



Port of  
**LONG BEACH**  
THE PORT OF CHOICE

# City of Long Beach **HARBOR DEPARTMENT**

Adopted Budget for Fiscal Year 2021



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## The Budget Process

### Basis for Budget Development

The Port of Long Beach (Port) is a public agency managed and operated by the City of Long Beach Harbor Department. The Port is governed by the Long Beach Board of Harbor Commissioners, whose five members are appointed by the mayor of Long Beach and confirmed by the City Council.

The Port's budget serves as a financial plan for delivering effective services and efficiently managing the revenues which support those services. The Fiscal Year 2021 Budget covers the period of October 1, 2020 through September 30, 2021. Long Beach City Charter, Section 1210, requires that the Board of Harbor Commissioners adopts and transmits a departmental budget that conforms to the general City budget "not later than sixty (60) days prior to the beginning of each fiscal year."

The FY 2021 budget development calendar required the submission of the proposed budget to the City Mayor by July 2, 2020. To accommodate this schedule, the Board of Harbor Commissioners had to accelerate the adoption of the FY 2021 proposed budget which occurred on May 27, 2020. This required the Harbor Department to estimate costs for labor, employee fringe benefits, and certain City support charges in the proposed budget. However, the Board resolution allowed for staff to update the budget up to 5% to reflect the final amounts approved by the City after Board adoption; this final FY 2021 budget reflects those updates.

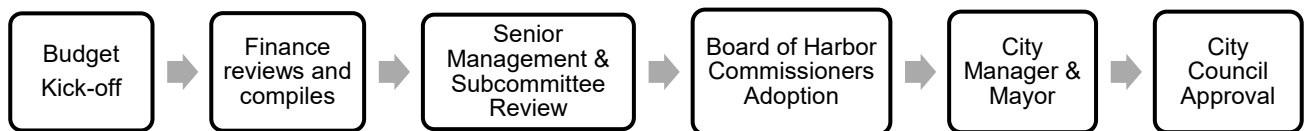
The City's Charter and municipal code provide broad governance for preparation of the operating and capital budgets. The budget is also developed based on the following:

- The Port's top priorities and other Board of Harbor Commissioners' directives
- The Port's Long Range Financial Plan, which is updated semi-annually at a minimum, and presented to the Budget Special Purpose Standing Committee and the Board prior to the release of the proposed budget
- The Port's commitments to the six Strategic Goals as outlined in the organization's Strategic Plan.

### Operating and Capital Budgets – Calendar of Activities

- December/January – Budget guidelines and timeframes for development of the operating and capital budgets are developed. The budget development process begins when instructions and templates (personnel, non-personnel, and budget forms) are distributed to divisions for budget preparation.
- January/February - Divisions complete and submit requests to reallocate staffing and non-personnel resources for the upcoming year to meet changing operational needs. The Finance Division reviews the submissions and requests explanations for any major variances or unusual items from prior year activity or prior budget amounts.

- March/April - The proposals are then integrated with the revenue forecast, the 10-year capital program resiliency plan, and debt service, into a preliminary budget document that is presented to senior management and the Budget Special Purpose Standing Committee for guidance and review.
- May/June - The Finance Director and the Managing Director of Finance and Administration, guided by the direction of the Budget Special Purpose Standing Committee and other members of senior management, then present a Proposed Budget that conforms to the strategic goals of the Port to the full Board of Harbor Commissioners for adoption.
- June/July - Upon approval by the Board of Harbor Commissioners, the Harbor Department's budget is transmitted to the City Manager's and Mayor's offices for review and inclusion into the City's overall budget.
- August/September - The Board-adopted budget is presented to the City Council for final approval.



## I. EXECUTIVE SUMMARY

### VISION STATEMENT

*The Port of Long Beach will be the global leader in operational excellence and environmental stewardship.*

### MISSION STATEMENT

*The Port of Long Beach is an international gateway for the reliable, efficient and sustainable movement of goods for the benefit of our local and global economies.*

### VALUE PROPOSITION

*Our customers choose the Port of Long Beach because we are the most reliable, most cost-effective and greenest gateway for the movement of goods to and from America's major consumer markets and producers.*

The Harbor Department of the City of Long Beach ("Port of Long Beach"), with its deep-water channels, rail access, and ongoing investment in state-of-the-art facilities, continues to be the preferred gateway for Asia-Pacific trade and an operational model for its environmental innovations and initiatives.

As in past years, the Port is not a taxing authority; rather, its operations are 100% supported by a combination of Port-related revenues, bond financing, grants, and existing funds.

The FY 2021 budget was finalized during the COVID-19 global pandemic, and adjustments were made to revenues and expenses based on the data available at the time. The Port anticipates a period of revenue uncertainty as it is impossible to predict either the severity or length of the pandemic. Cargo volumes and their impact on revenue will be closely monitored and further adjustments will be made, if necessary. As part of the budget development process, several stress test scenarios were modeled with each showing that the Port of Long Beach is in a strong financial position to manage through a downturn.

The FY 2021 Adopted Budget of \$649.3 million is 4.2% (\$28.1 million) lower than the FY 2020 Adopted Budget. This decrease is primarily due to lower debt service as result of bond refinancing and lower capital expenditures. A primary focus next fiscal year will be to continue progress towards achieving the key milestones of the Port's multi-billion-dollar capital program. In FY 2021 alone, approximately \$380 million has been budgeted for capital projects, which comprises 58% of the total budget.

FY 2021 operating revenue is projected to be 5.4% lower than the FY 2020 budget, due to the continuing impacts of the COVID-19 global pandemic and the ongoing US-China trade issues.

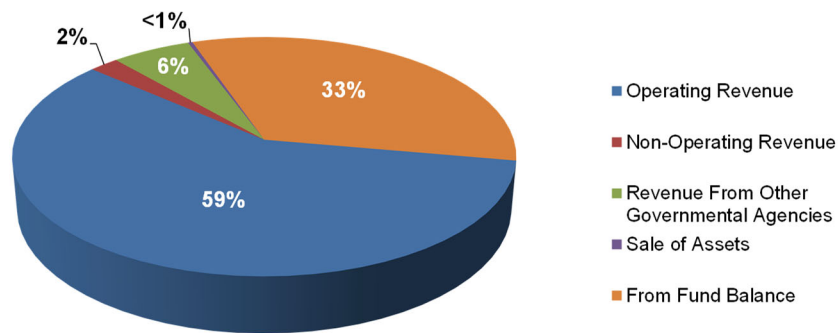
The Port is committed to managing its internal operations effectively and to demonstrating continued progress toward the following six long-term goals of its Strategic Plan:

- Strengthen the Port's competitive position through secure and efficient movement of cargo while providing outstanding customer service.
- Maintain financial strength and security of assets.
- Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.

- Improve the environment through sustainable practices and the reduction of environmental impacts from Port operations and development.
- Broaden community access to Port-related opportunities and economic benefits.
- Attract, develop and retain a diverse, high-performing workforce.

These strategic goals reflect the Port's ongoing commitment to continue its competitive leadership and environmental sustainability as it further strengthens its position as the Port of Choice.

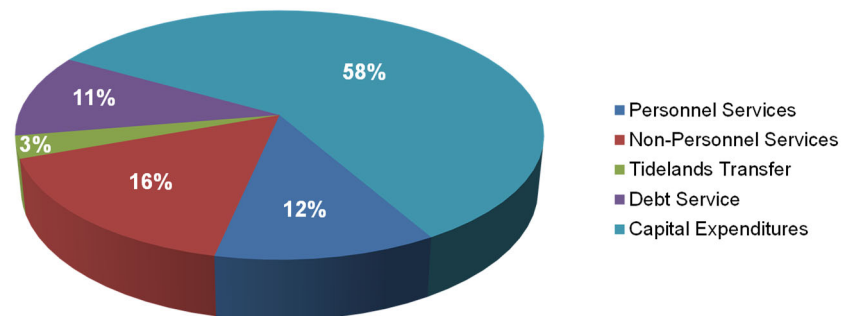
## Sources of Funds: FY 2021 Adopted Budget



Stated in Thousands (\$000)

	FY 2020 Adopted Budget	FY 2021 Adopted Budget	\$ Change FY 2021 Budget vs FY 2020 Budget	% Change
Operating Revenue	402,438	380,658	(21,781)	-5%
Non-Operating Revenue	14,527	14,000	(527)	-4%
Revenue From Other Governmental Agencies	59,448	37,728	(21,720)	-37%
Sale of Assets	21,000	2,136	(18,864)	-90%
Net Cash Available Through Debt	48,430	0	(48,430)	-100%
From Fund Balance	131,621	214,808	83,187	N/A
<b>Total</b>	<b>677,464</b>	<b>649,330</b>	<b>(28,135)</b>	<b>-4%</b>

## Uses of Funds: FY 2021 Adopted Budget



Stated in Thousands (\$000)

	FY 2020 Adopted Budget	FY 2021 Adopted Budget	\$ Change FY 2021 Budget vs FY 2020 Budget	% Change
Personnel Services	72,059	76,036	3,977	6%
Non-Personnel Services	105,291	104,426	(865)	-1%
Tidelands Transfer	20,136	18,809	(1,326)	-7%
Debt Service	89,408	70,335	(19,073)	-21%
Capital Expenditures	390,570	379,723	(10,847)	-3%
<b>Total</b>	<b>677,464</b>	<b>649,330</b>	<b>(28,135)</b>	<b>-4%</b>

## II. STRATEGIC ALIGNMENT OF GOALS AND RESOURCES

### **STRENGTHEN THE PORT'S COMPETITIVE POSITION THROUGH SECURE AND EFFICIENT MOVEMENT OF CARGO WHILE PROVIDING OUTSTANDING CUSTOMER SERVICE**

The Port of Long Beach is a crucial economic engine, not only for the region, but for the entire nation as well. Given the importance of the Port's contribution to the regional and national economy, it is critical that we continuously strive to identify, develop and execute meaningful strategies that will improve operational efficiencies for our partners and stakeholders, increase cargo velocity through our facilities, and grow the competitive advantage that we currently have over other North American gateways. However, from time to time, world events such as a trade war or a global pandemic could impact the global economy and affect the Port's cargo throughput and related revenues. Therefore, it is very important to be prepared and to ensure that the Port remains operational.

The Port's objective is to identify and capture new business opportunities, while at the same time, retain and satisfy our existing customers. Success will be measured not only by gains in revenue and cargo volume, but also by gains in operating efficiency that serve to increase cargo velocity through our gateway. To achieve this, the Port engages in the following strategic initiatives:

- Strategically target ocean carriers, cargo owners, supply chain partners and other key decision makers
- Develop pricing strategies utilizing the Port Tariff and Lease Agreements
- Promote value-added services
- Pursue new business opportunities
- Maximize the return on port assets
- Promote the benefits and utilization of the Foreign Trade Zone (FTZ)
- Engage in economic development
- Promote customer service and operational excellence
- Facilitate and ensure expedited handling of critical cargo in time of need

In FY 2021, the Port will continue to engage local, regional, national and international stakeholders in order to identify new business opportunities, create new relationships, and develop sustainable commercial programs and operational practices for our customers, partners and service providers. As the economy recovers, the Port will ensure that cargo will move through the Port without any impediment.

#### **Industry Outreach**

Marine terminal operators, ocean carriers, cargo owners, railroads, trucking companies and labor providers are integral parts to the Port's business success. The Board of Harbor Commissioners and staff frequently meet with these stakeholders throughout North America, Asia, Europe and Latin America to reinforce the Port's commitment to customer service and operational excellence.

In addition to meetings with individual stakeholders, the Port will continue to organize, sponsor and facilitate numerous outreach programs and events throughout the course of FY 2021. These efforts are critical so that our customers, business partners and the public can better understand the current state of global trade and the world economy. These events are conducted regionally, nationally and internationally with ocean carriers, cargo owners, logistic providers and supply chain partners.

The annual Pulse of the Ports Peak Season Forecast program attracts over 700 people and brings together a cross-sectional representation of retail, agricultural, trucking and shipping industry leaders. Topics include the upcoming year's cargo forecast, goods movement and other trade issues that are important to the San Pedro Bay. The Port will also continue to work closely with industry groups such as the Agriculture Transportation Coalition (AgTC), National Retail Federation (NRF), Retail Industry Leaders Association (RILA), Intermodal Association of North America (IANA) and the National Industrial Transportation League (NITL) as a means of gauging market needs and forecasting industry trends.

The Port's FY 2021 budget also reflects our new direction in deploying overseas representation. The majority of ocean carriers that call on the Port are headquartered in Asia, and there has been dramatic increases in trade with Southeast Asia. Therefore, we have decided to maintain our marketing representative in Singapore. The overseas representative helps promote our relationships with current and potential foreign trade partners and customers. The overseas representative is also responsible for business development representation, promotion of Port policies and monitoring of international trade matters outside of the U.S.

## MAINTAIN FINANCIAL STRENGTH AND SECURITY OF ASSETS

FY 2021 will mark another year of significant investment in Port infrastructure, safety, and environmental programs. The capital program, amounting to over \$1.7 billion in forecasted expenditures over the next ten years, will continue to replace aging infrastructure with new, modern and environmentally-sensitive marine terminals. These programs will include new rail facilities that will more efficiently and seamlessly move cargo throughout the local region and to its ultimate destination.

The FY 2021 budget projects revenue will be 5.4% lower than the FY 2020 budget, due to the continuing impacts of the COVID-19 global pandemic and the ongoing US-China trade issues. The adopted budget also includes an \$18.8 million Tidelands Transfer, calculated at 5% of the estimated FY 2020 operating revenue.

The Port is committed to managing its finances and operations effectively and to developing a balanced budget that exceeds the Board-adopted ordinance requiring a minimum Debt Service Coverage Ratio (DSCR) of 2.0 and at least 600 days of unrestricted cash on-hand at all times.

### Debt

Due to its dominant West Coast market position, naturally deep water, state-of-the-art facilities, diverse revenue stream, and stable finances, the Port's debt continues to be highly rated by major rating agencies: Fitch (AA); Moody's (Aa2) – both with stable outlook.

The Port will continue to effectively manage the \$1.1 billion debt portfolio anticipated to be in place at the beginning of the fiscal year, with \$70.3 million in scheduled principal and interest payments.

The Port's FY 2019 year-end DSCR was 3.86, which is well above the ratio of 1.25 required by its bond covenants as well as the Board ordinance of 2.0.

### Financial Reporting

The Port received a unmodified (clean) audit opinion and, for the 36th consecutive year, a Certificate of Achievement for Excellence in Financial Reporting for its FY 2018 Comprehensive Annual Financial Report (CAFR). The Port will continue striving to achieve this prestigious recognition for financial reporting.

### Safety and Security

Safety and security are top priorities at the Port, as is working closely with local, state, and federal agencies and Port stakeholders to plan and coordinate security measures. The FY 2021 adopted budget includes approximately \$77.5 million to enable the Port to meet the ongoing challenge of maintaining a safe and secure port complex.

The FY 2021 budget includes \$19.4 million for the fire station program. This program includes the construction of two new fire stations to support two state-of-the-art fireboat vessels and landside fire assets.

In FY 2021, \$10.2 million in grant funding and port revenue will continue to support and to enhance existing security systems, including the CCTV and Physical Security System Improvements and Security Fiber Optic Network Infrastructure.

Working with security partners at the local, state and federal levels, the Port will leverage regional resources to build layered defenses and resilience. The FY 2021 budget includes \$32.4 million to pay for services provided by the Long Beach Police and Fire departments, both of which are key partners in ensuring a safe and secure Harbor District.

### **Business Continuity**

The Port has developed a comprehensive, all-hazard business continuity plan that works to facilitate the efficient and environmentally sound movement of cargo following a business disruption event. The plan focuses on: 1) maintaining a safe and secure port environment; 2) keeping the land and water infrastructure operational to the greatest extent possible, and, 3) ensuring that those objectives are performed in a legally and financially responsible manner.

### **Information Technology**

Securing the Port's computer networks and data is critical to our goal of maintaining our financial strength and security of assets. Data, whether stored in our systems or exchanged with our external partners and stakeholders, is a key asset worth protecting against cyberattacks.

The Port approaches cybersecurity through a proactive, multi-threaded approach to ensure a layered defense. The Cybersecurity Framework ("CSF") utilized by the Port aligns with industry standards and regulations (focusing on National Institute of Standards and Technology). This standard recommends security controls for information systems and organizations while documenting security controls for all information systems with the exception for those designed for national security. This framework allows continual assessments and improvement of the Port's cybersecurity program.

The Port routinely utilizes respected and objective third-party consultants to perform risk assessments of its cybersecurity programs. The CSF is used to assess the people, process and technology components. The Port also consults with regional and national entities such as the United States Coast Guard, the Federal Bureau of Investigation, Gartner, Inc, and the Center for Internet Security to benchmark its practices and stay abreast of emerging threats.

The Port's cybersecurity program is continually assessing and identifying the most valuable information that requires protection in addition to threats and risks facing the data. Even the most advanced technical tools, controls and information security capabilities can be circumvented by potentially exploiting insecure employee behavior. To this end, the Port's enterprise cybersecurity awareness program continually provides cybersecurity education and training for its employees and partners.

## DEVELOP AND MAINTAIN STATE-OF-THE-ART INFRASTRUCTURE THAT ENHANCES PRODUCTIVITY AND EFFICIENCY IN GOODS MOVEMENT

The Port of Long Beach will continue to modernize and upgrade its facilities and infrastructure in FY 2021. The Port's Capital Program will focus on addressing increased cargo-handling efficiency with new technology and sustainable infrastructure, while building on its commitment to the environment and the community. The significant \$379.7 million investment in FY 2021 demonstrates the Port's continued commitment to its leadership role in an increasingly competitive market.

