **environmental section's** main area of concentration ensures operational oversight for environmental compliance. This departmental section also ensures that sound environmental practices are observed and encourages open communication with employees, customers and the public regarding the NFTA's environmental program.

DEPARTMENTAL GUIDING PRINCIPLES

- HSEQ is committed to reducing and mitigating safety and environmental hazards in the work place that contribute lost time injuries, accidents, and pollution to the environment.
- HSEQ is focused on system security and will continue to identify vulnerabilities and develop effective measures and controls to eliminate intentional threats.

FYE25 SERVICE OBJECTIVES

Ensure HSEQ Compliance

- Implement a comprehensive Environmental Management system to develop organizational consistency and compliance in the environmental arena.
- Continue implementation of Hazard Management program throughout all business centers.
- Update and review all written safety and environmental programs to ensure compliance with regulatory requirements and best management practices

Provide Value

- Continue to issue Safety Bulletins and the Home Safety Tips targeted at work place injury prevention and accident reduction.
- Issue quarterly report to Management Team and business centers on corporate safety and environmental performance.
- Provide tools that can be used at the Operational level to target improved safety performance

Injury Prevention/Reduction

- Analyzing injury trend and severity data and develop corrective action plans for prevention.
- Continue to conduct injury investigations and provide business centers with tools for injury prevention and reduction.

Sustainability:

- Further NFTA's Go Green Initiatives by establishing sustainability goals based on the corporate goals and objectives of each business center.

INFORMATION TECHNOLOGY SERVICES

DESCRIPTION

The mission of ITS is to provide the NFTA, its branch operations and business centers with technology leadership and support. The goal of the ITS department is to improve organizational productivity and performance through modernization and consolidation of existing resources while expanding services.

PROGRAM AND SERVICE OBJECTIVES

- Modernize and improve our systems and infrastructure while securing the enterprise from a growing number of threats.
 - Replace our Enterprise Asset Management and Maintenance, Procurement and Financial (Ellipse) systems.
 - Support and maintain business area applications like Trapeze, OrbCAD, etc.
 - Consolidation of IT services across the enterprise to better use resources and lower costs.
 - Increase reliability through redundancy and disaster planning.
 - Secure the enterprise by moving towards NIST 800-53 certification.
 - Work with vendors to understand and introduce new technology to the organization.
 - Provide and maintain a secure stable Network Infrastructure
 - Continue to develop ITS policy and procedures to effectively manage the Authority's ITS resources.
 - Facilitate communication between the business application users and vendors to allow for continuous improvement.
 - Provide user support through training, maintenance, problem determination and resolution, and other services as needed.
- Successfully support user help calls directly or through other (vendors, education, etc.) resources.

GENERAL COUNSEL

DESCRIPTION

The office of General Counsel provides and/or administers all legal services for the NFTA and NFTM on civil and administrative matters. This includes representation of the NFTA and NFTM in negligence claims, negotiations with and proceedings involving state and federal agencies, arbitrations involving collective bargaining agreements or employee grievances, professional negligence, tort and contract claims, condemnation and relocation proceedings, negotiation of collective bargaining agreements, preparation of leases, releases, use and operating agreements, settlements and memoranda of understanding.

The office of General Counsel provides advice, opinions and counsel to the Board of Commissioners, the Executive Director, business center managers and staff on matters concerning labor and employment relations, environmental compliance and litigation, landlord-tenant and real property transactions, procurement and contracting issues, suretyship, risk management and insurance, municipal bonds and finance, secured transactions, commercial relationships, and corporate and legislative concerns.

