



LONG BEACH  
TRANSIT

# FY 2025 Budget Book

LONG BEACH TRANSIT







# Table of Contents

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# Table of Contents

## Statement from the Chief Executive Officer (CEO)

|                             |   |
|-----------------------------|---|
| Statement from the CEO..... | i |
|-----------------------------|---|

## Agency Overview

|  |    |
|--|----|
| About LBT .....                                | 1  |
| History.....                                   | 4  |
| Products and Services.....                     | 6  |
| Community Partnerships .....                   | 7  |
| Environmental Sustainability .....             | 9  |
| System Map .....                               | 10 |
| Governance and Executive Leadership Team.....  | 11 |
| Organizational Focus.....                      | 13 |
| Organizational Chart and Position Summary..... | 18 |
| Departmental Overviews .....                   | 20 |
| Organizational Key Performance Indicators..... | 22 |

## Budget Overview

|   |    |
|---|----|
| Operating Budget Development Process.....             | 29 |
| Financial Policies .....                              | 31 |
| General Economic Conditions.....                      | 34 |
| Budget Environment .....                              | 36 |
| Budget Objectives.....                                | 41 |
| Operating Budget Overview.....                        | 43 |
| Operating Revenue Highlights.....                     | 45 |
| Operating Expense Highlights .....                    | 49 |
| Capital Budget Summary.....                           | 57 |
| Capital Program .....                                 | 60 |
| FY 2024 Distinguished Budget Presentation Award ..... | 61 |



# Table of Contents

## Operating Revenue

|   |    |
|---|----|
| Sources of Operating Revenue .....      | 63 |
| Operating Revenue by Mode .....         | 64 |
| Descriptions of Operating Revenue ..... | 66 |

## Operating Expenditures

|   |    |
|---|----|
| Operating Budget Summary- All Departments ..... | 71 |
| Descriptions of Operating Expenses .....        | 72 |

## Transit Service Delivery and Planning

|  |    |
|--|----|
| Transit Service Delivery and Planning Budget Summary ..... | 77 |
| Transit Service Delivery .....                             | 78 |
| Transit Service Planning .....                             | 79 |
| Dial-A-Lift Services.....                                  | 80 |
| Water Taxi Services .....                                  | 81 |
| Security.....  | 82 |
| Transit Service Delivery and Planning Administration ..... | 83 |

## Maintenance and Infrastructure

|   |    |
|---|----|
| Maintenance and Infrastructure Budget Summary ..... | 85 |
| Vehicle Maintenance .....                           | 86 |
| Infrastructure.....                                 | 88 |
| Transit Customer Amenities .....                    | 90 |
| Warehouse .....                                     | 91 |
| Maintenance Administration.....                     | 92 |
| Fuel and Lubricants.....                            | 93 |

## Customer Relations and Communications

|  |    |
|--|----|
| Customer Relations and Communications..... | 95 |
|--|----|



# Table of Contents

## **Risk Management**

|                       |    |
|-----------------------|----|
| Risk Management ..... | 97 |
|-----------------------|----|

## **Information Technology**

|                              |    |
|------------------------------|----|
| Information Technology ..... | 99 |
|------------------------------|----|

## **Internal Business Functions**

|   |     |
|---|-----|
| Internal Business Functions Budget Summary .....    | 101 |
| Office of the CEO .....                             | 102 |
| Office of the Deputy CEO .....                      | 103 |
| Finance and Budget .....                            | 104 |
| Government Relations .....                          | 105 |
| Organizational Development and Administration ..... | 106 |
| Programs and Performance Management .....           | 107 |
| Contracts and Procurement .....                     | 108 |
| Training and Development .....                      | 109 |

## **Capital Program**

|                                       |     |
|---------------------------------------|-----|
| Capital Budget Overview .....         | 111 |
| Capital Program Funding Sources ..... | 118 |
| Capital Projects Allocation .....     | 120 |
| Capital Projects Update .....         | 123 |

## **Glossary**

|                |     |
|----------------|-----|
| Glossary ..... | 129 |
| Acronyms ..... | 130 |

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# STATEMENT FROM THE CEO







## Statement from the CEO May 2024

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Long Beach Transit is steadily rebounding from the challenges posed by the pandemic, striving to regain its former delivery standards and ridership levels. During Fiscal Year 2024, LBT's leadership team exerted a vast amount of energies on moving the organization forward which brings us to where we are today. The Federal government coronavirus aid packages are expiring and LBT, like most transit agencies and other businesses, must find ways to enhance its revenues and control its rising operational costs. Managing these two pillars is the foundation upon which the agency will survive the upcoming years.

As we confront these perilous times of slow growth, stagnant revenues and rising day-to-day operational costs, LBT continues to challenge the often unrealistic expectations that the transit agency can simply dip into the proverbial "pot of gold" and address every economic and societal woe facing the organization. Striding into Fiscal Year 2025, LBT will rise to the monumental task of maintaining the same level of day-to-day operations and providing an increased level of high-quality services to its customers. Accordingly, the theme for Fiscal Year 2025 is "Efficiency through Organizational Optimization."

A recent business journal explains organizational optimization as "the practice of aligning and making the most of an organization's resources to assist it in achieving its goals and objectives." LBT's emphasis on organizational optimization is to align its initiatives with organizational strategies while ensuring that the initiatives are properly implemented to position the agency for growth and success.

LBT's Fiscal Year 2025 budget examines the following six business categories of the agency: Transit Service Delivery; Transit Asset Management; Customer Experience; Corporate Risk Management; Information Technology and Internal Business Functions

### *Why is organizational optimization important to LBT's budget planning activities?*

Organizational optimization is vital for LBT's budget planning activities because it provides the agency with new perspectives to evaluate its functions, gauge its health and identify strategies to maximize future potential. In these ever-changing business environments, which are characterized by high levels of uncertainty and fast-changing global situations like increasing product demands and material shortages, the agency must be flexible and adaptable to survive



## Statement from the CEO May 2024 (cont'd)

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another 60 years. Subsequently, LBT must identify ways to keep up in this shifting business world by preparing the organization for leaner times where changes are occurring to the traditional workplace and focusing on the organizational priorities to address corporate challenges and attain strategic advantages.

LBT's organizational optimization will use a four-prong approach that was created by the Academy to Innovative HR (AIHR):

1. *Review the business goals and current situation*  
Evaluate LBT's organizational initiatives through a lens that not only acknowledges but actively addresses the short- and long-term objectives of each business category. Each leader will assess their current standing and craft tactics essential to propelling their department beyond its envisioned future benchmarks. Executive leaders must conduct a comprehensive review, pinpointing operational strengths and discerning the strategic imperative necessary to surpass current plans. What have we done in the past that may not serve LBT as-well going forward? What can each of us do to be more efficient in the future?
2. *Learn what the team wants to achieve*  
Thoroughly understand LBT's priorities and consider the company's culture, processes and services and how LBT works with customers, both internally and externally. This is an initial step to optimizing the organizational focus and service delivery practices. What is the structure that will improve teamwork? What do the teams have to achieve to meet LBT's objectives? What does each team want to achieve?
3. *Ensure the business has the necessary skills*  
Optimizing agency resources hinges on strategic personnel management, emphasizing the acquisition and cultivation of talent tailored to organizational needs. While recruiting individuals with the ideal skillsets may incur higher costs, the dividends are evident in enhanced agility and the infusion of fresh perspectives. Conversely, investing in the development of current personnel, while initially appearing cost effective, demands more time as employees adapt to new competencies. LBT's guiding principle of "hiring for heart, training for excellence" underscores the paramount importance of aligning intellectual capital with agency objectives, thereby fostering optimization across all facets of the agency.



## Statement from the CEO May 2024 (cont'd)

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4. *Monitor and improve the performance*

The CEO must establish an across-the-board accountability matrix that monitors and enables all employees to see where we need to make improvements at the team, departmental and organizational performance levels using “Design Thinking” as the basis for improvement.

The effectiveness of any optimization strategy will vary greatly depending on the specific context and state of the organization. Optimizing an organization is a multifaceted endeavor with no one-size-fits-all solution. Optimization involves a continuous process of evaluation, adaptation, measurement and improvement across functions. Recognizing the diversity and complexity within our organization is key to developing tailored approaches that can lead to sustained improvements and competitive advantage. Consequently, LBT’s Fiscal Year 2025 budget endeavors to elevate each department’s operations to their pinnacle and instigate continuous improvement initiatives across the agency by synchronizing departmental initiatives with the organizational priorities.

I am confident that this budget and our optimization focus will positively serve LBT in Fiscal Year 2025 and into the future.

Thanks to the Executive leadership team and managers who were instrumental in creating this budget. Special thanks and acknowledgement to Lisa Patton, Executive Director/VP, Finance and Budget; Ashley Liang, Treasurer; Terry Coon, Manager Finance; Jenifer Maxwell, Manager Capital Programs; Jeff Fortune, Capital and Grants Planner; Samantha Ihlenfeldt, Budget Analyst; Irma Pamplona, Finance Analyst; Melissa Kalie, Senior Accountant; Laura Orozco, Administrative Assistant Finance; as well as the entire Finance and Budget department for their efforts coordinating the FY 2025 budget process.

A great appreciation to Jen Flores, Board Secretary; for her solid efforts on the compilation and presentation of this Budget Book.

A handwritten signature in blue ink, reading "K. McDonald", is positioned above the printed name.

Kenneth A. McDonald  
President and Chief Executive Officer

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## AGENCY OVERVIEW







## About LBT

Long Beach Transit (LBT or Agency) provides public transportation services in southeastern Los Angeles County and northwestern Orange County. With a service area covering over 107 square miles across 14 cities, LBT ran 6.4 million service miles and 640,000 service hours in Fiscal Year (FY) 2023. Through its 38 fixed routes utilizing 250 buses, LBT carried 17 million annual boarding customers in FY 2023. LBT also operates two water taxi routes and demand-responsive paratransit services.

LBT's service attracts a variety of customers, including those who utilize public transit as their primary means of transportation. LBT's core customers rely on the system to get to work, school, medical appointments and to other recreational destinations.

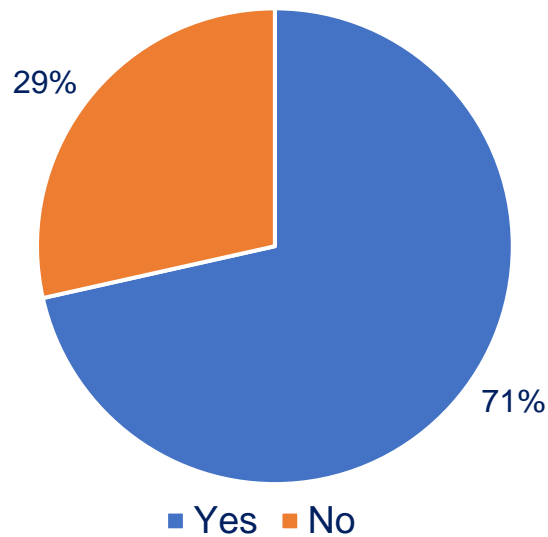
Each year, the agency conducts Customer and Community Evaluation Surveys within its service area. The surveys allow LBT to collect ridership data and assess current customer and potential customer awareness of, and attitudes toward, LBT. The following charts are representative of the information collected from the Spring FY 2023 survey.



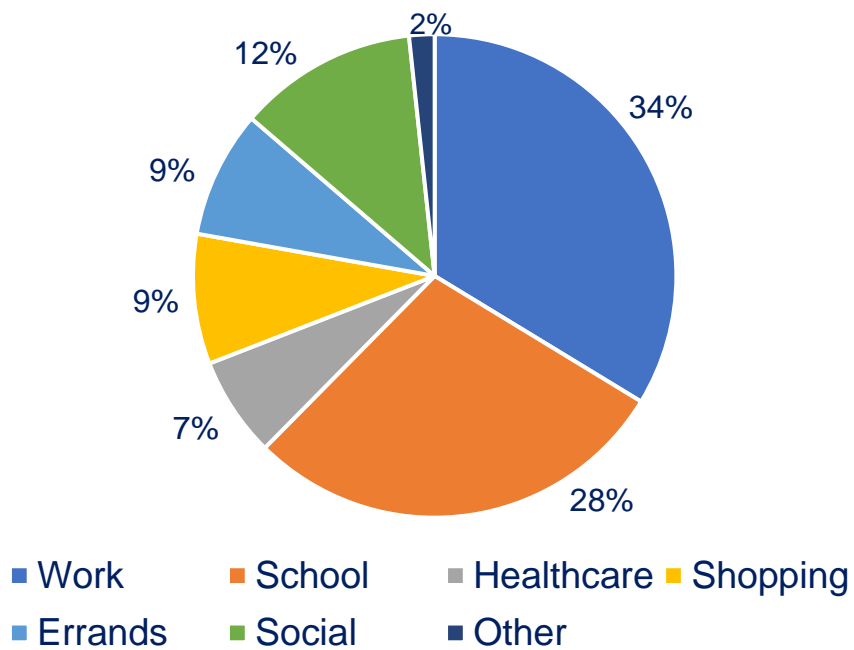


## About LBT (cont'd)

### LBT CUSTOMER – IS LBT YOUR PRIMARY MEANS OF TRANSPORTATION?



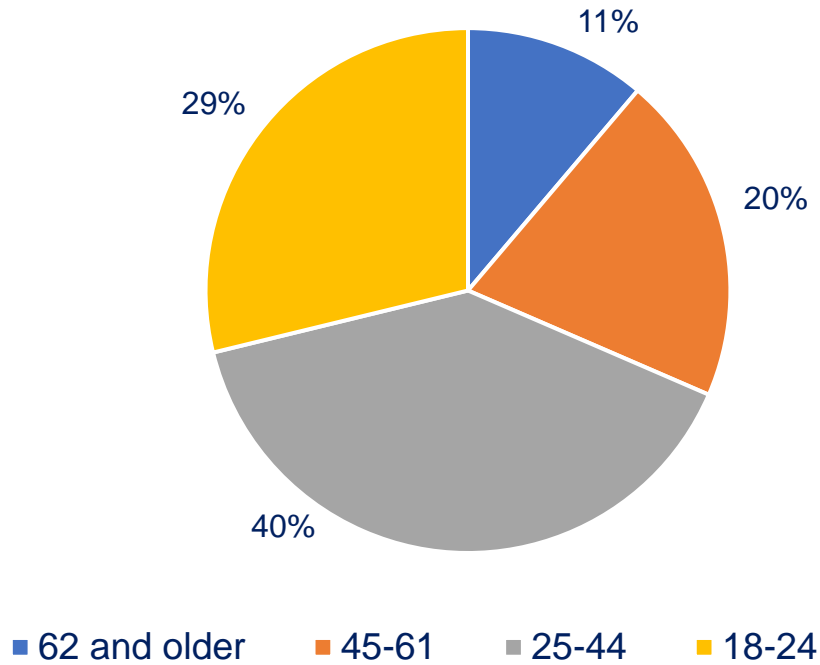
### LBT CUSTOMER – TRIP PURPOSE





## About LBT (cont'd)

### LBT CUSTOMER – AGE



**69% OF LBT CUSTOMERS ARE UNDER 45 YEARS OF AGE.**



# History

1963



Articles of Incorporation for Long Beach Public Transportation Company are approved.

1974



- New administration building at Anaheim street and Cherry Avenue is built. Presently referred to as LBT1.
- First electric-battery powered bus goes into service.

1975

Dial-A-Lift begins services for customers with disabilities, fifteen years before the adoption of the Americans with Disabilities Act.

1978



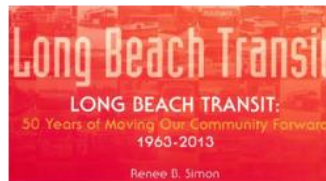
The company is rebranded to Long Beach Transit (LBT).

2014



LBT begins partnership with Transit Access Pass (TAP) to provide paperless payment methods to customers.

2013



LBT celebrates 50 years of moving the community forward.

2012

- First Gillig compressed natural gas buses go into service.
- The fleet grows to 250 buses.

2016



- LBT updates its mission to "Dedicated to connecting communities and moving people...making everyday life better."
- Battery-electric buses go into service for the downtown Passport route.

2018



- LBT partners with POW!WOW! to support local art and artists and creates the first mural bus.
- LBT expands services into the City of Paramount.

2020



LBT pledges to become a zero-emission bus transit system ahead of California's 2040 zero-emission goal.



## History (cont'd)

1982



The Transit Mall in downtown Long Beach is completed and the Transit Information Center opens the following year.

1998

The Jackson Transit Center, a second operations facility also known as LBT2, opens in North Long Beach.

2001



- Aqualink water taxi begins service, connecting five miles of shoreline between Alamitos Bay and downtown.
- Passport buses begin service, replacing what was initially called the Runabout.

2009



The Transit & Visitor Information Center opens at the Transit Mall at 1st Street and Pine Avenue.

2008



LBT and California State University, Long Beach partner to launch the "U-Pass program," the organization's first student program.

2004



LBT launches Museum Express, the organization's first special service, that provides rides to Los Angeles-area arts and culture venues.

2021

LBT expands service with four new routes in the City of Carson.



2022



- The operating fleet consists entirely of alternatively fueled buses.
- LBT adds Route 141, its longest east-west corridor, to replace a former LA Metro bus route.

2023



- LBT embarks on modification program to expand its facilities and Zero-emission fleet.
- LBT moves administrative staff to new corporate offices on Airport Plaza Drive.
- LBT celebrates 60 years of connecting communities.



## Products and Services

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) meeting American Disability Act of 1990 requirements:
  - 10 accessible compressed natural gas (CNG) vehicles
  - 1 accessible battery electric vehicle
- Water taxi service (AquaBus and AquaLink)
  - 2 boats
  - 2 catamarans
- Special services (LA Galaxy Express and Museum Express)
- Commuter service (UCLA/Westwood Commuter Express)



### SERVICE AREA STATISTICS

- 107 plus 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
- 17 million annual boarding customers
- LBT routes connect to Los Angeles Metro, Orange County Transportation Authority (OCTA) and other regional operators
- Dial-A-Lift service is available to residents of Long Beach, Lakewood, Paramount and Signal Hill

### ACCESSIBILITY

All LBT fixed-route buses, water taxi vessels, and Dial-A-Lift vehicles 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 Rainbow Harbor and Alamitos Bay Landing



# Community Partnerships

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LBT's commitment to connecting communities and moving people is emphasized through its strategic priority of promoting community and industry focus. Following are highlights of the agency's community outreach efforts.

## COMMUNITY SPECIAL SERVICES

- **Community Event Support** – LBT participates in and supports community events throughout our service area through a variety of channels, including sponsorships, in-kind donations of promotional items and by hosting resource booths.
- **Community Charters** – the agency provides charter services, aboard both our buses and water taxis, to support accessible transportation options for community programming and city events.
- **Museum Express** – accessible and convenient public transportation service to explore the arts at cultural institutions in the region, particularly for those without viable alternative transportation. The service began in July 2017, was temporarily paused due to the pandemic in FY 2020 and is planned to resume service in FY 2025.
- **First Street Transit Gallery** – throughout the year, the First Street Transit Gallery is activated with public art produced by and for the community, local educational and cultural institutions; enriching the experience for LBT customers and the community.

## DIRECT OUTREACH, RESOURCES AND PROGRAMS

- **Connecting with Older Adults** – LBT's Community Relations team connects with older adults throughout the year, conducting presentations on LBT services and resources, "Bus 101" trips, coordinating TAP Card drives at senior housing, senior centers, and senior-focused events.
- **Connecting with Students** – LBT's Community Relations team connects with students ranging from elementary school age to university level, on campus and at student-focused events. Students are engaged and informed on LBT's services and student pass programs, including the GoPass, Go Beach! pass and more.
  - **GoPass** – Regional GoPass pilot program, launched in FY 2022, provides a complimentary transit pass to students in participating school districts that helps lower students' overall educational costs and improve school attendance while providing a reliable means of transportation. On April 20, 2024, Metro Board of Directors voted for a permanent program. All Long Beach Unified School District, Long Beach City College, and other participating school districts in LBT's service area receive this benefit.
  - **Go Beach! Pass** – LBT partnered with California State University Long Beach (CSULB) to create special, discounted period passes for students, faculty and staff to ride any LBT bus throughout the academic year.



## Community Partnerships (cont'd)

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- **Multilingual Outreach** – With 30% of LBT customers speaking Spanish, 1% speaking Khmer and 2% Tagalog, Vietnamese, Chinese and other languages, LBT serves a vibrant and diverse population.

To promote its services to the customers it serves, LBT utilizes different tactics. For customers calling the customer care center, LBT offers translation services in multiple languages to assist customers with service-related questions. In addition, LBT partners with community groups, such as the Cambodian Community, to reach customers where they are – at events and through community presentations.

Through its advertising and social media, LBT promotes services in different languages and the LBT website offers content in Spanish, Khmer and Tagalog.

LBT continually seeks ways with the communities to enhance its multilingual outreach.

### REGIONAL TRANSIT ACCESS PASS (TAP)

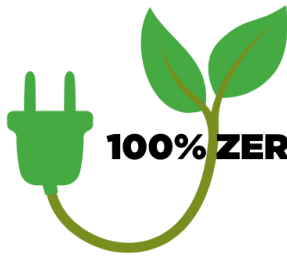
- LBT transitioned to TAP in February 2015, a regional fare instrument that is a durable, eco-friendly “smart card” that contains smart-chip technology designed to improve the transit experience
- The TAP card and its mobile app enables public transit customers to electronically purchase and load bus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

### CALIFORNIA TRANSIT TRAINING CONSORTIUM (CTTC or the CONSORTIUM)

- CTTC is a non-profit organization composed of 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



## Environmental Sustainability



### 100% ZERO-EMISSION BUS FLEET WITHIN A DECADE

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

The American Lung Association, in its 2021 *State of the Air* annual report, ranked the region as the No. 1 region in the country for ozone pollution, and No.4 for annual particulate matter.

As the Los Angeles-Long Beach metropolitan region continues to have severe air pollution problems, the LBT Board of Directors (BOD) adopted the agency’s Zero-Emission Bus (ZEB) Rollout Plan on June 25, 2020. LBT staff subsequently submitted it to the California Air Resources Board.

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

Currently, LBT’s fixed-route fleet is 100% alternatively fueled with 44 battery-electric buses (BEBs), 125 CNGs and 81 Hybrids. In FY 2023, LBT also began the procurement of Battery-electric Dial-a-Lift vehicles. An additional five BEB coaches are expected to join LBT’s fleet in FY 2025 to be used on commuter and special services.





- Fiscal Year 2025 Budget | 10



# Governance

## BOARD OF DIRECTORS



**David Sutton**  
Chair



**Abigail Mejia**  
Vice Chair



**Raul Añorve**  
Secretary/Treasurer



**Eduardo Angeles**  
Director



**Carl Kemp**  
Director



**Randy Rawlings**  
Director



**Tunua Thrash-Ntuk**  
Director



**Joshua Hickman**  
City Representative



**Christopher Koontz**  
City Representative



# Executive Leadership Team

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## EXECUTIVE LEADERSHIP TEAM (ELT)



**Kenneth McDonald**  
President and CEO



**Lilia Montoya**  
Deputy CEO



**Vincent C. Ewing**  
General Counsel



**Elizabeth Brown**  
Executive Director/VP,  
Organizational Development  
and Administration



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



**Pretty George**  
Executive Director/VP,  
Information Technology



**Mike Gold**  
Executive Director/VP,  
Customer Relations  
and Communications



**Lisa Patton**  
Executive Director/VP,  
Finance and Budget



**James Scott**  
Executive Director/VP,  
Maintenance and  
Infrastructure



## Organizational Focus

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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.



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



## Organizational Focus (cont'd)

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A graphic featuring several overlapping circles. A large orange circle at the top left contains the word 'Mission'. A large blue circle in the center contains the text 'Dedicated to connecting communities and moving people... making everyday life better.' There are also smaller red and blue circles scattered around the main ones.

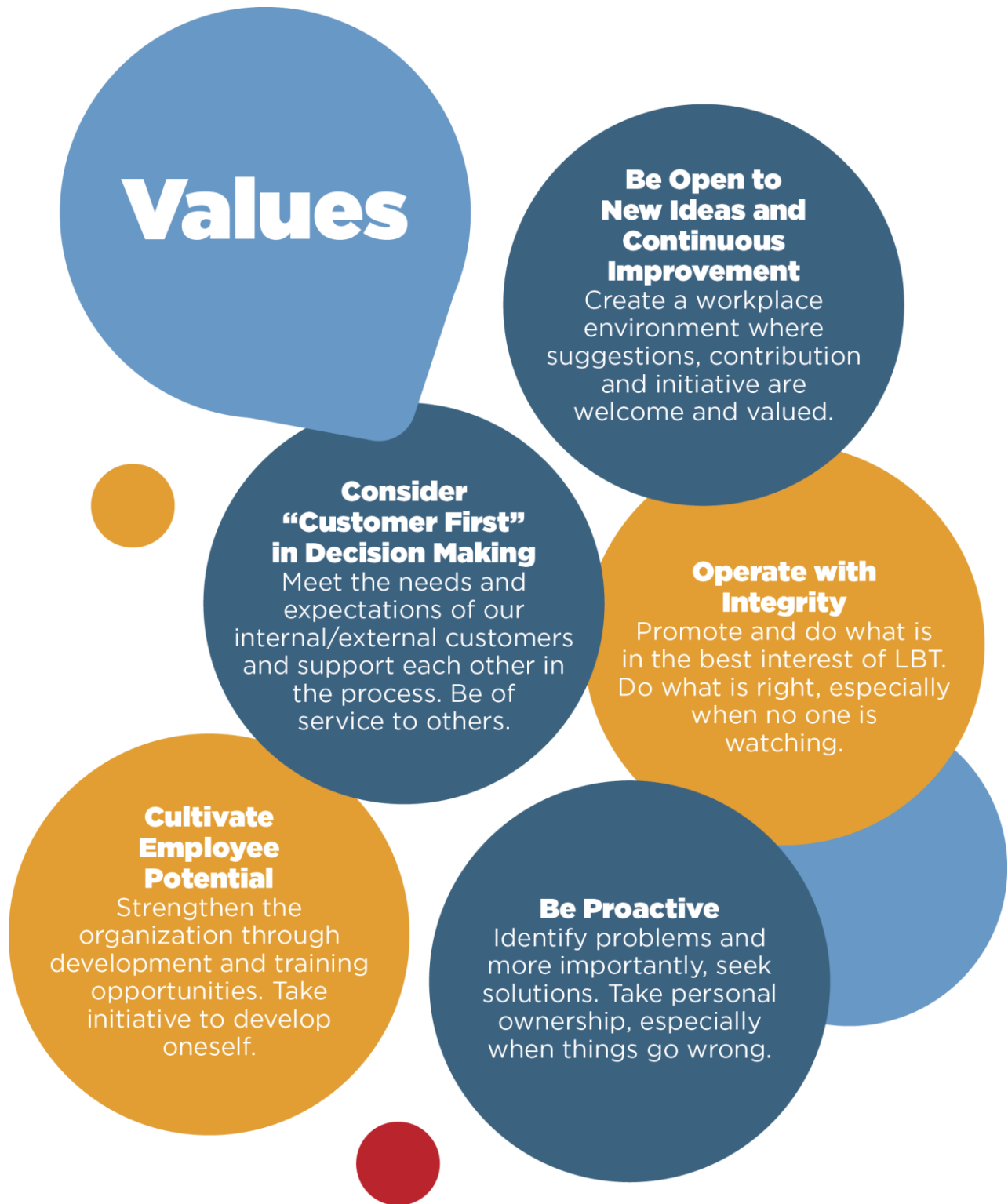
# Mission

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

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



## Organizational Focus (cont'd)



*The Values are LBT’s important and lasting beliefs and ideals.*



## Organizational Focus (cont'd)

### STRATEGIC PRIORITIES

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





## Organizational Focus (cont'd)

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### 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.

