

AUTHORITY MISSION STATEMENT AND PERFORMANCE
MEASUREMENTS FOR FYE 16

Name of Public Authority: Niagara Frontier Transportation Authority

Public Authority's Mission Statement:

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, 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.

Date Adopted: April 28, 2016

List of Performance Goals:

SURFACE TRANSPORTATION GROUP	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> • Increase Ridership and Farebox Recovery. <ul style="list-style-type: none"> ○ Ridership Goal: 26.5M ○ Farebox Recovery Goals: <ul style="list-style-type: none"> • Fixed: 30.7% • Paratransit: 6.4% • Rail: 22.8% 	<ul style="list-style-type: none"> • Increase Ridership and Farebox Recovery. <ul style="list-style-type: none"> ○ Ridership: System: 28.1M {Fixed: 22.7M, PAL: 0.2M, Rail: 5.2M} ○ Farebox Recovery: <ul style="list-style-type: none"> • Fixed: 30.62% • Paratransit: 6.16% • Rail: 22.9%
<ul style="list-style-type: none"> • Maintain on-time performance and reduce service interruption. <ul style="list-style-type: none"> ○ Goal is 84.3% on time performance ○ Goal is 7,750 for miles between service interruptions for Big Bus ○ Goal is 39,000 for miles between service interruptions for Small Bus ○ Goal is 11,600 for miles between service interruptions for Hybrid Bus 	<ul style="list-style-type: none"> • Maintain on-time performance and reduce service interruption. <ul style="list-style-type: none"> ○ On time performance: Fixed: 83.9%, PAL: 97.9%, Rail 89.9% ○ Miles between service interruptions for Big Bus: 6,386 miles ○ Miles between service interruptions for Small Bus: 19,512 miles ○ Miles between service interruptions for Hybrid: 10,529 miles
<ul style="list-style-type: none"> • Reduce number of recordable accidents and cases with days away. <ul style="list-style-type: none"> ○ Recordable Injury Rate - 8.5 ○ Cases with Days Away Rate - 5.2 ○ Days Away Rate - 240 	<ul style="list-style-type: none"> • Reduce number of recordable accidents and cases with days away (Calendar Year 2015) <ul style="list-style-type: none"> ○ Recordable Injury Rate - 8.6 ○ Cases with Days Away Rate - 6.0 ○ Days Away Rate – 410.1
<ul style="list-style-type: none"> • Attendance Rate - Goal is 92.3% 	<ul style="list-style-type: none"> • Attendance Rate - 91.7%
<ul style="list-style-type: none"> • Increase MTC & NFITC revenue opportunities with advertising and vendor upgrades 	<ul style="list-style-type: none"> • RFP selection process ongoing for concessionaires at MTC and other various rail stations, including naming rights at

	various rail stations.
<ul style="list-style-type: none"> • Continue to improve productivity and cost effectiveness of Metro services 	<ul style="list-style-type: none"> • Ongoing evaluation of current service delivery and proposed service adjustments. CNG facility complete at Frontier Garage, including procurement and delivery of 20 CNG Buses and 10 Pal Vans. Bus and Rail Fare Collection Design on schedule and within budget. Black Rock Riverside Transit Hub complete and Niagara Street Corridor enhancements ongoing. Real time signage, Interactive Voice Response, and web based customer amenities introduced and continued improvements ongoing.

