

AUTHORITY MISSION STATEMENT AND PERFORMANCE MEASUREMENTS

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 efficient and professional transportation services that enhance the quality of life in the Buffalo Niagara region in a manner consistent with the needs of our customers.

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

Surface: enhance the quality of life of residents and visitors by providing the highest level of safe, clean, affordable, responsive, and reliable transportation through a coordinated and convenient bus and rail system.

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

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

VISION STATEMENT

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

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

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

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

Maintain a highly **motivated**, skilled and innovative work force.

VALUES

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

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

We value **diversity**.

We operate with **integrity** and high ethical standards.
We encourage the professional **growth** of our staff.
We promote **teamwork** and collaboration throughout the Authority.
We adhere to high standards of **performance and accountability**.
We are **committed** to our health, safety and environmental responsibilities.

Date Adopted: April 25, 2011

List of Performance Goals:

SURFACE TRANSPORTATION:

- Conduct a Fare Collection Study
- Increase revenue through initiatives such as a UB Rail Pass Program, and Paratransit Medicare Service opportunities
- Maintain on-time performance and reduce service interruption.
 - Goal is 82% on time performance
 - Goal is 4,500 for miles between service interruptions
- Reduce number of recordable accidents and cases with days away.
 - Recordable Injury Rate 9.0
 - Cases with Days Away Rate 5.2
 - Days Away Rate 330.0
- Reduce rate of unscheduled employee absences. Goal is 8.0%.

AVIATION BUSINESS GROUP

Buffalo Niagara International Airport (BNIA)

- Achieve optimal standards of performance in relations to delivering high quality customer service and satisfaction.
- Operate first class public parking facilities in a manner, which makes customer service the hallmark of the operation but still maximizes returns to the Authority.
- Increase the number of passengers utilizing BNIA by aggressively improving service and reducing air fares to several key leisure markets.
- Maximize BNIA long term parking market share through sales and marketing to major local corporate travelers and contingent market radio advertising campaigns.
- Develop and implement a long-range plan to 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.

Niagara Falls International Airport (NFIA)

- Develop plans to market the new NFIA terminal to promote air service development with quality customer service

- Continue the aggressive marketing approach to capitalize on Air Cargo and Charter opportunities in the most cost efficient operating manner.
- Work closely with the FBO to assure the performance of contracted services and the marketing program for the airport
- Continue to promote and maintain a safe working environment for NFIA employees with the goal of no lost time incidents and no workers' compensation expense.

THE PROPERTY GROUP

Port Terminals A&B

- Obtain new tenants to replace Sonwil. Currently the building is mothballed pending any new tenants, sale or development.

247 Cayuga Road, Commerce Park

- Continue the leasing program with the goal to maintain maximum occupancy

485 Cayuga Road

- Maximize revenue from buildings by obtaining new tenants to replace DRS.

CENTRAL ADMINISTRATION

Internal Auditing

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

- Conduct 5 internal financial, operational and performance audits
- Conduct 15 lease and contract audits
- Conduct 8 price analyses in accordance with the procurement guidelines
- Test internal controls in accordance with the Model Governance Principles for Public Authorities

Transit Police

- Continue programs to provide a safe and secure system for all NFTA employees and the riding public at all NFTA facilities, Metro Bus, and LRRT
- Continue mandated DCJS training programs to increase the level of performance and professionalism of the police force
- Effectively interpret and implement all relevant required federal, state and local laws and programs

Health Safety and Environmental Quality

- Ensure regulatory compliance with all environmental, health and safety regulations throughout the Authority.
- Minimize operational safety exposures for tenants, employees, customers and the environment through the identification of operational vulnerabilities and the implementation of appropriate countermeasures to minimize losses
- Reduce Authority work related employee injuries and illnesses
- Minimize waste and releases, and examine recycling opportunities

- Minimize the Authority's carbon footprint and improve upon environmental sustainability