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#### EXECUTIVE LEADERSHIP TEAM (ELT)

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

#### ELT AND MANAGEMENT TEAMS

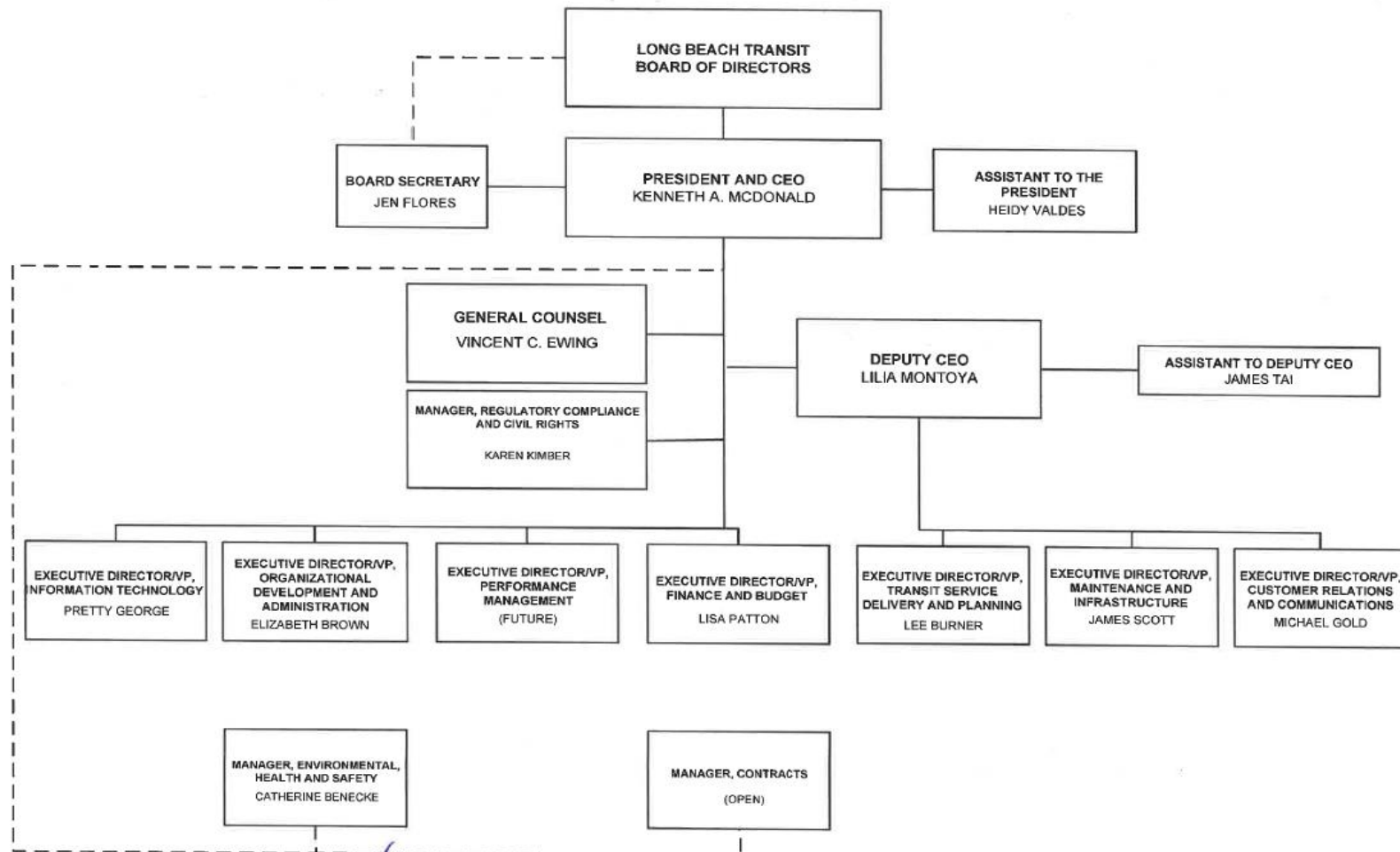
- Operational Excellence
  - Coach, Motivate and Develop Employees
  - Manage Employee Performance
  - Communicate and Inform
  - Problem Solving
-

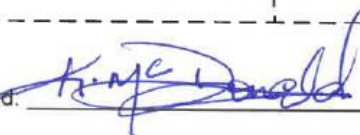


# Organizational Chart



## Organizational Chart



Approved: 

APRIL 2024

Fiscal Year 2025 Budget I 18



# Position Summary

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

|   | FY 2023           | FY 2024           | PROPOSED<br>FY 2025 |
|---|-------------------|-------------------|---------------------|
| <b>Transit Service Delivery</b>               |                   |                   |                     |
| Daily Transit Service Delivery                | 531               | 531               | 531                 |
| Transit Service Planning *                    | 16                | 16                | 16                  |
| Dial-A-Lift Services                          | 1                 | 1                 | 1                   |
| Aqua Services                                 | --                | --                | --                  |
| Security                                      | 1                 | 1                 | 1                   |
| Administration                                | 4                 | 4                 | 3                   |
|   | <u>553</u>        | <u>553</u>        | <u>552</u>          |
| <b>Maintenance and Infrastructure</b>         |                   |                   |                     |
| Vehicle Maintenance                           | 113               | 113               | 113                 |
| Infrastructure                                | 22                | 22                | 22                  |
| Transit Customer Amenities                    | 14                | 14                | 14                  |
| Warehouse                                     | 12                | 12                | 12                  |
| Administration                                | 5                 | 5                 | 5                   |
|   | <u>166</u>        | <u>166</u>        | <u>166</u>          |
| <b>Customer Relations and Communications</b>  |                   |                   |                     |
| Customer Relations and Communications         | 23                | 23                | 23                  |
|   | <u>23</u>         | <u>23</u>         | <u>23</u>           |
| <b>Risk Management</b>                        |                   |                   |                     |
| Risk Management                               | 7                 | 7                 | 7                   |
|   | <u>7</u>          | <u>7</u>          | <u>7</u>            |
| <b>Information Technology</b>                 |                   |                   |                     |
| Information Technology                        | 11                | 11                | 15                  |
|   | <u>11</u>         | <u>11</u>         | <u>15</u>           |
| <b>Administration</b>                         |                   |                   |                     |
| Office of the CEO                             | 4                 | 4                 | 4                   |
| Office of the Deputy CEO                      | 3                 | 3                 | 3                   |
| Finance and Budget *                          | 25                | 25                | 25                  |
| Government Relations                          | 2                 | 2                 | 2                   |
| Organizational Development and Administration | 12                | 12                | 13                  |
| Programs and Performance Management           | 1                 | 1                 | 1                   |
| Contracts and Procurement                     | 6                 | 6                 | 6                   |
| Training and Development                      | 10                | 10                | 10                  |
|   | <u>63</u>         | <u>63</u>         | <u>64</u>           |
| <b>Internship Program *</b>                   | <u>26</u>         | <u>26</u>         | <u>26</u>           |
| <b>Total Positions</b>                        | <u><b>849</b></u> | <u><b>849</b></u> | <u><b>853</b></u>   |

\* Includes part-time positions

Staffing changes in FY 2025:

- Administrative Analyst position moved from Transit Service Delivery Administration to Organizational Development and Administration
- Project Coordinator position, two (2) Application Coordinator positions, and Desktop Support Analyst position added in Information Technology



# Departmental Overviews

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## 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 of Directors to define and implement policy decisions and provides for the financial management of all LBT activities. 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 the frontline operating functions of LBT. The Office has responsibility for transit service delivery, maintenance and infrastructure, project development, customer relations and communications, transit customer amenities, as well as government 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 customer service, communications, sales support, public information and media relations. The department is also responsible for customer engagement including surveys and intercepts, as well as developing LBT's marketing strategy through community outreach events and social media.

## ORGANIZATIONAL DEVELOPMENT AND ADMINISTRATION

The Organizational Development and Administration department is responsible for leading the agency's recruitment, hiring, training, development and advancement of an empowered, value-driven workplace. The department's responsibilities also include recruitment, employee benefits, labor relations, risk management, safety, environmental compliance and training.



## Departmental Overviews (cont'd)

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### FINANCE AND BUDGET

The Finance and Budget department is responsible for administering and reporting LBT's financial resources and is committed to providing the highest level of financial services. The department is responsible for the agency's budget, financial plans and strategies, grants and the capital program, pension and retirement investments, farebox revenue, employee payroll, agency procurements, warehousing, as well as reporting on the agency's financial status and external audits. The department also oversees agency-wide performance metrics such as Key Performance Indicators (KPIs), risk assessment and internal control functions and working with other agencies and the industry to strengthen LBT's operational efficiency.

### INFORMATION TECHNOLOGY

The Information Technology department is responsible for the information system architecture, data storage, cybersecurity, hardware and software, as well as 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 each revenue and non-revenue vehicles comply with state and federal regulatory requirements and safety requirements. The department ensures the upkeep of LBT facilities and vehicles to a like-new condition with a strong focus on environmental sustainability. Maintenance and Infrastructure reports and tracks vehicle mileage, utility usage, quality validation of parts and department performance.

### TRANSIT SERVICE DELIVERY AND PLANNING

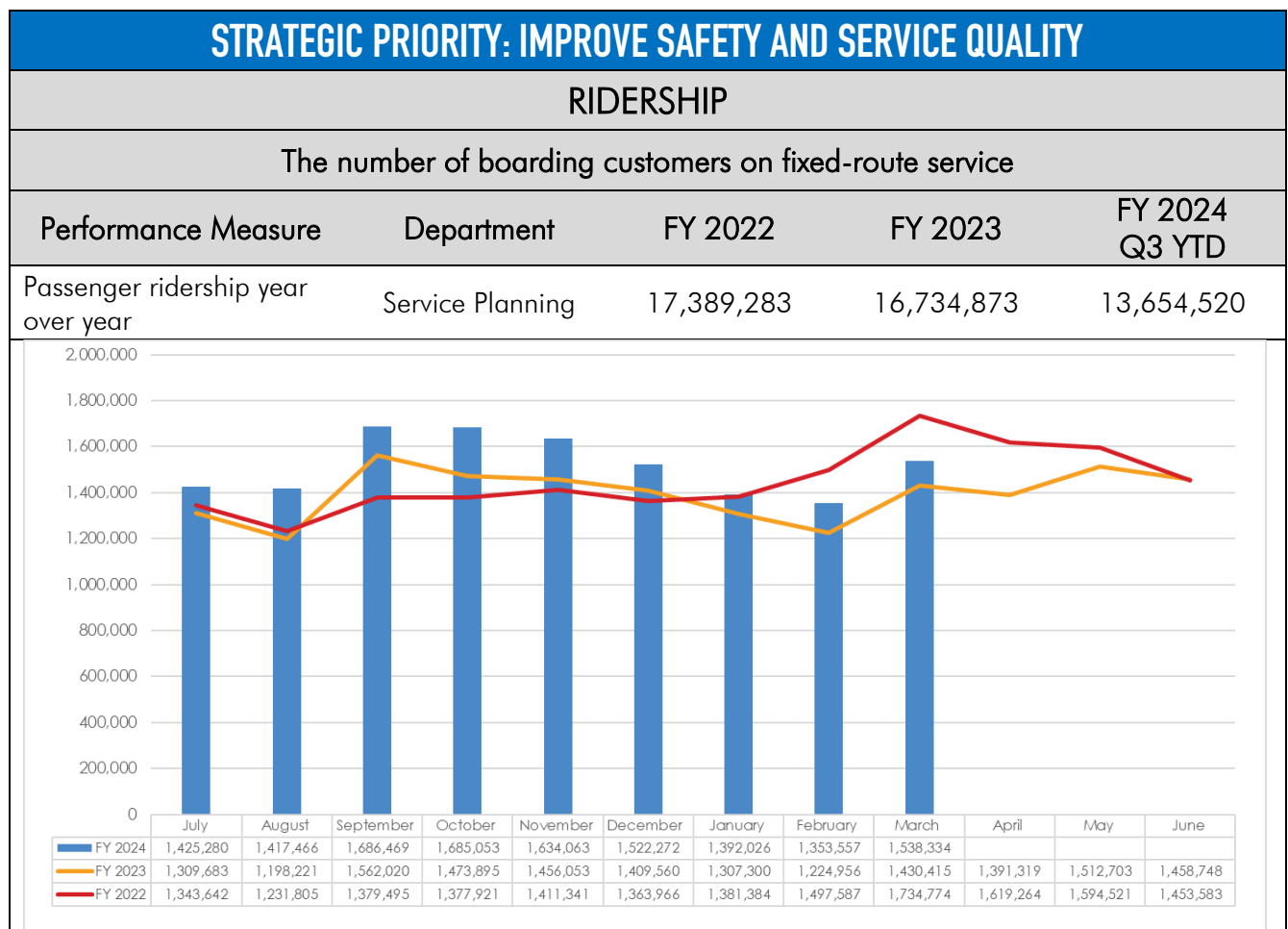
The Transit Service Delivery and Planning department is responsible for planning, measuring and managing the delivery of transportation services, as well as managing transit system security. The department ensures the day-to-day operations of LBT's services, which encompass bus service delivery, route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



# Organizational Key Performance Indicators

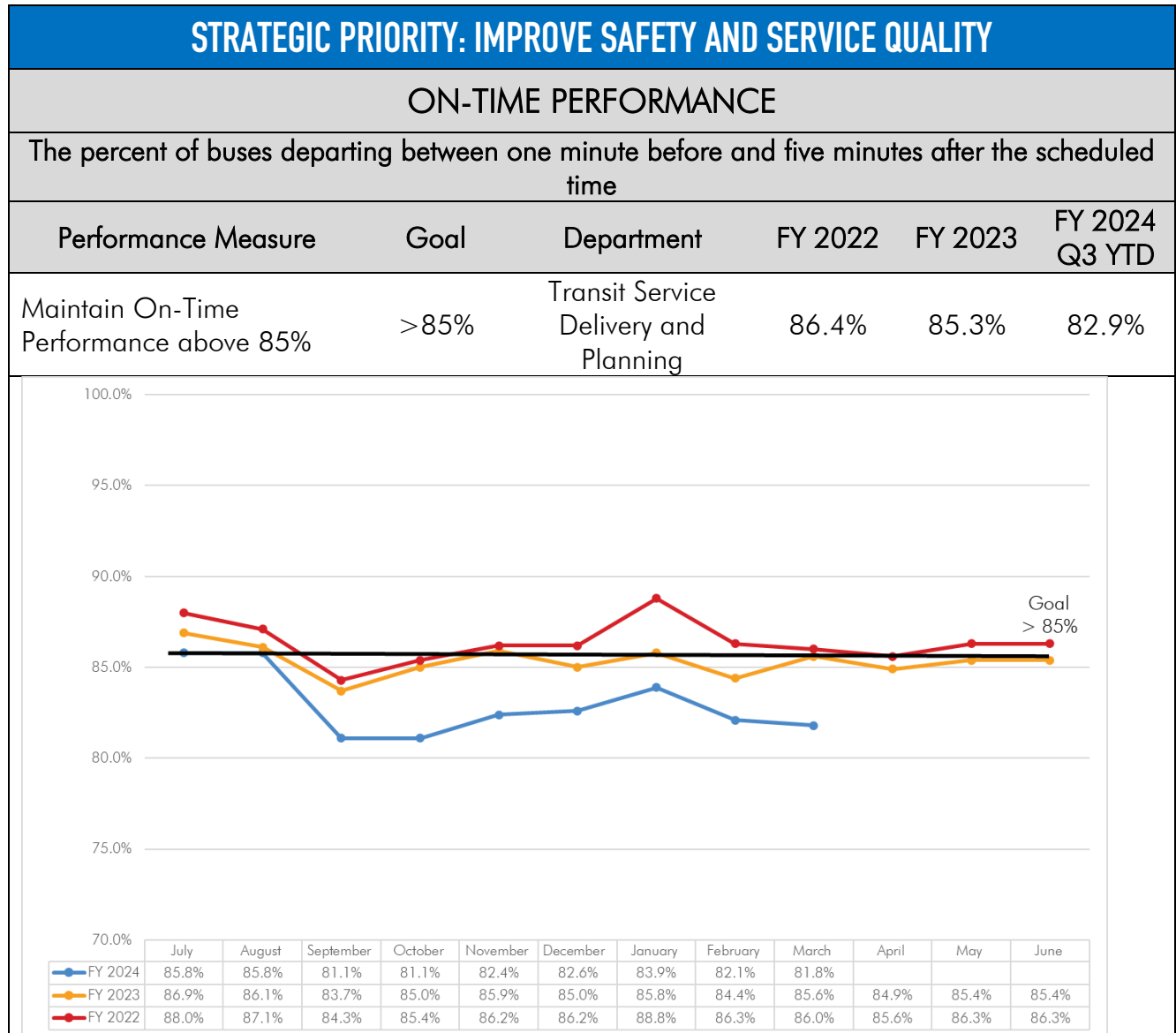
## KEY PERFORMANCE INDICATORS

LBT's Key Performance Indicators (KPIs) bring together cross-departmental analysts who track, measure and analyze the agency's performance. The KPIs support the strategic priorities, and each indicator has a specific goal set annually, with progress measured against that goal. Quarterly, the team communicates the results, evaluates trends and identifies potential improvement actions to be taken. The following are examples of the agency's KPIs.





# Organizational Key Performance Indicators (cont'd)





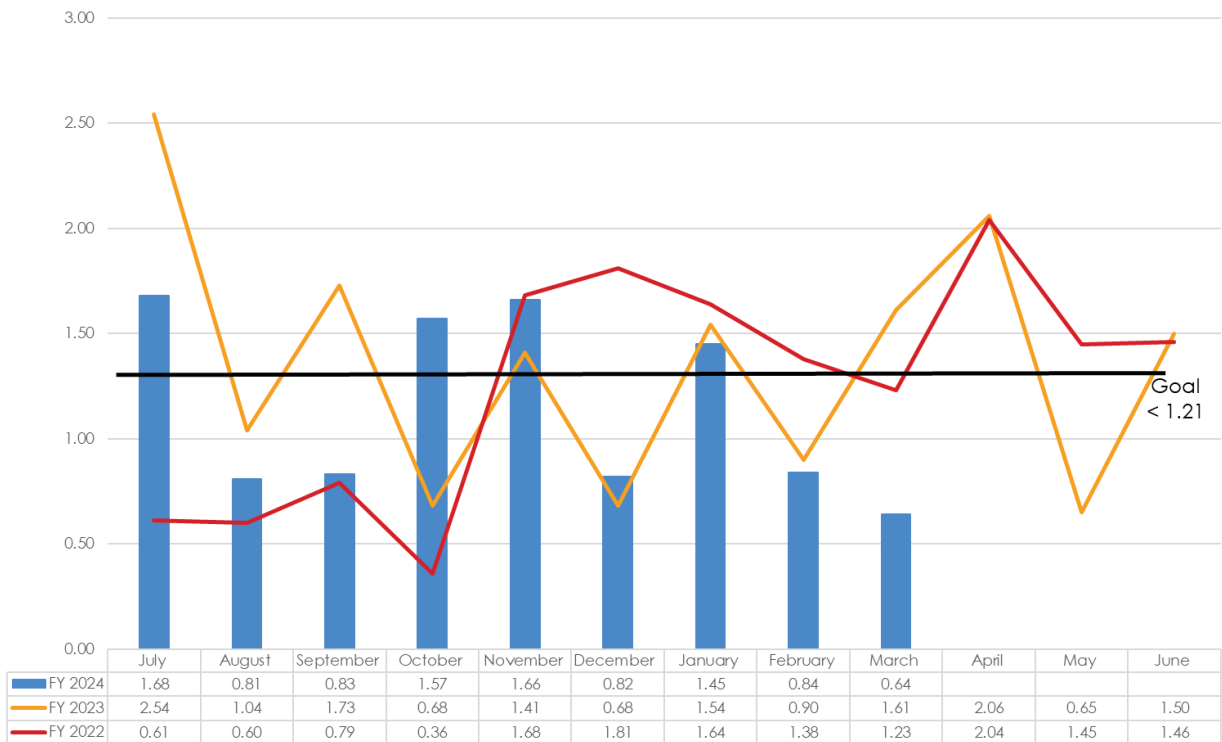
# Organizational Key Performance Indicators (cont'd)

## STRATEGIC PRIORITY: IMPROVE SAFETY AND SERVICE QUALITY

### PREVENTABLE ACCIDENTS PER 100K PLATFORM MILES

The number of preventable accidents occurring for every 100,000 miles driven

| Performance Measure   | Goal  | Department               | FY 2022 | FY 2023 | FY 2024 Q3 YTD |
|---|-------|--------------------------|---------|---------|----------------|
| Decrease preventable accidents per 100,000 platform miles to 1.21 or less | <1.21 | Risk Management (Safety) | 1.27    | 1.38    | 1.14           |





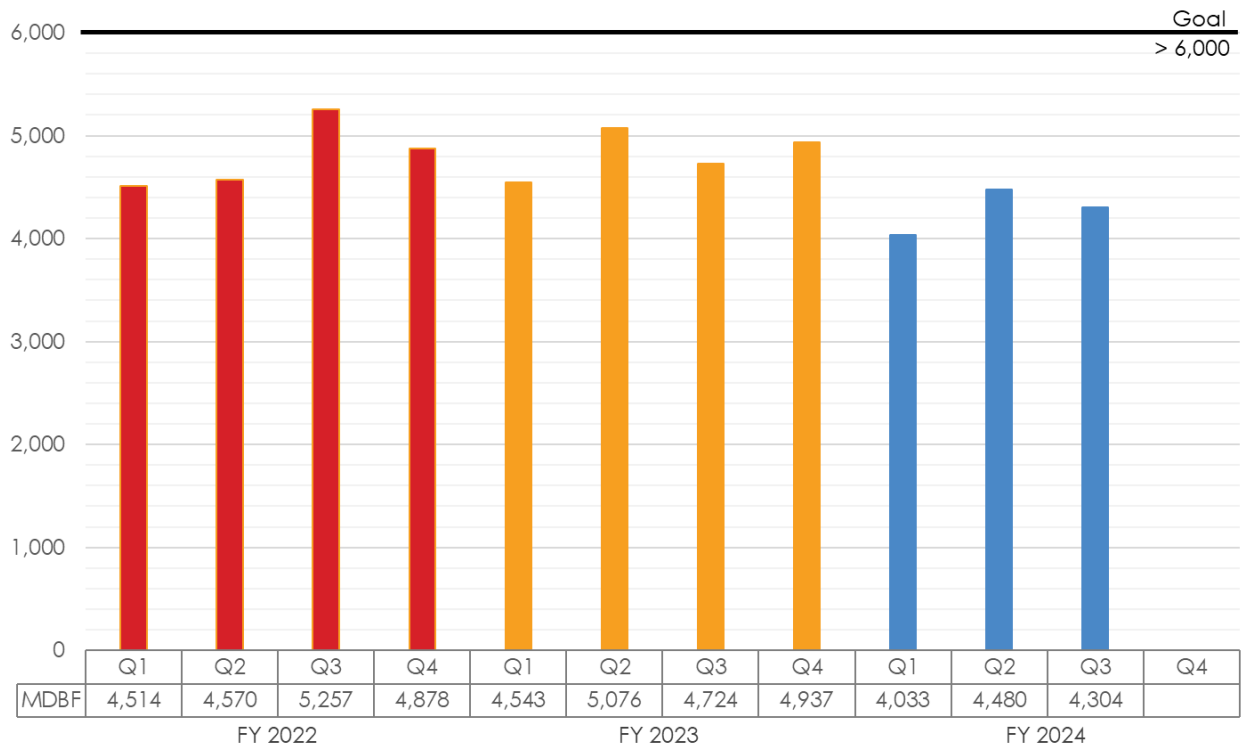
# Organizational Key Performance Indicators (cont'd)

## STRATEGIC PRIORITY: IMPROVE SAFETY AND SERVICE QUALITY

### MEAN DISTANCE BETWEEN FAILURES (MDBF)

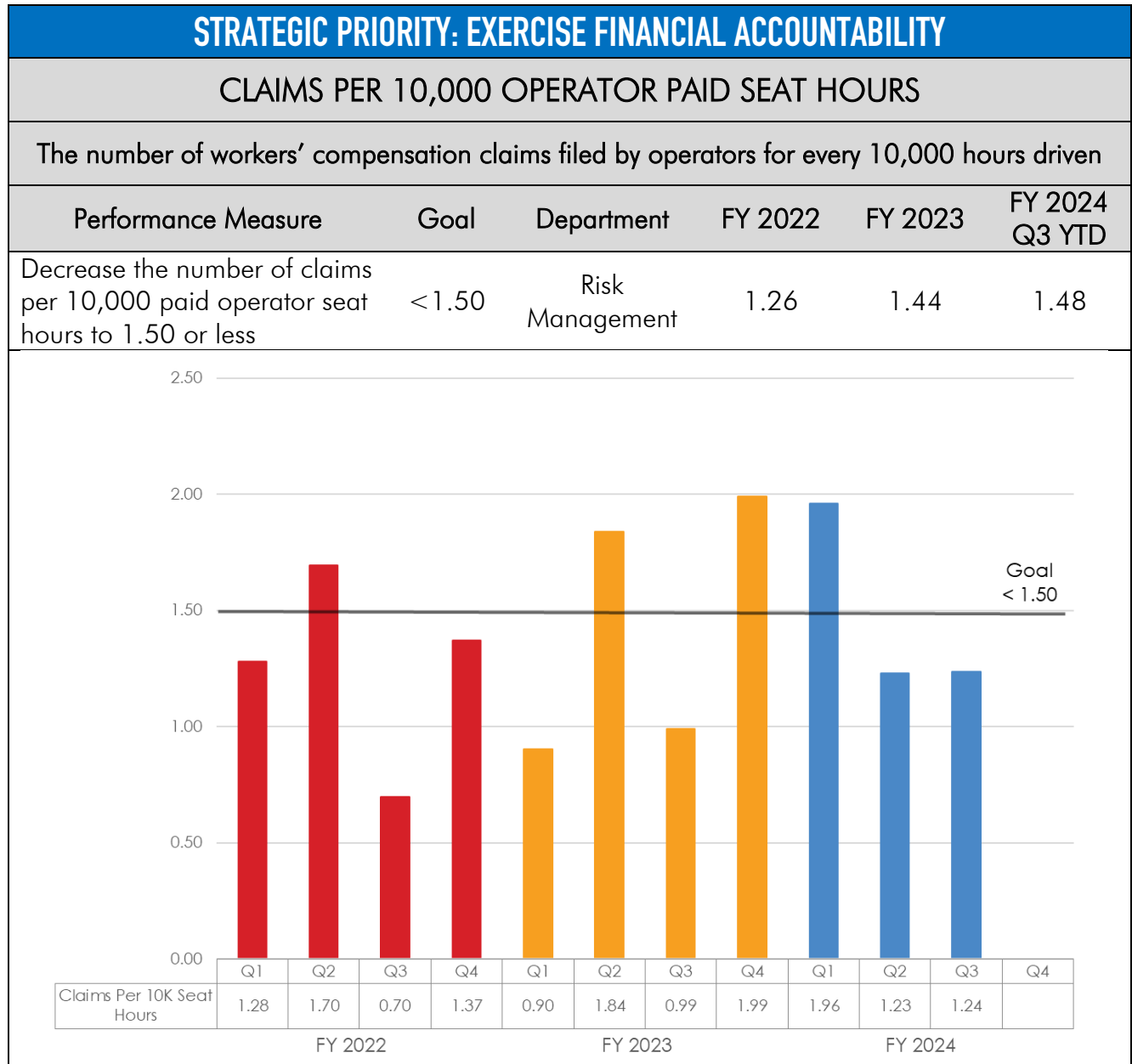
The average distance a bus travels before a system failure occurs causing the bus to be removed from service

| Performance Measure                          | Goal   | Department          | FY 2022 | FY 2023 | FY 2024 Q3 YTD |
|--|--------|---------------------|---------|---------|----------------|
| Improve fleet MDBF to 6,000 miles or greater | >6,000 | Vehicle Maintenance | 4,794   | 4,813   | 4,265          |



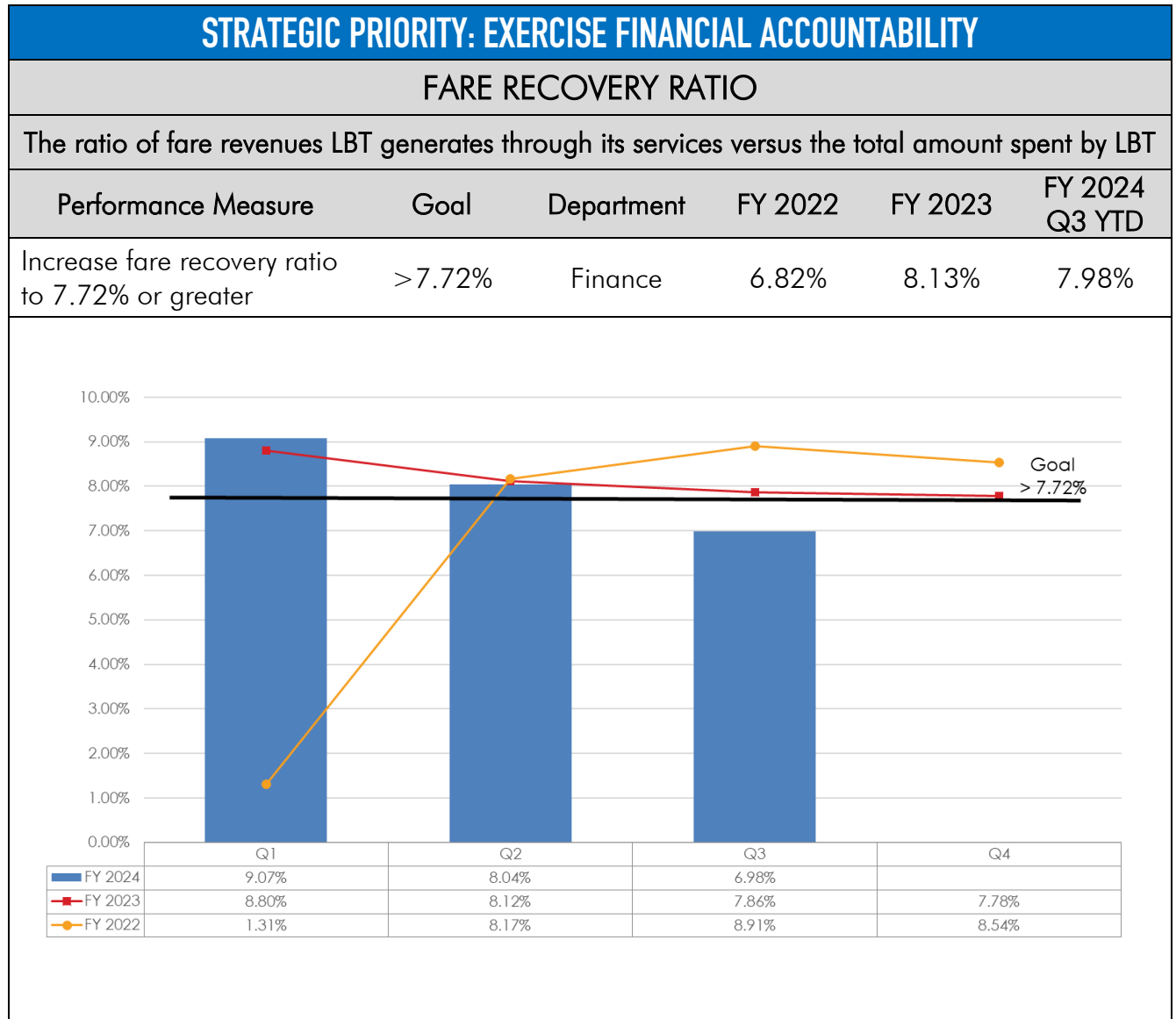


# Organizational Key Performance Indicators (cont'd)



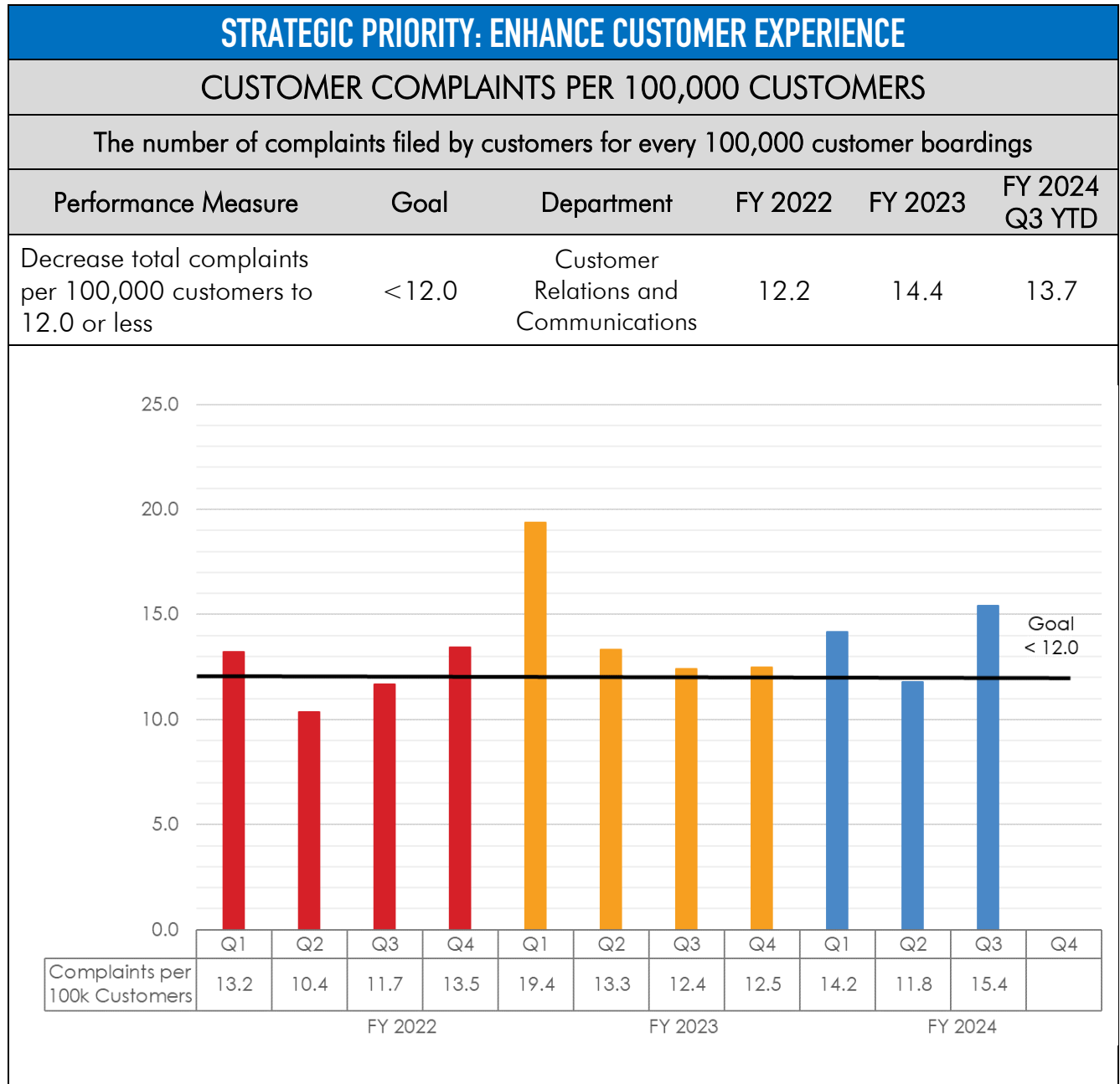


# Organizational Key Performance Indicators (cont'd)





# Organizational Key Performance Indicators (cont'd)





**BUDGET OVERVIEW**







# Operating Budget Development Process

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## OPERATING BUDGET DEVELOPMENT PROCESS

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

The operating budget development process is a cross-departmental collaborative process led by LBT's Finance and Budget team. This process includes identifying objectives, culminating in a financial and operations plan designed to achieve LBT's mission.

