

SURFACE TRANSPORTATION

DESCRIPTION

The Surface Transportation Business Unit oversees all ground-based transportation services operated and provided by the NFTA, including fixed-route bus and rail routes, paratransit, other non-traditional transit services, and intercity bus terminals in Buffalo and Niagara Falls. Surface Transportation units include Metro (fixed-route bus and rail services), Marketing (promotion of transportation services), Service Planning (route and schedule development), Special Services (Paratransit PAL for passengers with disabilities), Transportation Centers (management of bus terminals and Central Services), and Customer Service (passenger support and assistance).

Our mission is to enhance the quality of life for residents and visitors by providing safe, clean, affordable, responsive, and reliable transportation through a coordinated and convenient bus and rail system. Our vision is to foster effective partnerships with public and private entities, continuously improving transportation services to support regional growth. The range of mobility services we provide includes traditional bus and rail lines, circulator routes, employer shuttles, paratransit, bicycle programs, and pedestrian enhancements. Ultimately, our goal is to achieve a reputation as the highest-quality transit system in New York.

1.0 METRO

Metro provides comprehensive fixed-route urban and suburban public transportation services within the Erie and Niagara County service area. Metro's 268 fixed-route big buses, 86 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 8.8 million annual bus miles, and one rail route on which 835,749 annual car miles are operated. Each weekday, Metro carries approximately 52,000 passengers on buses and trains. In FYE 26, 16.3 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 1,099 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. These activities include major component change-outs, bodywork, painting, engine and transmission rebuilding, parts reconditioning, and structural repairs. Additional responsibilities include radio maintenance, farebox maintenance, and maintaining bus garage facilities, bus stop signs, and bus loops.

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

The Transportation Support Department oversees new operator training, 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 meet public mobility needs. This is achieved through a dynamic process of continuously measuring and estimating ridership demand, then creating schedules to efficiently meet that demand. Service Planning also monitors and evaluates Metro's ridership and route performance statistics.

SPECIAL SERVICES

Metro's Special Services unit directs complementary paratransit service (PAL) as mandated by the Americans with Disabilities Act (ADA). PAL assists individuals unable to use Metro's regular, fully accessible bus and rail system. Additionally, this unit manages MetroLink and various non-traditional transportation services, including airport shuttles, college circulators, vanpools, and employer shuttles, which are provided either directly by Metro or through agreements with private providers and outside agencies. The unit also oversees Metro's reduced fare program, allowing seniors and people with disabilities to ride at a discounted rate.

TRANSPORTATION CENTERS

The Transportation Centers unit is responsible for maintaining the Metropolitan Transportation Center, including the NFTA corporate offices at 181 Ellicott Street in Buffalo, the Transportation Centers in Niagara Falls, the Operations Control Center, and the Transit Police Headquarters. This department provides building maintenance and janitorial services to ensure a clean, comfortable, and safe environment for both NFTA employees and the traveling public. Additionally, the unit monitors and provides services for tenants across various facilities.

3.0 CUSTOMER CARE

The Customer Care department plays a vital role in delivering high-quality bus and rail information to the public. This is accomplished through a customized automated telephone information system (IVR) and an automated trip planner (ATIS), both accessible via the NFTA website. Annually, the department handles nearly 52,619 calls,

reflecting its significant engagement with the community. The Interactive Voice Response (IVR), facilitated over 54,003, while the automated system provided critical information to riders over 126,000 times during 2025. In addition to offering trip planning assistance and resolving customer complaints and commendations, the department manages the Emergency Ride Home Program, underscoring its commitment to customer service and support.

KEY PERFORMANCE INDICATORS

	FYE 25 <u>Actual</u>	FYE 26 <u>Goal</u>	FYE 26 <u>Current</u> <u>Estimate</u>	FYE 27 <u>Goal</u>
Financial				
Total Passengers	16.03MM	16.25M	16.26MM	16.32MM
Passenger Fares	\$29.05MM	\$27.4MM	\$28.5MM	\$29.0MM
Farebox Recovery				
Fixed	20.50%	20.00%	18.74%	20.30%
Paratransit	3.95%	5.20%	3.17%	4.15%
Rail	11.57%	11.50%	10.25%	11.60%
Cost per Revenue Hour				
Fixed	\$181.83	\$186.66	\$183.41	\$180.46
Paratransit	\$111.55	\$114.75	\$112.56	\$114.75
Rail	\$758.84	\$457.71	\$801.87	\$798.87
Fare Capped Riders	N/A	+2.00%	+4.09%	+2.50%
Customer Service				
Complaints Received Per 100K Boardings	3.78	2.90	5.04	2.90
Commendations Received Per 100K Boardings	0.78	1.00	0.78	1.00