### **Major Capital Projects/Programs**

The Port forecasts investing \$1.7 billion over the next 10 years to increase cargo-handling efficiency and to enhance competitiveness. This will also stimulate the local economy by generating thousands of direct construction jobs, indirect service, and commercial opportunities. Major projects that will continue for the upcoming year include:

<b><i>Project / Program</i></b>	<b><i>FY 2021 Adopted Budget (in thousands)</i></b>	<b><i>FY 2020 Adopted Budget (in thousands)</i></b>
<b><i>Middle Harbor Redevelopment (Piers D/E/F)</i></b>	<b><i>\$85,519</i></b>	<b><i>175,446</i></b>
<b><i>Gerald Desmond Bridge Replacement</i></b>	<b><i>\$84,538</i></b>	<b><i>65,686</i></b>
<b><i>Rail (Pier B On-Dock Rail Support Facility and Port-Wide Rail Portfolio)</i></b>	<b><i>\$79,583</i></b>	<b><i>21,676</i></b>
<b><i>Public Works General Infrastructure</i></b>	<b><i>\$33,077</i></b>	<b><i>22,852</i></b>
<b><i>Fire Safety/Security Facilities</i></b>	<b><i>\$29,597</i></b>	<b><i>52,149</i></b>

### **Middle Harbor Redevelopment**

The Middle Harbor Redevelopment Program combines two outdated terminals into one modern, contiguous 304 acre terminal. This program is being constructed in three phases. Phases 1 and 2 are now complete and in operation. Phase 3 is currently under construction and scheduled to be complete by the end of CY 2020. At completion, this terminal will have a total annual throughput capacity of 3.3M TEUs, with up to 1.1M TEUs of on-dock rail capacity, and will be able to accommodate the largest container vessels being planned. The new terminal is designed to move twice the amount of cargo as compared to the combined former Pier F and Pier E terminals, while reducing air emissions by half. The last phase of the Middle Harbor Redevelopment Program is scheduled to "go live" following tenant completion of testing and commissioning of terminal equipment.

### **Gerald Desmond Bridge Replacement**

Construction of the Gerald Desmond Bridge Replacement is near completion. The main towers and the main span have been completed and construction is in the final phase. The new bridge will be higher to provide clearance for new and future larger vessels, wider to improve traffic flow and safety, and will include other features such as a bike and pedestrian path. Initial State and Federal funding of \$849 million has been secured to help finance the project. Design work for demolition of the existing Gerald Desmond Bridge is in the final phase. Construction of the new bridge is expected to be complete in CY 2020, with demolition of the existing bridge to commence shortly thereafter.

### **Public Works General Infrastructure**

The Port's Ten-year Capital Program forecast comprehensively addresses our public works infrastructure based upon condition-assessments and corresponding improvement plans. These plans address sewer, water, storm-drain, and street systems. To achieve construction cost savings and minimize disruptions to Port operations, improvements for different infrastructure systems are combined in projects based on location. Numerous projects are in various stages of completion. Some of the notable projects to complete construction in 2020 include, the Pier B Pump Station and Storm Drain Upgrade, North Harbor Street Rehabilitation, Pier A Terminal Meter Replacement, and the South Waterfront and Pier J Bike and Pedestrian Path segment 1. Projects scheduled to begin construction in 2020 and will be completed in 2021 and 2022 include, the Coastal Bike Trail Connector at Ocean Blvd., Pier G Avenue Infrastructure Improvements, Critical Valve Replacement Program (phase 3), and South Waterfront and the Pier J Bike and Pedestrian Path segments 2 through 6.

### **Fire Safety/Security Facilities**

The Port continues to invest in fire safety facilities designed to protect the lives of those who work in the Harbor District as well as assets being constructed through the Capital Program and ships that call at the Port. These facilities include two new fireboat stations with one located in the outer harbor and the other in the inner harbor to minimize response times within the inner and outer harbor. The two new fireboat stations are scheduled to be completed in 2020 and 2022, respectively. The fire safety facilities are also a critical element supporting the Port's ability to return to normal operations following an incident.

### **Rail**

The \$970 million rail portfolio of the Capital Program includes rail projects designed to reduce bottlenecks and increase the efficient movement of cargo while reducing air emissions. The portfolio adds a total net increase of approximately 143,000-feet of new railroad tracks to complement the Port's five on-dock rail terminals. The largest component is the Pier B On-Dock Rail Support Facility, with a program budget of \$870 million. Other rail projects under the Port-wide rail portfolio that will be in construction or design in 2020 include Terminal Island Wye Track Realignment, the Double Track Access between Piers G and J, and the Fourth Track at Ocean Blvd. projects. These projects will increase train loading productivity, reliability and efficiency. The rail portfolio better positions the Port to convert long-haul truck trips to train trips, which is critical in meeting the Port's Clean Air Action Plan and other goals as identified in the 2020 Rail Study Update.

### **Zero Emissions**

As part of the Port's commitment to the 2017 Clean Air Action Plan Update (CAAP), the Port has embarked on development of a number of pilot projects designed to demonstrate the viability of zero emissions cargo and container handling equipment to replace existing diesel powered equipment. In addition to testing the equipment, the demonstration projects are critical to understanding the infrastructure and engineering design requirements that will be needed to support the move to zero emissions. The Port has a portfolio of nine pilot projects under various stages of development. The first pilot project's infrastructure is now complete and demonstration of the equipment has begun. These pilot projects are using battery-electric power solutions and hydrogen fuel cell technology. Funding for these projects is supported by grants in the amount of \$28.3 million from the California Energy Commission as well as the California Air Resources Board (CARB). Additionally, the Port has secured another \$50 million in funding from CARB's Zero and Near Zero Emission Freight Facilities (ZANZEFF) grant that is shared with other California Ports for the demonstration of nearly 100 pieces of zero-emissions terminal

equipment, including development of a near-zero emissions/hybrid tugboat and two low-emissions ships equipped with selective catalytic reduction.

**Pier G Wharf Improvements**

The Pier G Berth G236 Wharf Extension improvement is to accommodate larger vessels that are projected to call at Pier G in the near term, up to 14,000 TEU. The project includes lengthening of berth G236 wharf by approximately 240 feet, including dredging, filling, paving, and utility installation.

## **IMPROVE THE ENVIRONMENT THROUGH SUSTAINABLE PRACTICES AND THE REDUCTION OF ENVIRONMENTAL IMPACTS FROM PORT OPERATIONS AND DEVELOPMENT**

Advancing our position as the Green Port requires developing cutting edge, efficient, sustainable and environmentally sensitive port operations. The Port is making substantial investments to improve the environment through sustainable practices and reduce the environmental impacts from Port operations and development. Planning for the necessary investments in operational improvements, terminal development, and supporting infrastructure, consistent with the long range goals of the Port and its stakeholders, is essential to achieving this goal.

Through the implementation of innovative and sustainable environmental policies in FY 2021, the Port will continue to operate one of the most environmentally-friendly seaports in the world. The budget allocates \$44.4 million to improve the environment and reduce environmental impacts from Port operations and development through aggressive environmental programs aimed at improving air and water quality, cleaning soil and undersea sediments, protecting wildlife habitat, and creating a “sustainable” Port for the benefit of future generations.

### **Port Master Plan Update**

#### Port Master Plan

Since the passing of the California Coastal Act in 1976, planned development in the Harbor District has been subject to approval by the California Coastal Commission. The Port Master Plan, originally certified by the Coastal Commission in 1978, lays out the anticipated port operations and development projects and acts as a guide for future port development. The Port initiated the process for updating the Port Master Plan in 2017. Board approval of the updated plan and associated program EIR is expected in mid-2020. Certification by the California Coastal Commission is expected by late 2020.

### **Environmental Sustainability**

#### Air Programs

In 2005, the Port adopted its Green Port Policy, reducing the impacts of goods movement on human health and the environment, which continues to be a top priority for the Port. Sources of port-related air emissions include ocean-going vessels, heavy-duty trucks, harbor craft, cargo-handling equipment and railroad locomotives. By 2018, the Port-related mobile sources had cut production of diesel particulates by 87% compared to 2005. In addition, nitrogen oxides were down 56% and sulfur oxides were down 97% over the same period. In November 2017, the Port renewed its commitment to be a leader in reductions of toxic emissions and health risk by partnering with the Port of Los Angeles to approve the 2017 Update to the San Pedro Bay Port Clean Air Action Plan (CAAP). The update to the CAAP outlines new strategies for addressing impacts and identifies goals to implement zero emissions technologies, greenhouse gas reductions and energy strategies. In FY 2021, the Port will continue to support clean technology demonstrations and development of programs as guided by the 2017 CAAP Update. In addition, during FY 2021, the Port will also continue its air monitoring programs and annual emissions inventory to provide the public with information on air quality conditions and any emission reductions achieved.

### Water Programs

The Port of Long Beach will continue to implement programs identified in the Water Resources Action Plan (WRAP) which was developed jointly by the Port of Long Beach and Port of Los Angeles and adopted in 2009. The WRAP outlines the Ports' water quality programs and strategies for maintaining and improving harbor waters. In addition, during FY 2021, the Port will continue its significant efforts related to complying with regulatory programs, such as the Total Maximum Daily Load (TMDL) and the statewide Industrial General Permit, Construction Storm Water Permit and the Long Beach Municipal Permit. The Port continues to investigate opportunities for the sustainable management of contaminated and non-contaminated sediments within the Harbor District, including potential options such as the Western Anchorage Sediment Storage Site (WASSS). Work performed in response to the TMDL requirements will include conducting required monitoring, developing implementation plans as well as carrying out special studies to gain a better understanding of the water quality and sediment in the harbor, the levels of pollution in fish, and the links to the health of the harbor ecosystem. The Port will continue to implement the comprehensive Watershed Management Program to comply with applicable National Pollution Discharge Elimination System (NPDES) permits, including required monitoring, inspections, best management practice development, and agency coordination. The Port is also investigating innovative stormwater harvesting and water recycling opportunities to comply with regulatory requirements while enhancing regional drought resiliency.

### Green Flag and Green Ship Incentives

The Port's award-winning Green Flag incentive program will continue to reward vessel operators that slow down to 12 knots or less within 20 or 40 nautical miles (nm) of Point Fermin. Vessels operating at slower speeds produce reduced emissions. Voluntary compliance with the program remains high, with 2019 data indicating 98% compliance of all vessels participating within 20 nm and 95% compliance within 40 nm. Green Flag Incentive Program Participants received approximately \$3.2 million in dockage discounts in 2019.

Launched in 2012, the Green Ship Incentive Program encourages vessels with the lowest NO<sub>x</sub> emission engines to call at the Port of Long Beach. Continuing in FY 2020, vessels with engines meeting the Tier 2 or Tier 3 engine standards receive financial incentives of \$2,500 or \$6,000 per call, respectively. Tier 2 engines (as designated by the International Maritime Organization) are 15% cleaner than the Tier 1 engines predominantly in use, and Tier 3 engines are 80% cleaner than Tier 1. Since the program started, the Port has seen a steady increase in vessels meeting the cleaner standards. In 2019, approximately 34% of the vessel calls at the Port were eligible for the Green Ship Incentive Program, 72% of eligible vessels were registered with the program and received \$1.2 million in incentive payments.

### CAAP Technology Advancement Program

The Port's Technology Advancement Program (TAP) to support the CAAP is a joint effort with the Port of Los Angeles, and provides funding toward demonstration projects of new and emerging air pollution reduction technologies. To date, the Ports have funded more than 30 demonstration projects, including zero emissions trucks, alternative at-berth emission controls for vessels, hybrid tug boats, retrofit devices for terminal equipment and locomotives, and other alternative fueled heavy-duty equipment. The Port has budgeted \$1.245 million for TAP air pollution reduction technology projects in FY 2021.

Since 2018, the Port received awards totaling \$70 million in state grant funds for projects that support the Clean Air Action Plan and the Energy Initiative. The Zero Emissions Terminal

Equipment Transition Project will demonstrate zero-emissions yard tractors and charging infrastructure at three container terminals, and natural gas hybrid trucks capable of zero emissions miles. The Commercialization of the Port of Long Beach Off Road Technology Demonstration Project will demonstrate zero-emissions yard tractors and top picks at two container terminals. The Port of Long Beach Microgrid – Resilience for Critical Facilities project will install renewable energy, battery storage and microgrid controls at the Port's Joint Command and Control Center, a critical facility for incident command operations in the port complex. Funding was obtained for zero emission infrastructure at one of our container terminals.

#### Community Grant Program

In mid-2016, the Board approved a revised Community Grants Mitigation Program that established a \$46.4 million fund to be allocated over the next 12 to 15 years. Through the Program, the Port will provide grants in the areas of Community Health, Facility Improvements and Community Infrastructure for projects that address port related impacts in the priority zone. The first awards under the new program began in 2017 for air filters and health programs. Grants were awarded in 2018 for stormwater projects. In 2019, parks and open space as well as air filtration and energy efficiency projects were funded. The Port's commitment to this program in FY 2021 is budgeted at \$3.0 million.

## **BROADEN COMMUNITY ACCESS TO PORT-RELATED OPPORTUNITIES AND ECONOMIC BENEFITS**

The Port of Long Beach, through the Communications and Community Relations Division, informs and engages diverse stakeholders, the media and the general public to promote trade and fulfill its responsibilities as a public agency. Communications is essential to the operation, administration and development of a major seaport like the Port of Long Beach, the second-busiest in North America. From local residents to international corporations, to Port stakeholders, customers and other agencies, it is crucial that we tell the story of our initiatives, successes and challenges, and gather input from our stakeholders as we serve the industry and the community as The Port of Choice.

The FY 2021 budget includes funding to promote the Port's maritime and commercial interests in a variety of ways, as well as educate groups with campaigns targeting our industry, customers, community and students. It also includes one-time funding in connection with completion of the replacement to the Gerald Desmond Bridge, completion of the Middle Harbor Terminal Redevelopment Project, and continued rollout of the Port's new brand.

The Communications Division courts local, national and international media, while also connecting with stakeholders in many ways. The Port continues to expand the use of digital assets, social media engagement, video production, and interactive elements to serve a larger audience and highlight the benefits of trade in Long Beach.

Reaching out to the local community to broaden access to Port-related opportunities and economic benefits as well as create awareness and build support for Port initiatives is essential. Popular ways we accomplish this are through public harbor tours, land tours, community engagement programs and advertising. This year, the Port will host more than 50 harbor tours, including visits for students, international visitors, community groups, industry and culturally diverse organizations.

The FY 2021 budget includes \$800,000 for community sponsorships. The sponsorships support a vital aspect of our community and provide invaluable advertising and engagement opportunities. In the past, this funding has been used to promote the Port at civic events and with local non-profit organizations.

To promote trade and develop the workforce of the future as well as broaden access to economic benefits, the Port continues its groundbreaking partnerships with the Long Beach Unified School District's Academy of Global Logistics, the Maritime Center of Excellence at Long Beach City College, and its partnership with the Long Beach College Promise. These programs are a model for other Long Beach-area businesses to take real-world experiences into the classroom. The Port also offers paid internships for high school and college students, and provides college scholarships for area students.

The Communications and Community Relations Division will support and enhance the Port's programs by staffing dozens of community events attended by more than 150,000 people, issuing numerous news releases, nearly 11 million social media impressions, hundreds of advertisements, presentations, and almost 10,000 photographs, in order to fully communicate everything the Port of Long Beach offers to its stakeholders locally, nationally and internationally.

## **ATTRACT, DEVELOP AND RETAIN A DIVERSE, HIGH-PERFORMING WORKFORCE**

Port teammates (employees) are fundamental to the organization's ongoing success, and the foundation of that success is the attraction, retention, development and inspiration of a high-performing workforce. This is achieved through a number of platforms and programs including the effective methods used to acquire and manage talent and performance by recognizing high performance with promotions, learning opportunities and/or career paths. The Port is also committed to a diverse and inclusive culture, one that values differences and similarities and helps teammates achieve their full potential.

### **Leadership and Team Development**

The Port continues to invest in its teammates by providing leadership, learning and development opportunities throughout the year. In FY 2020, the Port launched its first Succession Planning Initiative. Like most U.S. entities, the Port continues to face a workforce in transition which presents both a challenge and an opportunity for our operations. The Port is facing a number of expected key leadership transitions (e.g., retirements) over the next 3-5 years. Overall, approximately 30% of the Port's current workforce is retirement eligible. Consequently, the Port continues to prepare for this pending loss of institutional knowledge, key skills and demonstrated abilities. The Port's human capital is the single most important differentiator in making it a global industry leader.

