



Long Beach Transit FY 2021 Budget Book



FY 2021 Budget Book

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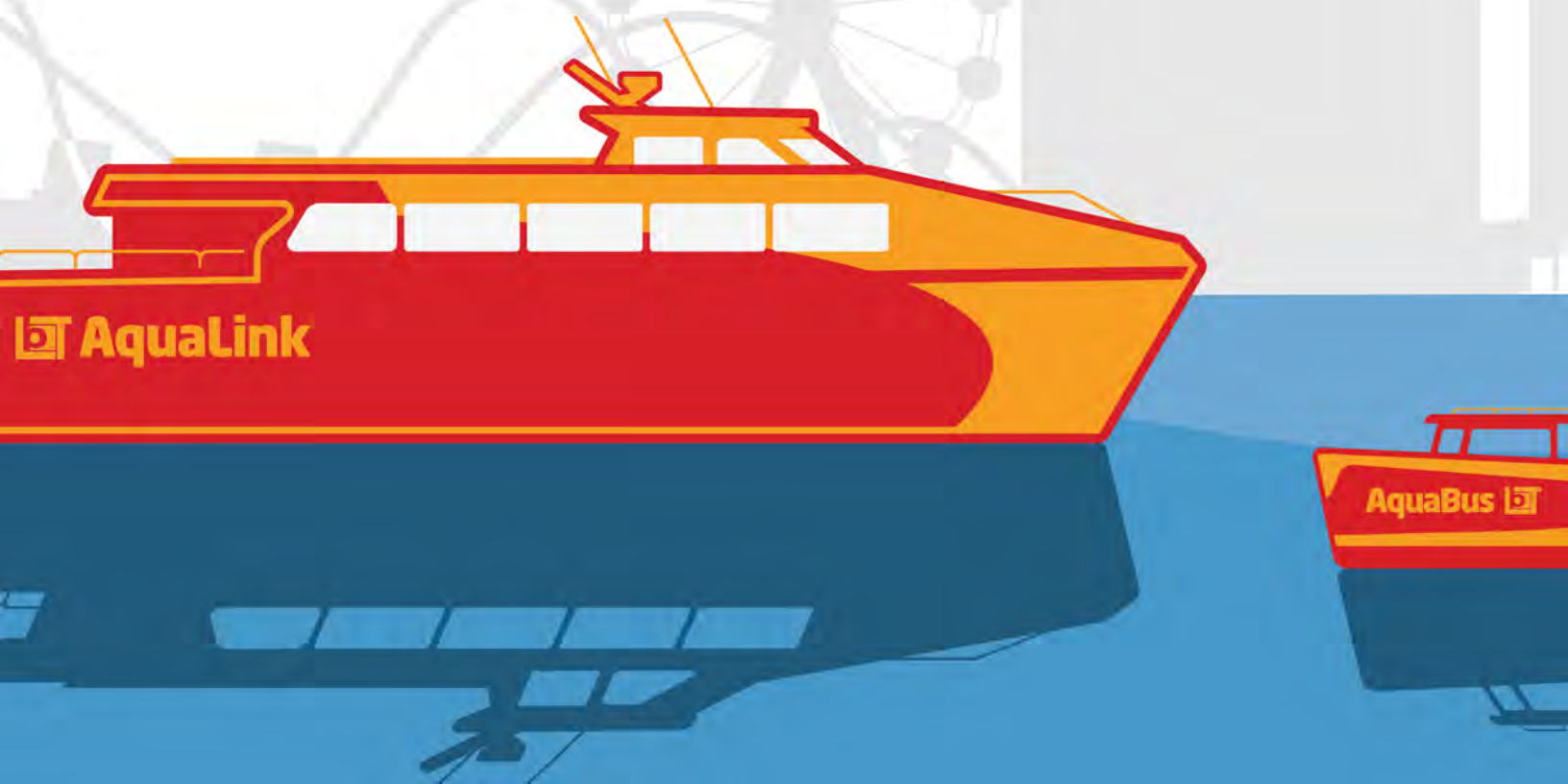
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Statement from the CEO





Fiscal Year (FY) 2021 has had some unprecedented firsts.

Notably, I am presenting Long Beach Transit's (LBT) FY 2021 operating and capital budgets in August, as opposed to May, nearly two months into the new fiscal year.

Consistent with LBT's budget development practice, I reflect upon the occurrences that took place in the past fiscal year—in parallel with the agency's organizational focus: vision, mission, values and chiefly the strategic priorities—and carve a path forward for the upcoming fiscal year.

LBT embarked upon the budget development process in early February 2020, five months prior to the beginning of FY 2021. Staff conducted a budget kickoff meeting on March 12, 2020. Subsequently, on March 13, 2020, the President of the United States declared a National Emergency over COVID-19. That same day, Long Beach Unified School District suspended classes for all K–12 students, with California State University, Long Beach and Long Beach City College following suit.

LBT, along with the rest of the city, county, state and nation, changed course and quickly tried to adapt to an unknown environment that had not been seen globally in more than a century.

LBT's budget development process stalled, as the agency recognized the gravity of the fluctuating landscape and the uncertainty of revenue projections upon which the operating budget is based.

On April 21, 2020, this uncertainty was cemented when LBT received notification from the Los Angeles County Metropolitan Transportation Authority (Metro), in its capacity as the Regional Transportation Planning Agency, that it was unable to provide a clear financial picture due to COVID-19. Metro provides revenue projections to the Los Angeles County Municipal Operators Association, of which LBT is a member agency.

At the LBT Board of Directors meeting on May 28, 2020, I brought forward a recommendation for a FY 2020 Budget Continuing Resolution to authorize me, in my capacity as the President and CEO, to extend the FY 2020 budget spending levels through the first quarter of FY 2021 (July 2020–September 2020). The Board supported the recommendation and LBT is currently operating under a continuing resolution.

Statement from the CEO

August 2020 (cont'd)

Our staff remains resilient, dedicated and optimistic, as we chart our course during these times. The agency is committed to essential workers, especially our own, as we continue to provide modified service for essential trips and navigate a “new normal.”

I appreciate the months of collaborative and unwavering efforts exhibited by the Board of Directors, the Executive Leadership Team, staff and our agency partners during these extraordinary times to ensure the agency’s work force, plans and programs can weather this storm now and in years to come.

Special thanks to and acknowledgement of Lisa Patton, Executive Director/VP, Finance and Budget; Ashley Liang, Treasurer; Rhea Morillos, Comptroller; Jennifer Saatjian, Finance Manager; Tracy Beidleman, Manager, Government Relations, Capital Planning and Grants; Jeff Fortune, Capital and Grants Planner; Samantha Ihlenfeldt, Budget Analyst; James Tai, Administrative Assistant, Finance; as well as the entire Finance and Budget department for their efforts coordinating the FY 2021 budget process.

Moreover, great appreciation for the efforts of Ivette Dubois, Board Secretary; and Dave Hernandez, Assistant to the Deputy CEO, in working steadfastly on the compilation and presentation of this Budget Book. Also, special acknowledgement to Debra Johnson, Deputy CEO, for working with me in lockstep in framing our budget outlook, as well as leading this process.

We, as LBT, remain committed to embodying our mission—“dedicated to connecting communities and moving people...making everyday life better,” now, more than ever.

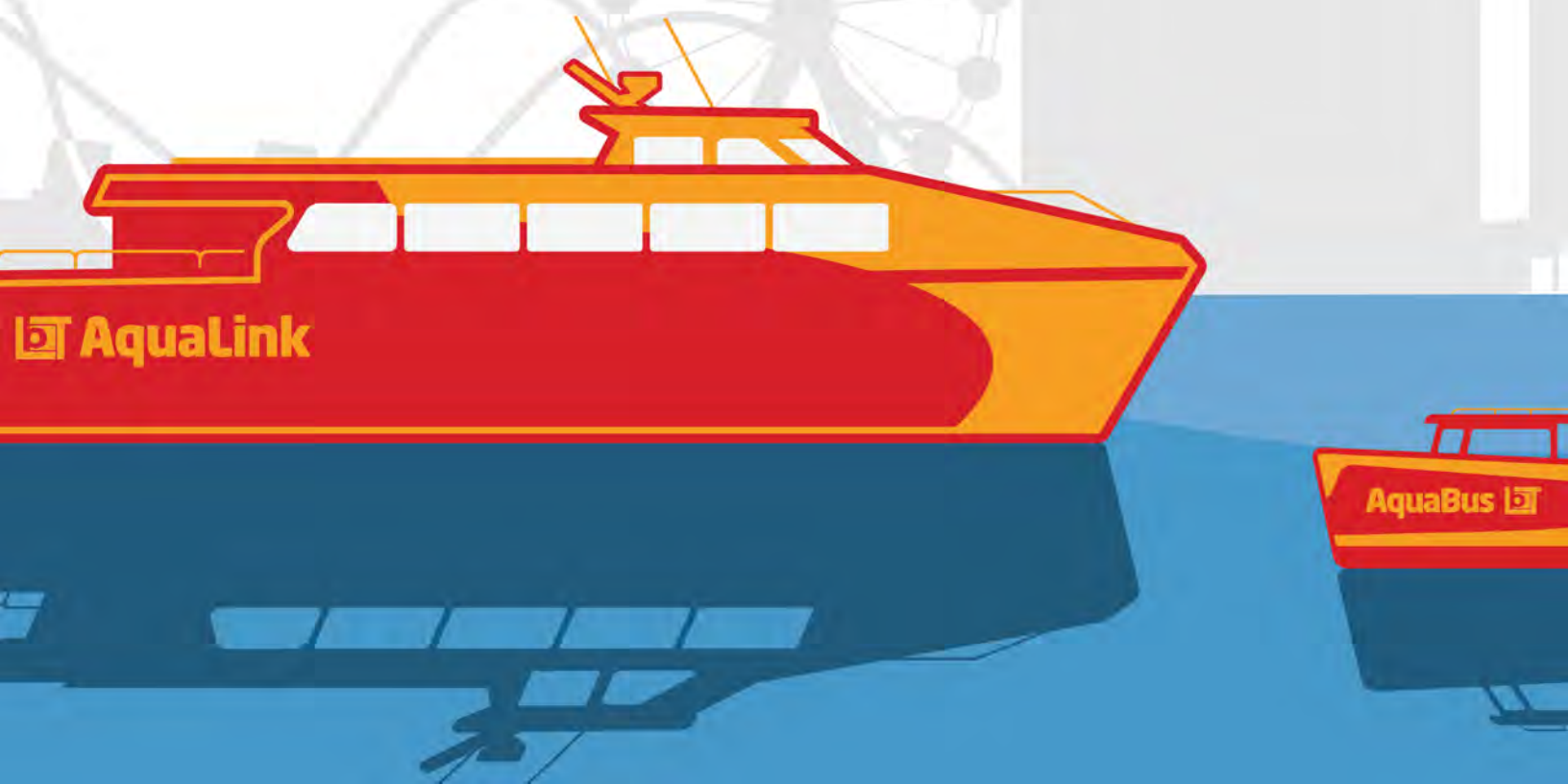
Thank you.



Kenneth A. McDonald
President and Chief Executive Officer

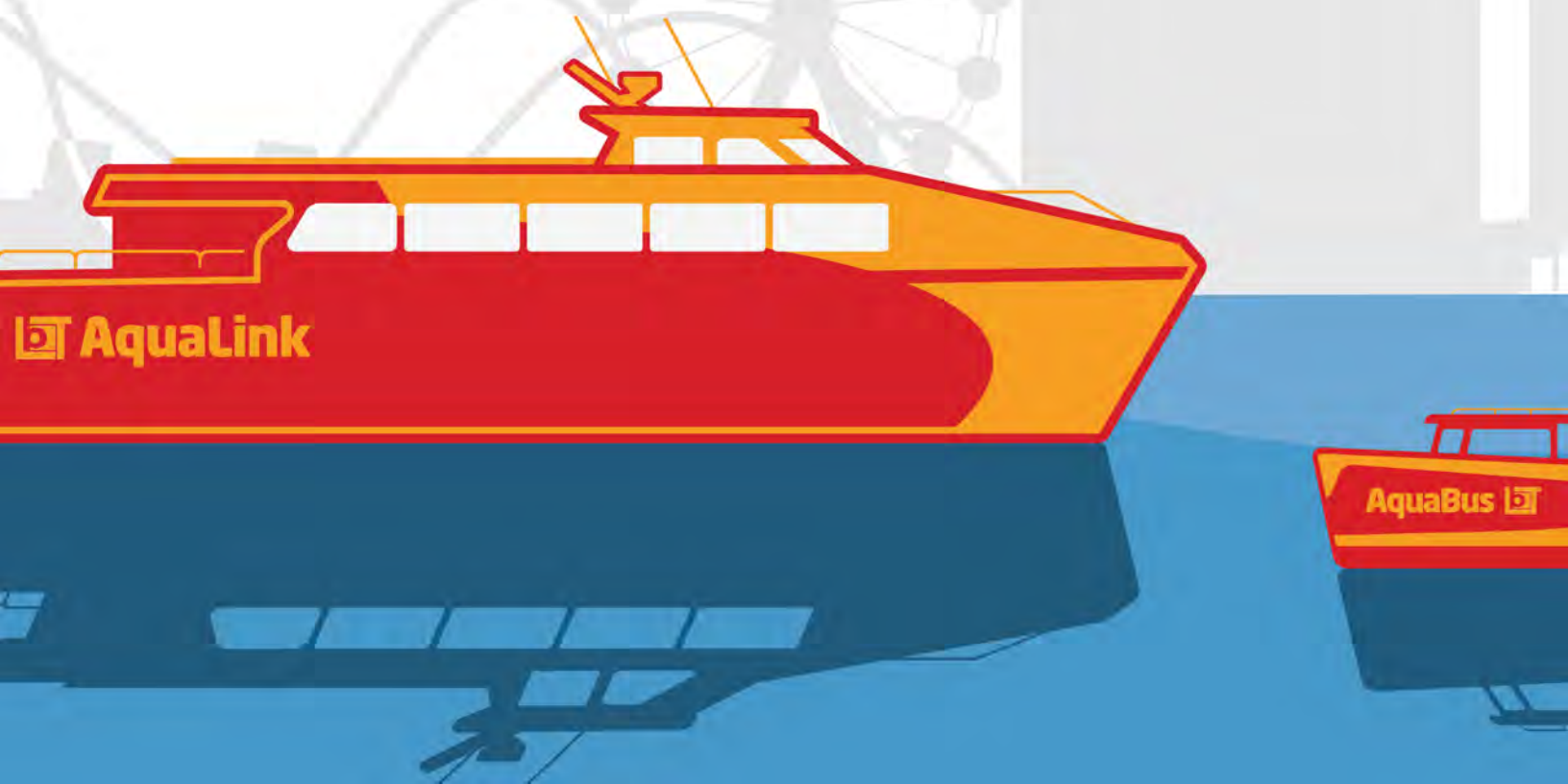


Introduction





Agency Overview



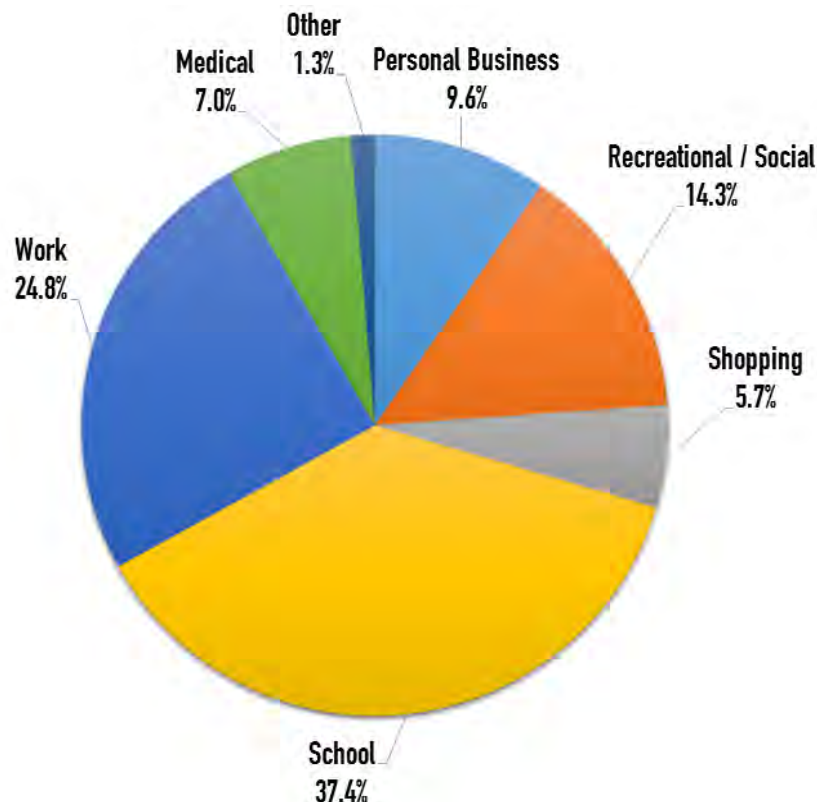
LBT provides public transportation services to more than 23 million annual boarding customers in southeastern Los Angeles County and northwestern Orange County. With a service area covering over 100 square miles across 14 cities, LBT annually runs more than 6.9 million service miles over 700,000 service hours, on 36 fixed routes utilizing 250 buses. LBT also operates water taxi and demand-responsive paratransit services.



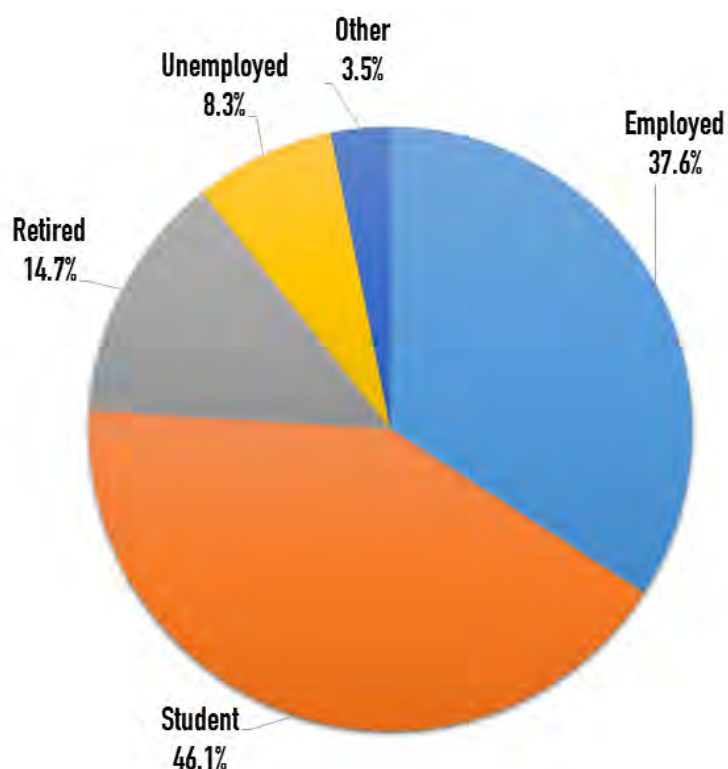
LBT's service attracts a variety of customers, including those who utilize public transit as their primary means of travel. Transit ridership by students continues to grow, primarily due to the elimination of school bus service. LBT's core customers rely on the system to get to work, school, medical appointments and to other recreational destinations.

Each year, the agency conducts a Customer and Potential Customer Evaluation Survey within its service area. The Survey allows LBT to collect ridership data and assess current customer and potential customer awareness of, and attitudes toward, LBT. The following charts are representative of the information collected from the FY 2020 Survey.

LBT CUSTOMER – TRIP PURPOSE

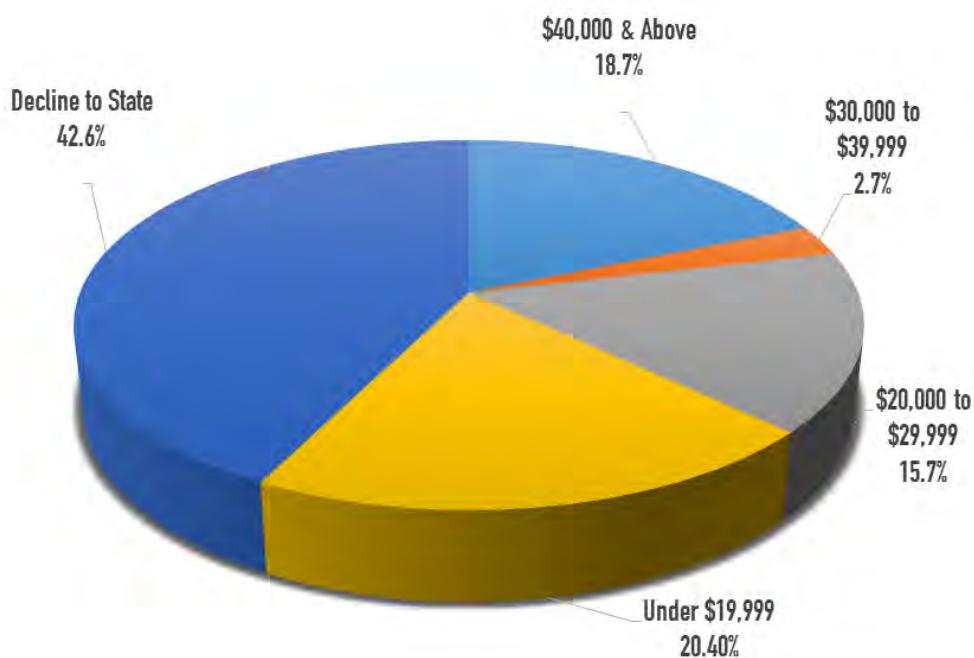


LBT CUSTOMER – OCCUPATION

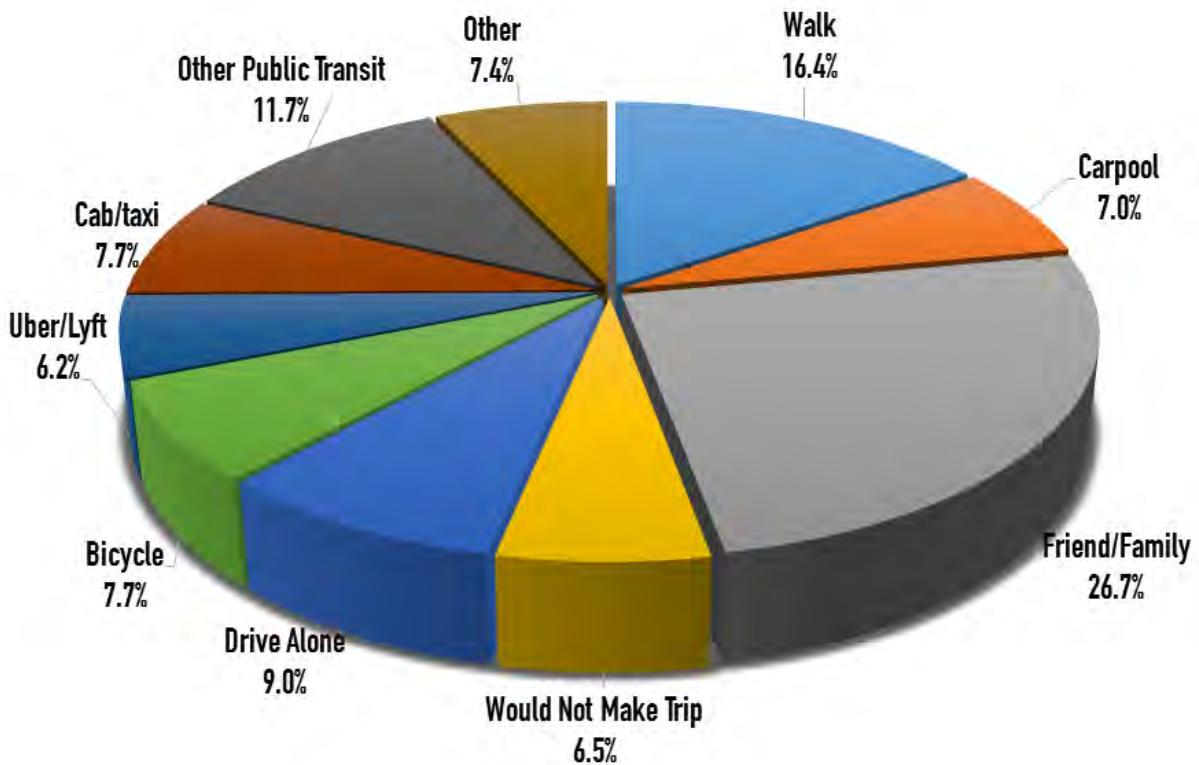


Note: Respondents may have selected more than one response

LBT CUSTOMER – ANNUAL HOUSEHOLD INCOME



LBT CUSTOMER – ALTERNATIVE TRANSPORTATION MODE



March 1963

Articles of Incorporation for Long Beach Public Transportation Company are approved and the Board of Directors conducts its first meeting.



May 1963–1977

William (Bill) Farrell becomes first general manager of the Long Beach Public Transportation Company.



1963

The first bus procured by Long Beach Public Transportation Company was the Dreamliner model.



May 1974

Grand opening of new LBT administrative offices and maintenance department at 1300 Gardenia Avenue.

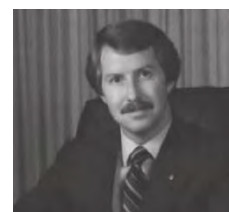
1975

Dial-A-Lift begins services for customers with disabilities who are unable to use the LBT fixed-route bus system.



1977–1980

Gerald (Jerry) Haugh serves as the second General Manager of LBT.



1980–2013

Lawrence (Larry) Jackson hired as the third general manager of LBT. He would lead the company for the next 33 years.

August 1982

Long Beach Transit Mall is dedicated.



Mid 1990s

Instituted downtown shuttle service called the Runabout, and later the Pine Avenue Link.



September 1998

A second operating facility is opened in north Long Beach, giving LBT an opportunity to expand its fleet.

1998

AquaBus service begins with two 40-foot boats skippered by Catalina Express boat captains.



2001

The Pine Avenue Link is re-branded The Passport and continues its service of waterfront downtown Long Beach venues.

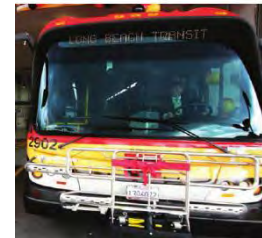


2004–2009

LBT adds 89 gasoline-electric hybrid buses to the fleet, introducing production model gasoline-electric hybrid buses into revenue service.

2009

The U-Pass program, funded by the university, begins at CSULB and provides complimentary bus service for students, faculty and staff.



2011

AquaLink service begins with a high-speed catamaran that adds express service along the coastline and a stop at Belmont Pier.

Winter 2013

LBT added 64 new 40-foot Gillig compressed natural gas (CNG) buses to the fleet.



2013

LBT celebrates 50 years of moving the community forward.

August 2013

Kenneth McDonald becomes the fourth President and Chief Executive Officer of LBT.



March 2017

LBT adds 10 Battery-Electric Buses to its fleet.

September 2018

LBT unveils Long Beach Convention Center Battery-Electric Bus Charging Station which provides en-route charging using Wireless Advanced Vehicle Electrification.



February 2019

LBT expands transportation services within the City of Paramount, including fixed-route service and Dial-A-Lift.



May 2020

LBT introduces permanent service between Long Beach and UCLA's Westwood campus via the UCLA/Westwood Commuter Express, an express commuter shuttle.

LBT operates a public transit system with its 800+ employees delivering a wide range of services, including:

- Fixed-route bus service
 - 250 buses
- Demand-responsive paratransit service (Dial-A-Lift)
 - 10 Americans with Disabilities Act of 1990 (ADA)-accessible CNG vehicles
- Water taxi service (AquaBus and AquaLink)
 - 2 boats
 - 2 catamarans
- Special services (such as the LA Galaxy Express and the summer Museum Express)
- Commuter service (UCLA/Westwood Commuter Express)

SERVICE AREA STATISTICS

- Over 100 square miles, covering the cities of Long Beach, Lakewood, Signal Hill, Artesia, Bellflower, Carson, Cerritos, Compton, Downey, Hawaiian Gardens, Los Alamitos, Norwalk, Paramount and Seal Beach
- 800,000 residents live within one-quarter mile of LBT bus stops
- Over 23 million annual boarding customers
- LBT routes connect to Los Angeles Metro, Orange County Transportation Authority (OCTA) and other regional operators
- Customers can transfer to regional transit operators' services with a special interagency transfer that can be loaded on TAP, the regional LA County monthly EZ Pass, or the OCTA and LBT Day Pass
- Dial-A-Lift service is available to residents of Long Beach, Lakewood, Paramount and Signal Hill

ACCESSIBILITY

All LBT fixed-route buses and water taxi vessels are 100% mobility-device accessible.

WATER TAXIS

- LBT's two 40-passenger AquaBus vessels travel within the Long Beach Harbor between waterfront attractions like the Queen Mary, the Aquarium of the Pacific, Pine Avenue Circle and Shoreline Village
- LBT's AquaLink I and II are 75-passenger, high-speed catamarans that operate along the Long Beach coastline, between the Long Beach Harbor and Alamitos Bay Landing



LBT's commitment to connecting communities and moving people is emphasized through its strategic priority of promoting community and industry focus. Following are some highlights of LBT's partnerships:

REGIONAL TRANSIT ACCESS PASS (TAP)

- TAP is a regional fare instrument that is a durable, eco-friendly, "smart card" that contains smart-chip technology designed to improve the transit experience
- The TAP card enables public transit customers to electronically purchase and load bus and rail passes on one convenient card, and customers can seamlessly travel among all TAP-enabled systems within Los Angeles County
- LBT transitioned to TAP in February 2015

SOUTHERN CALIFORNIA REGIONAL TRANSIT TRAINING CONSORTIUM (SCRTTC)

- SCRTTC is a non-profit organization composed of Southern California community colleges, transit agencies and universities working together to deliver training courses to transit workers across the region
- The Consortium offers training programs which help transit agencies (such as LBT) meet present and future technical/mechanical labor workforce needs
- SCRTTC provides benefits to the transit industry and educational institutions by the development of a bottom-up, industry-driven, competency-based curriculum

PUBLIC-PRIVATE PARTNERSHIPS

LBT utilizes innovative community partnerships to help in the provision of cost-effective service and programs to its customers.

- **California State University, Long Beach (CSULB), Department of Economics, Office of Economic Research** partnered with LBT to conduct an economic impact analysis, quantifying the agency's economic impact on California and on Los Angeles and Orange counties
- **CSULB** pioneered LBT's U-Pass program in which CSULB pays to allow students, faculty and staff to use any LBT bus throughout the academic year
- **Long Beach Unified School District (LBUSD)** and LBT piloted a discounted 30-day student pass program at Millikan High School, as well as a subsidized transit pass program at identified Long Beach high schools with students at high risk of truancy
- **Long Beach City College (LBCC)**, in conjunction with LBT, piloted a program providing public transportation service to eligible students
- **Anschutz Entertainment Group (AEG)** partnered with LBT to provide LA Galaxy Express game-day shuttle service between Dignity Health Sports Park and two major intermodal centers

100% ZERO-EMISSION BUS FLEET BY 2030

LBT is firmly committed to ‘making everyday life better,’ as evidenced by major initiatives taken to become a more sustainable transit agency.

The Los Angeles-Long Beach metropolitan region continues to have severe air pollution problems. The American Lung Association, in its 2019 *State of the Air* annual report, ranked the region as the #1 region in the country for ozone pollution, and #5 for particulate matter.

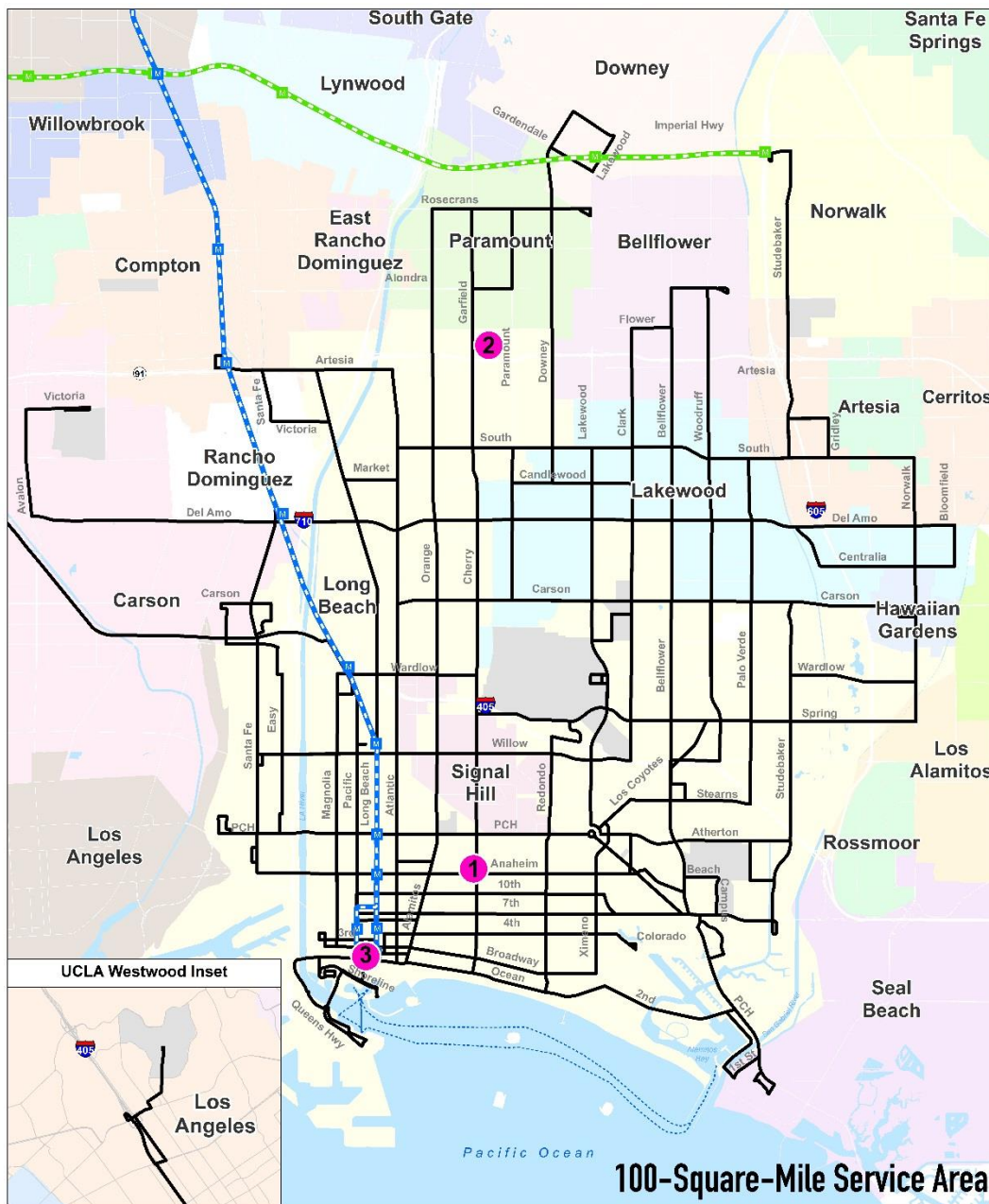
On June 25, 2020, the LBT Board of Directors adopted the agency’s Zero-Emission Bus (ZEB) Rollout Plan and staff subsequently submitted it to the California Air Resources Board.