Under the direction of the General Counsel, staff attorneys appear in state and federal trial and appellate courts and before arbitration panels and administrative agencies such as the New York State Department of Labor, the U.S. Environmental Protection Agency, the New York State Department of Transportation, and the Federal Transit Administration. General Counsel attorneys draft proposed agency rules and administrative procedures and pursue enforcement and collection of judgments for fare evasions and parking violations. Staff personnel manage the board agenda, prepare resolutions for consideration by the Board of Commissioners and assist and provide guidance to user departments and business centers on procurement and various other matters impacting the day-to-day and long-range operations of NFTA and Metro. The General Counsel also oversees the functions of the Procurement Department, Administrative Services, and the Records Access Officer.

PROGRAM AND SERVICE OBJECTIVES

- To provide thorough, timely and effective legal counsel to Authority management, its commissioners and officers.
- To effectively represent the Authority in all disputes, claims, litigation, and administrative proceedings.
- To continue preparation and updating of legal agreements consistent with federal and state requirements and as necessary to support Authority objectives.
- To effectively use outside legal services within budgeted allocations.
- To regularly review pending litigation files and determine reasonable settlement/reserve values.
- To provide contract administration services and guidance to the procurement and user departments involved in specialized procurements.
- To assist management in the updating, promulgation and implementation of various operational guidelines for procurement consistent with the needs of user departments, state and federal funding participants and applicable law.
- To provide legal advice and services to facilitate the acquisition of real property as required to implement project undertakings of the Authority.

ENGINEERING, PROPERTY, AND FACILITIES

DESCRIPTION

The Department is responsible for the management and administration of the Engineering, Property, and Facilities Branch. The Branch includes the Design, Construction, Property, and Facilities Management & Maintenance. The department interacts with other support service branches to ensure consistency with the goals and objectives of the NFTA Business Centers.

The Engineering Department consists of the Design and Construction Departments. They provide for the implementation of capital projects designated by the Business Centers.

In addition, the Engineering Branch has responsibility for the following departments:

Facilities Maintenance Department (FMD): This department provides maintenance and repair services for NFTA facilities consistent with the goals and objectives of the Business Centers. The scope of maintenance and repair responsibility includes: plumbing, painting, electrical, HVAC, etc. authority wide. The FMD is also responsible for the maintenance of approximately 284 bus shelters.

Property: This department provides property management, real estate, and land planning and development services for the NFTA.

Facilities: This department provides management and maintenance services for various NFTA facilities - transportation Centers, 1404 Main Street, OCC, 485 Cayuga, and 247 Cayuga.

PROGRAM AND SERVICE OBJECTIVES

- Provide cost effective project management including engineering design, design support, construction monitoring, and inspection.
- Manage the Property Department, including property leases, real estate services, and land planning.
- Manage the Facilities Maintenance Department (FMD) to provide maintenance and repair services to NFTA facilities consistent with the goals and objectives of the Business Centers.
- Manage the Facilities Department services for the transportation centers and various other NFTA facilities to provide functional, safe, and clean facilities.
- Implement the BNIA & NFIA Airport Improvement Program projects.
- Implement Metro Capital Program.
- Implement Property Capital Program.
- Support the NFTA's 10-year strategic plan.

DESIGN DEPARTMENT

DESCRIPTION

The Design Department provides and manages design development of capital projects and studies consistent with the goals and objectives of the NFTA Business Centers. The services include the establishment of Authority design objectives, criteria, and standards, ensuring that project designs comply with building code regulations, and development of project scopes and budgets. In addition, the department prepares cost estimates, capital and planning budgets, reports, and studies. The department also reviews and approves contractor shop drawings, requests for tenant modifications, and private development plans and specifications. The management of consultants includes initiating and concluding the selection process, reviewing, and approving payments, and contract closeout.