AVIATION BUSINESS GROUP	
Buffalo Niagara International Airport (BNIA)	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Achieve optimal standards of performance in relation to delivering high quality customer service and satisfaction. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Increase the number of passengers utilizing BNIA by aggressively improving service and reducing air fares to several key leisure markets and maintaining service and low air fares to key leisure markets. 	<ul style="list-style-type: none"> FY2016 Passenger traffic decreased 2.9% compared to FY2015. Consolidation/merger of airlines has negatively impacted number of flights/seats at BNIA. Additionally, the struggling Canadian economy and related weakness in the Canadian dollar has negatively impacted BNIA which is located in close proximity to Canada. Airfares remain competitive with BNIA ranking as the 20th lowest fare offerings as ranked by the U.S. Department of Transportation. New non-stop service to Denver and Los Angeles is scheduled during June 2016. Non-stop international flight operations to Cancun, Mexico and Punta Cana, Dominican Republic continued for the second year during 2016 representing first scheduled international service since early 2000's.
<ul style="list-style-type: none"> Maximize BNIA long-term parking market share through sales and marketing to major local corporate travelers and contingent market radio advertising campaigns. 	<ul style="list-style-type: none"> BNIA long term parking share is 80.9% of total market. Aggressive marketing of BNIA's Frequent Parker Program has resulted in 1,080 new member enrollments since FY2015.
<ul style="list-style-type: none"> Develop and implement a long-range plan to increase parking capacity to 	<ul style="list-style-type: none"> 1,000 parking space expansion was completed during late 2013 and is

meet increasing demand.	available to accommodate passenger demand.
<ul style="list-style-type: none"> Implement a long-range plan to maximize usage of the expanded terminal space. 	<ul style="list-style-type: none"> BNIA Master Plan projects are incorporated in the 5 year capital budget to relieve current congestion and to accommodate anticipated growth.
<ul style="list-style-type: none"> Support unit and snow equipment replacement program to ensure safe air carrier operations. 	<ul style="list-style-type: none"> Ongoing. Planned replacement of snow equipment which is beyond its useful life remains ongoing to ensure safe air carrier operations.
<ul style="list-style-type: none"> Promote and facilitate a safe working environment for BNIA employees, with an effort toward minimizing employee injuries and reducing workers' compensation expense. 	<ul style="list-style-type: none"> Cases with days away rate per 100: 5.85. BNIA continues to hold monthly safety meetings with all employee groups to maintain a safe working environment.
Niagara Falls International Airport (NFIA)	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Continue the aggressive marketing approach to capitalize on Air Cargo and Charter opportunities in the most cost efficient operating manner. 	<ul style="list-style-type: none"> Aviation staff continuously participates in air service development gatherings and airline meetings for potential business development opportunities for cargo and charter activities.
<ul style="list-style-type: none"> Work closely with the FBO to assure the performance of contracted services. 	<ul style="list-style-type: none"> Aviation staff meets with FBO management on a weekly basis to assure high levels of performance. In January 2015, the FBO obtained the FAA license for "Part 145 Repair Station" which allows it to perform certain third-party aircraft repairs; this service was not previously offered at the airport.
<ul style="list-style-type: none"> Continue to market the NFIA terminal to potential air service providers and concessionaires to provide quality customer service and improve operating profits. 	<ul style="list-style-type: none"> Aviation staff continuously participates in air service development gatherings and airline meetings to market the airport.
<ul style="list-style-type: none"> Continue to increase satisfaction and customer service and enhance public and customer perception of the airport. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Continue to promote and maintain a safe working environment for NFIA 	<ul style="list-style-type: none"> Cases with days away rate per 100 employees: 4.5

employees with the goal of no lost time incidents and no workers' compensation expense.	
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THE PROPERTY GROUP	
Program and Service Goals - FYE -16	Status
247 Cayuga Road, Commerce Park <ul style="list-style-type: none"> Continue leasing program with goal to maintain maximum occupancy. 	<ul style="list-style-type: none"> Occupancy rates continue to be maintained near 70%.
485 Cayuga Road <ul style="list-style-type: none"> Continue leasing program with goal to maintain maximum occupancy. 	<ul style="list-style-type: none"> Occupancy rates have been maintained and income increased 15% from the previous year. Entered into agreement with SUNY at Buffalo for STARTUP NY.
DL&W <ul style="list-style-type: none"> Continue to progress the redevelopment of this facility in order to support community objectives. 	<ul style="list-style-type: none"> Staff continues to show space as requested.