In an effort to reduce its carbon footprint, LBT has committed to purchasing only zero-emission buses (ZEB) from 2020 onward. All bus procurements are planned in corresponding end-of-life years for its historical fleets of diesel, gasoline hybrid and compressed natural gas (CNG) buses.

Currently, LBT’s fixed-route fleet is 90% alternatively fueled with 10 BEBs, 126 CNGs and 88 Hybrids. LBT anticipates its fleet to be 100% zero emission by 2030.

The ZEB fleet will be comprised of battery-electric buses (BEB) and potentially fuel cell electric buses (FCEB) beginning in 2025.





3 Facilities:

- 1 LBT1**
1963 E. Anaheim St.
Administrative, Operating and
Maintenance Headquarters
- 2 LBT2**
6860 Cherry Ave.
Operating and Maintenance Facility
- 3 Transit & Visitor Information Center**
130 E. First St.

-  **LBT Routes**
(36 Fixed Routes)
-  **Water Taxis**
-  **Metro A Line**
-  **Metro C Line**

2020 BOARD OF DIRECTORS



Colleen Bentley
Chair



Michael Clemson
Vice Chair



Adam Carrillo
Secretary/Treasurer



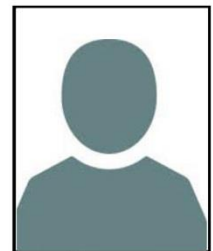
Sumire Gant
Board Member



Jeffrey Price
Board Member



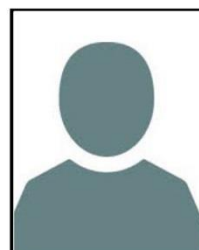
David Sutton
Board Member



Vacant
Board Member



Lea Eriksen
City Representative



Vacant
City Representative

EXECUTIVE LEADERSHIP TEAM (ELT)



Kenneth A. McDonald
President and CEO



Debra A. Johnson
Deputy CEO



Vincent C. Ewing
General Counsel



Lee Burner
Executive Director/VP,
Transit Service Delivery
and Planning



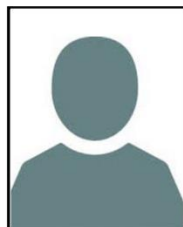
Mike Gold
Executive Director/VP,
Customer Relations and
Communications



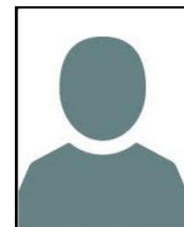
Lisa Patton
Executive Director/VP,
Finance and Budget



Patrick Pham
Executive Director/VP,
Information Technology



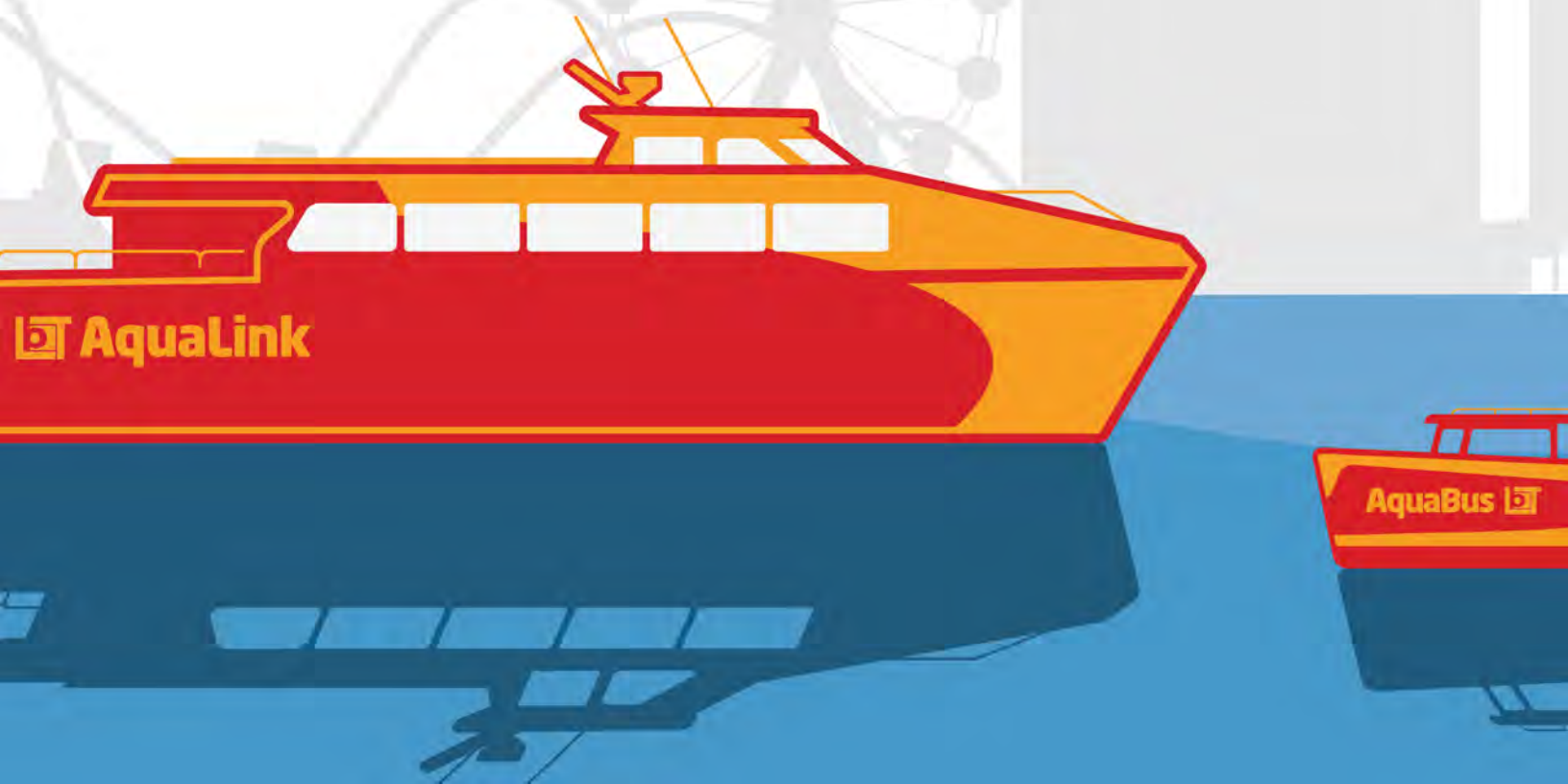
Vacant
Executive Director/VP,
Organizational Development
and Administration



Vacant
Executive Director/VP,
Maintenance and Infrastructure



Organizational Focus



As the Executive Leadership Team continues to transform the agency, it is vital that every employee understands and utilizes the structural guideposts set in place to fulfill the agency's mission. Working collectively, employees will continue to make LBT a world-class transportation organization.

VISION

The Vision is an aspirational description of what LBT endeavors to achieve in the long term.



"A leading provider of transportation options delivering innovative and high-performing services within a multi-modal network that transforms the social, environmental and economic well-being of the diverse communities we serve."

MISSION

The Mission is a succinct declaration of LBT's core purpose and what the agency sets out to accomplish.



"Dedicated to connecting communities and moving people... making everyday life better."

VALUES

The Values are LBT's important and lasting beliefs and ideals.



- Consider "Customer First" in Decision Making
 - Operate with Integrity
 - Be Open to New Ideas and Continuous Improvement
 - Be Proactive
 - Cultivate Employee Potential
-

STRATEGIC PRIORITIES

The following are LBT's strategic priorities, which are the five functional pillars used to plan, develop, evaluate and measure the agency's annual objectives:



Safety and Service Quality

- Quality of Service
 - Safety and Security
-



Financial Accountability

- Operating Revenue
 - Cost Containment
-



Employee Engagement

- Employee Retention
 - Employee Satisfaction
-



Customer Experience

- Customer Information
 - Customer Satisfaction
-



Community and Industry Focus

- Community/Stakeholder Involvement
 - Organizational Growth
-

LEADERSHIP COMPETENCIES

The Leadership Competencies below are skill sets required of the CEO to effectively lead the agency.

CHIEF EXECUTIVE OFFICER

- **Visionary and Drives Innovation**
 - **Builds and Leads High-Performance Teams**
 - **Organizational Communication, Strategic Narrative**
 - **Organizational Stewardship**
 - **Decision-Making Quality and Analysis**
 - **Stakeholder Management, Politically Astute, Ability to Negotiate through Competing Agendas**
 - **Flexibility and Agility**
-

The Leadership Competencies below are skill sets needed to effectively lead a team within LBT.

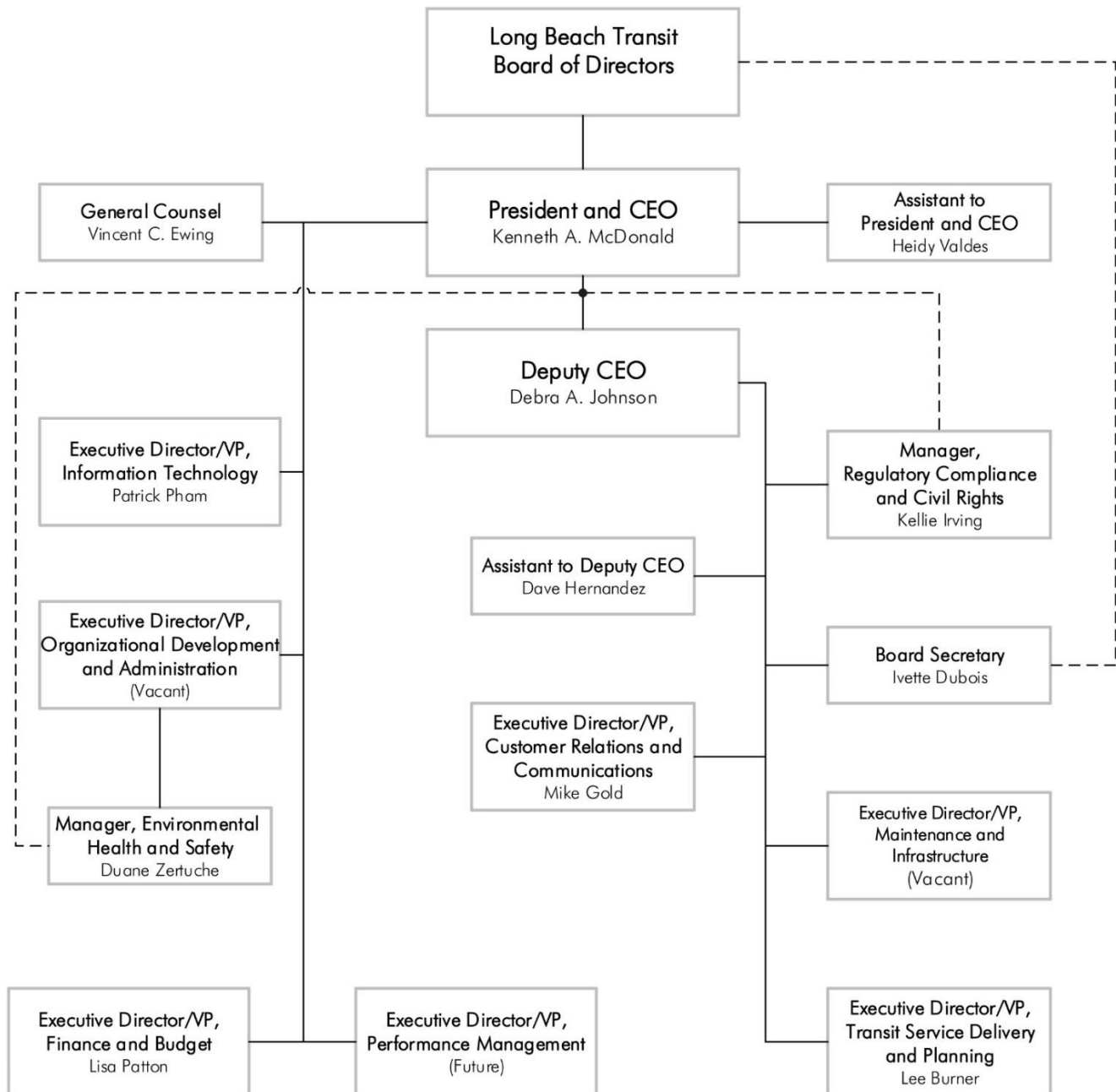
The first five competencies are required of the Executive Leadership Team (ELT); however, the ELT is expected to exhibit and focus on all 10 Leadership Competencies. The second set of competencies are expected of LBT managers and frontline supervisors.

EXECUTIVE LEADERSHIP TEAM (ELT)

- **Organizational Stewardship**
- **Building and Leading a High-Performing Team**
- **Stakeholder Management**
- **Emotional Intelligence**
- **Flexibility and Agility**

ELT AND MANAGEMENT TEAMS

- **Operational Excellence**
 - **Coach, Motivate and Develop Employees**
 - **Manage Employee Performance**
 - **Communicate and Inform**
 - **Problem Solving**
-



Position Summary

Based on the functional areas in which the budget is organized, below is a summary of the budgeted positions over the last three fiscal years.

	FY 2019	FY 2020	PROPOSED FY 2021
Transit Service Delivery			
Daily Transit Service Delivery	529	531	531
* Transit Service Planning	16	16	16
Dial-A-Lift Services	1	1	1
Aqua Services	--	--	--
Security	1	1	1
Administration	5	3	4
	<u>552</u>	<u>552</u>	<u>553</u>
Maintenance and Infrastructure			
Vehicle Maintenance	112	109	113
Infrastructure	22	22	22
Transit Customer Amenities	11	14	14
Warehouse	0	12	12
Administration	11	5	5
	<u>156</u>	<u>162</u>	<u>166</u>
Customer Relations and Communications			
* Customer Relations & Communications	21	24	24
	<u>21</u>	<u>24</u>	<u>24</u>
Risk Management			
Risk Management	8	9	9
	<u>8</u>	<u>9</u>	<u>9</u>
Information Technology			
Information Technology	10	11	11
	<u>10</u>	<u>11</u>	<u>11</u>
Administration			
Office of the CEO	2	2	2
Office of the Deputy CEO	5	4	5
* Finance & Budget	18	18	19
Government Relations	5	5	5
Human Resources	7	9	9
Programs & Performance Management	1	1	1
Contracts & Procurement	5	5	6
Training & Development	10	10	10
	<u>53</u>	<u>54</u>	<u>57</u>
*Internship Program	<u>18</u>	<u>25</u>	<u>25</u>
Total Positions	<u><u>818</u></u>	<u><u>837</u></u>	<u><u>845</u></u>

* Includes part-time positions

DEPARTMENTAL OVERVIEWS

OFFICE OF THE CEO

The Office of the CEO is responsible for all facets of LBT. The CEO leads the planning, developing and establishing of LBT's policies, goals and objectives. The CEO works collaboratively with the Board to define and implement policy decisions and provides for the financial management of all of LBT's activities. Additionally, the CEO coordinates with external stakeholders on all matters related to LBT.

OFFICE OF THE DEPUTY CEO

The Office of the Deputy CEO is responsible for organizing, directing and administering all operating functions of LBT. Specifically, the Office has direct responsibility for transit service delivery; transit and strategic planning; project development; customer relations and communications; transit customer amenities; regulatory compliance and civil rights; government relations, as well as Board relations.

CUSTOMER RELATIONS AND COMMUNICATIONS

The Customer Relations and Communications department is responsible for fostering relationships between LBT and its customers, both internal and external. This involves communications, sales support, customer service, public information and media relations. This department is also responsible for customer engagement including surveys and intercepts, developing LBT's marketing strategy through community outreach events and social media.

ORGANIZATIONAL DEVELOPMENT AND ADMINISTRATION

The Organizational Development and Administration (formerly known as Employee and Labor Relations) department is responsible for leading the agency's recruitment, hiring, training, development and advancement of an empowered, value-driven workplace. This includes the following functional areas: human resources, recruitment, employee benefits, labor relations, risk management, safety, environmental compliance and training.

FINANCE AND BUDGET

The Finance and Budget department is responsible for administering LBT's budget, developing financial plans and strategies, managing the grants and the capital program, monitoring pension and retirement investments, farebox revenue, employee payroll, agency procurements and warehousing. The department oversees and reports LBT's financial resources and is committed to providing the highest level of financial services.

INFORMATION TECHNOLOGY

The Information Technology department is responsible for the network architecture, data storage, cybersecurity, hardware and software, and networking of agency computers. The department maintains the integrity of corporate data through information security and access management and ensures information systems compliance with regulatory requirements.

MAINTENANCE AND INFRASTRUCTURE

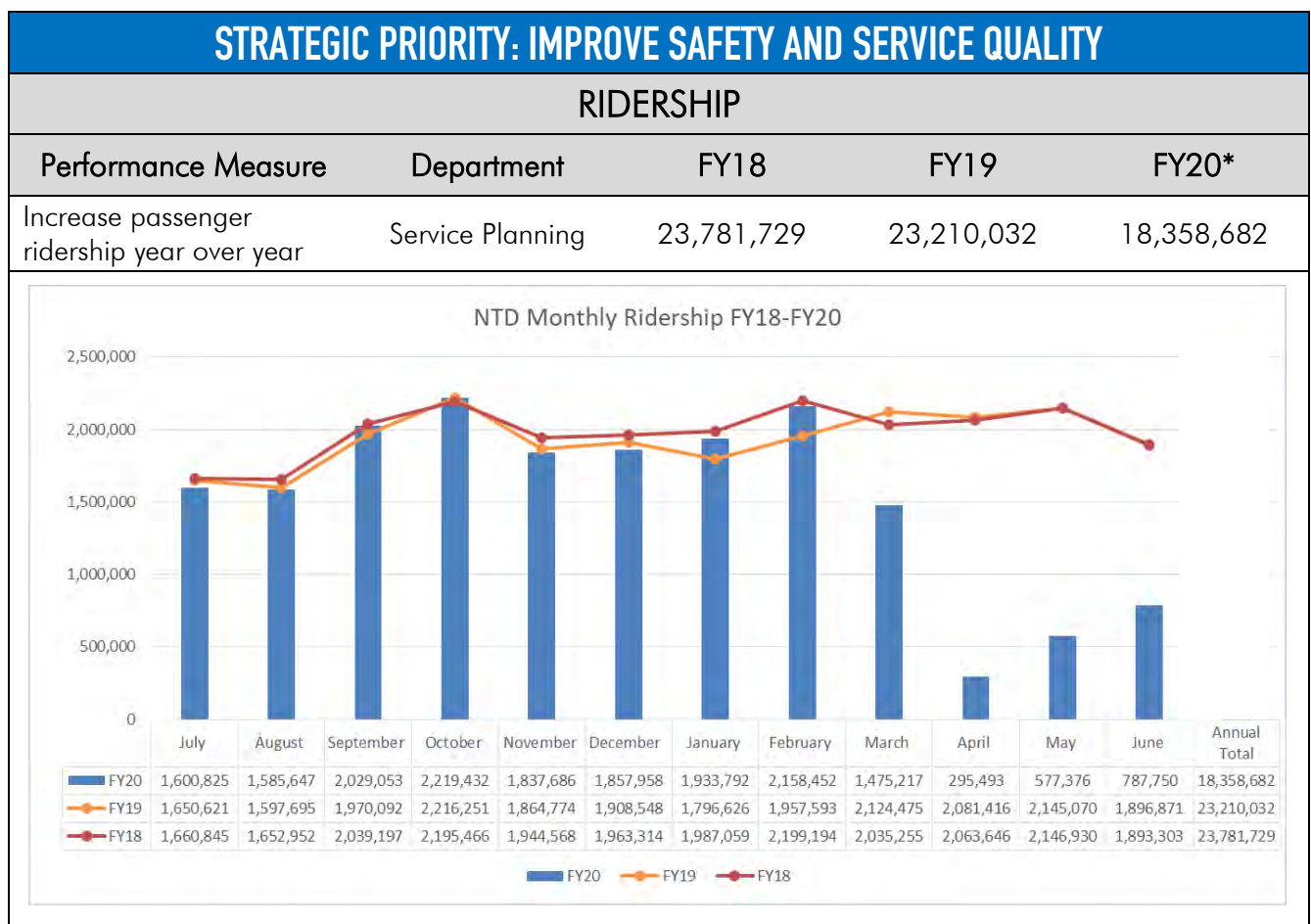
The Maintenance and Infrastructure department is responsible for the agency's assets within four functional areas: fleet maintenance, infrastructure, quality assurance and vehicle acquisition. The department ensures all revenue and non-revenue vehicles comply with state and federal regulatory requirements and safety requirements. The department also ensures the upkeep of all LBT facilities, the maintenance of all vehicles to a like-new condition with environmental sustainability at top of mind, reporting and tracking of vehicle mileage and utility usage, and the quality validation of parts and controls.

TRANSIT SERVICE DELIVERY AND PLANNING

The Transit Service Delivery and Planning department is responsible for planning, measuring and managing the delivery of transportation services, as well as managing system security. The department ensures the day-to-day operations of LBT's services, which encompasses bus service delivery; route planning; paratransit and water taxi service delivery; as well as transit security and enforcement.

KEY PERFORMANCE INDICATORS

LBT's Key Performance Indicators (KPIs) bring together cross-departmental analysts, known as data managers, to track, measure and analyze the agency's performance. The KPIs support strategic priorities and each has a specific target set annually and progress is measured against that target. Quarterly, the team communicates and presents the results to evaluate trends and identify potential improvement actions. The following are examples of the agency's KPIs.

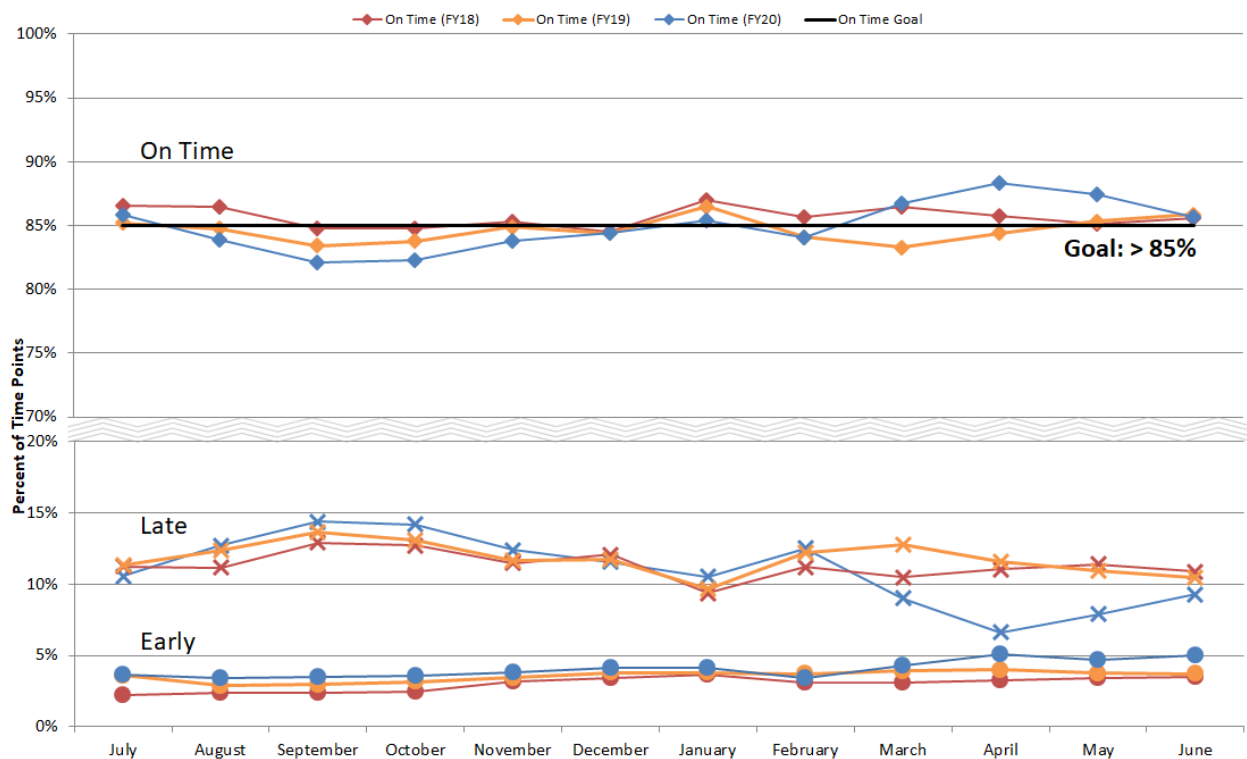


* Fourth quarter performance impacted by COVID-19

STRATEGIC PRIORITY: IMPROVE SAFETY AND SERVICE QUALITY

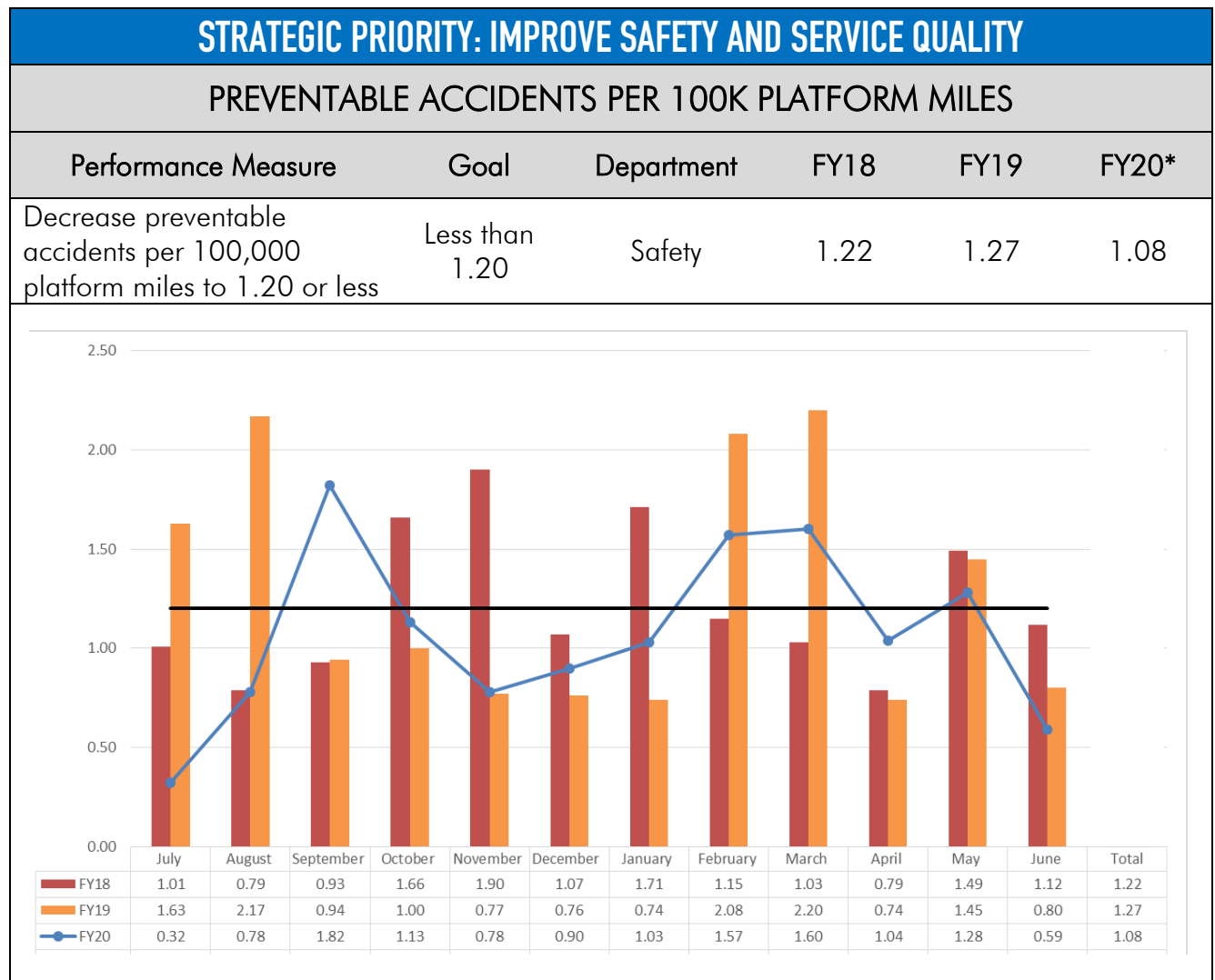
SCHEDULE ADHERENCE BY MONTH

Performance Measure	Goal	Department	FY18	FY19	FY20*
Maintain On-Time Performance above 85%	More than 85%	Transit Service Delivery and Planning	85.7%	84.7%	84.6%

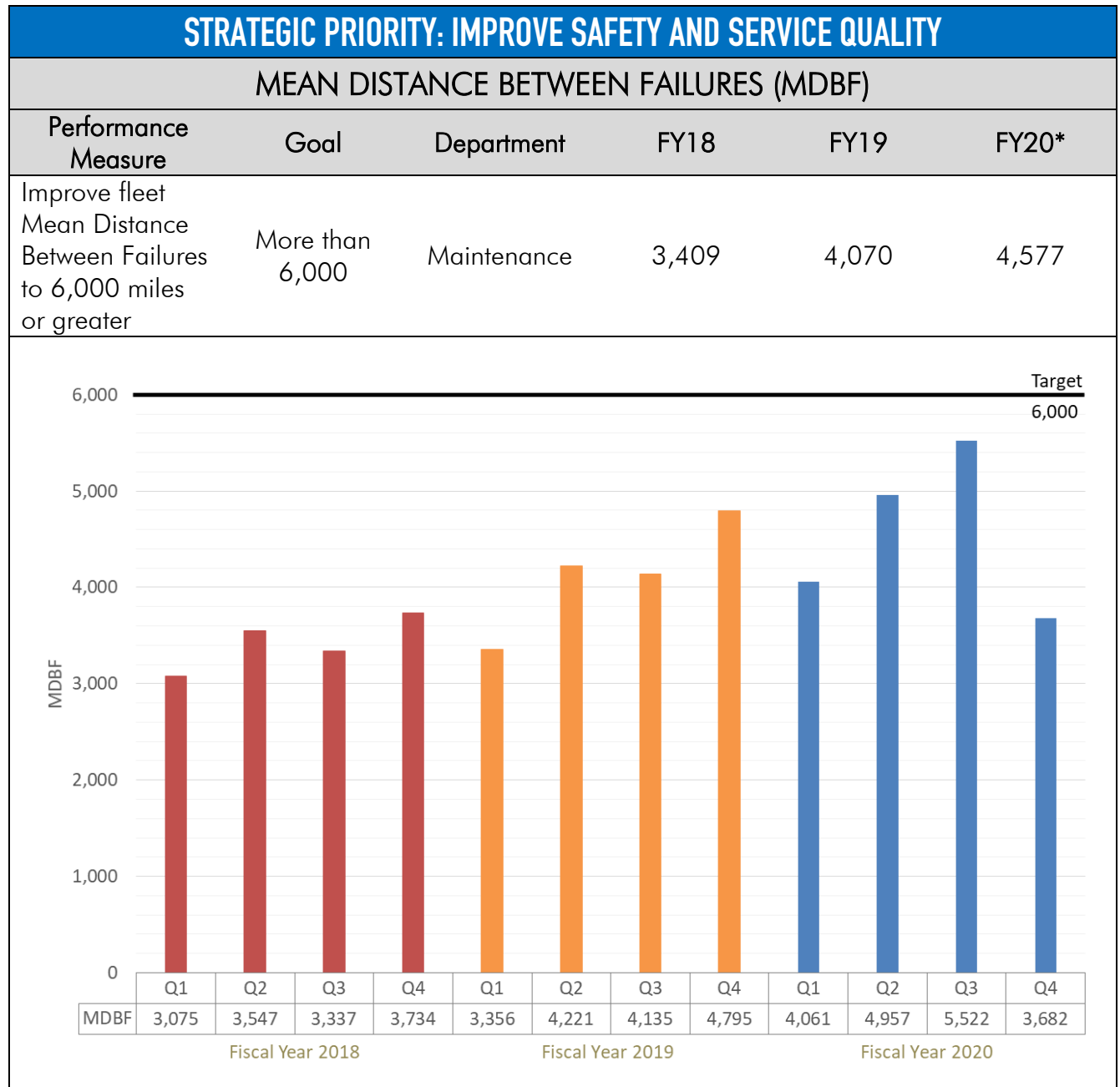


	July	August	September	October	November	December	January	February	March	April	May	June
Fiscal Year 18	86.5%	86.5%	84.7%	84.8%	85.3%	84.5%	87.0%	85.7%	86.4%	85.7%	85.2%	85.6%
Fiscal Year 19	85.2%	84.8%	83.4%	83.8%	84.9%	84.4%	86.5%	84.1%	83.3%	84.4%	85.3%	85.9%
Fiscal Year 20	85.8%	83.9%	82.1%	82.3%	83.8%	84.4%	85.4%	84.0%	86.7%	88.3%	87.4%	85.7%