The Design Department is instrumental in the development of the Authority-wide Five-Year Capital Plan, FAA Airport Improvement Programs, FTA & FAA quarterly reports, and FTA semi-annual project reviews. Examples of capital projects in design this year are: Division Street Bus Stop Canopy, LRRT Standpipe Replacement, and BNIA Snow Removal Equipment Building

Other services provided include technical advice and information to Business Center staff for non-capital and maintenance work.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget Estimated</u>
Number of capital projects requested by Business Centers	37	20	34	15
Total dollar value of projects requested by Business Centers (000's)	\$239,385	\$124,983	\$259,919	\$100,255
Percent of projects which the design costs were within acceptable industry standards (As a % of construction cost)	100%	100%	100%	100%
Percentage of projects designed on schedule	100%	100%	100%	100%

PROGRAM AND SERVICE OBJECTIVES

- Initiate implementation of capital projects in a safe, cost conscience, and time effective manner.
- Management of design projects to comply with grantor requirements which results in cost reimbursement from the appropriate funding agencies.
- Each capital project is assigned an implementation schedule with milestone dates and cashflow projections. The actual costs, cashflows, and milestone dates are monitored to assess overall performance of consultants and contractors.
- Provide oversight for Authority Wide radio system.
- Coordinate & track building permit processing with the construction permitting agency.
- Support the NFTA's 10-year strategic plan.

CONSTRUCTION DEPARTMENT

DESCRIPTION

The Construction Department is responsible for construction management of all capital improvement projects. The department ensures that projects are constructed and completed within budget and schedule consistent with the goals and objectives of the NFTA Business Centers. The Construction Department also manages Professional Services Contracts. The primary purpose of the department is to ensure compliance with contract documents and full reimbursement of all grant eligible.

Liaison with federal and state funding agencies and various other jurisdictional agencies and public and private utilities, Authority tenants, and adjacent property and business owners is required.

The department also provides coordination between contractors and all other Authority support service branches including assisting with implementation of projects such as Runway 5-23 Pavement Rehabilitation Phase 2, Escalator Replacements, BNIA Passenger Boarding Bridge Replacements and DL&W Station.

Other services provided include management of non-capital work such as airport pavement maintenance (APM) projects and technical support to airport operations and maintenance.

PROGRAM AND SERVICE OBJECTIVES

- Provide cost effective construction monitoring/management services consistent with the requirements of the Business Centers (i.e., scope, budget, schedule, and coordination).
- Ensure contract compliance and monitor project quality control.
- Management of construction projects to comply with grantor requirements which results in cost reimbursement from the appropriate funding agencies.
- Coordinate & track Code Compliance Certificate processing with the construction permitting agency.
- Support the NFTA’s 10-year strategic plan.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget Estimated</u>
Number of projects under construction	23	29	21	30
Value of projects under construction (000's)	\$324,216	\$197,849	\$202,537	\$341,867
Percent of projects completed on time	100%	100%	100%	100%
Percent of projects completed within budget	100%	100%	100%	100%
Percent of projects completed with a total change order amount within acceptable industry standards	100%	100%	100%	100%

PUBLIC AFFAIRS

DESCRIPTION

The Public Affairs Department provides strategic direction and implementation for all internal, external communications and marketing. This strategy is aimed at increasing public understanding, interest, awareness and support of the NFTA's organizational objectives and achievements. The Department also provides Marketing strategic development with the objective of revenue generation. The Director of Public Affairs acts as the Public Information Officer for the authority. Public Affairs is responsible for the dissemination of pertinent, timely and vital information to the media, the community and within the authority. This is accomplished by working with members of the media for various requests for interviews and information. We also provide proactive earned media through communication campaigns to increase the awareness of the NFTA's public transportation services, generate revenues, promote a positive corporate image and by posting the authority's electronic informational news stories online for employees and community stakeholders.

The department identifies tactics, which elevate the profile and reputation of the NFTA. Public Affairs works with various departments to achieve business goals and objectives, which include, but are not limited to increasing positive publicity, social media enhancement, employee recruitment, education around new projects. The team is also responsible for the development and execution for a crisis communication plan.