CENTRAL ADMINISTRATION	
EXECUTIVE	
Internal Auditing	
Program and Service Goals – FYE 16	Status
The goal of internal auditing 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 activities reviewed:	
<ul style="list-style-type: none"> • Conduct financial, operational and performance audits. 	<ul style="list-style-type: none"> • 19 audits have been started or completed during the year.
<ul style="list-style-type: none"> • Conduct price analyses in accordance with the procurement guidelines. 	<ul style="list-style-type: none"> • Completed price analysis as requested.
<ul style="list-style-type: none"> • Test internal controls in accordance with the Model Governance Principles for Public Authorities. 	<ul style="list-style-type: none"> • Completed Annually.
<ul style="list-style-type: none"> • Prepare an Annual Audit Plan for review and approval by the Audit & Governance Committee. 	<ul style="list-style-type: none"> • Completed Annually.
Transit Police	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue mandated DCJS training programs to increase the level of performance and professionalism of the police force 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Effectively interpret and implement all relevant required federal, state and local laws and programs 	<ul style="list-style-type: none"> • Ongoing
Health Safety and Environmental Quality	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> • Focus on continual improvement that with emphasis on environmental compliance and employee safety that contributes to well-being of the community and region it serves. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Work with key stakeholders to control and mitigate the Authority's 	<ul style="list-style-type: none"> • Ongoing.

environmental impact on the region.	
<ul style="list-style-type: none"> Integrate all aspects of sustainability into the compliance programs through partnering with the leaders in the NFTA organization. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Focus on system security will continue to identify threats and vulnerabilities and develop effective measures and controls to eliminate intentional hazards and promote system security throughout the Authority. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Committed to reducing and mitigating safety and environmental hazards in the work place that contribute to loss time injuries and pollution to the environment. This will be facilitated through the continued implementation of a strong HSEQ work program. 	<ul style="list-style-type: none"> Ongoing.
Risk Management	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Maintain continuous protection of the Authority's assets through self-insurance or risk transfer via insurance policies. 	<ul style="list-style-type: none"> Modifications to insurance policies made as needed.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Modifications to insurance policies made as needed.
<ul style="list-style-type: none"> Develop written procedures and operating policies on the risk management program. 	<ul style="list-style-type: none"> Completed annually and within the budget process.
<ul style="list-style-type: none"> Evaluate the overall effectiveness of the risk management program and make changes where needed. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Emphasize more loss control and coordinate with corporate safety to recommend training to decrease our frequency and severity of losses. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Control and direct Workers' Compensation Third Party Administrator, as well as the internal claims process. 	<ul style="list-style-type: none"> Ongoing with the Safety Department as needed through external loss control of our insurance broker.

<ul style="list-style-type: none"> Process payments related to worker's compensation in conjunction with Third Party Administrator (TPA) agreements. 	<ul style="list-style-type: none"> Ongoing with PMA Mgmt. Corporation the NFTA's third party administrator for workers' compensation and the internal Claims Department.
<ul style="list-style-type: none"> Review and maintain continuous insurance compliance protection under all leases, contracts and tenant agreements. 	<ul style="list-style-type: none"> Ongoing process with Legal and Business Center involvement to ensure necessary insurance is in place.
<ul style="list-style-type: none"> Participate in the Authority wide safety program. 	<ul style="list-style-type: none"> Ongoing. Monthly participation in injury review meetings with Executive Director, Safety and Business Center staff.
Claims Department	
Program and Service Goals - FYE -16	
Status	
<ul style="list-style-type: none"> Dispose of claims within budget. 	<ul style="list-style-type: none"> Bus under budget \$400,837, Rail under budget \$88,917.
<ul style="list-style-type: none"> Continue development and refining of methods to track and evaluate accident data in order to facilitate reduction of accidents. 	<ul style="list-style-type: none"> Monthly statistical report on accidents to Director of Surface Trans w/copies to all Dept. heads. Additional reports produced on demand.
<ul style="list-style-type: none"> Emphasize interdepartmental communication in order to increase organizational ability to reduce accidents. 	<ul style="list-style-type: none"> Claims continues to share info developed on claims with Bus, Pal & Rail Supervisors. We identify possible trends and share with Safety, TAPD, FMD to address ongoing exposures.
<ul style="list-style-type: none"> Continue to refinement of methods by which other departments may access accident and cost information as necessary for their operations. 	<ul style="list-style-type: none"> Produce reports on demand for Surface Trans., Safety, Station Mgrs.
<ul style="list-style-type: none"> Expedite investigation and recovery procedures by development of direct computer access to bus operational and mechanical data. 	<ul style="list-style-type: none"> Access to Ellipse for work orders and parts pricing database allows early confirmation of repair cost to prove bus damage claims. We recovered \$217,476.85 in damage to buses, shelters, signs, non-rev vehicles, TAPD vehicles etc. in FY 2016
<ul style="list-style-type: none"> Continue development and enactment of procedures for preservation of bus/rail video, digitalization of investigative and medical records of no-fault and litigated claims. 	<ul style="list-style-type: none"> Bus/Rail and Premises video preservation and security continues to be a priority. More medical records are preserved digitally for on line arbitration submissions.
<ul style="list-style-type: none"> Obtain training for current staff to keep up to date on issues effecting tort and no-fault claims. 	<ul style="list-style-type: none"> Staff continues to attend annual education seminars sponsored by the Claims Association, Bar Association and CLM Org. Also take Webinars

