

## **FYE 20 PERFORMANCE GOALS**

### **SURFACE TRANSPORTATION**

#### **DESCRIPTION**

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

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

#### **METRO**

Metro provides comprehensive fixed-route urban and suburban public transportation services within the Erie and Niagara county service area. Metro's 325 fixed-route big buses, 75 Paratransit/MetroLink vans and 27 rail cars operate up to 21 hours per day, seven days per week, to serve the residents of the urbanized area. There are 61 bus routes on which Metro operates nearly 12.5 million annual bus miles, and one rail route on which 936,000 annual car miles are operated. Each weekday, Metro carries approximately 85,950 passengers on buses and trains. In FYE 18, 25,158,939 customers used Metro.

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

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

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

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

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

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

### **SERVICE PLANNING**

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

### **SPECIAL SERVICES**

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

### **TRANSPORTATION CENTERS**

The Transportation Centers unit maintains the Metropolitan Transportation Center including NFTA corporate offices located at 181 Ellicott Street in Buffalo, the Transportation Centers in Niagara Falls, the Operations Control Center and Transit Police

Headquarters. This department provides building maintenance and janitorial services in order to present a clean, comfortable and safe environment for NFTA employees and the traveling public. This unit also monitors and performs services for the tenants of various facilities.

### **CUSTOMER CARE**

The Customer Care department is responsible for providing the public with quality bus and rail information. This is achieved through the operation of a customized automated telephone information system (IVR) along with an automated trip planner (ATIS) that is accessible to the public via the NFTA website. The Customer Care department processes nearly 450,000 calls annually. Currently, the automated trip planner is utilized by agents and customers in planning more than 33,000 trips per month, and the automated system provided information to riders over 435,000 times in 2018. Along with being responsible for resolving customer complaints and providing trip information, the department also administers the Emergency Ride Home Program.

## KEY PERFORMANCE GOALS

	FYE 20 <u>Goal</u>
<b><u>Financial</u></b>	
Total Passengers	24.3m
Passenger Fares	\$36.5m
Total Revenue	\$37.7m
Farebox Recovery:	
Fixed	27.0%
Paratransit	5.9%
Rail	18.4%
Cost per Revenue Hour:	
Fixed	\$144.07
Paratransit	\$90.62
Rail	\$333.50
Rail Fare Evasion Rate	1.85%
<b><u>Customer Service</u></b>	
Complaints Received per 100,000 Boardings	2.5
Commendations per 100,000 Boardings	1.25

FYE 20  
Goal

**Productivity**

Attendance Rate	92.6%
Big Bus Miles Between Service Interruptions	7,800
Small Bus Miles Between Service Interruptions	100,000
Hybrid Bus Miles Between Service Interruptions	8,300
On-Time Performance	83.7%

CY 20  
Goal

**Safety**

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

## **KEY POINTS**

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

## **PROGRAM AND SERVICE OBJECTIVES**

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

# **BUFFALO NIAGARA INTERNATIONAL AIRPORT**

## **DESCRIPTION**

The Buffalo Niagara International Airport (BNIA) is the primary commercial 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 1 in overall traveler satisfaction for medium sized airports according to a passenger survey conducted by J.D. Power & Associates.

Six scheduled air carrier regional/commuter airlines fly out of BNIA handling approximately 5 million passengers annually. New non-stop service to Dallas/Fort Worth, Texas and seasonal international service to Montego Bay, Jamaica began in January 2019.

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 and reducing air fares to several key business markets and maintaining service and low air fares to key leisure markets.
- Maximize BNIA long term parking market share through sales and marketing to major local corporate travelers and contingent market radio advertising campaigns.

- 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 GOALS

	FYE 20 <u>Budget</u>
FAA Regulations	100%
Total Passengers	5,180,256
<u>Revenue per passenger:</u>	
Parking lot revenue	\$6.62
Auto rental	\$2.81
Food, beverage & retail	<u>\$1.17</u>
Total	\$10.60

# 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 has been designated by the Federal Aviation Administration as a reliever airport to attract general aviation traffic from Buffalo Niagara International Airport (BNIA).