The Executive Leadership Team begins the budget process with the establishment of objectives for the upcoming year in support of LBT's strategic priorities. Initiatives are developed with the management team in a collaborative process to achieve the established objectives. This is the basis for the development of the operations plan.

The operations plan is developed by the Transit Service Delivery and Planning team and approved by the ELT. The operations plan includes service delivery levels and cost drivers that provide a guide for the development of department level budgets. The operations plan is presented at the budget kick-off meeting.

LBT's Finance and Budget team leads interdepartmental meetings during the month of April to develop a comprehensive financial plan that meets the established objectives. A draft is presented to the Board of Directors' Executive Committee for review and feedback.

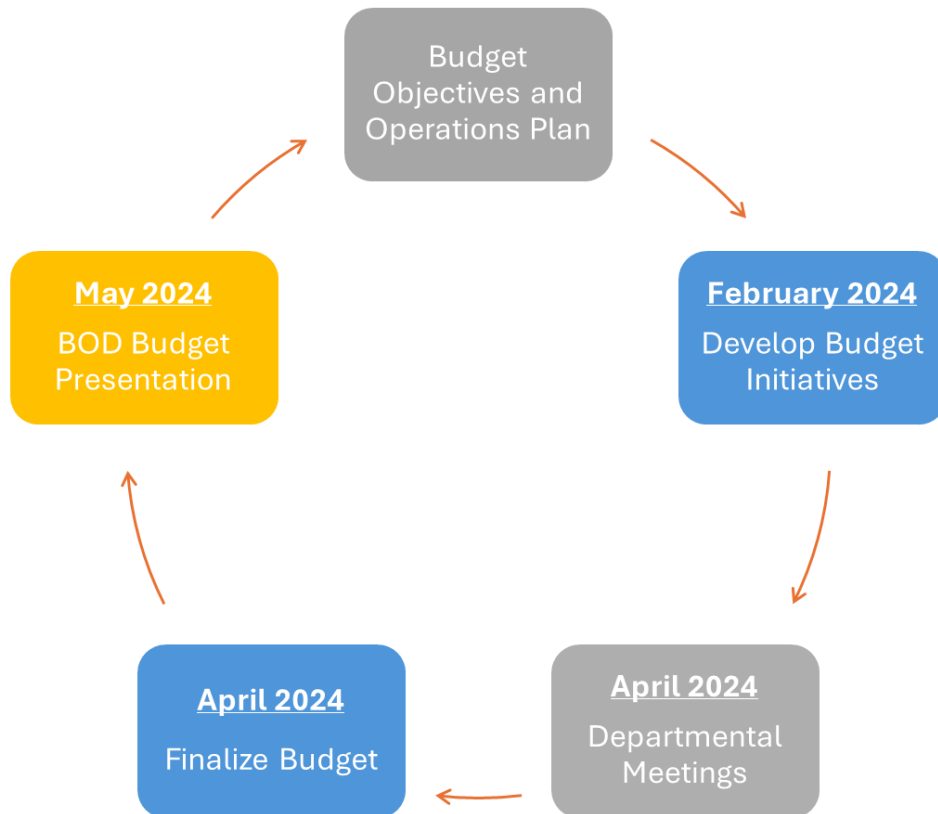
During the May Board of Directors meeting, the CEO presents the budget to the full Board of Directors for approval and adoption. LBT's Board of Directors meetings are open to the public and members of the public are welcome to provide comments on the budget as well as on the monthly financial statements throughout the year.

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

The Executive Director/VP, Finance and Budget presents a monthly financial report at the monthly Board of Directors meetings. During the fiscal year, if financial conditions change and a mid-year budget amendment is deemed necessary, the CEO will present recommended budget revisions to the Board of Directors for their approval.



## Operating Budget Development Process (cont'd)





## FINANCIAL POLICIES

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The financial structure of LBT consists of a single enterprise fund in which the agency provides public transportation for a fee. LBT's budget consists of two components: operating and capital. The operating budget is the Agency's financial plan and anticipated expenditures needed to fulfill its objectives in the upcoming year. The capital budget identifies projects and required funding for the Agency's fixed assets and long-term investments. 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. The budget uses the same basis of accounting as LBT's financial statements.

It is LBT's policy to maintain fiscally sound operating and capital budgets by ensuring a balanced budget, which sustains operating costs that do not exceed incoming revenue. Agency operations are financed by fare revenue and annual sales tax subsidies received from state and county programs, miscellaneous revenue, such as income from advertising on agency buses, alternative fuel credits 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 are received for operating assistance and capital asset acquisitions. The grants are formally recognized in the financial records as valid receivables when LBT complies 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 net assets when the related expenditures are incurred.

Each year, Congress passes legislation which, when signed by the President, appropriates funds for the Department of Transportation and related agencies. After legislation is enacted, the Federal Transit Administration (FTA) publishes a Notice in the Federal Register that provides an overview of the apportionments and allocations based on these funds for the various FTA programs, as well as statements of policy and guidance on public transit administration.

FTA's public transportation assistance program authorization is provided by federal transit law and Chapter 53 of Title 49, U.S. Code. The most recent authorization, the Bipartisan Infrastructure Law, was signed on November 15, 2021. The legislation reauthorizes surface transportation programs for FY 2022 through FY 2026. The agency is eligible to receive funds based on a formula allocation and discretionary grants for transit projects.



## Financial Policies (cont'd)

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### INVESTMENT POLICY

LBT's investment policy, which complies with state and federal laws, provides general investment and money management guidelines. To ensure prudent money management, emphasis is placed in priority order on safety of principal, liquidity and return on investment.

Moreover, the investment portfolio requires sufficient liquidity to enable LBT to meet daily operating obligations.

### PROCUREMENT POLICY

LBT's procurement policy is established to ensure full and open competition that is accessible to all qualified vendors and suppliers. Through its solicitation policies and procedures, the agency ensures public funds are used responsibly and efficiently to meet LBT's operational needs.

LBT's staff has the authority to procure goods and services up to \$250,000. Procurements exceeding that threshold are 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 economic downturns, pandemics, acts of God or any other catastrophic event.

### LONG-TERM FINANCIAL PLANNING

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

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



## Financial Policies (cont'd)

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- Service levels
- Operating revenue
- Subsidy revenue
- Wages and collective bargaining agreements
- Benefit costs and trends
- Fuel types and price trends
- Capital investment expenses
- Vendor contracts
- Risk management and mitigation
- Economic growth rates, including sales tax and Consumer Price Index

### LONG-TERM DEBT

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LBT has no debt and only uses available funds for operations and capital acquisitions. The agency has no plans to issue debt and its policy is to continue to fund future needs on a pay-as-you-go basis through formula and discretionary grants.

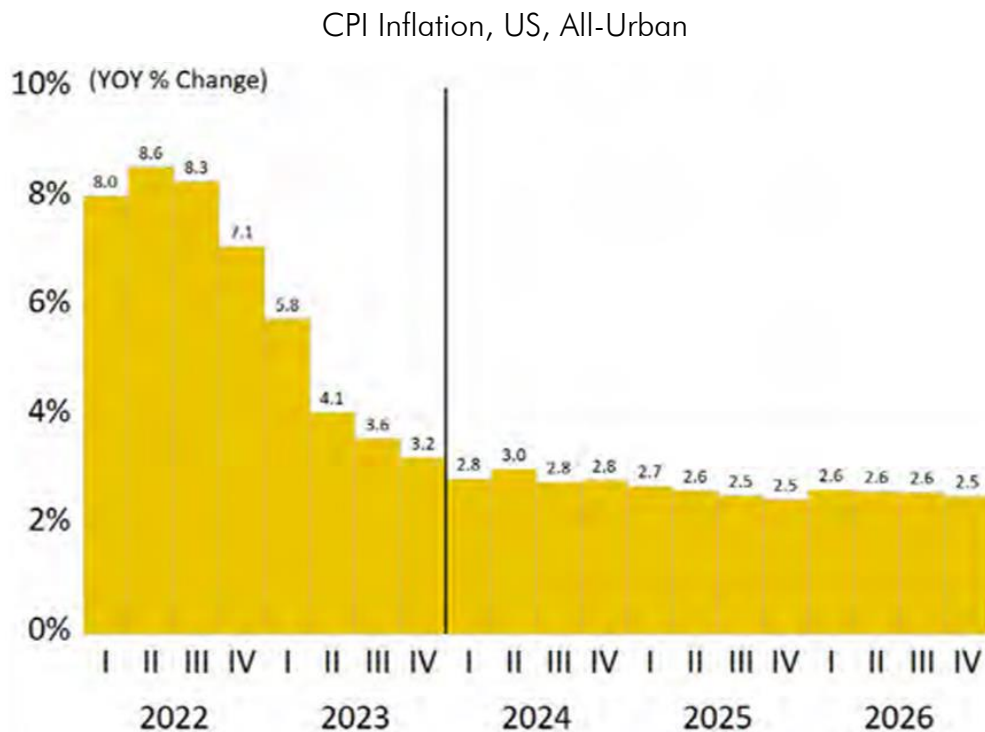


# General Economic Conditions

## GENERAL ECONOMIC CONDITIONS

Despite various challenges, the U.S. economy is showing signs of resiliency. High inflation has decreased to moderate inflation and interest rate increases have dampened the economy some, but not to the point of recession. The University of California, Los Angeles (UCLA) Anderson Forecast projects a weak economy in 2024 followed by a return to trend growth rates in 2025. The weaker 2024 reflects the impact of higher interest rates on consumption, housing, and business investment.

Two economic factors of note affecting the Agency are inflation and consumer spending. Inflation has caused substantial price increases over the last three years. This has had a significant negative impact on LBT's expenses, especially on the cost of fleet parts and other materials and supplies. The change in Consumer Price Index (CPI) has come down from its peak, and the UCLA Anderson Forecast is projecting that it will remain around 2.5% over the next two years. The effects of these cost increases can be seen in the FY 2025 budget.

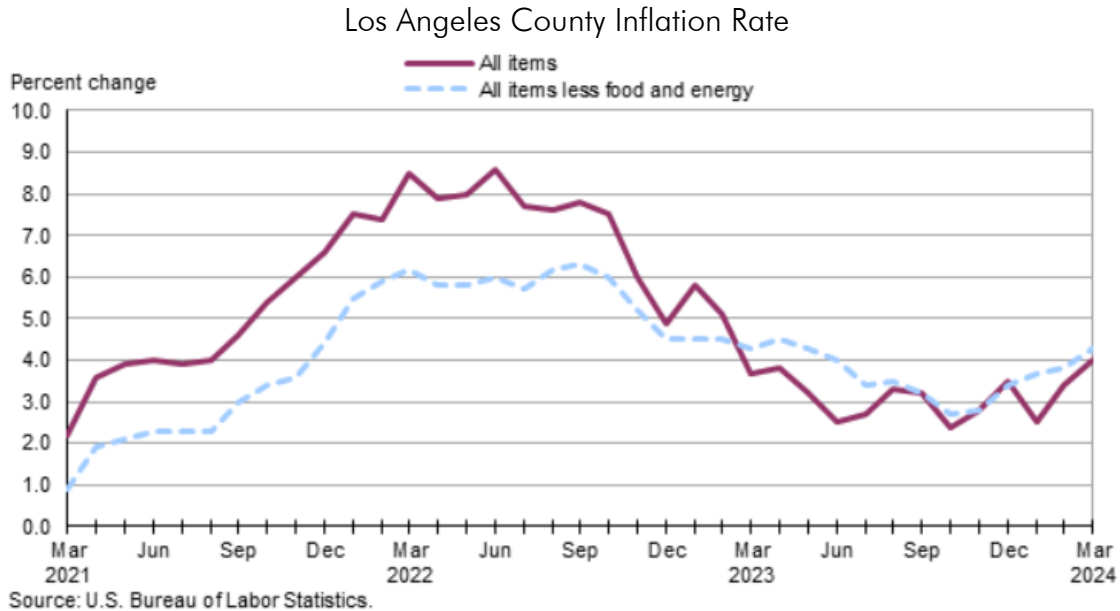


Source: UCLA Anderson Forecast – March 2024 Economic Forecast

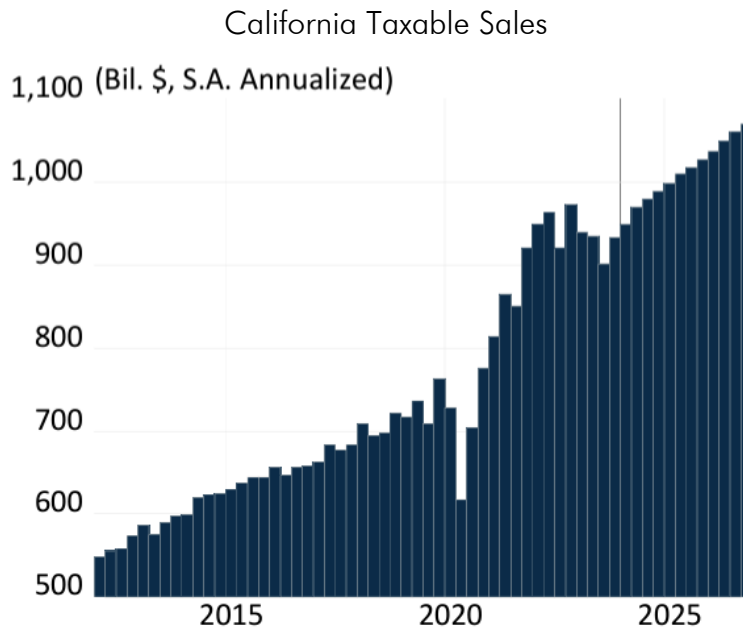
Locally, in Los Angeles County the CPI has followed a similar trend, fluctuating around 3% in recent months.



## General Economic Conditions (cont'd)



The second factor affecting the Agency is consumer spending. LBT receives subsidies from the County based on a formula allocation of sales tax revenues collected. High interest rates have worked to dampen spending. While consumer spending is not expected to contract, it has stalled in recent quarters and the rate of growth is projected to be lower in the near term. A slow-down in consumer spending and therefore sales taxes will have a negative impact on the Agency's revenue. The combination of rising costs and slowing revenues places a further emphasis on the Agency's need for efficiency and organizational optimization, the theme of the FY 2025 budget.





# Budget Environment

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## BUDGET ENVIRONMENT

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LBT is presenting a balanced budget. In building it, staff have maintained service improvements from last year and included spending increases. This budget delivers great value and outstanding service to the customers of LBT and recognizes and rewards the tremendous work of the LBT employees, who deliver the services, day in and day out.

Simultaneously, staff are mindful of macro-economic warning signs and suggest a cautious approach to this year's budget, with fiscal restraint and a conservative approach to expenditures.

Staff is committed to this work—it's the work of moving forward and building a better future. It's the work of optimizing while delivering services and providing solutions to LBT customers. It's the work of using LBT resources to make life better for our customers, every day—and it's the work of making investments that will make life better for future customers.

LBT is Moving Forward and Building Efficiency through Organizational Optimization.

As people in the people business, LBT is actively fostering employee engagement by investing in employee development and enhancing the employee experience. In the upcoming fiscal year, LBT will continue to focus on "hiring for heart and training for excellence."



## Budget Environment (cont'd)



LBT's FY 2025 budget will implement a new approach to organizational problem-solving: "Design Thinking." Design Thinking emphasizes empathy, creativity, and iterative prototyping to effectively address complex challenges. By incorporating design thinking into the budget process, LBT will take a fresh approach on how to optimize internal resources to ensure the delivery of high-quality services while effectively managing costs in FY 2025.

This Design Thinking initiative will include an extensive, six-month developmental program for staff. The program will invite each staff member to think differently about the organization and better understand, improve and enhance the services which LBT provides to its internal and external customers. "Design Thinking" will be used as a tool to rethink processes related to the delivery of transit services and how those services can be improved.



## Budget Environment (cont'd)

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### LBT COLLEGE INTERNSHIP PROGRAM

In the upcoming fiscal year, LBT will continue collaborating with CSULB to support its highly successful College Internship Program. Interns will gain real-world work experience on meaningful projects under the guidance of transportation professionals and will have the opportunity to develop their problem-solving, communication and decision-making skills. Through this initiative, LBT is able to develop and grow a talent pipeline in the transportation industry.

### LABOR UNION AGREEMENTS

Long Beach Transit reached agreements with both organized labor unions, Amalgamated Transit Union (ATU) and American Federation of State, County and Municipal Employees (AFSCME). The effective bargaining agreements included wage increases and other enhanced benefits. As a result of these contracts, the agency has budgeted for higher costs associated with labor and other personnel related expenses in FY 2025. With rising salaries, LBT expects to be more competitive with other public agencies and employers in the area.

### DECREASE IN COUNTY SUBSIDY FUNDING

Long Beach Transit receives funding from Los Angeles County based on a regional formula allocation of sales tax revenues. The allocation of subsidies is determined based on sales tax projections which are provided by Los Angeles County Metropolitan Transportation Authority (LA Metro) for the coming fiscal year. Currently, sales tax revenues are lower than projected, and Metro has reforecast that for FY 2024 sales taxes will be 6% lower than originally projected.

Similarly, for FY 2025, Metro's sales tax projections are 3.7% lower than the original projections for FY 2024. The accelerated growth in consumer spending and sales taxes during the recovery from the pandemic has slowed, causing sales tax revenues to fall below expectations in FY 2025.

LBT proactively deferred a portion of the FY 2024 subsidy revenues for use in FY 2025 to prepare for this potential decline. LBT is utilizing these deferred subsidies along with one-time Federal funds to balance the FY 2025 operating budget.

### INCREASE IN PARTS COST

The financial stability of bus parts manufacturers was negatively impacted by the Covid-19 pandemic. This negative impact, combined with the rising inflation on materials and parts continues to pose a challenge to LBT's long-term sustainability. According to the Bureau of Labor Statistics, the cost of motor vehicle parts and equipment in urban areas of the U.S. rose



## Budget Environment (cont'd)

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14% from September 2021 to their peak in May 2023, and stabilizing through January 2024. In FY 2023, the average cost per part for LBT was \$117, while in FY 2024 it rose to \$134, marking a 14.5% increase.

### ENTERPRISE RESOURCE PLANNING (ERP) and ENTERPRISE ASSET MANAGEMENT (EAM)

In FY 2024, LBT successfully released a Request for Proposal (RFP) for a new, enterprise-wide ERP/EAM system. Following a thorough evaluation, a select group of proposers were invited to present their products and services.

In FY 2025, LBT will transition to the next phase of the ERP/EAM system procurement process, and aim to achieve the following objectives:

- Modernize the current LBT business processes to incorporate best practices and improve the efficiency of business process automation at all levels of the organization
- Implement a world-class software as a service (SaaS) deployed application platform that is sound, flexible, secure, and expandable to host both ERP and EAM software(s) with full integration to LBT's other operational software
- Deliver an enterprise-wide approach to improve process workflow, business efficiency, accessibility for a mobile workforce, and utilization of enterprise-wide business intelligence and information reporting tools
- Implement a comprehensive organizational change management program that successfully transitions employees to the new ERP/EAM solutions(s) and associated business changes
- Provide staff with all necessary skills and knowledge to increase acceptance and adoption of new systems



## Budget Environment (cont'd)

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### GOPASS/FARELESS SYSTEM INITIATIVE (FSI)

In October 2021, LBT's Board of Directors approved the agency's participation in the Los Angeles Metro's (LA Metro) regional GoPass pilot initiative, also referred to as the Fareless System Initiative (FSI). Under the pilot, eligible K-12 and Community College students attending participating school districts will have access to unlimited rides on all transit agencies that have also signed on to the program. Students can ride with the use of a TAP card that is distributed only through the schools and must be registered online.

School districts and transit agencies participating in the pilot program will share in its cost. K-12 and Community College school districts will contribute \$7 per enrolled student per academic year.

Contributions collected, minus a \$2 per card fee, will be allocated amongst participating transit agencies across the county based on rides taken with each agency. These contributions are expected to be minimal, and the remaining loss of passenger revenue will be subsidized through LBT's operating budget and thereby increasing operational costs.

The initial pilot period was established from October 2021 to June 2023. As of April 2023, LBT has surpassed 1 million rides under the GoPass program.

As of April 2024, the Metro Board of Directors approved a motion to make the pilot program permanent. It is expected that LBT will similarly continue offering the program through the next fiscal year, with further evaluation of how to fund the costs of permanent adoption of the program.



# Budget Objectives

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## BUDGET FOUNDATIONS

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The FY 2025 budget is built upon the following foundational pillars:

- **No Fare Increase**  
LBT will not consider any fare increases as a source of revenue for this fiscal year's budget
- **Deliver Planned Services**  
LBT's goal is to provide 100% of planned service
- **Mitigate Rising Costs**  
LBT faces the rising inflationary prices for supplies and services as seen across the nation
- **Sustain Long-Term Viability**  
LBT based the budget on being good stewards, who are fiscally responsible in order to address the impact of the fiscal challenges
- **Acquire No Debt**  
LBT has maintained a long-standing practice of not running our agency by acquiring debt

LBT is building this year's budget with a focus on organizational optimization, fiscal accountability and long-term sustainability.




## Budget Objectives (cont'd)

### BUDGET OBJECTIVES

Through a series of workshops with managers and the budget team, the ELT determined the agency's focus for the coming year and the key factors driving the FY 2025 budget. Those areas identified form the budget objectives for the year and set the direction for departments as they plan their fiscal year budgets.

Aligned with the budget foundations and LBT's five strategic priorities, LBT developed the following objectives in planning the FY 2025 budget:

| Strategic Priorities  | Budget Objectives  |
|---|--|
|  <b>Safety and Service Quality</b>     | <ul style="list-style-type: none"><li>• Enhance Safety and Security</li><li>• Deliver 100% of Planned Service</li><li>• Increase Fleet Availability and Reliability</li></ul>          |
|  <b>Financial Accountability</b>     | <ul style="list-style-type: none"><li>• Generate Revenue</li><li>• Leverage Data and Optimize Resources</li></ul>  |
|  <b>Employee Engagement</b>          | <ul style="list-style-type: none"><li>• Invest in and Retain Current Employees While Attracting Top Talent</li><li>• Enhance the Employee Experience</li></ul>                         |
|  <b>Customer Experience</b>          | <ul style="list-style-type: none"><li>• Act on Our Customer's Expectations</li><li>• Create Overall Exceptional Experiences</li></ul>  |
|  <b>Community and Industry Focus</b> | <ul style="list-style-type: none"><li>• Strengthen Connections Between LBT, the Community, and the Transportation Industry</li><li>• Build and Capitalize on Brand Awareness</li></ul> |

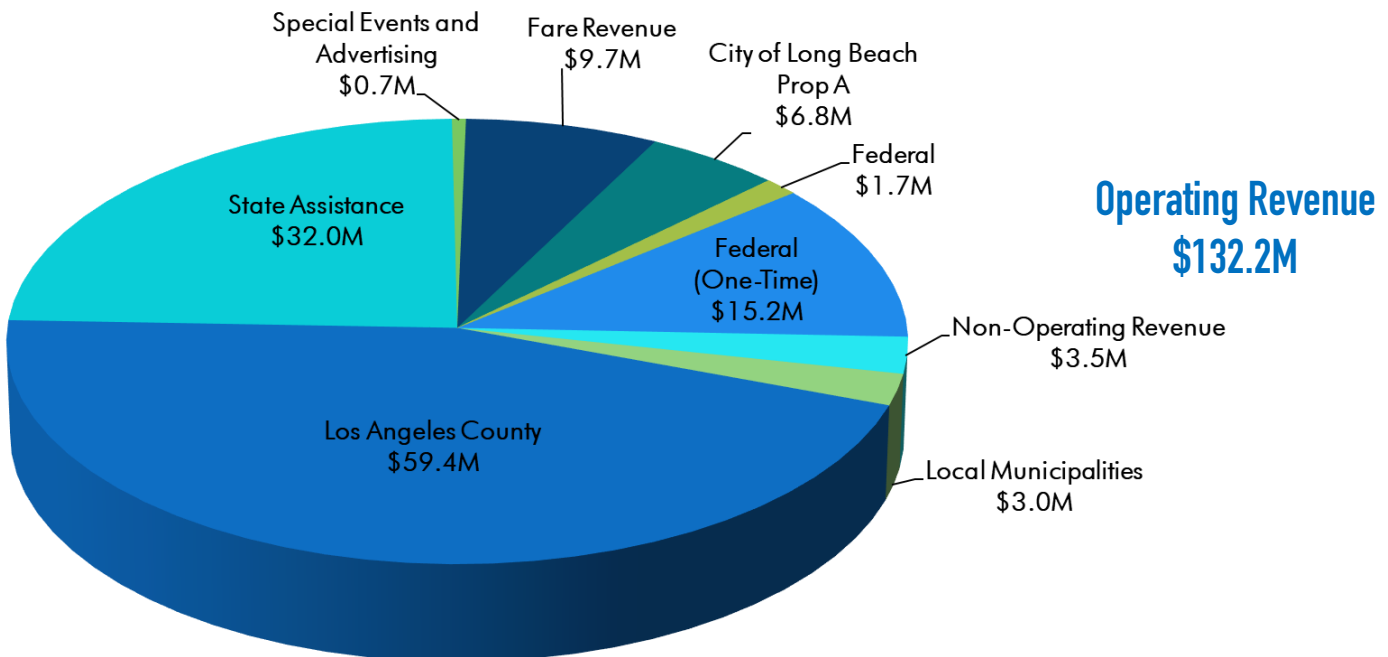
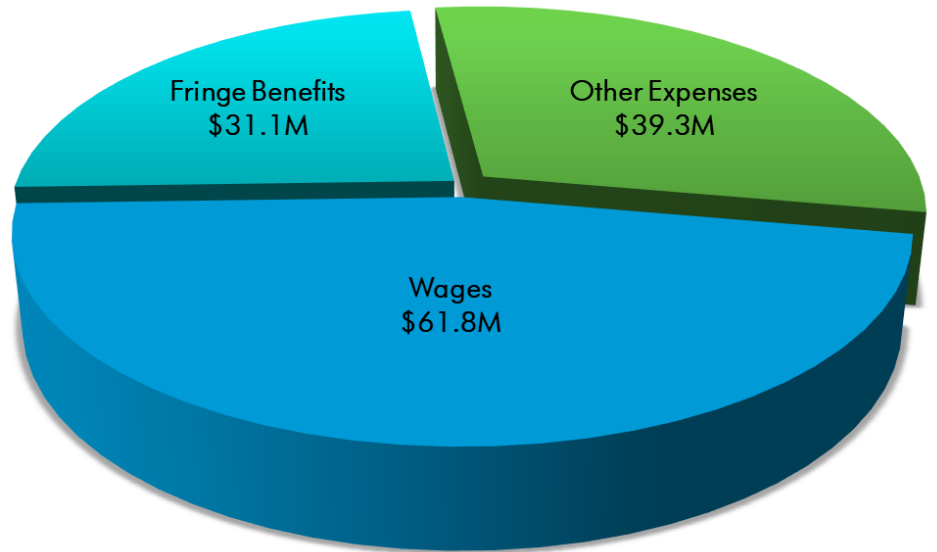


# Operating Budget Overview

## OPERATING BUDGET OVERVIEW

The Agency is presenting a balanced budget, with operating expenses equal to operating revenues.