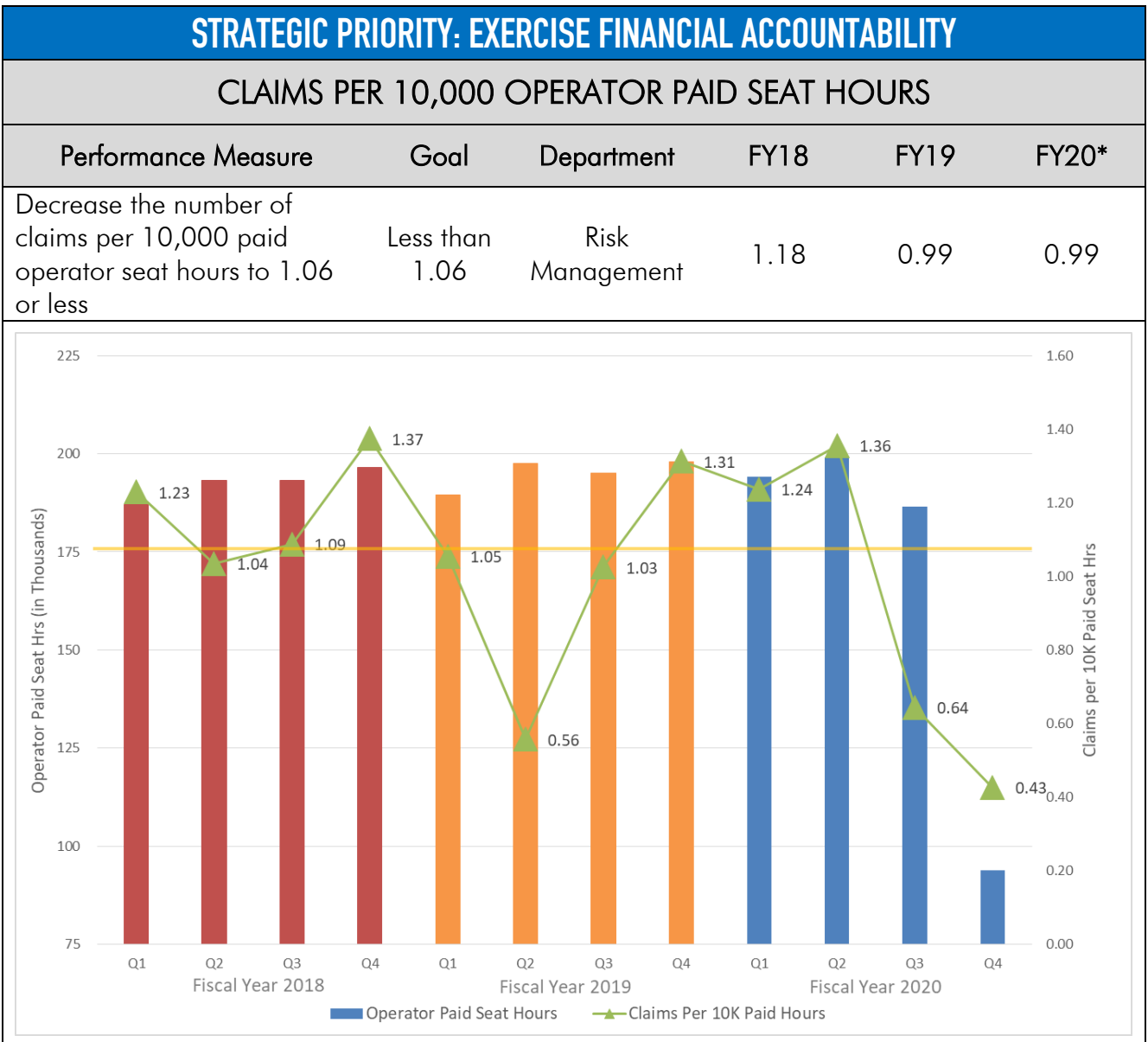
* Fourth quarter performance impacted by COVID-19



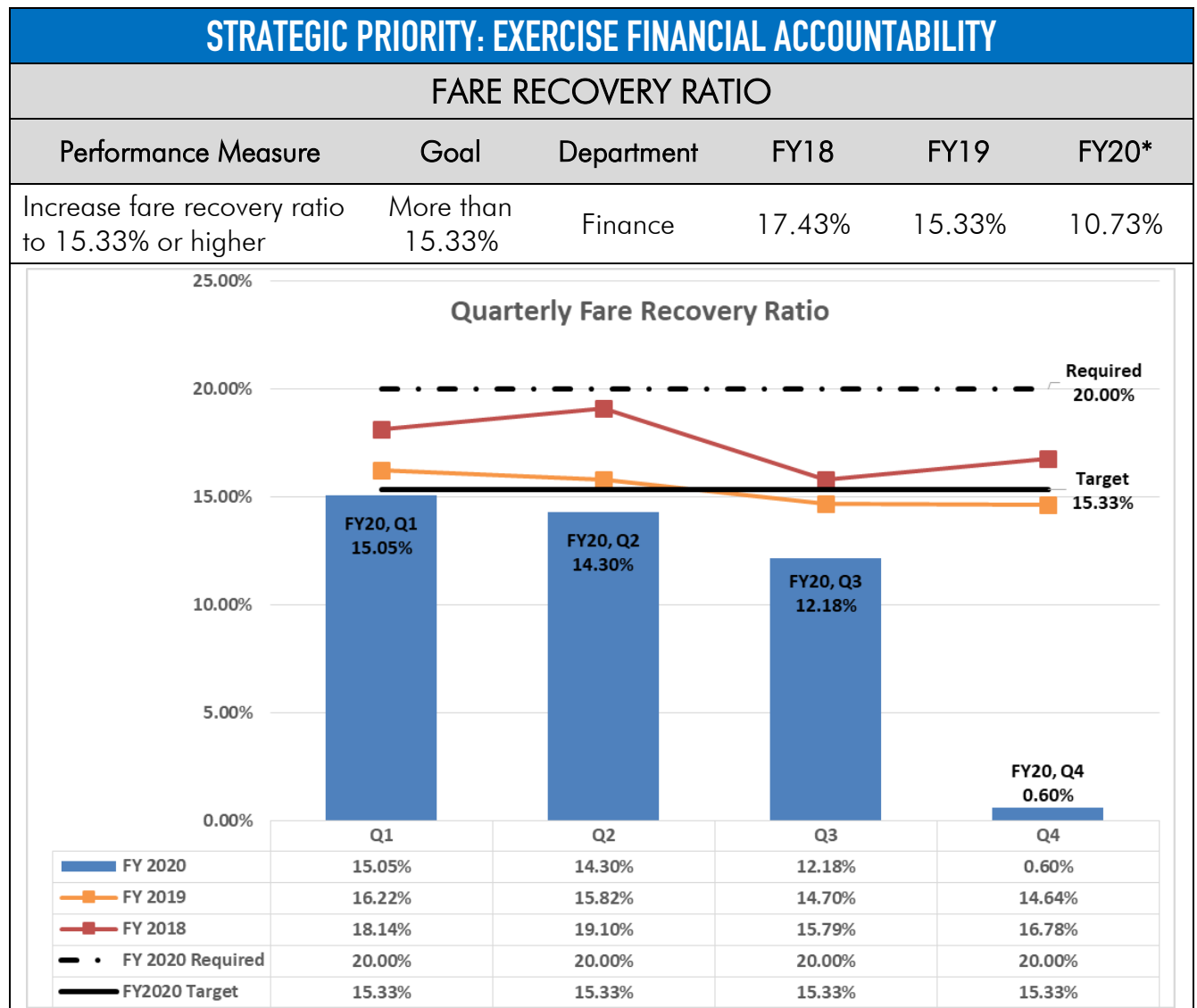
* Fourth quarter performance impacted by COVID-19



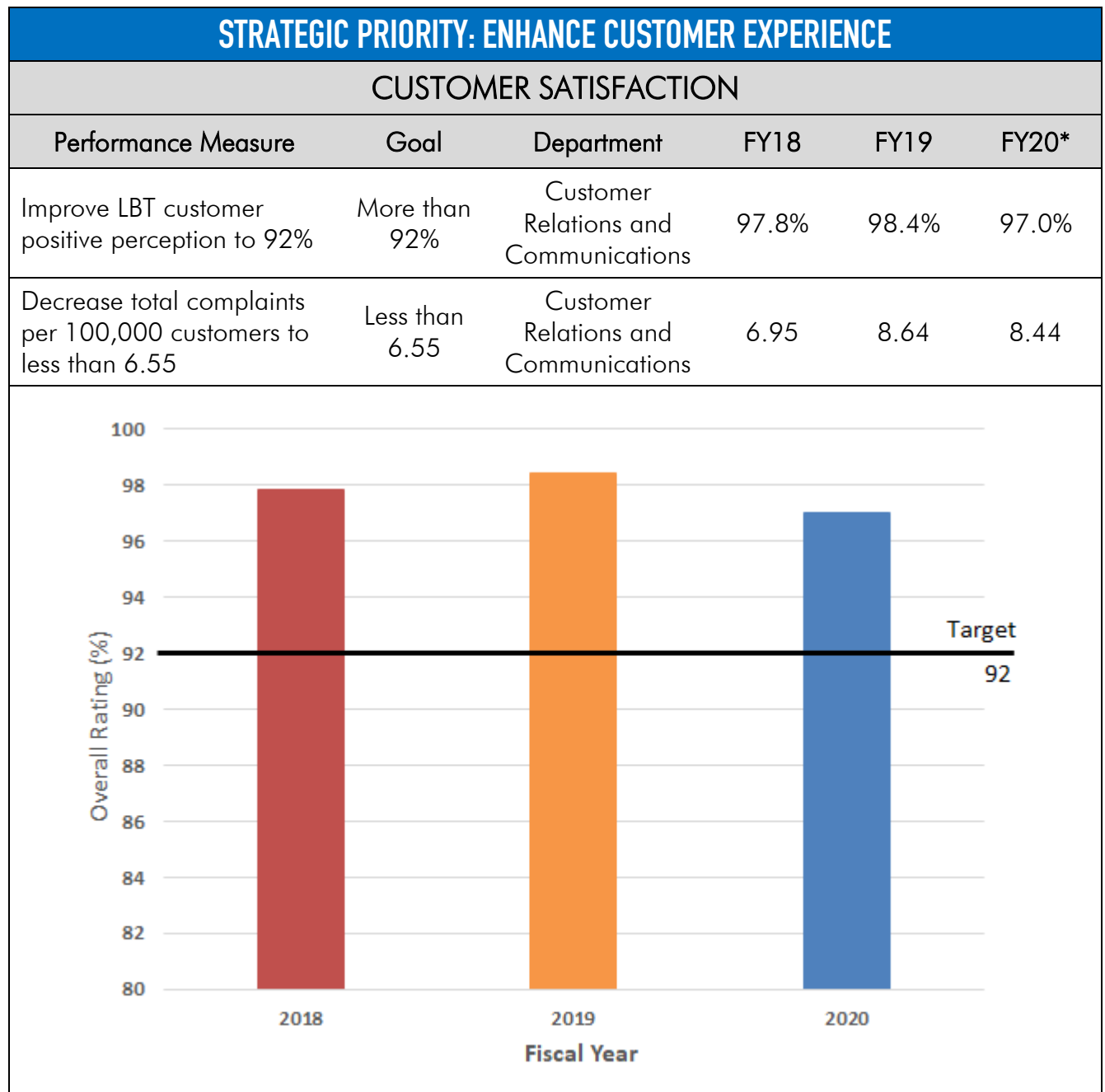
* Fourth quarter performance impacted by COVID-19



* Fourth quarter performance impacted by COVID-19



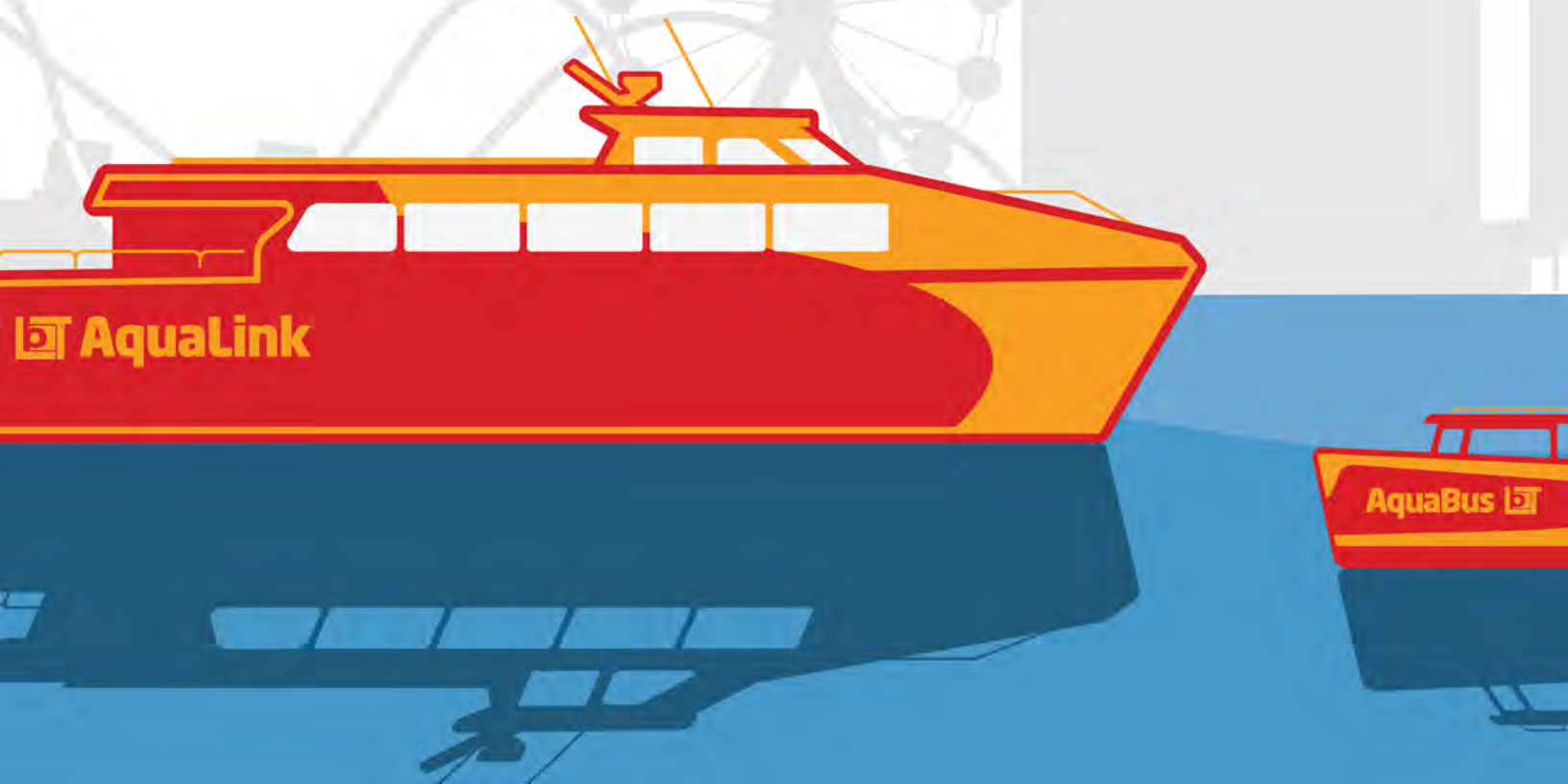
* Fourth quarter performance impacted by COVID-19



* Fourth quarter performance impacted by COVID-19



COVID-19 Health Pandemic



In February 2020, the United States became highly aware of the impending threat of the Coronavirus Disease 2019 (COVID-19), which is a respiratory disease caused by the SARS-CoV-2 virus. Coronaviruses are a large family of viruses that are common in people and many different species of animals.

On March 4, 2020, the City of Long Beach declared a local health emergency due to the possible spread of COVID-19. The emergency was declared to strengthen the City's preparedness and ability to respond to the COVID-19 threat. Los Angeles County declared a state of emergency the same day.

On March 13, 2020, the President of the United States declared a National Emergency over COVID-19. On the same day, Long Beach Unified School District (LBUSD) suspended classes for all K–12 students through April 17, 2020. This action followed the suspension of in person classes by California State University, Long Beach (CSULB) and Long Beach City College (LBCC).

On March 15, 2020, California Governor Gavin Newsom called for more stringent action over the COVID-19 pandemic. Long Beach Mayor Dr. Robert Garcia followed suit and directed bars, taverns and similar establishments to close, as well as for restaurants to limit their capacity to 50 percent. These actions were targeted at minimizing exposure to the coronavirus. The following week, LBT implemented measures to minimize the spread of COVID-19 to employees, customers and the general public.

On March 22, 2020, LBT modified its transit service schedule in response to the health pandemic. Regular bus service was modified to run from 6 a.m. until 9 p.m. daily and water taxi services were suspended. In addition, LBT implemented rear-door boarding to minimize public contact with Operators and installed chain barriers to separate Operators from customers. Through a multi-faceted campaign, customers were encouraged to socially distance by skipping a seat or skipping a row.

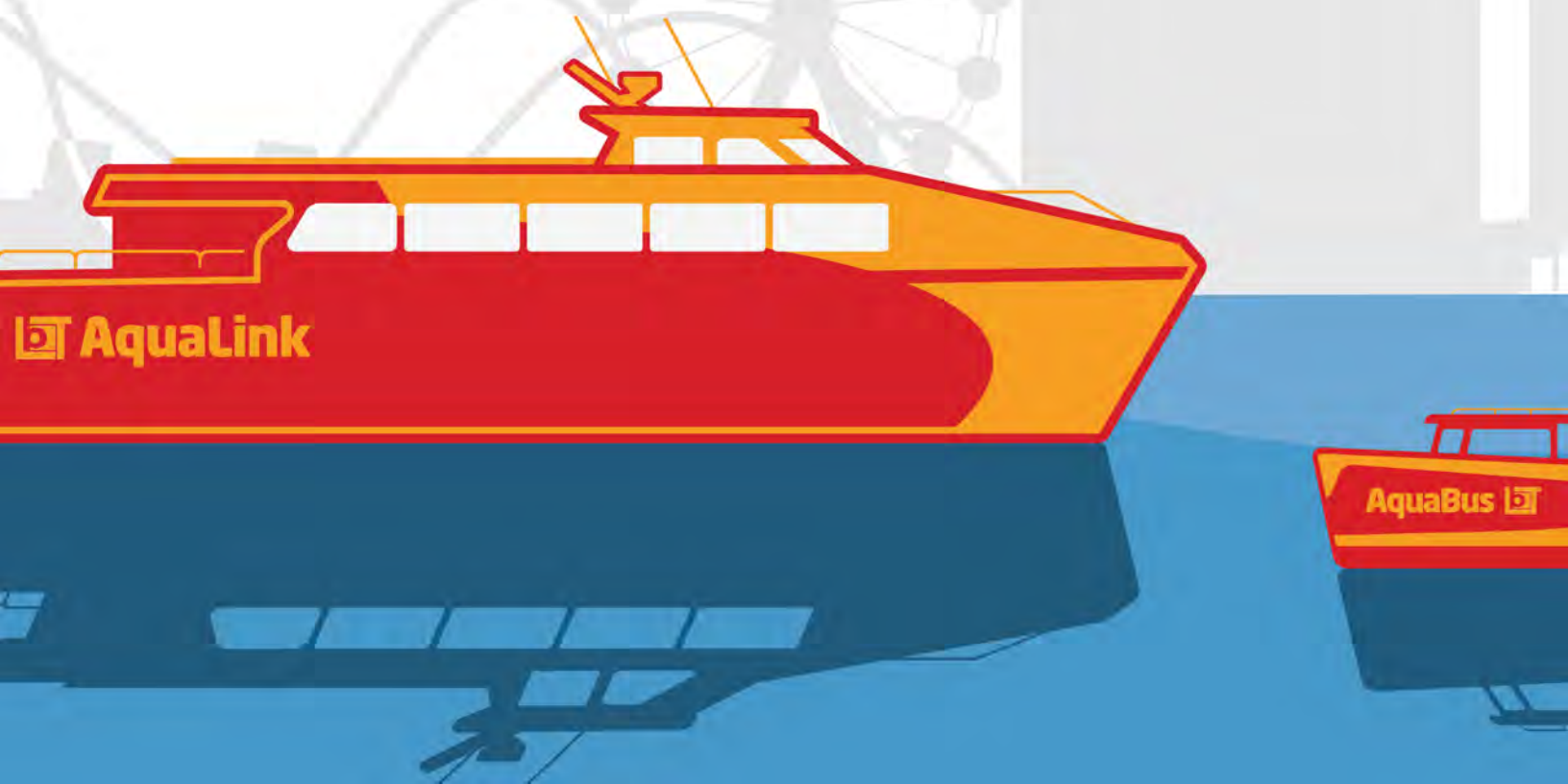
During May 2020, there appeared to be a plateau in the State of California with new cases; however, with the advent of the Memorial Day holiday weekend followed by the Independence Day holiday weekend, the State of California regressed and soon became one of four states deemed COVID-19 "hot spots" in the country.

On July 13, 2020, a revised Safer at Home Order was issued by the City of Long Beach, rolling back the business re-openings that were taking place.

At the time of this writing, LBT remains on a modified service delivery schedule following the rollbacks, online learning for the fall semesters for LBUSD, CSULB and LBCC and anticipates continuing with the modified transit service delivery schedule until at least September 26, 2020.



Budget Overview



FINANCIAL POLICIES

LBT is a single-enterprise proprietary fund which provides public transportation services for a fee, which makes the agency self-supporting. This budget has been prepared under the accrual basis of accounting, where revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

It is LBT's policy to maintain the fiscal integrity of its operating and capital budgets. The agency accomplishes this by ensuring a balanced budget, which is defined as having ongoing operating costs that do not exceed the amount of its incoming revenue. Daily operations are financed by fare revenue, annual sales tax subsidies received from state and county programs, as well as miscellaneous revenue, such as income from advertising on agency buses and investment returns. The amount of operating sales tax subsidies received each year is based on a regional formula comprised primarily of fares and revenue miles.

Government grants for operating assistance and capital asset acquisition are not formally recognized in the accounts until the grant becomes a valid receivable as a result of LBT complying with appropriate grant requirements. Operating assistance grants are included in subsidy revenues in the year in which the grant is applicable and the related reimbursable expenditure is incurred. It is LBT's policy to record capital grants as an addition to capital assets and net assets as the related expenditures are incurred.

LBT procures the majority of its capital assets through annual grants awarded through the Federal Transit Administration (FTA). The federal grants are allocated by region under Section 5307 of the Fix America's Surface Transportation (FAST) Act of 2015. The agency is eligible to receive funds based on formula allocation and discretionary grants for transit projects.

INVESTMENT POLICY

LBT's investment policy provides general investment and money management guidelines, ensuring investment compliance with state and local laws. To ensure prudent money management, priority emphasis is placed in order of safety, liquidity and return on investment. Moreover, LBT's investment portfolio requires sufficient liquidity to enable it to meet daily operating obligations.

PROCUREMENT POLICY

LBT's procurement policy is established to ensure open, full and competitive participation for all vendors and suppliers. The agency optimizes public funds by using its solicitation process through quality of services or low bids to meet its operational needs.

LBT's staff has authority to procure and award goods and services up to \$100,000. Procurements exceeding that threshold must be authorized by LBT's Board of Directors.

RESERVE POLICY

LBT maintains a three-month operating reserve, which equates to approximately 25% of the agency's annual operating budget. The operating reserve allows the agency to provide continuity of operations in the event of any significant challenges such as economic downturns, acts of God or any other catastrophic event.

LONG-TERM FINANCIAL PLANNING

LBT's long-term financial planning aligns the agency's financial capacity with its objectives and ensures its ability to provide essential public transportation services. Long-term strategies have been developed to reduce costs, optimize efficiency and increase revenue in order to achieve long-term sustainability.

Financial forecasts project revenues and expenditures, using assumptions about economic conditions and future spending, including such factors as:

- Operating revenue
- Wages and collective bargaining agreements
- Benefit liabilities accumulation
- Service modifications and changes
- Fuel types and price trends
- Vendor contracts
- Capital investment expenses
- Risk mitigation
- Economic growth rates, including sales tax and Consumer Price Index

LONG-TERM DEBT

Historically, LBT has not carried debt and prioritized only using available grant funds to procure capital acquisitions.

In February 2020, at its monthly meeting, the LBT Board of Directors authorized the President and CEO to enter into a purchase agreement with the Port of Long Beach for the acquisition of a commercial office building located in the City of Long Beach. The building will be used as the agency's corporate administrative offices.

LBT is acquiring the property by paying half of the purchase price to the Port of Long Beach. The agency is financing the remaining half of the purchase price, equal to \$10.5 million, by executing a promissory note with an interest rate of 5% annually and a maturity date of 10 years after the closing date. LBT may prepay the outstanding principal amount without penalty or premium of any kind.

Based on this promissory note, the FY 2021 budget includes \$830,281 of principal reflected in the capital expenses and \$506,150 of interest in the operating expenditures.

LBT's planned debt is limited to this note, specific to the property purchase agreement.

LBT has no further plans to issue debt.

BUDGET OBJECTIVES

As part of LBT's organizational focus, the agency has five strategic priorities that are described on page 13 and referenced below:

- Safety and Service Quality
- Financial Accountability
- Employee Engagement
- Customer Experience
- Community and Industry Focus

These priorities serve as the functional pillars used to plan, develop, evaluate and measure the agency's annual objectives.

In order to achieve objectives, there must be tactics. Thus, LBT's FY 2021 budget is designed to leverage the following tactics in order to achieve the agency's annual objectives:

1. Deliver every scheduled trip
2. Increase accident-free days
3. Improve on-time performance
4. Create positive impacts with the community
5. Grow agency income
6. Advance sustainable practices
7. Provide great customer experiences
8. Build a safe and secure environment for employees and customers
9. Be a best place to work

OPERATING BUDGET DEVELOPMENT PROCESS

LBT's fiscal year operating budget, which begins on July 1 and ends on June 30, is a combination of known and projected expenses, as well as forecasted revenue. The annual budget enables the agency to meet its strategic priorities through staff's commitment to exercise stewardship, make informed decisions, as well as be fiscally responsible.

The operating budget development process, initiated by LBT's Finance and Budget department, commences with a budget orientation session traditionally held in March, involving the ELT and Managers.

Prior to the budget orientation session, various meetings are held to develop budget objectives and assumptions that consist of service delivery levels, cost drivers, as well as expenditure limitations for the next fiscal year. Interdepartmental meetings are held during the month of April to ensure that departments develop a comprehensive budget plan that adheres to the overall budget objectives. The Executive Directors/VPs then present budget proposals that are reviewed by the CEO, Deputy CEO, as well as the Executive Director/VP, Finance and Budget.

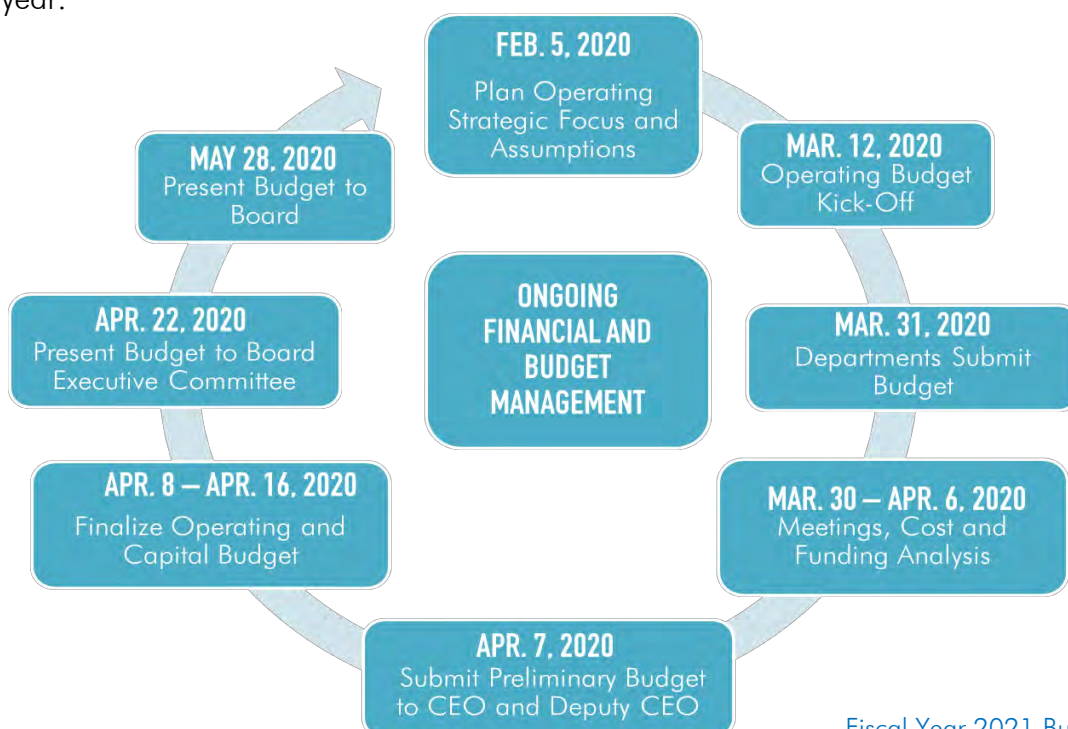
After the budget has been reviewed and completed by staff, a draft is then presented to the Board of Directors' Executive Committee for review and feedback.

During the May Board of Directors meeting, the CEO presents the budget to the full Board for its approval and adoption consideration.

The Board-approved budget is effective July 1 and LBT's CEO directs and manages the budget during the course of the fiscal year. Staff continuously reviews the agency's financial health on a monthly basis.

The Executive Director/VP, Finance and Budget presents a monthly financial report to the Board. During the course of the fiscal year, if financial conditions change and a mid-year budget amendment is deemed necessary, the CEO will present budget revision recommendations to the Board.

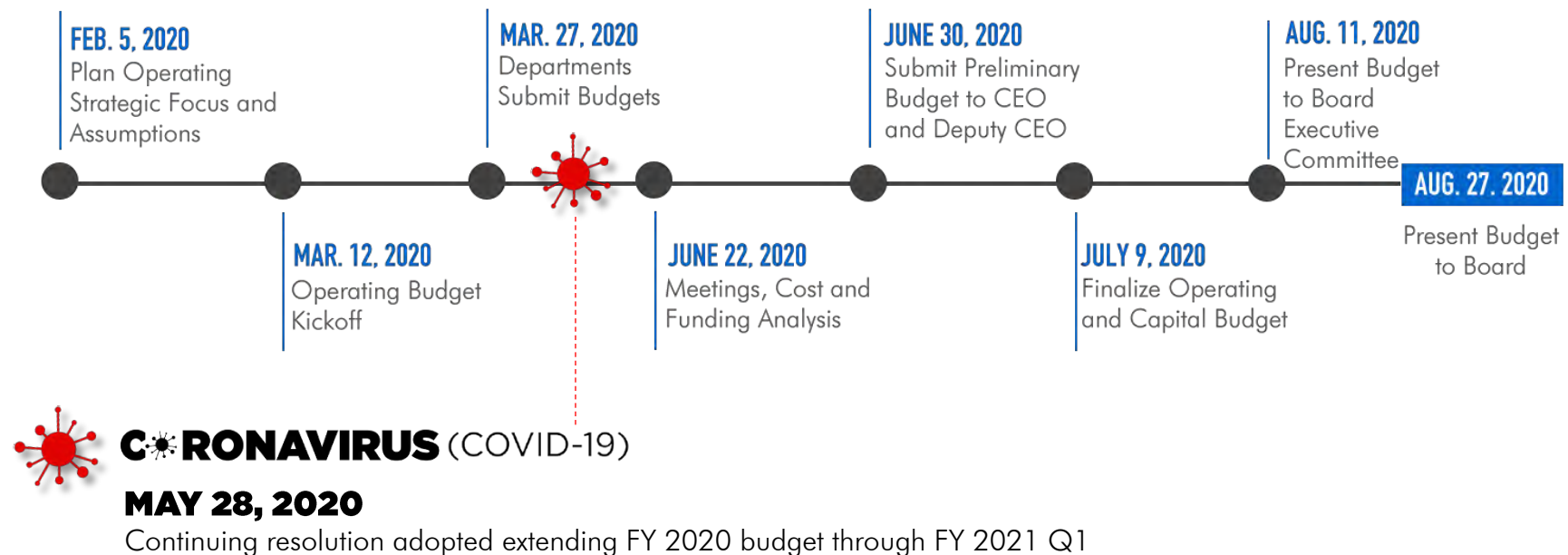
Below is the original FY 2021 budget development process timeline which is followed each fiscal year.



Operating Budget Development (cont'd)

Historically, as shown in the figure on page 31, the operating and capital budgets for the upcoming fiscal year are presented to the Board of Directors for adoption at its May meeting of the preceding fiscal year. However, this year, the Board of Directors approved a FY 2020 Budget Continuing Resolution on May 28, 2020, which authorized the President and CEO to extend the FY 2020 budget spending level through the first quarter of FY 2021 (July 2020–September 2020), allowing LBT to legally encumber and expend funds in the absence of an adopted FY 2021 budget, due to the impacts of COVID-19.

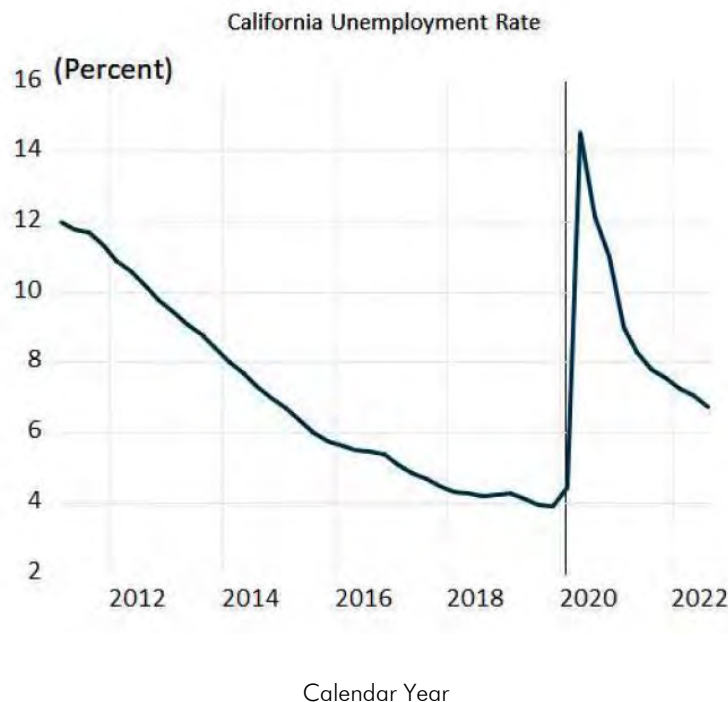
The revised budget development process timeline due to COVID-19 is depicted below.



GENERAL ECONOMIC CONDITIONS

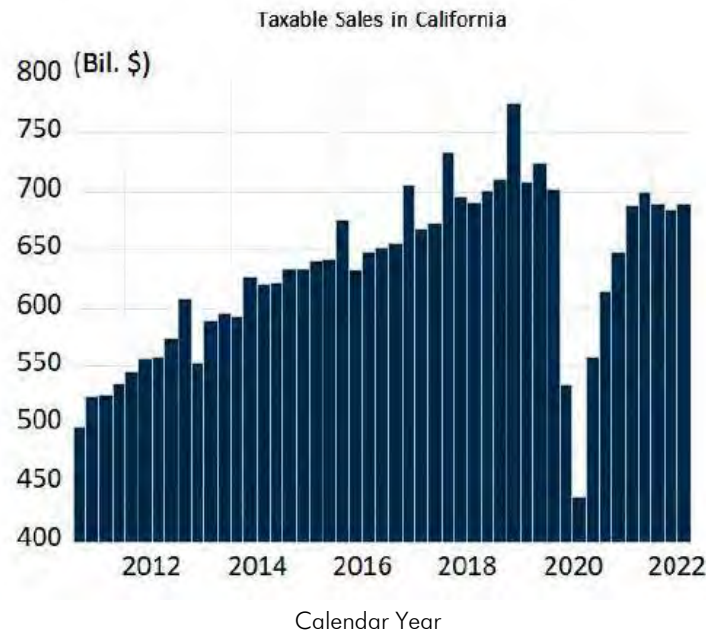
The current California job market has dramatically slowed and unemployment rates are at an all-time high. The graph below shows the impacts of the COVID-19 pandemic on California's unemployment rate, which is currently nearly 15%, compared to an unemployment rate of 4.4% in mid-2019.