	presented by FTA, CLM and ISO on changes in laws and our reporting obligations. Professional publications on NF Arbitration decisions, case law and overall Claim Management are reviewed monthly.
Management Information Systems	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Support and maintain corporate business applications such as, the Enterprise Asset Management and Maintenance, Procurement and Financial (Ellipse), HR Payroll (Lawson), Email and office productivity systems. 	<ul style="list-style-type: none"> Ongoing. In process of performing upgrades to our systems as necessary.
<ul style="list-style-type: none"> Coordinate technology services offered by the MIS Department by providing direction in the implementation of computer systems. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Work with vendors to understand and introduce new technology to the organization. 	<ul style="list-style-type: none"> Introduced Microsoft Office 365 and Outlook to the organization.
<ul style="list-style-type: none"> Provide and maintain a secure stable Network Infrastructure. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Continue to develop ITS policy and procedures to effectively manage the Authority's ITS resources. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Plan, investigate, develop and implement new applications and capabilities meeting the requirements and satisfaction of the business units. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Provide user support through training, maintenance, problem determination and resolution, and other services as needed. 	<ul style="list-style-type: none"> Introduced LYNDA online training to the organization
<ul style="list-style-type: none"> Make available over the NFTA network information needed by the user community. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Successfully support user help calls directly or through other resources (vendors, educators, etc.). 	<ul style="list-style-type: none"> Ongoing

Equal Employment Opportunity/Diversity Development	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Administer the Disadvantaged Business Enterprise (DBE) Certification Program and the Equal Employment Opportunity (EEO) Program. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Monitor contracts for compliance with all federal and state requirements. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> File reports with the Federal Aviation Administration and Federal Transit Administration as required. 	<ul style="list-style-type: none"> Required reports were filed
<ul style="list-style-type: none"> Provide branch managers and department heads with information pertaining to civil rights compliance. 	<ul style="list-style-type: none"> Ongoing – EEO plan updated in 2015
<ul style="list-style-type: none"> Monitor hiring and promotional activity of ensure minorities and women are represented in all job groups. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Investigate and resolve complaints of discrimination filed by employees of the NFTA and NFT Metro. 	<ul style="list-style-type: none"> Ongoing – 12 EEO Complaints were received and resolved
<ul style="list-style-type: none"> Investigate and resolve Title VI Complaints. 	<ul style="list-style-type: none"> Ongoing – Nine (9) Title VI complaints were received and resolved.
<ul style="list-style-type: none"> Conduct civil rights, sexual harassment and Americans with Disabilities Act training classes. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Provide fixed route mobility training per request. 	<ul style="list-style-type: none"> There were no requests received for mobility training during this period
<ul style="list-style-type: none"> Ensure Authority-wide compliance with ADA of 1990 employment, facility and transportation service requirements. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Serve as liaison with the disabled community via the Advisory Committee on the Disabled. 	<ul style="list-style-type: none"> Ongoing – Facilitated eight (8) meetings of the Advisory Committee