**Operating Expenses**  
**\$132.2M**



Totals may not add due to rounding.



## Operating Budget Overview (cont'd)

### CHANGE IN NET POSITION

The table below shows how the financial plan for FY 2025 will affect the agency's net position. Net position is the difference between the Agency's assets and liabilities. Note that the estimated and proposed values do not include year-end entries for Governmental Accounting Standards Board (GASB) compliance.

|                                     | Actual<br>FY 2023   | Estimated<br>FY 2024 | Proposed<br>FY 2025 |
|-------------------------------------|---------------------|----------------------|---------------------|
| <b>Operating Revenue</b>            | <b>12,252,500</b>   | <b>10,320,887</b>    | <b>10,476,435</b>   |
| <b>Non Operating Revenue</b>        | <b>101,553,988</b>  | <b>113,346,377</b>   | <b>121,713,486</b>  |
| <b>Total Revenues</b>               | <b>113,806,488</b>  | <b>123,667,264</b>   | <b>132,189,921</b>  |
| <b>Operating Expenses</b>           | <b>116,063,121</b>  | <b>123,667,264</b>   | <b>132,189,921</b>  |
| <b>Depreciation</b>                 | <b>16,794,369</b>   | <b>17,562,088</b>    | <b>17,754,017</b>   |
| <b>Total Operating Expenses</b>     | <b>132,857,490</b>  | <b>141,229,352</b>   | <b>149,943,938</b>  |
| <b>Change Before Capital Grants</b> | <b>(19,051,002)</b> | <b>(17,562,088)</b>  | <b>(17,754,017)</b> |
| <b>Capital Grants</b>               | <b>28,767,615</b>   | <b>37,905,959</b>    | <b>45,843,574</b>   |
| <b>Change in Net Position</b>       | <b>9,716,613</b>    | <b>20,343,871</b>    | <b>28,089,557</b>   |
| <b>Total Net Position, July 1</b>   | <b>85,746,199</b>   | <b>95,569,550</b>    | <b>115,913,421</b>  |
| <b>Restatement*</b>                 | <b>106,738</b>      |                      |                     |
| <b>Total Net Position, June 30</b>  | <b>95,569,550</b>   | <b>115,913,421</b>   | <b>144,002,978</b>  |

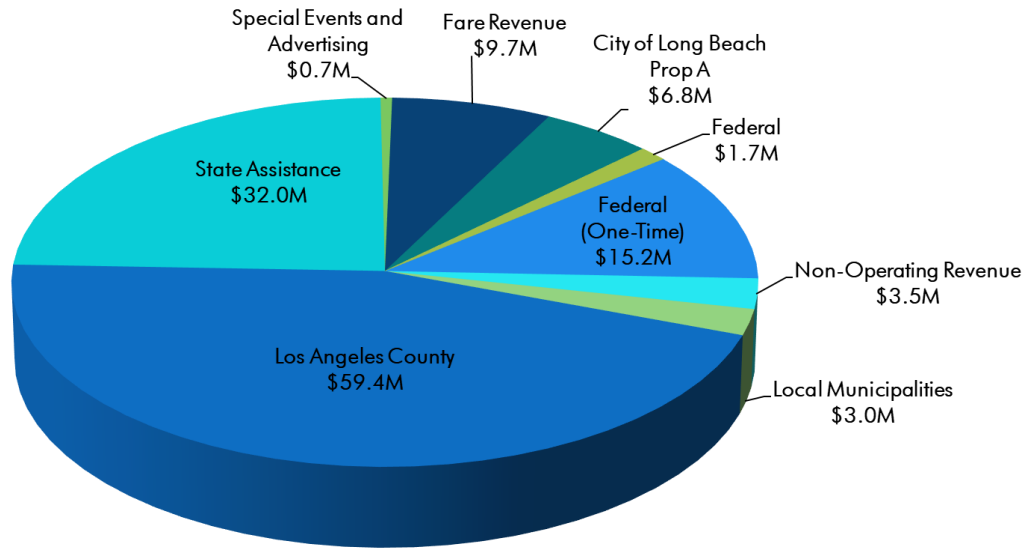
\*The restatement was due to the implementation of GASB 96, Subscription-Based Information Technology Arrangements.



# Operating Revenue Highlights

## OPERATING REVENUE

Captured below in the pie chart and table are LBT's projected revenue sources for FY 2025.



**\$132.2M**

Totals may not add due to rounding.

| Revenue Source                   | Amount        | % of Total |
|----------------------------------|---------------|------------|
| Los Angeles County               | \$59,419,630  | 45.0%      |
| State Assistance                 | \$32,022,888  | 24.2%      |
| Federal (One-Time)               | \$15,214,508  | 11.5%      |
| Fare Revenue                     | \$9,735,097   | 7.4%       |
| City of Long Beach Prop A        | \$6,830,769   | 5.2%       |
| Non-Operating Revenue            | \$3,506,957   | 2.6%       |
| Local Municipalities             | \$3,018,734   | 2.3%       |
| Federal Preventative Maintenance | \$1,700,000   | 1.3%       |
| Special Events and Advertising   | \$741,338     | 0.5%       |
| Total:                           | \$132,189,921 | 100.0%     |



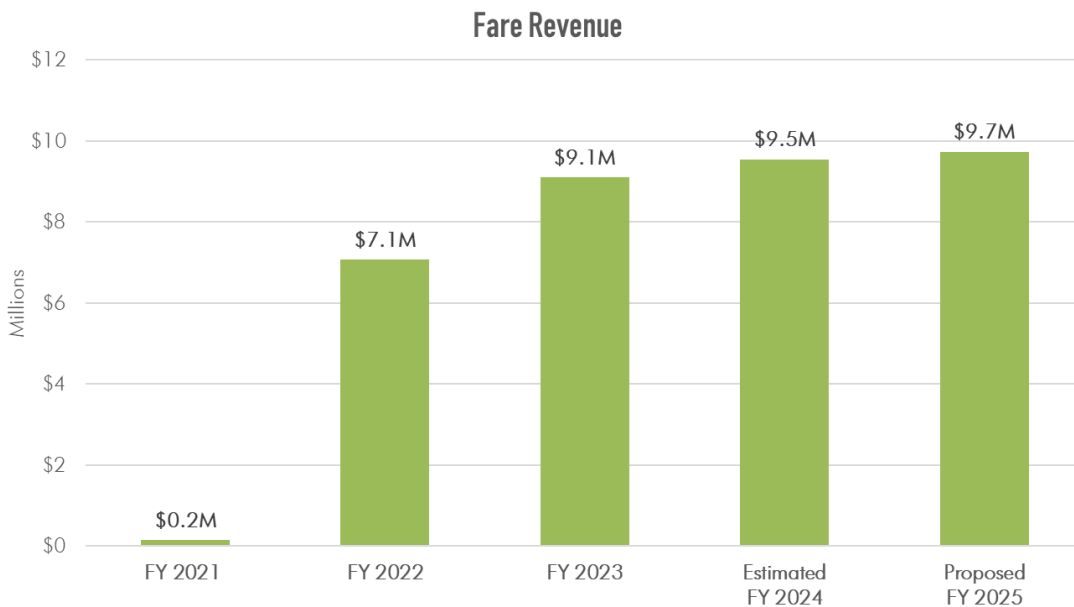
## Operating Revenue Highlights (cont'd)

### FARE REVENUE

In FY 2024, the agency experienced a small uptick in passenger fare revenue primarily from one-way regular and reduced cash fares. The increase coincides with a 3% increase in ridership in those categories for the fiscal year as well.

Passenger fares derived from LBT's participation in the GoPass program also saw an increase due to an increase in cost per student for K-12 Districts from \$5 to \$7 for Year 3 of the program.

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



As can be seen, fare revenue was heavily impacted by the COVID-19 pandemic in FY 2021 and has seen small incremental changes since the return to fare collection and enforcement in FY 2022. With steady service level planned in FY 2025, fare revenue is budgeted to remain relatively flat.

### SUBSIDY REVENUE

The majority of LBT's daily operations are funded by state and county tax revenues. These revenues are received by LA Metro, the regional transportation planning entity and distributed through a Formula Allocation Procedure (FAP). The FAP is based on a formula of 50% vehicle service miles and 50% fare units (passenger revenues divided by base cash fare). The funds are estimated and allocated for the upcoming fiscal year. Variances between the adopted estimates and actual revenues are reconciled in future distributions.



## Operating Revenue Highlights (cont'd)

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Starting in FY 2021, LBT received federal funding from the following sources in response to the COVID-19 pandemic:

### Coronavirus Aid, Relief, and Economic Security (CARES) Act

On March 27, 2020, the CARES Act was signed into law. The CARES Act provided relief funding to prevent, prepare for, and respond to the COVID-19 pandemic. LBT was allocated \$29.2 million in CARES Act funds, which were utilized in FY 2021 primarily for payroll expenses.

### Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

On December 27, 2020, CRRSAA was signed into law, providing supplemental appropriations for COVID-19 relief, \$14 billion of which were allocated to support the transit industry during the COVID-19 public health emergency. LBT was allocated \$26.7 million of CRRSAA funds. LBT utilized \$14.7 million and \$7.1 million of CRRSAA funds in FY 2022 and FY 2023, respectively. And LBT plans to utilize the remaining \$4.9 million in FY 2024 to support operating expenses.

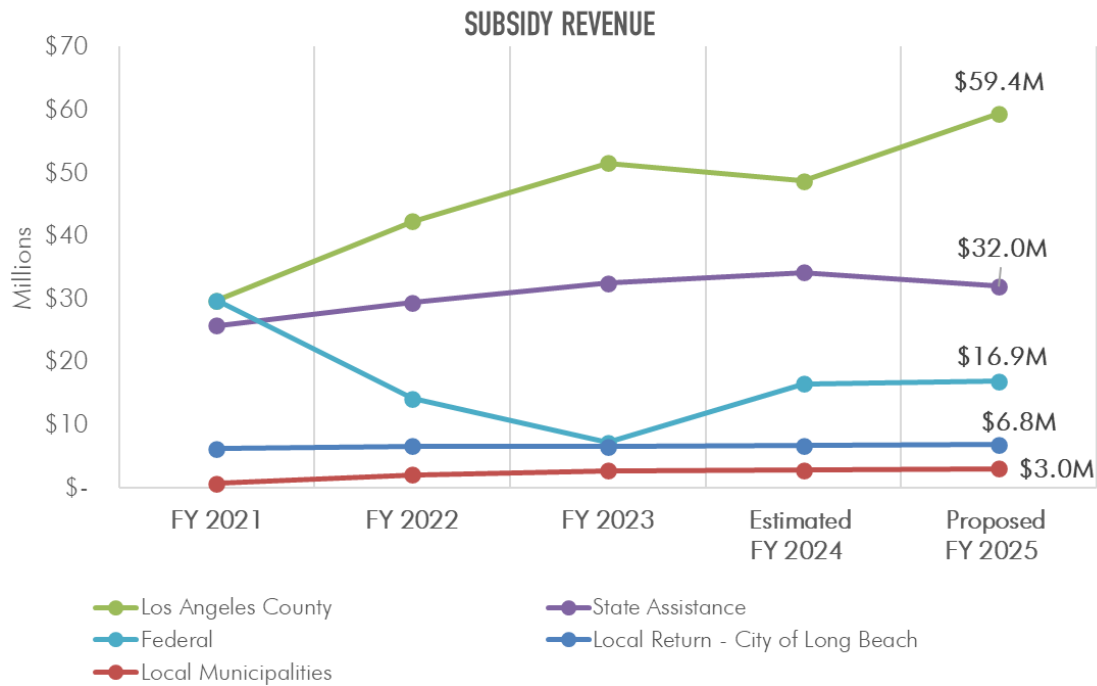
### American Rescue Plan Act (ARPA)

On March 11, 2021, ARPA was signed into law, providing about \$30 billion for transit operators nationwide to prevent, prepare for, and respond to the COVID-19 pandemic. LBT was allocated \$42.9 million in ARPA funds and plans to utilize \$11.1 million in FY 2024 and \$15.2 million in FY 2025 to support operating expenses.



## Operating Revenue Highlights (cont'd)

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



### INVESTMENT REVENUE

The steep increase in inflation that was seen in recent years has stabilized as the Federal Reserve increased interest rates to temper the economy. With the recent stabilization, the Federal Reserve has steadied the rate increase and may consider rate decreases in the coming quarters. Since LBT holds depository accounts with the State of California, the potential decrease in rates may contribute to a scaled-down interest earnings in FY 2025. However, LBT's bonds and government bonds in its corporate investment account, which has an inverse relationship to the market interest rate, may positively impact the agency's interest earnings as a component of operating revenue.

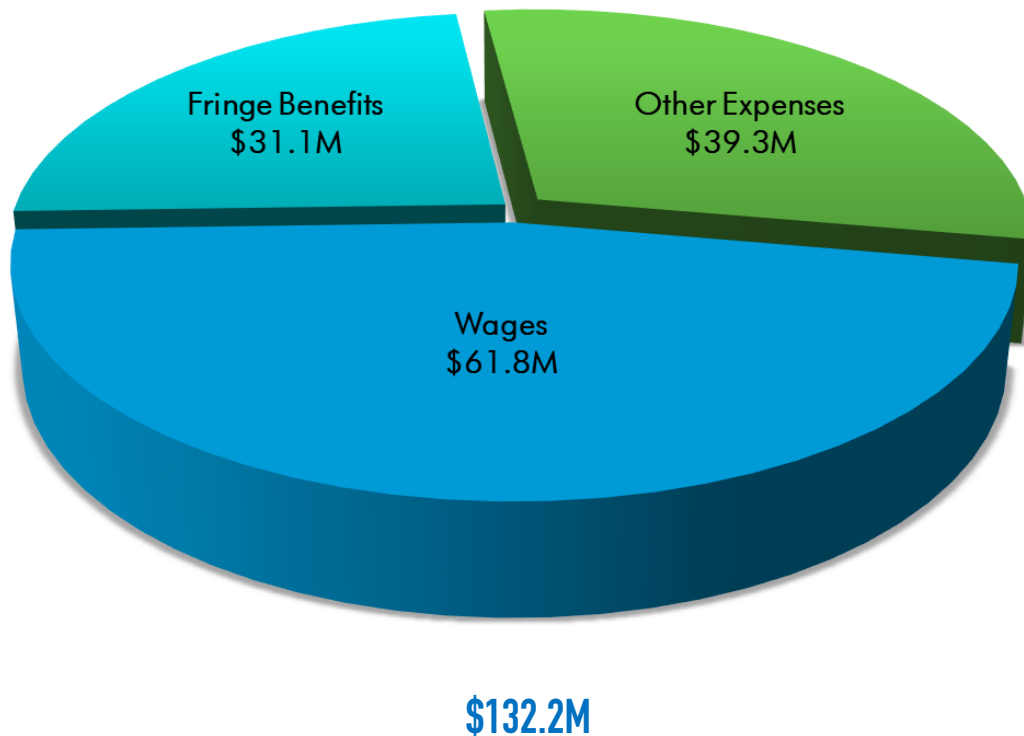
With consideration of these market conditions, investment revenue for FY 2025 was budgeted conservatively and less than previous year.



# Operating Expense Highlights

## OPERATING EXPENSES

The following pie chart depicts the budgeted amounts for wages, fringe benefits and other expenses, which includes fuel, lubricants, utilities, parts and materials.



## SERVICE DELIVERY

LBT plans to deliver 100% of planned service at a comparable service level to the previous year.

## RETIREMENT BENEFITS

Retirement benefit expenses continue to be a significant cost driver for LBT and are managed to ensure long-term program sustainability.

LBT sponsors three retirement plans: a defined benefit pension plan for contract employees; a defined benefit pension plan for salaried and AFSCME employees hired before April 1, 2011; and a defined contribution plan for salaried and AFSCME employees hired on or after April 1, 2011.



## Operating Expense Highlights (cont'd)

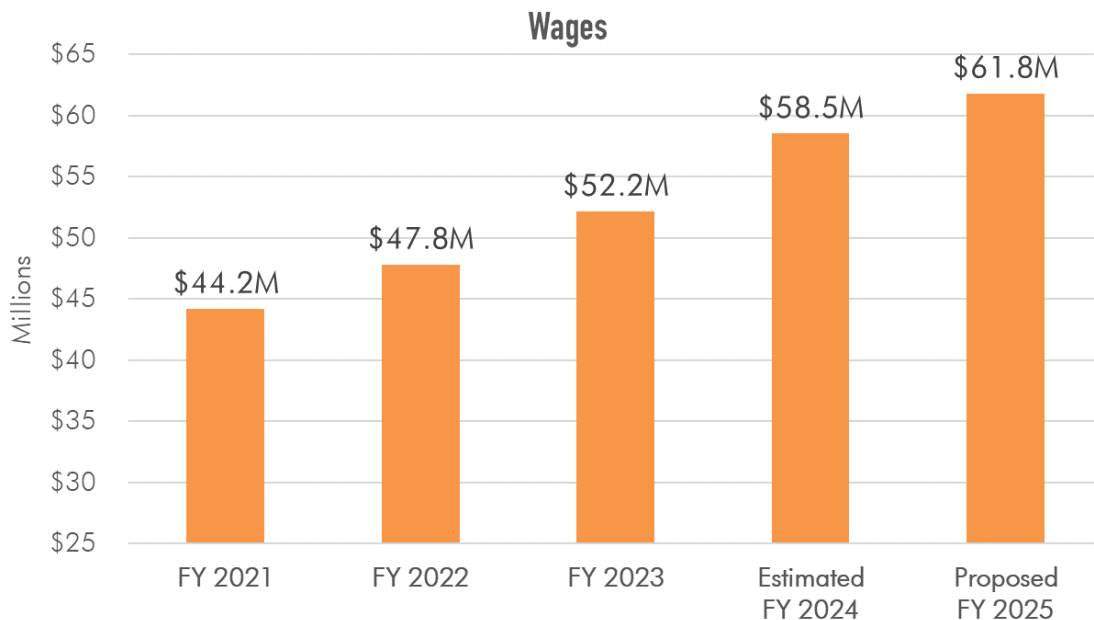
A significant factor affecting the contribution rates of the upcoming year for defined benefit plans is the investment rate of return during the previous fiscal year. Although FY 2024 has experienced positive market returns, the market remains unpredictable and volatile, and LBT continues to anticipate further uncertainty. The FY 2025 budget incorporates some factors of volatility in its retirement plan contribution rates.

The agency adjusted the defined benefit pension plans' expected rates of return in the previous fiscal years to be more in line with market performance.

### WAGES

LBT continues to focus on recruitment efforts to support service levels and staffing requirements. In a low unemployment market, LBT strives to remain competitive in the region.

The bar graph below depicts the rise in employee wages over the past five fiscal years and incorporates the newly ratified collective bargaining agreements. Wages are the largest expense incurred by LBT.



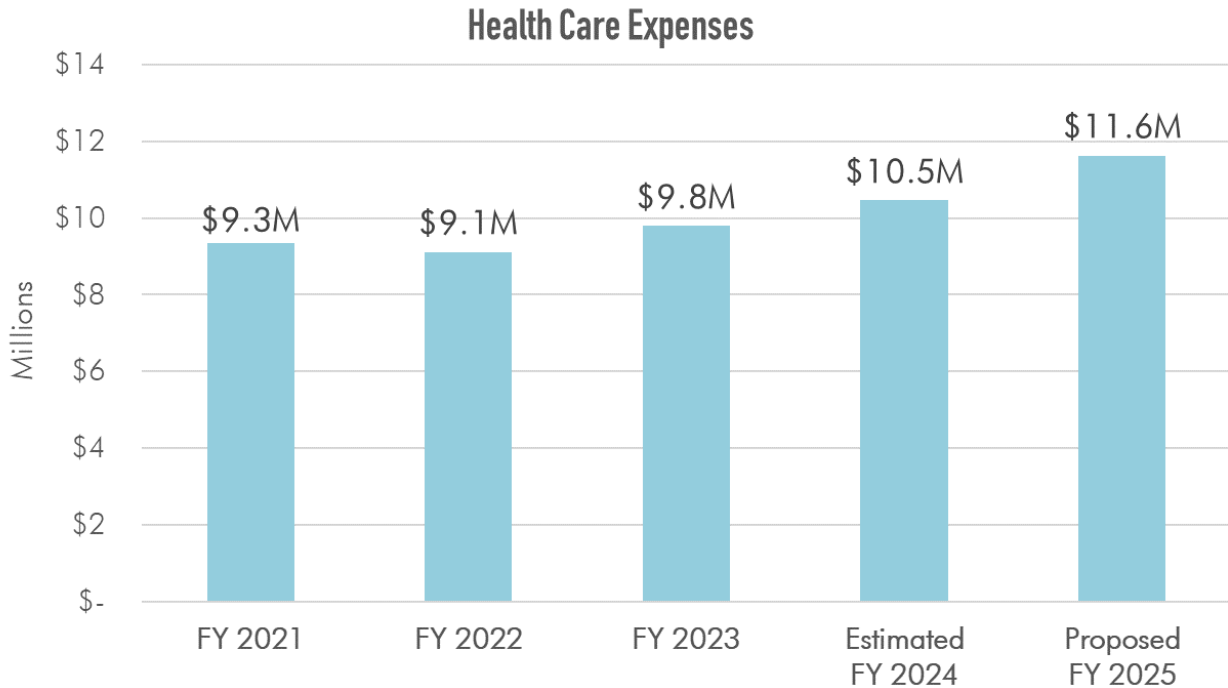
### HEALTH CARE

Healthcare costs continue to be a focal point as they remain a large expense for LBT. In FY 2025, LBT's health care costs are projected to increase by an average of 4.0%. LBT partners with its insurance carrier to implement programs that assist in managing expenses in order to mitigate future increases.



## Operating Expense Highlights (cont'd)

The bar graph below illustrates the trend in employee health care costs over the past five fiscal years. Since FY 2021, LBT's health care costs have increased by 25%.



### WORKERS' COMPENSATION

The FY 2025 workers' compensation costs are projected to increase due to increases in labor expense and medical expenses. LBT continues to proactively implement mitigating measures to minimize claims and contain cost, such as return-to-work programs.

### PERSONAL LIABILITY AND PROPERTY DAMAGE (PLPD)

With comparable service levels in FY 2025, the reserve level will remain constant with FY 2024. The general insurance market conditions continue to be a challenge in FY 2025 as the insurers exit the State of California. Specifically for public transit, there are few insurance carriers writing excess liability coverage in California and insureds continue to see significant premium increases. LBT continues its effort to settle cases in order to reduce actuarial reserves.



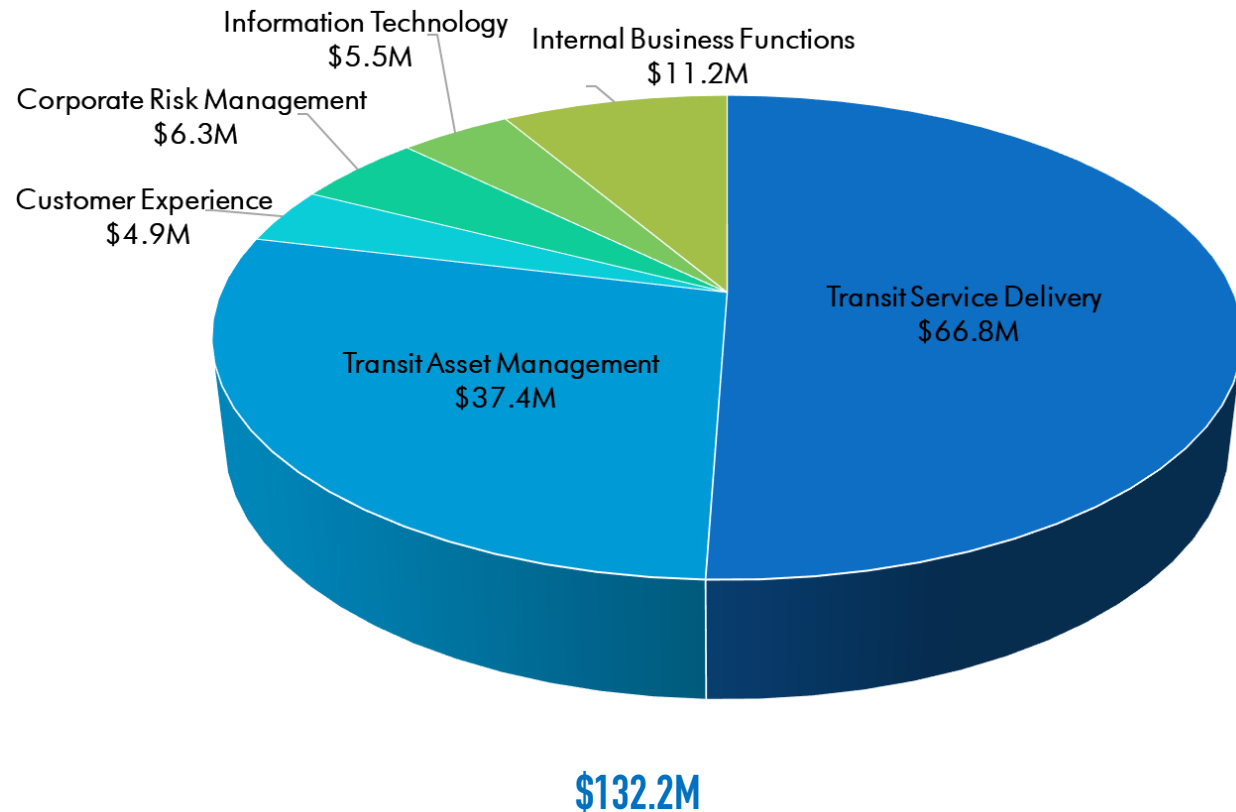
## Operating Expense Highlights (cont'd)

### CORE BUSINESS CATEGORIES

The core business categories are the essential functions that drive LBT's value creation. The agency focuses on these core categories to coordinate and collectively perform the work that allows LBT to execute its strategic priorities and achieve its organizational objectives each fiscal year.

For the agency to run optimally and provide excellent services to its customers, all business functions must be well executed for LBT to remain a top-rated transit agency.

The following chart depicts budgeted expenditures relative to each core business category.



Totals may not add due to rounding.



## **Operating Expense Highlights (cont'd)**

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The core business categories are as follows:

### **Transit Asset Management**

LBT's 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 execute the activities related to delivering service to LBT's customers in the community, including fixed route, paratransit and water taxi services. It includes training of operators, planning of routes and providing security for the system. 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 the agency's website to gain information about LBT's services.

### **Corporate Risk Management**

LBT's next business category is about managing the agency's risk. This captures the agency's Risk Management department, including insurance, management of workers' compensation and personal liability and property damage (PLPD) 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.

### **Internal Business Functions**

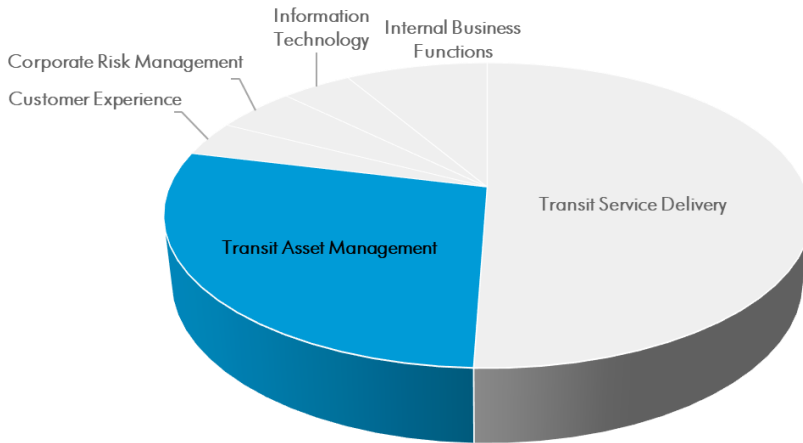
The Internal Business Function category incorporates the personnel, plans and strategic focus to ensure that LBT can effectively lead and focus on its mission and strategic priorities.



## Operating Expense Highlights (cont'd)

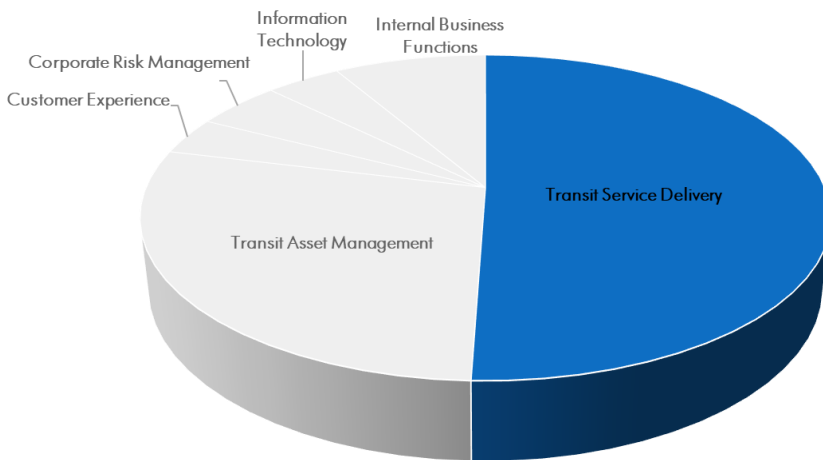
The following pie charts depict budgeted expenditures relative to each core business category.