Risk Management

- Maintain continuous protection of the Authority assets through self-insurance or risk transfer via insurance policies
- Forecast insurance costs and allocate costs to business centers on a cost of coverage basis so as to monitor annual insurance cost allocation to business centers and variances to budget
- Develop written procedures and operating policies on the risk management program
- Emphasize more loss control and coordinate with corporate safety to recommend training to decrease our frequency and severity of losses
- Control and direct workers' compensation third party administrator, as well as the internal claims to minimize claims costs
- Review and maintain continuous insurance compliance protection under all leases, contracts and tenant agreements
- Provide additional loss control services through our broker to minimize Authority exposure
- Participate in the Authority wide safety program

General Counsel

- To provide thorough, timely and effective legal counsel to the Authority management, its commissioners and officers
- To effectively represent the Authority in all disputes, claims, litigation, and administrative proceedings
- To continue preparation and updating legal agreements consistent with federal and state requirements and as necessary to support Authority objectives
- 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

- Provide cost effective project management including engineering design and construction services, including ADA, safety and all code requirements
- Implement the NFIA Airport Improvement Program
- Implement the BNIA Airport Improvement Program
- Implement the LRV Rebuild Program
- Manage BNIA Residential Noise Compatibility Program

Public Affairs

- Design and produce a variety of marketing support materials and communication services for the various business centers within the NFTA
- Gain support from the Buffalo Niagara region for NFTA's public transportation initiatives through participation in various community events and the authoring of press announcements regarding activities and achievements
- Prepare and produce all Metro timetables, Metro Reporter, route maps, updating service information with quarterly changes.
- Write and produce the NFTA's in-house publication Transporter as a means of informing NFTA associates and community stakeholders about happenings within the Authority.
- Maintain and update the NFTA's Web site
- Respond in a timely manner to inquiries from the media and others relating to matters concerning the NFTA

Human Resources

- Implement programs/initiatives that provide cost effective benefits, effective staffing, personnel development, diversity and training
 - Review existing benefit plans for effectiveness and appropriate cost/benefit relationships
 - Develop with business directors, organization plans that minimize costs while upgrading talent by promotion, replacement and external recruiting
- 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
 - Develop and obtain Board approval on bargaining strategy for contract negotiations
- Administer the Disadvantaged Business Enterprise (DBE) certification and Equal Employment Opportunity (EEO) Program

Finance and Administration

- Provide thorough, timely and effective financial information, guidance and reports to Authority management, its Commissioners and Officers, and as required, to funding agencies
- Regularly review and advise the Authority of pending changes in the financial arena that will impact on the performance of the Authority
- Recommend a balanced program for improvements in management information technology that utilizes resources, both financial and human most appropriately
- Secure appropriate financial resources to fund the capital and operating needs of the Authority
- Efficiently procure goods and services cost effectively and competitively in keeping with the Procurement Guidelines, budgetary limits and departmental guidelines

Additional questions:

1. Have the board members acknowledged that they have read and understood the mission of the public authority?
Yes 100% of the Commissioners have signed the Acknowledgement of Fiduciary duties and responsibilities.
2. Who has the power to appoint the management of the public authority?
The Executive Director hires the management of the authority and the Board of Commissioners hires the three officer positions that consist of the Executive Director, General Counsel and Chief Financial Officer.
3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?
Yes we have the Niagara Frontier Transportation Authority Hiring Guidelines.
4. Briefly describe the role of the Board and the role of management in the implementation of the mission. *The Board is the governing body of the Authority and is responsible for periodically reviewing the Authority's mission, vision, and goals; establishing policies to promote honest and ethical conduct by Authority commissioners, officers and employees in carrying out the Authority's mission, reviewing financial, legal and operational management reports, and overseeing the Authority's internal controls. Management is responsible for developing the goals to meet the mission. Once approved by the Board, management is tasked with implementing policies and procedures to achieve the goals and report to the status of them to the Board on a periodic basis through the Board Committee meetings.*
5. Has the Board acknowledged that they have read and understood the responses to each of these questions? *The Board of Commissioners reviews and approves the goals and objectives of the authority on an annual basis as part of the budget process and they were involved in the development of the strategic plan encompassing the mission, vision, and values statements. They have all signed the Acknowledgement of Fiduciary duties and responsibilities.*