With this historically high unemployment rate, one can see the current projections are for high levels of unemployment throughout the remainder of 2020, with a gradual recovery of jobs expected in 2021 and beyond. The unemployment rate is depicted at its peak in late 2020, while showing signs of economic recovery through 2022.



Source: U.S. Department of Commerce and UCLA Anderson Forecast

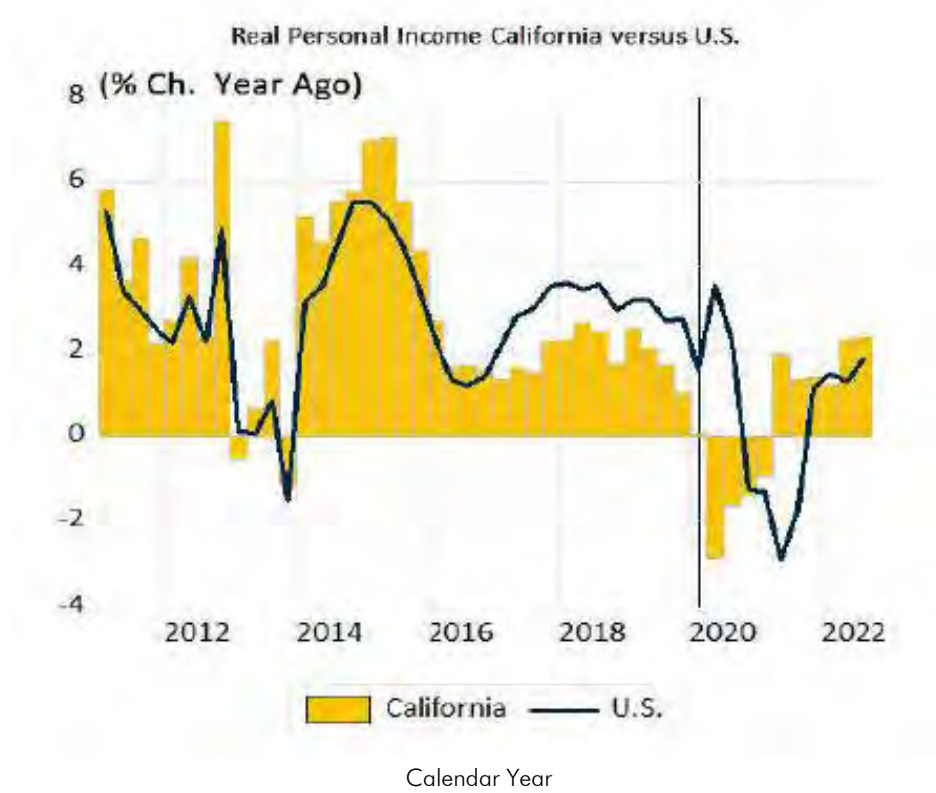
As with a historically high unemployment rate, expected sales tax revenues have also dramatically decreased at the end of FY 2020 and into FY 2021.



Source: U.S. Department of Commerce and UCLA Anderson Forecast

Taxable sales in California have decreased from \$730 billion in calendar year (CY) 2019 to a projected \$558 billion in CY 2020. Sales are projected to recover relatively quickly throughout CY 2021 and CY 2022. Taxable sales form the basis of sales tax, which is the second-largest revenue source for California (approximately 18.4% of California's revenue), and drives a large portion of LBT's subsidy revenue in Los Angeles County.

Economic stability within California has also fluctuated due to COVID-19. As with the high unemployment rate within California and the rest of the U.S., personal income is projected to significantly decrease during the last six months of 2020.



Source: U.S. Department of Commerce and UCLA Anderson Forecast

As reflected in the graph above, personal income in California is declining and showing a projected recovery in the last six months of 2020 and beyond. The personal income decline has kept pace with the decline of personal income throughout the U.S.

BUDGET ENVIRONMENT HIGHLIGHTS

UCLA/WESTWOOD COMMUTER EXPRESS SERVICE

On May 28, 2020, LBT's Board approved the UCLA/Westwood Commuter Express, an express commuter shuttle service operating between Long Beach and UCLA's Westwood campus, as a permanent service.

This express service provides transportation alternatives for students, staff and faculty, as well as employees of businesses within Westwood Village. In addition, this service makes available a transportation option to employment and education opportunities where none previously existed.

The overall benefits of the express service include a reduction of greenhouse gas emissions, time spent in traffic in a single-occupancy vehicle and dollars spent on gas and parking.

PURCHASE OF 14 BATTERY-ELECTRIC BUSES (BEB)

LBT has taken several major steps to become a sustainable transit agency. Its commitment is clear from the decisions made regarding its bus fleet to be 100% zero emission by 2030, as well as the agency's partnership with the University of Southern California (USC) METRANS Transportation Center to assist LBT in developing a strategic plan to achieve overall sustainability its programs and operations over the next 10 years.

In 2017, LBT took delivery of 10 BEBs and introduced them into its fleet. In November 2019, LBT exercised contract option with the vehicle manufacturer for 14 additional BEBs and anticipates taking delivery in FY 2021.

NEW CORPORATE ADMINISTRATIVE OFFICES

Since its creation in 1963, LBT has grown significantly to its present 100-square-mile service area, serving the City of Long Beach and 13 surrounding cities. Currently, both of LBT's operating and maintenance facilities are functioning at full capacity. The administrative space at LBT1 is demonstrably exceeding capacity.

LBT conducted an assessment of existing infrastructure, operations and program needs, resulting in the development of a Facility Master Plan to determine and outline LBT's programmatic needs for the next 20 years (2019–2039). The plan allows the agency to gauge its facilities' needs based on growth projections of 5%, 10% and 20%.

During the course of assessing and identifying the facility, the consultant conducted an initial search of potential properties in the area that could fit LBT's alternative scenarios. Through that process, a suitable building was identified.

On February 27, 2020, LBT's Board of Directors authorized the President and CEO to enter into a contract to execute a purchase and sale agreement for the acquisition of the Port of Long Beach's former administrative office building.

LBT'S ECONOMIC IMPACT

LBT partnered with CSULB's Office of Economic Research, Department of Economics to conduct an analysis of LBT's economic impact on local economies, as well as the State of California.

The Economic Impact Analysis measured the agency's impact on jobs, income and economic value created. This analysis informs internal and external stakeholders about the presence and impact of LBT on the regional economy and the state of California.

In California, LBT produces \$225 in economic output for every \$100 spent, and supports 178 jobs for every 100 people employed.

Summary of Economic Impacts: Output

	Los Angeles and Orange Counties	Rest of California	All California
Direct Output	\$ 91,402,376	\$ 8,658,928	\$100,061,304
Indirect and Induced Output	\$112,031,675	\$12,669,313	\$124,700,989
Total Output	\$203,434,052	\$21,328,241	\$224,762,293
Output Multiplier	2.23	2.46	2.25

Summary of Economic Impacts: Jobs

	Los Angeles and Orange Counties	Rest of California	All California
Direct Employment	815	49	864
Indirect and Induced Employment	604	68	671
Total Employment	1,419	117	1,536
Employment Multiplier	1.74	2.39	1.78

EMPLOYEE RETENTION AND RECRUITMENT

Two of the biggest challenges that LBT continues to face are employment related—recruiting highly competent, qualified candidates and retaining high-performing employees.

Recruitment is one of the agency's top organizational obstacles. LBT continues its concerted efforts to identify Bus Operator candidates who display strong, customer-centric skills and maintenance technicians whose skill sets are aligned with the agency's zero-emission bus fleet transition plan.

Equally as challenging as recruitment is the retention of top performers within the agency. In employee exit interviews, employees have stated that separate from wages, agency benefits are the main reasons for leaving LBT. Currently, LBT has various major types of employee benefits, such as medical insurance, an employee assistance program, and retirement and pension plans. LBT also has leveraged pop-up eye care clinics; healthy meal preparation lunch-and-learn sessions; wellness fairs; as well as on-site chiropractic services.

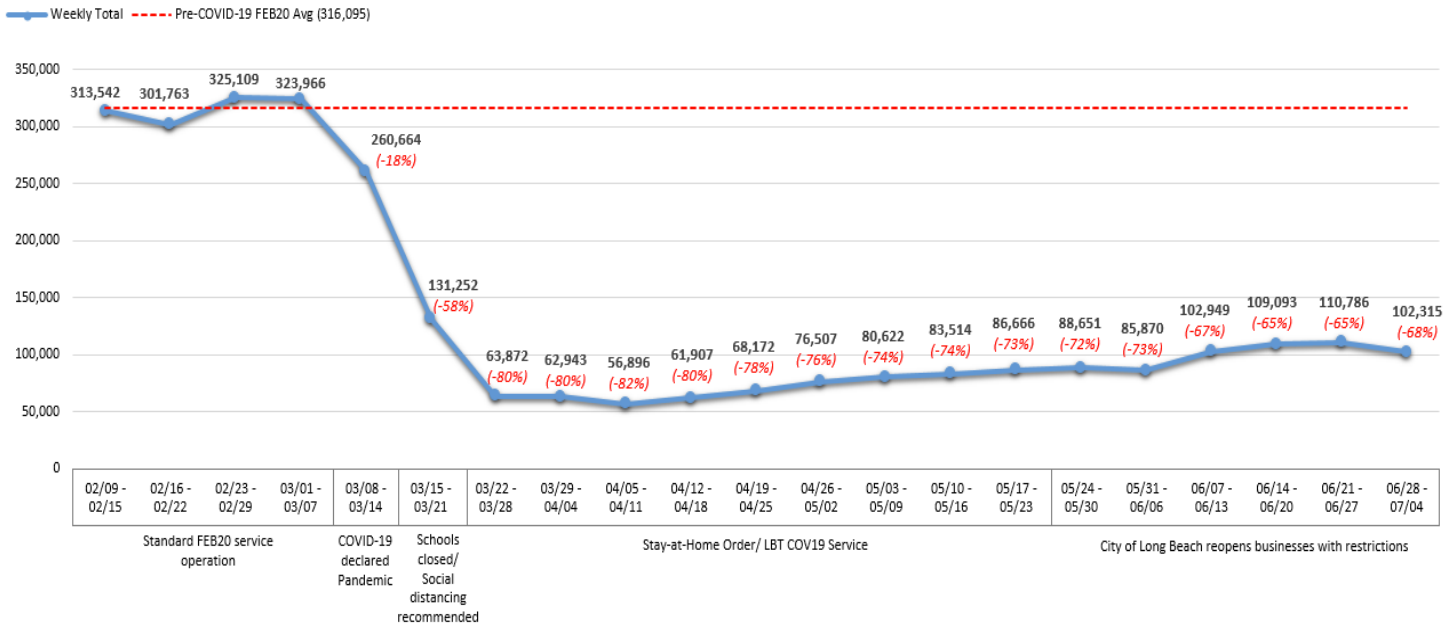
COVID-19 FINANCIAL IMPACT ON LBT

COVID-19 presented unprecedented financial challenges for the agency. LBT's major revenue sources are projected to decline under the "Safer at Home" orders, due to the resulting business disruptions, reduction in employment, school closures and anticipated pace of economic recovery in the region.

Prior to the "Safer at Home" orders, in February 2020, LBT's average weekly boardings were 326,651. This number was used as a baseline to calculate ridership decline in the subsequent weeks as the COVID-19 pandemic escalated.

Illustrated below is a graph capturing the ridership decline by week from March 2020 through the end of June 2020.

Ridership



Staff began planning and developing the agency's budget in February 2020 with the organizational focus top of mind; however, as time quickly elapsed and the pandemic impacts became more pronounced, LBT recognized the uncertainty of revenue projections upon which the operating budget is based.

On April 21, 2020, this uncertainty was cemented when the agency received notification from the Los Angeles County Metropolitan Transportation Authority (Metro), in its capacity as the Regional Transportation Planning Agency, that it was unable to provide a clear financial picture due to COVID-19. Metro provides revenue projections to the Los Angeles County Municipal Operators Association (LACMOA), of which LBT is a member agency.

At its May 2020 Board of Directors meeting, Metro requested its Board to adopt a Continuing Resolution of its FY 2020 budget through September 2020, which will extend its FY 2020 budget spending levels through the first quarter of FY 2021 (July 2020–September 2020). As it presently stands, Metro expects to fulfill the adopted FY 2020 transit funding allocations as specified in its memoranda of understanding with LACMOA member agencies.

With uncertain revenue projections and a continuation of FY 2020 subsidy levels for the first quarter, LBT presented the Board of Directors a FY 2020 Budget Continuing Resolution on May 28, 2020, which authorized the President and CEO to extend the FY 2020 budget spending levels through the first quarter of FY 2021 (July 2020–September 2020), allowing LBT to legally encumber and expend funds in the absence of an adopted FY 2021 budget.

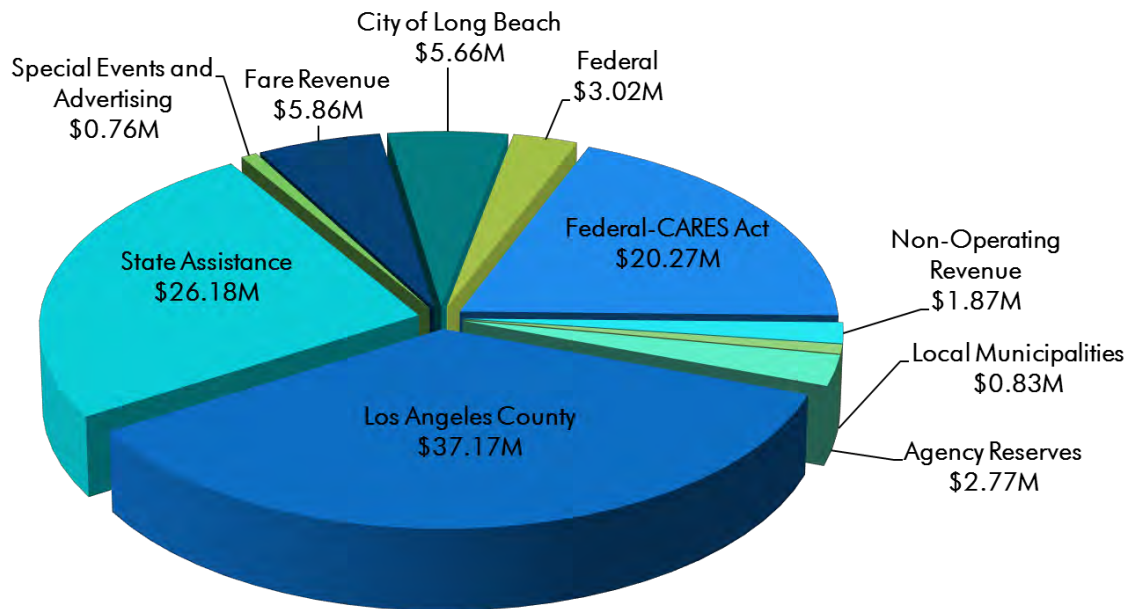
On June 19, 2020, LBT received its funding projections from Metro and utilized that data to develop LBT's FY 2021 budget projections.

Due to the decisions made in March 2020 to modify service, hold open positions vacant and limit discretionary spending, the agency is able to balance its budget.

With that said, uncertainty remains around the impacts of COVID-19 on ridership, subsidy revenue, health care and insurance costs.

Operating Revenue Highlights

Captured below in the pie chart, followed by the table, are LBT's projected revenue sources by dollar amount.



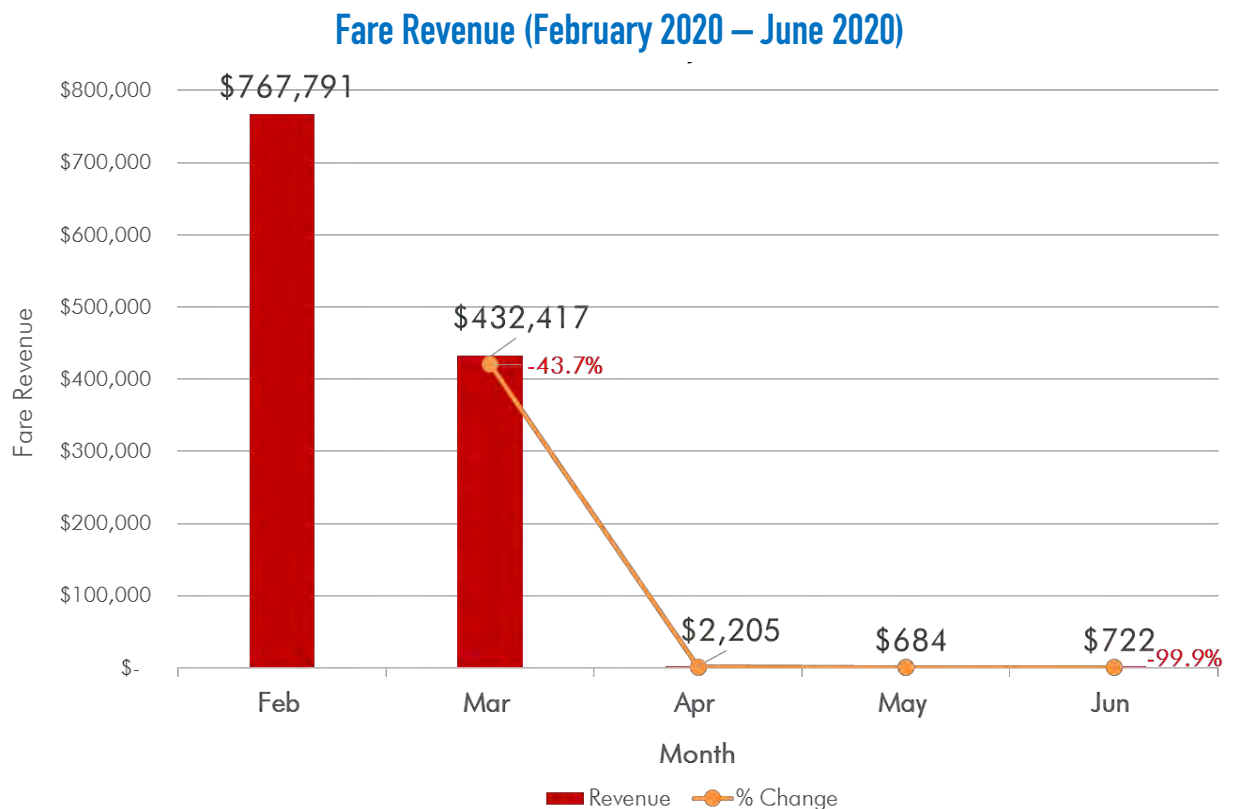
\$104.38M

Revenue Source	Amount	% of Total
Los Angeles County	\$37,168,041	35.61%
State Assistance	\$26,178,375	25.08%
Federal – CARES Act	\$20,265,772	19.42%
Fare Revenue	\$5,856,148	5.61%
City of Long Beach	\$5,662,827	5.43%
Federal	\$3,018,000	2.89%
Agency Reserves	\$2,774,751	2.66%
Non-Operating Revenue	\$1,866,729	1.79%
Local Municipalities	\$825,408	0.79%
Special Events and Advertising	\$764,250	0.73%
Total:	\$104,380,301	100.0%

FARE REVENUE

Through the first half of FY 2020, LBT experienced a stabilization of fare revenue in contrast to the steady decline seen in previous years. Due to impacts associated with the COVID-19 pandemic, the agency experienced astronomical decreases in ridership that resulted in a total loss of fare revenue at the end of FY 2020.

Illustrated below is a graph capturing the fare revenue decline by month from February 2020 through June 2020.



In FY 2021, LBT is projecting a 59% decrease in fare revenue compared to prior-year budget, estimating total fare revenue of \$5.86 million.

In an effort to encourage transit ridership and minimize adverse economic impacts to our customers due to the current environment, LBT plans to initiate a discounted pass program for up to six months from the date LBT resumes normal service delivery practices. The program provides a discount to regularly priced period passes (i.e., 30-Day Pass, 5-Day Pass, and Day Pass).

SUBSIDY REVENUE

The majority of LBT's daily operations are funded by state, county and local sales tax revenues allocated by LA Metro, the Regional Transportation Planning entity through a Formula Allocation Procedure (FAP). The FAP distributes funding shares based on 50% operator vehicle service miles and 50% operators fare units (passenger revenues divided by base cash fare). These funds are estimated and allocated for the upcoming fiscal year. Variances between the adopted estimates compared to actual revenues are reconciled in future distributions.

INVESTMENTS

The investment markets have seen severe negative volatility. In the course of four weeks, from February 19, 2020 to March 23, 2020, equity markets globally declined well over 30% and stable bond markets were not immune to the decline.

Looking forward, LBT expects volatility to continue in spurts as markets react to new information. Bond returns on a forward-looking basis appear less attractive than a year ago. With interest rates globally at zero, LBT cannot look at historic returns and assume those can be repeated. Over the next years, LBT is expecting less than a 2% return from bonds. This negatively impacts both LBT's expected pension investment returns and corporate investment account returns.

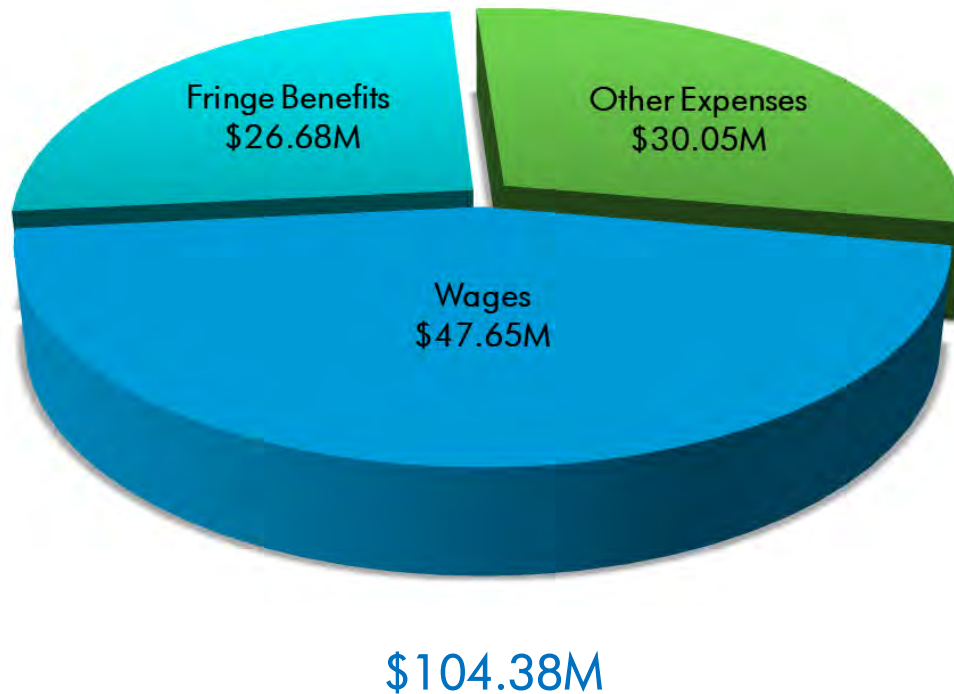
CARES ACT

On March 27, 2020, the President of the United States signed into law the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The CARES Act provides relief funding to prevent, prepare for, and respond to the COVID-19 pandemic. The FTA allocated a total of \$1.068 billion to Los Angeles County under the existing FTA Section 5307 Urbanized Area Formula Grant program.

LBT plans to use its allocated portion (\$29.2 million) over the next two fiscal years (FY 2021 and FY 2022) to reduce the overall financial burden that the pandemic has placed on LBT's general operations.

The agency is facing revenue losses of more than \$40 million due to the pandemic, and while this federal funding will assist in easing the financial burden, LBT will use approximately 10% of its reserves in FY 2021 to meet financial obligations and maintain normal service levels.

The following pie chart depicts the dollar amount budgeted for wages, fringe benefits and other expenses such as fuel, lubricants, utilities, parts and materials.



MAINTAINING LEVEL OF SERVICE

LBT has consistently maintained a laser-like focus to improve the quality and level of service, hence, it is a corporate strategic priority. In light of the current environment, LBT modified its services and reduced levels to meet the needs of essential workers, while also balancing the health, safety and welfare of its employees and the traveling public. The agency has planned and budgeted for a gradual restoration of the service level throughout the fiscal year as circumstances warrant.

RETIREMENT BENEFITS

LBT's proactive adjustments to the expected rates of return in the preceding fiscal years have allowed the agency's pension programs to be more in line with projected market performance and also better positioned for market fluctuations. Pension expenses continue to be a significant cost driver for LBT and are closely monitored to ensure long-term program sustainability.

HEALTH CARE

The subject of health care costs continues to be a focal point nationwide. While there continues to be a rise in costs, LBT has leveraged an opportunity to enhance health care coverage to its employees by offering options in order to recruit highly competent, qualified candidates and retain high-performing employees. LBT's health care cost increase from 12% to 15% for FY 2021 is driven directly by a high loss ratio due to plan utilization and large claims. Claims are running even higher than they were in previous years and LBT is partnering with its insurance carrier to put programs in place to help combat these top claims issues and mitigate future increases.

WORKERS' COMPENSATION

The FY 2021 excess workers' compensation insurance renewal is a flat renewal fee, as LBT was able to lock in a two-year contract from July 1, 2019–June 30, 2021. The actuarial reserves were increased in FY 2020 due to historical losses and the medical exposures on the claims.

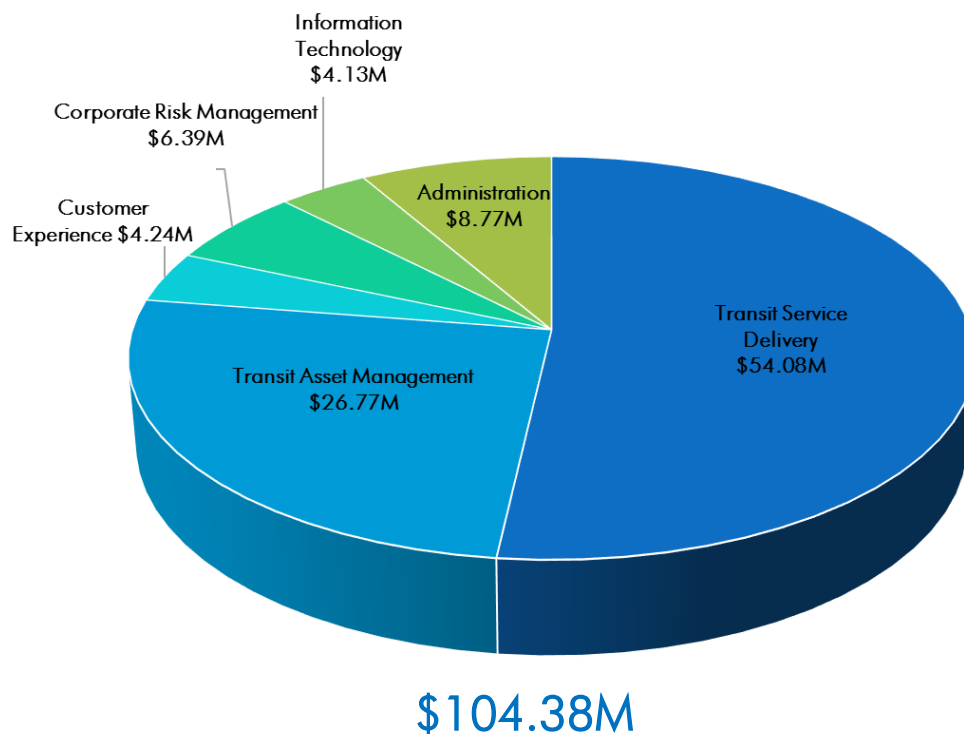
PERSONAL LIABILITY AND PROPERTY DAMAGE (PLPD)

The overall U.S. commercial automobile insurance segment has had a decade-long trend of worsening underwriting results. Narrowing the industry further down to Transit, there are limited insurance carriers writing Transit excess liability coverage due to California's litigious environment and large settlements/verdicts within Public Entity accounts. In addition, the excess market insurance carriers have significantly reduced capacity where insureds are seeing double-digit rate and premium increases. Specifically as it applies to LBT in FY 2020, a case exceeded the self-insured retention and was a significant factor in LBT's increase in renewal premium of 200% for FY 2021.

CORE BUSINESS CATEGORIES

LBT's core business categories are the organization's essential functions. Each department within the agency must coordinate and collaboratively perform its work in order for LBT to achieve its organizational objectives.

The following pie chart depicts budgeted expenditures relative to each core business category. The agency's core business categories are as follows:



Transit Asset Management

LBT's major focus is to keep its assets in a state of good repair or "like-new" condition, to ensure the agency has revenue vehicle availability for service delivery. All of the functions related to Transit Asset Management are included in this category.

Transit Service Delivery

The next major focus is to conduct the activities related to ensuring LBT has trained employees, the capability to plan and schedule services which enables the agency to deliver transit services. The functions related to Transit Service Delivery are captured in this category.

Customer Experience

This category is about the Customer Experience and encompasses the agency's Transit Customer Amenities and Customer Relations and Communications departments. LBT's customers' experience begins at the agency's bus stops or before, when one calls or accesses our website to gain information about LBT's services.

Corporate Risk Management

LBT's next business category is about managing the agency's risk. This category captures the agency's Risk Management department, including insurance, workers' compensation and liability claims, as well as risk mitigation.

Information Technology

This category includes the network of critical information and data management systems that enable LBT to effectively perform its day-to-day functions.

Administration

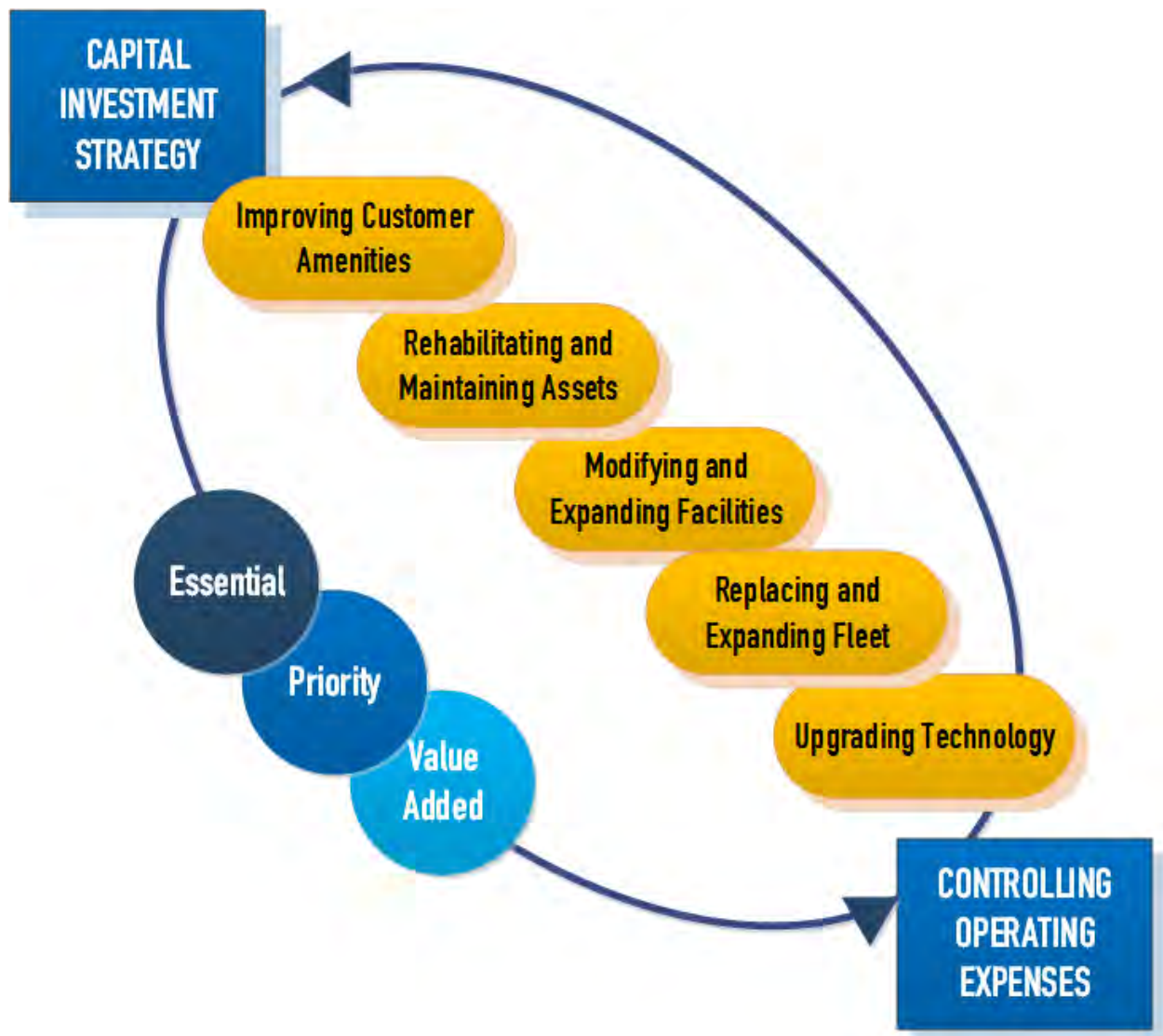
The Administration category incorporates the personnel, plans and mechanisms to ensure that LBT can effectively lead and focus on its mission.

Capital Strategic Priorities

The FY 2021 capital projects were developed in alignment with LBT's capital strategic focus. The capital projects were proposed by managers and the proposals were reviewed by the Key Performance Indicators (KPI) team. The KPI team is a cross-departmental matrix team that evaluated the proposed capital projects based on the project priority ranking system (Essential, Priority and Value Added). Within these categories, essential projects were funded first, followed by priority projects. Value-added projects are funded last; if they cannot be funded in the capital budget, the projects are re-evaluated the following fiscal year.

The ELT reviewed the KPI team's recommendations to ensure that the FY 2021 capital budget best reflects LBT's Strategic Priorities and capital strategic focus.

CAPITAL STRATEGIC FOCUS AND RANKING



Capital Fund Balance

In accordance with LBT's strategic priority to 'Exercise Financial Accountability,' sound government financial practices require the accumulation and maintenance of funds to meet the agency's long-term capital needs. The funds are also set aside to help provide for current outstanding commitments or critical needs that may arise in the future.

LBT's fund balances are derived from various federal, state and local sources and contain balances that the agency currently holds in programmed and unprogrammed project accounts. The funds are held for a variety of capital projects including future project assignments.