### TRANSIT ASSET MANAGEMENT



| Transit Asset Management (\$) |                   |
|-------------------------------|-------------------|
| Vehicle Maintenance           | 20,863,561        |
| Infrastructure and Utilities  | 7,644,508         |
| Fuel and Lubricants           | 6,466,916         |
| Warehouse                     | 1,312,604         |
| Procurement                   | 840,535           |
| Training                      | 251,024           |
| <b>Total</b>                  | <b>37,379,148</b> |

### TRANSIT SERVICE DELIVERY

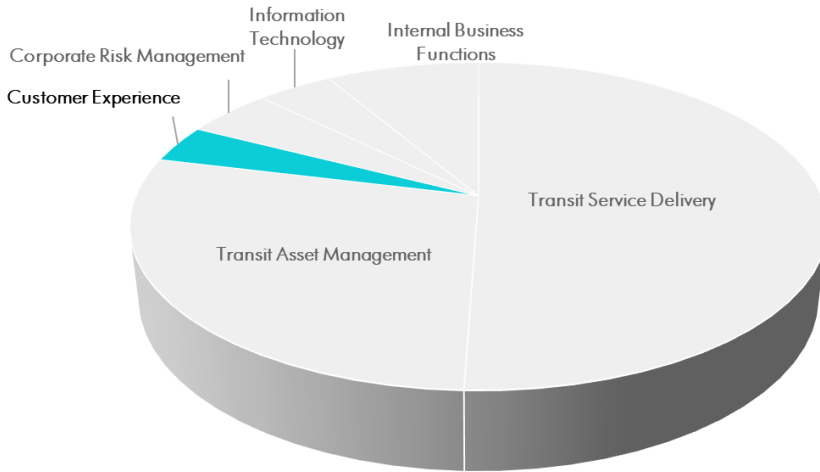


| Transit Service Delivery (\$) |                   |
|-------------------------------|-------------------|
| Daily Operations              | 57,294,615        |
| Security                      | 3,776,041         |
| Planning                      | 1,720,356         |
| Dial-A-Lift                   | 1,497,944         |
| Training                      | 1,422,470         |
| Aqua Services                 | 1,115,818         |
| <b>Total</b>                  | <b>66,827,244</b> |



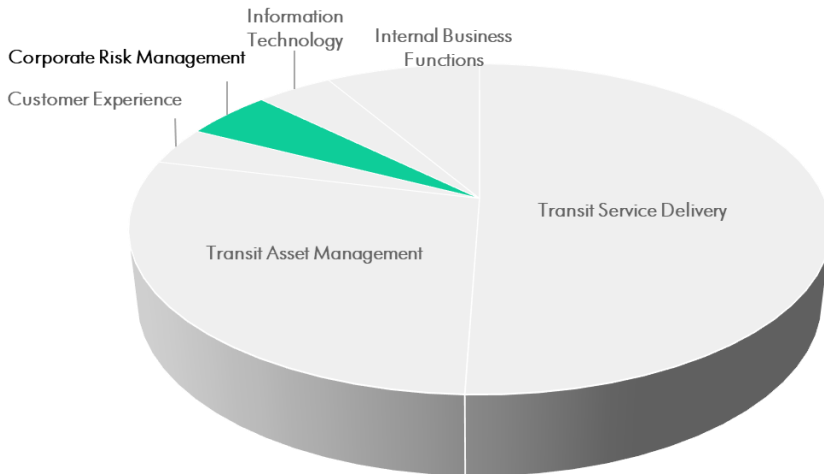
## Operating Expense Highlights (cont'd)

### CUSTOMER EXPERIENCE



| Customer Experience (\$)              |           |
|---------------------------------------|-----------|
| Customer Relations and Communications | 3,418,853 |
| Transit Customer Amenities            | 1,500,660 |
| Total                                 | 4,919,513 |

### CORPORATE RISK MANAGEMENT

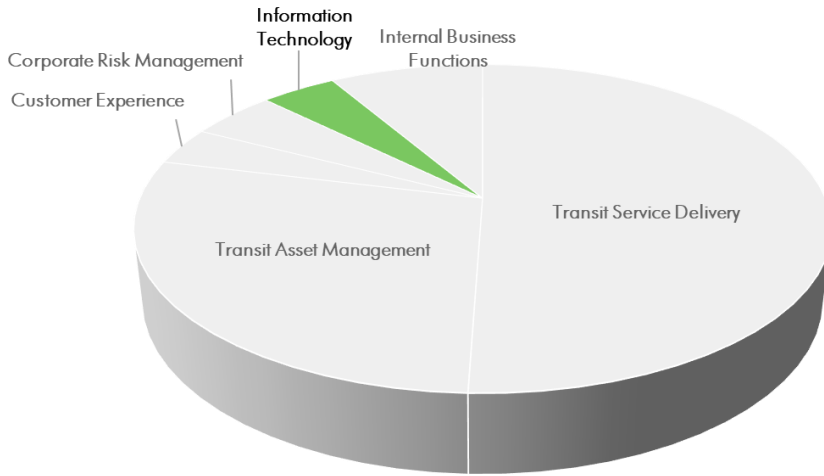


| Corporate Risk Management (\$) |           |
|--------------------------------|-----------|
| Risk Management                | 6,316,457 |
| Total                          | 6,316,457 |



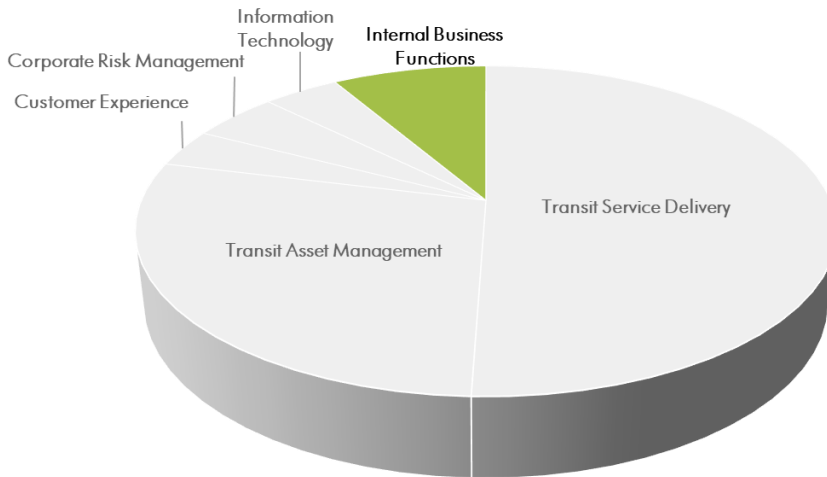
## Operating Expense Highlights (cont'd)

### INFORMATION TECHNOLOGY



| Information Technology (\$) |           |
|-----------------------------|-----------|
| Information Technology      | 5,533,037 |
| Total                       | 5,533,037 |

### INTERNAL BUSINESS FUNCTIONS



| Internal Business Functions (\$)              |            |
|---|------------|
| Finance and Budget                            | 3,762,701  |
| Organizational Development and Administration | 3,462,519  |
| Office of the CEO                             | 2,260,436  |
| Office of the Deputy CEO                      | 827,760    |
| Government Relations                          | 512,576    |
| Performance Management                        | 388,530    |
| Total   | 11,214,522 |



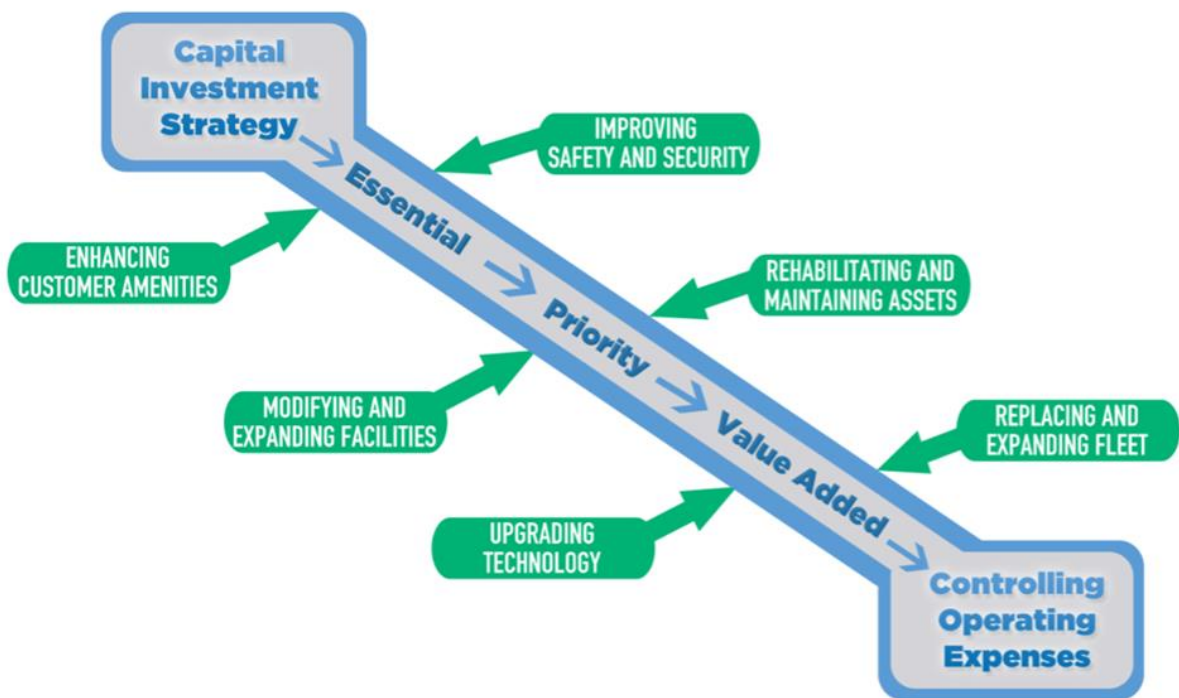
# Capital Budget Summary

## CAPITAL STRATEGIC PRIORITIES

The FY 2025 capital projects have been developed and aligned with LBT's capital strategic focus. The capital projects were proposed by department managers and evaluated by an internal Key Performance Indicators (KPI) team. The KPI team is a cross-departmental matrix team that evaluates the proposed capital projects based on the capital 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 reevaluated the following fiscal year.

The ELT reviewed the KPI team's recommendations to ensure that the FY 2025 capital budget best reflects LBT's Strategic Priorities and capital strategic focus.

## CAPITAL STRATEGIC FOCUS AND RANKING



## CAPITAL ANALYSIS PROCESS



## Capital Budget Summary (cont'd)

### CAPITAL FUND BALANCE

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

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

| Funding Source     | FY2024<br>Through Q3 | Estimated<br>Addition | Estimated<br>Expenditures | Estimated<br>FY2025 |
|--------------------|----------------------|-----------------------|---------------------------|---------------------|
| Federal            | \$ 226,204           | \$ -                  | \$ (153,576)              | \$ 72,628           |
| State              | \$ 1,444,715         | \$ 3,724              | \$ (2,550)                | \$ 1,445,889        |
| County             | \$ 184,403           | \$ -                  | \$ (1,251)                | \$ 183,152          |
| Total Fund Balance | \$ 1,855,322         | \$ 3,724              | \$ (157,377)              | \$ 1,701,669        |

LBT 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 Bipartisan Infrastructure Law. The agency is eligible to receive funds based on a formula allocation and discretionary money for specific projects such as bus procurements.

The Bipartisan Infrastructure Law, enacted on November 15, 2021, established funding levels and federal policy for the nation's highways and public transit systems for fiscal years 2022 through 2026.

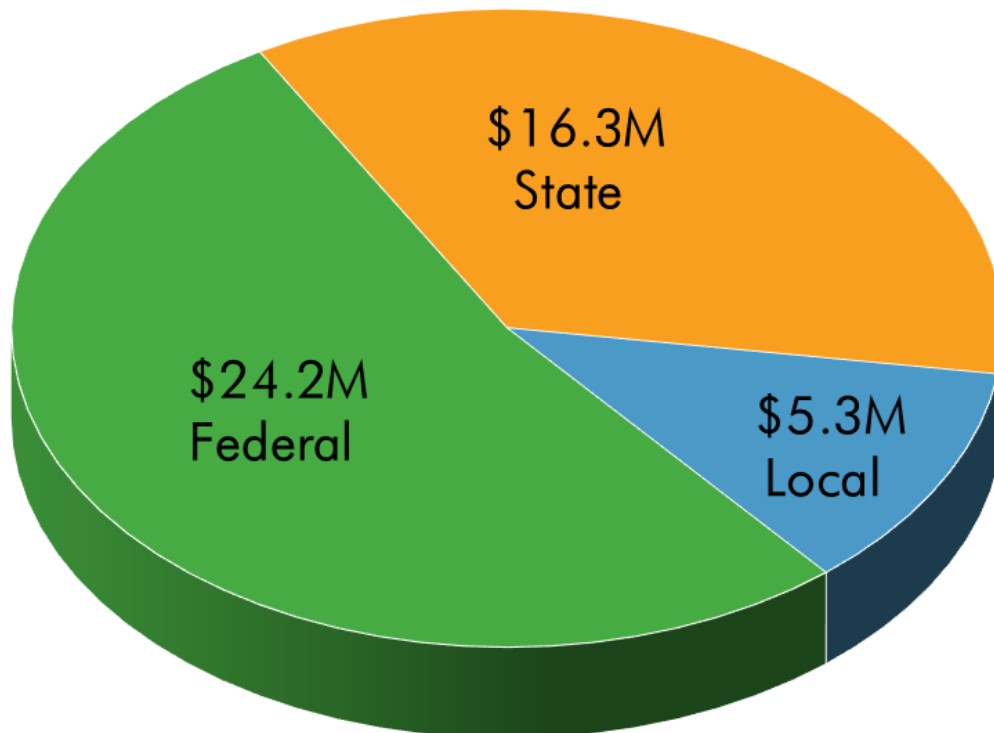


## Capital Budget Summary (cont'd)

### CAPITAL FUNDING SOURCES

#### FY 2025 CAPITAL PROGRAM FUNDING SOURCES

\$45.8M





# Capital Program

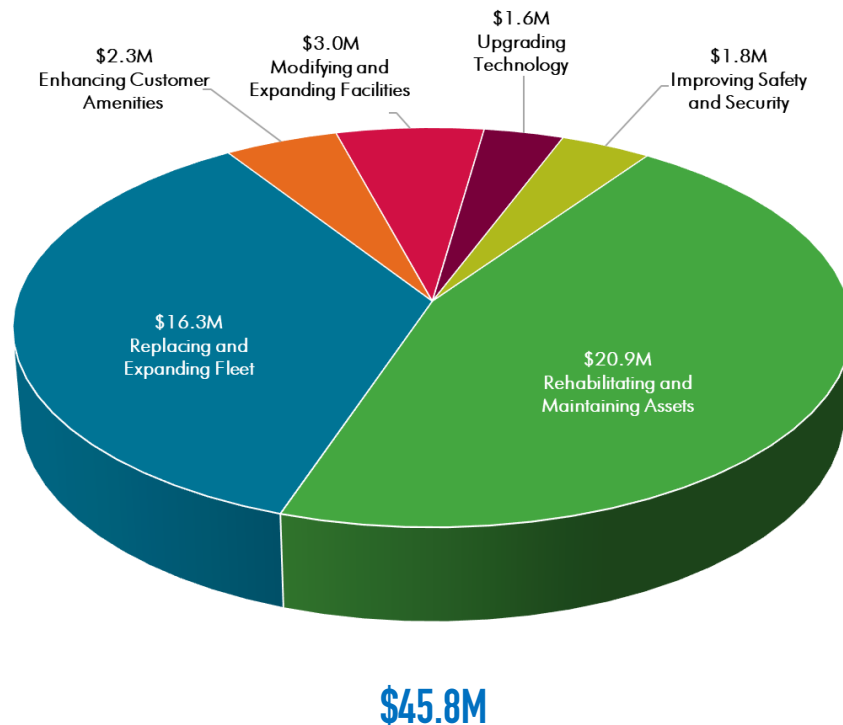
## CAPITAL PROGRAM

The FY 2025 capital projects have been 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 2025 is approximately \$45.8 million, which includes the following types of projects:

- Electrification Infrastructure
- Bus Replacement
- ERP EAM Replacement
- Bus Stop Improvements
- Safety and Security Upgrades
- Bus Components to Maintain Assets in a “Like-New Condition”

### FY 2025 CAPITAL PROJECTS ALLOCATION



Totals may not add due to rounding.



# FY 2024 Distinguished Budget Presentation Award

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Long Beach Public Transportation Company  
California**

For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Morrell*

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to LBT for its Annual Budget for the fiscal year beginning July 1, 2023. 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 2025 budget contained within this document continues to conform to program requirements and is submitting it to the GFOA to determine its eligibility for another award.

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# OPERATING REVENUE







# FY 2025

## Sources of Operating Revenue

| REVENUE<br>DESCRIPTION                        | ACTUAL<br>FY 2023     | ESTIMATED<br>FY 2024  | PROPOSED<br>FY 2025   |
|---|-----------------------|-----------------------|-----------------------|
| <b>Fare Revenue:</b>                          |                       |                       |                       |
| Regular Cash Fares                            | \$ 5,207,071          | \$ 5,642,559          | \$ 5,642,559          |
| Regular Pass Sales                            | 542,574               | 589,303               | 589,303               |
| Regular Day and 5-Day Pass                    | 359,119               | 345,032               | 345,032               |
| Interagency Transfers                         | 3,026                 | 3,136                 | 3,136                 |
| Special/Senior Cash Fares                     | 1,125,205             | 1,276,247             | 1,276,247             |
| Special/Senior Pass Fares                     | 220,805               | 230,712               | 230,712               |
| Senior Day and 5-Day Pass                     | 230,018               | 242,926               | 242,926               |
| Student Pass Fares                            | 554,533               | 491,282               | 483,895               |
| Student GoPass (FSI)                          | 523,773               | 410,500               | 578,325               |
| Dial-A-Lift Fares                             | 39,388                | 37,911                | 40,321                |
| Water Taxi Fares                              | 300,859               | 278,815               | 302,641               |
| <b>Total Fare Revenue</b>                     | <b>\$ 9,106,371</b>   | <b>\$ 9,548,423</b>   | <b>\$ 9,735,097</b>   |
| <b>Special Events</b>                         | <b>\$ 47,625</b>      | <b>\$ 31,781</b>      | <b>\$ 41,338</b>      |
| <b>Advertising</b>                            | <b>717,456</b>        | <b>740,683</b>        | <b>700,000</b>        |
| <b>Special Events and Advertising Revenue</b> | <b>\$ 765,081</b>     | <b>\$ 772,464</b>     | <b>\$ 741,338</b>     |
| <b>Non-Operating Revenue:</b>                 |                       |                       |                       |
| Investment Revenue                            | \$ 1,228,625          | \$ 2,598,090          | \$ 1,700,000          |
| Alternative Fuel Credits                      | 1,624,307             | 1,168,911             | 500,000               |
| Lease Revenue                                 | 709,667               | 753,652               | 1,131,743             |
| Miscellaneous                                 | 47,074                | 23,355                | 175,214               |
| <b>Total Non-Operating Revenue</b>            | <b>\$ 3,609,673</b>   | <b>\$ 4,544,008</b>   | <b>\$ 3,506,957</b>   |
| <b>Subsidy Revenue:</b>                       |                       |                       |                       |
| Prop A Local Return                           |                       |                       |                       |
| - City of Long Beach                          | \$ 6,515,894          | \$ 6,696,529          | \$ 6,830,769          |
| Local Municipalities                          | 2,670,665             | 2,801,662             | 3,018,734             |
| Los Angeles County                            | 51,536,422            | 48,665,845            | 59,419,630            |
| State Assistance                              | 32,452,380            | 34,146,305            | 32,022,888            |
| Federal                                       | 7,150,002             | 16,492,028            | 16,914,508            |
| <b>Total Subsidy Revenue</b>                  | <b>\$ 100,325,363</b> | <b>\$ 108,802,369</b> | <b>\$ 118,206,529</b> |
| <b>Total Revenues</b>                         | <b>\$ 113,806,488</b> | <b>\$ 123,667,264</b> | <b>\$ 132,189,921</b> |

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 of Directors has not yet adopted final funding marks. LBT's Board of Directors will be advised should the funding marks be materially changed during the fiscal year.



# FY 2025 Operating Revenue by Mode

## ACTUAL FY 2023

| Source                                 | Total                 | Fixed Route           | Dial-A-Lift         | Water Taxi        | Special Events   |
|--|-----------------------|-----------------------|---------------------|-------------------|------------------|
| Fares                                  | \$ 9,106,371          | \$ 8,766,124          | \$ 39,388           | \$ 300,859        | \$ -             |
| Special Events                         | 47,625                | -                     | -                   | -                 | 47,625           |
| Advertising                            | 717,456               | 717,456               | -                   | -                 | -                |
| Non-Operating                          | 3,609,673             | 3,583,508             | -                   | 26,165            | -                |
| City of Long Beach-Prop A Local Return | 6,515,894             | 6,515,894             | -                   | -                 | -                |
| Local Municipalities                   | 2,670,665             | 2,581,527             | 89,138              | -                 | -                |
| Los Angeles County                     |                       |                       |                     |                   |                  |
| Bus System Improvement Program (BSIP)  | 892,094               | 892,094               | -                   | -                 | -                |
| Foothill Mitigation                    | 1,094,897             | 1,094,897             | -                   | -                 | -                |
| Measure M                              | 14,504,022            | 14,504,022            | -                   | -                 | -                |
| Measure R                              | 12,935,117            | 12,935,117            | -                   | -                 | -                |
| Prop A Discretionary                   | 16,493,649            | 16,130,194            | 363,455             | -                 | -                |
| Prop C-Security Program                | 3,057,135             | 3,057,135             | -                   | -                 | -                |
| Service Expansion Program              | 2,471,477             | 2,471,477             | -                   | -                 | -                |
| Express Toll Revenue                   | 88,031                | 88,031                | -                   | -                 | -                |
| State Assistance                       |                       |                       |                     |                   |                  |
| TDA                                    | 23,048,928            | 21,594,050            | 802,707             | 652,171           | -                |
| STA                                    | 4,713,462             | 4,713,462             | -                   | -                 | -                |
| SB1                                    | 4,436,981             | 4,436,981             | -                   | -                 | -                |
| LCTOP                                  | 238,475               | 238,475               | -                   | -                 | -                |
| TIRCP                                  | 14,534                | 14,534                | -                   | -                 | -                |
| Federal                                |                       |                       |                     |                   |                  |
| Preventative Maintenance               | 100,000               | 100,000               | -                   | -                 | -                |
| CRRSAA                                 | 7,050,002             | 7,050,002             | -                   | -                 | -                |
| <b>Total Revenues</b>                  | <b>\$ 113,806,488</b> | <b>\$ 111,484,980</b> | <b>\$ 1,294,688</b> | <b>\$ 979,195</b> | <b>\$ 47,625</b> |
| <b>Vehicle Service Hours (VSH)</b>     |                       | <b>641,980</b>        |                     |                   |                  |
| <b>Cost per VSH</b>                    |                       | <b>\$ 173.66</b>      |                     |                   |                  |

## ESTIMATED FY 2024

| Source                                 | Total                 | Fixed Route           | Dial-A-Lift         | Water Taxi          | Special Events   |
|--|-----------------------|-----------------------|---------------------|---------------------|------------------|
| Fares                                  | \$ 9,548,423          | \$ 9,231,697          | \$ 37,911           | \$ 278,815          | \$ -             |
| Special Events                         | 31,781                | -                     | -                   | 2,250               | 29,531           |
| Advertising                            | 740,683               | 740,683               | -                   | -                   | -                |
| Non-Operating                          | 4,544,008             | 4,522,288             | -                   | 21,720              | -                |
| City of Long Beach-Prop A Local Return | 6,696,529             | 6,696,529             | -                   | -                   | -                |
| Local Municipalities                   | 2,801,662             | 2,717,130             | 84,532              | -                   | -                |
| Los Angeles County                     |                       |                       |                     |                     |                  |
| Bus System Improvement Program (BSIP)  | 925,191               | 925,191               | -                   | -                   | -                |
| Foothill Mitigation                    | 1,249,915             | 1,249,915             | -                   | -                   | -                |
| Measure M                              | 6,893,864             | 6,893,864             | -                   | -                   | -                |
| Measure R                              | 15,882,204            | 15,882,204            | -                   | -                   | -                |
| Prop A Discretionary                   | 17,547,201            | 17,162,400            | 384,801             | -                   | -                |
| Prop C-Security Program                | 3,554,049             | 3,554,049             | -                   | -                   | -                |
| Service Expansion Program              | 2,563,169             | 2,563,169             | -                   | -                   | -                |
| Express Toll Revenue                   | 50,252                | 50,252                | -                   | -                   | -                |
| State Assistance                       |                       |                       |                     |                     |                  |
| TDA                                    | 25,332,117            | 23,757,135            | 827,608             | 747,374             | -                |
| STA                                    | 4,940,880             | 4,940,880             | -                   | -                   | -                |
| SB1                                    | 3,784,634             | 3,784,634             | -                   | -                   | -                |
| TIRCP                                  | 88,674                | 88,674                | -                   | -                   | -                |
| Federal                                |                       |                       |                     |                     |                  |
| Preventative Maintenance               | 500,000               | 500,000               | -                   | -                   | -                |
| CRRSAA                                 | 4,916,227             | 4,916,227             | -                   | -                   | -                |
| ARPA                                   | 11,075,801            | 11,075,801            | -                   | -                   | -                |
| <b>Total Revenues</b>                  | <b>\$ 123,667,264</b> | <b>\$ 121,252,722</b> | <b>\$ 1,334,852</b> | <b>\$ 1,050,159</b> | <b>\$ 29,531</b> |
| <b>Vehicle Service Hours (VSH)</b>     |                       | <b>671,534</b>        |                     |                     |                  |
| <b>Cost per VSH</b>                    |                       | <b>\$ 180.56</b>      |                     |                     |                  |



# FY 2025 Operating Revenue by Mode (cont'd)

## PROPOSED FY 2025

| Source                                 | Total                 | Fixed Route           | Dial-A-Lift         | Water Taxi          | Special Events   |
|--|-----------------------|-----------------------|---------------------|---------------------|------------------|
| Fares                                  | \$ 9,735,097          | \$ 9,392,135          | \$ 40,321           | \$ 302,641          | \$ -             |
| Special Events                         | 41,338                | -                     | -                   | 7,438               | 33,900           |
| Advertising                            | 700,000               | 700,000               | -                   | -                   | -                |
| Non-Operating                          | 3,506,957             | 3,484,191             | -                   | 22,766              | -                |
| City of Long Beach-Prop A Local Return | 6,830,769             | 6,830,769             | -                   | -                   | -                |
| Local Municipalities                   | 3,018,734             | 2,929,352             | 89,382              | -                   | -                |
| Los Angeles County                     |                       |                       |                     |                     |                  |
| Bus System Improvement Program (BSIP)  | 952,947               | 952,947               | -                   | -                   | -                |
| Foothill Mitigation                    | 1,123,000             | 1,123,000             | -                   | -                   | -                |
| Measure M                              | 19,257,479            | 19,257,479            | -                   | -                   | -                |
| Measure R                              | 14,612,930            | 14,612,930            | -                   | -                   | -                |
| Prop A Discretionary                   | 18,036,133            | 17,596,617            | 439,516             | -                   | -                |
| Prop C-Security Program                | 2,797,077             | 2,797,077             | -                   | -                   | -                |
| Service Expansion Program              | 2,640,064             | 2,640,064             | -                   | -                   | -                |
| Express Toll Revenue                   | -                     | -                     | -                   | -                   | -                |
| State Assistance                       |                       |                       |                     |                     |                  |
| TDA                                    | 19,688,684            | 17,976,986            | 928,725             | 782,973             | -                |
| STA                                    | 7,014,131             | 7,014,131             | -                   | -                   | -                |
| SB1                                    | 5,320,073             | 5,320,073             | -                   | -                   | -                |
| Federal                                |                       |                       |                     |                     |                  |
| Preventative Maintenance               | 1,700,000             | 1,700,000             | -                   | -                   | -                |
| ARPA                                   | 15,214,508            | 15,214,508            | -                   | -                   | -                |
| <b>Total Revenues</b>                  | <b>\$ 132,189,921</b> | <b>\$ 129,542,259</b> | <b>\$ 1,497,944</b> | <b>\$ 1,115,818</b> | <b>\$ 33,900</b> |
| Vehicle Service Hours (VSH)            |                       | 664,127               |                     |                     |                  |
| Cost per VSH                           |                       | \$ 195.06             |                     |                     |                  |



# Descriptions of Operating Revenue

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## Advertising

LBT receives 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 CNG.

## City of Long Beach – Prop A Local Return

The City of Long Beach 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 Program 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.

## Fare Revenue

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

## Federal

Annually, LBT receives an apportionment of Section 5307 Urbanized Area Formula funds for its capital activities. The FTA allows such funds to be used for preventive maintenance.

- **Preventive Maintenance**

Preventive Maintenance is defined as all the activities, supplies, materials, labor, services and associated costs required to preserve or extend the functionality and serviceability of the asset in a cost-effective manner, up to and including satisfactory maintenance of the assets. The costs and revenue associated with such funds are reflected in the operating budget.



# Descriptions of Operating Revenue (cont'd)

## Other Federal Sources

- **The Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA)**  
CRRSAA funds are disbursed through FTA apportionments to its Urbanized Area (Section 5307) eligible recipients. These funds are allocated to support the transit industry during the COVID-19 pandemic. CRRSAA funds are eligible and prioritized at 100% federal funding for operating expenses but may be used for capital expenses.
- **The American Rescue Plan Act of 2021 (ARPA)**  
ARPA funds are disbursed through FTA apportionments to its Urbanized Area (Section 5307) eligible recipients. ARPA supports the nation's public transportation systems as they continue to respond to the COVID-19 pandemic. ARPA funds are eligible and prioritized at 100% federal funding for operating expenses but may be used for capital expenses.

## Lease Revenue

Revenue generated from leasing agreements of corporate administrative office building.

## 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

LBT receives funds from eight municipal jurisdictions served by LBT — Bellflower, Carson, Cerritos, Hawaiian Gardens, Lakewood, Paramount, Seal Beach and Signal Hill.

## Los Angeles County

Los Angeles County Metro allocates the revenues listed below to the Agency using the Formula Allocation Process (FAP). These revenues — Proposition A, Proposition C, Measure R and Measure M funds — are derived from half-cent local sales tax initiatives.

## FAP Funds

- **Bus System Improvement Program (BSIP)**  
Proposition C fund allocated to relieve overcrowding on transit-dependent service routes



## Descriptions of Operating Revenue (cont'd)

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- **Foothill Mitigation**  
Proposition C fund allocated to minimize funding impacts of adding Foothill Transit as a municipal operator
- **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
- **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 Los Angeles Metro and 16 other municipal bus organizations within Los Angeles 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**  
Proposition C fund allocated for expansion or introduction of fixed-route bus service in congested corridors

### Non-FAP Funds

- **Express Toll Revenue**  
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. These grant funds were generated from net toll revenues generated from the ExpressLanes on the I-10 and I-110 freeways



# Descriptions of Operating Revenue (cont'd)

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## Non-Operating Revenue

This miscellaneous revenue is mainly comprised of investment income, lease revenue and alternative fuel credits.