NFIA, which is situated on 1,100 acres of property, has a 9,800 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 provide scheduled air service. 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.

## PROGRAM AND SERVICE OBJECTIVES

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

## PERFORMANCE INDICATORS

	FYE 20 <u>Budget</u>
FAA Regulations	100%
Total Passengers	247,926
Parking Fees Per Passenger	\$13.25

## **THE PROPERTY GROUP**

### **DESCRIPTION**

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

#### **Property Management Department**

Currently the Business Center's portfolio of real estate includes 480,000± square feet of industrial warehouse distribution and associated office space; 200± acres of developed and undeveloped real estate. Encumbering these properties are 75± leases of building space, ground rental, and occupancy/license agreements; 14+ miles of railroad rights of way containing in excess of 80 separate pipe, wire, and ground leases. In addition to the property management of these assets, the Business Center is responsible for establishing rental rates and tenant fees and the negotiation and preparation of real estate agreements in order to secure new tenants and provide for the renewal of existing contracts.

#### **Real Estate Services**

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

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

#### **Land Planning & Development Department**

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

## PROGRAM GOALS AND OBJECTIVES

- 1.) **247 Cayuga Road** - Continue leasing program with goal to maintain maximum occupancy.
- 2.) **485 Cayuga Road** – Continue leasing program with goal to reach maximum occupancy.
- 3.) **DL&W** - Continue to progress the redevelopment of this facility in order to support community objectives.

## KEY PERFORMANCE INDICATORS PROPERTY GROUP

	<b><u>Financial Goals for FYE 2020</u></b>	
Gross revenues from all sources	\$3,732,890	
Direct operating expenses	<u>\$1,038,051</u>	
Net operating income	\$2,694,839	
Direct capital expenses	<u>\$647,000</u>	
Net Income	\$2,047,839	
Total Occupiable Sq. Ft.	479,753	
Total Sq. Ft. Occupied	330,000	
Occupancy Rate		70%

## **CENTRAL ADMINISTRATION**

### **EXECUTIVE**

## **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 and Governance 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 and Governance 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

	FYE 20 <u>Budget</u>
Number of Internal Financial, Operational and Performance Audits Performed and Reports Issued	16
Submit annual audit plan to Audit & Governance Committee for review and approval.	1
Price analysis in accordance with the procurement guidelines	4
Test internal controls in accordance with the Model Governance Principles for Public Authorities	1

## **TRANSIT POLICE**

### **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.

The department also oversees the Adjudication department. The Adjudication department is responsible for administration and collection of fines associated with fare evasion, parking and other violations of the Rules and Regulations of the Authority.

### **PROGRAM AND SERVICE OBJECTIVES**

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

### **KEY PERFORMANCE INDICATORS**

	<u>FYE20 Budget</u>
Service Calls	31,000
Incident Reports	4,700
Persons Arrested	1,000
NOV's (Parking & Other)	2,000
Individuals Covered by Photo ID Program @ BNIA	4,800
Number of Training Hours Needed to Comply with NYS In-service Training Requirements for Police	2,700
On the Job Injury Time Loss (man hrs.)	4,000

## **EMPLOYEE ASSISTANCE PROGRAM**

### **DESCRIPTION**

The Employee Assistance Program is responsible for providing direct services to all NFTA and NFT Metro employees, employee's family members and retirees through interview assessments and appropriate referrals to community resource services providers so as to address various personal problems including problems related to alcohol and substance use/abuse, marital, financial, legal and a wide range of interpersonal conflicts in the workplace, the family unit and within the community. The department also provides information, relevant training and education to all levels of employees, including wellness programs and other health and mental health related services.