The public affairs department is responsible for the preparation, design and production of all collateral and marketing support materials used by various departments within the NFTA. The in-house print and sign departments produce most of the materials and aids in the production of signage used throughout the authority. Most signage work involves bus stop additions, vehicle detailing, bus shelter advertising, Metro Rail station signage, replacements and modifications. The print department produces all the Metro bus schedules, among other numerous support materials. The public affairs department also coordinates Metro's College/University Unlimited Ride program and provides critical communications support for the Authority's key initiatives.

PROGRAM AND SERVICE OBJECTIVES

- Develop, manage, organize, and implement the NFTA's community communication efforts to effectively achieve strategic goals.
- Proactively reach out to media outlets to promote various NFTA community efforts and business initiatives and new services.
- Provide best in class responsive and transparent media relations that positions the authority in a favorable light to the public.
- Prepare and develop digital communication strategy to best position the NFTA for the future.
- Provide communication/marketing strategy and services to all business centers within the authority.
- Prepare and produce all Metro timetables, route maps, updating service information with quarterly changes.
- Maintain a consistent identity and brand for the NFTA.
- Continue to improve the effectiveness of the public relations programs using established public relations practices and techniques.
- Gain support from the Buffalo Niagara region for NFTA's public transportation initiatives through participation in various community events and activities.
- Communicate NFTA operational policies and changes.
- Created and manage NFTA's in-house online extranet, "Elements" as a means of informing NFTA associates, community stakeholders and the region in general about happenings within the authority.
- Maintain and update the NFTA's various websites.
- Coordinate the live broadcast of authority meetings to the public via the Internet.
- Produce The Loop, the NFTA's online newsletter tailored for local elected officials.

HUMAN RESOURCES

DESCRIPTION

The branch is responsible for developing integrated human resource programs that provide cost effective benefits, effective and diversified staffing, positive employee climate, training opportunities, and compensation programs that motivate and reward performance. Provides services related to labor relations including negotiating collective bargaining agreements, investigating and resolving grievances, participating in arbitrations, PERB and other legal proceedings, and coordinating and participating in all labor-management activities. Administers programs in conjunction with Federal Regulations governing drug and alcohol testing, and medical certification in accordance with Motor Vehicle and Traffic Laws.

PROGRAM AND SERVICE OBJECTIVES

- Implement programs/initiatives that provide cost effective benefits, effective staffing, personnel development, diversity and training.
- Develop positive union/management relationships that encourage mutual respect and common approaches to labor and business issues.
- Successfully conclude labor contract negotiations within established bargaining parameters and in a timely manner.
- Review existing benefit plans for effectiveness and appropriate cost/benefit relationships.
- Develop and obtain Board approval on bargaining strategy for contract negotiations.
- Develop with business directors, organization plans that minimize costs while upgrading talent by promotion, replacement and external recruiting.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget</u>
Labor contracts negotiated	13	13	13	13

**EQUAL EMPLOYMENT
OPPORTUNITY/DIVERSITY DEVELOPMENT
BRANCH**

DESCRIPTION

The Niagara Frontier Transportation Authority is committed to ensuring that all persons who are employed, seeking employment, or those individuals who are seeking contracts with the NFTA, are afforded equal opportunities.

The Equal Opportunity / Diversity Development branch is responsible for planning, developing, implementing and evaluating the Authority's Affirmative Action / Equal Employment Opportunity Programs. The department also administers the Disadvantaged Business Enterprise Program (DBE) in compliance with 49 CFR Part 23 and 26, Sub Part D, FTA Circulars 11.55.1, 1160.1, Executive Order 11246 and Affirmative Action Programs as required under Title VI of the Civil Rights Act of 1964. The department is also responsible for Authority-wide compliance with the Americans with Disabilities Act of 1990.

PROGRAM AND SERVICE OBJECTIVES

- Administer the Disadvantaged Business Enterprise (DBE) Certification Program and the Equal Employment Opportunity (EEO) Program.
- Monitor contracts for compliance with all federal and state requirements.
- As required, reports are filed with the Federal Aviation Administration and Federal Transit Administration.
- Provide branch managers and department heads with information pertaining to civil rights compliance.
- Monitor hiring and promotional activity to ensure that minorities and women are represented in all job groups.
- Investigate and resolve complaints of discrimination filed by employees of the NFTA and NFT Metro.
- Investigate and resolve Title VI Complaints.