	FYE 25 <u>Actual</u>	FYE 26 <u>Goal</u>	FYE 26 <u>Current</u> <u>Estimate</u>	FYE 27 <u>Goal</u>
Productivity				
Attendance Rate	93.1%	93.5%	93.9%	94.1%
Big Bus Miles Between Service Interruptions	9,676	9,800	9,337	9,500
Small Bus Miles Between Service Interruptions	56,969	74,000	30,398	42,000
Hybrid Bus Miles Between Service Interruptions	8,424	7,500	9,660	9,750
Battery Electric Bus Miles Between Service Interruptions	24,137	31,000	24,137	25,000
On-Time Performance	81.2%	82.5%	81.8%	82.6%
Safety				
	CY 25 <u>Actual</u>	CY 25 <u>Goal</u>	CY 26 <u>Current</u> <u>Estimate</u>	CY 26 <u>Goal</u>
Recordable Injury Rate	5.5	5.5	6.9	5.9
Cases with Days Away Rate	4.0	3.8	6.0	3.9
Days Away Rate	127.8	154.0	143.6	154.0

KEY POINTS

- Bailey Avenue Bus Rapid Transit project development and Metro Rail Expansion environmental review
- Continued rail station improvements including elevator and escalator upgrades (Church St.).
- 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.
- Further pursue funding for Electric Bus Charging Station Construction and Fleet Procurement.
- Citizens Advisory Committee (CAC) ongoing
- Bus Stop Balancing

PROGRAM AND SERVICE OBJECTIVES

- Maintain and enhance on-time performance to reduce service interruptions.
- Implement workforce retention and targeted hiring initiatives.
- Strengthen customer safety and security through dedicated campaigns.
- Reduce the number of recordable accidents and cases involving days away.
- Increase the employee attendance rate through proactive measures.
- Continue optimizing efficiency and accessibility of paratransit services.
- Expand MTC and NFITC revenue opportunities with enhanced advertising and vendor partnerships.
- Further improve productivity and cost-effectiveness across all 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 25 <u>Actual</u>	FYE 26 <u>Original</u> <u>Budget</u>	FYE 26 <u>Current</u> <u>Forecast</u>	FYE 27 <u>Budget</u>
FAA Regulations	100%	100%	100%	100%
Total Passengers	2,554,291	2,694,042	2,579,014	2,587,980
<u>Revenue per passenger:</u>				
Parking lot revenue	\$8.73	\$9.22	\$9.18	\$9.78
Auto rental	\$3.42	\$3.61	\$3.47	\$3.61
Food, beverage & retail	<u>\$1.27</u>	<u>\$1.21</u>	<u>\$1.31</u>	<u>\$1.35</u>
Total	\$13.42	\$14.04	\$13.95	\$14.73

NIAGARA FALLS INTERNATIONAL AIRPORT

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.

PERFORMANCE INDICATORS

	FYE 25 <u>Actual</u>	FYE 26 <u>Original Budget</u>	FYE 26 <u>Current Estimate</u>	FYE 27 <u>Budget</u>
FAA Regulations	100%	100%	100%	100%
Total Passengers	57,261	63,402	65,205	69,754
Parking Fees Per Passenger	\$13.08	\$12.82	\$12.78	\$12.50

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

The Property Group maximizes discretionary revenue from NFTA-owned real estate assets. By generating self-sustaining revenue, the Property Group helps the NFTA provide reliable, affordable, and accessible public transportation that connects Western New York residents to jobs, education, healthcare, and essential services every day, while reducing traffic congestion, lowering household transportation costs, and supporting a cleaner environment.

Strategic Goals for FYE 2027

- Implement the established Master Plan for NFTA-ROW properties through strategic property value assessments and the negotiation of existing agreements to align revenues with current market value.
- Cayuga Road Properties: Achieve and maintain occupancy levels exceeding 85% through the continued development, promotion, and strategic marketing of available space
- Develop a comprehensive proposal strategy and implementation plan for expiring land leases in accordance with New York State Public Authorities Law and applicable FAA guidelines.

Property Management Department

The Business Center currently manages a real estate portfolio comprising over 480,000 square feet of industrial warehouse distribution and associated office space, as well as over 200 acres of both developed and undeveloped land. This portfolio includes over 85 building space leases, ground leases, and occupancy or license agreements; additionally, it manages more than 14 miles of railroad rights of way, which contain over 80 separate pipe, cable, fiber, and ground leases. The Business Center is also responsible for setting rental rates and tenant fees and negotiating and drafting real estate agreements to attract new tenants and renew existing contracts.

Real Estate Services

The Business Center delivers expert real estate support to all NFTA divisions and Metro operations. Key responsibilities include procuring and reviewing property appraisals, negotiating leases for transportation-related facilities, managing the sale or lease of surplus properties through competitive RFPs and sealed bids, preparing net operating income analyses, and overseeing surplus transportation assets.