### **PROGRAM AND SERVICE OBJECTIVES**

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

	FYE 20 <u>Projected</u> <u>Estimate</u>
Provided services to employees, family members and retirees	60
Coordinate SAP services as required	6
Employee participation in Wellness Programs	1710
Provide Debriefing encounters	8
Reasonable Suspicion Training to Manager/Supervisor/Union	120
*New Hire Orientation for new employees regarding drug/alcohol and EAP services	125
Provide Direct Intervention in Conflict Resolution to Other Departments	5
Skills Enhanced/Professional Development	5

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\* Human Resources

## **RISK MANAGEMENT**

### **DESCRIPTION**

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

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

### **PROGRAMS AND SERVICES OBJECTIVES**

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

## **CLAIMS DEPARTMENT**

### **DESCRIPTION**

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

### **PROGRAM AND SERVICE OBJECTIVES**

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

## KEY PERFORMANCE INDICATORS

	FYE 20 <u>Budget</u>
Total No-Fault Claims Submitted	132
Total Property Damage Claims Submitted	159
Total Claims No-Fault Payments were made	115
Arbitration and City Court Matters Handled	81
Total Open Claims-Payment Anticipated:	
Metro	445
NFTA	40
Cases Settled:	
Lawsuits	50
Property Damage:	
Metro	84
NFTA	18
Personal Injury	
Metro	9
NFTA	<u>2</u>
Sub Total	163
Settled by Collection:	
Metro	144
NFTA	<u>9</u>
<b>Total Cases Settled</b>	<b>316</b>

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

\*\* Number of bus incidents is up 15% for the first quarter FY2019. Winter 2019 is expected to be average. Budget figures reflect 3 yr. average influenced by trending and the composition of pending claims which will resolve in this budget period.

# **HEALTH, SAFETY AND ENVIRONMENTAL QUALITY**

## **DESCRIPTION**

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

### **SYSTEM SAFETY**

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

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 assessment to identify the degree of vulnerability and the appropriate countermeasures needed to provide the necessary levels of protection.

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

### **ENVIRONMENTAL**

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

## **DEPARTMENTAL GUIDING PRINCIPLES**

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

## **FYE20 SERVICE OBJECTIVES**

### ***Ensure HSEQ Compliance***

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

### ***Provide Value***

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

### ***Injury Prevention/Reduction***

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

### ***Sustainability:***

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

## **INFORMATION TECHNOLOGY SERVICES**

### **DESCRIPTION**

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

### **PROGRAM AND SERVICE OBJECTIVES**

- Support and maintain corporate business applications such as Enterprise Asset Management and Maintenance, Procurement and Financial (Ellipse), HR Payroll (Lawson), Email and office productivity systems.
- Support and maintain business area applications like Trapeze, OrbCAD, etc.
- Consolidation of IT services across the enterprise to better use resources and lower costs.
- 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.

**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 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 20 <u>Budget</u>
DBE Applications Processed	25
DBEs Certified	18
Civil Rights Complaints Filed - INTERNAL	10
Civil Rights Complaints Resolved-INTERNAL	1
Civil Rights Complaints Filed-EXTERNAL	0
Civil Rights Complaints Resolved- EXTERNAL	1
Sexual Harassment Complaints	1
ADA Complaints Filed - INTERNAL	10
ADA Complaints Resolved-INTERNAL	10

## **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.

### **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, Facilities Maintenance, Facilities, and Rail Facilities Departments. 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 are provide for the implementation of capital projects designated by the Business Centers.

In June of 2015, The Engineering Branch was assigned responsibility for the following departments:

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

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

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

Rail – Facilities: This department provides maintenance services for the LRRT mall and underground stations.

## **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.

# **DESIGN DEPARTMENT**

## **DESCRIPTION**

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

The Design Department is instrumental in development of the Authority-wide Five-Year Capital Plan, FAA Airport Improvement Programs, FTA & FAA quarterly reports, FTA semi-annual project reviews, managing with the Business Centers the; DL&W Station, BNIA Aircraft Deicing Containment Facility Expansion, LRRT Fastener & Pad Replacement and LRRT Catenary Replacement projects.