- Conduct civil rights, sexual harassment and Americans with Disabilities Act training classes.
- Provide fixed route mobility training per request.
- Ensure Authority-wide compliance with ADA of 1990 employment, facility and transportation service requirements.
- Serve as liaison with the disabled community via the Advisory Committee on the Disabled.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget</u>
New DBE Applications Processed	7	19	27	25
New DBEs Certified	7	19	27	25
Civil Rights Complaints Filed - INTERNAL	20	10	3	10
Civil Rights Complaints Resolved-INTERNAL	20	10	2	10
Civil Rights Complaints Filed-EXTERNAL	1	0	0	0
Civil Rights Complaints Resolved- EXTERNAL	1	0	0	0
Sexual Harassment Complaints	1	0	0	0
ADA Complaints Filed - INTERNAL	0	0	0	0
ADA Complaints Resolved-INTERNAL	0	0	0	0

CHIEF FINANCIAL OFFICER

DESCRIPTION

The Chief Financial Officer reports to the Board of Commissioners with functional responsibility to the Executive Director and is a member of the Executive Director's Management Team. The Finance and Administration Branch functions as the chief administrator and advisor on all financial matters, (Financial Planning and Analysis, Cash Management, Accounting, and the Government Relations and Development department.)

The Chief Financial Officer is responsible for the strategic financial plan of the authority and the branch is responsible for compliance with all state and federal standards and regulations related to financial and control matters. The Chief Financial Officer and branch management works with the management team to develop innovative cost containment measures and revenue enhancements.

PROGRAM AND SERVICE OBJECTIVES

- Provide thorough, timely and effective financial information and guidance to authority management, its Commissioners and Officers, and as required, to funding agencies.
- Effectively interpret and implement all required financial procedures as determined by external controlling agencies.
- Regularly review and advise the authority of pending changes in the financial arena that will impact on the performance of the authority.
- Develop financing and cash management techniques that will more effectively maximize our working capital position.

FINANCIAL PLANNING AND ANALYSIS

DESCRIPTION

The Financial Planning and Analysis (FP&A) department is responsible for the preparation, implementation and monitoring of the annual operating and capital budget. This process is intended to recognize and allocate all available resources to our transportation service providers and their support units in the best possible manner to allow the Authority to complete its mission. The annual operating budget becomes the financial plan for the Authority. The Financial Planning and Analysis department is also responsible for the five-year operating and capital plan. This document, as required by New York State, is utilized as a long-term strategic tool in allocating resources to the various business and support units. The department also performs financial analysis in support of business decisions for management, and also assists in efforts to achieve and maintain fiscal stability.

PROGRAM AND SERVICE OBJECTIVES

- Prepare the annual operating and capital budgets for all business centers and support units.
- Prepare the five-year operating and capital plan for all business centers and support units.
- Implement, monitor, and analyze balanced adopted budgets throughout the fiscal year.
- Provide the board of commissioners, Executive Director, and general managers with accurate financial and budget performance data on fiscal issues and recommend appropriate action.
- Assist transportation service providers in developing performance indicators to link the operating budget to services provided.
- Provide detailed analysis in development of the Buffalo Niagara Airport rates & charges.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget</u>
Consolidated Annual Operating & Cap'l Budgets Prepared for Board of Commissioners' Approval	1	1	1	1
Five Year Operating & Cap'l Plan Prepared for Board of Commissioners' Approval	1	1	1	1
Cost Center Budget Request Reviewed, Categorized into Departments and Prepared for Executive Director Approval	108	109	108	109
Review and Analysis of Revenues and Expenditures Performed	12	12	12	12
Workdays to Complete Budget Variance Report After Fiscal Period Closing	3	3	3	3
Monthly Performance Rept.	12	12	12	12
Operating Report Prepared for NYSDOT	3	3	3	3
Calculation of Annual Airline Rates and Charges Along with Mid-year Review and Year End Settlement	3	3	3	3
NYSDOB Financial Report	1	1	1	1
NYSDOT 17A Report	1	1	1	1