General Counsel	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> To provide thorough, timely and effective legal counsel to the Authority management, its commissioners and officer 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> To effectively represent the Authority in all disputes, claims, litigation, and administrative proceedings 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> To continue preparation and updating legal agreements consistent with federal and state requirements and as necessary to support Authority objectives 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> To effectively use outside legal services within budgeted allocations 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> To regularly review pending litigation files and determine reasonable settlement/reserve values 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> To provide contract administration services and guidance to the procurement and user departments involved in specialized procurements 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> To provide legal advice and services to facilitate the acquisition of real property as required to implement project undertakings of the Authority 	<ul style="list-style-type: none"> Ongoing
Engineering	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Provide cost effective project management including engineering design and construction services 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Prepare, issue and manage the reports and plans mandated for Executive Order #88 	<ul style="list-style-type: none"> FYE 2016 reports submitted to BuildSmart NY.
<ul style="list-style-type: none"> Implement the NFIA Airport Improvement Program projects. Total 	<ul style="list-style-type: none"> Ongoing

program cost - \$20.2 M	
<ul style="list-style-type: none"> Implement the BNIA Airport Improvement Program projects. Total Program cost - \$40.7 M 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Implement the Metro and LRRT Capital Program. Total program cost - \$61.9 M 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Implement the LRV Rebuild Program. Total program cost - \$49.0 M 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Manage BNIA Residential Noise Compatibility 10 year Program. Total program cost - \$54.1 M 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Provide oversight/coordination for the Authority-wide radio system 	<ul style="list-style-type: none"> Radio licenses are current.
<ul style="list-style-type: none"> Provide oversight for the certified inspection of elevators and escalators throughout the Authority 	<ul style="list-style-type: none"> FYE 2016 inspections completed.
<ul style="list-style-type: none"> Management of design and construction projects to comply with grantor requirements which results in full cost reimbursement from the appropriate funding agency. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Monitor actual costs, cash flows, and milestone dates to assess overall performance of consultants and contractors. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Ensure contract compliance and monitor project quality control. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Ensure that the cost of inspection/management services are within acceptable industry standards. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Ensure contract and project closeouts are completed in a timely manner. 	<ul style="list-style-type: none"> Ongoing
Public Affairs	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Design and produce marketing support materials that support the mission and objectives of the various business centers within the NFTA 	<ul style="list-style-type: none"> This is a daily occurrence. The department interacts with all business centers as requested to meet their daily needs.
<ul style="list-style-type: none"> Provide communication/marketing services to all business centers within the Authority 	<ul style="list-style-type: none"> The department provides service as requested at all times.
<ul style="list-style-type: none"> Prepare and produce all Metro timetables, route maps, updating service information with quarterly 	<ul style="list-style-type: none"> An ongoing process throughout the year.