### III. REVENUES AND EXPENDITURES

	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget	FY 2021 Budget vs FY 2020 Budget
<b><u>UNRESTRICTED SOURCES OF FUNDS (\$000)</u></b>				
REVENUES FOR FISCAL YEAR				
OPERATING REVENUES	402,438	376,188	380,658	(21,781)
SALE OF ASSETS	21,000	19,334	2,136	(18,864)
NON-OPERATING REVENUES	73,975	60,079	51,728	(22,247)
CASH AVAILABLE THROUGH NEW DEBT	-	145,000	-	-
CASH AVAILABLE THROUGH EXISTING DEBT	48,430	49,696	-	(48,430)
FROM FUND BALANCE	131,621	-	214,808	83,187
<b>TOTAL SOURCES OF FUNDS AVAILABLE</b>	<b>677,464</b>	<b>650,298</b>	<b>649,330</b>	<b>(28,135)</b>
<b><u>USES OF FUNDS (\$000)</u></b>				
EXPENDITURES FOR FISCAL YEAR				
PERSONNEL SERVICES	72,059	69,629	76,036	3,977
NON-PERSONNEL SERVICES				
Port Operations	61,671	63,818	61,959	289
Interdepartmental Charges	40,716	40,054	40,182	(534)
Furniture, Fixtures, and Equipment	2,905	2,495	2,285	(620)
<b>NON-PERSONNEL SERVICES</b>	<b>105,291</b>	<b>106,367</b>	<b>104,426</b>	<b>(865)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>177,351</b>	<b>175,996</b>	<b>180,462</b>	<b>3,111</b>
TIDELANDS TRANSFERS	20,136	20,614	18,809	(1,326)
DEBT SERVICE	89,408	91,389	70,335	(19,073)
CAPITAL EXPENDITURES	390,570	286,442	379,723	(10,847)
TO FUND BALANCE	-	75,857	-	-
<b>TOTAL USES OF FUNDS</b>	<b>677,464</b>	<b>650,298</b>	<b>649,330</b>	<b>(28,135)</b>

**STATEMENT OF ANTICIPATED REVENUES**

Thousands of dollars (\$000s)	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget	% CHANGE	
				FY 2020 Estd. Actual vs FY 2020 Budget	FY 2021 Budget vs FY 2020 Budget
<b>OPERATING REVENUES</b>					
<b>FACILITIES</b>					
CONTAINER TERMINALS	305,711	283,309	287,608	-7.3%	-5.9%
PETROLEUM TERMINALS	18,443	18,378	18,379	-0.3%	-0.3%
DRY BULK TERMINALS	37,364	31,114	30,926	-16.7%	-17.2%
BREAKBULK TERMINALS	23,071	30,077	29,927	30.4%	29.7%
<b>TOTAL FACILITIES</b>	<b>384,589</b>	<b>362,879</b>	<b>366,840</b>	<b>-5.6%</b>	<b>-4.6%</b>
<b>RENTALS</b>	<b>15,084</b>	<b>10,622</b>	<b>11,096</b>	<b>-29.6%</b>	<b>-26.4%</b>
<b>MISCELLANEOUS</b>	<b>2,765</b>	<b>2,687</b>	<b>2,722</b>	<b>-2.8%</b>	<b>-1.6%</b>
<b>TOTAL OPERATING REVENUES</b>	<b>402,438</b>	<b>376,188</b>	<b>380,658</b>	<b>-6.5%</b>	<b>-5.4%</b>
<b>NON OPERATING REVENUES</b>					
<b>FUNDS FROM OTHER GOVERNMENTAL AGENCIES</b>					
OTHER GRANTS	7,087	8,087	17,783	14.1%	150.9%
GDB GRANT REIMBURSEMENT	52,361	38,992	19,945	-25.5%	-61.9%
<b>TOTAL REV. FROM OTHER GOVERNMENTAL AGENCIES</b>	<b>59,448</b>	<b>47,079</b>	<b>37,728</b>	<b>-20.8%</b>	<b>-36.5%</b>
<b>OTHER NON-OPERATING INCOME</b>					
INTEREST INCOME	10,427	9,000	10,000	-13.7%	-4.1%
ICTF	2,000	2,000	2,000	0.0%	0.0%
CLEAN TRUCK PROGRAM FEES	2,100	2,000	2,000	-4.8%	-4.8%
SALE OF ASSETS	21,000	19,334	2,136	-7.9%	-89.8%
<b>TOTAL OTHER NON-OPERATING INCOME</b>	<b>35,527</b>	<b>32,334</b>	<b>16,136</b>	<b>-9.0%</b>	<b>-54.6%</b>
<b>TOTAL NON OPERATING REVENUES</b>	<b>94,975</b>	<b>79,413</b>	<b>53,864</b>	<b>-16.4%</b>	<b>-43.3%</b>
<b>TOTAL REVENUE</b>	<b>497,414</b>	<b>455,601</b>	<b>434,522</b>	<b>-8.4%</b>	<b>-12.6%</b>

## IV. PERSONNEL AND NON-PERSONNEL BUDGET SUMMARIES

### PERSONNEL BUDGET: SUMMARY BY DIVISION AND BUREAU SUMMARY OF FTEs AND PERSONNEL EXPENSES

DIVISION AND BUREAU	FULL-TIME EQUIVALENT (FTE)			DOLLARS		
	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>EXECUTIVE OFFICES BUREAU</b>						
BOARD OF HARBOR COMMISSIONERS	8.6	8.7	8.6	469,561	479,586	474,565
Commissioners	5.0	5.0	5.0	26,000	26,000	30,000
Full-Time	3.0	3.0	3.0	417,750	417,750	417,883
Part-Time & NC	0.6	0.7	0.6	25,811	35,836	26,682
EXECUTIVES	15.0	14.3	15.0	4,190,868	3,990,408	4,321,693
Full-Time	15.0	14.3	15.0	2,690,520	2,549,791	2,700,803
Other personnel expenses				1,500,348	1,440,616	1,620,890
<b>EXECUTIVE OFFICES</b>	<b>23.6</b>	<b>23.0</b>	<b>23.6</b>	<b>4,660,429</b>	<b>4,469,993</b>	<b>4,796,258</b>
COMMUNICATIONS	20.0	19.5	20.0	2,696,625	2,671,719	2,881,450
Full-Time	18.0	18.5	19.0	1,633,312	1,665,432	1,746,739
Part-Time & NC	2.0	1.0	1.0	97,634	48,817	48,812
Other personnel expenses				965,679	957,470	1,085,899
GOVERNMENT RELATIONS	4.0	4.0	4.0	656,983	656,983	695,406
Full-Time	4.0	4.0	4.0	405,126	405,126	421,904
Other personnel expenses				251,857	251,857	273,502
HUMAN RESOURCES SERVICES	20.0	21.0	22.0	2,569,946	2,712,381	2,866,909
Full-Time	20.0	21.0	22.0	1,626,092	1,715,465	1,779,609
Other personnel expenses				943,854	996,917	1,087,300
<b>FINANCE &amp; ADMINISTRATION BUREAU</b>						
FINANCE	29.0	26.8	29.0	4,363,273	4,028,204	4,589,148
Full-Time	29.0	26.8	29.0	2,830,682	2,612,421	2,920,058
Other personnel expenses				1,532,591	1,415,783	1,669,090
RISK MANAGEMENT	11.0	11.7	12.0	1,460,547	1,632,296	1,674,171
Full-Time	11.0	11.7	12.0	1,044,544	1,115,698	1,122,658
Wages allocated to CIP				(156,020)	(93,612)	(102,663)
Other personnel expenses				572,023	610,209	654,176
REAL ESTATE	10.0	10.0	10.0	1,480,580	1,711,754	1,522,960
Full-Time	10.0	10.0	10.0	1,100,046	1,100,046	1,075,748
Wages allocated to CIP				(231,174)	-	(181,328)
Other personnel expenses				611,708	611,708	628,540
INFORMATION MANAGEMENT	28.0	26.5	28.0	3,919,315	3,802,297	4,141,857
Full-Time	28.0	26.5	28.0	3,148,255	2,964,807	3,219,947
Wages allocated to CIP				(976,268)	(878,259)	(1,038,358)
Other personnel expenses				1,747,329	1,715,749	1,960,268
<b>FINANCE &amp; ADMINISTRATION BUREAU</b>	<b>78.0</b>	<b>75.0</b>	<b>79.0</b>	<b>11,223,715</b>	<b>11,174,551</b>	<b>11,928,136</b>
<b>COMMERCIAL OPERATIONS BUREAU</b>						
BUSINESS DEVELOPMENT	16.0	16.0	16.0	2,628,468	2,628,468	2,698,982
Full-Time	15.0	15.0	15.0	1,648,148	1,648,148	1,654,971
Part-Time & NC	1.0	1.0	1.0	48,817	48,817	48,812
Other personnel expenses				931,503	931,503	995,199
TENANT SERVICES & OPERATIONS	15.0	12.8	14.0	2,169,995	1,942,540	2,096,878
Full-Time	15.0	12.8	14.0	1,378,109	1,238,172	1,314,241
Other personnel expenses				791,886	704,368	782,637
SECURITY	101.0	87.1	101.0	12,098,392	11,674,303	12,621,724
Full-Time	99.0	85.1	99.0	7,392,277	6,544,468	7,492,048
Part-Time & NC	2.0	2.0	2.0	97,634	97,634	97,624
Wages allocated to CIP				(324,921)	(158,495)	(158,324)
Other personnel expenses				4,933,403	5,190,696	5,190,375
<b>COMMERCIAL OPERATIONS BUREAU</b>	<b>132.0</b>	<b>115.9</b>	<b>131.0</b>	<b>16,896,855</b>	<b>16,245,311</b>	<b>17,417,583</b>

**PERSONNEL BUDGET: SUMMARY BY DIVISION AND BUREAU  
SUMMARY OF FTEs AND PERSONNEL EXPENSES**

DIVISION AND BUREAU	FULL-TIME EQUIVALENT (FTE)			DOLLARS		
	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>PLANNING &amp; ENVIRONMENTAL AFFAIRS BUREAU</b>						
<b>ENVIRONMENTAL PLANNING</b>	<b>25.0</b>	<b>20.0</b>	<b>25.0</b>	<b>3,297,884</b>	<b>2,731,544</b>	<b>3,491,925</b>
Full-Time	25.0	20.0	25.0	2,722,753	2,205,632	2,701,749
Wages allocated to CIP				(908,252)	(681,156)	(813,231)
Other personnel expenses				1,483,383	1,207,068	1,603,407
<b>MASTER PLANNING</b>	<b>8.0</b>	<b>7.0</b>	<b>8.0</b>	<b>1,374,031</b>	<b>1,196,544</b>	<b>1,391,255</b>
Full-Time	8.0	7.0	8.0	930,143	791,676	905,341
Wages allocated to CIP				(41,641)	(5,407)	(22,451)
Other personnel expenses				485,529	410,275	508,365
<b>TRANSPORTATION PLANNING</b>	<b>8.0</b>	<b>7.0</b>	<b>8.0</b>	<b>1,128,131</b>	<b>1,061,020</b>	<b>1,226,885</b>
Full-Time	7.0	6.0	7.0	780,352	668,553	775,198
Part-Time & NC	1.0	1.0	1.0	48,817	48,817	48,812
Wages allocated to CIP				(124,825)	(19,394)	(42,391)
Other personnel expenses				423,787	363,045	445,265
<b>PLANNING &amp; ENVIRONMENTAL AFFAIRS BUREAU</b>	<b>41.0</b>	<b>34.0</b>	<b>41.0</b>	<b>5,800,045</b>	<b>4,989,108</b>	<b>6,110,065</b>
<b>ENGINEERING SERVICES BUREAU</b>						
<b>ENGINEERING OPERATIONS</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>468,145</b>	<b>468,145</b>	<b>478,987</b>
Full-Time	3.0	3.0	3.0	305,119	305,119	305,119
Other personnel expenses				163,026	163,026	173,868
<b>DESIGN</b>	<b>54.4</b>	<b>49.2</b>	<b>54.5</b>	<b>6,079,646</b>	<b>5,555,223</b>	<b>6,123,527</b>
Full-Time	54.0	49.0	54.0	5,735,867	5,222,319	5,761,782
Part-Time & NC	0.4	0.2	0.5	50,030	25,015	24,406
Wages allocated to CIP				(2,784,082)	(2,487,548)	(2,951,842)
Other personnel expenses				3,077,831	2,795,436	3,289,182
<b>MAINTENANCE</b>	<b>96.5</b>	<b>88.0</b>	<b>96.5</b>	<b>10,879,907</b>	<b>9,935,725</b>	<b>11,582,311</b>
Full-Time	95.0	87.0	95.0	6,603,376	6,040,403	6,959,432
Part-Time & NC	1.5	1.0	1.5	51,788	34,525	55,755
Wages allocated to CIP				(139,829)	(146,820)	(174,681)
Other personnel expenses				4,364,573	4,007,617	4,741,804
<b>SURVEY</b>	<b>24.5</b>	<b>22.4</b>	<b>24.5</b>	<b>1,567,480</b>	<b>2,122,490</b>	<b>1,813,574</b>
Full-Time	23.0	20.9	23.0	2,123,727	1,962,520	2,149,121
Part-Time & NC	1.5	1.5	1.5	73,226	73,226	73,218
Wages allocated to CIP				(1,879,707)	(1,039,167)	(1,760,865)
Other personnel expenses				1,250,234	1,125,912	1,352,100
<b>PROGRAM MANAGEMENT</b>	<b>29.0</b>	<b>26.5</b>	<b>29.0</b>	<b>2,036,611</b>	<b>2,088,472</b>	<b>2,482,188</b>
Full-Time	29.0	26.5	29.0	3,531,527	3,201,618	3,576,869
Wages allocated to CIP				(3,344,975)	(2,791,273)	(3,115,770)
Other personnel expenses				1,850,060	1,678,127	2,021,088
<b>CONSTRUCTION MANAGEMENT</b>	<b>56.5</b>	<b>53.0</b>	<b>56.5</b>	<b>4,689,273</b>	<b>4,550,015</b>	<b>4,866,656</b>
Full-Time	55.0	51.5	55.0	5,567,214	5,269,827	5,589,705
Part-Time & NC	1.5	1.5	1.5	73,226	73,226	73,218
Wages allocated to CIP				(4,179,079)	(3,936,428)	(4,300,088)
Other personnel expenses				3,227,913	3,143,391	3,503,820
<b>PROJECT CONTROLS</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>1,833,760</b>	<b>1,988,757</b>	<b>1,992,954</b>
Full-Time	16.0	16.0	16.0	1,801,504	1,801,504	1,819,503
Wages allocated to CIP				(910,926)	(752,495)	(840,509)
Other personnel expenses				943,181	939,749	1,013,960
<b>ENGINEERING SERVICES BUREAU</b>	<b>279.9</b>	<b>258.1</b>	<b>280.0</b>	<b>27,554,822</b>	<b>26,708,826</b>	<b>29,340,196</b>

**PERSONNEL BUDGET: SUMMARY BY DIVISION AND BUREAU**  
**SUMMARY OF FTEs AND PERSONNEL EXPENSES**

DIVISION AND BUREAU	FULL-TIME EQUIVALENT (FTE)			DOLLARS		
	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
Total Commissioners	5.0	5.0	5.0	26,000	26,000	30,000
Total Full-Time	582.0	535.4	585.0	55,416,443	51,446,492	56,410,428
Total Part-Time & NC	11.5	9.9	10.6	566,982	485,912	497,339
Wages allocated to CIP				(16,001,701)	(12,990,053)	(15,502,500)
Other personnel expenses				32,051,697	30,660,522	34,600,735
<b>TOTAL DEPARTMENT</b>	<b>598.5</b>	<b>550.3</b>	<b>600.6</b>	<b>72,059,421</b>	<b>69,628,873</b>	<b>76,036,003</b>

**PERSONNEL BUDGET: SUMMARY BY DIVISION AND BUREAU**  
**SUMMARY OF FTEs AND WAGES ONLY**

DIVISION AND BUREAU	FULL-TIME EQUIVALENT (FTE)			DOLLARS		
	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>EXECUTIVE OFFICES BUREAU</b>						
BOARD OF HARBOR COMMISSIONERS	8.6	8.7	8.6	469,561	479,586	474,565
Commissioners	5.0	5.0	5.0	26,000	26,000	30,000
Full-Time	3.0	3.0	3.0	417,750	417,750	417,883
Part-Time & NC	0.6	0.7	0.6	25,811	35,836	26,682
EXECUTIVES	15.0	14.3	15.0	2,690,520	2,549,791	2,700,803
Full-Time	15.0	14.3	15.0	2,690,520	2,549,791	2,700,803
EXECUTIVE OFFICES	23.6	23.0	23.6	3,160,081	3,029,377	3,175,368
COMMUNICATIONS	20.0	19.5	20.0	1,730,946	1,714,249	1,795,551
Full-Time	18.0	18.5	19.0	1,633,312	1,665,432	1,746,739
Part-Time & NC	2.0	1.0	1.0	97,634	48,817	48,812
GOVERNMENT RELATIONS	4.0	4.0	4.0	405,126	405,126	421,904
Full-Time	4.0	4.0	4.0	405,126	405,126	421,904
HUMAN RESOURCES SERVICES	20.0	21.0	22.0	1,626,092	1,715,465	1,779,609
Full-Time	20.0	21.0	22.0	1,626,092	1,715,465	1,779,609
<b>FINANCE &amp; ADMINISTRATION BUREAU</b>						
FINANCE	29.0	26.8	29.0	2,830,682	2,612,421	2,920,058
Full-Time	29.0	26.8	29.0	2,830,682	2,612,421	2,920,058
RISK MANAGEMENT	11.0	11.7	12.0	1,044,544	1,115,698	1,122,658
Full-Time	11.0	11.7	12.0	1,044,544	1,115,698	1,122,658
REAL ESTATE	10.0	10.0	10.0	1,100,046	1,100,046	1,075,748
Full-Time	10.0	10.0	10.0	1,100,046	1,100,046	1,075,748
INFORMATION MANAGEMENT	28.0	26.5	28.0	3,148,255	2,964,807	3,219,947
Full-Time	28.0	26.5	28.0	3,148,255	2,964,807	3,219,947
FINANCE & ADMINISTRATION BUREAU	78.0	75.0	79.0	8,123,527	7,792,972	8,338,411
<b>COMMERCIAL OPERATIONS BUREAU</b>						
BUSINESS DEVELOPMENT	16.0	16.0	16.0	1,696,965	1,696,965	1,703,783
Full-Time	15.0	15.0	15.0	1,648,148	1,648,148	1,654,971
Part-Time & NC	1.0	1.0	1.0	48,817	48,817	48,812
TENANT SERVICES & OPERATIONS	15.0	12.8	14.0	1,378,109	1,238,172	1,314,241
Full-Time	15.0	12.8	14.0	1,378,109	1,238,172	1,314,241
SECURITY	101.0	87.1	101.0	7,489,911	6,642,102	7,589,672
Full-Time	99.0	85.1	99.0	7,392,277	6,544,468	7,492,048
Part-Time & NC	2.0	2.0	2.0	97,634	97,634	97,624
COMMERCIAL OPERATIONS BUREAU	132.0	115.9	131.0	10,564,985	9,577,238	10,607,696
<b>PLANNING &amp; ENVIRONMENTAL AFFAIRS BUREAU</b>						
ENVIRONMENTAL PLANNING	25.0	20.0	25.0	2,722,753	2,205,632	2,701,749
Full-Time	25.0	20.0	25.0	2,722,753	2,205,632	2,701,749
MASTER PLANNING	8.0	7.0	8.0	930,143	791,676	905,341
Full-Time	8.0	7.0	8.0	930,143	791,676	905,341
TRANSPORTATION PLANNING	8.0	7.0	8.0	829,169	717,370	824,010
Full-Time	7.0	6.0	7.0	780,352	668,553	775,198
Part-Time & NC	1.0	1.0	1.0	48,817	48,817	48,812
PLANNING & ENVIRONMENTAL AFFAIRS BUREAU	41.0	34.0	41.0	4,482,065	3,714,678	4,431,100