Funding Source	FY2020	Addition	Expenditures	Estimated FY2021
Federal	\$ 87,193	\$ 65,000	\$ (75,000)	\$ 77,193
State	\$15,773,642	\$ 105,000	\$ (8,159,117)	\$7,719,525
County	\$ 1,256,675	\$ 200,000	\$ (450,000)	\$1,006,675
Total Fund Balance	\$17,117,510			\$8,803,393

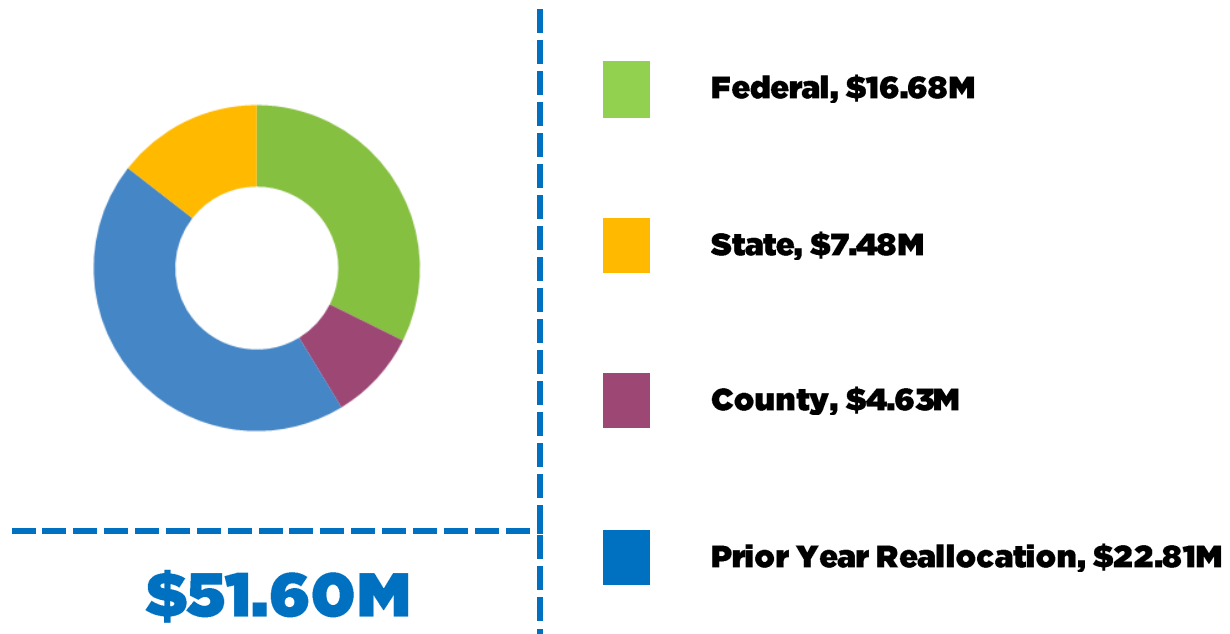
The agency finances the majority of its capital assets through annual grants awarded by the FTA. These federal grants are allocated by region under Section 5307 of the FAST Act. The agency is eligible to receive funds based on a formula allocation and discretionary money for specific projects such as bus procurements.

The FAST Act, enacted on December 4, 2015, established funding levels and federal policy for the nation's highways and public transit systems for fiscal years 2016 through 2020. The FAST Act is set to expire September 30, 2020. The new proposed surface transportation bill is the Investing in a New Vision for the Environment and Surface Transportation in America Act or the INVEST in America Act. The INVEST in America Act is proposed as a five-year transportation bill beginning in FY 2021–FY 2025.

The INVEST in America Act proposes to provide \$494 billion over five years to make transformative infrastructure investments in surface and rail transportation. The bill also proposes to provide \$411 billion over five years out of the Highway Trust Fund (HTF) for highway, transit, safety, and research programs, a 46% increase over current investment levels.

Specifically for Transit, the five-year bill proposes to substantially increase funding out of the HTF over current investment levels.

FY 2021 CAPITAL PROGRAM FUNDING SOURCES

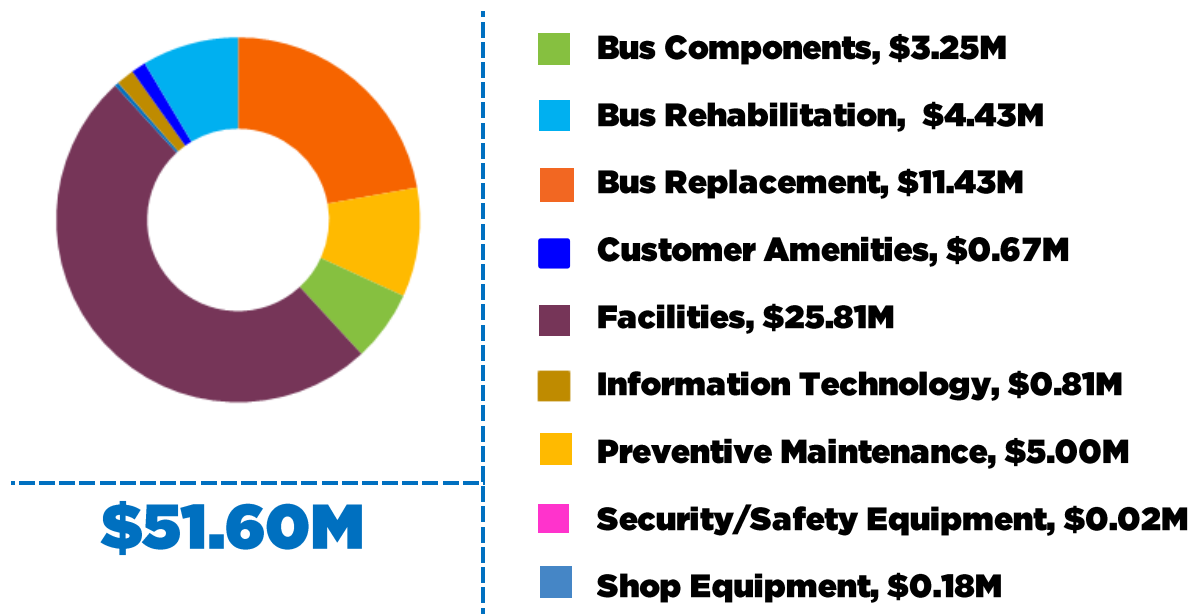


The FY 2021 capital projects were evaluated in relation to one another in terms of need, scope and cost to ensure the most efficient resource allocation. This analysis allows LBT to further its long-term planning goals by evaluating options and then prioritizing organizational decisions.

The proposed capital budget for FY 2021 is approximately \$51.6 million, which includes projects for:

- Bus Replacement
- Preventive Maintenance
- Information Technology Upgrades
- Facilities Upgrades
- Bus Stop Improvements
- Bus Components to Maintain Assets in a “Like-New” Condition

FY 2021 CAPITAL PROJECTS ALLOCATION





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Long Beach Public Transportation Company
California**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

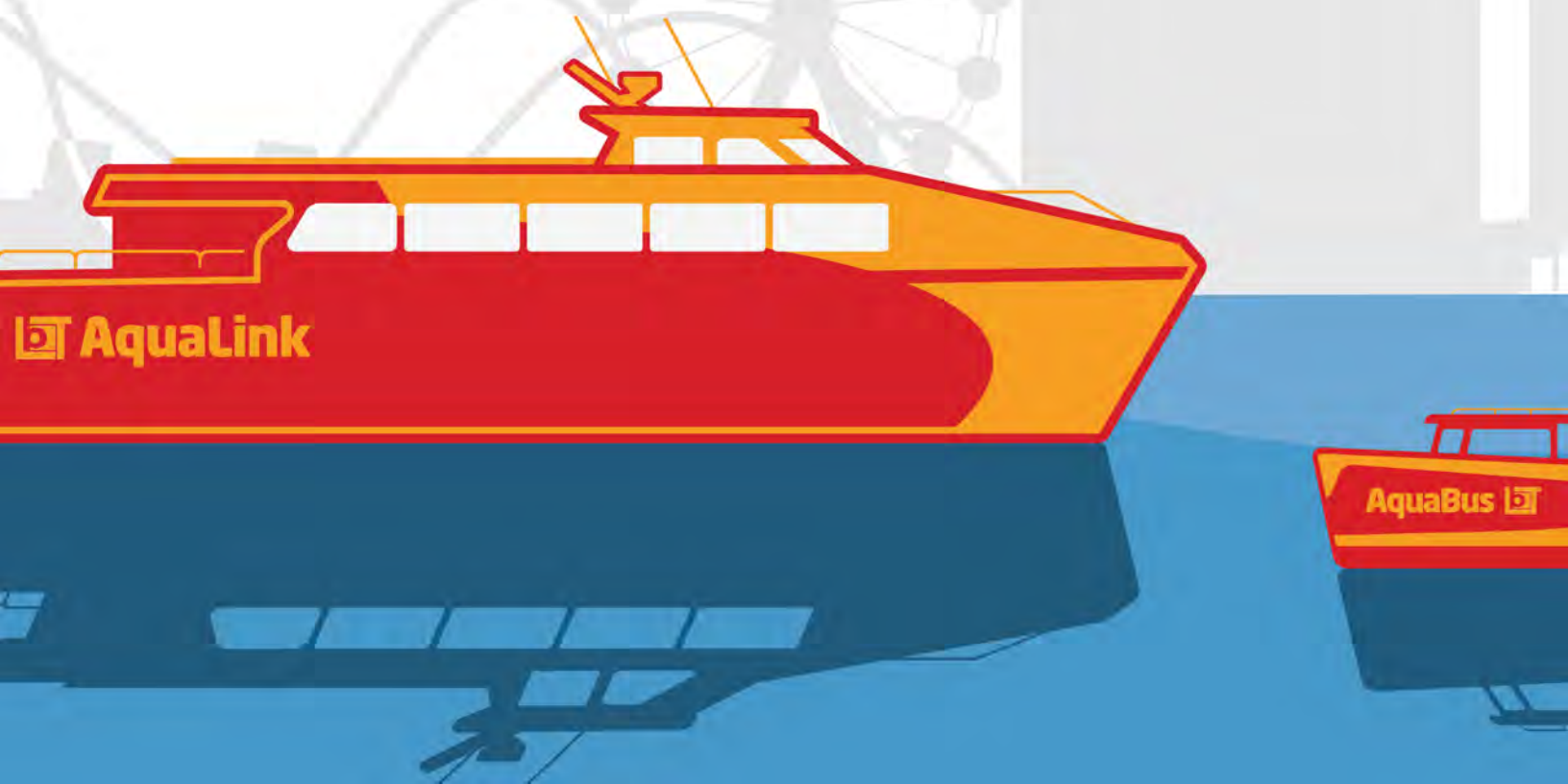
Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to Long Beach Public Transportation Company, California, for its Annual Budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This award is valid for a period of one year only. LBT believes its FY 2021 budget continues to conform to program requirements, and is submitting it to GFOA to determine its eligibility for another award.



Operating Revenue



REVENUE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
Fare Revenue:			
Regular Cash Fares	\$8,208,795	\$5,927,699	\$3,538,809
Regular Pass Sales	976,658	673,632	399,672
Regular Day and 5-Day Pass	642,061	464,339	282,752
Interagency Transfers	34,570	8,926	5,450
Special/Senior Cash Fares	1,578,785	1,175,225	717,434
Special/Senior Pass Fares	553,328	365,492	221,577
Senior Day and 5-Day Pass	257,763	202,527	123,710
Student Pass Fares	1,538,329	1,217,331	433,521
Dial-A-Lift Fares	63,872	49,364	31,153
Water Taxi Fares	313,189	250,724	102,070
Total Fare Revenue	\$ 14,167,351	\$ 10,335,259	\$ 5,856,148
Special Events	292,292	237,012	87,000
Advertising	1,069,805	884,163	677,250
Special Events and Advertising Revenue	\$ 1,362,097	\$ 1,121,175	\$ 764,250
Non-Operating Revenue			
Investment Revenue	1,789,816	1,852,666	848,259
Identification Cards	120	42	80
Alternative Fuel Tax Credits	788,056	1,948,768	1,000,000
Miscellaneous	65,024	34,160	18,390
Total Non-Operating Revenue	\$ 2,643,016	\$ 3,835,636	\$ 1,866,729
Subsidy Revenue:			
Prop A Local Return			
- City of Long Beach	6,170,100	5,858,020	5,662,827
Local Municipalities	914,914	754,770	825,408
Los Angeles County	36,114,280	39,511,280	37,168,041
State Assistance	29,825,802	33,954,984	26,178,375
Federal	3,128,886	3,007,676	23,283,772 (1)
Total Subsidy Revenue	\$ 76,153,983	\$ 83,086,730	\$ 93,118,423
Agency Reserves	-	-	2,774,751
Total Revenues	\$ 94,326,446	\$ 98,378,800	\$ 104,380,301

NOTE: The allocation of operating subsidies is based on the most recent annual funding marks supplied by Los Angeles County Metropolitan Transportation Authority (Metro). These funding marks are actual and anticipated. However, the Metro Board has not yet adopted final funding marks. LBT's Board will be advised should the funding marks be materially changed during the fiscal year.

(1) Federal subsidy revenue includes the following funds:

Preventive Maintenance (PM)	\$ 3,000,000
NTI Funded Training	\$ 18,000
CARES Act Funding	\$ 20,265,772

FY 2021

Operating Revenue by Mode

Actual FY 2019

Source	Total	Fixed Route	Dial-A-Lift	Water Taxi	Special Events
Fares	\$ 14,167,351	\$ 13,790,290	\$ 63,872	\$ 313,189	
Special Events	292,292			8,000	284,292
Advertising	1,069,805	1,069,805			
Non-Operating	2,643,016	2,619,384		23,632	
Local Return-City of Long Beach	6,170,100	6,170,100			
Local Municipalities	914,914	785,933	128,981		
Foothill Mitigation	839,931	839,931			
BSIP	846,663	846,663			
Prop A Discretionary	10,944,645	10,744,578	200,067		
Prop C-Security Program	1,869,584	1,869,584			
Prop C-MOSIP	47,570	47,570			
Service Expansion Program	2,345,612	2,345,612			
Measure R	9,520,502	9,520,502			
Measure M	9,612,018	9,612,018			
Express Toll Revenue	87,755	87,755			
TDA	23,425,943	22,278,163	641,080	506,700	
STA	3,812,344	3,812,344			
SB1	2,244,561	2,244,561			
LCTOP Cap and Trade	342,954	342,954			
Federal-prev. maint./training	3,128,886	3,128,886			
Total Revenues	\$ 94,326,446	\$ 92,156,634	\$ 1,034,001	\$ 851,520	\$ 284,292
Vehicle Service Hours		725,349			
Cost per VSH		\$ 127.05			

Estimated FY 2020

Source	Total	Fixed Route	Dial-A-Lift	Water Taxi	Special Events
Fares	\$ 10,335,259	\$ 10,035,171	\$ 49,364	\$ 250,724	
Special Events	237,012			3,400	233,612
Advertising	884,163	884,163			
Non-Operating	3,835,636	3,817,192		18,444	
Local Return-City of Long Beach	5,858,020	5,858,020			
Local Municipalities	754,770	645,540	109,231		
Foothill Mitigation	921,321	921,321			
BSIP	865,966	865,966			
Prop A Discretionary	12,117,261	11,877,286	239,975		
Prop C-Security Program	1,978,899	1,978,899			
Service Expansion Program	2,399,092	2,399,092			
Measure R	10,411,483	10,411,483			
Measure M	10,768,885	10,768,885			
Express Toll Revenue	48,373	48,373			
TDA	25,185,868	24,068,134	650,298	467,436	
STA	4,967,803	4,967,803			
SB1	3,235,126	3,235,126			
LCTOP Cap and Trade	566,187	566,187			
Federal-prev. maint./training	3,007,676	3,007,676			
Total Revenues	\$ 98,378,800	\$ 96,356,317	\$ 1,048,867	\$ 740,004	\$ 233,612
Vehicle Service Hours		625,146			
Cost per VSH		\$ 154.13 (1)			

(1) COVID-19 related service modifications have reduced service hours and increased cost per VSH

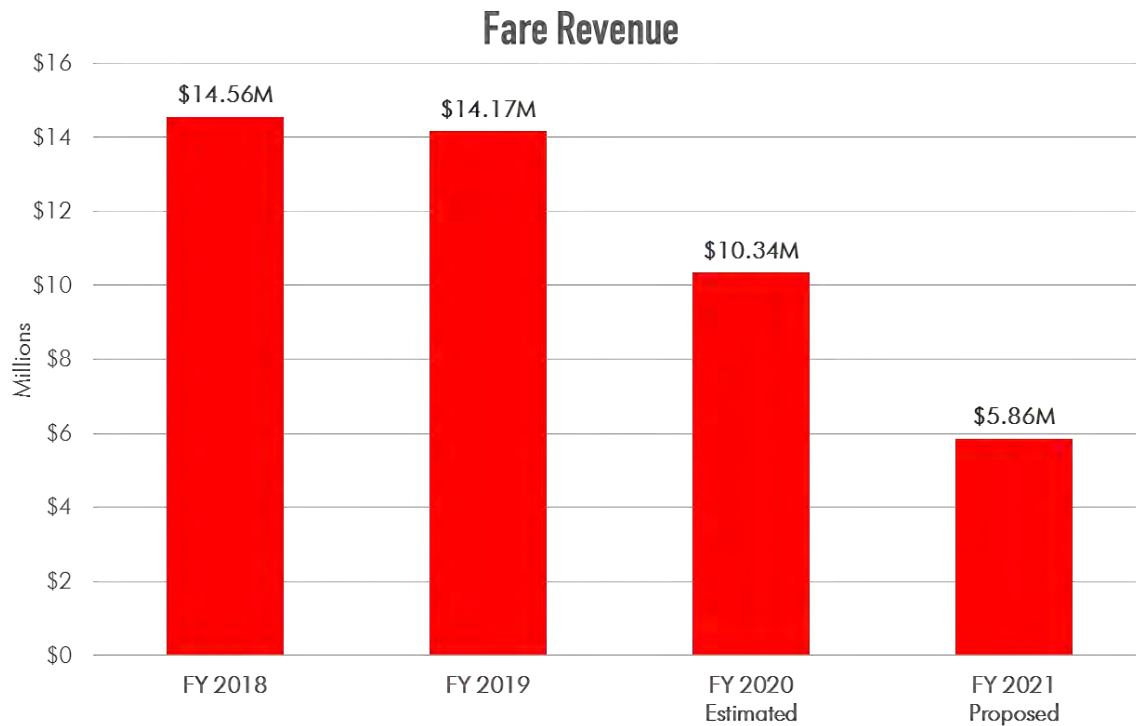
FY 2021 Operating Revenue by Mode (cont'd)

Proposed FY 2021

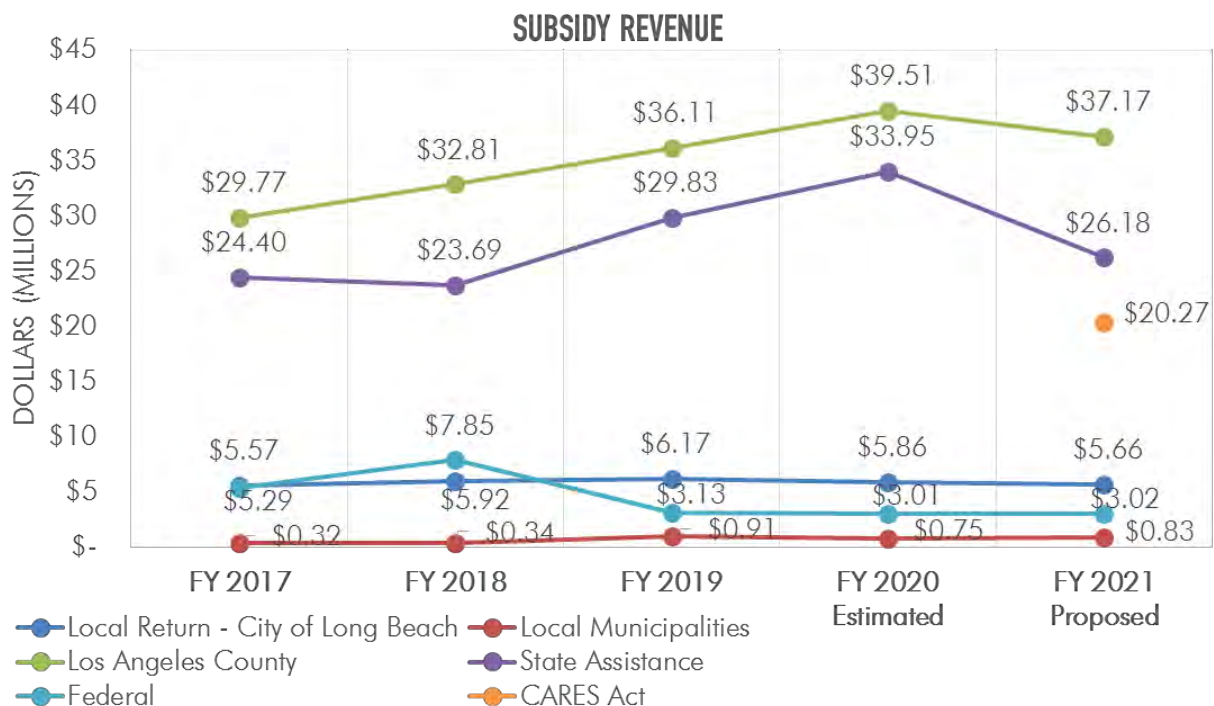
Source	Total	Fixed Route	Dial-A-Lift	Water Taxi	Special Events
Fares	\$ 5,856,148	\$ 5,722,925	\$ 31,153	\$ 102,070	
Special Events	87,000			2,000	85,000
Advertising	677,250	677,250			
Non-Operating	1,866,729	1,858,339		8,390	
Local Return-City of Long Beach	5,662,827	5,662,827			
Local Municipalities	825,408	759,330	66,078		
Foothill Mitigation	696,650	696,650			
BSIP	846,662	846,662			
Prop A Discretionary	16,063,272	15,789,820	273,452		
Prop C-Security Program	1,519,157	1,519,157			
Service Expansion Program	2,345,612	2,345,612			
Measure R	7,903,883	7,903,883			
Measure M	7,792,805	7,792,805			
TDA	19,378,492	18,282,041	604,799	491,652	
STA	3,414,381	3,414,381			
SBI	2,569,381	2,569,381			
LCTOP Cap and Trade	816,121	816,121			
Federal-prev. maint./training	3,018,000	3,018,000			
Federal-CARES Act	20,265,772	20,265,772			
Agency Reserves	2,774,751	2,774,751			
Total Revenues	\$ 104,380,301	\$ 102,715,706	\$ 975,483	\$ 604,112	\$ 85,000
Vehicle Service Hours		643,777			
Cost per VSH		\$ 159.55	(1)		

(1) COVID-19 related service modifications have reduced service hours and increased cost per VSH

The bar graph below illustrates a four-year trend in LBT's fare revenue.



The line graph below illustrates a five-year trend in LBT's subsidy revenue.



Advertising

Revenues generated from advertising on the exterior of LBT buses.

Alternative Fuel Credits

Fuel credits received for the use of alternative fuel in buses, particularly compressed natural gas (CNG).

CARES Act

The Coronavirus Aid, Relief, and Economic Security (CARES) Act provides relief funding to prevent, prepare for, and respond to the COVID-19 pandemic. The FTA allocated these funds under the existing section 5307 Urbanized Area Formula Grant program.

City of Long Beach

The City allocates a portion of its Proposition A funds to LBT for operating or capital purposes. Proposition A, approved by voters in November 1980, was the first local sales tax of its kind to bolster Los Angeles County's ability to respond to gridlock and mobility challenges.

Twenty-five percent (25%) of Proposition A funds are dedicated to the Local Return Program. The Proposition A Ordinance requires that Local Return funds be used exclusively to benefit public transit. Eligible uses include expenditures related to fixed route and paratransit services, Transportation Demand Management, Transportation Systems Management and fare subsidy programs.

Express Toll Revenue

Net toll revenues generated from the ExpressLanes (on the I-10 and I-110 freeways) corridors and reinvesting net toll revenues in the corridors where generated. Through a competitive discretionary grant process, LBT received monies to operate the LA Galaxy Express shuttle service between Dignity Health Sports Park in Carson and two major intermodal transportation hubs, the Harbor Gateway Transit Center and Metro A Line Del Amo Station.

Fare Revenue

Monies collected from the farebox and TAP; transfers; tokens; daily, five-day and monthly passes; 25-ride coupons; Dial-A-Lift, AquaBus and AquaLink (Water Taxi) rides; and transportation program partnerships with community partners.

Federal

The Federal Transit Administration (FTA) allows LBT to fund its preventive maintenance costs with capital funding. However, the costs and the revenue must remain in the operating budget.

Low Carbon Transit Operations Program (LCTOP)

LCTOP is part of the State of California's Transit, Affordable Housing and Sustainable Communities Program. LCTOP was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility, with a priority on serving disadvantaged communities.

Local Municipalities

Proposition A Local Return funds received from eight municipal jurisdictions served by LBT—Bellflower, Carson, Cerritos, Hawaiian Gardens, Lakewood, Paramount, Seal Beach and Signal Hill.

Los Angeles County Formula Allocation Process (FAP)

Los Angeles County allocates the following revenues to the agency using FAP. These revenues—Proposition A, Proposition C, Measure R and Measure M funds—are derived from half-cent local sales tax initiatives.

- Bus System Improvement Program (BSIP)
 - Allocated to relieve overcrowding on transit-dependent service routes
- Foothill Mitigation
 - Allocated to minimize funding impacts of adding Foothill Transit as a municipal operator
- Measure R
 - Allocated to fund traffic relief and rail expansion according to an expenditure plan contained in the ordinance
- Proposition A Discretionary
 - Allocated to fund bus services provided by LA Metro and 16 other municipal bus organizations within the County, which includes LBT
- Proposition C Security
 - Allocated for security projects such as the transit police program
- Proposition C Municipal Operator Service Improvement Program (MOSIP)
 - Allocated for service enhancements and used as a match for our federal capital grants, which include preventive maintenance funds
- Service Expansion
 - Allocated for expansion or introduction of fixed-route bus service in congested corridors
- Measure M
 - Provides an additional half-cent sales tax for transportation and the indefinite extension of an existing half-cent sales tax also dedicated to transportation originally set to expire in 2039 for expansion or introduction of fixed-route bus service in congested corridors

Non-Operating Revenue

Miscellaneous revenues mainly comprised of investment income and alternative fuel credits.

Senate Bill (SB) 1

Senate Bill 1, also known as the Road Repair and Accountability Act of 2017, funds are generated through a 12-cent excise tax added to each gallon of gasoline, 20-cent excise tax added to each gallon of diesel fuel and an increased vehicle registration fee.

Special Events

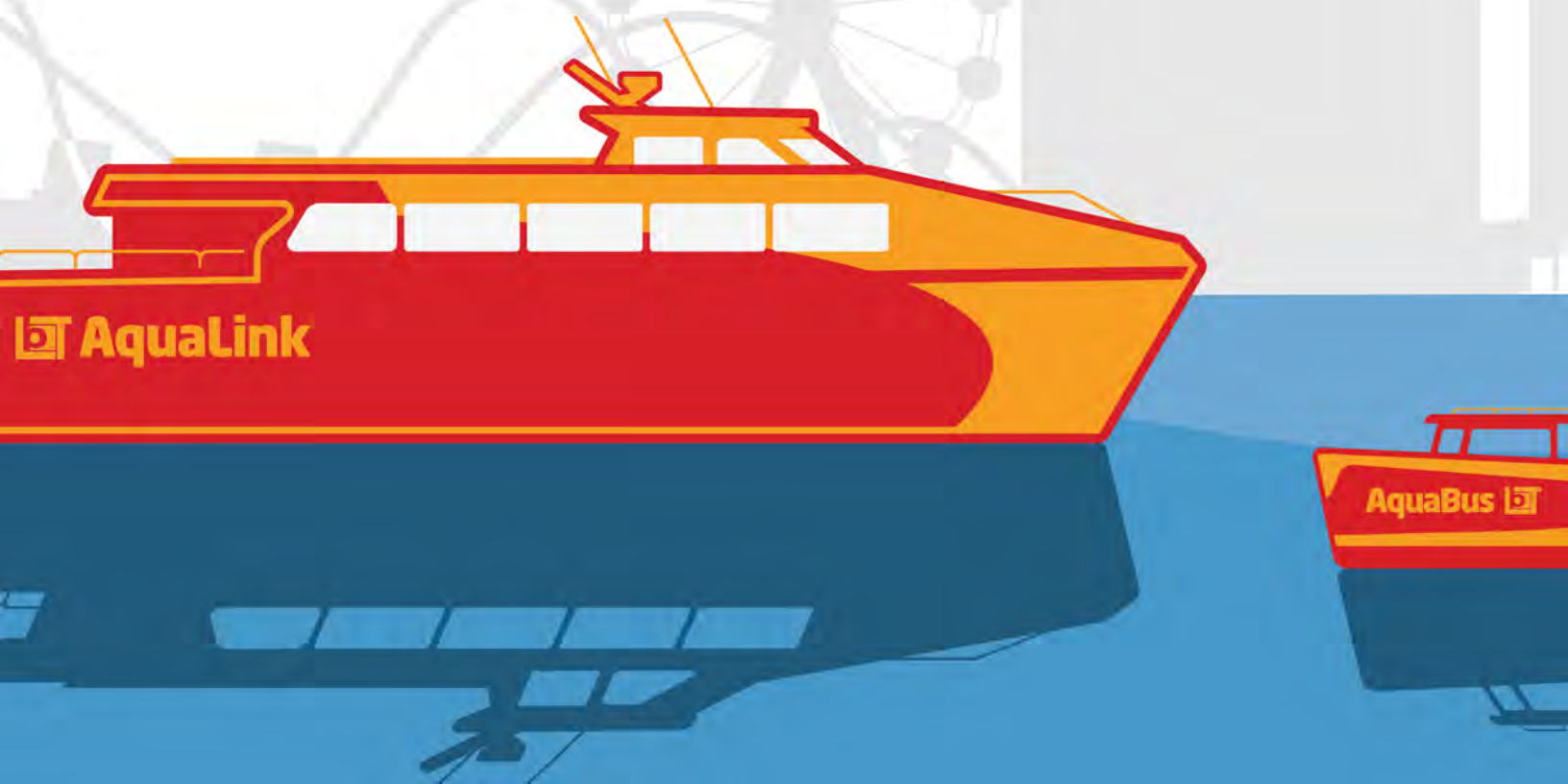
Revenue collected by providing reserved service to community groups and events for public-private partnerships.

State Assistance

Transportation Development Act (TDA) are a combination of Local Transportation Funds (LTF) and State Transit Assistance (STA) funding. LTF is derived from a quarter cent of general sales tax. STA funds come from the statewide sales taxes on diesel fuel.



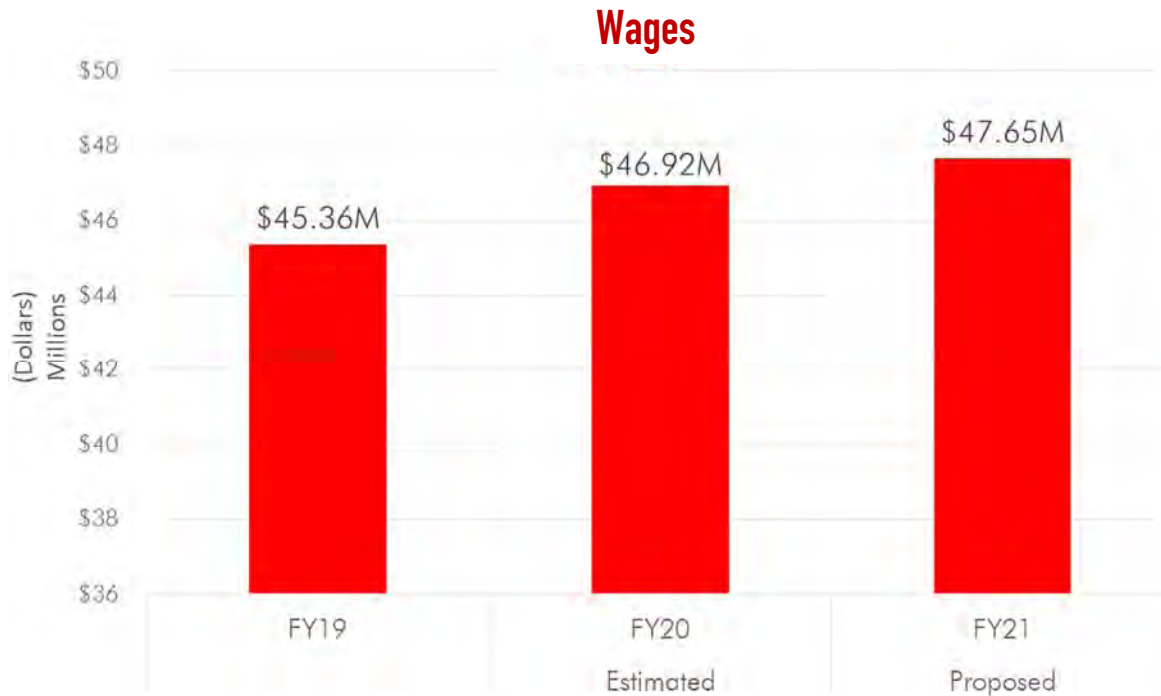
Operating Expenditures



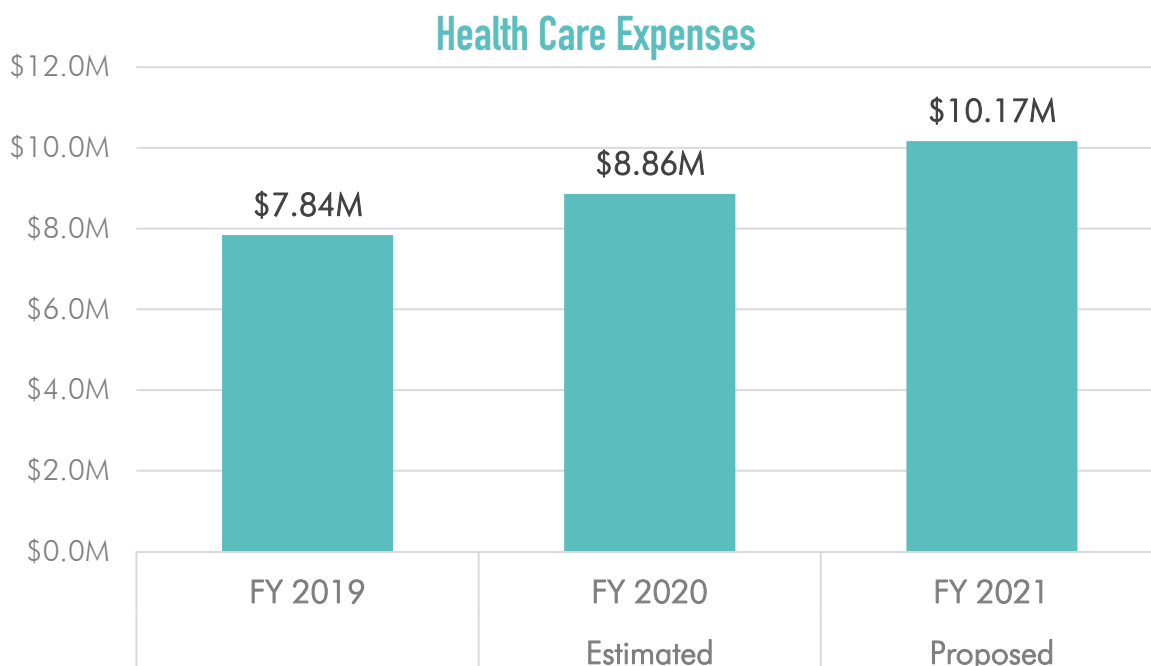
FY 2021 Operating Budget Summary - All Departments

	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
Wages			
Transit Service Delivery and Planning	\$ 30,167,615	\$ 30,676,178	\$ 29,625,002
Maintenance and Infrastructure	8,552,846	9,122,728	9,776,727
Customer Relations and Communications	902,580	1,069,999	1,318,817
Risk Management	746,105	801,849	822,608
Information Technology	824,820	787,382	974,573
Administration	4,169,066	4,461,914	5,127,573
	<u>\$ 45,363,032</u>	<u>\$ 46,920,050</u>	<u>\$ 47,645,300</u>
Fringe Benefits			
Transit Service Delivery and Planning	\$ 12,268,642	\$ 18,087,227	\$ 18,297,519
Maintenance and Infrastructure	3,915,758	4,092,989	4,702,120
Customer Relations and Communications	371,075	399,650	535,324
Risk Management	5,870,242	359,555	380,155
Information Technology	568,605	416,324	497,419
Administration	1,970,103	1,756,864	2,267,825
	<u>\$ 24,964,425</u>	<u>\$ 25,112,609</u>	<u>\$ 26,680,362</u>
Other Expenses			
Transit Service Delivery and Planning	\$ 4,845,757	\$ 4,703,930	\$ 5,096,205
Maintenance and Infrastructure	\$ 6,348,836	\$ 6,644,543	\$ 8,176,866
Fuel & Lubricants	5,166,102	4,245,446	4,545,255
Customer Relations and Communications	1,065,658	864,989	1,176,200
Risk Management	2,239,794	4,827,004	5,188,340
Information Technology	2,254,870	2,666,935	2,661,373
Administration	2,077,970	2,393,294	3,210,400
	<u>\$ 23,998,987</u>	<u>\$ 26,346,141</u>	<u>\$ 30,054,639</u>
Total Operating Budget	<u><u>\$ 94,326,444</u></u>	<u><u>\$ 98,378,800</u></u>	<u><u>\$ 104,380,301</u></u>

The bar graph below depicts the rise in employee wages over the past three fiscal years. Wages are one of the largest expenses incurred by LBT.