changes	
<ul style="list-style-type: none"> • Help to maintain a consistent corporate identity for the NFTA 	<ul style="list-style-type: none"> • Ongoing everyday as required.
<ul style="list-style-type: none"> • Continue to improve the effectiveness of the public relations' programs using established public relations practices and techniques 	<ul style="list-style-type: none"> • The department reacts to situations as they arise and advance whenever possible to protect the image of the authority.
<ul style="list-style-type: none"> • Gain support from the Buffalo Niagara region for NFTA's public transportation initiatives through participation in various community events and activities 	<ul style="list-style-type: none"> • Staff attended numerous community events during the past year to promote the various aspects of the authority.
<ul style="list-style-type: none"> • Communicate NFTA operational policies and changes 	<ul style="list-style-type: none"> • Ongoing. Using social media and conventional means we communicate to the public on a daily basis.
<ul style="list-style-type: none"> • Author articles and take photos for NFTA's in-house online newsletter the <i>Transporter</i> as a means of informing NFTA associates and community stakeholders about happenings within the Authority. 	<ul style="list-style-type: none"> • Here too, using social media to spread the word regarding the many activities and programs of the authority. Ongoing process.
<ul style="list-style-type: none"> • Maintain and update the NFTA's various websites. 	<ul style="list-style-type: none"> • Updates are performed as needed. Pages are constantly refreshed and maintained as required.
<ul style="list-style-type: none"> • Assist with the publishing of the NFTA's Annual Financial Report 	<ul style="list-style-type: none"> • The department fulfilled its obligation.
<ul style="list-style-type: none"> • Respond in a timely manner to inquires from the media relating to matters concerning the NFTA 	<ul style="list-style-type: none"> • This occurs almost daily. We respond in a timely manner to all inquiries for the media.
Human Resources	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> • Implement programs/initiatives that provide cost effective benefits, effective staffing, personnel development, diversity and training 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Develop positive union/management relationships that encourage mutual respect and common approaches to labor and business issues 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Successfully conclude labor contract negotiations within established bargaining parameters and in a timely manner 	<ul style="list-style-type: none"> • 8 – Settled • 4 – Presently in Negotiations • 1 – Presently in Fact Finding
<ul style="list-style-type: none"> • Review existing benefit plans for effectiveness and appropriate 	<ul style="list-style-type: none"> • Ongoing

cost/benefit relationships	
<ul style="list-style-type: none"> Develop and obtain Board approval on bargaining strategy for contract negotiations 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Develop with business directors, organization plans that minimize costs while upgrading talent by promotion, replacement and external recruiting 	<ul style="list-style-type: none"> Ongoing
Employee Assistance Program	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Increase 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. 	<ul style="list-style-type: none"> On- going-EAP will continue to educate employees on the various services available via email, printed brochures, employee outreach, and monthly lunch and learns.
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> On-going-EAP will continue to establish a network of service providers to assist employees with resolving issues, which could negatively affect their job performance.
<ul style="list-style-type: none"> Provide Wellness programs of various categories to employees including additional mini-wellness fairs. 	<ul style="list-style-type: none"> Ongoing- EAP will increase participation in wellness fairs by adding more vendors to wellness programs. In addition, EAP will continue to survey employees in efforts to meet their wellness need
<ul style="list-style-type: none"> Provide SAP services as required by the Department of Transportation including assessment and two-year follow-up monitoring. 	<ul style="list-style-type: none"> On-going- EAP will continue to coordinate SAP services for employees. Employees will be monitored by EAP until successful completion.
<ul style="list-style-type: none"> Provide intervention services in resolving problem situations which arise from interpersonal, inter-departmental and union/management conflicts as might be indicated. 	<ul style="list-style-type: none"> On-going- EAP will continue to provide consultations to managers' supervisors and union representatives to assist with resolving conflicts.
<ul style="list-style-type: none"> Provide follow-up services to new and existing client as necessary. 	<ul style="list-style-type: none"> On-going- EAP will continue to provide follow up services to all individuals in a timely manner.
<ul style="list-style-type: none"> Develop and maintain skills through training in order to provide the best care possible to clients – skills enhancement. 	<ul style="list-style-type: none"> On-going- EAP staff will participate in professional development activities to enhance current skills.