**PERSONNEL BUDGET: SUMMARY BY DIVISION AND BUREAU  
SUMMARY OF FTEs AND WAGES ONLY**

DIVISION AND BUREAU	FULL-TIME EQUIVALENT (FTE)			DOLLARS		
	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>ENGINEERING SERVICES BUREAU</b>						
<b>ENGINEERING OPERATIONS</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>305,119</b>	<b>305,119</b>	<b>305,119</b>
Full-Time	3.0	3.0	3.0	305,119	305,119	305,119
<b>DESIGN</b>	<b>54.4</b>	<b>49.2</b>	<b>54.5</b>	<b>5,785,897</b>	<b>5,247,334</b>	<b>5,786,188</b>
Full-Time	54.0	49.0	54.0	5,735,867	5,222,319	5,761,782
Part-Time & NC	0.4	0.2	0.5	50,030	25,015	24,406
<b>MAINTENANCE</b>	<b>96.5</b>	<b>88.0</b>	<b>96.5</b>	<b>6,655,164</b>	<b>6,074,928</b>	<b>7,015,187</b>
Full-Time	95.0	87.0	95.0	6,603,376	6,040,403	6,959,432
Part-Time & NC	1.5	1.0	1.5	51,788	34,525	55,755
<b>SURVEY</b>	<b>24.5</b>	<b>22.4</b>	<b>24.5</b>	<b>2,196,953</b>	<b>2,035,745</b>	<b>2,222,339</b>
Full-Time	23.0	20.9	23.0	2,123,727	1,962,520	2,149,121
Part-Time & NC	1.5	1.5	1.5	73,226	73,226	73,218
<b>PROGRAM MANAGEMENT</b>	<b>29.0</b>	<b>26.5</b>	<b>29.0</b>	<b>3,531,527</b>	<b>3,201,618</b>	<b>3,576,869</b>
Full-Time	29.0	26.5	29.0	3,531,527	3,201,618	3,576,869
<b>CONSTRUCTION MANAGEMENT</b>	<b>56.5</b>	<b>53.0</b>	<b>56.5</b>	<b>5,640,440</b>	<b>5,343,052</b>	<b>5,662,923</b>
Full-Time	55.0	51.5	55.0	5,567,214	5,269,827	5,589,705
Part-Time & NC	1.5	1.5	1.5	73,226	73,226	73,218
<b>PROJECT CONTROLS</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>1,801,504</b>	<b>1,801,504</b>	<b>1,819,503</b>
Full-Time	16.0	16.0	16.0	1,801,504	1,801,504	1,819,503
<b>ENGINEERING SERVICES BUREAU</b>	<b>279.9</b>	<b>258.1</b>	<b>280.0</b>	<b>25,916,603</b>	<b>24,009,300</b>	<b>26,388,128</b>
<b>Total Commissioners</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>26,000</b>	<b>26,000</b>	<b>30,000</b>
<b>Total Full-Time</b>	<b>582.0</b>	<b>535.4</b>	<b>585.0</b>	<b>55,416,443</b>	<b>51,446,492</b>	<b>56,410,428</b>
<b>Total Part-Time &amp; NC</b>	<b>11.5</b>	<b>9.9</b>	<b>10.6</b>	<b>566,982</b>	<b>485,912</b>	<b>497,339</b>
<b>TOTAL DEPARTMENT</b>	<b>598.5</b>	<b>550.3</b>	<b>600.6</b>	<b>56,009,425</b>	<b>51,958,404</b>	<b>56,937,767</b>

**PERSONNEL BUDGET: SUMMARY OF FRINGE BENEFITS**

<b>FRINGE BENEFITS</b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2020 Estimated Actual</b>	<b>FY 2021 Adopted Budget</b>
PERS/PARS	15,556,806	14,681,312	16,948,494
FICA & MEDICARE	4,106,404	3,875,306	4,192,728
HEALTH INSURANCE	5,705,367	5,384,285	6,039,217
DENTAL INSURANCE	552,438	521,348	555,289
LIFE INSURANCE	71,568	67,541	71,938
OTHER FRINGE	2,317,583	1,725,036	2,326,086
WORKERS' COMPENSATION	1,795,867	1,651,237	2,466,673
<b>TOTAL FRINGE BENEFITS</b>	<b>30,106,033</b>	<b>27,906,065</b>	<b>32,600,426</b>
<b>FRINGE BENEFITS AS A PERCENTAGE OF PAYROLL</b>	<b>53.8%</b>	<b>53.7%</b>	<b>57.4%</b>

**NON-PERSONNEL BUDGET: SUMMARY BY DIVISION AND BUREAU**

DIVISION AND BUREAU		FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>EXECUTIVES</b>				
	Non-personnel services	4,159,000	5,510,000	4,260,000
	Interdepartmental charges	4,649,627	4,647,771	3,964,549
	Operating transfers	20,135,600	20,613,650	18,809,414
	<b>SUB-TOTAL</b>	<b>28,944,227</b>	<b>30,771,421</b>	<b>27,033,963</b>
<b>EXECUTIVE OFFICES</b>		<b>28,944,227</b>	<b>30,771,421</b>	<b>27,033,963</b>
<b>COMMUNICATIONS</b>				
	Non-personnel services	5,661,250	5,543,860	4,173,470
	Interdepartmental charges	113,200	113,200	113,200
	<b>SUB-TOTAL</b>	<b>5,774,450</b>	<b>5,657,060</b>	<b>4,286,670</b>
<b>GOVERNMENT RELATIONS</b>				
	Non-personnel services	548,100	548,100	496,890
	<b>SUB-TOTAL</b>	<b>548,100</b>	<b>548,100</b>	<b>496,890</b>
<b>HUMAN RESOURCES</b>				
	Non-personnel services	1,867,500	2,071,400	1,865,400
	Interdepartmental charges	26,180	19,500	12,000
	Furniture, fixtures, and equipment	120,000	120,000	120,000
	<b>SUB-TOTAL</b>	<b>2,013,680</b>	<b>2,210,900</b>	<b>1,997,400</b>
<b>FINANCE</b>				
	Non-personnel services	1,643,500	1,624,919	1,206,500
	Interdepartmental charges	648,568	648,568	667,103
	<b>SUB-TOTAL</b>	<b>2,292,068</b>	<b>2,273,487</b>	<b>1,873,603</b>
<b>RISK MANAGEMENT</b>				
	Non-personnel services	2,513,000	3,041,090	3,916,000
	<b>SUB-TOTAL</b>	<b>2,513,000</b>	<b>3,041,090</b>	<b>3,916,000</b>
<b>REAL ESTATE</b>				
	Non-personnel services	1,459,440	1,597,300	1,181,900
	<b>SUB-TOTAL</b>	<b>1,459,440</b>	<b>1,597,300</b>	<b>1,181,900</b>
<b>INFORMATION MANAGEMENT</b>				
	Non-personnel services	6,286,516	5,980,979	7,542,230
	Interdepartmental charges	1,172,423	1,172,423	1,279,362
	Furniture, fixtures, and equipment	275,000	275,000	275,000
	<b>SUB-TOTAL</b>	<b>7,733,939</b>	<b>7,428,402</b>	<b>9,096,592</b>
<b>FINANCE &amp; ADMINISTRATION BUREAU</b>		<b>13,998,447</b>	<b>14,340,279</b>	<b>16,068,095</b>
<b>BUSINESS DEVELOPMENT</b>				
	Non-personnel services	2,312,800	2,312,800	1,779,300
	<b>SUB-TOTAL</b>	<b>2,312,800</b>	<b>2,312,800</b>	<b>1,779,300</b>
<b>TENANT SERVICES &amp; OPERATIONS</b>				
	Non-personnel services	4,909,003	4,909,003	2,686,643
	<b>SUB-TOTAL</b>	<b>4,909,003</b>	<b>4,909,003</b>	<b>2,686,643</b>
<b>SECURITY</b>				
	Non-personnel services	1,730,590	1,702,779	1,656,300
	Interdepartmental charges	32,514,535	32,622,130	32,922,973
	Furniture, fixtures, and equipment	-	60,000	50,000
	<b>SUB-TOTAL</b>	<b>34,245,125</b>	<b>34,384,909</b>	<b>34,629,273</b>
<b>COMMERCIAL OPERATIONS BUREAU</b>		<b>41,466,928</b>	<b>41,606,712</b>	<b>39,095,216</b>

**NON-PERSONNEL BUDGET: SUMMARY BY DIVISION AND BUREAU**

DIVISION AND BUREAU		FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>ENVIRONMENTAL PLANNING</b>				
	Non-personnel services	9,696,357	9,556,357	8,191,760
	Interdepartmental charges	80,000	80,000	89,000
	Furniture, fixtures, and equipment	-	-	-
	<b>SUB-TOTAL</b>	<b>9,776,357</b>	<b>9,636,357</b>	<b>8,280,760</b>
<b>MASTER PLANNING</b>				
	Non-personnel services	500,000	385,956	292,000
	<b>SUB-TOTAL</b>	<b>500,000</b>	<b>385,956</b>	<b>292,000</b>
<b>TRANSPORTATION PLANNING</b>				
	Non-personnel services	1,019,000	830,800	836,000
	<b>SUB-TOTAL</b>	<b>1,019,000</b>	<b>830,800</b>	<b>836,000</b>
<b>PLANNING &amp; ENVIRONMENTAL AFFAIRS BUREAU</b>		<b>11,295,357</b>	<b>10,853,113</b>	<b>9,408,760</b>
<b>ENGINEERING OPERATIONS</b>				
	Non-personnel services	58,500	58,500	58,500
	Interdepartmental charges	200,000	195,000	195,000
	<b>SUB-TOTAL</b>	<b>258,500</b>	<b>253,500</b>	<b>253,500</b>
<b>DESIGN</b>				
	Non-personnel services	1,139,500	1,617,756	1,709,000
	Interdepartmental charges	-	-	-
	<b>SUB-TOTAL</b>	<b>1,139,500</b>	<b>1,617,756</b>	<b>1,709,000</b>
<b>MAINTENANCE</b>				
	Non-personnel services	8,918,600	9,709,859	10,770,900
	Interdepartmental charges	1,311,142	455,383	438,393
	Furniture, fixtures, and equipment	2,250,000	1,935,000	1,762,000
	<b>SUB-TOTAL</b>	<b>12,479,742</b>	<b>12,100,242</b>	<b>12,971,293</b>
<b>SURVEY</b>				
	Non-personnel services	483,000	382,430	499,000
	Furniture, fixtures, and equipment	90,000	75,000	70,000
	<b>SUB-TOTAL</b>	<b>573,000</b>	<b>457,430</b>	<b>569,000</b>
<b>PROGRAM MANAGEMENT</b>				
	Non-personnel services	4,473,946	4,796,670	7,333,770
	Interdepartmental charges	-	100,000	500,000
	<b>SUB-TOTAL</b>	<b>4,473,946</b>	<b>4,896,670</b>	<b>7,833,770</b>
<b>CONSTRUCTION MANAGEMENT</b>				
	Non-personnel services	772,000	877,200	746,200
	Furniture, fixtures, and equipment	120,000	-	-
	<b>SUB-TOTAL</b>	<b>892,000</b>	<b>877,200</b>	<b>746,200</b>
<b>PROJECT CONTROLS</b>				
	Non-personnel services	1,519,000	760,700	757,700
	Furniture, fixtures, and equipment	50,000	30,000	8,000
	<b>SUB-TOTAL</b>	<b>1,569,000</b>	<b>790,700</b>	<b>765,700</b>
<b>ENGINEERING SERVICES BUREAU</b>		<b>21,385,689</b>	<b>20,993,498</b>	<b>24,848,463</b>
<b>TOTAL HARBOR DEPARTMENT</b>		<b>125,426,877</b>	<b>126,981,083</b>	<b>123,235,456</b>
<b>% Change - a) Est. Actual vs Budget b) Budget vs Budget</b>		<b>a) 1.2% b) -1.7%</b>		

## NON-PERSONNEL BUDGET: SUMMARY BY OBJECT

Object	Description	Subobject	Description	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
	<b>NON-PERSONNEL SERVICES</b>					
830002	Legal Services	205001	Legal services	3,099,000	4,485,000	3,250,000
830006	Financial Services And Fees	205004	Financial services	1,150,000	1,150,000	710,000
830008	Property Mgmt Services	205003	Property operation management	320,000	318,000	286,000
830010	Relocation Services	205007	Relocation services	3,000	-	-
830020	Corrosion Engineering	205018	Corrosion engineering	100,000	100,000	100,000
830022	Traffic Engineering	205021	Traffic engineering	50,000	100,000	100,000
830024	Civil Engineering	205026	Civil engineering	50,000	100,000	100,000
830026	Electrical Engineering	205027	Electrical engineering	50,000	50,000	102,500
830028	Railroad Engineering	205028	Railroad engineering	550,000	550,000	475,000
830030	Structural Engineering	205029	Structural engineering	100,000	100,000	200,000
830032	Engineering Services	205009	Engineering svcs	2,940,000	1,785,000	2,109,000
830052	Crane Consulting	205044	Crane consulting	-	700	-
830054	Environmental Svcs Consulting	205050	Environmental consulting	185,000	90,000	145,000
830080	Geotech Services	205017	Geotech services	30,000	30,000	30,000
830082	Hydrographic Services	205019	Hydrographic services	35,000	25,000	110,000
830084	Technical Services	205005	Data processing contractual services	2,208,650	2,398,525	9,631,520
-	Technical Services	205010	Technical services	8,482,157	7,460,073	-
830088	Planning Services	205002	Planning and survey services	110,000	142,000	150,000
830090	Surveying Services	205037	Surveying services	150,000	125,500	195,000
830092	Master Planning	205033	Master planning	200,000	325,000	1,200,000
830100	Electric Utility	200001	Power	1,437,000	1,427,000	1,327,000
830102	Water Utility	200004	Water purchases, not for resale	453,250	2,960,250	600,250
830104	Sewer Utility	200005	Sewer service charges	187,150	200,150	175,150
830110	Natural Gas Utility	200003	Gas, natural	50,000	60,000	75,000
830116	Utility Reimbursement	200009	Harbor-tenant utility reimbursement	-	(2,400,000)	-
830200	Recycling Services	223004	Recycling	94,611	55,000	172,500
830208	Facilities Operation/Maint	N/A	N/A	-	855,759	924,000
830212	Grounds Maintenance	223001	Grounds maintenance	375,000	365,000	290,000
830316	Auto Repairs And Maintenance	220004	Automotive repair and maintenance service	105,000	103,000	150,000
830320	Structural Maintenance & Svcs	220003	Structural maintenance and services	228,500	150,000	117,000
830324	Machinery And Equip Maint Svcs	220002	Machinery and equipment repair service	1,159,746	1,154,246	2,022,500
830332	Office Equip Maintenance Svcs	220001	Office equipment and maintenance services	147,624	102,424	73,100
830340	Uniform Cleaning, Maint,Rental	213001	Uniform cleaning, maintenance and rental	52,000	50,500	58,000
830352	Security System Maintenance	220008	Security system repair & maintenance	400,000	400,000	412,000
830360	Software Maintenance	220007	Software maintenance	3,344,285	3,147,364	3,979,400
830400	Equipment Cert & Calibration	220005	Equipment certification fees	22,500	22,500	32,500
830500	Building And Land Rentals	230001	Building and land rentals	433,840	428,080	273,100
830505	Parking Lot Rentals	230006	Parking Lot Rentals	-	20,000	20,000
830520	Equipment Rentals	233002	Machinery and equipment rental	474,420	504,781	437,120
830528	Waterborne Construction Equip	233003	Waterborne construction equipment	28,000	28,000	299,000
830600	Construction Contracts	210008	Contractual services-construction/building/pipelines	462,000	794,000	699,000
-	Construction Contracts	210009	Construction contracts	25,000	-	-
830604	Other Construction Services	205035	Construction support services	500,000	-	300,000
-	Other Construction Services	210010	Other construction services	-	500,000	-
830608	Street / Paving Contracts	210005	Paving contracts	374,700	374,700	329,200
830628	Concrete Repairs	210041	Concrete Repairs	109,315	1,500,000	2,180,000
830654	Remediation Services	205046	Remediation Services	750,000	1,000,000	-
830668	Fencing Services / Contractors	210030	Fencing contractors	80,000	15,000	15,000
830700	Wet Utilities	210042	Wet utilities	847,500	347,500	437,500
830704	Utility Locating / Potholing	210020	Utility locating / potholing	2,000	52,600	53,000
830750	Inspections Services	205015	Inspections	62,500	320,000	100,000
830760	Railroad Contractors	210019	Railroad contractors	300,000	300,000	150,000
830800	Diving Services	205014	Diving	2,500	100,000	100,000
830804	Underwater Inspection (Hd)	210026	Underwater inspection	120,000	360,000	365,000
831000	Property Insurance	283001	Property insurance	1,009,000	1,552,000	2,195,000
831004	Liability Insurance	283002	Liability insurance	801,000	900,000	990,000
831060	Telecommunications Services	200002	Telephone and communications	427,701	428,212	477,570
831064	Telecom Infrastructure Svcs	220006	Telecommunications infrastructure	318,000	189,000	168,000
831100	Advertising Services	235002	Advertising	1,267,000	1,271,500	1,056,500
831140	Printing	235001	Printing	407,539	450,239	321,440
831200	Travel Expense	278001	Travel expense	712,703	720,016	641,700
831208	Mileage Reimbursement	273002	Mileage reimbursement	14,433	12,633	13,550
831212	Parking Reimbursement	273003	Parking reimbursement	14,778	14,198	14,500
831404	Other Contractual Services	205011	Other contractual services	8,885,703	9,187,703	6,603,693
831408	Marketing Services	205008	Marketing services	2,000	2,000	914,000
831412	Investigative Services	205025	Investigative services	253,369	245,356	245,500
831416	Photography And Video Services	205030	Film processing	8,000	433,000	378,370
-	Photography And Video Services	205048	Video production	300,500	500	-
-	Photography And Video Services	205032	Photography services	131,000	6,000	-
831420	Security Services	205036	Security services	2,500	2,500	2,500
831424	Program Mgmt Services	205039	Program management services	280,000	280,000	500,000
831428	Recreational And Cultural Svcs	205047	Charters, cruises and land tours	294,000	292,500	227,000
831448	Sampling And Lab Testing	210018	Sampling & laboratory testing	35,000	5,000	5,000
832000	Office / Promo Matrls & Suppls	238001	General promotion	1,676,245	2,053,468	936,300
-	Office / Promo Matrls & Suppls	238007	Promotional materials & supplies	160,000	-	-
-	Office / Promo Matrls & Suppls	260001	Office supplies	261,248	58,300	-
-	Office / Promo Matrls & Suppls	260008	Copier supplies	5,000	-	-
832004	Grants - Other Contrcl Svcs	260004	Computer supplies	50,880	16,880	18,200
832008	Postage/Delivery Services	265001	Postage	126,500	50,000	35,500