The bar graph below illustrates the trend in LBT's contributions to employee health care over the past three fiscal years. LBT's experience with rising health care expenses is representative of national trends and is another large expense incurred by the agency.



In FY 2020, LBT identified core business categories when looking at its past expenditures. These categories inform the agency of the cost of providing services and enhance transparency and LBT's financial accountability.

The agency's core business categories are as follows:

Transit Asset Management

LBT's major focus is to keep its assets in a state of good repair or "like-new" condition, to ensure the agency has revenue vehicle availability for service delivery. All of the functions related to Transit Asset Management are included in this category.

Transit Service Delivery

The next major focus is to conduct the activities related to ensuring LBT has trained employees, the capability to plan and schedule services which enables the agency to deliver transit services. The functions related to Transit Service Delivery are captured in this category.

Customer Experience

This category is about the Customer Experience and encompasses the agency's Transit Customer Amenities and Customer Relations and Communications. LBT's customers' experience begins at the agency's bus stops or before, when one calls or accesses our website to gain information about LBT's services.

Corporate Risk Management

LBT's next business category is about managing the agency's risk. This encompasses the agency's Risk Management department, including insurance, workers' compensation and liability claims, as well as risk mitigation.

Information Technology

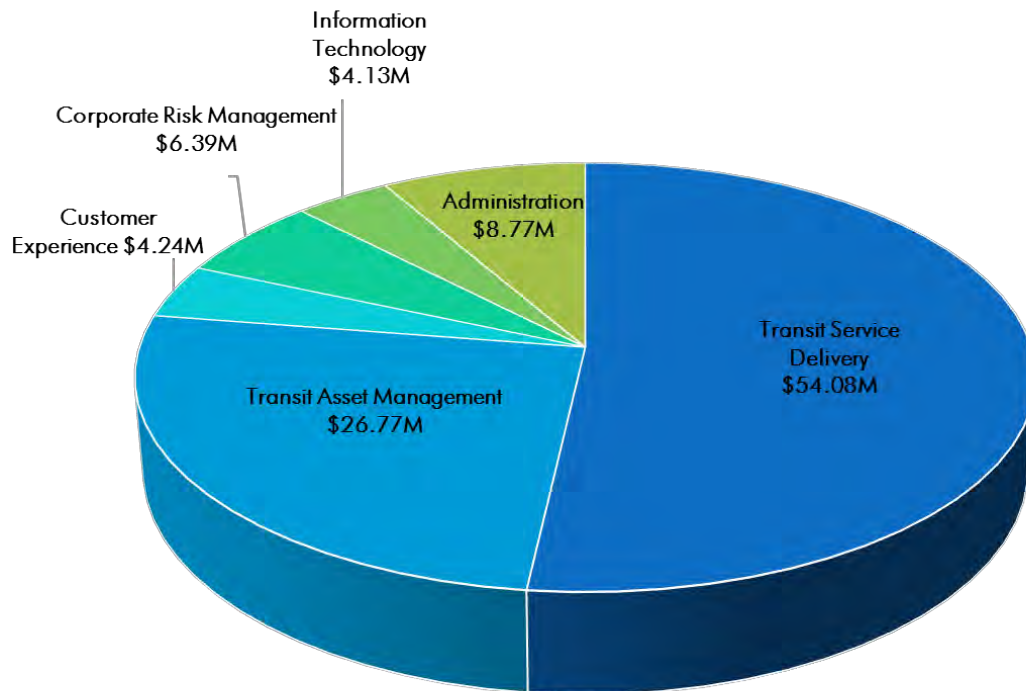
This category includes the network of critical information and data management systems that enable LBT to effectively perform its day-to-day functions.

Administration

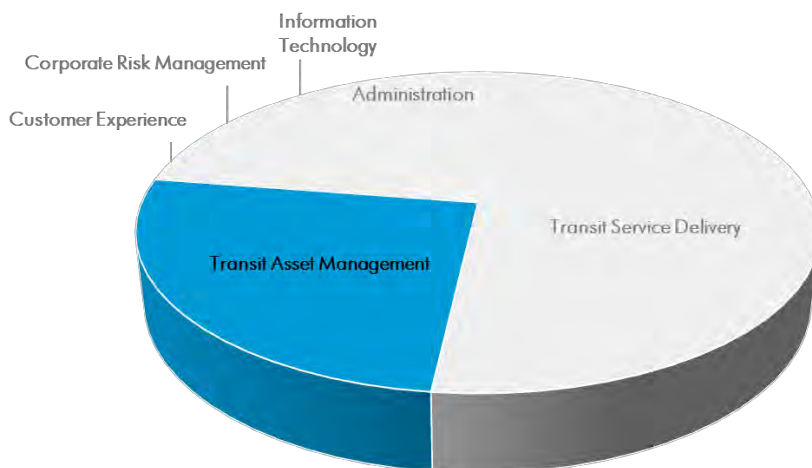
The Administration category incorporates the personnel, plans and mechanisms to ensure that LBT can effectively lead and focus on its mission.

FY 2021 Core Business Categories (cont'd)

The following pie charts depict expenditures relative to each core business category.

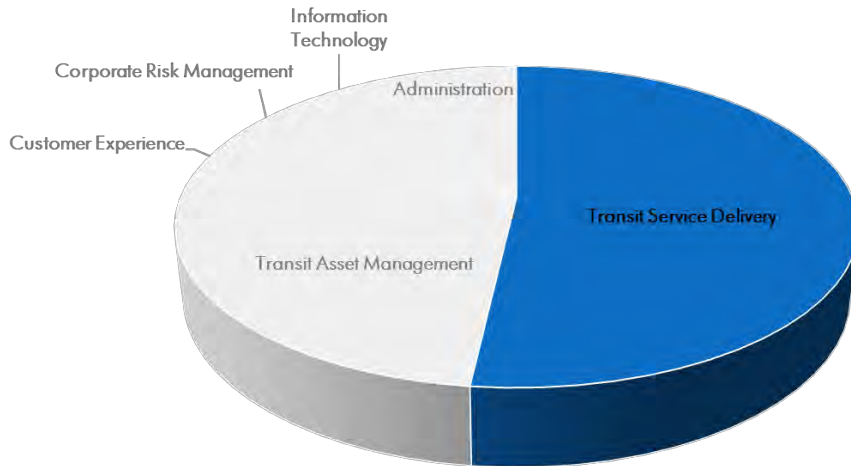


Transit Asset Management



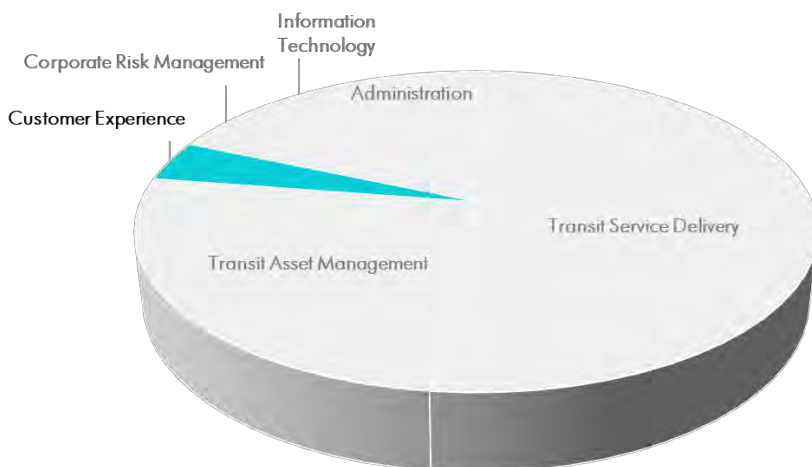
Transit Asset Management (\$)	
Vehicle Maintenance	14,555,681
Infrastructure & Utilities	5,898,560
Fuel and Lubricants	4,545,255
Warehouse	993,384
Procurement	593,973
Training	186,558
Total	26,773,411

Transit Service Delivery



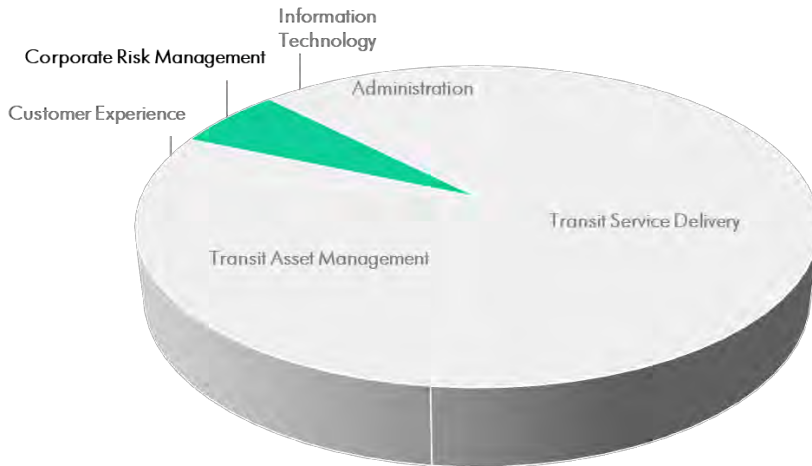
Transit Service Delivery (\$)	
Daily Operations	46,643,786
Security	3,702,791
Planning	1,092,554
Training	1,057,162
Dial-A-Lift	975,483
Aqua Services	604,112
Total	54,075,888

Customer Experience



Customer Experience (\$)	
Customer Relations and Communications	3,030,341
Transit Customer Amenities	1,208,088
Total	4,238,429

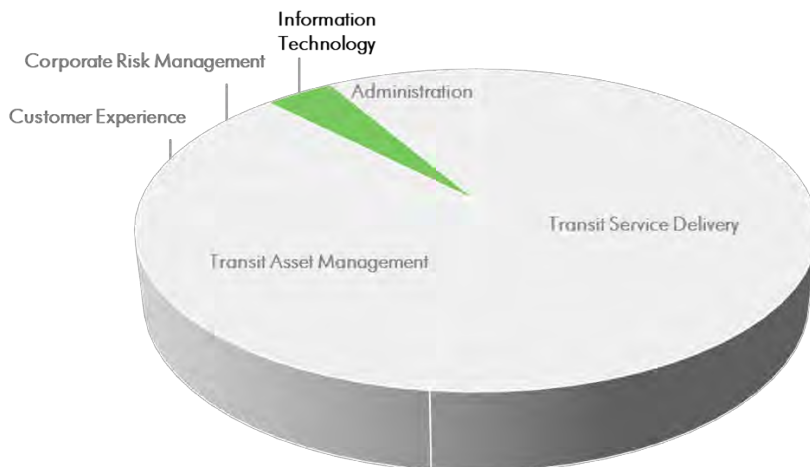
Corporate Risk Management



Corporate Risk Management (\$)

Risk Management	6,391,103
Total	6,391,103

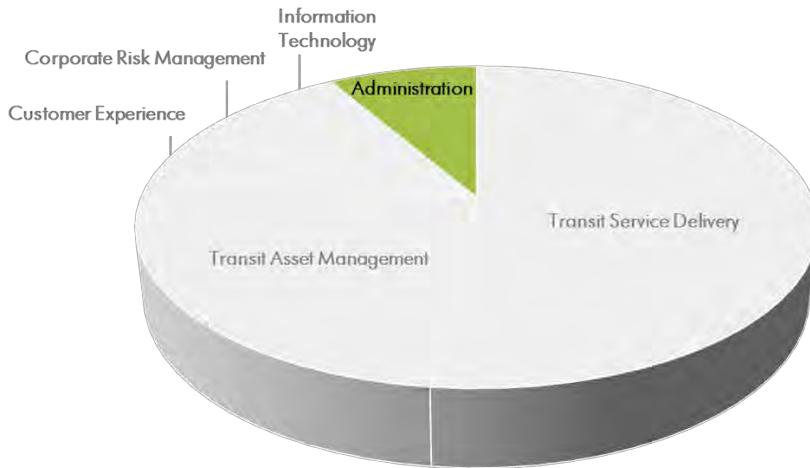
Information Technology



Information Technology (\$)

Information Technology	4,133,365
Total	4,133,365

Administration



Administration (\$)	
Finance and Budget	2,544,658
Office of the CEO	1,932,671
Human Resources	1,907,492
Office of the Deputy CEO	1,191,205
Government Relations	823,753
Performance Management	368,326
Total	8,768,105

Advertising

The agency uses the services of an outside advertising agency to develop advertising and marketing programs to generate public awareness and grow ridership.

Auto Allowance

Fixed monthly payments to specified employees using their personal automobiles for LBT business.

Bad-Debt Expense

Write-off of uncollectable debt, usually resulting from bad checks received for the purchase of fare media.

Banking Services

Fees charged for routine banking services such as direct deposit, check processing, armored car pick-up and vault deposits.

Banking Supplies

Materials and supplies used in processing coin and currency deposits, as well as check stock.

Casualty and Liability

Payments made to external parties for claim settlements, legal fees, medical expenses and depositions. This also includes the adjustment to reserves to reflect new, closed and outstanding claims as submitted and determined by the agency's third-party claims administrator.

Defined Contribution

Employer 401(a) match for deferred compensation contributions made by staff employees hired on or after April 1, 2011.

Dental and Vision

Employer premium payments to insurance carriers for employees' dental and vision insurance.

Dues and Subscriptions

Memberships and subscriptions for industry-based associations, professional organizations and periodicals.

Employment Physicals

Medical costs associated with pre-employment physical examinations as a condition for LBT employment, as well as physical examinations for employees returning from a 30+ day leave of absence.

Federal Insurance Contributions Act (FICA)

Employer contributions to the Social Security Fund pursuant to FICA.

Fringe Benefits

Expenses incurred for employees' health insurance, workers' compensation, retirement plans and family and medical leave.

Fuel

Fuel and electricity costs used to operate buses and non-revenue service vehicles.

Fuel Taxes

State and federal tax assessed based on fuel usage.

Health Benefits

Employer premium payments to insurance carriers for employees' health insurance. This also includes accumulated sick leave and health care reimbursements to eligible retirees.

Life Insurance

Employer premium payments to insurance carriers for employees' life insurance.

Lubricants

Costs of lubricants used for buses and non-revenue service vehicles.

Materials and Supplies

Includes all parts and materials for bus repair and fleet maintenance, facility infrastructure and bus stop maintenance. Also includes general materials and supplies used for daily administrative operations and training programs.

Other Fringe Benefits

Expenses incurred for employee assistance programs, rideshare program, attendance and safety awards, tuition reimbursement, etc.

Other Insurances

Premiums for miscellaneous insurance coverage such as excess workers' compensation, forgery, theft and computers.

Other Miscellaneous Expenses

Minor miscellaneous expenses.

Other Risk Losses

Losses on agency assets not recoverable by insurance reimbursement.

Pension

Employer contributions to the employees' pension funds.

Pre-Employment Processing

Expenses generated from the pre-employment screening process.

Premium Auto and General Liability Insurance

Insurance premiums for excess liability coverage paid to the carrier.

Premium Property Insurance

Insurance premiums for physical damage insurance paid to the carrier.

Prescription Reimbursement

Reimbursement for the difference between employees' medical prescription co-payments dictated in the Amalgamated Transit Union (ATU) collective bargaining agreement and allowable amounts per the agency's health insurance policy.

Professional and Technical Services

Fees paid to professionals for services rendered such as management consultants, auditors, claim administrators and attorneys.

Property Lease

Payment for use of leased property.

Purchased Transportation

Contracted services to operate the Dial-A-Lift and water taxi programs.

Recovery-Property Claims

Money received in settlement of physical damage claims from outside parties.

Recruitment

Advertising expenses associated with the recruitment of new employees.

Schedules Production and Printing

Costs associated with transit guide printing, formatting, layout, art and graphics.

Security Services

Includes patrol and alarm services, security guards for both facilities and the transit enforcement detail.



Small Tools

Miscellaneous small-tool purchases not covered under the capital program, which are retained for use by all maintenance employees.

Technical Services

Payment to outside vendors for maintenance of agency assets such as computers, farebox equipment, office equipment, facility and fleet repairs, as well as public restroom oversight.

Ticket/Pass Printing

Printing costs for one-ride coupons, as well as daily, five-day and monthly passes.

Tires and Tubes

Miscellaneous tire costs not covered under the tire lease funded with capital grant funds.

Tool Allowance

Fixed amount given to mechanics towards purchase of their tools.

Travel and Meetings

Conferences, seminars, meetings, lodging, travel and transportation costs to conduct LBT business.

Unemployment

Employer payments to the State of California for employees' unemployment insurance benefits.

Uniform Allowance

The agency pays the uniform cleaning costs for mechanics and provides a fixed amount towards purchase of uniforms for operators, Transit Service Delivery supervisors and customer service clerks.

Utilities

Electricity, gas, water, sewer and telephone.

Wages

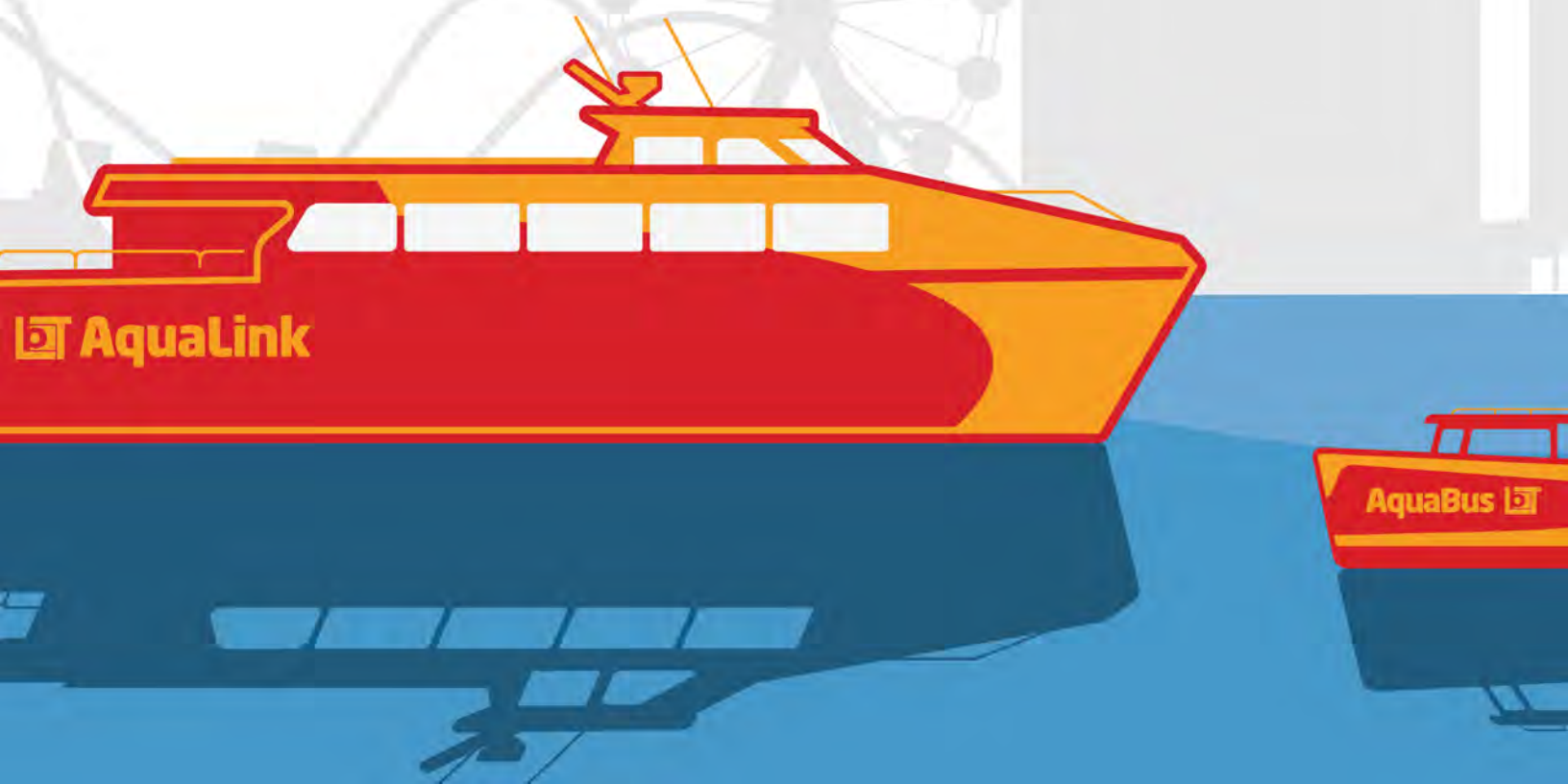
Payment for work performed which may include overtime, vacation and sick leave benefits.

Workers' Compensation Program

Expenses incurred for disability payments, medical treatment, attorneys' fees, court depositions, travel, etc. Also includes the adjustment of reserves to reflect new, closed and outstanding claims as submitted and determined by the agency's third-party claims administrator.



Transit Service Delivery and Planning



FY 2021 Transit Service Delivery and Planning Budget Summary

	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
Wages			
Daily Transit Service Delivery	\$ 28,793,088	\$ 29,606,705	\$ 28,345,995
Transit Service Planning	722,623	626,073	760,435
Dial-A-Lift Services	76,789	79,941	82,910
Aqua Services	-	-	-
Security	90,310	93,014	96,231
Administration	484,805	270,445	339,431
	<u>\$ 30,167,615</u>	<u>\$ 30,676,178</u>	<u>\$ 29,625,002</u>
Fringe Benefits			
Daily Transit Service Delivery	\$ 11,639,990	\$ 17,677,828	\$ 17,799,003
Transit Service Planning	328,045	228,343	275,419
Dial-A-Lift Services	60,001	45,299	47,798
Aqua Services	-	-	-
Security	18,543	25,269	27,992
Administration	222,063	110,488	147,307
	<u>\$ 12,268,642</u>	<u>\$ 18,087,227</u>	<u>\$ 18,297,519</u>
Other Expenses			
Daily Transit Service Delivery	\$ -	\$ -	\$ -
Transit Service Planning	11,520	184	56,700
Dial-A-Lift Services	897,210	923,627	844,775
Aqua Services	851,520	740,004	604,112
Security	3,060,681	2,991,559	3,578,568
Administration	24,826	48,556	12,050
	<u>\$ 4,845,757</u>	<u>\$ 4,703,930</u>	<u>\$ 5,096,205</u>
Total Transit Service Budget	<u><u>\$ 47,282,014</u></u>	<u><u>\$ 53,467,335</u></u>	<u><u>\$ 53,018,726</u></u>

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Superintendents			
Full-Time	\$ -	\$ 206,906	\$ 214,648
Operators			
Full-Time	\$ 23,484,246	\$ 24,173,504	\$ 23,401,632
Student	195,367	174,498	261,900
Overtime	1,146,613	1,057,173	233,570
Vacation	1,894,790	1,917,866	2,146,495
Operations Supervisors			
Full-Time	\$ 1,918,361	\$ 1,917,121	\$ 2,015,900
Additional Pay	153,711	159,637	71,850
TOTAL WAGES	\$ 28,793,088	\$ 29,606,705	\$ 28,345,995
FICA	\$ 1,979,289	\$ 2,046,200	\$ 2,155,814
PENSION	4,337,785	3,974,697	4,691,761
DEFINED CONTRIBUTION	27,929	72,615	107,915
HEALTH BENEFITS	4,794,059	5,496,411	6,170,618
DENTAL & VISION	302,136	365,889	379,536
LIFE INSURANCE	55,642	53,532	56,018
WORKERS' COMPENSATION	-	5,526,359	4,074,791 (1)
UNIFORM ALLOWANCE	143,150	138,525	157,750
AUTO ALLOWANCE	-	3,600	4,800
TOTAL FRINGE BENEFITS	\$ 11,639,990	\$ 17,677,828	\$ 17,799,003
TOTAL DIVISION EXPENSES	\$ 40,433,078	\$ 47,284,533	\$ 46,144,998

(1) Allocated workers' compensation costs from Risk Management to respective departments in FY20

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 557,149	\$ 480,396	\$ 564,153
Part-Time	128,749	127,462	170,782
Intern	36,725	18,215	25,500
TOTAL WAGES	\$ 722,623	\$ 626,073	\$ 760,435
FICA	\$ 54,661	\$ 46,520	\$ 58,297
PENSION	154,625	83,457	80,020
DEFINED CONTRIBUTION	13,650	12,781	21,864
HEALTH BENEFITS	88,905	76,553	101,930
DENTAL & VISION	4,626	3,888	4,945
LIFE INSURANCE	3,971	3,344	3,963
UNEMPLOYMENT	6,144	-	-
UNIFORM ALLOWANCE	1,463	-	2,000
AUTO ALLOWANCE	-	1,800	2,400
TOTAL FRINGE BENEFITS	\$ 328,045	\$ 228,343	\$ 275,419
PROFESSIONAL SERVICES	\$ 10,988	\$ -	\$ 55,500
OTHER MISC. EXPENSES	532	184	1,200
TOTAL OTHER EXPENSES	\$ 11,520	\$ 184	\$ 56,700
TOTAL DIVISION EXPENSES	\$ 1,062,188	\$ 854,600	\$ 1,092,554

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full Time	\$ 76,789	\$ 79,941	\$ 82,910
TOTAL WAGES	\$ 76,789	\$ 79,941	\$ 82,910
FICA	\$ 5,390	\$ 5,597	\$ 6,343
PENSION	37,086	19,985	19,069
DEFINED CONTRIBUTION	-	-	-
HEALTH BENEFITS	15,904	17,874	20,453
DENTAL & VISION	1,103	1,301	1,367
LIFE INSURANCE	518	542	566
TOTAL FRINGE BENEFITS	\$ 60,001	\$ 45,299	\$ 47,798
PROFESSIONAL SERVICES	\$ 375	\$ -	\$ 3,750
PURCHASED TRANSPORTATION			
Dial-A-Lift	896,835	923,627	841,025
TOTAL OTHER EXPENSES	\$ 897,210	\$ 923,627	\$ 844,775
TOTAL DIVISION EXPENSES	\$ 1,034,000	\$ 1,048,867	\$ 975,483

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
PROFESSIONAL SERVICES	\$ 1,304	\$ 1,304	\$ 1,310
TECHNICAL SERVICES	84,882	38,589	93,000
PURCHASED TRANSPORTATION			
AQUA TAXIS			
AquaBus	186,827	168,347	124,577
AquaLink	542,541	489,235	333,227
Aqua Special Events	1,219	1,076	1,998
Aqua Services Advertising	34,747	41,453	50,000
TOTAL OTHER EXPENSES	\$ 851,520	\$ 740,004	\$ 604,112 (1)
TOTAL DIVISION EXPENSES	\$ 851,520	\$ 740,004	\$ 604,112

(1) Reduced service due to COVID-19 pandemic

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full Time	\$ 90,310	\$ 93,014	\$ 96,231
TOTAL WAGES	\$ 90,310	\$ 93,014	\$ 96,231
FICA	\$ 6,813	\$ 7,303	\$ 7,545
PENSION	-	-	-
DEFINED CONTRIBUTION	5,260	8,823	9,863
HEALTH BENEFITS	5,505	6,187	7,080
DENTAL & VISION	357	419	440
LIFE INSURANCE	608	637	664
AUTO ALLOWANCE	-	1,900	2,400
TOTAL FRINGE BENEFITS	\$ 18,543	\$ 25,269	\$ 27,992
SECURITY SERVICES	\$ 3,060,681	\$ 2,991,559	\$ 3,578,568 (1)
TOTAL OTHER EXPENSES	\$ 3,060,681	\$ 2,991,559	\$ 3,578,568
TOTAL DIVISION EXPENSES	\$ 3,169,534	\$ 3,109,842	\$ 3,702,791

(1) Transit Ambassador security program expanded in FY21. Security, parking and fees for new corporate administrative offices added in FY21.