## Special Events

LBT collects revenue for providing reserved service to community groups and events for public-private partnerships.

## State Assistance

The Mills-Alquist-Deddeh Act (SB 325) was enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination. Known as the Transportation Development Act (TDA) of 1971, this law provides funding to be allocated to transit and non-transit related purposes that comply with regional transportation plans. The TDA funds are eligible to support a wide variety of transportation programs, including planning and program activities, pedestrian and bicycle facilities, community transit services, public transportation, as well as bus and rail projects.

TDA established two funding sources: the Local Transportation Fund (LTF) and the State Transit Assistance (STA) fund, with Senate Bill 1 (SB1) added as an additional funding source in 2017.

- **TDA**  
LTF funds, commonly known as TDA, are derived from a quarter cent of general sales tax collected statewide. This funding may also be used for local streets and roads, construction and maintenance
- **STA**  
Appropriated by the legislature to the State Controller's Office (SCO) and allocated by formula, STA funds are derived from the statewide sales taxes on diesel fuel. The amount of money available for transit agencies varies from year to year based on the fluctuation of diesel sales and prices. STA funding may only be used for transportation planning and mass transportation purposes
- **Senate Bill (SB1)**  
SB1, 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

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# OPERATING EXPENDITURES







# FY 2025 Operating Budget Summary - All Departments

|                                       | ACTUAL<br>FY 2023            | ESTIMATED<br>FY 2024         | PROPOSED<br>FY 2025          |
|---------------------------------------|------------------------------|------------------------------|------------------------------|
| <b>Wages</b>                          |                              |                              |                              |
| Transit Service Delivery and Planning | \$ 32,907,512                | \$ 36,583,792                | \$ 37,936,024                |
| Maintenance and Infrastructure        | 11,106,056                   | 12,588,944                   | 12,847,812                   |
| Customer Relations and Communications | 1,396,718                    | 1,518,886                    | 1,664,885                    |
| Risk Management                       | 422,957                      | 652,982                      | 754,672                      |
| Information Technology                | 998,039                      | 1,176,014                    | 1,393,013                    |
| Internal Business Functions           | 5,318,363                    | 5,997,744                    | 7,202,024                    |
|                                       | <u>\$ 52,149,645</u>         | <u>\$ 58,518,362</u>         | <u>\$ 61,798,430</u>         |
| <b>Fringe Benefits</b>                |                              |                              |                              |
| Transit Service Delivery and Planning | \$ 17,149,716                | \$ 19,056,088                | \$ 21,060,290                |
| Maintenance and Infrastructure        | 4,688,245                    | 5,161,499                    | 5,746,706                    |
| Customer Relations and Communications | 466,673                      | 493,955                      | 564,183                      |
| Risk Management                       | 168,603                      | 250,511                      | 302,348                      |
| Information Technology                | 452,892                      | 518,436                      | 567,604                      |
| Internal Business Functions           | 2,099,619                    | 2,345,441                    | 2,875,287                    |
|                                       | <u>\$ 25,025,748</u>         | <u>\$ 27,825,930</u>         | <u>\$ 31,116,418</u>         |
| <b>Other Expenses</b>                 |                              |                              |                              |
| Transit Service Delivery and Planning | \$ 5,655,597                 | \$ 5,920,582                 | \$ 6,408,460                 |
| Maintenance and Infrastructure        | 11,971,528                   | 12,976,968                   | 12,726,815                   |
| Fuel & Lubricants                     | 6,509,193                    | 5,894,185                    | 6,466,916                    |
| Customer Relations and Communications | 1,078,213                    | 1,135,115                    | 1,189,785                    |
| Risk Management                       | 4,814,191                    | 4,804,736                    | 5,259,437                    |
| Information Technology                | 3,626,196                    | 3,538,272                    | 3,572,420                    |
| Internal Business Functions           | 2,976,177                    | 3,053,114                    | 3,651,240                    |
|                                       | <u>\$ 36,631,095</u>         | <u>\$ 37,322,972</u>         | <u>\$ 39,275,073</u>         |
| <b>Total Operating Budget</b>         | <u><u>\$ 113,806,488</u></u> | <u><u>\$ 123,667,264</u></u> | <u><u>\$ 132,189,921</u></u> |



# Descriptions of Operating Expenses

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The following sections present the operating expense budgets by department. Below are the definitions of the operating expense categories presented in the departmental budgets.

## Advertising

Cost of services for 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

## 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, and includes the adjustment to reserves to reflect new, closed and outstanding claims as submitted and determined by the agency's third-party claims administrator

## Debt Financing

Interest expenses associated with promissory note payments

## 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



# Descriptions of Operating Expenses (cont'd)

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## 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

Cost of fuel and electricity used to operate buses and non-revenue service vehicles

## Fuel Use Tax and Storage Fee

State and federal taxes assessed based on fuel usage

## Health Benefits

Employer premium payments to insurance carriers for employees' health insurance, and 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

All parts and materials for bus repair and fleet maintenance, facility infrastructure and bus stop maintenance, as well as general materials and supplies used for daily administrative operations and training programs

## Other Fringe Benefits

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



## Descriptions of Operating Expenses (cont'd)

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### Other Insurance

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

### Other Miscellaneous Expenses

Minor miscellaneous expense

### Other Miscellaneous Services

Minor miscellaneous service expenses

### 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) Local 1277 collective bargaining agreement and allowable amounts per the agency's health insurance policy

### Professional 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

### Property Taxes and Fees

Payment of taxes for property and fees levied by local or state governments



# Descriptions of Operating Expenses (cont'd)

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## 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 Expenses

Advertising expenses associated with the recruitment of new employees

## Schedules Production and Printing

Costs associated with printing, formatting, layout, art and graphics of schedule and marketing materials

## Security Services

Costs associated with patrol and alarm services, security guards for 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

## Tool Allowance

Fixed amount given to mechanics towards purchase of their tools

## Travel and Meetings

Costs of conferences, seminars, meetings, lodging, travel and transportation to conduct LBT business



## Descriptions of Operating Expenses (cont'd)

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### Unemployment

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

### Uniform Allowance

The uniform cleaning costs for mechanics, warehouse, and revenue personnel, and a fixed amount towards purchase of uniforms for operators, Transit Service Delivery supervisors, Customer Service clerks, ride checkers, and warehouse and revenue personnel

### Utilities

Cost of electricity, gas, water, sewer, internet and telephone

### Wages

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

### Workers' Compensation

Expenses incurred for disability payments, medical treatment, attorneys' fees, court depositions, travel, etc., and 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 2025 Transit Service Delivery and Planning Budget Summary

|                                     | ACTUAL<br>FY 2023           | ESTIMATED<br>FY 2024        | PROPOSED<br>FY 2025         |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Wages</b>                        |                             |                             |                             |
| Transit Service Delivery            | \$ 31,555,649               | \$ 35,205,068               | \$ 36,177,466               |
| Transit Service Planning            | 775,468                     | 722,130                     | 1,101,178                   |
| Dial-A-Lift Services                | 91,060                      | 100,466                     | 99,399                      |
| Aqua Services                       | -                           | -                           | -                           |
| Security                            | 114,684                     | 126,244                     | 129,443                     |
| Administration                      | 370,651                     | 429,884                     | 428,538                     |
|                                     | <u>\$ 32,907,512</u>        | <u>\$ 36,583,792</u>        | <u>\$ 37,936,024</u>        |
| <b>Fringe Benefits</b>              |                             |                             |                             |
| Transit Service Delivery            | \$ 16,684,345               | \$ 18,608,527               | \$ 20,474,702               |
| Transit Service Planning            | 257,972                     | 206,248                     | 317,132                     |
| Dial-A-Lift Services                | 46,054                      | 51,486                      | 49,179                      |
| Aqua Services                       | -                           | -                           | -                           |
| Security                            | 26,935                      | 28,129                      | 29,368                      |
| Administration                      | 134,410                     | 161,698                     | 189,909                     |
|                                     | <u>\$ 17,149,716</u>        | <u>\$ 19,056,088</u>        | <u>\$ 21,060,290</u>        |
| <b>Other Expenses</b>               |                             |                             |                             |
| Transit Service Delivery            | \$ -                        | \$ -                        | \$ -                        |
| Transit Service Planning            | 268,825                     | 334,506                     | 302,046                     |
| Dial-A-Lift Services                | 1,157,574                   | 1,182,900                   | 1,349,366                   |
| Aqua Services                       | 979,195                     | 1,050,159                   | 1,115,818                   |
| Security                            | 3,227,097                   | 3,341,071                   | 3,617,230                   |
| Administration                      | 22,906                      | 11,946                      | 24,000                      |
|                                     | <u>\$ 5,655,597</u>         | <u>\$ 5,920,582</u>         | <u>\$ 6,408,460</u>         |
| <b>Total Transit Service Budget</b> | <u><u>\$ 55,712,825</u></u> | <u><u>\$ 61,560,462</u></u> | <u><u>\$ 65,404,774</u></u> |



# FY 2025 Transit Service Delivery

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| WAGES                      |                   |                      |                     |
| Superintendents            |                   |                      |                     |
| Full-Time                  | \$ 229,823        | \$ 271,661           | \$ 265,241          |
| Operators                  |                   |                      |                     |
| Full-Time                  | 25,602,319        | 28,514,083           | 29,168,900          |
| Student                    | 341,960           | 298,770              | 351,100             |
| Overtime                   | 836,891           | 1,268,470            | 1,000,000           |
| Vacation                   | 2,302,602         | 2,454,074            | 2,731,100           |
| Supervisors                |                   |                      |                     |
| Full-Time                  | 2,122,581         | 2,307,274            | 2,545,835           |
| Additional Pay             | 119,473           | 90,736               | 115,290             |
| TOTAL WAGES                | \$ 31,555,649     | \$ 35,205,068        | \$ 36,177,466       |
| FICA                       | \$ 2,177,996      | \$ 2,452,300         | \$ 2,526,528        |
| PENSION                    | 3,673,294         | 4,469,804            | 4,844,689           |
| DEFINED CONTRIBUTION       | 99,791            | 108,280              | 170,635             |
| HEALTH BENEFITS            | 6,200,441         | 6,569,242            | 7,034,389           |
| DENTAL & VISION            | 342,016           | 336,410              | 331,814             |
| LIFE INSURANCE             | 52,269            | 51,519               | 58,400              |
| WORKERS' COMPENSATION      | 4,008,641         | 4,489,119            | 5,349,047           |
| UNIFORM ALLOWANCE          | 127,097           | 126,153              | 152,000             |
| AUTO ALLOWANCE             | 2,800             | 5,700                | 7,200               |
| TOTAL FRINGE BENEFITS      | \$ 16,684,345     | \$ 18,608,527        | \$ 20,474,702       |
| TOTAL DIVISION EXPENSES    | \$ 48,239,994     | \$ 53,813,595        | \$ 56,652,168       |



# FY 2025 Transit Service Planning

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| WAGES                      |                   |                      |                     |
| Full-Time                  | \$ 587,440        | \$ 550,884           | \$ 788,586          |
| Part-Time                  | 168,616           | 151,929              | 254,592             |
| Intern                     | 19,412            | 19,317               | 58,000              |
| TOTAL WAGES                | \$ 775,468        | \$ 722,130           | \$ 1,101,178        |
| FICA                       | \$ 59,467         | \$ 53,257            | \$ 84,516           |
| PENSION                    | 97,444            | 61,396               | 31,902              |
| DEFINED CONTRIBUTION       | 16,465            | 15,551               | 63,268              |
| HEALTH BENEFITS            | 74,809            | 65,987               | 120,493             |
| DENTAL & VISION            | 3,544             | 3,379                | 5,529               |
| LIFE INSURANCE             | 3,846             | 3,561                | 5,824               |
| UNIFORM ALLOWANCE          | 597               | 1,017                | 2,000               |
| AUTO ALLOWANCE             | 1,800             | 2,100                | 3,600               |
| TOTAL FRINGE BENEFITS      | \$ 257,972        | \$ 206,248           | \$ 317,132          |
| PROFESSIONAL SERVICES      | \$ 268,825        | \$ 333,706           | \$ 302,046          |
| OTHER MISC. EXPENSES       | -                 | 800                  | -                   |
| TOTAL OTHER EXPENSES       | \$ 268,825        | \$ 334,506           | \$ 302,046          |
| TOTAL DIVISION EXPENSES    | \$ 1,302,265      | \$ 1,262,884         | \$ 1,720,356        |



## FY 2025 Dial-A-Lift Services

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full Time                      | \$ 91,060           | \$ 100,466           | \$ 99,399           |
| <b>TOTAL WAGES</b>             | <b>\$ 91,060</b>    | <b>\$ 100,466</b>    | <b>\$ 99,399</b>    |
| FICA                           | \$ 5,979            | \$ 6,642             | \$ 7,604            |
| PENSION                        | 20,850              | 24,175               | 19,880              |
| HEALTH BENEFITS                | 17,343              | 18,754               | 19,677              |
| DENTAL & VISION                | 1,303               | 1,316                | 1,315               |
| LIFE INSURANCE                 | 579                 | 599                  | 703                 |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 46,054</b>    | <b>\$ 51,486</b>     | <b>\$ 49,179</b>    |
| PROFESSIONAL SERVICES          | \$ -                | \$ -                 | \$ 2,000            |
| PURCHASED TRANSPORTATION       |                     |                      |                     |
| Dial-A-Lift                    | 1,157,574           | 1,182,900            | 1,347,366           |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 1,157,574</b> | <b>\$ 1,182,900</b>  | <b>\$ 1,349,366</b> |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 1,294,688</b> | <b>\$ 1,334,852</b>  | <b>\$ 1,497,944</b> |



## FY 2025 Water Taxi Services

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| PROFESSIONAL SERVICES      | \$ 1,304          | \$ 61,581            | \$ 33,682           |
| TECHNICAL SERVICES         | 147,466           | 146,135              | 151,250             |
| PURCHASED TRANSPORTATION   |                   |                      |                     |
| WATER TAXIS                |                   |                      |                     |
| AquaBus                    | 101,255           | 175,918              | 216,099             |
| AquaLink                   | 678,040           | 636,156              | 683,161             |
| Aqua Special Events        | -                 | 1,240                | 2,497               |
| Aqua Services Advertising  | 51,130            | 29,129               | 29,129              |
| TOTAL OTHER EXPENSES       | \$ 979,195        | \$ 1,050,159         | \$ 1,115,818        |
| TOTAL DIVISION EXPENSES    | \$ 979,195        | \$ 1,050,159         | \$ 1,115,818        |



## FY 2025 Security

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full Time                      | \$ 114,684          | \$ 126,244           | \$ 129,443          |
| <b>TOTAL WAGES</b>             | <b>\$ 114,684</b>   | <b>\$ 126,244</b>    | <b>\$ 129,443</b>   |
| FICA                           | \$ 8,774            | \$ 9,707             | \$ 10,178           |
| DEFINED CONTRIBUTION           | 13,050              | 12,684               | 13,304              |
| HEALTH BENEFITS                | -                   | -                    | -                   |
| DENTAL & VISION                | 1,344               | 1,316                | 1,315               |
| LIFE INSURANCE                 | 767                 | 822                  | 971                 |
| AUTO ALLOWANCE                 | 3,000               | 3,600                | 3,600               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 26,935</b>    | <b>\$ 28,129</b>     | <b>\$ 29,368</b>    |
| SECURITY SERVICES              | \$ 3,227,097        | \$ 3,341,071         | \$ 3,617,230        |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 3,227,097</b> | <b>\$ 3,341,071</b>  | <b>\$ 3,617,230</b> |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 3,368,716</b> | <b>\$ 3,495,444</b>  | <b>\$ 3,776,041</b> |



## FY 2025 Transit Service Delivery and Planning Administration

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|-------------------|----------------------|---------------------|
| WAGES                          |                   |                      |                     |
| Full Time                      | \$ 370,651        | \$ 429,884           | \$ 414,088          |
| Intern                         | -                 | -                    | 14,450              |
| <b>TOTAL WAGES</b>             | <b>\$ 370,651</b> | <b>\$ 429,884</b>    | <b>\$ 428,538</b>   |
| FICA                           | \$ 24,474         | \$ 28,432            | \$ 29,203           |
| DEFINED CONTRIBUTION           | 32,213            | 37,041               | 42,129              |
| HEALTH BENEFITS                | 39,126            | 48,501               | 65,166              |
| DENTAL & VISION                | 2,312             | 2,510                | 3,481               |
| LIFE INSURANCE                 | 2,225             | 2,467                | 2,545               |
| UNEMPLOYMENT                   | 10,115            | 22,079               | 20,400              |
| AUTO ALLOWANCE                 | 6,600             | 7,200                | 7,200               |
| OTHER FRINGES                  | 17,345            | 13,468               | 19,785              |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 134,410</b> | <b>\$ 161,698</b>    | <b>\$ 189,909</b>   |
| PROFESSIONAL SERVICES          | \$ 14,534         | \$ -                 | \$ -                |
| OTHER MISC. EXPENSES           | 8,372             | 11,946               | 24,000              |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 22,906</b>  | <b>\$ 11,946</b>     | <b>\$ 24,000</b>    |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 527,967</b> | <b>\$ 603,528</b>    | <b>\$ 642,447</b>   |

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# **MAINTENANCE AND INFRASTRUCTURE**







# FY 2025 Maintenance and Infrastructure Budget Summary

|  | ACTUAL<br>FY 2023           | ESTIMATED<br>FY 2024        | PROPOSED<br>FY 2025         |
|--|-----------------------------|-----------------------------|-----------------------------|
| <b>Wages</b>   |                             |                             |                             |
| Vehicle Maintenance                                    | \$ 8,155,492                | \$ 9,089,377                | \$ 8,975,325                |
| Infrastructure   | 1,118,273                   | 1,331,396                   | 1,441,080                   |
| Transit Customer Amenities                             | 707,341                     | 883,139                     | 951,754                     |
| Warehouse  | 714,404                     | 833,538                     | 880,811                     |
| Administration   | 410,546                     | 451,494                     | 598,842                     |
|  | <u>\$ 11,106,056</u>        | <u>\$ 12,588,944</u>        | <u>\$ 12,847,812</u>        |
| <b>Fringe Benefits</b>                                 |                             |                             |                             |
| Vehicle Maintenance                                    | \$ 3,360,248                | \$ 3,659,422                | \$ 4,034,624                |
| Infrastructure   | 513,982                     | 533,351                     | 640,153                     |
| Transit Customer Amenities                             | 333,022                     | 423,447                     | 420,606                     |
| Warehouse  | 314,913                     | 368,598                     | 405,293                     |
| Administration   | 166,080                     | 176,681                     | 246,030                     |
|  | <u>\$ 4,688,245</u>         | <u>\$ 5,161,499</u>         | <u>\$ 5,746,706</u>         |
| <b>Other Expenses</b>                                  |                             |                             |                             |
| Vehicle Maintenance                                    | \$ 6,595,360                | \$ 7,345,671                | \$ 7,001,240                |
| Infrastructure   | 5,245,104                   | 5,458,316                   | 5,563,275                   |
| Transit Customer Amenities                             | 95,689                      | 129,940                     | 128,300                     |
| Warehouse  | 28,576                      | 34,929                      | 26,500                      |
| Administration   | 6,799                       | 8,112                       | 7,500                       |
|  | <u>\$ 11,971,528</u>        | <u>\$ 12,976,968</u>        | <u>\$ 12,726,815</u>        |
| <b>Total Maintenance and<br/>Infrastructure Budget</b> | <u><u>\$ 27,765,829</u></u> | <u><u>\$ 30,727,411</u></u> | <u><u>\$ 31,321,333</u></u> |
| <b>Fuel &amp; Lubricants Budget</b>                    | <u><u>\$ 6,509,193</u></u>  | <u><u>\$ 5,894,185</u></u>  | <u><u>\$ 6,466,916</u></u>  |



## FY 2025 Vehicle Maintenance

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| WAGES                      |                   |                      |                     |
| Fleet Managers             |                   |                      |                     |
| Full-Time                  | \$ 289,249        | \$ 286,954           | \$ 273,978          |
| Mechanics and Utilities    |                   |                      |                     |
| Full-Time                  | 5,035,679         | 5,895,064            | 6,103,981           |
| Overtime                   | 959,902           | 960,283              | 560,356             |
| Vacation                   | 370,152           | 316,174              | 352,799             |
| Supervisors                |                   |                      |                     |
| Full-Time                  | 1,452,043         | 1,564,743            | 1,644,211           |
| Additional Pay             | 48,467            | 66,159               | 40,000              |
| TOTAL WAGES                | \$ 8,155,492      | \$ 9,089,377         | \$ 8,975,325        |
| FICA                       | \$ 572,908        | \$ 701,409           | \$ 688,848          |
| PENSION                    | 880,133           | 1,091,707            | 1,089,919           |
| DEFINED CONTRIBUTION       | 94,588            | 96,708               | 134,429             |
| HEALTH BENEFITS            | 1,247,208         | 1,293,677            | 1,463,197           |
| DENTAL & VISION            | 70,097            | 70,662               | 73,217              |
| LIFE INSURANCE             | 18,001            | 18,886               | 21,358              |
| WORKERS' COMPENSATION      | 289,654           | 247,649              | 386,509             |
| TOOL ALLOWANCE             | 182,559           | 131,524              | 169,947             |
| AUTO ALLOWANCE             | 5,100             | 7,200                | 7,200               |
| TOTAL FRINGE BENEFITS      | \$ 3,360,248      | \$ 3,659,422         | \$ 4,034,624        |



## FY 2025 Vehicle Maintenance (cont'd)

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| TECHNICAL SERVICES         |                   |                      |                     |
| Buses                      | \$ 953,324        | \$ 972,296           | \$ 873,500          |
| Service Vehicles           | 195,700           | 172,799              | 130,500             |
| MATERIALS & SUPPLIES       | 5,355,732         | 6,111,238            | 5,914,240           |
| SMALL TOOLS                | 83,274            | 81,338               | 75,000              |
| OTHER MISC. EXPENSES       | 7,330             | 8,000                | 8,000               |
| TOTAL OTHER EXPENSES       | \$ 6,595,360      | \$ 7,345,671         | \$ 7,001,240        |
| TOTAL DIVISION EXPENSES    | \$ 18,111,100     | \$ 20,094,470        | \$ 20,011,189       |



## FY 2025 Infrastructure

| EXPENDITURE<br>DESCRIPTION  | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|-----------------------------|-------------------|----------------------|---------------------|
| WAGES                       |                   |                      |                     |
| Facilities                  |                   |                      |                     |
| Full-Time                   | \$ 129,032        | \$ 235,682           | \$ 242,523          |
| Intern                      | -                 | -                    | 14,450              |
| Supervisors and Technicians |                   |                      |                     |
| Full-Time                   | 403,912           | 482,640              | 543,377             |
| Additional Pay              | 17,096            | 6,393                | 19,000              |
| Overtime                    | 16,236            | 10,839               | 12,100              |
| Custodians                  |                   |                      |                     |
| Full-Time                   | 498,148           | 549,494              | 565,305             |
| Overtime                    | 18,270            | 14,560               | 12,370              |
| Vacation                    | 35,579            | 31,788               | 31,955              |
| TOTAL WAGES                 | \$ 1,118,273      | \$ 1,331,396         | \$ 1,441,080        |
| FICA                        | \$ 82,018         | \$ 93,238            | \$ 110,518          |
| PENSION                     | 91,769            | 101,102              | 106,091             |
| DEFINED CONTRIBUTION        | 43,802            | 72,471               | 71,688              |
| HEALTH BENEFITS             | 199,375           | 195,760              | 223,897             |
| DENTAL & VISION             | 10,552            | 11,339               | 12,140              |
| LIFE INSURANCE              | 4,469             | 4,570                | 6,808               |
| WORKERS' COMPENSATION       | 78,997            | 51,271               | 105,411             |
| AUTO ALLOWANCE              | 3,000             | 3,600                | 3,600               |
| TOTAL FRINGE BENEFITS       | \$ 513,982        | \$ 533,351           | \$ 640,153          |



## FY 2025 Infrastructure (cont'd)

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| PROFESSIONAL SERVICES      | \$ 294,487        | \$ 341,206           | \$ 435,204          |
| TECHNICAL SERVICES         |                   |                      |                     |
| Farebox Revenue Equipment  | 6,513             | 5,000                | 10,000              |
| Facility                   | 993,869           | 886,576              | 1,109,903           |
| Hazardous Material Removal | 188,606           | 200,401              | 130,000             |
| CNG Services               | 273,776           | 273,018              | 265,577             |
| SECURITY SERVICES          | 413,337           | 454,698              | 534,452             |
| MATERIALS & SUPPLIES       | 473,906           | 420,556              | 448,210             |
| UTILITIES                  | 1,533,717         | 1,536,871            | 1,622,753           |
| PREM. PROPERTY INSURANCE   | 74,056            | 79,102               | 87,014              |
| PROPERTY TAXES AND FEES    | 605,906           | 916,214              | 593,444             |
| DEBT FINANCING             | 7,141             | -                    | -                   |
| PROPERTY LEASE             | 379,790           | 344,674              | 326,718             |
| TOTAL OTHER EXPENSES       | \$ 5,245,104      | \$ 5,458,316         | \$ 5,563,275        |
| TOTAL DIVISION EXPENSES    | \$ 6,877,359      | \$ 7,323,063         | \$ 7,644,508        |



## FY 2025 Transit Customer Amenities

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full-Time                      | \$ 114,814          | \$ 125,272           | \$ 133,136          |
| Intern                         | 2,205               | 5,441                | 14,450              |
| Supervisors and Assistants     |                     |                      |                     |
| Full-Time                      | 554,324             | 729,233              | 758,032             |
| Additional Pay                 | 2,268               | 1,712                | 2,692               |
| Overtime                       | 33,730              | 21,481               | 43,444              |
| <b>TOTAL WAGES</b>             | <b>\$ 707,341</b>   | <b>\$ 883,139</b>    | <b>\$ 951,754</b>   |
| FICA                           | \$ 54,353           | \$ 67,561            | \$ 73,085           |
| PENSION                        | 84,815              | 99,410               | 84,581              |
| DEFINED CONTRIBUTION           | 27,675              | 38,934               | 51,800              |
| HEALTH BENEFITS                | 143,440             | 177,489              | 183,100             |
| DENTAL & VISION                | 7,700               | 9,195                | 9,100               |
| LIFE INSURANCE                 | 4,719               | 5,008                | 6,556               |
| WORKERS' COMPENSATION          | 6,583               | 22,250               | 8,784               |
| TOOL ALLOWANCE                 | 1,237               | -                    | -                   |
| AUTO ALLOWANCE                 | 2,500               | 3,600                | 3,600               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 333,022</b>   | <b>\$ 423,447</b>    | <b>\$ 420,606</b>   |
| TECHNICAL SERVICES             | \$ 15,532           | \$ 22,236            | \$ 25,000           |
| MATERIALS & SUPPLIES           | 80,078              | 106,109              | 100,800             |
| OTHER MISC. EXPENSES           | 79                  | 1,595                | 2,500               |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 95,689</b>    | <b>\$ 129,940</b>    | <b>\$ 128,300</b>   |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 1,136,052</b> | <b>\$ 1,436,526</b>  | <b>\$ 1,500,660</b> |



## FY 2025 Warehouse

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full-Time                      | \$ 101,361          | \$ 125,259           | \$ 127,466          |
| Intern                         | -                   | -                    | 14,025              |
| Parts Storekeepers             |                     |                      |                     |
| Full-Time                      | 593,311             | 679,887              | 711,320             |
| Overtime                       | 19,732              | 28,392               | 28,000              |
| <b>TOTAL WAGES</b>             | <b>\$ 714,404</b>   | <b>\$ 833,538</b>    | <b>\$ 880,811</b>   |
| FICA                           | \$ 52,681           | \$ 66,859            | \$ 68,002           |
| PENSION                        | 63,077              | 76,056               | 60,442              |
| DEFINED CONTRIBUTION           | 35,545              | 45,447               | 57,269              |
| HEALTH BENEFITS                | 143,485             | 160,657              | 198,117             |
| DENTAL & VISION                | 8,632               | 8,407                | 9,195               |
| LIFE INSURANCE                 | 4,647               | 5,769                | 6,168               |
| UNIFORM ALLOWANCE              | 3,846               | 1,803                | 2,500               |
| AUTO ALLOWANCE                 | 3,000               | 3,600                | 3,600               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 314,913</b>   | <b>\$ 368,598</b>    | <b>\$ 405,293</b>   |
| PROFESSIONAL SERVICES          | \$ -                | \$ 10,000            | \$ 10,000           |
| MATERIALS & SUPPLIES           | 28,570              | 24,779               | 16,000              |
| OTHER MISC. EXPENSES           | 6                   | 150                  | 500                 |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 28,576</b>    | <b>\$ 34,929</b>     | <b>\$ 26,500</b>    |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 1,057,893</b> | <b>\$ 1,237,065</b>  | <b>\$ 1,312,604</b> |



## FY 2025 Maintenance Administration

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|-------------------|----------------------|---------------------|
| WAGES                          |                   |                      |                     |
| Full-Time                      | \$ 410,546        | \$ 451,494           | \$ 584,392          |
| Intern                         | -                 | -                    | 14,450              |
| <b>TOTAL WAGES</b>             | <b>\$ 410,546</b> | <b>\$ 451,494</b>    | <b>\$ 598,842</b>   |
| FICA                           | \$ 29,008         | \$ 34,539            | \$ 43,580           |
| PENSION                        | 13,931            | 15,279               | 12,444              |
| DEFINED CONTRIBUTION           | 32,902            | 35,345               | 53,297              |
| HEALTH BENEFITS                | 63,670            | 67,325               | 106,726             |
| DENTAL & VISION                | 3,795             | 3,788                | 5,257               |
| LIFE INSURANCE                 | 2,632             | 2,717                | 3,926               |
| UNEMPLOYMENT                   | 13,542            | 10,488               | 10,000              |
| AUTO ALLOWANCE                 | 6,600             | 7,200                | 10,800              |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 166,080</b> | <b>\$ 176,681</b>    | <b>\$ 246,030</b>   |
| PROFESSIONAL SERVICES          | \$ 2,797          | \$ 6,057             | \$ -                |
| OTHER MISC. EXPENSES           | 4,002             | 2,055                | 7,500               |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 6,799</b>   | <b>\$ 8,112</b>      | <b>\$ 7,500</b>     |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 583,425</b> | <b>\$ 636,287</b>    | <b>\$ 852,372</b>   |