## NON-PERSONNEL BUDGET: SUMMARY BY OBJECT

Object	Description	Subobject	Description	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
-	Postage/Delivery Services	265002	Delivery services	31,000	500	-
832020	Groceries & Food	250025	Groceries and related supplies	2,000	1,200	700
832028	Catering Services	250531	Catering services	600,694	648,694	539,600
832032	Business Meals	280003	Business meals	60,948	65,648	60,800
832040	Clothing-Participants	263003	Clothing	11,500	11,500	11,500
832100	Hvac Parts/Supplies	250006	Air conditioning and heating supplies	25,000	85,000	100,000
832104	Carpentry Materials & Supplies	250004	Carpentry materials and supplies	20,000	15,000	14,500
832108	Electrical Material/Supplies	250001	Electrical materials and supplies	236,000	200,000	160,000
832128	Building Materials And Supplies	250007	Other building materials and supplies	180,000	228,000	247,000
832132	Painting Supplies	250003	Paint and painting supplies	39,500	37,500	37,500
832136	Plumbing Supplies	250002	Plumbing materials and supplies	177,500	177,500	175,000
832140	Safety Equipment And Supplies	250018	Safety equipment	79,044	96,177	108,500
832156	Rocks And Minerals Products	250013	Rock and mineral products	7,000	4,000	7,000
832168	Signals, Signs & Barricades	250014	Traffic signals	15,000	20,000	20,500
-	Signals, Signs & Barricades	250015	Traffic signs and barricades	13,000	-	-
832176	Electronic Supplies	270009	Electronic supplies	1,000	1,000	1,000
832188	Landscaping Supplies	250016	Gardening supplies	15,000	20,000	42,000
832300	Clothing-Uniforms	250026	Clothing	75,110	75,110	68,800
832304	Janitorial Supplies	250005	Janitorial supplies	17,000	30,000	40,000
832312	Audio Visual Supplies	260007	Audio visual supplies	6,190	6,190	5,800
832400	Ammunition	250031	Ammunition	24,746	24,746	25,500
832444	Breathing Appratus (Scba)	270010	Breathing apparatus (SCUBA)	4,000	1,500	1,500
832500	Fuel	271001	Motor fuels	417,000	415,500	429,000
832600	Small Tools And Equipment	250008	Small tools and equipment	254,000	251,191	281,000
832604	Equipment And Furniture < \$10K	260002	Office furniture and equipment < \$10,000	603,568	484,568	544,300
832608	Computer Equip(Nonfixed Asset)	250023	Computer equipment	1,362	49,890	31,400
832616	Security Technology Systems	250034	Security technology systems	57,138	57,138	58,900
832800	Auto Equipments And Parts	270002	Auto equipment parts	100,000	100,000	101,000
832808	Tires And Tubes	270007	Tires and tubes	8,000	4,000	8,000
832812	Machinery And Equipment Parts	270001	Machinery and equipment parts	31,000	35,000	57,000
832816	Street Sweeper Parts	270008	Street sweeper parts	22,000	20,000	23,000
832820	Boat Equipments & Parts	270003	Marine parts and supplies	25,000	59,300	72,000
832906	Books	260006	Books	14,457	16,535	21,000
833316	Tenant Promotion	238002	Tenant promotion	11,200	11,200	10,000
833320	Community Outreach	238006	Community outreach	130,690	127,490	68,300
833321	Community Grant	238010	Community grants program	3,000,000	2,532,140	3,000,000
833324	Educational Outreach Programs	238009	Education Outreach Programs	320,000	320,000	361,500
833328	Sponsorships	238008	Sponsorship	1,000,000	1,000,000	800,000
833340	Membership	280001	Memberships and dues	641,910	645,151	634,700
833341	Subscriptions	280002	Subscriptions	354,767	339,467	341,800
833360	Training / Seminars	245001	Training	743,870	817,173	819,850
-	Training / Seminars	245002	Seminars	252,290	-	-
-	Training / Seminars	245004	Training/Seminars-Staff Reimbursements	28,713	-	-
833364	Educational Assistance Payment	245003	Educational assistance payments	94,471	103,156	73,750
833380	Service Awards	275001	Service awards	50,762	15,762	15,800
833384	Incentive Awards	275002	Incentive awards	21,000	8,000	14,000
833600	Property Taxes	290001	Property taxes	522,000	538,000	485,000
833612	Other Taxes And Assessments	290004	Taxes and assessments	31,500	52,200	55,000
833640	Permit Fees/Licenses	290002	Permits fees/licenses	187,588	232,288	183,100
833652	Late Fees	290012	Late fees	-	900	-
834500	Personal Protective Equip	216001	Personal protective equipment	1,000	500	500
834601	Inventory Purchases	258001	Inventory purchases	897,737	823,987	771,700
845703	Other Gen Insurance Charges	283003	Other general insurance charges	306,000	196,000	211,000
846552	Claims Expense (Cash)	295005	Claims Expense	5,000	5,000	5,000
848000	Claims And Judgements-Actual	296001	Claims and judgments-Actual	10,000	4,000	10,000
<b>NON-PERSONNEL SERVICES TOTAL</b>				<b>61,670,602</b>	<b>63,818,458</b>	<b>61,959,463</b>
<b>PERCENTAGE CHANGE</b>					<b>49.2%</b>	<b>0.5%</b>
<b>INTERDEPARTMENTAL CHARGES</b>						
837000	Indirect Cost Allocation	330008	Direct Bill-City Attorney & City Auditor-MOU services	1,771,517	1,771,517	1,756,159
837020	O/H Alloc - Gen City	330001	General City overhead-ICAP indirect cost alloc plan	2,390,866	2,390,866	2,225,726
837080	Adj To Prior Yr lcr/Oh	330006	Adjustment to prior period-ICAP true up credits	501,856	500,000	-
900002	Fleet Services Exp	300003	Fleet service charges	8,861	2,987	8,011
900006	Cc Employee Parking Exp	300009	Employee parking	9,180	7,500	-
900013	Fleet Fuel Charges Exp	300019	Fleet Fuel Charges	18,107	17,975	21,692
900022	FM Financial Control Svcs Exp	300014	Financial system charges	48,655	48,655	66,686
900100	TI Office Services Expense	300006	Reprographics	7,000	12,000	12,000
-	TI Office Services Expense	300008	Postage	10,000	-	-
900300	TI Business Informatn Svcs Exp	300025	Geographic Information Svcs Allocation	66,129	295,090	389,167
-	TI Business Informatn Svcs Exp	300026	Business Info Services Labor	228,961	-	-
900400	TI Infrastructure Services Exp	300001	Wireless Services/Radio Comm	-	1,216,294	1,331,626
-	TI Infrastructure Services Exp	300023	Data Center-TI MOU	1,163,765	-	-
-	TI Infrastructure Services Exp	300532	Non-alloc TS voice & data network	64,493	-	-
900500	TI Video Communicatn Svcs Exp	300011	Video communications system	113,200	113,200	113,200
901037	Refuse Collectn Chrg Exp	310003	Refuse collection charges-interfd MOU recycling	119,145	119,145	91,528
901039	Police Services-Interf Exp	310007	Police services	12,106,343	12,449,405	12,822,900
901040	Fire Services-Interf Exp	310008	Fire services	19,991,722	19,769,225	19,806,925
901041	Health Services-Interf Exp	310009	Health services	3,000	3,000	3,000
901042	Misc Dept Chrg-Interf Exp	310010	Miscellaneous dept. service charges-Interf	888,759	33,000	33,000
901043	Public Svc-Interf Exp	310011	Public service bureau charges-traffic signal maint.	104,276	104,276	108,444
901053	Auditor's Off Chrg Exp	310025	Auditor's Office Charges - Interfund	144,048	144,048	147,650
901054	Water Dept Charges Exp	310026	Water Department Charges - Interfund	105,000	205,000	605,000

## NON-PERSONNEL BUDGET: SUMMARY BY OBJECT

Object	Description	Subobject	Description	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
901055	PD-Other Grant Exp	310027	PD – Other Exp	490,000	490,000	310,865
901056	FD-Other Grant Exp	310028	FD – Other Exp	68,500	68,500	125,000
901057	Development Svcs Exp	310029	Development Svcs - Interfund	80,000	80,000	89,000
904999	Exp Trsf Internal Support	349903	Exp Trsf/Interdept-offset Adopted Budget adj	212,292	212,292	114,000
<b>INTERDEPARTMENTAL CHARGES TOTAL</b>				<b>40,715,675</b>	<b>40,053,975</b>	<b>40,181,580</b>
<b>PERCENTAGE CHANGE</b>					<b>7.1%</b>	<b>-1.3%</b>
<b>FURNITURE, FIXTURES, AND EQUIPMENT</b>						
852400	Vehicles & Aircraft	350007	Automotive machinery and equipment	2,250,000	1,520,000	785,000
852300	Machinery And Equipment	350008	Office machinery and equipment >\$10,000	325,000	815,000	1,412,000
-	Machinery And Equipment	350009	Other machinery/equip	210,000	-	-
852303	Furniture And Fixtures	350011	Furniture and fixtures	100,000	90,000	75,000
852501	Software And Patents	350012	Software systems	20,000	70,000	13,000
830680	Consulting Contracts-Projects	350014	Consulting contracts-projects	-	-	-
<b>FURNITURE, FIXTURES, AND EQUIPMENT TOTAL</b>				<b>2,905,000</b>	<b>2,495,000</b>	<b>2,285,000</b>
<b>PERCENTAGE CHANGE</b>					<b>64.1%</b>	<b>-21.3%</b>
<b>OPERATING TRANSFERS</b>						
917600	Trsf To EF - Tidelands Ops	455401	Tidelands Operating Fund	20,135,600	20,613,650	18,809,414
<b>OPERATING TRANSFERS TOTAL</b>				<b>20,135,600</b>	<b>20,613,650</b>	<b>18,809,414</b>
<b>PERCENTAGE CHANGE</b>					<b>0.0%</b>	<b>-6.6%</b>
<b>TOTAL NON-PERSONNEL BUDGET</b>				<b>125,426,877</b>	<b>126,981,083</b>	<b>123,235,456</b>
<b>% Change - a) Est. Actual vs Budget b) Budget vs Budget</b>				<b>a) 1.2% b) -1.7%</b>		

## V. DEBT SERVICE

### OUTSTANDING PRINCIPAL BALANCES

(Stated in Dollars) <sup>1</sup>

DESCRIPTION	Final Maturity Dates	10/1/2020 Outstanding Principal	Additions	Principal Payments	9/30/2021 Outstanding Principal
<b>REVENUE BONDS</b>					
2010A HARBOR REVENUE NEW BONDS	May 15, 2025	-	-	-	-
2010B HARBOR REVENUE REFUNDING BONDS	May 15, 2027	-	-	-	-
2014B HARBOR REVENUE REFUNDING BONDS	May 15, 2027	11,700,000	-	-	11,700,000
2015A HARBOR REVENUE REFUNDING BONDS	May 15, 2023	26,265,000	-	(4,835,000)	21,430,000
2015B HARBOR REVENUE REFUNDING BONDS	May 15, 2025	20,130,000	-	-	20,130,000
2015C HARBOR REVENUE BONDS	May 15, 2032	66,085,000	-	-	66,085,000
2015D HARBOR REVENUE BONDS	May 15, 2042	66,865,000	-	-	66,865,000
2017A HARBOR REVENUE BONDS	May 15, 2040	101,610,000	-	-	101,610,000
2017B HARBOR REVENUE BONDS	May 15, 2043	25,985,000	-	-	25,985,000
2017C HARBOR REVENUE BONDS	May 15, 2047	42,660,000	-	-	42,660,000
2019A HARBOR REVENUE BONDS	May 15, 2049	161,310,000	-	-	161,310,000
2020A HARBOR REVENUE REFUNDING BONDS	May 15, 2027	55,725,000	-	-	55,725,000
2020B HARBOR REVENUE REFUNDING BONDS	May 15, 2025	74,940,000	-	(19,635,000)	55,305,000
<b>BOND ANTICIPATION NOTES (SHORT TERM NOTES)</b>					
2018A BOND ANTICIPATION NOTES <sup>2</sup>	December 15, 2020	327,050,000	-	(327,050,000)	-
2020C BOND ANTICIPATION NOTES <sup>2</sup>	July 15, 2021	145,000,000	-	(145,000,000)	-
<b>TIFIA LOAN COMMITMENT</b>					
TIFIA LOAN <sup>3</sup>	35 Year Term from drawn date	-	500,000,000	-	500,000,000
<b>LINE OF CREDIT</b>					
2019 REVOLVING LINE OF CREDIT	Revolving	-	-	-	-
<b>TOTAL OUTSTANDING PRINCIPAL</b>		<b>1,125,325,000</b>	<b>500,000,000</b>	<b>(496,520,000)</b>	<b>1,128,805,000</b>

(1) Information included in this schedule was calculated using the cash basis of accounting.

(2) The Bond Anticipation Notes will be paid off from the TIFIA Loan.

(3) The loan will be drawn within one year of substantial completion of the new bridge.

## Annual Debt Service

(Stated in Dollars) <sup>1</sup>

DESCRIPTION	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>2010A HARBOR REVENUE REFUNDING BONDS</b>			
PRINCIPAL	14,355,000	14,355,000	-
INTEREST	4,859,150	4,859,150	-
<b>TOTAL</b>	<b>19,214,150</b>	<b>19,214,150</b>	<b>-</b>
<b>2010B HARBOR REVENUE REFUNDING BONDS</b>			
PRINCIPAL	16,095,000	16,095,000	-
INTEREST	5,380,850	5,380,850	-
<b>TOTAL</b>	<b>21,475,850</b>	<b>21,475,850</b>	<b>-</b>
<b>2014B HARBOR REVENUE REFUNDING BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	585,000	585,000	585,000
<b>TOTAL</b>	<b>585,000</b>	<b>585,000</b>	<b>585,000</b>
<b>2015A HARBOR REVENUE REFUNDING BONDS</b>			
PRINCIPAL	6,850,000	6,850,000	4,835,000
INTEREST	1,655,750	1,655,750	1,313,250
<b>TOTAL</b>	<b>8,505,750</b>	<b>8,505,750</b>	<b>6,148,250</b>
<b>2015B HARBOR REVENUE REFUNDING BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	1,006,500	1,006,500	1,006,500
<b>TOTAL</b>	<b>1,006,500</b>	<b>1,006,500</b>	<b>1,006,500</b>
<b>2015C HARBOR REVENUE BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	3,304,250	3,304,250	3,304,250
<b>TOTAL</b>	<b>3,304,250</b>	<b>3,304,250</b>	<b>3,304,250</b>
<b>2015D HARBOR REVENUE BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	3,343,250	3,343,250	3,343,250
<b>TOTAL</b>	<b>3,343,250</b>	<b>3,343,250</b>	<b>3,343,250</b>
<b>2017A HARBOR REVENUE BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	5,080,500	5,080,500	5,080,500
<b>TOTAL</b>	<b>5,080,500</b>	<b>5,080,500</b>	<b>5,080,500</b>
<b>2017B HARBOR REVENUE BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	1,299,250	1,299,250	1,299,250
<b>TOTAL</b>	<b>1,299,250</b>	<b>1,299,250</b>	<b>1,299,250</b>
<b>2017C HARBOR REVENUE BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	2,133,000	2,133,000	2,133,000
<b>TOTAL</b>	<b>2,133,000</b>	<b>2,133,000</b>	<b>2,133,000</b>
<b>2019 HARBOR REVENUE BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	7,108,000	6,810,867	8,065,500
<b>TOTAL</b>	<b>7,108,000</b>	<b>6,810,867</b>	<b>8,065,500</b>
<b>2020A HARBOR REVENUE REFUNDING BONDS</b>			
PRINCIPAL	-	-	-
INTEREST	-	624,874	2,615,750
<b>TOTAL</b>	<b>-</b>	<b>624,874</b>	<b>2,615,750</b>
<b>2020B HARBOR REVENUE REFUNDING BONDS</b>			
PRINCIPAL	-	-	19,635,000
INTEREST	-	750,804	3,142,900
<b>TOTAL</b>	<b>-</b>	<b>750,804</b>	<b>22,777,900</b>

(Stated in Dollars) <sup>1</sup>	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
DESCRIPTION			
<b>2018A BOND ANTICIPATION NOTES <sup>2</sup></b>			
PRINCIPAL	-	-	-
INTEREST	16,352,500	16,352,500	8,176,250
<b>TOTAL</b>	<b>16,352,500</b>	<b>16,352,500</b>	<b>8,176,250</b>
<b>2020C BOND ANTICIPATION NOTES <sup>2</sup></b>			
PRINCIPAL	-	-	-
INTEREST	-	902,222	5,800,000
<b>TOTAL</b>	<b>-</b>	<b>902,222</b>	<b>5,800,000</b>
<b>TIFIA LOAN</b>			
PRINCIPAL	-	-	-
INTEREST	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2019 REVOLVING LINE OF CREDIT</b>			
INTEREST	-	-	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Principal Payments</b>	<b>37,300,000</b>	<b>37,300,000</b>	<b>24,470,000</b>
<b>Total Interest Payments</b>	<b>52,108,000</b>	<b>54,088,767</b>	<b>45,865,400</b>
<b>TOTAL DEBT SERVICE</b>	<b>89,408,000</b>	<b>91,388,767</b>	<b>70,335,400</b>

(1) Information included in this schedule was calculated using the cash basis of accounting.