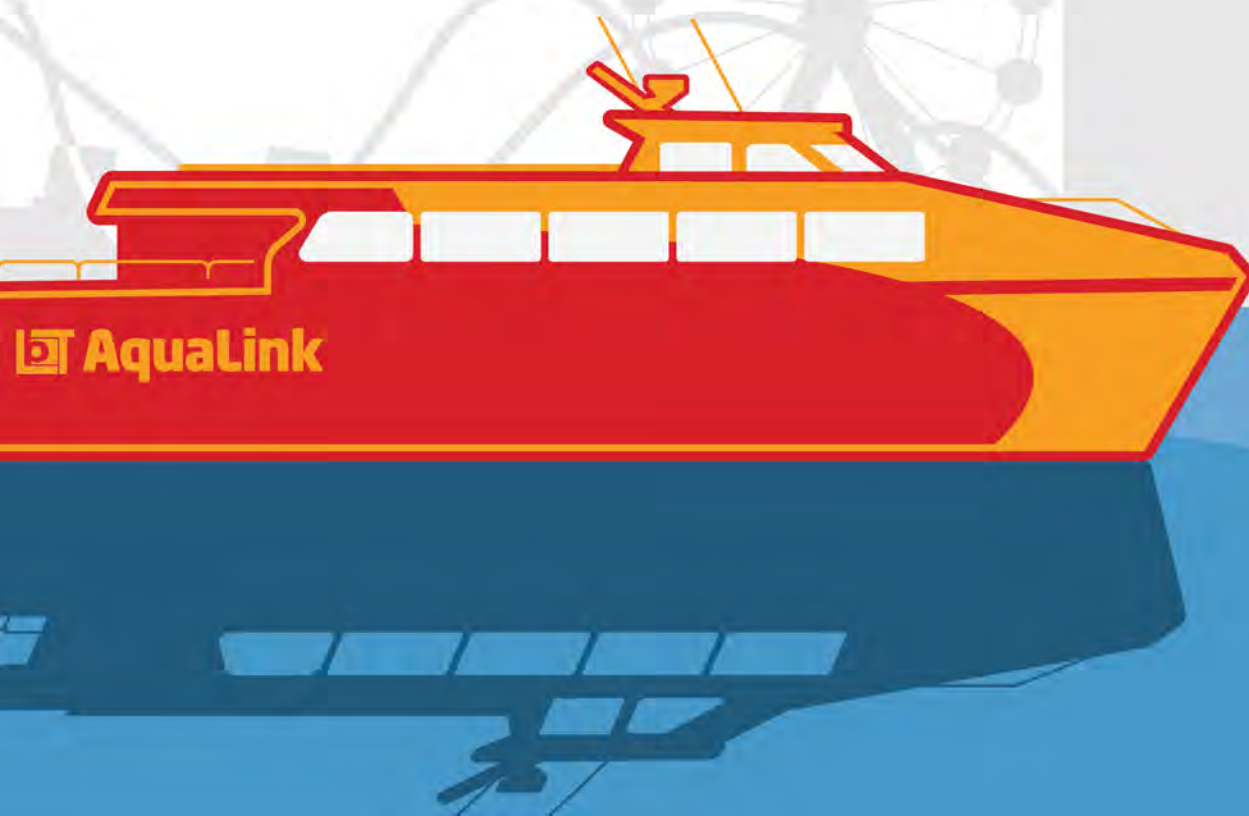
FY 2021 Transit Service Delivery and Planning Administration

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full Time	\$ 471,741	\$ 268,787	\$ 331,931 (1)
Intern	13,064	1,658	7,500
TOTAL WAGES	\$ 484,805	\$ 270,445	\$ 339,431
FICA	\$ 33,647	\$ 18,382	\$ 23,593
PENSION	93,711	-	-
DEFINED CONTRIBUTION	14,018	22,981	33,793
HEALTH BENEFITS	32,564	20,226	38,222
DENTAL & VISION	2,234	1,445	2,296
LIFE INSURANCE	3,206	1,874	2,329
UNEMPLOYMENT	17,682	20,045	17,900
WORKERS' COMPENSATION	-	6,203	-
AUTO ALLOWANCE	5,700	5,938	6,000
OTHER FRINGES	19,301	13,394	23,174
TOTAL FRINGE BENEFITS	\$ 222,063	\$ 110,488	\$ 147,307
PROFESSIONAL SERVICES	\$ 15,878	\$ 39,455	\$ -
OTHER MISC. EXPENSES	8,948	9,101	12,050
TOTAL OTHER EXPENSES	\$ 24,826	\$ 48,556	\$ 12,050
TOTAL DIVISION EXPENSES	\$ 731,694	\$ 429,489	\$ 498,788

(1) Additional Transit Service Administrative Assistant position added in FY21



Maintenance and Infrastructure



FY 2021 Maintenance and Infrastructure Budget Summary

	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
Wages			
Vehicle Maintenance	\$ 6,243,070	\$ 6,492,319	\$ 6,795,555
Infrastructure	956,665	1,034,585	1,131,393
Transit Customer Amenities	592,393	692,711	764,302
Warehouse	-	568,066	679,026
Administration	760,718	335,047	406,451
	<u>\$ 8,552,846</u>	<u>\$ 9,122,728</u>	<u>\$ 9,776,727</u>
Fringe Benefits			
Vehicle Maintenance	\$ 2,692,366	\$ 2,864,030	\$ 3,395,622
Infrastructure	454,192	420,227	470,101
Transit Customer Amenities	361,201	368,405	396,343
Warehouse	-	230,525	275,958
Administration	407,999	209,802	164,096
	<u>\$ 3,915,758</u>	<u>\$ 4,092,989</u>	<u>\$ 4,702,120</u>
Other Expenses			
Vehicle Maintenance	\$ 4,054,621	\$ 4,229,245	\$ 3,763,757
Infrastructure	2,187,139	2,175,751	4,297,066
Transit Customer Amenities	92,817	168,078	47,443
Warehouse	-	17,893	38,400
Administration	14,259	53,576	30,200
	<u>\$ 6,348,836</u>	<u>\$ 6,644,543</u>	<u>\$ 8,176,866</u>
Total Maintenance and Infrastructure Budget	<u><u>\$ 18,817,440</u></u>	<u><u>\$ 19,860,260</u></u>	<u><u>\$ 22,655,713</u></u>
Fuel & Lubricants Budget	<u><u>\$ 5,166,102</u></u>	<u><u>\$ 4,245,446</u></u>	<u><u>\$ 4,545,255</u></u>

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Maintenance Stores			
Full-Time	\$ 351,291	\$ -	\$ -
Overtime	14,950	-	-
Fleet Managers			
Full-Time	\$ -	\$ 117,042	\$ 187,485
Mechanics and Utilities			
Full-Time	\$ 4,069,562	\$ 4,496,797	\$ 4,718,316 (1)
Overtime	747,096	504,162	308,533
Vacation	304,796	293,762	285,897
Supervisors			
Full-Time	\$ 748,940	\$ 1,061,397	\$ 1,277,656
Additional Pay	6,435	19,159	17,668
TOTAL WAGES	\$ 6,243,070	\$ 6,492,319	\$ 6,795,555
FICA	\$ 435,670	\$ 448,499	\$ 520,181
PENSION	1,033,832	829,975	1,013,335
DEFINED CONTRIBUTION	21,908	45,088	92,713
HEALTH BENEFITS	1,073,493	1,154,031	1,331,560
DENTAL & VISION	64,309	76,026	82,732
LIFE INSURANCE	14,848	15,021	17,514
WORKERS' COMPENSATION	-	253,355	186,599
TOOL ALLOWANCE	48,306	41,535	146,788
AUTO ALLOWANCE	-	500	4,200
TOTAL FRINGE BENEFITS	\$ 2,692,366	\$ 2,864,030	\$ 3,395,622

(1) Two Utilities positions and two Mechanic positions added in FY21

FY 2021

Vehicle Maintenance (cont'd)

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
PROFESSIONAL SERVICES	\$ 5,047	\$ -	\$ -
TECHNICAL SERVICES			
Buses	\$ 555,398	\$ 542,332	\$ 485,746
Service Vehicles	100,016	141,832	110,516
MATERIALS & SUPPLIES	\$ 3,367,585	\$ 3,508,206	\$ 3,140,714
SMALL TOOLS	25,548	36,324	25,781
OTHER MISC. EXPENSES	1,027	551	1,000
TOTAL OTHER EXPENSES	\$ 4,054,621	\$ 4,229,245	\$ 3,763,757
TOTAL DIVISION EXPENSES	\$ 12,990,057	\$ 13,585,594	\$ 13,954,934

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Facilities			
Full-Time	\$ 330,638	\$ 406,782	\$ 490,951
Intern	-	13,231	15,000
Overtime	27,202	21,862	22,591
Supervisors			
Full-Time	\$ 144,627	\$ 135,170	\$ 162,406
Additional Pay	829	3,509	3,000
Custodians			
Full-Time	\$ 406,509	\$ 405,083	\$ 400,611
Overtime	19,112	23,655	15,223
Vacation	27,748	25,293	21,611
TOTAL WAGES	\$ 956,665	\$ 1,034,585	\$ 1,131,393
FICA	\$ 67,348	\$ 74,280	\$ 85,176
PENSION	184,469	132,684	135,110
DEFINED CONTRIBUTION	20,839	23,669	39,685
HEALTH BENEFITS	167,598	174,065	191,144
DENTAL & VISION	9,423	10,576	11,059
LIFE INSURANCE	4,515	4,953	5,527
AUTO ALLOWANCE	-	-	2,400
TOTAL FRINGE BENEFITS	\$ 454,192	\$ 420,227	\$ 470,101
PROFESSIONAL SERVICES	\$ -	\$ -	\$ 382,665
TECHNICAL SERVICES			
Farebox Revenue Equipment	\$ 10,839	\$ 30,013	\$ 18,317
Facility	372,836	411,104	859,436
Hazardous Material Removal	142,476	119,119	147,033
CNG Services	282,759	234,504	228,456

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
SECURITY SERVICES	183,040	195,924	202,214
MATERIALS & SUPPLIES	348,777	365,175	334,321
UTILITIES			
Electric	680,972	644,897	1,098,033
Gas and Water	115,475	114,795	121,564
PROPERTY LEASE	49,965	60,220	905,027
TOTAL OTHER EXPENSES	\$ 2,187,139	\$ 2,175,751	\$ 4,297,066 (1)
TOTAL DIVISION EXPENSES	\$ 3,597,996	\$ 3,630,563	\$ 5,898,560

(1) FY21 budget includes expenses related to new corporate administrative offices

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Transit Customer Amenities			
Full-Time	\$ 467,088	\$ 593,389	\$ 649,941
Intern	-	2,285	7,500
Overtime	47,028	42,157	42,825
Supervisors			
Full-Time	\$ 73,330	\$ 50,012	\$ 62,878
Additional Pay	4,947	4,868	1,158
TOTAL WAGES	\$ 592,393	\$ 692,711	\$ 764,302
FICA	\$ 42,804	\$ 50,614	\$ 58,653
PENSION	203,239	97,626	86,144
DEFINED CONTRIBUTION	5,995	19,887	38,467
HEALTH BENEFITS	99,346	115,377	145,273
DENTAL & VISION	6,061	7,127	8,261
LIFE INSURANCE	3,756	4,477	5,071
WORKERS' COMPENSATION	-	70,704	52,074
TOOL ALLOWANCE	-	693	-
AUTO ALLOWANCE	-	1,900	2,400
TOTAL FRINGE BENEFITS	\$ 361,201	\$ 368,405	\$ 396,343
PROFESSIONAL SERVICES	\$ -	\$ 55,402	\$ -
TECHNICAL SERVICES	\$ 27,580	\$ 14,121	\$ 15,000
MATERIALS & SUPPLIES	58,437	96,538	29,943
OTHER MISC. EXPENSES	6,800	2,017	2,500
TOTAL OTHER EXPENSES	\$ 92,817	\$ 168,078	\$ 47,443
TOTAL DIVISION EXPENSES	\$ 1,046,411	\$ 1,229,194	\$ 1,208,088

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ -	\$ 551,120	\$ 664,463
Intern	-	4,124	7,500
Overtime	-	12,822	7,063
TOTAL WAGES	\$ -	\$ 568,066	\$ 679,026
FICA	\$ -	\$ 41,821	\$ 52,895
PENSION	-	61,658	67,938
DEFINED CONTRIBUTION	-	21,834	38,856
HEALTH BENEFITS	-	88,840	99,550
DENTAL & VISION	-	6,507	7,098
LIFE INSURANCE	-	3,776	4,721
UNIFORM ALLOWANCE	-	5,089	2,500
AUTO ALLOWANCE	-	1,000	2,400
TOTAL FRINGE BENEFITS	\$ -	\$ 230,525	\$ 275,958
PROFESSIONAL SERVICES	\$ -	\$ 17,500	\$ 37,900
OTHER MISC. EXPENSES	-	393	500
TOTAL OTHER EXPENSES	\$ -	\$ 17,893	\$ 38,400
TOTAL DIVISION EXPENSES	\$ -	\$ 816,484	\$ 993,384

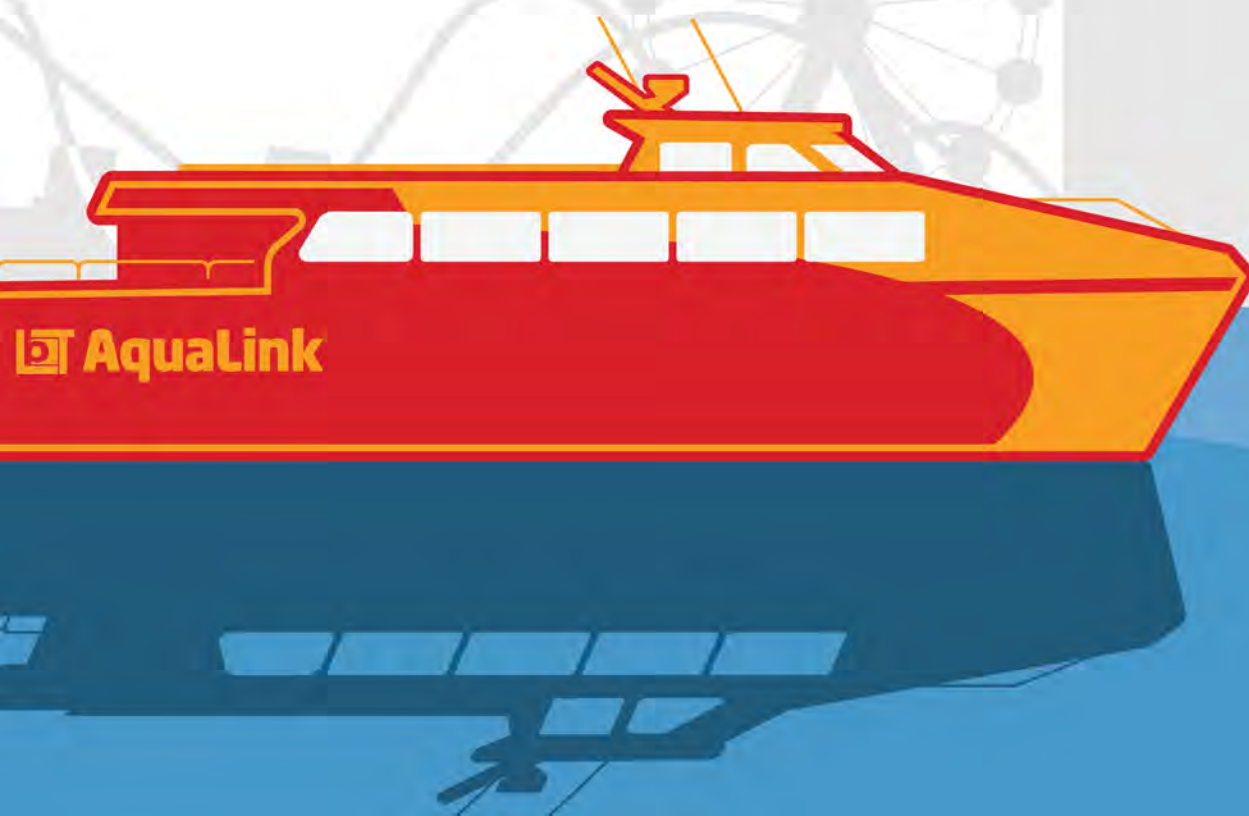
EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 487,149	\$ 320,989	\$ 390,649
Intern	46,228	13,332	15,000
Overtime	229	726	802
Supervisors			
Full-Time	\$ 226,283	\$ -	\$ -
Additional Pay	829	-	-
TOTAL WAGES	\$ 760,718	\$ 335,047	\$ 406,451
FICA	\$ 55,793	\$ 22,824	\$ 31,541
PENSION	138,700	12,560	11,972
DEFINED CONTRIBUTION	30,571	19,894	34,525
HEALTH BENEFITS	96,092	47,754	65,911
DENTAL & VISION	5,788	2,613	3,604
LIFE INSURANCE	5,148	1,908	2,793
UNEMPLOYMENT	2,176	12,170	7,900
UNIFORM ALLOWANCE	68,031	87,541	-
AUTO ALLOWANCE	5,700	2,538	5,850
TOTAL FRINGE BENEFITS	\$ 407,999	\$ 209,802	\$ 164,096
PROFESSIONAL SERVICES	\$ 10,371	\$ 50,772	\$ 25,000
OTHER MISC. EXPENSES	3,888	2,804	5,200
TOTAL OTHER EXPENSES	\$ 14,259	\$ 53,576	\$ 30,200
TOTAL DIVISION EXPENSES	\$ 1,182,976	\$ 598,425	\$ 600,747

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
FUEL			
Diesel	\$ 443,836	\$ 353,738	\$ 494,151 (1)
Unleaded Gas	2,672,351	2,325,066	2,312,756 (2)
Compressed Natural Gas	1,654,607	1,163,161	1,218,663 (3)
Electricity	91,143	63,265	162,457 (4)
LUBRICANTS	273,505	291,800	306,391
FUEL USE TAX & STORAGE FEE	30,660	48,416	50,837
TOTAL OTHER EXPENSES	\$ 5,166,102	\$ 4,245,446	\$ 4,545,255
TOTAL DIVISION EXPENSES	\$ 5,166,102	\$ 4,245,446	\$ 4,545,255

- (1) Assumes \$2.90 per gallon for diesel
- (2) Assumes \$3.50 per gallon for unleaded
- (3) Assumes \$1.20 per diesel gallon equivalent for CNG
- (4) Assumes \$0.20 per kWh for electric fuel



Customer Relations and Communications

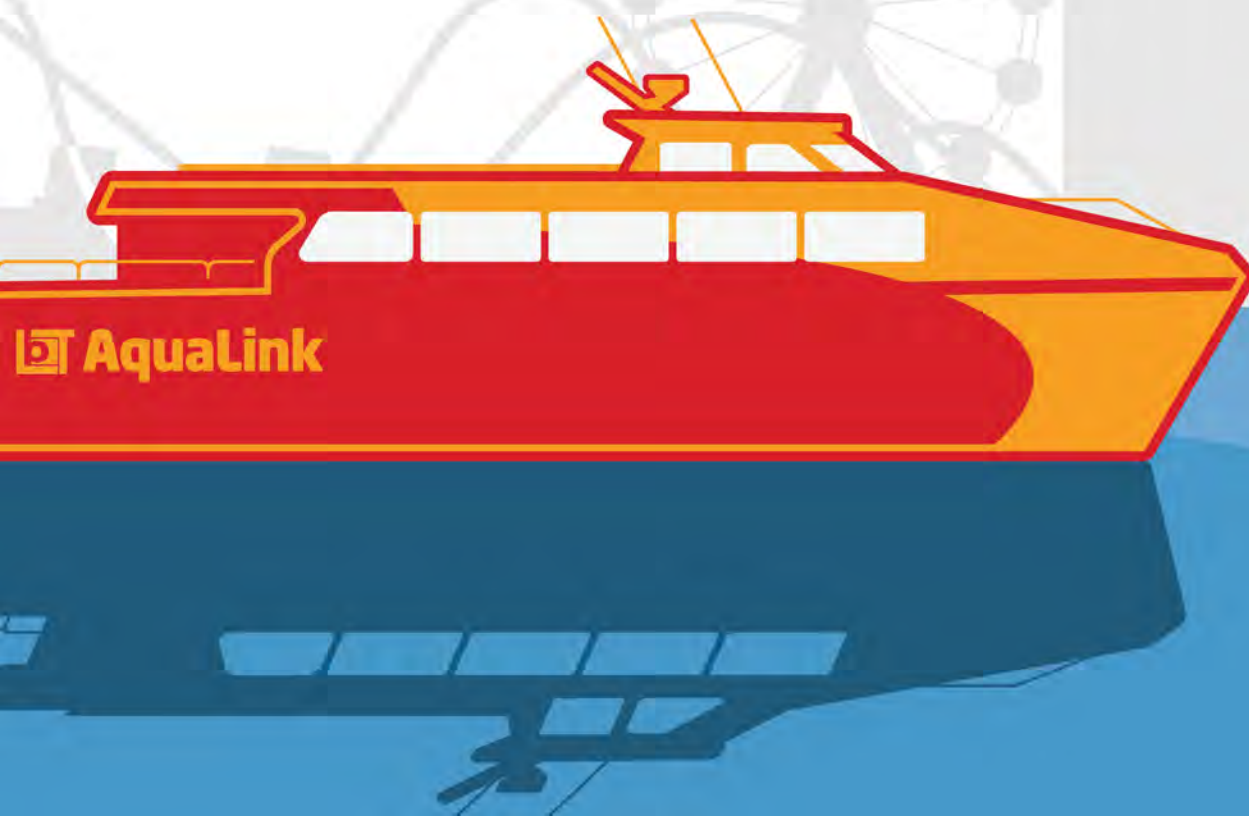


FY 2021 Customer Relations and Communications

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 851,363	\$ 1,026,503	\$ 1,266,623
Part-Time	25,647	22,395	37,194
Intern	25,570	21,101	15,000
TOTAL WAGES	\$ 902,580	\$ 1,069,999	\$ 1,318,817
FICA	\$ 66,818	\$ 80,334	\$ 99,664
PENSION	121,102	64,628	68,218
DEFINED CONTRIBUTION	12,388	53,177	98,564
HEALTH BENEFITS	129,143	158,123	214,376
DENTAL & VISION	8,804	11,325	13,690
LIFE INSURANCE	5,950	7,210	9,033
UNEMPLOYMENT	19,518	-	-
WORKERS' COMPENSATION	-	11,784	8,679
UNIFORM ALLOWANCE	7,352	3,919	7,500
AUTO ALLOWANCE	-	9,150	15,600
TOTAL FRINGE BENEFITS	\$ 371,075	\$ 399,650	\$ 535,324
ADVERTISING			
Promotions and Sponsorships	\$ 151,241	\$ 93,459	\$ 140,000
Media	499,785	483,155	700,500
PROFESSIONAL SERVICES	156,094	141,150	118,500
MATERIALS & SUPPLIES	37	87	-
OTHER MISC. EXPENSES	7,481	10,008	7,200
SCHEDULES PROD. & PRINTING	251,020	137,130	210,000
TOTAL OTHER EXPENSES	\$ 1,065,658	\$ 864,989	\$ 1,176,200
TOTAL DIVISION EXPENSES	\$ 2,339,313	\$ 2,334,638	\$ 3,030,341



Risk Management



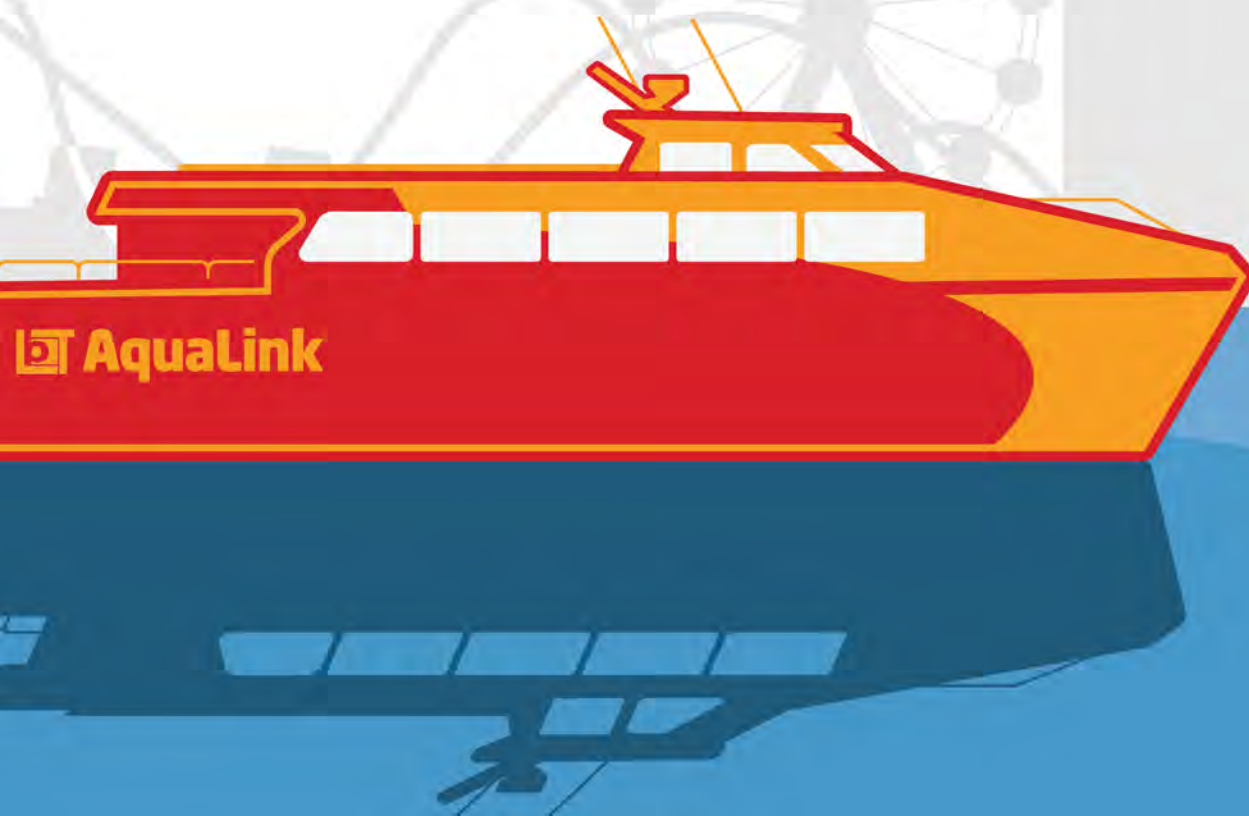
EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 725,980	\$ 786,697	\$ 814,108
Intern	20,125	15,152	8,500
TOTAL WAGES	\$ 746,105	\$ 801,849	\$ 822,608
FICA	\$ 53,976	\$ 58,469	\$ 63,641
PENSION	193,026	103,546	58,157
DEFINED CONTRIBUTION	12,096	32,228	57,055
HEALTH BENEFITS	121,101	130,930	151,275
DENTAL & VISION	4,878	5,736	6,928
LIFE INSURANCE	5,180	5,543	5,799
WORKERS' COMPENSATION	5,453,280	6,155	8,000 (1)
AUTO ALLOWANCE	5,700	9,738	9,300
OTHER FRINGES	21,005	7,210	20,000
TOTAL FRINGE BENEFITS	\$ 5,870,242	\$ 359,555	\$ 380,155
PROFESSIONAL SERVICES			
Workers' Comp Admin. Svcs.	\$ 510,469	\$ 672,024	\$ 514,000
Legal Expenses	259,155	303,126	300,000
Temporary Help	-	24,870	25,000
PREM. PROPERTY INS.	62,969	64,905	107,320
RECOVERY - PROPERTY CLAIMS	(146,485)	(90,848)	(100,000)
PREM. AUTO & GEN. LIAB. INS.	397,848	409,029	1,242,780

(1) Allocated workers' compensation costs from Risk Management to respective departments in FY20

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
CASUALTY & LIABILITY	\$ 871,057	\$ 3,100,298	\$ 2,517,200
OTHER INSURANCE	247,124	258,926	546,040
OTHER MISC. EXPENSES	37,657	84,674	36,000
TOTAL OTHER EXPENSES	\$ 2,239,794	\$ 4,827,004	\$ 5,188,340
TOTAL DIVISION EXPENSES	\$ 8,856,141	\$ 5,988,408	\$ 6,391,103



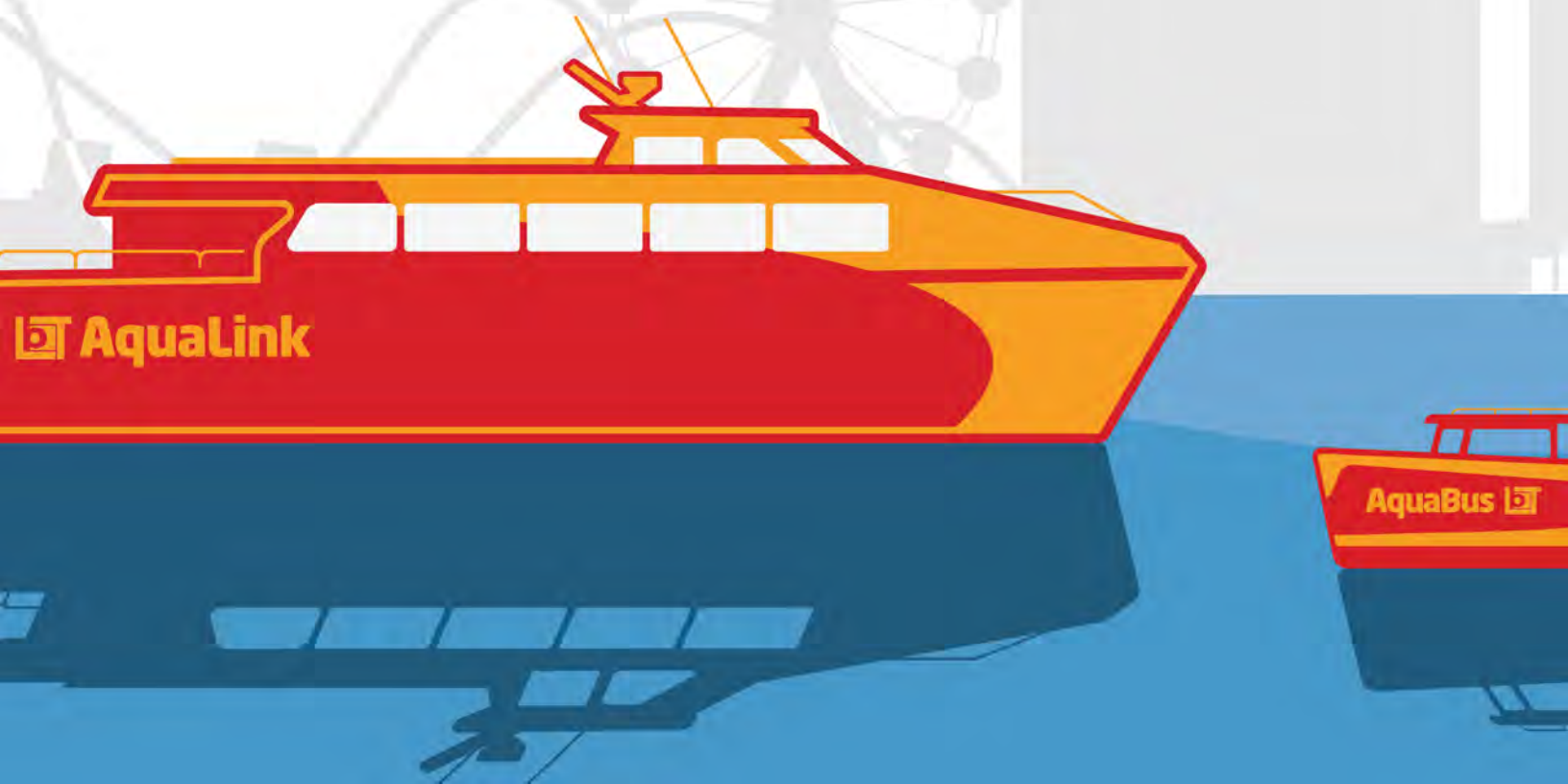
Information Technology



EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 811,531	\$ 778,103	\$ 959,573
Intern	13,289	9,279	15,000
TOTAL WAGES	\$ 824,820	\$ 787,382	\$ 974,573
FICA	\$ 60,087	\$ 56,818	\$ 73,928
PENSION	328,679	172,747	165,270
DEFINED CONTRIBUTION	7,118	7,527	25,181
HEALTH BENEFITS	152,980	157,046	206,328
DENTAL & VISION	6,774	7,283	9,296
LIFE INSURANCE	5,616	5,265	6,616
UNEMPLOYMENT	1,651	-	-
AUTO ALLOWANCE	5,700	9,638	10,800
TOTAL FRINGE BENEFITS	\$ 568,605	\$ 416,324	\$ 497,419
PROFESSIONAL SERVICES	\$ 307,795	\$ 354,031	\$ 348,568
TECHNICAL SERVICES			
Hardware Maintenance Contracts	220,837	170,756	297,423
Software Licenses	1,256,081	1,498,232	1,372,506
UTILITIES - Telephone	247,545	291,416	458,485
COMPUTER SUPPLIES	221,722	349,972	183,391
OTHER MISC. EXPENSES	890	2,528	1,000
TOTAL OTHER EXPENSES	\$ 2,254,870	\$ 2,666,935	\$ 2,661,373
TOTAL DIVISION EXPENSES	\$ 3,648,295	\$ 3,870,641	\$ 4,133,365



Administration



FY 2021 Administration Budget Summary

	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
Wages			
Office of the CEO	\$ 412,871	\$ 427,645	\$ 441,801
Office of the DCEO	496,909	556,971	622,399
Finance and Budget	1,298,807	1,354,885	1,528,068
Government Relations	447,987	500,174	485,602
Human Resources	525,554	550,266	713,428
Programs and Performance Management	-	-	118,700
Contracts and Procurement	255,492	264,341	397,352
Training and Development	731,446	807,632	820,223
	<u>\$ 4,169,066</u>	<u>\$ 4,461,914</u>	<u>\$ 5,127,573</u>
Fringe Benefits			
Office of the CEO	\$ 179,972	\$ 131,925	\$ 237,770
Office of the DCEO	134,191	159,114	182,306
Finance and Budget	534,383	473,041	551,090
Government Relations	150,537	180,831	187,151
Human Resources	416,085	353,914	523,164
Programs and Performance Management	-	-	49,626
Contracts and Procurement	49,734	82,193	150,621
Training and Development	505,201	375,846	386,097
	<u>\$ 1,970,103</u>	<u>\$ 1,756,864</u>	<u>\$ 2,267,825</u>
Other Expenses			
Office of the CEO	\$ 1,009,658	\$ 1,049,571	\$ 1,253,100
Office of the DCEO	63,427	201,614	386,500
Finance and Budget	325,407	472,942	465,500
Government Relations	83,858	168,301	151,000
Human Resources	458,876	385,806	670,900
Programs and Performance Management	-	-	200,000
Contracts and Procurement	89,541	97,363	46,000
Training and Development	47,203	17,697	37,400
	<u>\$ 2,077,970</u>	<u>\$ 2,393,294</u>	<u>\$ 3,210,400</u>
Total Administration Budget	<u><u>\$ 8,217,138</u></u>	<u><u>\$ 8,612,072</u></u>	<u><u>\$ 10,605,798</u></u>

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 412,871	\$ 427,645	\$ 441,801
TOTAL WAGES	412,871	\$ 427,645	\$ 441,801
FICA	\$ 19,833	\$ 22,766	\$ 21,475
PENSION	-	-	-
DEFINED CONTRIBUTION	24,644	39,370	45,140
HEALTH BENEFITS	53,475	56,763	61,782
DENTAL & VISION	1,460	1,720	1,807
LIFE INSURANCE	1,652	1,706	2,966
AUTO ALLOWANCE	9,500	9,600	9,600
OTHER FRINGES	69,408	-	95,000
TOTAL FRINGE BENEFITS	\$ 179,972	\$ 131,925	\$ 237,770
PROFESSIONAL SERVICES			
Consulting Services	\$ 401,657	\$ 424,243	\$ 400,000
General Legal Services	192,000	176,000	200,000
OTHER MISC. SERVICES	4,018	175	10,000
MATERIALS & SUPPLIES	56,191	59,216	85,000
DUES & SUBSCRIPTIONS	157,714	171,683	202,800
TRAVEL & MEETINGS			
Travel & Conferences	98,114	106,151	110,000
Seminars & Training	83,324	95,892	225,300 (1)
NTI Training	4,757	5,294	5,000
OTHER MISC. EXPENSES	11,883	10,917	15,000
TOTAL OTHER EXPENSES	\$ 1,009,658	\$ 1,049,571	\$ 1,253,100
TOTAL DIVISION EXPENSES	\$ 1,602,501	\$ 1,609,141	\$ 1,932,671

(1) Investment in employee development

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 473,679	\$ 541,187	\$ 614,899 (1)
Intern	23,230	15,784	7,500
TOTAL WAGES	\$ 496,909	\$ 556,971	\$ 622,399
FICA	\$ 32,548	\$ 35,758	\$ 40,443
PENSION	-	-	-
DEFINED CONTRIBUTION	25,281	45,373	62,570
HEALTH BENEFITS	50,532	50,489	61,879
DENTAL & VISION	1,687	1,792	2,268
LIFE INSURANCE	2,743	3,099	4,346
WORKERS' COMPENSATION	-	6,203	-
AUTO ALLOWANCE	8,400	8,400	10,800
OTHER FRINGES	13,000	8,000	-
TOTAL FRINGE BENEFITS	\$ 134,191	\$ 159,114	\$ 182,306
PROFESSIONAL SERVICES	\$ 32,000	\$ 149,706	\$ 311,000
OTHER MISC. SERVICES	1,529	-	-
TRAVEL & MEETINGS	29,898	51,871	70,000
OTHER MISC. EXPENSES	-	37	5,500
TOTAL OTHER EXPENSES	\$ 63,427	\$ 201,614	\$ 386,500
TOTAL DIVISION EXPENSES	\$ 694,527	\$ 917,699	\$ 1,191,205

