

**AUTHORITY MISSION STATEMENT  
AND FYE 17 PERFORMANCE GOALS**

**Name of Public Authority:** Niagara Frontier Transportation Authority

**Public Authority's Mission Statement**

**Date Last Adopted:** April 28, 2016

**MISSION STATEMENT**

The Niagara Frontier Transportation Authority is a multi-modal entity encompassing a skilled and dedicated workforce. We are firmly committed to providing safe, efficient and professional transportation services that enhance the quality of life in the Buffalo Niagara region in a manner consistent with the needs of our customers.

Aviation: serves as a catalyst for economic growth by maintaining cost effective, customer oriented, and efficient airports to attract and retain comprehensive and competitive air transportation services.

Surface: 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.

Property: manage and develop the NFTA owned real property to optimize the generation of self-supporting discretionary revenue to support our transportation businesses while fostering economic growth.

Support services: proactively provide high quality, coordinated, innovative, technological, cost-effective support service solutions for our internal and external stakeholders.

**VISION STATEMENT**

Ensure the optimal generation, use and allocation of resources in providing the highest **quality** of services.

Support the effective coordination and partnership with public and private entities in continuously **improving** transportation services to promote regional growth.

Promote a **positive image** as a gateway to the Buffalo Niagara Region

Maximize the use of proven technology in the effective and **efficient** provision of transportation services.

Maintain a highly **motivated**, skilled and innovative workforce.

## VALUES

We are dedicated to **servicing** our customers and our community.

We are an organization built on mutual **respect** and **understanding**.

We value **diversity**.

We operate with **integrity** and high ethical standards.

We encourage the professional **growth** of our staff.

We promote **teamwork** and collaboration throughout the Authority.

We adhere to high standards of **performance** and **accountability**.

We are **committed** to our health, safety and environmental responsibilities

### **List of Performance Goals FYE 17:**

#### **SURFACE TRANSPORTATION:**

##### **KEY PERFORMANCE INDICATORS**

	<b>FYE 17 <u>Goal</u></b>
<b><u>Financial</u></b>	
Total Passengers	27.2m
Passenger Fares	\$37.4m
Total Revenue	\$38.1m
Farebox Recovery:	
Fixed	31.8%
Paratransit	6.4%
Rail	23.3%
Cost per Revenue Hour:	
Fixed	\$127.00
Paratransit	\$91.00
Rail	\$273.00
Rail Fare Evasion Rate	2.27%

**FYE 17  
Goal**

**Customer Service**

Complaints Received per 100,000 Boardings	3.7
Commendations per 100,000 Boardings	1.11

**Productivity**

Attendance Rate	92.3%
Big Bus Miles Between Service Interruptions	7,000
Small Bus Miles Between Service Interruptions	20,000
Hybrid Bus Miles Between Service Interruptions	9,500
On-Time Performance	83.7%

**CY 16  
Goal**

**Safety**

Recordable Injury Rate	8.5
Cases with Days Away Rate	5.2
Days Away Rate	240.0

### **KEY POINTS**

- Implement enhanced partnership with UB (2020 Plan) and Buffalo Niagara Medical Campus.
- Receive delivery of mid-life rebuild rail cars
- Enhance customer amenities with Real Time Information Next Bus Interactive Voice Response, Bus Shelters and more Park & Rides.
- Negotiate Paratransit Medicare Service opportunities
- Continue marketing Metro Express and Park & Ride
- Fare Collection System Replacement Design & Construction
- Compressed Natural Gas (CNG) Fleet and Facilities Integration
- Citizens Advisory Committee (CAC) ongoing
- Continue working with COB cars on Main St. project
- Alternatives Analysis Study
- Niagara Street Corridor construction and procurement

### **PROGRAM AND SERVICE OBJECTIVES**

- Maintain on-time performance and reduce service interruption.
- 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

### **AVIATION BUSINESS GROUP**

#### **Buffalo Niagara International Airport (BNIA)**

- 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 and reducing air fares 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.
- Develop and implement a long-range plan to increase parking capacity to meet increasing demand.
- 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**

	<u>FYE 17 Budget</u>
FAA Regulations	100%
Total Passengers	4,737,048
<u>Revenue per passenger:</u>	
Parking lot revenue	\$6.84
Auto rental	\$2.72
Food, beverage & retail	<u>\$1.02</u>
Total	\$10.58

### **Niagara Falls International Airport (NFIA)**

#### **PROGRAM AND SERVICE OBJECTIVES**

- Continue the aggressive marketing approach to capitalize on Air Cargo and Charter opportunities in the most cost efficient 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.
- Continue to promote and maintain a safe working environment for NFIA employees with the goal of no lost time incidents and no workers' compensation expense.

### PERFORMANCE INDICATORS

	FYE 17 <u>Budget</u>
FAA Regulations	100%
Total Passengers	237,760
Parking Fees Per Passenger	\$13.62

### THE PROPERTY GROUP

#### 247 Cayuga Road, Commerce Port

- Continue leasing program with goal to maintain maximum occupancy.