Other services provided include technical advice and information to Business Center staffs for non-capital and maintenance work. Also included is NFTA coordination with the City of Buffalo Traffic on Main Street.

## **PROGRAM AND SERVICE OBJECTIVES**

- Initiate implementation of capital projects in a safe, cost management, and time effective manner.
- Management of design projects to comply with grantor requirements which results in full cost reimbursement from the appropriate funding agencies.
- Each capital project is assigned an implementation schedule with milestone dates and cashflow projections. The actual costs, cashflows, and milestone dates are monitored to assess overall performance of consultants and contractors.
- Provide oversight for Authority Wide radio system.
- Prepare, issue, and manage the reports and plans mandated for Executive Order 88.

## **KEY PERFORMANCE INDICATORS**

	FYE 20 <u>Budget</u> <u>Estimate</u>
Number of capital projects requested by Business Centers	26
Total dollar value of projects requested by Business Centers (000's)	\$95,492

# **CONSTRUCTION DEPARTMENT**

## **DESCRIPTION**

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

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 the BNIA Baggage Claim Expansion, BNIA Remain Over Night, Escalator Replacements, Elevator Controller Replacements, DL&W Station and the Metro Fare Collection System Upgrade projects.

Other services provided include management of non-capital airport APM projects, technical advice, and information to Business Center staff for non-capital and maintenance work. In addition, the department provides coordination between NFTA and the City of Buffalo Traffic on Main Street Projects.

## **PROGRAM AND SERVICE OBJECTIVES**

- Provide cost effective construction monitoring/management services consistent with the requirements of the Business Centers (i.e., scope, budget, schedule, and coordination).
- Ensure contract compliance and monitor project quality control.
- Management of construction projects to comply with grantor requirements which results in full cost reimbursement from the appropriate funding agencies.
- Ensure that the costs of inspection/management services are within acceptable industry standards.
- Ensure contract and project closeouts in a timely manner.

## **KEY PERFORMANCE INDICATORS**

	FYE 20 <u>Budget</u> <u>Estimated</u>
Number of projects under construction	27
Value of projects under construction (000's)	\$261,029

## **PUBLIC AFFAIRS**

### **DESCRIPTION**

The Public Affairs Department provides strategic direction and the implementation for marketing and internal external communications. This strategy is meant to increase public understanding, interest, awareness and support of the NFTA's organizational objectives and achievements. The Public Affairs Marketing Department provides strategy and execution for revenue generation, Marketing and Earned media. Currently, 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 both proactively working with the media to engage and promote products and services, and responding to requests for interviews and information, through communication campaigns to increase the awareness of the NFTA's public transportation services, to generate revenues, to 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 their 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 the materials and aid 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.

### **PROGRAM AND SERVICE OBJECTIVES**

- Develop, manage, organize and implement the NFTA's community communication efforts to effectively achieve strategic goals
- Proactively reach out to media outlets to promote various NFTA community efforts and business initiatives and new services
- Provide best in class responsive and transparent media relations that positions the authority in a favorable light to the public
- Prepare and develop digital communication strategy to best position the NFTA for the future
- Provide communication/marketing strategy and services to all business centers within the authority
- Prepare and produce all Metro timetables, route maps, updating service information with quarterly changes

- Maintain a consistent identity and brand for the NFTA
- Continue to improve the effectiveness of the public relations programs using established public relations practices and techniques
- Gain support from the Buffalo Niagara region for NFTA's public transportation initiatives through participation in various community events and activities
- Communicate NFTA operational policies and changes.
- Author articles and take photos for NFTA's in-house online newsletter the Transporter as a means of informing NFTA associates, community stakeholders and the region in general about happenings within the authority
- Maintain and update the NFTA's various websites
- 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. Provides services related to labor relations including negotiating collective bargaining agreements, investigating and resolving grievances, participating in arbitrations, PERB and other legal proceedings, and coordinating and participating in all labor-management activities. Administers programs in conjunction with Federal Regulations governing drug and alcohol testing, and medical certification in accordance with Motor Vehicle and Traffic Laws.