(2) The principal amount of the Bond Anticipation Notes will be paid off from the TIFIA Loan.

General Note:

The total bond premium amount to be amortized in FY 2021 is \$14,640,970 (Revenue/Refunding bonds of \$9,142,869 and Bond Anticipation Notes of \$5,498,101). Therefore the net interest payment for FY 2021 is \$31,224,430.

## VI. CAPITAL EXPENDITURES

(Stated in Dollars)

DESCRIPTION	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>TERMINAL PROJECTS</b>			
Middle Harbor (Piers D/E/F)	175,446,410	117,339,514	85,518,565
Pier G Wharf Improvement Project	2,438,760	2,021,530	7,351,190
Other Terminal Projects	1,590,170	783,939	1,172,000
<b>TOTAL TERMINALS PROJECTS</b>	<b>179,475,340</b>	<b>120,144,983</b>	<b>94,041,755</b>
<b>RAILWAYS</b>			
Pier B On-Dock Rail Support Facility	15,460,820	18,564,874	44,836,140
Double Track Access from Pier G to Pier J	1,513,410	371,984	26,063,360
Terminal Island Wye Track Realignment	2,180,150	1,933,124	5,751,000
Other Rail	2,522,090	1,385,416	2,932,520
<b>TOTAL RAILWAYS</b>	<b>21,676,470</b>	<b>22,255,398</b>	<b>79,583,020</b>
<b>BRIDGES</b>			
Gerald Desmond Bridge Replacement	65,685,869	60,994,704	84,538,149
<b>TOTAL BRIDGES</b>	<b>65,685,869</b>	<b>60,994,704</b>	<b>84,538,149</b>
<b>DREDGING</b>			
Back Channel Deepening (Demo of NRG Forebay Structure)	10,610,750	10,692,819	2,483,490
<b>TOTAL DREDGING</b>	<b>10,610,750</b>	<b>10,692,819</b>	<b>2,483,490</b>
<b>SEWER, STREET, WATER, AND STORM WATER</b>			
Street Improvement	13,166,130	7,672,402	19,205,800
Storm Water Improvement	7,511,630	5,033,766	10,324,610
Water Improvement	1,689,710	2,275,047	2,725,000
Sewer Improvement	484,350	282,565	821,510
<b>TOTAL SEWER, STREET, WATER, AND STORM WATER</b>	<b>22,851,820</b>	<b>15,263,780</b>	<b>33,076,920</b>
<b>PORT FACILITIES</b>			
Former Admin Building Demolition	7,105,950	1,373,418	5,761,710
Maintenance Building-C Pump Station Shop	100,000	100,000	2,000,000
Port Headquarters / Civic Center	787,120	2,162,838	1,292,600
Other Port Facility Improvements	350,620	492,620	617,350
<b>TOTAL PORT FACILITIES</b>	<b>8,343,690</b>	<b>4,128,876</b>	<b>9,671,660</b>

DESCRIPTION	FY 2020 Adopted Budget	FY 2020 Estimated Actual	FY 2021 Adopted Budget
<b>ENVIRONMENTAL PROJECTS</b>			
Environmental Wetland Mitigation Projects	6,500,000	3,000,000	15,000,000
Environmental Pilot Demonstration Projects	11,098,300	3,857,169	11,692,110
Middle Harbor - Mitigation Program	312,830	206,335	955,000
Other Environmental Projects	915,220	6,993,927	5,000,000
<b>TOTAL ENVIRONMENTAL PROJECTS</b>	<b>18,826,350</b>	<b>14,057,431</b>	<b>32,647,110</b>
<b>PORT-WIDE SECURITY &amp; SAFETY PROJECTS</b>			
Fireboat Stations 15 and 20	45,419,920	21,659,267	19,396,760
Security Projects (partially Federal grant funded)	4,676,370	6,269,000	10,200,000
New Fire Boats for Stations 15 and 20	2,052,900	2,148,659	-
<b>TOTAL PORT-WIDE SECURITY &amp; SAFETY PROJECTS</b>	<b>52,149,190</b>	<b>30,076,926</b>	<b>29,596,760</b>
<b>INFORMATION MANAGEMENT PROJECTS</b>			
IM Security & Infrastructure Upgrades & Enhancements	950,000	950,000	7,850,000
New Applications, Upgrades & Enhancements	5,785,000	5,785,000	4,185,000
<b>TOTAL INFORMATION MANAGEMENT PROJECTS</b>	<b>6,735,000</b>	<b>6,735,000</b>	<b>12,035,000</b>
<b>MISCELLANEOUS PROJECTS</b>			
Navy Mole Infrastructure Improvements Project	1,051,210	780,182	1,000,180
Pier G Metro Shiploader 2 Replacement	1,873,110	150,000	550,000
Hydrographic Survey Boat Replacement	150,000	-	200,000
Fill Under Heim Bridge on Pier A	-	624,000	50,000
Outer Harbor Sediment Placement & Ecosystem Rest. (OSHPER) Site	35,500	27,927	24,780
Other Engineering Projects	1,105,630	509,895	224,010
<b>TOTAL MISCELLANEOUS PROJECTS</b>	<b>4,215,450</b>	<b>2,092,004</b>	<b>2,048,970</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>390,569,929</b>	<b>286,441,922</b>	<b>379,722,834</b>

\* The capital expenditure amounts presented in this schedule do not include capitalized interest

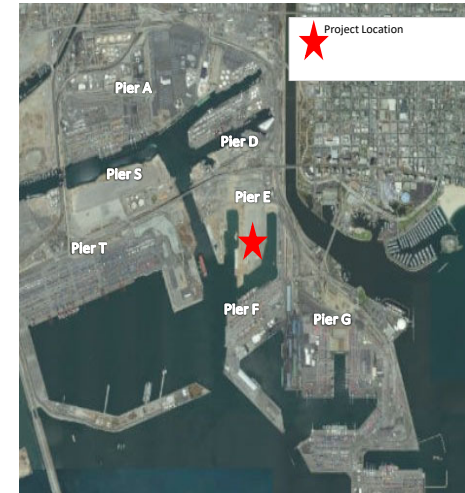
## **Capital Project Summaries**

The programs and projects listed below comprise over 80% of the total FY 2021 capital budget. Additional details for each of these items, such as a project description, budget, and schedule, can be found within the individual Capital Project Summaries on the following pages. Note that certain projects are a part of larger program and may not be individually listed on the preceding Capital Outlay schedule. Please refer to the “Project Category” field on the Capital Project Summaries to identify the relevant category.

- 1. Middle Harbor Redevelopment Program**
- 2. Gerald Desmond Bridge Replacement**
- 3. Pier B On-Dock Rail Support Facility**
- 4. Double Track Access from Pier G to Pier J**
- 5. Terminal Island Wye Track Realignment**
- 6. Former Admin Building Demolition**
- 7. Fireboat Station No. 15**
- 8. Fireboat Station No. 20**
- 9. Pier G Wharf Improvements Project**
- 10. Storm Water System CIP**
- 11. Street Improvement CIP**
- 12. S. Waterfront & Pier J Bike & Pedestrian Path Segments 2-6**
- 13. Coastal Bike Trail Connector at Ocean Boulevard**
- 14. JCCC Microgrid**

<b>Program Title (Number):</b>	Middle Harbor Redevelopment Program (multiple)
<b>Project Category:</b>	Terminal Development
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Current Program Budget:</b>	\$1.493 billion
<b>Project Description:</b>	The Middle Harbor redevelopment Program combines two outdated terminals into one modern, contiguous 304 acre terminal. This program is being constructed in three phases. Phases 1 and 2 are now complete and in operation. Phase 3 is currently under construction and scheduled to be complete by the end of CY2020. At completion, this terminal will have a total annual throughput capacity of 3.3M TEUs, with up to 1.1M TEUs of on-dock rail capacity, and will be able to accommodate the largest container vessels being planned. The new terminal is designed to move twice the amount of cargo as compared to the combined former Pier F and Pier E terminals, while reducing operating emissions by half.
<b>Project Justification:</b>	Rehabilitation and modernization of the aging infrastructure at Piers E and F is needed to meet business and consumer trade demands. Combining and upgrading the two aging container terminals will double capacity and support thousands of jobs, while cutting air pollution in half.
<b>Project Location:</b>	Piers D, E and F

Project Schedule	
Middle Harbor	
Construction Start Date:	Jan 2011
Estimated Completion Date:	Dec 2020
Revised Completion Date:	N/A



EXPENDITURE SCHEDULE (000'S)									
Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
1326-2375 M.H. Pier E Slip Fill, Phase 1	474						-		474
1326-2381 M.H. Pier E Terminal Administration Building, Ph 3	9,619	19,601	1,640				21,241		30,861
1326-2554 M.H. Pier E North Gate Expansion	0		235	805	1,464	5,417	7,921	2,234	10,155
1357-2259 M.H. Pier E24 Wharf & Backlands Redevelopment Ph 1 (Closed 12/15)	167,653						-		167,653
1369-2429 M.H. Terminal Bldg. Demo (Closed 07/14)	1,558						-		1,558
1372-2272 M.H. Pier E26 Wharf & Backlands Redevelopment Ph. 1 Stage 2 (Closed 3/18)	80,975						-		80,975
1382-2382 M.H. Pier E No Operations & IT Mgmt Bldg Ph. 1 (Closed 12/15)	21,580						-		21,580
1385-2366 M.H. Pier E Terminal Container Yard & Intermodal Railyard Ph. 1 (Closed 1/20)	195,512						-		195,512
1389-2376 M.H. Pier E Slip No. 1 & East Basin Fill Ph 2 (Closed 5/18)	44,759						-		44,759
1390-2378 M.H. Pier E No. Gate Redevelopment Ph 1 (Closed 12/15)	35,709						-		35,709
1400-2384 M.H. Pier E Marine Ops & Power Crane Maintenance Shop Ph. 1 (Closed 5/18)	42,458						-		42,458
1401-2385 M.H. Pier E Auxiliary Repair & Reefer Wash Facility Ph. 1 (Closed 5/18)	29,248						-		29,248
1405-2383 M.H. Pier E Battery Exchange Bldg. Ph. 1 (Closed 5/18)	9,897						-		9,897
1434-2367 M.H. Pier E Container & Intermodal Railyard Redevelopment Ph. 2	101,520	50					50		101,570
1441-2389 M.H. Pico Ave Traffic Signals Ph 2 (Closed 9/18)	963						-		963
1444-2377 M.H. Pier E East Basin Fill, Phase 3	40,544						-		40,544
1450-2550 M.H. Pier E South Battery Exchange Building	1,880	645	7,425	11,704			19,774		21,654
1472-2365 Pier E Berth E22 Wharf & Backlands, Phase 3	114,559	41,120	35,697				76,818		191,377
1474-2368 Pier E Container Yard-Intermodal Railyard, Phase 3	123,051	55,642	40,321				95,963		219,013
1326- Programwide	240,952	487	1,155	50		0	1,692		242,644
<b>TOTAL</b>	<b>1,262,911</b>	<b>117,546</b>	<b>86,474</b>	<b>12,559</b>	<b>1,464</b>	<b>5,417</b>	<b>223,459</b>	<b>2,234</b>	<b>1,488,604</b>
FUNDING SOURCE SCHEDULE (000'S)									
<b>Grant Funding</b>									
Trade Corridor Improvement Fund	6,895	7,589	952				8,541		15,436
<b>Tenant Funding</b>									
OOCL/LBCT "VACIS"	-	1,700					1,700		1,700
OOCL/LBCT South Battery Exchange Building	-	2,096	3,000	12,404			17,500		17,500
<b>Port Funds</b>									
Port Revenues	1,256,016	106,161	82,522	154	1,464	5,417	195,718	2,234	1,453,968
<b>TOTAL Funding Sources By FY</b>	<b>1,262,911</b>	<b>117,546</b>	<b>86,474</b>	<b>12,559</b>	<b>1,464</b>	<b>5,417</b>	<b>223,459</b>	<b>2,234</b>	<b>1,488,604</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	Gerald Desmond Bridge Replacement (HA-1233)
<b>Project Category:</b>	Bridges
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Current Program Budget:</b>	FHWA Approved Budget 2017 \$1.467B; 2018 \$1.486B; 2019 \$1.486B. These figures exclude the accounting of project financing cost, recorded as "Capitalized Interest".
<b>Project Description:</b>	<p>The Gerald Desmond Bridge (GDB) Replacement Project is a multi-year, design-build construction project, to build a new cable-stayed bridge connecting Terminal Island to the I-710 and Downtown Long Beach. The bridge has been designated as a National Highway System Intermodal Connector Route and is part of the Federal Strategic Highway Network, with nearly 15 percent of the nation's waterborne cargo trucked across the bridge. Once complete, the existing Bridge will be demolished.</p> <p>Construction is ongoing on all project areas. Overall construction is approximately 90% complete. Main Span Bridge Erection has begun with 9 segments completed. The projected date for substantial completion is August 2020.</p>
<b>Project Justification:</b>	The existing Gerald Desmond Bridge, built in the 1960s, is beyond its useful life. The new bridge being constructed will be higher to provide clearance for the larger vessels, wider to improve traffic flow and safety, and will include other features such as a bike and pedestrian path.
<b>Project Location:</b>	Ocean Boulevard / Terminal Island

Project Schedule		
	New GDB	Demo Existing GDB
Construction Start Date:	3rd Qtr. 2012	1st Qtr. 2021
Initial Completion Date:	2nd Qtr. 2016	3rd Qtr. 2021
Revised Completion Date:	4th Qtr. 2020	1st Qtr. 2023



EXPENDITURE SCHEDULE (000'S)									
Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
ROW/Utilities	277,913	2,010	791	-	-	-	2,801	2,520	283,234
Construction New GDB	769,391	35,309	18,818	-	-	-	54,127	-	823,518
Contract Management	126,440	15,038	15,638	-	-	-	30,676	-	157,116
Demolition Contract	6,492	1,571	5,747	16,671	58,463	63	82,515	-	89,007
Programwide	-	7,000	43,544	20,000	-	-	70,544	-	70,544
Preliminary Engineering (PAED)	50,083	67	-	-	-	-	67	-	50,150
Caltrans	0	-	-	-	-	-	-	12,831	12,831
<b>TOTAL</b>	<b>1,230,319</b>	<b>60,995</b>	<b>84,538</b>	<b>36,671</b>	<b>58,463</b>	<b>63</b>	<b>240,730</b>	<b>15,351</b>	<b>1,486,400</b>
FUNDING SOURCE SCHEDULE (000'S)									
Grant Funding	848,219	26,784	29,297	-	-	-	56,081	-	904,300
Port Funds									
Port Revenues (Includes TIFIA)	382,100	34,211	55,241	36,671	58,463	63	184,649	15,351	582,100
<b>TOTAL Funding Sources By FY</b>	<b>1,230,319</b>	<b>60,995</b>	<b>84,538</b>	<b>36,671</b>	<b>58,463</b>	<b>63</b>	<b>240,730</b>	<b>15,351</b>	<b>1,486,400</b>

<b>Program Title (Number):</b>	Pier B On-Dock Rail Support Facility (Multiple)
<b>Program Category:</b>	Railways
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Baseline Program Budget:</b>	\$870 million
<b>Program Description:</b>	Expand the Pier B Rail Yard from 10 tracks to 44, including five 10,000-ft arrival and departure tracks and thirty nine storage tracks. These tracks would be used to stage trains before and after they are loaded and unloaded at the Port's on-dock rail yards at Piers A, E, G and J. The tracks are intended to improve reliability and efficiency at the marine terminals and allow the railroads to aggregate trains from multiple terminals more easily than they can today. The project requires significant utility relocations, property acquisition and business relocations prior to constructing the rail improvements.
<b>Program Justification:</b>	Increasing on-dock rail utilization is a specific objective of the Clean Air Action Plan, reducing the reliance on trucks to deliver cargo to and from local intermodal terminals. Equally, a highly efficient rail network improves Long Beach's competitiveness and ensures that Southern California will continue to be a primary international gateway for global trade.
<b>Program Location:</b>	From Ocean Boulevard and Pico Ave in Long Beach, at the southeast to the Wilmington Wye in Los Angeles, west of the Dominguez Channel.