## FY 2025 Fuel and Lubricants

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| FUEL                       |                   |                      |                     |
| Diesel                     | \$ 14,126         | \$ 15,234            | \$ 16,261 (1)       |
| Unleaded Gas               | 3,187,490         | 3,144,086            | 3,366,924 (2)       |
| Compressed Natural Gas     | 2,699,957         | 1,801,496            | 1,970,592 (3)       |
| Electricity                | 285,894           | 601,988              | 733,139 (4)         |
| LUBRICANTS                 | 292,019           | 292,544              | 340,000             |
| FUEL USE TAX & STORAGE FEE | 29,707            | 38,837               | 40,000              |
| TOTAL OTHER EXPENSES       | \$ 6,509,193      | \$ 5,894,185         | \$ 6,466,916        |
| TOTAL DIVISION EXPENSES    | \$ 6,509,193      | \$ 5,894,185         | \$ 6,466,916        |

- (1) Assumes \$3.00 per gallon for diesel  
(2) Assumes \$4.50 per gallon for unleaded  
(3) Assumes \$1.60 per diesel gallon equivalent for CNG  
(4) Assumes \$0.28 per kWh for electric fuel

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# **CUSTOMER RELATIONS AND COMMUNICATIONS**







## FY 2025 Customer Relations and Communications

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full-Time                      | \$ 1,380,126        | \$ 1,505,390         | \$ 1,636,835        |
| Intern                         | 16,592              | 13,496               | 28,050              |
| <b>TOTAL WAGES</b>             | <b>\$ 1,396,718</b> | <b>\$ 1,518,886</b>  | <b>\$ 1,664,885</b> |
| FICA                           | \$ 103,075          | \$ 116,195           | \$ 123,721          |
| PENSION                        | 51,695              | 50,346               | 39,354              |
| DEFINED CONTRIBUTION           | 105,021             | 114,878              | 145,446             |
| HEALTH BENEFITS                | 157,701             | 161,541              | 203,420             |
| DENTAL & VISION                | 11,743              | 11,490               | 12,773              |
| LIFE INSURANCE                 | 8,638               | 8,906                | 11,527              |
| UNEMPLOYMENT                   | 339                 | 509                  | -                   |
| WORKERS' COMPENSATION          | 4,828               | 9,190                | 6,442               |
| UNIFORM ALLOWANCE              | 6,283               | 6,500                | 7,500               |
| AUTO ALLOWANCE                 | 17,350              | 14,400               | 14,000              |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 466,673</b>   | <b>\$ 493,955</b>    | <b>\$ 564,183</b>   |
| ADVERTISING                    |                     |                      |                     |
| Promotions and Sponsorships    | \$ 130,370          | \$ 130,000           | \$ 172,500          |
| Media                          | 727,699             | 672,952              | 672,952             |
| PROFESSIONAL SERVICES          | 91,989              | 115,000              | 151,890             |
| SCHEDULES PROD. & PRINTING     | 117,203             | 205,000              | 185,000             |
| OTHER MISC. EXPENSES           | 10,952              | 12,163               | 7,443               |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 1,078,213</b> | <b>\$ 1,135,115</b>  | <b>\$ 1,189,785</b> |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 2,941,604</b> | <b>\$ 3,147,956</b>  | <b>\$ 3,418,853</b> |

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# RISK MANAGEMENT







## FY 2025 Risk Management

| EXPENDITURE<br>DESCRIPTION   | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|------------------------------|-------------------|----------------------|---------------------|
| WAGES                        |                   |                      |                     |
| Full-Time                    | \$ 422,957        | \$ 652,982           | \$ 740,647          |
| Intern                       | -                 | -                    | 14,025              |
| <b>TOTAL WAGES</b>           | <b>\$ 422,957</b> | <b>\$ 652,982</b>    | <b>\$ 754,672</b>   |
| FICA                         | \$ 31,166         | \$ 49,953            | \$ 59,107           |
| PENSION                      | 21,584            | 23,468               | 19,305              |
| DEFINED CONTRIBUTION         | 26,450            | 44,156               | 65,132              |
| HEALTH BENEFITS              | 69,038            | 93,628               | 118,394             |
| DENTAL & VISION              | 2,294             | 3,471                | 4,268               |
| LIFE INSURANCE               | 2,712             | 4,085                | 5,442               |
| WORKERS' COMPENSATION        | -                 | -                    | 5,000               |
| AUTO ALLOWANCE               | -                 | 6,750                | 7,200               |
| OTHER FRINGES                | 15,359            | 25,000               | 18,500              |
| <b>TOTAL FRINGE BENEFITS</b> | <b>\$ 168,603</b> | <b>\$ 250,511</b>    | <b>\$ 302,348</b>   |
| PROFESSIONAL SERVICES        |                   |                      |                     |
| Workers' Comp Admin. Svcs.   | \$ 392,650        | \$ 414,810           | \$ 482,000          |
| Temporary Help               | 22,681            | 20,212               | 20,212              |
| PREM. PROPERTY INSURANCE     | 58,785            | 59,673               | 156,468             |
| RECOVERY - PROPERTY CLAIMS   | (156,652)         | (241,024)            | (160,000)           |
| PREM. AUTO & GEN. LIAB. INS. | 1,412,099         | 1,636,746            | 1,895,000           |



## FY 2025 Risk Management (cont'd)

| EXPENDITURE<br>DESCRIPTION | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|----------------------------|-------------------|----------------------|---------------------|
| CASUALTY & LIABILITY       | \$ 2,374,628      | \$ 2,124,138         | \$ 2,142,757        |
| OTHER INSURANCE            | 612,407           | 675,181              | 598,000             |
| OTHER MISC. EXPENSES       | 97,593            | 115,000              | 125,000             |
| TOTAL OTHER EXPENSES       | \$ 4,814,191      | \$ 4,804,736         | \$ 5,259,437        |
| TOTAL DIVISION EXPENSES    | \$ 5,405,751      | \$ 5,708,229         | \$ 6,316,457        |



# INFORMATION TECHNOLOGY







## FY 2025 Information Technology

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full-Time                      | \$ 998,039          | \$ 1,176,014         | \$ 1,364,963        |
| Intern                         | -                   | -                    | 28,050              |
| <b>TOTAL WAGES</b>             | <b>\$ 998,039</b>   | <b>\$ 1,176,014</b>  | <b>\$ 1,393,013</b> |
| FICA                           | \$ 71,853           | \$ 85,683            | \$ 103,597          |
| PENSION                        | 174,940             | 180,984              | 88,373              |
| DEFINED CONTRIBUTION           | 26,141              | 50,136               | 93,390              |
| HEALTH BENEFITS                | 152,641             | 173,630              | 249,404             |
| DENTAL & VISION                | 7,602               | 9,575                | 12,528              |
| LIFE INSURANCE                 | 6,365               | 7,928                | 9,512               |
| AUTO ALLOWANCE                 | 13,350              | 10,500               | 10,800              |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 452,892</b>   | <b>\$ 518,436</b>    | <b>\$ 567,604</b>   |
| PROFESSIONAL SERVICES          | \$ 268,565          | \$ 401,648           | \$ 373,251          |
| TECHNICAL SERVICES             |                     |                      |                     |
| Hardware Maintenance Contracts | 340,987             | 385,939              | 298,484             |
| Software Licenses              | 2,151,419           | 2,005,624            | 2,125,624           |
| UTILITIES - Telephone          | 648,918             | 495,061              | 495,061             |
| COMPUTER SUPPLIES              | 215,642             | 250,000              | 275,000             |
| OTHER MISC. EXPENSES           | 665                 | -                    | 5,000               |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 3,626,196</b> | <b>\$ 3,538,272</b>  | <b>\$ 3,572,420</b> |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 5,077,127</b> | <b>\$ 5,232,722</b>  | <b>\$ 5,533,037</b> |

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# INTERNAL BUSINESS FUNCTIONS







# FY 2025 Internal Business Functions Budget Summary

|   | ACTUAL<br>FY 2023           | ESTIMATED<br>FY 2024        | PROPOSED<br>FY 2025         |
|---|-----------------------------|-----------------------------|-----------------------------|
| <b>Wages</b>                                    |                             |                             |                             |
| Office of the CEO                               | \$ 560,048                  | \$ 685,747                  | \$ 783,579                  |
| Office of the DCEO                              | 294,335                     | 495,169                     | 516,350                     |
| Finance and Budget                              | 1,642,643                   | 2,073,501                   | 2,493,505                   |
| Government Relations                            | 567,626                     | 177,955                     | 235,889                     |
| Organizational Development & Administration     | 923,612                     | 975,690                     | 1,293,620                   |
| Programs and Performance Management             | -                           | -                           | 180,000                     |
| Contracts and Procurement                       | 427,354                     | 494,760                     | 628,182                     |
| Training and Development                        | 902,745                     | 1,094,922                   | 1,070,899                   |
|   | <u>\$ 5,318,363</u>         | <u>\$ 5,997,744</u>         | <u>\$ 7,202,024</u>         |
| <b>Fringe Benefits</b>                          |                             |                             |                             |
| Office of the CEO                               | \$ 157,656                  | \$ 250,017                  | \$ 311,857                  |
| Office of the DCEO                              | 60,342                      | 97,276                      | 108,410                     |
| Finance and Budget                              | 560,676                     | 795,770                     | 862,596                     |
| Government Relations                            | 210,921                     | 53,017                      | 77,687                      |
| Organizational Development & Administration     | 553,929                     | 516,821                     | 777,874                     |
| Programs and Performance Management             | -                           | -                           | 58,530                      |
| Contracts and Procurement                       | 119,671                     | 133,753                     | 199,353                     |
| Training and Development                        | 436,424                     | 498,787                     | 478,980                     |
|   | <u>\$ 2,099,619</u>         | <u>\$ 2,345,441</u>         | <u>\$ 2,875,287</u>         |
| <b>Other Expenses</b>                           |                             |                             |                             |
| Office of the CEO                               | \$ 1,098,922                | \$ 756,144                  | \$ 1,165,000                |
| Office of the DCEO                              | 318,153                     | 39,081                      | 203,000                     |
| Finance and Budget                              | 440,174                     | 629,367                     | 406,600                     |
| Government Relations                            | 154,023                     | 133,075                     | 199,000                     |
| Organizational Development & Administration     | 850,126                     | 1,322,128                   | 1,391,025                   |
| Programs and Performance Management             | 55,667                      | 55,667                      | 150,000                     |
| Contracts and Procurement                       | 22,192                      | 10,030                      | 13,000                      |
| Training and Development                        | 36,920                      | 107,622                     | 123,615                     |
|   | <u>\$ 2,976,177</u>         | <u>\$ 3,053,114</u>         | <u>\$ 3,651,240</u>         |
| <b>Total Internal Business Functions Budget</b> | <u><u>\$ 10,394,159</u></u> | <u><u>\$ 11,396,299</u></u> | <u><u>\$ 13,728,551</u></u> |



## FY 2025 Office of the CEO

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full-Time                      | \$ 560,048          | \$ 685,747           | \$ 769,554          |
| Intern                         | -                   | -                    | 14,025              |
| <b>TOTAL WAGES</b>             | <b>\$ 560,048</b>   | <b>\$ 685,747</b>    | <b>\$ 783,579</b>   |
| FICA                           | \$ 26,496           | \$ 31,585            | \$ 45,205           |
| DEFINED CONTRIBUTION           | 49,370              | 57,970               | 78,275              |
| HEALTH BENEFITS                | 62,032              | 65,555               | 89,095              |
| DENTAL & VISION                | 1,220               | 1,584                | 2,318               |
| LIFE INSURANCE                 | 2,065               | 2,501                | 3,764               |
| AUTO ALLOWANCE                 | 10,200              | 13,200               | 13,200              |
| OTHER FRINGES                  | 6,273               | 77,622               | 80,000              |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 157,656</b>   | <b>\$ 250,017</b>    | <b>\$ 311,857</b>   |
| PROFESSIONAL SERVICES          |                     |                      |                     |
| Consulting Services            | \$ 412,870          | \$ 177,668           | \$ 300,000          |
| General Legal Services         | 210,643             | 192,000              | 220,000             |
| OTHER MISC. SERVICES           | -                   | 3,837                | 5,000               |
| MATERIALS & SUPPLIES           | 135,485             | 72,007               | 85,000              |
| DUES & SUBSCRIPTIONS           | 170,111             | 174,191              | 205,000             |
| TRAVEL & MEETINGS              |                     |                      |                     |
| Travel & Conferences           | 67,536              | 108,483              | 150,000             |
| Seminars & Training            | 85,954              | 5,709                | 170,000             |
| NTI Training                   | -                   | 7,500                | 5,000               |
| OTHER MISC. EXPENSES           | 16,323              | 14,749               | 25,000              |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 1,098,922</b> | <b>\$ 756,144</b>    | <b>\$ 1,165,000</b> |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 1,816,626</b> | <b>\$ 1,691,908</b>  | <b>\$ 2,260,436</b> |



## FY 2025 Office of the Deputy CEO

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|-------------------|----------------------|---------------------|
| WAGES<br>Full-Time             | \$ 294,335        | \$ 495,169           | \$ 516,350          |
| <b>TOTAL WAGES</b>             | <b>\$ 294,335</b> | <b>\$ 495,169</b>    | <b>\$ 516,350</b>   |
| FICA                           | \$ 22,036         | \$ 27,707            | \$ 32,647           |
| DEFINED CONTRIBUTION           | 25,704            | 46,993               | 52,475              |
| HEALTH BENEFITS                | 4,542             | 9,067                | 10,032              |
| DENTAL & VISION                | 1,374             | 1,932                | 2,018               |
| LIFE INSURANCE                 | 1,786             | 3,177                | 2,838               |
| AUTO ALLOWANCE                 | 4,900             | 8,400                | 8,400               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 60,342</b>  | <b>\$ 97,276</b>     | <b>\$ 108,410</b>   |
| PROFESSIONAL SERVICES          | \$ 279,023        | \$ 38,424            | \$ 200,000          |
| OTHER MISC. SERVICES           | 4,274             | -                    | -                   |
| TRAVEL & MEETINGS              | 31,921            | -                    | -                   |
| OTHER MISC. EXPENSES           | 2,935             | 657                  | 3,000               |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 318,153</b> | <b>\$ 39,081</b>     | <b>\$ 203,000</b>   |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 672,830</b> | <b>\$ 631,526</b>    | <b>\$ 827,760</b>   |



# FY 2025 Finance and Budget

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full-Time                      | \$ 1,585,935        | \$ 2,013,953         | \$ 2,350,109        |
| Part-Time                      | 56,708              | 59,548               | 45,221              |
| Intern                         | -                   | -                    | 98,175              |
| <b>TOTAL WAGES</b>             | <b>\$ 1,642,643</b> | <b>\$ 2,073,501</b>  | <b>\$ 2,493,505</b> |
| FICA                           | \$ 119,519          | \$ 158,623           | \$ 191,674          |
| PENSION                        | 115,366             | 157,676              | 132,275             |
| DEFINED CONTRIBUTION           | 91,324              | 104,596              | 171,393             |
| HEALTH BENEFITS                | 198,470             | 305,275              | 310,244             |
| DENTAL & VISION                | 10,141              | 14,382               | 14,143              |
| LIFE INSURANCE                 | 10,106              | 14,521               | 16,667              |
| WORKERS' COMPENSATION          | -                   | 17,897               | -                   |
| AUTO ALLOWANCE                 | 15,450              | 22,050               | 25,200              |
| UNIFORM ALLOWANCE              | 300                 | 750                  | 1,000               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 560,676</b>   | <b>\$ 795,770</b>    | <b>\$ 862,596</b>   |
| PROFESSIONAL SERVICES          | \$ 300,025          | \$ 497,369           | \$ 269,100          |
| TECHNICAL SERVICES             | 23,557              | 22,018               | 24,000              |
| OTHER MISC. SERVICES           | 7,221               | 12,385               | 13,000              |
| BANKING SERVICES               | 75,760              | 72,940               | 73,000              |
| BANKING SUPPLIES               | 10,954              | 6,334                | 10,000              |
| OTHER MISC. EXPENSES           | 4,296               | 2,500                | 2,500               |
| TICKET/PASS PRINTING           | 18,361              | 15,821               | 15,000              |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 440,174</b>   | <b>\$ 629,367</b>    | <b>\$ 406,600</b>   |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 2,643,493</b> | <b>\$ 3,498,638</b>  | <b>\$ 3,762,701</b> |



## FY 2025 Government Relations

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|-------------------|----------------------|---------------------|
| WAGES                          |                   |                      |                     |
| Full-Time                      | \$ 564,549        | \$ 177,955           | \$ 221,864          |
| Intern                         | 3,077             | -                    | 14,025              |
| <b>TOTAL WAGES</b>             | <b>\$ 567,626</b> | <b>\$ 177,955</b>    | <b>\$ 235,889</b>   |
| FICA                           | \$ 43,436         | \$ 13,900            | \$ 18,596           |
| PENSION                        | 36,618            | 2,203                | -                   |
| DEFINED CONTRIBUTION           | 38,241            | 17,258               | 22,906              |
| HEALTH BENEFITS                | 78,216            | 12,605               | 26,095              |
| DENTAL & VISION                | 4,391             | 761                  | 1,226               |
| LIFE INSURANCE                 | 3,719             | 1,190                | 1,664               |
| AUTO ALLOWANCE                 | 6,300             | 5,100                | 7,200               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 210,921</b> | <b>\$ 53,017</b>     | <b>\$ 77,687</b>    |
| PROFESSIONAL SERVICES          | \$ 152,943        | \$ 132,875           | \$ 194,000          |
| OTHER MISC. SERVICES           | 1,080             | 200                  | 5,000               |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 154,023</b> | <b>\$ 133,075</b>    | <b>\$ 199,000</b>   |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 932,570</b> | <b>\$ 364,047</b>    | <b>\$ 512,576</b>   |



## FY 2025 Organizational Development and Administration

| EXPENDITURE DESCRIPTION        | ACTUAL FY 2023      | ESTIMATED FY 2024   | PROPOSED FY 2025    |
|--------------------------------|---------------------|---------------------|---------------------|
| WAGES                          |                     |                     |                     |
| Full-Time                      | \$ 837,090          | \$ 894,646          | \$ 1,216,725        |
| Part-Time                      | 86,522              | 81,044              | 48,845              |
| Intern                         | -                   | -                   | 28,050              |
| <b>TOTAL WAGES</b>             | <b>\$ 923,612</b>   | <b>\$ 975,690</b>   | <b>\$ 1,293,620</b> |
| FICA                           | \$ 66,774           | \$ 67,142           | \$ 104,056          |
| PENSION                        | 46,579              | 54,982              | 44,433              |
| DEFINED CONTRIBUTION           | 54,105              | 58,039              | 100,896             |
| HEALTH BENEFITS                | 105,329             | 165,862             | 238,772             |
| PRESCRIPTION REIMBURSEMENT     | -                   | 300                 | 1,000               |
| DENTAL & VISION                | 6,296               | 8,435               | 10,948              |
| LIFE INSURANCE                 | 5,487               | 5,934               | 8,719               |
| AUTO ALLOWANCE                 | 11,800              | 11,550              | 14,400              |
| OTHER FRINGES                  | 257,559             | 144,577             | 254,650             |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 553,929</b>   | <b>\$ 516,821</b>   | <b>\$ 777,874</b>   |
| PROFESSIONAL SERVICES          | \$ 522,736          | \$ 1,014,954        | \$ 1,054,050        |
| EMPLOYMENT PHYSICALS           | 126,476             | 106,084             | 110,000             |
| PRE-EMPLOYMENT PROCESSING      | 76,640              | 98,000              | 106,000             |
| RECRUITMENT EXPENSES           | 124,093             | 101,348             | 101,475             |
| OTHER MISC. EXPENSES           | 181                 | 1,742               | 19,500              |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 850,126</b>   | <b>\$ 1,322,128</b> | <b>\$ 1,391,025</b> |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 2,327,667</b> | <b>\$ 2,814,639</b> | <b>\$ 3,462,519</b> |



## FY 2025 Programs and Performance Management

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|-------------------|----------------------|---------------------|
| WAGES                          |                   |                      |                     |
| Full-Time                      | \$ -              | \$ -                 | \$ 180,000          |
| <b>TOTAL WAGES</b>             | <b>\$ -</b>       | <b>\$ -</b>          | <b>\$ 180,000</b>   |
| FICA                           | \$ -              | \$ -                 | \$ 13,168           |
| DEFINED CONTRIBUTION           | -                 | -                    | 18,720              |
| HEALTH BENEFITS                | -                 | -                    | 17,508              |
| DENTAL & VISION                | -                 | -                    | 734                 |
| LIFE INSURANCE                 | -                 | -                    | 1,200               |
| AUTO ALLOWANCE                 | -                 | -                    | 7,200               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ -</b>       | <b>\$ -</b>          | <b>\$ 58,530</b>    |
| PROFESSIONAL SERVICES          | \$ 55,667         | \$ 55,667            | \$ 150,000          |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 55,667</b>  | <b>\$ 55,667</b>     | <b>\$ 150,000</b>   |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 55,667</b>  | <b>\$ 55,667</b>     | <b>\$ 388,530</b>   |



## FY 2025 Contracts and Procurement

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023 | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|-------------------|----------------------|---------------------|
| WAGES                          |                   |                      |                     |
| Full-Time                      | \$ 427,354        | \$ 494,760           | \$ 614,157          |
| Intern                         | -                 | -                    | 14,025              |
| <b>TOTAL WAGES</b>             | <b>\$ 427,354</b> | <b>\$ 494,760</b>    | <b>\$ 628,182</b>   |
| FICA                           | \$ 33,135         | \$ 34,247            | \$ 48,331           |
| DEFINED CONTRIBUTION           | 43,386            | 45,232               | 61,776              |
| HEALTH BENEFITS                | 34,112            | 44,381               | 77,146              |
| DENTAL & VISION                | 3,214             | 3,243                | 3,978               |
| LIFE INSURANCE                 | 2,974             | 3,050                | 4,522               |
| AUTO ALLOWANCE                 | 2,850             | 3,600                | 3,600               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 119,671</b> | <b>\$ 133,753</b>    | <b>\$ 199,353</b>   |
| PROFESSIONAL SERVICES          | \$ 21,928         | \$ 8,640             | \$ 10,000           |
| OTHER MISC. SERVICES           | 264               | 1,390                | 3,000               |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 22,192</b>  | <b>\$ 10,030</b>     | <b>\$ 13,000</b>    |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 569,217</b> | <b>\$ 638,543</b>    | <b>\$ 840,535</b>   |



## FY 2025 Training and Development

| EXPENDITURE<br>DESCRIPTION     | ACTUAL<br>FY 2023   | ESTIMATED<br>FY 2024 | PROPOSED<br>FY 2025 |
|--------------------------------|---------------------|----------------------|---------------------|
| WAGES                          |                     |                      |                     |
| Full-Time                      | \$ 205,726          | \$ 217,398           | \$ 221,752          |
| Supervisors                    |                     |                      |                     |
| Full-Time                      | 695,925             | 877,524              | 849,147             |
| Additional Pay                 | 1,094               | -                    | -                   |
| <b>TOTAL WAGES</b>             | <b>\$ 902,745</b>   | <b>\$ 1,094,922</b>  | <b>\$ 1,070,899</b> |
| FICA                           | \$ 62,850           | \$ 83,762            | \$ 82,199           |
| PENSION                        | 204,957             | 224,504              | 194,445             |
| DEFINED CONTRIBUTION           | 4,315               | 10,156               | 10,227              |
| HEALTH BENEFITS                | 149,768             | 164,927              | 171,941             |
| DENTAL & VISION                | 8,665               | 9,122                | 9,006               |
| LIFE INSURANCE                 | 5,869               | 6,316                | 7,562               |
| AUTO ALLOWANCE                 | -                   | -                    | 3,600               |
| <b>TOTAL FRINGE BENEFITS</b>   | <b>\$ 436,424</b>   | <b>\$ 498,787</b>    | <b>\$ 478,980</b>   |
| PROFESSIONAL SERVICES          | \$ 25,833           | \$ 95,710            | \$ 108,475          |
| MATERIALS & SUPPLIES           | 11,042              | 11,680               | 14,645              |
| OTHER MISC. EXPENSES           | 45                  | 232                  | 495                 |
| <b>TOTAL OTHER EXPENSES</b>    | <b>\$ 36,920</b>    | <b>\$ 107,622</b>    | <b>\$ 123,615</b>   |
| <b>TOTAL DIVISION EXPENSES</b> | <b>\$ 1,376,089</b> | <b>\$ 1,701,331</b>  | <b>\$ 1,673,494</b> |

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# CAPITAL PROGRAM







# FY 2025 Capital Budget Overview

## CAPITAL PROGRAM

The purpose of the Capital Program is to provide a long-term planning and budgeting process that enables LBT to ensure capital funding needs are identified in advance of the purchase or replacement of its assets. Capital funding supports the maintenance, improvement, and enhancement of LBT's fleet, equipment, customer amenities, and infrastructure. Capital projects are defined as expenditures or projects with an estimated useful life of one year or more and a total cost of at least \$10,000.

## CAPITAL PROJECT IMPACTS ON OPERATING BUDGET

The long-term Capital Program helps LBT to operate more effectively in the future. The impact on the operating budget is an area that is carefully considered when evaluating projects. The individual projects include an estimated future operating budget impact to identify the cost of the project's life cycle. LBT considers the future operating, maintenance and replacement costs when deciding which projects to recommend for inclusion in the capital budget. Any new operating expenses associated with the approved new capital projects are addressed in the operating budget.



## Significant Capital Projects and Operating Impacts for FY 2025 – FY 2027

| Description                           | Capital Investment<br>(in millions) | Annual Impact<br>Fiscal Year(s) |
|---------------------------------------|-------------------------------------|---------------------------------|
| ERP/EAM Software Replacement          | \$17.01                             | 2025-2027                       |
| Bus Rehabilitation                    | \$17.04                             | 2025-2027                       |
| Bus Replacement                       | \$44.10                             | 2025-2027                       |
| Bus Charging Infrastructure Expansion | \$32.80                             | 2025-2027                       |



# FY 2025 Capital Budget Overview (cont'd)

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## STATE OF GOOD REPAIR/TRANSIT ASSET MANAGEMENT

The Bipartisan Infrastructure Law continues FTA's Transit Asset Management (TAM) program. The TAM program asks transit agencies to implement strategic approaches to monitoring, maintaining, and replacing transit assets. FTA's TAM rule (49 CFR Part 625) requires transit agencies to develop a compliant TAM Plan, set performance targets for capital assets, create data and narrative reports on performance measures, as well as coordinate with their planning partners. TAM is a business model that uses the condition of assets to guide the optimal prioritization of funding at transit properties in order to keep the nation's transit networks in a State of Good Repair (SGR).

SGR is the condition in which a capital asset is able to operate at a full level of performance.

This means the asset:

- Is able to perform its designed function
- Does not pose a known unacceptable safety risk
- Met and recovered its life cycle investment

Each transit provider must designate an Accountable Executive. Tier I providers must also develop their own TAM Plan. LBT is considered a Tier I provider, by definition, as it has more than 101 vehicles across all fixed-routes modes.

LBT is committed to keeping its assets in a state of good repair during their lifecycle, which allows LBT to fulfill its mission of: ***Dedicated to connecting communities and moving people...making everyday life better.*** LBT regularly reviews the condition of its assets, evaluates performance targets and uses its decision support tools to make cost effective decisions in the development of its capital plan.



# FY 2025 Capital Budget Overview (cont'd)

## CAPITAL BUDGETING PROCESS

Annually, a Capital Call is conducted to solicit internal capital project requests from LBT project managers. The capital budget is a three-year rolling plan that includes capital projects that are developed in alignment with LBT's Capital Strategic Focus and are in support of the agency's state of good repair initiative, TAM Plan and future needs of the agency.



After receiving the projects, the Capital Budgeting Team conducts meetings with the project managers. This allows for a deeper understanding of the projects that will be evaluated for recommendation into the upcoming capital budget.

LBT's KPI team, consisting of cross-departmental staff members, evaluates and scores all of the projects. The evaluation criteria look at how the project aligns with the Capital Strategic Focus and the three levels of the Capital Strategic Priorities (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 through a discretionary grant application.

Upon review of all projects, the capital budgeting team and the KPI team recommends funding levels for each of the projects. These recommendations are brought before the ELT.

The ELT reviews the projects and recommendations of the KPI team 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 on projects that positively impact customers.





# FY 2025 Capital Budget Overview (cont'd)

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The agency considers all projects requested in the three-year capital call when selecting the projects for inclusion in the annual capital budget. The purpose of the capital budget is to 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 account for the uncertainty of the current economic environment and unforeseen circumstances requiring additional funds to complete the project within the original project scope.

## CAPITAL STRATEGIC FOCUS

All capital projects are developed using the following Capital Strategic Focus elements:

- Focus I:** Improving Safety and Security
- Focus II:** Enhancing Customer Amenities
- Focus III:** Rehabilitating and Maintaining Assets
- Focus IV:** Modifying and Expanding Facilities
- Focus V:** Replacing and Expanding Fleet
- Focus VI:** 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.