ACCOUNTING SERVICES DEPARTMENT

KEY PERFORMANCE INDICATORS

DESCRIPTION

The Accounting Services department is responsible for maintenance and control of the general ledger and supporting systems, establishment of NFTA accounting policies and procedures, recommendations on financial techniques to improve management understanding and preparation of all financial reports of the NFTA including NFTA Metro in accordance with Generally Accepted Accounting Principles.

The responsibilities of Accounting Services specifically include the control of accounts receivable, accounts payable, fixed assets, payroll processing, application for grant reimbursements, preparation of reporting requirements for federal, state and local governmental funding agencies, and the preparation of financial information with a management orientation that will improve financial understanding.

PROGRAM AND SERVICE OBJECTIVES

- To process and account for all financial transactions through reconciliation of the general ledger accounts, and assure such transactions are in accordance with Generally Accepted Accounting Principles.
- To prepare interim, annual and comprehensive financial statements for federal, state and local governmental authorities and funding agencies as required.
- To develop and provide timely, concise, accurate and effective accounting reports to the Board of Commissioners, Executive Director, and general managers for internal analysis and control.
- To review the MIS accounting systems and make recommendations for enhancements and changes to ensure they adequately support the objectives of Accounting Services.
- To develop ongoing financial training methods.

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget</u>
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Days Required to Close
the General Ledger Monthly
(business days)

	7	7	7	7
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CASH MANAGEMENT DEPARTMENT

MISSION STATEMENT

The Cash Management department is responsible for all treasury functions, with NFTA/NFTM including short-term investments, sale of fare media, transfers of funds, banking relationships and cash flow projections.

DESCRIPTION

The Cash Management department reports to the Chief Financial Officer regarding the security of all revenue received, placement of all investments, timely collection of operating assistance, management of BNIA bond funds, negotiation of banking agreements, and management of Metro fare media. The department also coordinates with other departments to facilitate a consistent method of handling cash and bank deposits, distributes payroll and general account checks for NFTA/NFT Metro, reconciles Metro payroll and all NFTA accounts, administers all transportation pass programs, controls both NFT Metro pension plans, controls and accounts for all NFTA and NFT Metro cash, supervises the NFT Metro money center, monitors bus loop lease agreements, audits and remits commissions for various vending agreements and processes various federal, state and county reports.

PROGRAM AND SERVICE OBJECTIVES

- Prepare projected cash flows for NFTA and NFT Metro.
- Investigate any new legislation pertinent to investment policies, procedures, and guidelines in accordance with New York State Public Authority Law.
- Report status of all Operating Assistance to Chief Financial Officer.
- Develop and implement training of treasury management throughout the Authority.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget</u>
Checks Issued:				
Metro	24,924	27,000	22,269	25,000
Authority	9,132	10,000	8,280	9,000
Number of CD's Invested	15	8	15	15
Number of Bank Accounts Reconciled Monthly	45	45	45	45
Average Investment Rate	1.73%	2.50%	3.26%	3.00%

GOVERNMENT RELATIONS AND DEVELOPMENT
DEPARTMENT

DESCRIPTION

The Government Relations and Development Department manages transit-oriented development public-private partnerships and all phases of the NFTA's grant processes and legislative program.

The Department scopes, solicits, negotiates, manages, and reports on public-private partnerships for transit-oriented development projects with the goal of increasing transit ridership, generating revenue, improving equitable outcomes, and the overall quality of life in the region. The Department also works closely with federal, state, and local entities to work through any regulatory process required for development.