#### 485 Cayuga Road

- Continue leasing program with goal to reach maximum occupancy.

#### DL&W

- Continue to progress the redevelopment of this facility in order to support community objectives.

### KEY PERFORMANCE INDICATORS

	<b>Financial Goals for FYE 2017</b> <u></u>
Gross revenues from all sources	\$2,765,989
Direct operating expenses	<u>\$1,160,089</u>
Net operating income	\$1,605,900
Total Occupiable Sq. Ft.	1,123,253
Total Sq. Ft. Occupied	415,000
Occupancy Rate	37%

**CENTRAL ADMINISTRATION:**

**Internal Auditing**

The goal of internal auditing is 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 activities reviewed.

**KEY PERFORMANCE INDICATORS**

FYE 17  
Budget

Number of Internal Financial, Operational and Performance Audits Performed and Reports Issued	15
Submit annual audit plan to Audit & Governance Committee for review and approval.	1
Price analysis in accordance with the procurement guidelines	4
Test internal controls in accordance with the Model Governance Principles for Public Authorities	1

**Transit Police**

**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.
- Effectively interpret and implement all relevant required federal, state, and local laws and programs.

**KEY PERFORMANCE INDICATORS**

	<u>FYE17 Budget</u>
Service Calls	30,000
Incident Reports	4,500
Persons Arrested	1,000
NOV's (Parking & Other)	1,700
Individuals Covered by Photo ID Program @ BNIA	4,800
Number of Training Hours Needed to Comply with NYS In-service Training Requirements for Police	2,500
On the Job Injury Time Loss (man hrs.)	4,000

### **Employee Assistance Program**

#### **PROGRAM AND SERVICE OBJECTIVES**

- Increase the awareness of employees as to the scope of the services provided by EAP, and the confidential manner in which cases are handled to increase employee utilization of pending EAP activities, via distribution of printed material.
- Identify and provide appropriate services to employees and family members who have problems specifically related to alcohol and/or substance use and abuse or other personal problems to reduce man hours lost due to absenteeism.
- Provide wellness programs of various categories to employees including additional mini-wellness fairs.
- Coordinate SAP services as required by Department of Transportation including assessment and two-year follow-up monitoring.
- Provide intervention services in resolving problem situations which arise from interpersonal, inter-departmental and union/management conflicts as might be indicated.
- Provide follow-up services to new and existing clients as necessary.
- Develop and maintain skills through training in order to provide the best level of care possible to clients – skills enhancement.



## KEY PERFORMANCE INDICATORS

	FYE 16 <u>Projected</u>
Provided services to new clients and readmits	50
Provide SAP services as required	3
Employee participation in Wellness Program	1360
Provide Debriefing encounters	4
Reasonable Suspicion Training to Manager/Supervisor/Union	109
New Hire Orientation for new employees regarding drug/alcohol and EAP services	?
Provide Direct Intervention in Conflict Resolution to Other Departments	2
Skills Enhanced	15

### Risk Management

#### 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.
- Develop written procedures and operating policies on the risk management program.
- 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**

**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 in order to facilitate reduction of accidents.
- Emphasize interdepartmental communication in order 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

**KEY PERFORMANCE INDICATORS**

	FYE 17 <u>Budget</u>
Total No-Fault Claims Submitted	174
Total Property Damage Claims Submitted	123
Total Claims No-Fault Payments were made	111
Arbitration and City Court Matters Handled	48

Total Open Claims-Payment Anticipated:	
Metro	455
NFTA	44
Cases Settled:	
Lawsuits	35
Property Damage:	
Metro	78
NFTA	6
Personal Injury	
Metro	27*
NFTA	<u>4</u>
-	
Sub Total	150
Settled by Collection:	
Metro	146
NFTA	<u>11</u>
<b>Total Cases Settled</b>	<b>307</b>

\* Loss transfer claims settled are included in injury claims settled

## Health Safety and Environmental Quality

### FYE 2017 SERVICE OBJECTIVES

#### *Ensure HSEQ Compliance*

- Conduct One comprehensive EHS audit covering both environmental and safety compliance in one area in each Business center (i.e. Aviation – Subdivision Airfield)
- 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.
- Issue quarterly report to Management Team and business centers on corporate safety and environmental performance.
- On a quarterly basis conduct an environmental themed agenda as part of the local safety committee meeting.

#### *Injury Prevention/Reduction*

- Continue analyzing injury trends and severity 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.