Land Planning & Development Department

The Business Center is responsible for optimizing the long-term value of NFTA's undeveloped land assets. Through planning, market analysis, and strategic development initiatives, the department identifies and transform underutilized properties into productive assets. This proactive approach ensures that NFTA's land resources continue to generate sustainable returns and strengthen the Authority's ability to invest in public transportation services for the community.

Performance Indicators - FYE 2027

Gross revenues from all sources	\$4,652,612
Direct operating expenses	<u>\$1,673,095</u>
Net operating income	<u>\$2,979,517</u>
Direct capital expenses	<u>\$1,280,000</u>
Net surplus	<u>\$1,699,517</u>

Total Available Sq. Ft.	469,658
Total Sq. Ft. Occupied	396,415
Occupancy Rate	84.1%

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 24 <u>Actual</u>	CYE 25 <u>Current Estimate</u>	CYE 26 <u>Budget</u>
Number of Internal Financial, Operational and Performance Audits Performed and Reports Issued	5	6	8
Submit annual audit plan to Audit & Governance Committee for review and approval.	1	1	1
Price analysis in accordance with the procurement guidelines	5	6	6
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

- Implement and operationalize the department's performance model: Presence, Preparedness, Professionalism, and Partnerships so as to improve safety outcomes:
 - **Presence:** Increase visible patrols in transit hubs, platforms, and high-traffic commuter areas to deter crime and reassure the public.
 - **Preparedness:** Strengthen officer readiness through scenario-based training, emergency response planning, and coordination with transit authorities.
 - **Professionalism:** Promote respectful, service-oriented interactions with commuters, employees, and community partners.
 - **Partnerships:** Expand collaboration with transit agencies, community groups, and regional law enforcement to address safety concerns and share intelligence. 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.
- Maintain full compliance with all 112 New York State Police Accreditation Program Standards through systematic review, documentation, and operational alignment.

- Conduct quarterly audits to verify adherence to administrative, training, and operational standards.
- Update policies and procedures as required by state guidance or emerging public safety needs.
- Demonstrate accountability, transparency, and excellence in police service delivery.
- Ensure readiness for accreditation reassessment and external review.

KEY PERFORMANCE INDICATORS

	<u>FYE26 Original Budget</u>	<u>FYE26 Current Estimate</u>	<u>FYE27 Budget</u>
Service Calls	35,000	30,000	30,000
Incident Reports	2,000	2,000	2,000
Persons Arrested	700	600	600
NOV's (Parking & Other)	800	500	500
Individuals Covered by Photo ID Program @ BNIA	4,800	5,000	5,000
Number of Training Hours Needed to Comply with NYS In-service Training Requirements for Police	2,700	4,000	4,000
On the Job Injury Time Loss (staff hours)	3,500	3,500	3,500

RISK MANAGEMENT

DESCRIPTION

The Risk Management department is responsible for protecting the financial assets of the NFTA and NFT 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

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

CLAIMS DEPARTMENT

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 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.
- Continuing 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 affecting tort and no-fault claims

KEY PERFORMANCE INDICATORS

	FYE 25 <u>Actual</u>	FYE 26 <u>Original</u> <u>Budget</u>	FYE26 <u>Actual</u>	FYE 27 <u>Budget</u>
Total No-Fault Claims Submitted	30	120	45	82
Total Property Damage Claims Submitted	20	85	102	100
Total Claims No-Fault Payments Made	11	60	25	60
Arbitration and City Court Matters Handled	2	20	33	35
Total Open Claims-Payment Anticipated:				
NFTA	30	40	28	35
Metro	<u>145</u>	<u>370</u>	<u>517</u>	<u>440</u>
Total	175	410	545	475
Cases Settled:				
Lawsuits	20	17	17	20
Property Damage				
Metro	15	55	90	100
NFTA	<u>0</u>	<u>8</u>	<u>2</u>	<u>6</u>
Subtotal	15	63	92	106
Personal Injury				
Metro	2	28	2	5
NFTA	<u>0</u>	<u>2</u>	<u>1</u>	<u>2</u>
Subtotal	2	30	3	7
Settled by Collection				
Metro	12	60	131	140
NFTA	<u>0</u>	<u>5</u>	<u>5</u>	<u>5</u>
Subtotal	<u>12</u>	<u>65</u>	<u>136</u>	<u>145</u>
Total Cases Settled	34	178	248	278

HEALTH, SAFETY AND ENVIRONMENTAL QUALITY

DESCRIPTION

The mission of the Department of Health, Safety, and Environmental Quality is to implement compliance programs, policies, and procedures that verify that a comprehensive safety, health, and environmentally compliant system exist 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 workplace 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.