# FY 2025 Capital Budget Overview (cont'd)

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## 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

**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

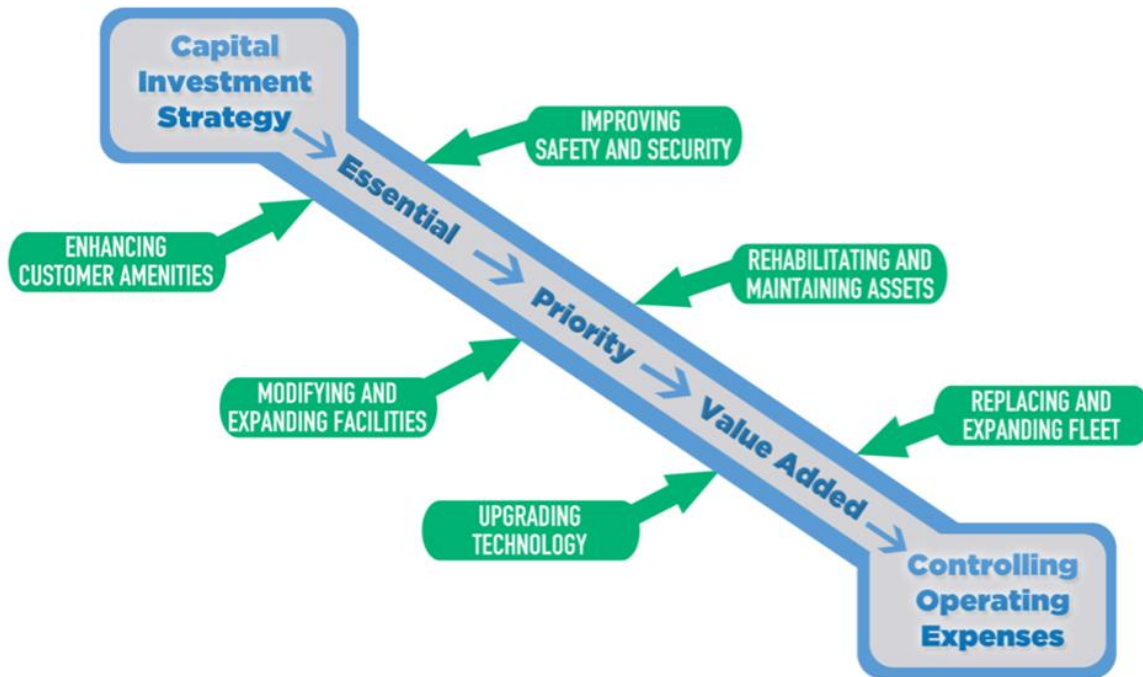
**III: VALUE ADDED** – Projects that are beneficial but may be delayed without detrimental effects to basic services.

- Provides a new or expanded level of service
- Promotes intergovernmental cooperation
- Reduces energy consumption
- Enhances cultural or natural resources



# FY 2025 Capital Budget Overview (cont'd)

The graphic below depicts LBT's Capital Strategic Focus:

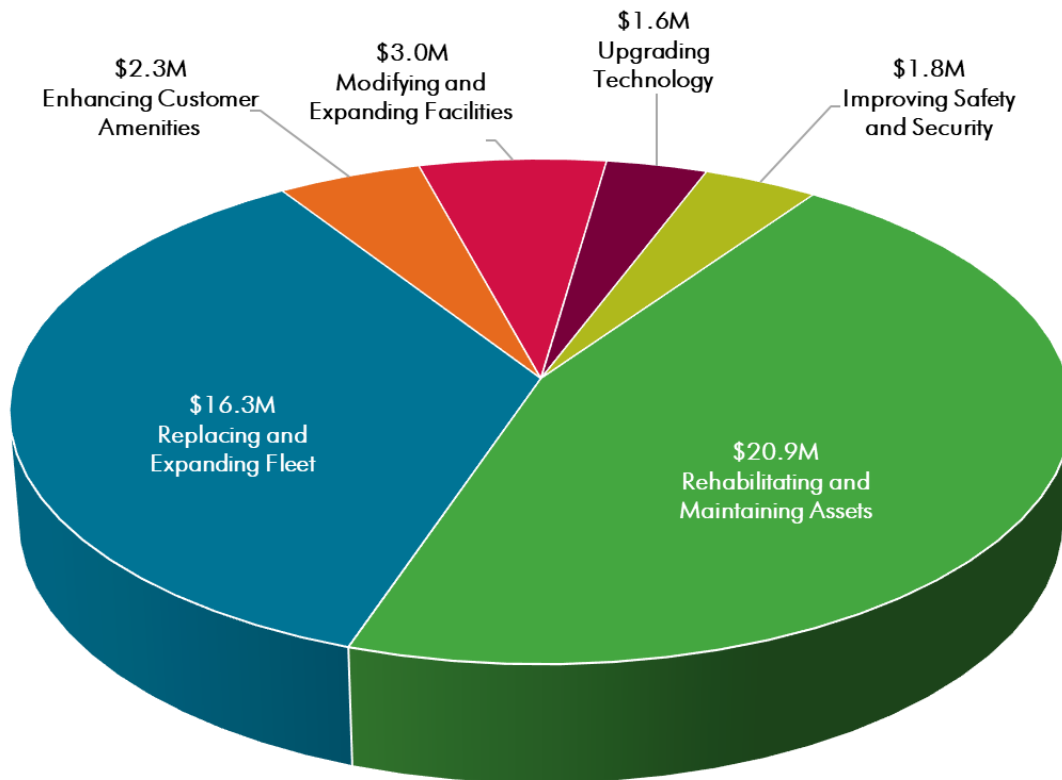


## CAPITAL ANALYSIS PROCESS



# FY 2025 Capital Budget Overview (cont'd)

## FY 2025 PROPOSED BUDGET BY CAPITAL STRATEGIC FOCUS



**\$45.8M**



# FY 2025 Capital Program Funding Sources

## FY 2025–FY 2027 CAPITAL PROGRAM FUNDING SOURCES

| FY 2025 – FY 2027 CAPITAL REVENUE BY FUNDING SOURCE |                     |                      |                      |                      |                          |
|---|---------------------|----------------------|----------------------|----------------------|--------------------------|
| Funding Source                                      | Approved<br>FY 2024 | Estimated<br>FY 2025 | Estimated<br>FY 2026 | Estimated<br>FY 2027 | Estimated<br>FY25 – FY27 |
| FEDERAL   | \$ 29,062,458       | \$ 24,199,932        | \$ 20,638,344        | \$ 21,236,856        | \$ 66,075,132 (1)        |
| STATE   | \$ 768,086          | \$ 16,335,180        | \$ 14,396,865        | \$ 1,461,400         | \$ 32,193,445 (2)        |
| LOCAL   | \$ 5,669,622        | \$ 5,308,462         | \$ 6,155,189         | \$ 5,591,359         | \$ 17,055,010 (3)        |
| PRIOR YEAR REALLOCATIONS                            | \$ 2,405,793        | \$ -                 | \$ -                 | \$ -                 | \$ - (4)                 |
| <b>TOTAL CAPITAL BUDGET</b>                         | <b>\$37,905,959</b> | <b>\$45,843,574</b>  | <b>\$41,190,398</b>  | <b>\$28,289,615</b>  | <b>\$115,323,587</b>     |

(1) Federal dollars for FY2024 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 Transit Development Act (TDA) Capital funding.

(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 2025 are carryover funds from a variety of projects including facility, information technology and security projects. LBT is not recognizing and reallocated funds from previous years as these funds have been reallocated throughout FY2024.

## COMPARISON TO FY 2024

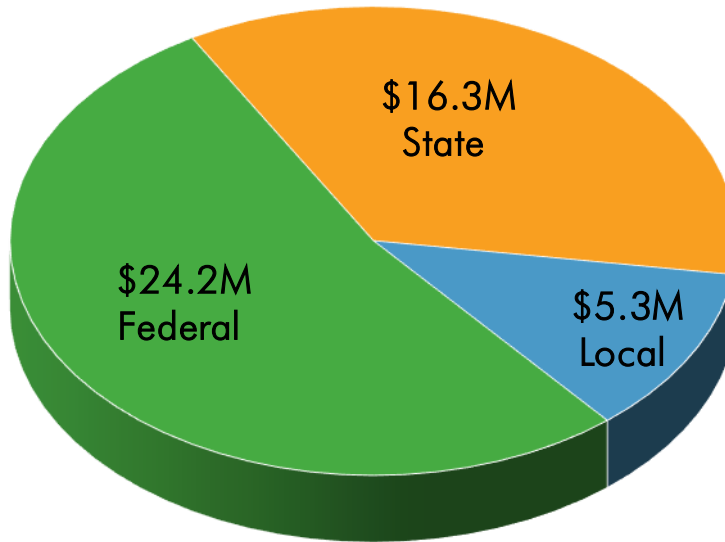
- The FY 2025 Capital Program funding sources consist of \$24.20 million in federal, \$16.34 million in state, \$5.31 million in local
- State funds increased for FY 2025 because the agency claimed \$15.00 million of the Transit Development Act (TDA) allocation for capital expenditures in FY 2025
- Local funds decreased for FY 2025 because the Measure R Clean Fuel Bus Capital Facilities and Rolling Stock Fund is allocated in even years. Next allocation will be received in FY 2026
- In FY 2025, LBT is not recognizing any funds to be reallocated from FY 2024. The funds that became available were reallocated to projects throughout FY 2024



# FY 2025 Capital Program Funding Sources (cont'd)

## FY 2025 Capital Program Funding Sources

**\$45,843,574**



### FEDERAL (FTA 5307/5339, FHWA FBP)

\$

24,199,932

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). LBT receives a majority of these funds for bus replacement, bus expansion, facility modernization and bus stop rehabilitation/improvements. The federal dollars include additional funding for specific capital projects - Bus Operator Subcommittee (BOS) competitive discretionary awards.

### STATE (SB1-SGR)

\$

16,335,180

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.

### COUNTY (MOSIP, MEASURE-R CAPITAL)

\$

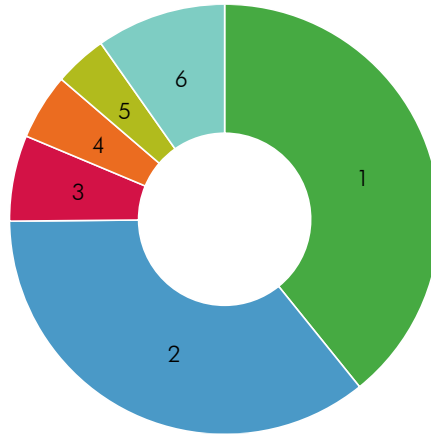
5,308,462

Proposition C 40% 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) rehabilitation or replacement.



# FY 2025 Capital Projects Allocation

## FY 2025 Capital Projects Allocation



**\$45,843,574**

### 1. BUS REHABILITATION

Mid-life rehabilitation of buses.

**TOTAL \$ 17,974,272**

### 2. BUS REPLACEMENT

Replacement of aging buses. The proposed funds will be used to replace gasoline electric hybrid buses, replacement buses purchased will be zero emission buses.

**TOTAL \$ 16,344,871**

### 3. FACILITIES

Projects related to the improvements of the new LBT Corporate Office , modernization of LBT's Administrative, Operations and Maintenance Facility (LBT1) on Cherry Ave. and Anaheim St. and various other facility related projects at LBT1, LBT2.

**TOTAL \$ 2,959,503**

### 4. CUSTOMER AMENITIES

Replacement of bus stop amenities such as shelters, solar lighting, benches and real-time information signage.

**TOTAL \$ 2,275,690**

### 5. SAFETY AND SECURITY

This category consists of Safety and Security Equipment.

**TOTAL \$ 1,815,484**

### 6. OTHER

Upgrading Technology and Rehabilitating and Maintaining Ferries.

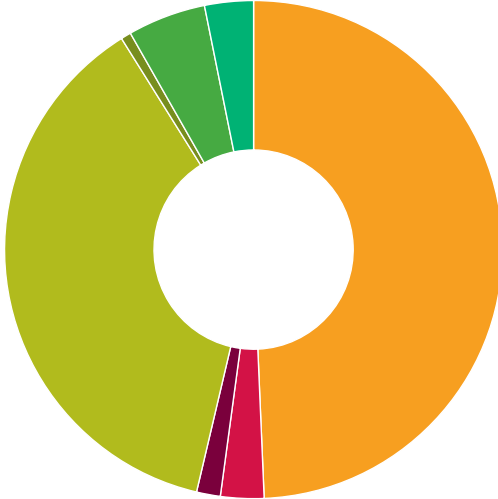
**TOTAL \$ 4,473,754**



# FY 2025 Capital Projects Allocation (cont'd)

## BUDGET COMPARISON

APPROVED FY 2024 BUDGET



**\$37,905,959**

|   |                                    |
|---|------------------------------------|
| <span style="color: orange;">●</span>     | FACILITY IMPROVEMENTS, \$ 18.70M   |
| <span style="color: pink;">●</span>       | BUS STOP AMENITIES, \$ 1.07M       |
| <span style="color: purple;">●</span>     | SAFETY & SECURITY, \$ 0.59M        |
| <span style="color: lightgreen;">●</span> | INFORMATION TECHNOLOGY, \$ 14.18M  |
| <span style="color: darkgreen;">●</span>  | SHOP EQUIPMENT, \$ 0.25M           |
| <span style="color: green;">●</span>      | BUS COMPONENTS, \$ 1.92M           |
| <span style="color: teal;">●</span>       | NON-REVENUE/DAL VEHICLES, \$ 1.20M |

## FY2025 Capital Budget

TOTAL FY 2025 PROPOSED BUDGET



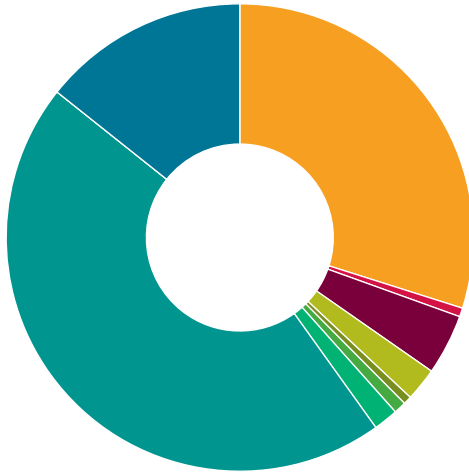
**\$45,843,574**

|   |                                    |
|---|------------------------------------|
| <span style="color: orange;">●</span>     | FACILITY IMPROVEMENTS, \$ 3.13M    |
| <span style="color: pink;">●</span>       | BUS STOP AMENITIES, \$ 2.15M       |
| <span style="color: purple;">●</span>     | SAFETY & SECURITY, \$ 1.82M        |
| <span style="color: lightgreen;">●</span> | INFORMATION TECHNOLOGY, \$ 1.60M   |
| <span style="color: darkgreen;">●</span>  | SHOP EQUIPMENT, \$ 0.35M           |
| <span style="color: green;">●</span>      | BUS COMPONENTS, \$ 0.30M           |
| <span style="color: teal;">●</span>       | NON-REVENUE/DAL VEHICLES, \$ 0.28M |
| <span style="color: darkblue;">●</span>   | REVENUE VEHICLES, \$ 18.47M        |
| <span style="color: lightblue;">●</span>  | PREVENTIVE MAINTENANCE, \$ 10.00M  |
| <span style="color: blue;">●</span>       | BUS REHABILITATION, \$ 7.74M       |



## FY 2025 Capital Projects Allocation (cont'd)

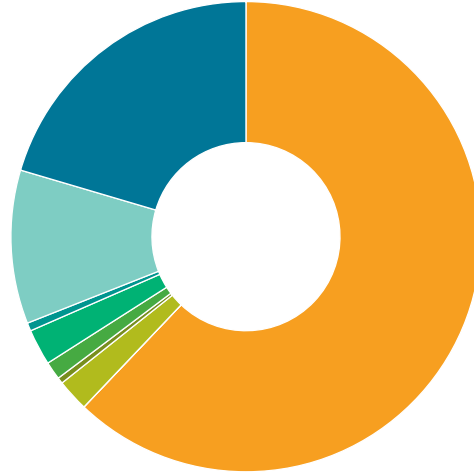
FY 2026 Estimated Capital Projects



**\$41,190,398**

|   |                                    |
|---|------------------------------------|
| ● | FACILITY IMPROVEMENTS, \$ 12.31M   |
| ● | BUS STOP AMENITIES, \$ 0.25M       |
| ● | SAFETY & SECURITY, \$ 1.73M        |
| ● | INFORMATION TECHNOLOGY, \$0.95M    |
| ● | SHOP EQUIPMENT, \$ 0.23M           |
| ● | BUS COMPONENTS, \$ 0.35M           |
| ● | NON-REVENUE/DAL VEHICLES, \$ 0.70M |
| ● | REVENUE VEHICLES, \$ 18.78M        |
| ● | BUS REHABILITATION, \$ 5.89M       |

FY 2027 Estimated Capital Projects



**\$28,289,615**

|   |                                    |
|---|------------------------------------|
| ● | FACILITY IMPROVEMENTS, \$ 17.57M   |
| ● | INFORMATION TECHNOLOGY, \$ 0.62M   |
| ● | SHOP EQUIPMENT, \$ 0.12M           |
| ● | BUS COMPONENTS, \$ 0.35M           |
| ● | NON-REVENUE/DAL VEHICLES, \$ 0.70M |
| ● | REVENUE VEHICLES, \$ 0.16M         |
| ● | PREVENTIVE MAINTENANCE, \$ 2.99M   |
| ● | BUS REHABILITATION, \$ 5.78M       |



# Capital Projects Update

## CAPITAL PROJECT UPDATE – Bus Replacement Program

### 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 107 square mile service area. LBT currently has a fleet of 250 buses. The fleet (both revenue and contingency) is made up of 81 Hybrid Gas-Electric, 125 CNG and 44 Battery-electric buses. LBT is committed to a Zero-Emission Bus Fleet by replacing older model, less efficient buses with its Bus Replacement Program.

### FY2025 Planned Deliverables:

In March 2022, the LBT Board of Directors authorized LBT to enter into a contract with BYD of America for the purchase of five Over the Road Coaches. Buses are currently in final production and LBT is expecting delivery in spring/summer of 2024.

LBT is working from a State Bus Procurement Contract in order to expedite the procurement and delivery of the next 20 Battery-Electric Buses. LBT expects to receive a proposal from the bus manufacturer under this contract in spring 2024 and will start working on contract terms.



### Estimated Expenditures

| Fund Type     | FY2025        | FY2026        | FY2027        |
|---------------|---------------|---------------|---------------|
| Federal 5307  | \$ 8,977,228  | \$ 13,465,841 | \$ 7,474,503  |
| Other Federal | \$ 830,987    | \$ 1,246,480  | \$ 1,332,037  |
| State Bonds   |               |               |               |
| State TIRCP   | \$ 6,451,000  |               |               |
| Other State   | \$ 102,650    | \$ 153,975    | \$ 989,689    |
| Local Funds   | \$ 89,134     | \$ 133,700    | \$ 546,466    |
|               | \$ 16,450,998 | \$ 14,999,997 | \$ 10,342,695 |

### Impact on Operating Budget

The impact on the operating budget will decrease as new zero-emission buses replace older less efficient buses in fleet.



## Capital Projects Update (cont'd)

### CAPITAL PROJECT UPDATE – Mid-life Bus Rehabilitation

#### Overview/Status:

LBT must maintain a bus for 12 years and/or for 500,000 miles pursuant to Federal Transit Administration funding recipient requirements. The agency is anticipating starting the rehabilitation process of the next series of buses, 13 60' Articulated CNG buses, in summer 2024.

To ensure LBT's buses are in a like-new condition, the midlife rehabilitation includes refurbishments of interior/exterior paint, exterior decals, interior/exterior lighting and vehicle fire suppression recertification. In addition to the refurbishment, these buses will receive a modern eco-friendly replacement engine.

#### FY2025 Planned Deliverables:

LBT is preparing to award a contract for the 13 60' Articulated CNG buses to go through the Mid-life Rehabilitation. LBT anticipates starting this process in summer 2024.

LBT is also working on a scope of work for the next series of buses that will go through a Mid-life Rehabilitation. The forty (40) 40' CNG, 1800 series buses are expected to start this process in summer of 2025.

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



#### Estimated Expenditures

| Fund Type     | FY2025       | FY2026       | FY2027       |
|---------------|--------------|--------------|--------------|
| Federal 5307  |              |              |              |
| Other Federal |              |              |              |
| State Funds   | \$ 5,148,380 |              |              |
| Local Funds   | \$ 330,754   | \$ 5,779,584 | \$ 5,779,584 |
|               |              |              |              |
|               | \$ 5,479,134 | \$ 5,779,584 | \$ 5,779,584 |

#### Impact on Operating Budget

Operating costs will decrease as the refurbished buses will have newer parts and engines which will lower their failure rates and unscheduled maintenance.



## Capital Projects Update (cont'd)

### CAPITAL PROJECT UPDATE – Customer Amenities

#### Overview/Status:

Long Beach Transit provides public transportation services to more than 17 million onboarding customers in southeastern Los Angeles County and northwestern Orange County. With a service area covering more than 107 square miles across 14 cities, LBT has nearly 1900 active bus stop locations. Less than a quarter of those locations have bus stop shelters and 81 percent (or 367) are in the City of Long Beach. Bus stops are the gateway to the LBT public transit system. They are part of the built environment that help customers travel from one point to another and enable connectivity to other transit systems in the region. Providing bus stops that are safe, inviting, and equitably accessible for existing and new customers can help improve the transit experience and encourage ridership.

#### FY2025 Planned Deliverables:

The LBT Customer Amenities team is working to combine a scope of work for the Cherry Avenue, Long Beach Blvd. and Atlantic Avenue corridors. This one large project should attract a number of vendors for a competitive solicitation.

LBT is evaluating proposals for the Transit Gallery Improvements Design project. The purpose of the Transit Gallery Improvement is to upgrade technology, lighting and wayfinding to improve safety, service quality and the customer experience at Long Beach Transit's mobility hub.



#### Estimated Expenditures

| Fund Type     | FY2025       | FY2026       | FY2027       |
|---------------|--------------|--------------|--------------|
| Federal 5307  | \$ 1,098,037 | \$ 1,777,500 | \$ 2,058,358 |
| Other Federal |              |              |              |
| State LCTOP   | \$ 434,975   |              |              |
| Local Funds   | \$ 274,509   | \$ 444,375   | \$ 289,609   |
|               | \$ 1,807,521 | \$ 2,221,875 | \$ 2,347,967 |

#### Impact on Operating Budget

By updating to newer equipment and lighting at the bus stops, LBT will be able to avoid repairs which will have a positive impact on operating budget.



## Capital Projects Update (cont'd)

### CAPITAL PROJECT UPDATE – LBT CO

#### Overview/Status:

LBT's administrative staff moved into the new corporate offices in January and February 2024. LBT continues to pursue additional tenants to occupy spaces throughout the building. LBT has partnered with a professional leasing company to help in these efforts.

Upgrades to the LBT occupied spaces on three floors of the building have been completed, although more upgrade will continue throughout the next fiscal year. Upgrades to LBT occupied spaces include construction of offices, meeting rooms, copy rooms, elevators and elevator lobbies. The Rosa Parks Board Chambers were officially dedicated in December 2023.

#### FY2025 Planned Deliverables:

In FY 2025, a major focus for the agency will be furnishing a state-of-the-art building for LBT staff and future tenants. In the coming year, LBT plans to renovate the building lobby and breakroom and enhance the landscaping with outdoor seating areas for tenants and LBT staff.

Renovations to amenities will further align LBT facilities to industry standards and will serve as an investment in attracting future tenants. In FY 2025, the agency aims to achieve a balanced budget between leasing revenue and increasing operating costs.



#### Estimated Expenditures

| Fund Type     | FY2025       | FY2026       | FY2027     |
|---------------|--------------|--------------|------------|
| Federal 5307  |              |              |            |
| Other Federal |              |              |            |
| State MSRC    |              |              |            |
| Local Funds   | \$ 2,857,306 | \$ 1,643,184 | \$ 234,489 |
|               | \$ 2,857,306 | \$ 1,643,184 | \$ 234,489 |

#### Impact on Operating Budget

LBT is actively seeking tenants to occupy the vacant floors of the building. Lease revenue generated will contribute toward offsetting operating expense for the upkeep of the building.



## Capital Projects Update (cont'd)

### CAPITAL PROJECT UPDATE – ERP/EAM Replacement

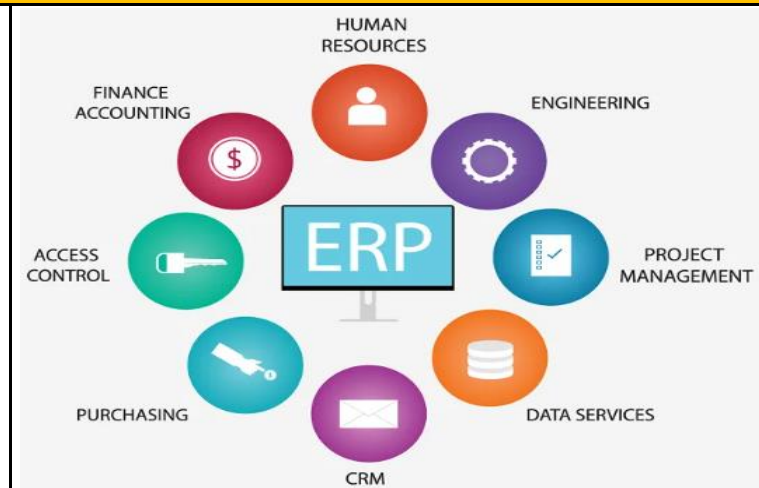
#### Overview/Status:

During FY 2024, LBT successfully released a Request for Proposal (RFP) for a new, enterprise-wide ERP/EAM system. Following a thorough evaluation, a select group of software companies were invited to present how their products and services would meet LBT's ERP and EAM system modernization needs.

#### FY2025 Planned Deliverables:

In FY 2025, LBT will transition to the next phase of the ERP/EAM system procurement process. This fiscal year, the project will achieve the following objectives:

- \* Award of the enterprise-wide ERP/EAM system anticipated for Fall 2024, followed by a project kick-off
- \* Agency Alignment of internal and consultant resources to manage the implementation process
- \* Collaboration with selected implementation team to review business workflows, enhance efficiency, improve data collection and reporting, and integrate new and existing software systems.



#### Estimated Expenditures

| Fund Type                         | FY2025   | FY2026       | FY2027 |
|-----------------------------------|--|--------------|--------|
| Federal 5307                      | \$ 8,017,854   | \$ 9,874,616 |        |
| Other Federal                     |  |              |        |
| State Bonds                       |  |              |        |
| State TIRCP                       |  |              |        |
| Other State                       |  |              |        |
| Local Funds                       |  |              |        |
|                                   | \$ 8,017,854   | \$ 9,874,616 |        |
| <b>Impact on Operating Budget</b> | Operating expenses will increase as more software licenses will be required in the future. |              |        |



## Capital Projects Update (cont'd)

### CAPITAL PROJECT UPDATE – Charging Station Expansion

#### Overview/Status:

LBT's goal is to have an all Zero-Emission Fleet by 2030. In order for this Zero-Emission Fleet to be incorporated, LBT must have the appropriate infrastructure in place. The Battery Charging Station Expansion Project will enable LBT to increase the capacity of the Anaheim Street facility to 125 charging stations.

#### FY2025 Planned Deliverables:

LBT is currently working to release a new procurement for A&E design services. This will provide LBT with conceptual drawings that will enable LBT to hire a construction manager to work with LBT Staff throughout the process of construction.

Further in FY25, LBT will be looking to put a solicitation out for construction services that will provide the installation of the charging infrastructure.



#### Estimated Expenditures

| Fund Type                         | FY2025   | FY2026     | FY2027        |
|-----------------------------------|--|------------|---------------|
| Federal 5307                      |  | \$ 487,500 | \$ 18,468,933 |
| Other Federal                     |  |            |               |
| State – TDA                       | \$ 362,500   | \$ 350,000 | \$ 13,131,067 |
| Local Funds                       |  |            |               |
|                                   |  |            |               |
|                                   | \$ 362,500   | \$ 837,500 | \$ 31,600,000 |
| <b>Impact on Operating Budget</b> | The Charging Station Expansion will have a positive impact on the operating budget as the cost for charging Battery-Electric buses is lower than for gasoline or Compressed Natural Gas. |            |               |



## GLOSSARY







## Accrual Accounting

A method 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.

## Balanced Budget

A budget in which operating expenses are equal to operating revenues.

## Capital Expenditure

Expenditures or projects with an estimated useful life of one year or more and a total cost of at least \$10,000.

## Core Business Category

The essential functions that drive LBT. Departments are grouped together within these categories.

## Department

Unit of organization structure, responsible for specific functions or duties.

## Enterprise Fund

A fund type used to account for "business- type activities"— activities similar to those found in the private sector. The fund structure utilized by LBT to report financial activities.

## Fiscal Year

Period of any 12 consecutive months used as an accounting period. LBT's fiscal year is July 1 through June 30.

## Net Position

Generally defined as the difference between assets and liabilities. An adequate net position is necessary for various reasons, such as to have funds available in case of an emergency or unexpected events, to provide cash for operations prior to receipt of revenues, and to maximize investment earnings.

## Preventive Maintenance

All the activities, supplies, materials, labor, services and associated costs required to preserve or extend the functionality and serviceability of the assets in a cost-effective manner.



## Acronyms

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### ADA

Americans with Disabilities Act

### AFSCME

American Federation of State, County and Municipal Employees

### ARPA

American Rescue Plan Act

### ATU

Amalgamated Transit Union

### BEB

Battery-Electric Bus

### BSIP

Bus System Improvement Program

### CARES

Coronavirus Aid, Relief and Economic Security Act

### CNG

Compressed Natural Gas

### CPI

Consumer Price Index

### CRRSAA

Coronavirus Response and Relief Supplemental Appropriations Act

### CSULB

California State University, Long Beach

### CTTC

California Transit Training Consortium

### EAM

Enterprise Asset Management

### ELT

Executive Leadership Team

### ERP

Enterprise Resource Planning

### FAP

Formula Allocation Procedure

### FICA

Federal Insurance Contributions Act

### FTA

Federal Transit Administration

### FTE

Full Time Equivalent

### FSI

Fareless System Initiative (also known as GoPass)

### FY

Fiscal Year

### GASB

Governmental Accounting Standards Board

### GFOA

Government Finance Officers Association

### KPI

Key Performance Indicator

### LBCC

Long Beach City College

### LBT

Long Beach Transit



## Acronyms (cont'd)

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### **LBUSD**

Long Beach Unified School District

### **LCTOP**

Low Carbon Transit Operations Program

### **LEED**

Leadership in Energy and Environmental Design

### **LTF**

Local Transportation Fund

### **MDBF**

Mean Distance Between Failures

### **MOSIP**

Municipal Operator Service Improvement Program

### **NTD**

National Transit Database

### **OCTA**

Orange County Transportation Authority

### **PLPD**

Personal Liability and Property Damage

### **SaaS**

Software-as-a-Service

### **SB**

Senate Bill

### **SGR**

State of Good Repair

### **STA**

State Transit Assistance

### **TAM**

Transit Asset Management

### **TAP**

Transit Access Pass

### **TDA**

Transportation Development Act

### **UCLA**

University of California, Los Angeles

### **ZEB**

Zero-Emission Bus

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