Program Schedule	
Pier B On-Dock Rail Support Facility	
Construction Start Date:	2023
Estimated Completion Date:	June 2032



EXPENDITURE SCHEDULE (000'S)									
Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Program Total
Pier B Railyard Development Programwide	39,569	12,010	27,283	28,648	39,574	53,677	161,192	406,739	607,500
1303-3065 Oil Field Relocation	1,158	5,590	12,436	20,938	2,607	7,062	48,633	62,709	112,500
1303-3066 Pier B Street Freight Corridor Reconstruction Project	195	964	5,117	2,487	4,484	6,540	19,592	130,213	150,000
<b>TOTAL</b>	<b>40,922</b>	<b>18,564</b>	<b>44,836</b>	<b>52,073</b>	<b>46,665</b>	<b>67,279</b>	<b>229,417</b>	<b>599,661</b>	<b>870,000</b>
FUNDING SOURCE SCHEDULE (000'S)									
<b>Grant Funding</b>									
Metro Call for Projects	-	-	-	-	-	-	-	16,309	16,309
Measure R LA Metro Grant		1,940	5,400	2,660			10,000		10,000
<b>Port Funds</b>									
Port Revenues	40,922	16,624	39,436	49,413	46,665	67,279	219,417		843,691
<b>TOTAL Funding Sources By FY</b>	<b>40,922</b>	<b>18,564</b>	<b>44,836</b>	<b>52,073</b>	<b>46,665</b>	<b>67,279</b>	<b>229,417</b>	<b>16,309</b>	<b>870,000</b>

<b>Project Title (Number):</b>	Double Track Access from Pier G to J (HA-1456)
<b>Project Category:</b>	Railways
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Project Current Budget:</b>	\$34.745 million
<b>Project Description:</b>	The project provides a second departure track for trains serving 4 marine terminals along the east basin, Pier G (ITS), Pier J (Pacific Container Terminal - PCT), Pier G (Metro Ports), and Pier E/F (Long Beach Container terminal - LBCT).
<b>Project Justification:</b>	The project purpose is to improve railroad cargo movement in the area south of Ocean Boulevard within the Port of Long Beach. The second mainline will allow for simultaneous arrivals and departures, railcar switching, and overall network efficiency benefits with reduced rail traffic conflicts.
<b>Project Location:</b>	Adjacent to the Pier G terminal extending to Pier J.

Program Schedule	
Construction Start Date:	Double Track Access from Pier G to Pier J February 2020
Estimated Completion Date:	February 2022



EXPENDITURE SCHEDULE (000'S)									
Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Program Total
Design	2,911							0	2,911
Bid & Award	27	174					174		202
Construction		198	26,063	5,144	0		31,405		31,405
Close Out			0	182	45		227		227
<b>TOTAL</b>	<b>2,938</b>	<b>372</b>	<b>26,063</b>	<b>5,326</b>	<b>45</b>	<b>0</b>	<b>31,806</b>	<b>0</b>	<b>34,745</b>
FUNDING SOURCE SCHEDULE (000'S)									
<b>Grant Funding</b>									
SB1 TCEP Grant	-	-	8,900	5,100	-	-	14,000		14,000
<b>Port Funds</b>									
Port Revenues	2,938	372	17,163	226	45	0	17,806		20,745
<b>TOTAL Funding Sources By FY</b>	<b>2,938</b>	<b>372</b>	<b>26,063</b>	<b>5,326</b>	<b>45</b>	<b>0</b>	<b>31,806</b>	<b>0</b>	<b>34,745</b>

<b>Project Title (Number):</b>	Terminal Island WyeTrack Realignment (HA-1373)	<b>Project Schedule</b> <b>Terminal Island Wye Track Realignment</b> <b>Construction Start Date:</b> November 2020  <b>Estimated Completion Date:</b> October 2022
<b>Project Category:</b>	Railways	
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.	
<b>Baseline Project Budget:</b>	\$40 million	
<b>Project Description:</b>	<p>The Project proposes to construct the Alameda Corridor South Access: Terminal Island Rail Junction to relieve a major rail bottleneck, provide rail network resiliency and redundancy, and enhance emergency military deployment capabilities at this designated U.S. Strategic Seaport. The Project will provide double-tracking and additional siding tracks on the south leg of the Terminal Island Wye, located between the Alameda Corridor and Terminal Island marine terminals in the Ports of Long Beach and Los Angeles. The Project will add over 10,000 feet of new tracks and includes the following improvements:</p> <ul style="list-style-type: none"> <li>• Realign the existing Pier T East lead track</li> <li>• Replace 1,500 feet of existing track</li> <li>• Construct a new 5,000-foot lead track</li> <li>• Construct two new 2,200-foot storage tracks</li> <li>• Extend an existing storage track by 800 feet</li> <li>• Construct a new 300-foot locomotive storage track</li> </ul>	
<b>Project Justification:</b>	<p>The Project will relieve a major rail bottleneck between the Alameda Corridor and Terminal Island in the Ports of Long Beach and Los Angeles. The project will also create rail network resiliency and redundancy in a key area of the Ports' rail network, by adding a parallel lead track to the south leg of the railroad Wye junction. It will support the Port's plans to move more cargo by "on-dock rail." On-dock rail is the most sustainable and efficient way to transport cargo inland. Rail transport of cargo is four times more fuel-efficient than truck transport. Increasing the use of on-dock rail is vital to meeting the goals of the Port's Green Port Policy and Clean Air Action Plan.</p>	
<b>Project Location:</b>	Pier S and Pier T, north of Ocean Blvd with SR 47 crossing over.	



EXPENDITURE SCHEDULE (000'S)									
Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Program Total
Pre-Design	74						0		74
Design	5,114	1,281	468				1,749		6,863
Bid & Award			265				265		265
Construction			4,170	26,632	871		31,673		31,673
Right-of-Way		652	848				1,500		1,500
Close Out					276		276		276
<b>TOTAL</b>	<b>5,188</b>	<b>1,933</b>	<b>5,751</b>	<b>26,632</b>	<b>1,147</b>	<b>0</b>	<b>35,463</b>	<b>0</b>	<b>40,651</b>
FUNDING SOURCE SCHEDULE (000'S)									
<b>Grant Funding</b>									
Port Infrastructure Development Program	-	-	1,000	13,000	500	-	14,500		14,500
<b>Port Funds</b>									
Port Revenues	5,188	1,933	4,751	13,632	647	0	20,963		26,151
<b>TOTAL Funding Sources By FY</b>	<b>5,188</b>	<b>1,933</b>	<b>5,751</b>	<b>26,632</b>	<b>1,147</b>	<b>0</b>	<b>35,463</b>	<b>0</b>	<b>40,651</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	Demolition of Former Harbor Department Administration Building (1417)
<b>Project Category:</b>	Port Facilities
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Current Project Budget:</b>	\$9.0 million
<b>Project Description:</b>	Demolition of former Harbor Department Administration Building.
<b>Project Justification:</b>	Demolishing the existing building that served as the Harbor Department's headquarters from 1959-2014 will allow the overall area to be made available for other uses.
<b>Project Location:</b>	Pier G (925 Harbor Plaza)

Project Schedule	
Construction Start Date:	Jun 2020
Substantial Completion Date:	Mar 2021



**EXPENDITURE SCHEDULE (000'S)**

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
Design	1,865	44	-	-	-	-	44	-	1,909
Bid & Award	-	185	-	-	-	-	185	-	185
Construction	-	1,144	5,538	-	-	-	6,682	-	6,682
Close Out	-	-	224	-	-	-	224	-	224
<b>TOTAL</b>	<b>1,865</b>	<b>1,373</b>	<b>5,762</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,135</b>	<b>-</b>	<b>9,000</b>

**FUNDING SOURCE SCHEDULE (000'S)**

<b>Port Funds</b>									
Port Revenues	1,865	1,373	5,762	-	-	-	7,135	-	9,000
<b>TOTAL Funding Sources By FY</b>	<b>1,865</b>	<b>1,373</b>	<b>5,762</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,135</b>	<b>-</b>	<b>9,000</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	Fireboat Station No. 15 (HA-1312)
<b>Project Category:</b>	Port-Wide Security and Safety Projects
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Current Project Budget:</b>	\$52.0 million
<b>Project Description:</b>	Design and construct a 7,500 square-foot building structure to house six fire fighters and an apparatus bay for fire engines, a waterside fireboat structure to house the new fire boat, and the jet-grouting ground improvements required to support the landside structure at Pier F.
<b>Project Justification:</b>	In 2010, a study evaluating existing risk, hazard planning and fire response resources and capability recommended the replacement of both aging modular Fire Stations Nos. 15 and 20.
<b>Project Location:</b>	Pier F (Berth F202)

Project Schedule	
	<b>New FBS 15</b>
<b>Construction Start Date:</b>	Mar 2019
<b>Substantial Completion Date:</b>	Dec 2020



**EXPENDITURE SCHEDULE (000'S)**

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
Design	8,506	(85)	-	-	-	-	(85)	-	8,421
Bid & Award	393	-	-	-	-	-	-	-	393
Construction	8,525	20,378	12,734	-	-	-	33,112	-	41,637
Close Out	-	-	327	222	-	-	549	-	549
<b>TOTAL</b>	<b>17,424</b>	<b>20,293</b>	<b>13,061</b>	<b>222</b>	<b>-</b>	<b>-</b>	<b>33,576</b>	<b>-</b>	<b>51,000</b>

**FUNDING SOURCE SCHEDULE (000'S)**

<b>Port Funds</b>									
Port Revenues	17,424	20,293	13,061	222	-	-	33,576	-	51,000
<b>TOTAL Funding Sources By FY</b>	<b>17,424</b>	<b>20,293</b>	<b>13,061</b>	<b>222</b>	<b>-</b>	<b>-</b>	<b>33,576</b>	<b>-</b>	<b>51,000</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	Fireboat Station No. 20 (HA-1313)
<b>Project Category:</b>	Port-Wide Security and Safety Projects
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Baseline Project Budget:</b>	\$51.6 million
<b>Project Description:</b>	Proposed design and construction of a two story fireboat station to house six fire fighters, fire engine apparatus bays, a waterside fire boat structure to house the new fireboat, access and site improvements.
<b>Project Justification:</b>	In 2010, a study evaluating existing risk, hazard planning and fire response resources and capability recommended the replacement of both aging modular Fire Stations Nos. 15 and 20. This project will enhance business continuity and emergency response capabilities, improving response times within the North Harbor area. Implementation of this project complies with a mitigation measure in the approved Middle Harbor Environmental Impact Report.
<b>Project Location:</b>	Pier D (Berths D50-51)

Project Schedule	
Construction Start Date:	Dec 2020
Substantial Completion Date:	Dec 2022



**EXPENDITURE SCHEDULE (000'S)**

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
Design	9,223	1,110	-	-	-	-	1,110	-	10,333
Bid & Award	-	321	54	-	-	-	375	-	375
Construction	-	-	6,283	32,351	1,670	-	40,304	-	40,304
Close Out	-	-	-	-	588	-	588	-	588
<b>TOTAL</b>	<b>9,223</b>	<b>1,431</b>	<b>6,337</b>	<b>32,351</b>	<b>2,258</b>	<b>-</b>	<b>42,377</b>	<b>-</b>	<b>51,600</b>

**FUNDING SOURCE SCHEDULE (000'S)**

<b>Port Funds</b>									
Port Revenues	9,223	1,431	6,337	32,351	2,258	-	42,377	-	51,600
<b>TOTAL Funding Sources By FY</b>	<b>9,223</b>	<b>1,431</b>	<b>6,337</b>	<b>32,351</b>	<b>2,258</b>	<b>-</b>	<b>42,377</b>	<b>-</b>	<b>51,600</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	Pier G Wharf Improvements Project (HA-1457)
<b>Project Category:</b>	Terminal Projects
<b>Strategic Plan Goal:</b>	Achieve key milestones of the Ten-year Capital Plan
<b>Baseline Project Budget:</b>	\$45.5 million
<b>Project Description:</b>	Pier G Wharf Improvement Project Includes but not limited to construction of approximately 240 feet of new wharf at the west end of Berth G236 and construction of new backland area adjacent to the new wharf sufficient to accommodate UTR circulation between the cranes and container yard. This project will also improve mooring infrastructure sufficient to secure up to 14,000 TEU vessels at Berth G232.
<b>Project Justification:</b>	Enable the Pier G tenant, International Transportation Service, Inc. (ITS) to accept vessels having up to 14,000 twenty foot equivalent (TEU) containers' capacity at Berth G236 and at Berth G232.
<b>Project Location:</b>	Pier G Berth G236

**Project Schedule**

<b>Construction Start Date:</b>	Dec. 2020
<b>Estimated Completion Date:</b>	Jun. 2022



**EXPENDITURE SCHEDULE (000'S)**

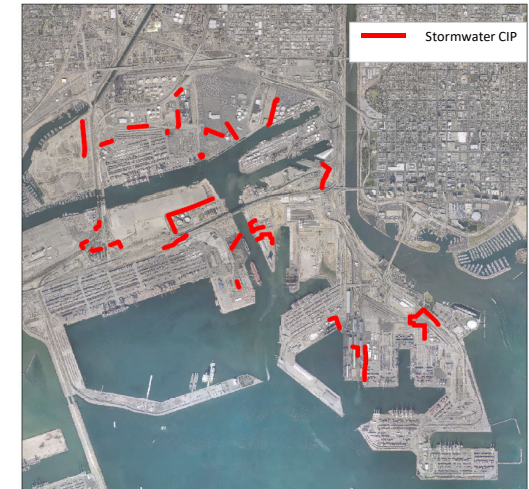
Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
Planning & Design	196	-	-	-	-	-	-	-	196
Pre-Design	915	-	-	-	-	-	-	-	915
Design	1,047	1,930	-	-	-	-	1,930	-	2,977
Bid & Award	-	92	172	-	-	-	264	-	264
Construction	-	-	7,179	25,585	341	-	33,105	-	33,105
Right of Way	-	-	-	-	-	-	-	-	0
Close Out	-	-	-	179	313	-	492	-	492
<b>TOTAL</b>	<b>2,158</b>	<b>2,022</b>	<b>7,351</b>	<b>25,764</b>	<b>654</b>	<b>-</b>	<b>35,791</b>	<b>-</b>	<b>37,949</b>

**FUNDING SOURCE SCHEDULE (000'S)**

<b>Port Funds</b>									
Port Revenues	2,158	2,022	7,351	25,764	654	-	35,791	-	37,949
<b>TOTAL Funding Sources By FY</b>	<b>2,158</b>	<b>2,022</b>	<b>7,351</b>	<b>25,764</b>	<b>654</b>	<b>-</b>	<b>35,791</b>	<b>-</b>	<b>37,949</b>

<b>Project Title (Number):</b>	Storm Water System CIP
<b>Project Category:</b>	Sewer, Street, Water, And Storm Water
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Preliminary Program Budget:</b>	\$57.9 million
<b>Project Description:</b>	Upgrade and/or repair existing storm drain facilities within the Port.
<b>Project Justification:</b>	The Stormwater system at POLB comprises of almost 300,000 feet of pipe, over 1,700 manholes and catchments, 33 pump stations and 163 outfalls. This Storm Water Capital Improvement Program is needed to provide necessary upgrades for compliance with stormwater discharge permit requirements, and operation of these essential facilities.
<b>Project Location:</b>	Various locations throughout the Port.

Project Schedule	
	Storm Water System CIP
Construction Start Date:	Varies
Estimated Completion Date:	Annually as individual projects in the program are completed



## EXPENDITURE SCHEDULE (000'S)

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
1404-2527 Pier B Pump Station/Storm Drain Upgrade	4,373	4,958	9,358	-	-	-	14,316	-	18,689
1505-3101 Pump Station No. 28 Rehabilitation	-	68	664	1,078	533	5,035	7,378	84	7,462
SM02-9900 Portwide Trash Full Capture Screens Installation	-	8	165	96	647	26	-	-	942
SM03-9900 Portwide Trash Full Capture CDS Units Installation	-	-	138	311	227	1,497	2,173	291	2,464
SM04-9900 Pump Station 25 Rehabilitation (Electrical Upgrades)	-	-	-	108	112	336	556	431	987
SM05-9900 Pump Station 14 Capacity Upgrade	-	-	-	22	1,147	987	2,156	10,131	12,287
SM06-9900 Pump Station 30 Rehabilitation	-	-	-	-	-	-	-	16,019	16,019
<b>TOTAL</b>	<b>4,373</b>	<b>5,034</b>	<b>10,325</b>	<b>1,615</b>	<b>2,666</b>	<b>7,881</b>	<b>26,579</b>	<b>26,956</b>	<b>58,850</b>

## FUNDING SOURCE SCHEDULE (000'S)

<b>Port Funds</b>									
Port Revenues	4,373	5,034	10,325	1,615	2,666	7,881	26,579	26,956	58,850
<b>TOTAL Funding Sources By FY</b>	<b>4,373</b>	<b>5,034</b>	<b>10,325</b>	<b>1,615</b>	<b>2,666</b>	<b>7,881</b>	<b>26,579</b>	<b>26,956</b>	<b>58,850</b>

## Major Changes in Project Cost:

N/A

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	Street Improvement System CIP (multiple)
<b>Project Category:</b>	Sewer, Street, Water, and Storm Water
<b>Strategic Plan Goal:</b>	Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement.
<b>Preliminary Program Budget:</b>	\$86.2 million
<b>Project Description:</b>	Maintain, rehabilitate and/or reconstruct existing Port roadways to better serve the Port's customers with high quality, reliable, and long-lasting roadways.
<b>Project Justification:</b>	The Port owns and maintains approximately 39 centerline miles of roadways in the Harbor District that are heavily used by terminal trucks, commuters and others. It is important to keep these roadways in good condition to accommodate the movement of cargo in and out of the Port.
<b>Project Location:</b>	Various locations throughout the Port.