**EEO/Diversity Development**

**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 NFTA 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 17  
Budget

DBE Applications Processed	30
DBEs Certified	25
Civil Rights Complaints Filed - INTERNAL	0
Civil Rights Complaints Resolved-INTERNAL	0
Civil Rights Complaints Filed-EXTERNAL	0
Civil Rights Complaints Resolved- EXTERNAL	0
Sexual Harassment Complaints	0
ADA Complaints Filed - INTERNAL	0
ADA Complaints Resolved-INTERNAL	0
ADA Complaints Filed - EXTERNAL	0
ADA Complaints Resolved – EXTERNAL	0
Street Announcement Compliance	100%
FTA DBE Goal	17%
FAA DBE Goal	17%
FAA Car Rental Concession Goal	10%
FAA Non-Car Rental Concession Goal	10%

**General Counsel**

**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**

### **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.
- Manage the Rail-Facilities Department services for the LRRT mall and underground stations to provide functional, safe, and clean stations.
- Implement the NFIA Airport Improvement Program projects.  
Total program cost - \$9.9 M
- Implement the BNIA Airport Improvement Program projects.  
Total program cost - \$64.5 M
- Implement Metro and LRRT Capital Program.  
Total program \$47.6 M
- Implement the LRV Rebuild program.  
Total program cost - \$49.6 M

## Construction

### 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 full cost reimbursement from the appropriate funding agencies.
- Ensure that the costs of inspection/management services are within acceptable industry standards.
- Ensure contract and project closeouts in a timely manner.

### KEY PERFORMANCE INDICATORS

	<u>FYE 17 Budget</u>
Number of projects under construction	21
Value of projects under construction (000's)	\$127,793
Percent of projects completed on time	N/A
Percent of projects completed within budget	N/A
Percent of projects completed with a total change order amount within acceptable industry standards	N/A
Percent of projects which receive full reimbursement from appropriate funding agencies	N/A
Total dollar value of non-reimbursement	N/A
Percent of projects that exceed acceptable industry	N/A

standards for cost of providing  
construction inspection  
services

## Design

### PROGRAM AND SERVICE OBJECTIVES

- Initiate implementation of capital projects in a safe, cost management, and time effective manner.
- Management of design projects to comply with grantor requirements which results in full 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.
- Prepare, issue, and manage the reports and plans mandated for Executive Order 88.

### KEY PERFORMANCE INDICATORS

	FYE 17 <u>Budget</u>
Number of capital projects requested by Business Centers	22
Total dollar value of projects requested by Business Centers (000's)	\$85,598
Percent of projects which the design costs were within acceptable industry standards (As a % of construction cost)	N/A
Percentage of projects designed on schedule	N/A
Percentage of staff salaries charged to projects/Business Centers	N/A



## **Public Affairs**

### **PROGRAM AND SERVICE OBJECTIVES**

- Design and produce marketing materials that support the mission and objectives of the various business centers within the NFTA
- Provide communication/marketing 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 corporate identity 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.
- Author articles and take photos for NFTA's in-house online newsletter the Transporter 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
- Assist with the publishing of the NFTA's Annual Financial Report
- Respond in a timely manner to inquires from the media relating to matters concerning the NFTA
- Coordinate the live broadcast of authority meetings to the public via the Internet

## **Human Resources**

### **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 17  
Budget

Labor contracts negotiated 13

#### **Finance and Administration:**

##### **Chief Financial Officer**

#### **PROGRAM AND SERVICE OBJECTIVES**

- Provide thorough, timely and effective financial information and guidance to Authority management, it's 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.
- Recommend a balanced program for improvements in office technology that utilizes resources, both financial and human, most appropriately.
- Develop financing and cash management techniques that will more effectively maximize our working capital position.

#### **Financial Planning and Analysis**

#### **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 BNIA rates & charges.

### **KEY PERFORMANCE INDICATORS**

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

### **Accounting Services Department**

#### **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.

**KEY PERFORMANCE INDICATORS**

	FYE 17 <u>Budget</u>
Days Required to Close the General Ledger Monthly (business days)	7
Late Payment Charges	\$0
Material Audit Adjustments in Preparing the Fiscal Year End Financial Statements	0

**Cash Management Department**

**PROGRAM AND SERVICE OBJECTIVES**

- Prepare projected cash flows for NFTA and NFTA 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 17 <u>Budget</u>
Checks Issued:	
Metro	35,500
Authority	18,500
Number of Investment Orders Completed	300
Number of Bank Accounts Reconciled Monthly	75
Number of Passes Sold	300,000
Number of Tokens Processed (000's omitted)	1,400
Average Investment Rate: Investments	0.50%

## **Grants and Government Affairs Department**

### **PROGRAM AND SERVICE OBJECTIVES**

The functions of the Government Affairs department include:

- Collaborate with external agencies and internal departments to identify fundable projects that fit organizational strategies.
- Prepare and submit grant applications.
- Assure project management compliance with grantor rules, regulations, and grant closeout requirements.
- Communicate with 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

- Grants awarded.
- Funds received to permit project implementation within budget timeframe and maintain NFTA cash position.
- Acceptance of legislative initiatives in support of NFTA needs.
- Favorable grant management review and audit findings.

### Procurement

#### 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 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

#### KEY PERFORMANCE INDICATORS

	FYE 16 <u>Budget</u>
Purchase Orders	8,500
Dollars of Purchases (000's)	\$41,000

#### 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 hires 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.*