<ul style="list-style-type: none"> Continue to provide Critical Incident Stress Debriefing as might be indicated and additional training. 	<ul style="list-style-type: none"> On-going-EAP will continue to provide CISD as needed.
Finance and Administration	
Program and Service Goals - FYE -16	Status
<ul style="list-style-type: none"> Provide thorough, timely and effective financial information and guidance to Authority management, its Commissioners and Officers, and as required, to funding agencies 	<ul style="list-style-type: none"> All financial reports, both internal and external, have been provided in a timely manner and submitted as required by funding agencies, law or statute.
<ul style="list-style-type: none"> Effectively interpret and implement all required financial procedures as determined by external controlling agencies 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Regularly review and advise the Authority of pending changes in the financial arena that will impact the performance of the Authority. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Recommend a balanced program for improvements in office technology that utilizes resources, both financial and human, most appropriately. 	<ul style="list-style-type: none"> In the process of implementing a new timekeeping system; Phase 1 is in progress.
<ul style="list-style-type: none"> Develop financing and cash management techniques that will more effectively maximize our working capital position. 	<ul style="list-style-type: none"> Ongoing.
<ul style="list-style-type: none"> Prepare the annual operating and capital budgets for all business centers and support units. 	<ul style="list-style-type: none"> Completed
<ul style="list-style-type: none"> Prepare the five-year operating and capital plan for all business centers and support units. 	<ul style="list-style-type: none"> Completed
<ul style="list-style-type: none"> Implement, monitor and analyze balanced adopted budgets throughout the fiscal year. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Provide the Board of Commissioners, Executive Director, and general managers with accurate financial and budget performance data on fiscal issues and recommend appropriate action. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Assist transportation service providers in developing performance indicators to link the operating budget to 	<ul style="list-style-type: none"> Ongoing

services provided.	
<ul style="list-style-type: none"> • Provide detailed analysis in development of the BNIA rates and charges. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Process and account for all financial transactions through reconciliation of the general ledger accounts, and assure such transactions are in compliance with Generally Accepted Accounting Principles 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Prepare interim, annual and comprehensive financial statements for federal, state and local governmental authorities and funding agencies as required. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Review accounting systems and make recommendations and changes to ensure they adequately support the objectives of accounting services. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Develop ongoing financial training methods. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Prepare projected cash flows for NFTA and Metro 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Investigate any new legislation pertinent to investment policies, procedures and guidelines in accordance with New York State Law. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Report status of all operating assistance. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Develop and implement training of treasury management throughout the Authority. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Collaborate with external agencies and internal departments to identify fundable projects fitting organizational strategies. 	<ul style="list-style-type: none"> • 3 competitive grant applications were submitted collaboratively by external agencies with funding awarded that directly benefits NFTA; all grant applications submitted were a collaboration with internal departments.

<ul style="list-style-type: none"> • Prepare and submit grant applications. 	<ul style="list-style-type: none"> • 4 apportionment grant applications were submitted; 10 competitive grant applications submitted with 4 awarded and 3 pending
<ul style="list-style-type: none"> • Assure project management compliance with grantors rules, regulations, and grant closeout requirements. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Communicate with partners on project status and funding information in a timely and accurate manner. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Administer NFTA funding through regional project planning. 	<ul style="list-style-type: none"> • Attended all levels of Greater Buffalo Niagara Regional Transportation Council meetings to administer all Federal Transit Administration funds through the State Transportation Improvement Plan (TIP) and Regional TIP.
<ul style="list-style-type: none"> • Analyze federal and state budget and policy documents. 	<ul style="list-style-type: none"> • An analysis of federal and state budget and policy documents is presented at the monthly Board of Commissioners Audit and Governance Committee meeting
<ul style="list-style-type: none"> • Research and interpret relevant federal, state and local rules, regulations, policies and procedures. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Communicate with partners on administrative and legislative initiatives in a timely and accurate manner. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Procure goods and services cost effectively in keeping with the Procurement Guidelines, budgetary limits and departmental requirements. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Ensure the integrity of the procurement process and to support new standards for materials, equipment and supplies. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Improve service to customers at all facilities. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Assist DBE's, MBE's, WBE's and other small businesses to maximize opportunities in their participation in NFTA procurements. 	<ul style="list-style-type: none"> • We continue to participate in regional and state outreach programs.
<ul style="list-style-type: none"> • Issue purchase orders within 24 hours of receipt of purchase requisition. 	<ul style="list-style-type: none"> • Ongoing

<ul style="list-style-type: none">• Enhance the competitive bidding process.	<ul style="list-style-type: none">• Ongoing
<ul style="list-style-type: none">• Reduce the number of purchase orders processed via the increase of the purchasing card.	<ul style="list-style-type: none">• Ongoing

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.