FYE27 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 workplace 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 developing 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 and meet new government requirements.
- Begin implementation of our new ERP System and award the EAM contract.
- Replace Trapeze system used by paratransit for dispatch.
- Support and maintain business area applications like OrbCAD, etc.
- Manage project to replace the authority wide land mobile radio system.
- Begin projects to replace rail SCADA and upgrade BNIA lower level baggage system.
- 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 300 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.
- 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.
- Implement the BNIA Airport Improvement Program projects.
- Implement Metro and LRRT 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 NFTA 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, requests for tenant modifications, and private development plans and specifications.

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: General Aviation Apron/Taxiway Rehab., LRRT Pad & Fastener Replacement, Bus Rapid Transit (BRT), and NFIA Taxiway D Extension.

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

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.
- Coordinate & track building permit processing with the construction permitting agency.
- Support the NFTA's 10-year strategic plan.
- Provide subject matter expertise; electrical, mechanical, civil/structural and architectural.

KEY PERFORMANCE INDICATORS

	<u>FYE 25 Actual</u>	<u>FYE 26 Original Budget</u>	<u>FYE 26 Current Estimate</u>	<u>FYE 27 Budget Estimated</u>
Number of capital projects requested by Business Centers	51	34	18	27
Total dollar value of projects requested by Business Centers (000's)	\$376,522	\$253,661	\$206,180	\$261,454
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%

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 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 BNIA Passenger Boarding Bridge Replacements, DL&W Shoreline Rehab. and DL&W Core & Shell.

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 25 <u>Actual</u>	FYE 26 <u>Original</u> <u>Budget</u>	FYE 26 <u>Current</u> <u>Estimate</u>	FYE 27 <u>Budget</u> <u>Estimated</u>
Number of projects under construction	20	33	17	9
Value of projects under construction (000's)	\$211,766	\$262,259	\$159,758	\$127,472
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 and marketing efforts to effectively achieve strategic goals.
- Manages Bus and Rail advertising that provides critical funding for NFTA-Metro.
- 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 and community 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.
- Manage and update the NFTA's various websites.
- Coordinate the live broadcast of authority meetings to the public via the Internet.

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. It also 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. In addition, the Human Resources branch 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 25 <u>Actual</u>	FYE 26 <u>Original Budget</u>	FYE 26 <u>Current Estimate</u>	FYE 27 <u>Budget</u>
Labor contracts negotiated	1	7	7	7

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 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 25 <u>Actual</u>	FYE 25 <u>Original Budget</u>	FYE 26 <u>Current Estimate</u>	FYE 27 <u>Budget</u>
New DBE Applications Processed	51	25	27	25
New DBEs Certified	51	25	27	25
Civil Rights Complaints Filed - INTERNAL	10	5	3	5
Civil Rights Complaints Resolved-INTERNAL	9	5	3	5
Civil Rights Complaints Filed-EXTERNAL	4	3	0	3
Civil Rights Complaints Resolved- EXTERNAL	4	3	0	3
Sexual Harassment Complaints	0	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, and Accounting departments.)

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 work 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 of the development of the Buffalo Niagara Airport rates & charges.

KEY PERFORMANCE INDICATORS

	FYE 25 <u>Actual</u>	FYE 26 <u>Original</u> <u>Budget</u>	FYE 26 <u>Current</u> <u>Estimate</u>	FYE 27 <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	108	109	108
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

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 government 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 ensure 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 25 <u>Actual</u>	FYE 26 <u>Original</u> <u>Budget</u>	FYE 26 <u>Current</u> <u>Estimate</u>	FYE 27 <u>Budget</u>
Days Required to Close the General Ledger Monthly (business days)	7	7	7	7

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 25 <u>Actual</u>	FYE 26 <u>Original</u> <u>Budget</u>	FYE 26 <u>Current</u> <u>Estimate</u>	FYE 27 <u>Budget</u>
Checks Issued:				
Metro	22,733	25,000	23,404	24,000
Authority	7,750	9,000	7,674	8,000
Number of CD's Invested	25	15	25	25
Number of Bank Accounts Reconciled Monthly	45	45	45	45
Average Investment Rate	1.73%	3.00%	3.54%	3.50%

GRANTS AND DEVELOPMENT DEPARTMENT

DESCRIPTION

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

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 government entities to align and satisfy regulatory processes in support of transit-oriented 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.

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.

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.
- 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 SDVOB's, MBE's, WBE's and other small businesses to maximize opportunities in their participation in NFTA procurements.
- Issue purchase orders upon receipt of approved purchase requisitions.
- 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 25 <u>Actual</u>	FYE 26 <u>Original Budget</u>	FYE 26 <u>Current Estimate</u>	FYE 27 <u>Budget</u>
Purchase Orders - Created	7,785	6,800	7,380	7,500
Dollars of Purchases - Created (000's)	\$171,280	\$135,000	\$235,000	\$225,000

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.