The Department advocates for, identifies, secures, programs and manages Federal Transit Administration, Federal Aviation Administration and other public and private-sector funding in cooperation with NFTA business centers and external project partners to meet ongoing capital and operating needs of the Authority and improve transportation and the quality of life in the region.

Working with NFTA business centers and senior management the department develops and maintains the Authority's federal, state, and local legislative program, analyzes budget proposals and legislation, and prepares public funding and policy proposals.

PROGRAM AND SERVICE OBJECTIVES

The functions of the department include:

- Prepare and execute on a transit-oriented development strategy for the region
- Collaborate with external agencies and internal departments to identify funding sources and fundable projects to support organizational and regional strategies.

- Prepare and submit grant applications.
- Assure project management compliance with grantor rules, regulations, and grant closeout requirements.
- Communicate with funding and other partners on project status and funding information in a timely and accurate manner.
- Administer NFTA funding through regional project planning.
- Analyze federal and state budget, policy and legislation.
- Research and interpret relevant federal, state and local rules, regulations, policies, and procedures.
- Communicate with partners on administrative and legislative initiatives in a timely and accurate manner.

PERFORMANCE MEASUREMENTS

- Transit-oriented development public-private partnerships for development.
- Grants submitted.
- Grants awarded.
- Funds received to permit project implementation within budget, timeframe, and to maintain NFTA cash position.
- Acceptance of legislative initiatives in support of NFTA needs.
- Favorable grant management review and audit findings.

PROCUREMENT

DESCRIPTION

The Procurement department supports the operation of the NFTA by procuring materials, parts, supplies, equipment, utilities and services in accordance with NFTA Policies and Procedures.

PROGRAM AND SERVICE OBJECTIVES

- To procure goods and services cost effectively in keeping with the Procurement Guidelines, Federal and State requirements, budgetary limits, and departmental requirements.
- To ensure the integrity of the procurement process and to support new standards for materials, equipment and supplies.
- Improve service to customers at all facilities.
- Solicit MWBE and SDVOB participation in procurements. Assist DBE's, MBE's, WBE's and other small businesses to maximize opportunities in their participation in NFTA procurements.
- Issue purchase orders within 24 hours of receipt of purchase requisition.
- Enhance the competitive bidding process.
- Reduce the number of small dollar purchase orders processed via the increased use of the purchasing card.

KEY PERFORMANCE INDICATORS

	FYE 23 <u>Actual</u>	FYE 24 <u>Original Budget</u>	FYE 24 <u>Current Estimate</u>	FYE 25 <u>Budget</u>
Purchase Orders - Created	6811	8,000	5,500	6,000
Dollars of Purchases - Created (000's)	\$147,816	\$109,000	\$130,000	\$140,000

Additional questions:

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

Yes 100% of the Commissioners have signed the Acknowledgement of Fiduciary duties and responsibilities.

2. Who has the power to appoint the management of the public authority?

The Executive Director hires the management of the authority and the Board of Commissioners hire the three officer positions that consist of the Executive Director, General Counsel and Chief Financial Officer.

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?

Yes, we have the Niagara Frontier Transportation Authority Hiring Guidelines.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

The Board is the governing body of the Authority and is responsible for periodically reviewing the Authority's mission, vision, and goals; establishing policies to promote honest and ethical conduct by Authority commissioners, officers and employees in carrying out the Authority's mission, reviewing financial, legal and operational management reports, and overseeing the Authority's internal controls. Management is responsible for developing the goals to meet the mission. Once approved by the Board, management is tasked with implementing policies and procedures to achieve the goals and report to the status of them to the Board on a periodic basis through the Board Committee meetings.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

The Board of Commissioners reviews and approves the goals and objectives of the authority on an annual basis as part of the budget process and they were involved in the development of the strategic plan encompassing the mission, vision, and values statements. They have all signed the Acknowledgement of Fiduciary duties and responsibilities.