(1) Regulatory Compliance and Civil Rights Manager position added in FY21

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 1,230,216	\$ 1,276,987	\$ 1,441,968 (1)
Part-Time	49,649	42,687	48,600
Intern	18,942	35,211	37,500
TOTAL WAGES	\$ 1,298,807	\$ 1,354,885	\$ 1,528,068
FICA	\$ 94,366	\$ 99,333	\$ 116,185
PENSION	252,027	129,322	123,538
DEFINED CONTRIBUTION	33,327	63,964	91,954
HEALTH BENEFITS	132,649	132,931	166,130
DENTAL & VISION	7,310	7,735	10,224
LIFE INSURANCE	8,699	8,853	10,101
UNEMPLOYMENT	-	-	-
WORKERS' COMPENSATION	-	17,365	17,358
AUTO ALLOWANCE	5,700	13,538	15,600
UNIFORM ALLOWANCE	305	-	-
TOTAL FRINGE BENEFITS	\$ 534,383	\$ 473,041	\$ 551,090
PROFESSIONAL SERVICES	\$ 217,369	\$ 343,272	\$ 286,000
TECHNICAL SERVICES	-	-	32,000
OTHER MISC. SERVICES	18,955	8,396	18,000
BANKING SERVICES	65,311	70,558	78,000
BANKING SUPPLIES	7,051	6,045	9,500
OTHER MISC. EXPENSES	1,407	1,938	2,000
TICKET/PASS PRINTING	15,314	42,733	40,000
TOTAL OTHER EXPENSES	\$ 325,407	\$ 472,942	\$ 465,500
TOTAL DIVISION EXPENSES	\$ 2,158,597	\$ 2,300,868	\$ 2,544,658

(1) Additional Staff Accountant position added in FY21

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 422,579	\$ 478,735	\$ 470,602
Intern	25,408	21,439	15,000
TOTAL WAGES	\$ 447,987	\$ 500,174	\$ 485,602
FICA	\$ 31,679	\$ 37,422	\$ 37,516
PENSION	45,953	30,512	23,304
DEFINED CONTRIBUTION	8,752	28,673	37,408
HEALTH BENEFITS	57,724	72,109	75,946
DENTAL & VISION	3,639	4,947	4,839
LIFE INSURANCE	2,789	3,368	3,338
AUTO ALLOWANCE	-	3,800	4,800
TOTAL FRINGE BENEFITS	\$ 150,537	\$ 180,831	\$ 187,151
PROFESSIONAL SERVICES	\$ 83,760	\$ 168,301	\$ 146,000
OTHER MISC. SERVICES	98	-	5,000
TOTAL OTHER EXPENSES	\$ 83,858	\$ 168,301	\$ 151,000
TOTAL DIVISION EXPENSES	\$ 682,381	\$ 849,306	\$ 823,753

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 506,713	\$ 543,218	\$ 705,928
Intern	18,841	7,048	7,500
TOTAL WAGES	\$ 525,554	\$ 550,266	\$ 713,428
FICA	\$ 38,891	\$ 40,499	\$ 55,518
PENSION	149,541	82,594	78,836
DEFINED CONTRIBUTION	9,572	16,029	36,796
HEALTH BENEFITS	73,592	83,534	115,283
PRESCRIPTION REIMBURSEMENT	1,885	-	2,500
DENTAL & VISION	4,782	5,684	7,023
LIFE INSURANCE	3,550	3,884	4,958
AUTO ALLOWANCE	-	2,400	4,800
OTHER FRINGES	134,272	119,290	217,450
TOTAL FRINGE BENEFITS	\$ 416,085	\$ 353,914	\$ 523,164
PROFESSIONAL SERVICES	\$ 178,685	\$ 194,153	\$ 256,400
EMPLOYMENT PHYSICALS	91,817	93,575	125,000
PRE-EMPLOYMENT PROCESSING	14,306	19,764	12,500
OTHER MISC. EXPENSES	296	533	2,000
RECRUITMENT EXPENSES	173,772	77,781	275,000
TOTAL OTHER EXPENSES	\$ 458,876	\$ 385,806	\$ 670,900
TOTAL DIVISION EXPENSES	\$ 1,400,515	\$ 1,289,986	\$ 1,907,492

FY 2021 Programs and Performance Management

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ -	\$ -	\$ 118,700
TOTAL WAGES	\$ -	\$ -	\$ 118,700
FICA	\$ -	\$ -	\$ 9,081
PENSION	-	-	-
DEFINED CONTRIBUTION	-	-	11,870
HEALTH BENEFITS	-	-	20,453
DENTAL & VISION	-	-	1,367
LIFE INSURANCE	-	-	855
AUTO ALLOWANCE	-	-	6,000
TOTAL FRINGE BENEFITS	\$ -	\$ -	\$ 49,626
PROFESSIONAL SERVICES	\$ -	\$ -	\$ 200,000
TOTAL OTHER EXPENSES	\$ -	\$ -	\$ 200,000
TOTAL DIVISION EXPENSES	\$ -	\$ -	\$ 368,326

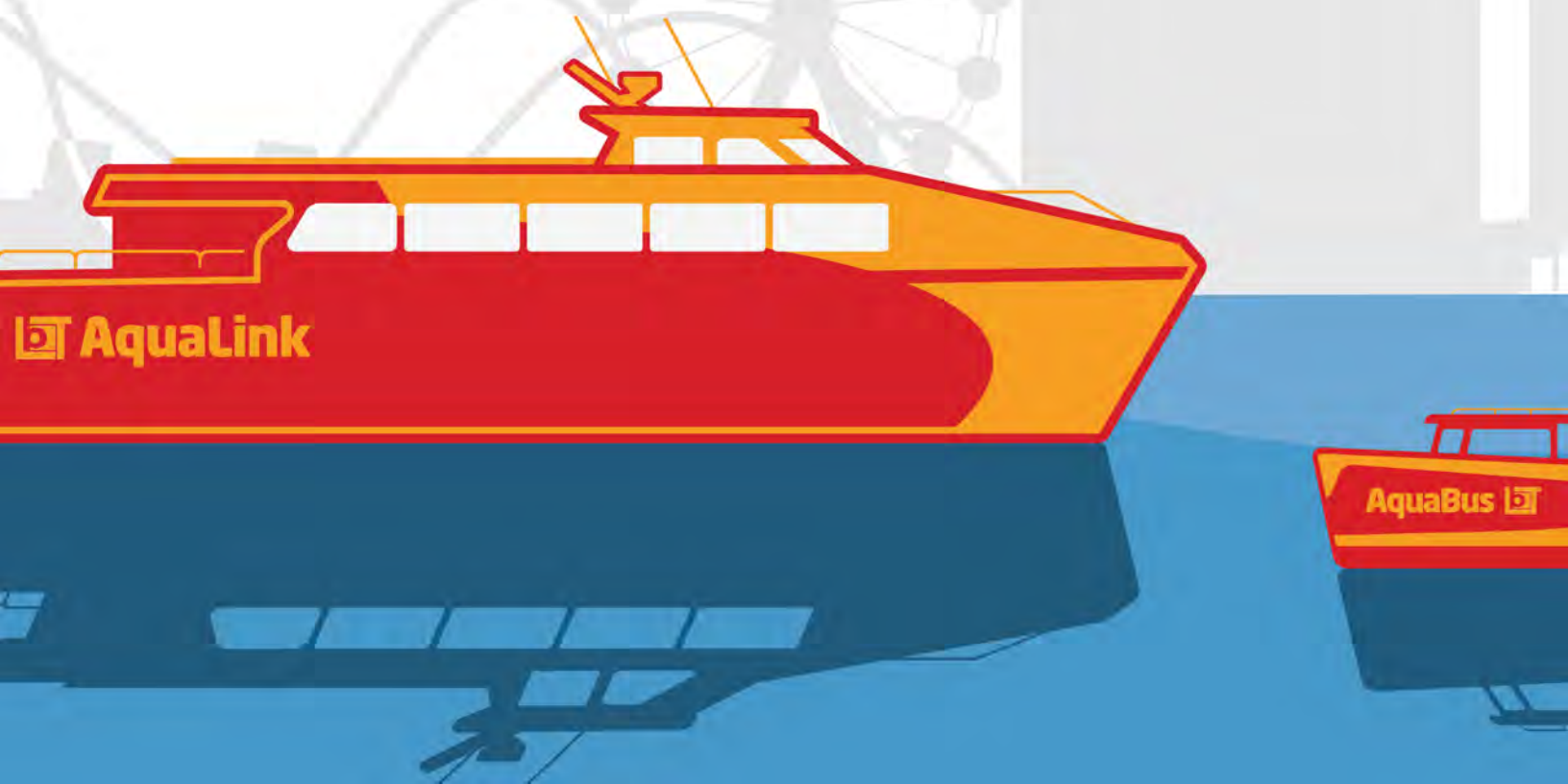
EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 205,637	\$ 245,316	\$ 389,852 (1)
Part-Time	42,455	-	-
Intern	7,400	19,025	7,500
TOTAL WAGES	\$ 255,492	\$ 264,341	\$ 397,352
FICA	\$ 20,376	\$ 20,220	\$ 30,627
PENSION	-	-	-
DEFINED CONTRIBUTION	8,334	21,841	39,285
HEALTH BENEFITS	17,168	34,046	70,838
DENTAL & VISION	1,293	2,235	4,090
LIFE INSURANCE	1,634	1,883	2,781
UNEMPLOYMENT	929	668	-
AUTO ALLOWANCE	-	1,300	3,000
TOTAL FRINGE BENEFITS	\$ 49,734	\$ 82,193	\$ 150,621
PROFESSIONAL SERVICES	\$ 89,457	\$ 97,007	\$ 45,000
OTHER MISC. SERVICES	84	356	1,000
TOTAL OTHER EXPENSES	\$ 89,541	\$ 97,363	\$ 46,000
TOTAL DIVISION EXPENSES	\$ 394,767	\$ 443,897	\$ 593,973

(1) Contracts Manager position added in FY21

EXPENDITURE DESCRIPTION	ACTUAL FY 2019	ESTIMATED FY 2020	PROPOSED FY 2021
WAGES			
Full-Time	\$ 161,993	\$ 169,666	\$ 175,695
Supervisors			
Full-Time	\$ 568,743	\$ 635,701	\$ 640,028
Additional Pay	710	2,265	4,500
TOTAL WAGES	\$ 731,446	\$ 807,632	\$ 820,223
FICA	\$ 51,055	\$ 56,732	\$ 62,777
PENSION	344,906	182,787	177,052
DEFINED CONTRIBUTION	-	4,278	5,083
HEALTH BENEFITS	98,267	118,599	125,420
DENTAL & VISION	6,293	8,102	7,776
LIFE INSURANCE	4,680	5,348	5,589
AUTO ALLOWANCE	-	-	2,400
TOTAL FRINGE BENEFITS	\$ 505,201	\$ 375,846	\$ 386,097
PROFESSIONAL SERVICES	\$ 44,420	\$ 7,645	\$ 21,200
MATERIALS & SUPPLIES	2,632	9,455	14,700
OTHER MISC. EXPENSES	151	597	1,500
TOTAL OTHER EXPENSES	\$ 47,203	\$ 17,697	\$ 37,400
TOTAL DIVISION EXPENSES	\$ 1,283,850	\$ 1,201,175	\$ 1,243,720



Capital Program



Capital Program

The Capital Program is a long-term planning and budget process that identifies capital funding needs in order to maintain, improve and enhance LBT's fleet, equipment and infrastructure. The projects included in the Capital Program are those with initial project values exceeding \$5,000 and having an estimated useful life of at least one year.

Capital Project Impacts on Operating Budget

The long-term Capital Program helps to offset the increasing operating expenses in the future and enables LBT to operate more efficiently. The future operating, maintenance and replacement costs associated with new capital projects are forecasted and reviewed prior to project approval. The operating expenses associated with the approved new capital projects are included in the operating budget.

Capital Budgeting Process

Annually, a Capital Call is conducted to solicit internal capital project requests. The capital projects are developed in alignment with LBT's Capital Strategic Focus. The capital projects are proposed by managers and the proposals are reviewed by the KPI team which is comprised of cross-departmental staff. The KPI team evaluates the proposed capital projects based on the project priority ranking system (Essential, Priority and Value Added). Within these categories, essential projects are funded first, followed by priority projects. Value-added projects are funded last, and if they cannot be funded in the capital budget, LBT's Government Relations staff can then seek other funding sources.

The ELT then reviews the KPI team's recommendations to ensure that the capital budget best reflects LBT's Strategic Priorities and Capital Strategic Focus. For customers, it means the agency is prioritizing spending to positively impact customers.

A three-year outlook will be considered when reviewing projects for inclusion in the annual capital budget. The capital budget will provide for the maintenance and timely replacement of capital, plant and equipment.

Capital project proposals will include complete, reliable and attainable cost estimates. Inflationary allowances are incorporated for projects undertaken in subsequent fiscal years. Project contingencies are included in the project budget to compensate for unforeseen circumstances requiring additional funds to complete the project within the original project scope.

As a part of LBT's planned major capital expenses, LBT is acquiring a new corporate office building. Half of the major capital expenditure is planned in FY 2021. The agency is financing the remaining half of the purchase price, equal to \$10.5 million, by executing a promissory note. LBT's planned debt is limited to this note, specific to the property purchase agreement. LBT has no further plans to issue debt.

Capital Strategic Focus

All projects are developed in consideration of the following Capital Strategic Focus elements:

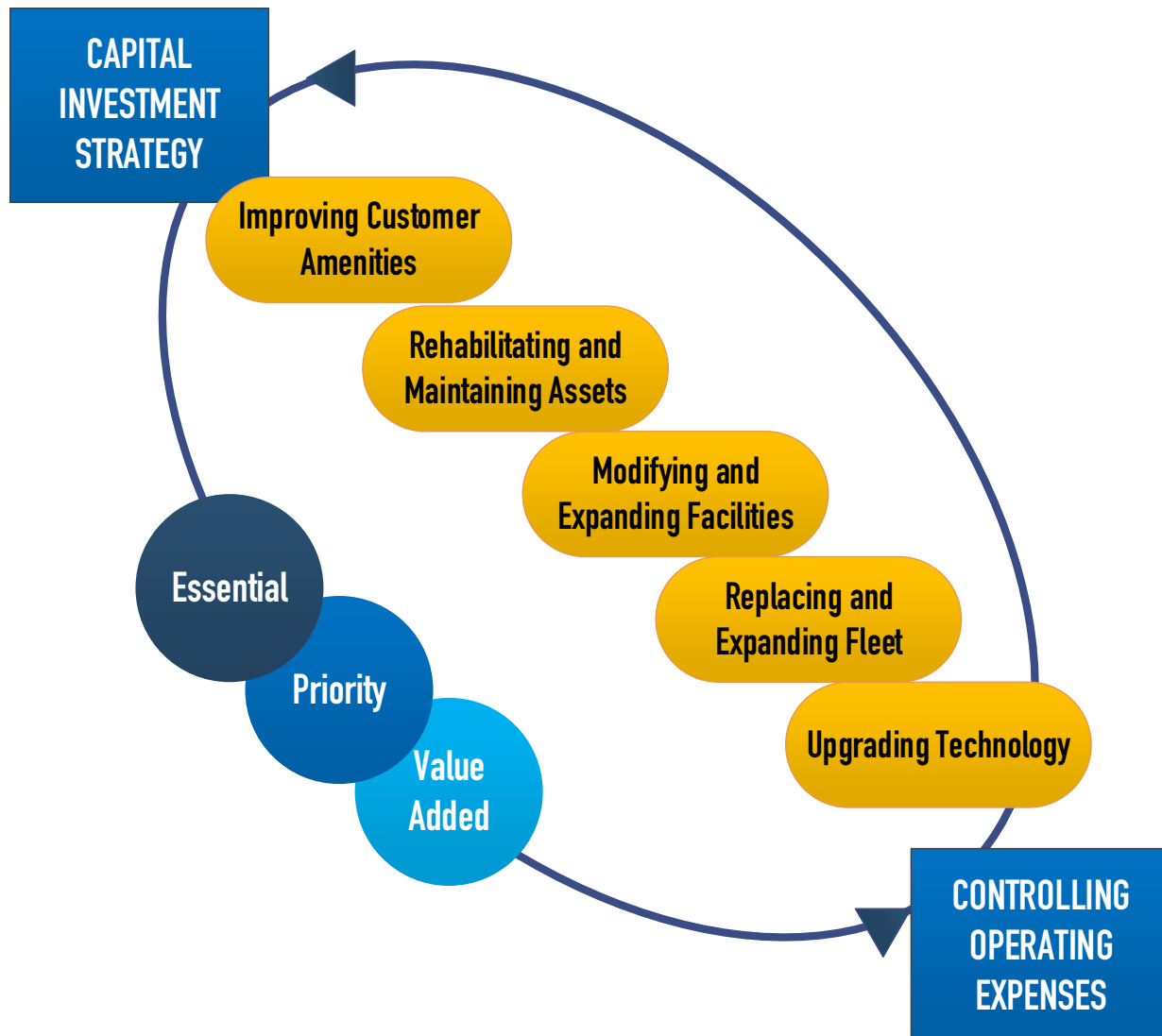
- Focus I:** Improving Customer Amenities
- Focus II:** Rehabilitating and Maintaining Assets
- Focus III:** Modifying and Expanding Facilities
- Focus IV:** Replacing and Expanding Fleet
- Focus V:** Upgrading Technology

These categories refine the selection of the most vitally important projects that promote reliable and high-quality service to LBT customers at the lowest cost possible. The cost savings achieved by the increased efficiencies are reinvested for future improvement and growth of LBT.





Capital Strategic Priorities

All proposed projects are prioritized and ranked based on the following categories:

- I: ESSENTIAL** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.
- Required for operation to provide core services to customers
 - Corrects a condition dangerous to health or safety
 - Alleviates an emergency service disruption or deficiency
 - Prevents irreparable damage to a valuable customer facility
 - Satisfies a legal obligation
 - Advocates/aligns with LBT's strategic priorities
- II: PRIORITY** – Projects that address clearly demonstrated needs or objectives.
- Rehabilitates or replaces an obsolete customer facility
 - Reduces future operating and maintenance costs
 - Increases efficiency of operation
 - Maintains assets in a like-new condition
- III: VALUE ADDED** – Projects that are beneficial but may be delayed without detrimental effects to basic services.
- Provides a new or expanded level of service
 - Promotes intergovernmental cooperation
 - Reduces energy consumption
 - Enhances cultural or natural resources



FY 2021-2023 Capital Program Funding Sources

Funding Source	Approved FY 2020	Proposed FY 2021	Estimated FY 2022	Estimated FY 2023	Estimated FY21 - FY23
 FEDERAL	\$ 23,366,846	\$ 16,686,428	\$ 17,955,426	\$ 18,405,882	\$ 53,047,736 (1)
 STATE	\$ 1,074,836	\$ 7,475,004	\$ 7,568,999	\$ 7,779,797	\$ 22,823,800 (2)
 COUNTY	\$ 6,707,584	\$ 4,628,005	\$ 5,310,548	\$ 4,721,028	\$ 14,659,581 (3)
 PRIOR YEAR REALLOCATIONS	\$ 1,297,329	\$ 22,807,831	\$ 2,799,812	\$ 2,913,750	\$ 28,521,393 (4)
TOTAL CAPITAL BUDGET	\$32,446,595	\$51,597,268	\$33,634,785	\$33,820,457	\$119,052,510

(1) Federal dollars for FY2021 include annual 5307 programmed funding and discretionary 15% & 1% Bus Operator Subcommittee funding.

(2) State dollars include funding for a SB1 State of Good Repair funding and awarded Transit & Intercity Rail Program Funds (TIRCP).

(3) Local funding includes Prop C 40% Discretionary funds (MOSIP) and Measure R funding (Even years only).

(4) Capital grant funds designated for reallocation in FY 2021 are carryover funds from a variety of projects including facility, information technology and security projects.

Comparison to FY 2020

- The overall Capital Program reflects an increase for FY 2021 of \$19.15 million over FY 2020. The FY 2021 Capital Program funding sources consist of \$16.69 million in federal, \$7.48 million in state, \$4.63 million in local and \$22.81 million from the prior year reallocation.
- Federal funds decreased for FY 2021 as a result of CMAQ funding from the Metro Call for Projects 2015 funding that was available in the last fiscal year not being available in the current fiscal year.
- There was an increase in state funding for FY 2021 as a result of the discretionary Transit and Intercity Rail Capital Program (TIRCP) grant being awarded in the spring of 2020 for inclusion in FY 2021.
- Measure R Clean Fuel Bus Capital Facilities and Rolling Stock Fund is allocated on even years only. This funding was available for FY 2020. Therefore, the local funding source has a slight decrease for the FY 2021 budget.
- Prior Year Reallocations allow LBT the opportunity to acquire a long-term, value-added corporate administrative office facility. The property will allow LBT to continue to develop the entire transit system by upgrading LBT's Administrative, Operations and Maintenance Facility on Anaheim Street (LBT1) to become the central hub for the Zero-Emission Bus Operations and Maintenance Facility.

FY 2021 Capital Program Funding Sources



\$51,597,268

FEDERAL (FTA 5307/5339 & FHWA FBP)

Federal Section 5307 Formula Funds (Urbanized Formula) - These funds are allocated by the Federal Transit Administration (FTA) to Los Angeles County transit operators on a formula basis. Eighty-five (85) percent is distributed by Formula Allocation Process (FAP). The federal dollars include additional funding for specific capital projects - Bus Operator Subcommittee (BOS) competitive discretionary awards. LBT received a majority of these funds for bus replacement, bus expansion and bus stop rehabilitation/improvements.

TOTAL	\$	16,686,428
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PRIOR YEAR REALLOCATION (REPURPOSED)

Capital grant funds designated for reallocation in FY 2021 are carryover funds from a variety of projects including facility, information technology, and security projects. Funds being reallocated come from Section 5307 Formula, PTMISEA, PTMISEA Bridge, MOSIP, Revenue Finance Income (RFI) and TB Bond Security Bridge funding sources.

TOTAL	\$	22,807,831
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COUNTY

Proposition C 40 Percent Discretionary – These funds are comprised of several funding sources such as Municipal Operator Service Improvement Program (MOSIP) and Measure R. These funds may be used for transit rehabilitation, safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit improvements, or rolling stock (buses and rail cars) procurement, rehabilitation or replacement.

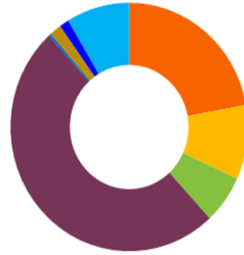
TOTAL	\$	4,628,005
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STATE (CTSGP-CTAF, SB1)

The Road Repair and Accountability Act of 2017, Senate Bill (SB) 1 includes a program that will provide additional revenues for transit infrastructure repair and service improvements. This investment in public transit is referred to as the State of Good Repair program. These funds are made available for eligible transit maintenance, rehabilitation and capital projects. The Transit and Intercity Rail Capital Program was created by Senate Bill (SB) 862 (Chapter 36, Statutes of 2014) and modified by Senate Bill 9 (Chapter 710, Statutes of 2015) to provide grants from the Greenhouse Gas Reduction Fund to fund transformative capital improvements that will modernize California's intercity, commuter, and urban rail systems, and bus and ferry transit systems to reduce emissions of greenhouse gases by reducing congestion and vehicle miles traveled throughout California.

TOTAL	\$	7,475,004
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FY 2021 Proposed Capital Projects Allocation



\$51,597,268

BUS REPLACEMENT

Replacement of aging buses. The proposed funds will be used to replace diesel and hybrid buses. Replacement buses purchased will be battery-electric buses.

TOTAL \$ 11,431,670

FACILITIES

Projects related to the purchase and agency/tenant improvements of the new Long Beach Transit Corporate Administrative Offices and rehabilitation Long Beach Transit's Administrative, Operations and Maintenance Facility on Anaheim St.

TOTAL \$ 25,812,578

BUS COMPONENTS

Acquisition and replacement of various bus components.

TOTAL \$ 3,249,300

BUS REHABILITATION

Mid-life rehabilitation of buses.

TOTAL \$ 4,431,365

PREVENTIVE MAINTENANCE

Capitalization of maintenance expenditures required to preserve and/or extend the functionality and serviceability of the asset.

TOTAL \$ 5,000,000

INFORMATION TECHNOLOGY

Acquisition of information system hardware and software, as well as implementation of software upgrades.

TOTAL \$ 809,714

SHOP EQUIPMENT

Improvements and upgrades at existing transit facilities.

TOTAL \$ 180,000

CUSTOMER AMENITIES

Replacement of bus stop amenities such as shelters, lighting, benches, signage, etc.

TOTAL \$ 667,500

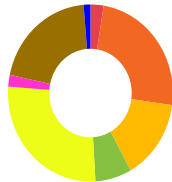
SECURITY/SAFETY EQUIPMENT

Projects related to the safety and security of LBT

TOTAL \$ 15,141

FY 2021 Capital Projects Allocation (cont'd)

TOTAL FY 2022 ESTIMATED BUDGET



\$33,634,785

 BUS COMPONENTS, \$2.42M

 BUS REPLACEMENT \$8.08M

 CUSTOMER AMENITIES, \$0.45M

 FACILITIES, \$10.08M

 INFORMATION TECHNOLOGY, \$6.92M

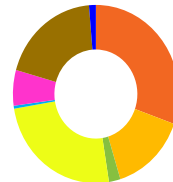
 NON-REVENUE VEHICLES, \$0.40

 PREVENTIVE MAINTENANCE, \$5.00M

 SECURITY/SAFETY EQUIPMENT, \$0.44M

 SHOP EQUIPMENT, \$0.18M

TOTAL FY 2023 ESTIMATED BUDGET



\$33,820,457

 BUS COMPONENTS, \$0.76M

 BUS REPLACEMENT, \$10.73M

 CUSTOMER AMENITIES, \$0.45M

 FACILITIES, \$8.42M

 INFORMATION TECHNOLOGY, \$6.53M

 PREVENTIVE MAINTENANCE, \$5.00M

 SECURITY/SAFETY EQUIPMENT, \$2.18M

 SHOP EQUIPMENT, \$0.18M

CAPITAL PROJECT UPDATE – Bus Replacement and Expansion

Overview/Status:

LBT is progressively working to replace its older-model, less-energy efficient buses to meet the needs of its customers throughout its over 100-square-mile service area. LBT currently has a fleet of 250 buses. The fleet (both revenue and contingency) is made up of 26 Diesel, 88 Hybrid Gas-Electric, 126 CNG and 10 Battery-electric buses. LBT is committed to a Zero-Emission Bus Fleet by replacing older model, less efficient buses with its Bus Replacement Program.

FY2021 Planned Deliverables:

Contract with BYD for 14 options was exercised and the Pilot Bus is in production and due to LBT in December 2020. Contract fulfillment throughout 2021.

RFP to purchase (20) 30' - 35' Zero Emission Buses (with 20 Options) was released in Spring 2020. All proposals have been received and evaluations are underway. Contract expected to be issued Fall 2020. Delivery of buses expected in 2022/2023.

LBT was awarded \$6,451,000 to purchase five (5) zero-emission battery-electric over-the-road coaches for commuter service between the Greater Long Beach area and the University of California, Los Angeles (UCLA). An RFP is expected to be developed during FY2021.



Estimated Expenditures

Fund Type	FY2021	FY2022	FY2023	FY2024
Federal 5307	\$ 8,291,764	\$ 11,642,512	\$ 16,961,470	\$ 12,263,796
Other Federal			\$ 2,283,985	\$ 4,213,606
State Bonds	\$ 2,128,129	\$ 3,593,290	\$ 190,147	\$ 1,632,047
State TIRCP	\$ 3,951,167		\$ 6,451,000	
Other State		\$ 3,032,592		
Local Funds	\$ 26,250	\$ 1,231,199		
	\$ 14,397,310	\$ 19,499,593	\$ 25,886,602	\$ 18,109,449

Impact on Operating Budget

Potential impact on operating budget will be realized after the bus replacement implementation. The aging fleet is experiencing escalating operating costs, decreased reliability and worsening situation of finding parts in a timely/affordable manner. By replacing the buses on time, LBT will be able to avoid adding to the operating budget.

FY 2021 Capital Projects Update (cont'd)

CAPITAL PROJECT UPDATE – Bus Mid-Life Rehabilitation

Overview/Status:

LBT must maintain a bus for 12 years and/or for 500,000 miles pursuant to FTA funding recipient requirements. LBT currently has 72 Compressed Natural Gas (CNG) buses built by the manufacturer, Gillig Corporation. These buses are approaching their midlife over the next three years that will require rehabilitation, as well as engine replacement to meet their full useful life.

The midlife rehabilitation includes refurbishments of interior and exterior paint, exterior decals, interior and exterior lighting and fire suppression system upgrades to ensure LBT's buses are in a like-new condition. In addition to the refurbishment, these buses will need an engine overhaul/replacement as the engines are reaching the end of their useful life.

Additional bus series' will be incorporated in to the Mid-life Rehabilitation as they reach the mid-point of their useful service life.

FY2021 Planned Deliverables:

There are 29 buses in the 1200 series that have been scheduled for refurbishment; 28 of the 29 buses have been completed by Complete Coach Works. The final bus is scheduled to be completed in August 2020.

The pilot bus from the 1300 series buses was shipped to Complete Coach Works on June 9, 2020. It is scheduled to be completed in November 2020. The remaining 30 buses will be completed by June 2021.



Estimated Expenditures

Fund Type	FY2021	FY2022	FY2023	FY2024
Federal 5307	\$ 2,012,223	\$ 720,905	\$ 2,000,000	\$ 1,500,000
Other Federal				
State MSRC	\$ 585,000			
Local Funds	\$ 2,335,224	\$ 836,462	\$ 2,250,000	\$ 2,000,000
	\$ 4,932,447	\$ 1,557,367	\$ 4,250,000	\$ 3,500,000

Impact on Operating Budget

Potential impact on operating budget is favorable. By conducting the mid-life rehabilitation and engine upgrade, the buses will have a lower cost of maintenance thus reducing the operating budget.

FY 2021 Capital Projects Update (cont'd)

CAPITAL PROJECT UPDATE – Customer Amenities

Overview/Status:

LBT's fixed-route service provides public transit to more than 23.2 million boarding customers annually within southeastern Los Angeles and northwestern Orange Counties. LBT's service area extends over a 100-square-mile radius, across 14 cities with approximately 2,000 bus stops, of which 70% are located in the City of Long Beach. Bus stops are the core infrastructure of urban mobility as they allow customers to board, transfer and connect between various transit systems across the Los Angeles County and Orange County regions. For current and future customers, bus stops can relay important information about public transit systems and in some instances create preconceived attitudes about the system. Because bus stops are the first encounter that customers have, it is important to provide customer amenities that create safe and comfortable waiting environments.

FY2021 Planned Deliverables:

LBT completed Phase One of the Signal Hill Bus Stops Improvement and Solar Light project on April 25, 2020.

A Scope of Work is being finalized that will combine the Orange Avenue Corridor Project with the Santa Fe Corridor Project in to a single project. The improvements will include Solar Lights, E-paper and benches. The Request for Proposals is expected to be released during Summer 2020. The contract is expected to be awarded in the Fall of 2020 with construction and installation in Winter/Spring 2021.



Estimated Expenditures

Fund Type	FY2021	FY2022	FY2023	FY2024
Federal 5307	\$ 615,404	\$ 500,270	\$ 652,118	\$ 216,000
Other Federal				
State LCTOP	\$ 22,074			
Local Funds	\$ 74,014	\$ 91,056	\$ 153,030	\$ 54,000
	\$ 711,492	\$ 591,326	\$ 805,148	\$ 270,000
Impact on Operating Budget	Potential impact on operating budget will be realized after the bus stop improvements. By replacing the aging bus stop amenities, LBT will be able to avoid adding to the operating budget.			

FY 2021 Capital Projects Update (cont'd)

CAPITAL PROJECT UPDATE – CNG Emergency Generator

Overview/Status:

In 2013, LBT added 64 new 40-foot compressed natural gas (CNG) buses to its revenue fleet. LBT had a CNG fueling system constructed at LBT2, located at 6860 Cherry Avenue in north Long Beach for bus fueling. The CNG fueling system construction was completed in November 2012, and included space for a back-up generator in the event of a power failure due to catastrophic events, such as natural disasters.

In support of LBT's Strategic Priority to 'Improve Safety and Service Quality' and with a focus on sustainability, staff plans to install a dedicated backup generator for the CNG fueling system, as the CNG bus fleet has grown to 126 buses, which is half of the current bus fleet.

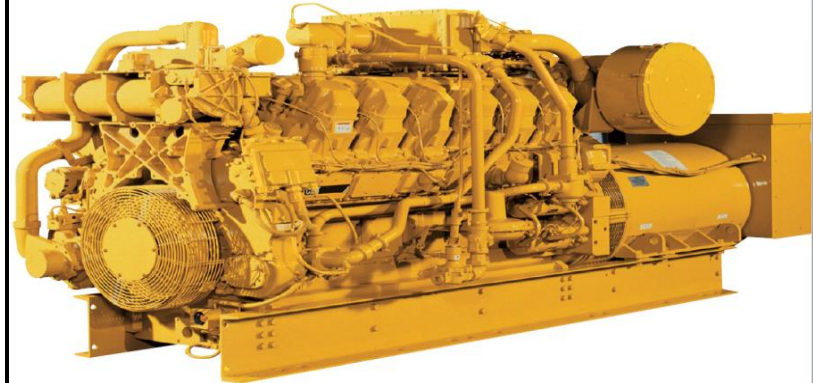
FY2021 Planned Deliverables:

Clean Energy was awarded the contract in Spring of 2019 to construct and install a 1,000 kW back-up generator.

Plans approved by the City of Long Beach. Construction is underway at LBT2 on the generator.

Installation is scheduled for late summer 2020.

Project is estimated to be completed in the Fall of 2020.



Estimated Expenditures

Fund Type	FY2021	FY2022	FY2023	FY2024
Federal 5307				
Other Federal				
State Security Bonds	\$ 787,331			
Local Funds	\$ 311,657			
	\$ 1,098,988	\$ -	\$ -	\$ -

Impact on Operating Budget

There is no anticipated operating budget impact.

FY 2021 Capital Projects Update (cont'd)

CAPITAL PROJECT UPDATE – Corporate Administrative Offices

Overview/Status:

On February 27, 2020, the LBT Board of Directors authorized the President and CEO to purchase an eight-story multi-use office building located in Long Beach, CA. The property will serve as the agency's administrative corporate offices, thereby enabling LBT, located at Anaheim Street and Cherry Avenue, to function as a full-fledged operations and maintenance facility for LBT's battery-electric bus fleet.

FY2021 Planned Deliverables:

Building improvements are planned to commence in late Fall FY2021.

LBT expects to begin to transition to the new building in Spring FY2021.



Estimated Expenditures

Fund Type	FY2021	FY2022	FY2023	FY2024
Federal 5307				
Other Federal				
State PTMISEA Bonds	\$ 5,717,715			
Local PTMISEA Bond Bridge	\$ 2,441,402			
Local Funds	\$ 6,660,776	\$ 872,760	\$ 917,413	\$ 964,348
	\$ 14,819,893	\$ 872,760	\$ 917,413	\$ 964,348
Impact on Operating Budget	Repayment of the promissory note will include interest payments that will be recognized in the Operating Budget. Utility costs and maintenance expenses for the new Corporate Administrative Offices will be planned as part of the on-going Operating Budget.			