### **PROGRAM AND SERVICE OBJECTIVES**

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

### **KEY PERFORMANCE INDICATORS**

	<b>FYE 20</b>
	<b><u>Budget</u></b>
	<b><u>Estimate</u></b>
Labor contracts negotiated	12

## **CHIEF FINANCIAL OFFICER**

### **DESCRIPTION**

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

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

### **PROGRAM AND SERVICE OBJECTIVES**

- Provide thorough, timely and effective financial information and guidance to Authority management, its Commissioners and Officers, and as required, to funding agencies.
- Effectively interpret and implement all required financial procedures as determined by external controlling agencies.
- Regularly review and advise the Authority of pending changes in the financial arena that will impact on the performance of the Authority.
- Recommend a balanced program for improvements in office technology that utilizes resources, both financial and human, most appropriately.
- Develop financing and cash management techniques that will more effectively maximize our working capital position.

## **FINANCIAL PLANNING AND ANALYSIS**

### **DESCRIPTION**

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

### **PROGRAM AND SERVICE OBJECTIVES**

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

## KEY PERFORMANCE INDICATORS

	FYE 20 <u>Budget</u>
Consolidated Annual Operating & Cap'l Budgets Prepared for Board of Commissioners' Approval	1
Five Year Operating & Cap'l Plan Prepared for Board of Commissioners' Approval	1
Cost Center Budget Request Reviewed, Categorized into Departments and Prepared for Executive Director Approval	108
Review and Analysis of Revenues and Expenditures Performed	12
Workdays to Complete Budget Variance Report After Fiscal Period Closing	3
Monthly Performance Rept.	12
Operating Report Prepared for NYSDOT	3
Calculation of Annual Airline Rates and Charges Along with Mid-year Review and Year End Settlement	3
NYSDOB Financial Report	1
NYSDOT 17A Report	1

# **ACCOUNTING SERVICES DEPARTMENT**

## **DESCRIPTION**

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

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

## **PROGRAM AND SERVICE OBJECTIVES**

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

## **KEY PERFORMANCE INDICATORS**

FYE 20  
Budget

Days Required to Close  
the General Ledger Monthly  
(business days)

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 20 <u>Budget</u>
Checks Issued:	
Metro	35,000
Authority	11,500
Number of Investment Orders Completed	300
Number of Bank Accounts Reconciled Monthly	75
Number of Passes Sold	300,000
Average Investment Rate: Investments	1.20%

## **GRANTS AND GOVERNMENT AFFAIRS DEPARTMENT**

### **DESCRIPTION**

The Grants and Government Affairs Department manages all phases of the NFTA's grant processes and legislative action plans.

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

Working with NFTA business centers the Department develops and maintains relationships with federal, state and local offices, coordinates federal and state legislative action plans, analyzes budgets and legislation and prepares public funding and policy proposals.

### **PROGRAM AND SERVICE OBJECTIVES**

The functions of the Department include:

- Collaborate with external agencies and internal departments to identify funding sources and fundable projects to support organizational and regional strategies.
- Prepare and submit grant applications.
- Assure project management compliance with grantor rules, regulations, and grant closeout requirements.
- Communicate with funding and other partners on project status and funding information in a timely and accurate manner.
- Administer NFTA funding through regional project planning.
- Analyze federal and state budget, policy and legislation.
- Research and interpret relevant federal, state and local rules, regulations, policies, and procedures.
- Communicate with partners on administrative and legislative initiatives in a timely and accurate manner.

## **PERFORMANCE MEASUREMENTS**

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

# **PROCUREMENT**

## **DESCRIPTION**

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

## **PROGRAM AND SERVICE OBJECTIVES**

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

## **KEY PERFORMANCE INDICATORS**

	<b>FYE 20 <u>Budget</u></b>
Purchase Orders	8,500
Dollars of Purchases (000's)	\$41,000

**Additional questions:**

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

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

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

*The Executive Director hires the management of the authority and the Board of Commissioners 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.*