Project Schedule	
	Street Improvement System CIP
Construction Start Date:	Varies
Estimated Completion Date:	Annually as individual projects in the program are completed



**EXPENDITURE SCHEDULE (000'S)**

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
1350-2432 North Harbor Street Rehabilitation	5,986	1,817	-	-	-	-	1,817	-	7,803
1378-2498 Harbor Scenic Dr Rdway Improvement	1,375	11	-	-	3,370	1,748	5,129	29,237	35,741
1384-2471 Pico Ave St Improvement Pier D to Pier E	639	11	-	1,133	536	7,549	9,229	879	10,747
1393-2474 Edison Ave Pavement Rehabilitation	2,052	23	-	-	-	-	23	-	2,075
1416-2518 Harbor Sc So. & Pier J Intersection Imp (will include costs from 1424-2464)	11,305	48	-	-	-	-	48	-	11,353
1425-2517 Pier G Avenue Infrastructure	2,062	1,066	5,754	4,893	-	-	11,713	-	13,775
1469-3014 Pier C St at Matson Pmnt Reconstruction	609	43	-	-	-	-	43	-	652
1487-3039 Pavement Rehabilitation - Berths B82-B83, Pier F, Pier G & Pier J	40	251	174	167	3,889	199	4,680	-	4,720
<b>TOTAL</b>	<b>24,068</b>	<b>3,270</b>	<b>5,928</b>	<b>6,193</b>	<b>7,795</b>	<b>9,496</b>	<b>32,682</b>	<b>30,116</b>	<b>86,866</b>

**FUNDING SOURCE SCHEDULE (000'S)**

<b>Port Funds</b>									
Port Revenues	24,068	3,270	5,928	6,193	7,795	9,496	32,682	30,116	86,866
<b>TOTAL Funding Sources By FY</b>	<b>24,068</b>	<b>3,270</b>	<b>5,928</b>	<b>6,193</b>	<b>7,795</b>	<b>9,496</b>	<b>32,682</b>	<b>30,116</b>	<b>86,866</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	S. Waterfront & Pier J Bike & Pedestrian Path Segments 2-6 (HA1460)
<b>Project Category:</b>	Sewer, Street, Water, and Stormwater
<b>Strategic Plan Goal:</b>	Broaden community access to Port-related opportunities and economic benefits.
<b>Current Project Budget:</b>	\$13.175 million
<b>Project Description:</b>	This Project provides the second phase of a bike and pedestrian path access to the California Coastal Trail along the south waterfront from Harry Bridges Park, through the Pier H area, to Pier J, including retaining walls, landscaping, and lighting. In addition, new facilities including two public observation platforms and a public restroom along Harbor Scenic Drive will be constructed.
<b>Project Justification:</b>	Completion of the Pier J Path will provide a link to the recreational uses along Piers H and J from the City's active transportation network, and provide access to the California Coastal Trail along Pierpoint Landing and Shoreline Park.
<b>Project Location:</b>	The bike & pedestrian path extends from Harry Bridges Park, through the Pier H area, along the waterfront to Pier J's public fishing area.

**Project Schedule**

<b>Construction Start Date:</b>	March 2020
<b>Estimated Completion Date:</b>	September 2021



**EXPENDITURE SCHEDULE (000'S)**

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
Planning & Design	-	427	-	-	-	-	427	-	427
Pre-Design	-	-	-	-	-	-	-	-	-
Design	835	28	-	-	-	-	28	-	863
Bid & Award	132	117	-	-	-	-	117	-	249
Construction	-	2,994	7,375	-	-	-	10,369	-	10,369
Right of Way	-	-	-	-	-	-	-	-	-
Close Out	-	-	139	113	-	-	252	-	252
<b>TOTAL</b>	<b>967</b>	<b>3,566</b>	<b>7,514</b>	<b>113</b>	<b>-</b>	<b>-</b>	<b>11,193</b>	<b>-</b>	<b>12,160</b>

**FUNDING SOURCE SCHEDULE (000'S)**

<b>Grant Funding:</b>									
ATP	-	558	1,442	-	-	-	2,000	-	2,000
<b>Port Funds</b>									
Port Revenues	967	3,008	6,072	113	-	-	9,193	-	10,160
<b>TOTAL Funding Sources By FY</b>	<b>967</b>	<b>3,566</b>	<b>7,514</b>	<b>113</b>	<b>-</b>	<b>-</b>	<b>11,193</b>	<b>-</b>	<b>12,160</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	Coastal Bike Trail Connector at Ocean Boulevard (1466-3009)
<b>Project Category:</b>	Sewer, Street, Water, and Stormwater
<b>Strategic Plan Goal:</b>	Broaden community access to Port-related opportunities and economic benefits.
<b>Baseline Project Budget:</b>	\$16.0 million
<b>Project Description:</b>	The Ocean Boulevard Connector Gap Closure project will connect the eastern terminus of the bicycle and pedestrian path on the new Gerald Desmond Bridge to the Los Angeles River Bike Path and the City of Long Beach's bicycle network.
<b>Project Justification:</b>	The connector will provide a Class 1 bicycle and pedestrian path that closes a critical gap between eastern terminus of the Mark Bixby Memorial Bike Path on Gerald Desmond Bridge Replacement and the City of Long Beach bicycle network east of Los Angeles River.
<b>Project Location:</b>	Ocean Blvd between Gerald Desmond Bridge Replacement and Golden Shore

Project Schedule	
Construction Start Date:	Sep 2020
Completion Date:	Sep 2022



**EXPENDITURE SCHEDULE (000'S)**

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
Planning & Design	190	-	-	-	-	-	-	-	190
Pre-Design	970	-	-	-	-	-	-	-	970
Design	1,235	485	-	-	-	-	485	-	1,720
Bid & Award	-	119	64	-	-	-	183	-	183
Construction	-	-	3,832	7,726	89	-	11,647	-	11,647
Right of Way	-	-	-	-	-	-	-	-	-
Close Out	-	-	-	142	179	-	321	-	321
<b>TOTAL</b>	<b>2,395</b>	<b>604</b>	<b>3,896</b>	<b>7,868</b>	<b>268</b>	<b>-</b>	<b>12,636</b>	<b>-</b>	<b>15,031</b>

**FUNDING SOURCE SCHEDULE (000'S)**

<b>Grant Funds</b>									
CMAQ	-	10	1,696	1,408	-	-	3,113	-	3,113
ATP	-	12	2,179	1,809	-	-	4,000	-	4,000
<b>Port Funds</b>									
Port Revenues	2,395	582	21	4,652	268	-	5,523	-	7,918
<b>TOTAL Funding Sources By FY</b>	<b>2,395</b>	<b>604</b>	<b>3,896</b>	<b>7,868</b>	<b>268</b>	<b>-</b>	<b>12,636</b>	<b>-</b>	<b>15,031</b>

**The City of Long Beach Harbor Department  
FY2021 Capital Improvement Program  
Detail of Construction Projects**

<b>Project Title (Number):</b>	JCCC Microgrid Project (1486)
<b>Project Category:</b>	Environmental Pilot Demonstration Projects
<b>Strategic Plan Goal:</b>	Improve the environment through sustainable practices and the reduction of environmental impacts from Port operations and development.
<b>Project ROM Budget:</b>	\$6.47 million
<b>Project Description:</b>	Install microgrid at Joint Command and Control Center. Project includes: microgrid controls, a solar carport array, stationary battery storage system, mobile battery storage system, connection to Jacobsen Pilot Service to provide their facility with power during an unplanned outage.
<b>Project Justification:</b>	\$5M grant from CEC to improve resilience at POLB's critical response facility. Port assets will include solar power array and two battery energy storage systems that will cut electricity costs, reduce greenhouse gas emissions, and support business continuity
<b>Project Location:</b>	Joint Command and Control Center

Project Schedule	
Construction Start Date:	Oct 2020
Substantial Completion Date:	Jun 2021



**EXPENDITURE SCHEDULE (000'S)**

Cost Elements	Prior Years	FY2020 (estimate)	FY2021 (budget)	FY2022 (forecast)	FY2023 (forecast)	FY2024 (forecast)	5 Year Total	Beyond 5 Year	Project Total
Design	952	659	-	-	-	-	659	-	1,611
Bid & Award	-	-	-	-	-	-	-	-	-
Construction	-	223	5,897	-	-	-	6,120	-	6,120
Close Out	-	-	85	305	107	-	497	-	497
<b>TOTAL</b>	<b>952</b>	<b>882</b>	<b>5,982</b>	<b>305</b>	<b>107</b>	<b>-</b>	<b>7,276</b>	<b>-</b>	<b>8,228</b>

**FUNDING SOURCE SCHEDULE (000'S)**

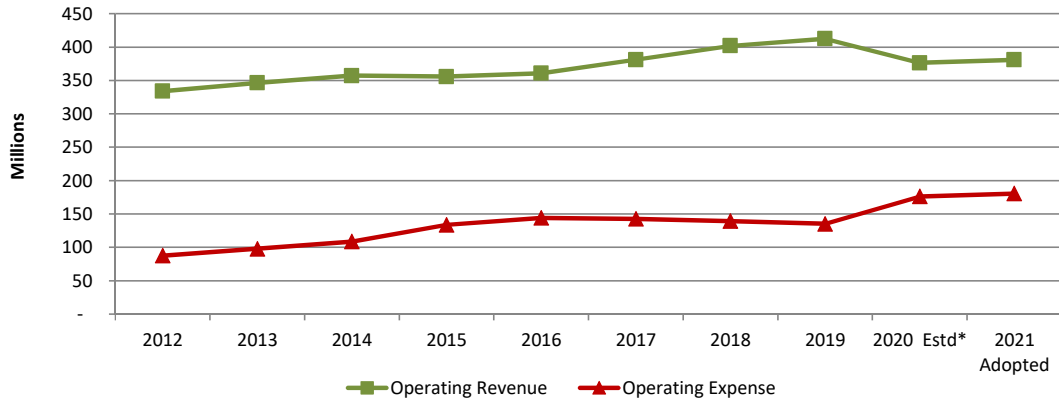
<b>Grant Funding</b>									
CEC	-	300	1,800	2,400	500	-	5,000	-	5,000
<b>Port Funds</b>									
Port Revenues	952	582	4,182	-2,095	-393	-	2,276	-	3,228
<b>TOTAL Funding Sources By FY</b>	<b>952</b>	<b>582</b>	<b>5,982</b>	<b>305</b>	<b>107</b>	<b>0</b>	<b>7,276</b>	<b>0</b>	<b>8,228</b>

\$500,00 in FY23/24 is retention paid by CEC at end of contract

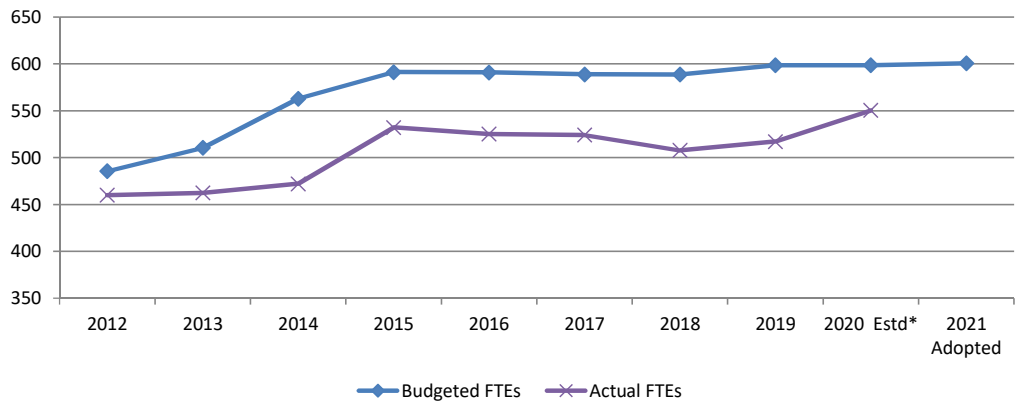
## VII. SUPPLEMENTAL INFORMATION

## Actual Historical Trend and Outlook

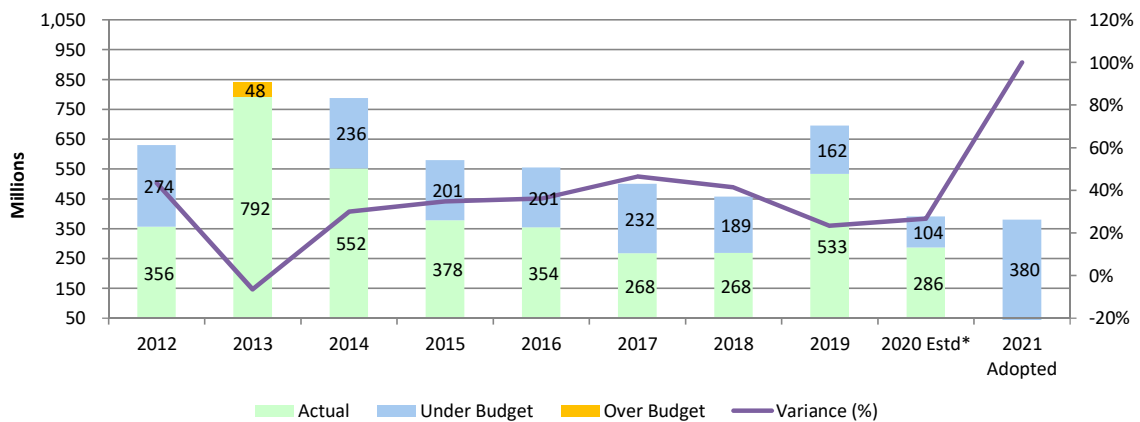
## Operating Revenues &amp; Expenses by Fiscal Year



## Total Full &amp; Part Time Full-Time Equivalents (FTE) by Fiscal Year



## Capital Expenditures by Fiscal Year



Estd\* Estimated Actual figures presented for FY 2020

Adopted\* Adopted Budget figures presented for FY 2021

## Budget Assumptions

### Fringe Benefit Rate Assumptions

The rate for PERS is 28.1% of gross wages in FY 2020 and 30.1% in FY 2021.

The Medicare rate is 1.45%. The rate for FICA is 6.2%, up to a maximum of \$8,459.16 for FY 2020 and \$8,774.79 for FY 2021.

The rate for Health / Dental / Life insurance is \$10,608/year per full-time employee in FY 2020 and \$11,121/year per full-time employee in FY 2021.

Other Fringe is comprised of:

- a) Payroll Overhead - the Citywide overhead cost of administering the Employee Benefit Fund, which includes City Payroll, Human Resources, City Attorney, etc. The rate is 2.139% of gross wages in FY 2020 and 2.156% in FY 2021.
- b) Other Benefits - the cost for Retired Employee Health Insurance was 2.022% of gross wages in FY 2020 and 1.956% in FY 2021.

Workers Compensation (WC) – Workers Compensation rates vary based on the WC coding group that a job classification falls under. These groups are determined by exposure and experience factors of each of the City's job classifications. In FY2020, WC rates were calculated per FTE by applying a flat rate that varied according to the WC coding group. In FY2021, WC rates are calculated as a percentage of total pay per FTE. The following six WC coding groups apply to the Harbor Department:

- 190 – Active Admin Worker
- 191 – Clerical / Office Worker
- 192 – Field Worker
- 194 – Garbage, Ashes, Refuse Collection Worker
- 195 – High Risk Field Worker
- 196 – Medium Risk Field Worker

### Other Assumptions

Administrative Intern Non-Career (NC) positions are budgeted as 0.5 FTE, the equivalent of 1,040 hours/year.

### New Financial System

In April of 2019, the City and Port of Long Beach transitioned to a new Enterprise Resource Planning (ERP) system known as Munis, providing for improved access, recordkeeping, and real-time reporting. Munis utilizes “object” codes as its smallest unit in the chart of accounts, while FAMIS, the former financial management system, utilized “subobject” codes. In this transition year, FY2021 budget schedules will include both Munis object codes alongside FAMIS subobject codes.

**Interdepartmental Charge Details  
(Between Harbor Department and City of Long Beach)**

Object Code	Description	Sub-Object	Description	Year-To-Date Actual 9/30/2017	Year-To-Date Actual 9/30/2018	Year-To-Date Actual 9/30/2019	FY 2020 Adopted	FY 2021 Adopted
837000	Indirect Cost Allocation	330008	Direct Bill-City Attorney & City Auditor-MOU services	1,575,825	2,034,412	1,784,443	1,771,517	1,756,159
837020	O/H Alloc - Gen City	330001	General City overhead-ICAP indirect cost alloc plan	2,232,664	2,287,824	1,751,353	2,390,866	2,225,726
837080	Adj To Prior Yr Icr/OH	330006	Adjustment to prior period-ICAP true up credits	79,268	312,861	-	501,856	-
900002	Fleet Services Exp	300003	Fleet service charges	13,491	8,850	11,173	8,861	8,011
900006	Employee Parking Exp	300009	Employee parking	1,080	15,743	8,165	9,180	-
900013	Fleet Fuel Charges Exp	300019	Fleet Fuel Charges	21,726	22,390	24,088	18,107	21,692
900022	FM Financial Control Svcs Exp	N/A	N/A	-	-	-	-	66,686
900100	TI Office Services Expense	300006	Reprographics	2,845	731	6,134	7,000	12,000
-	TI Office Services Expense	300007	Mail delivery and sorting charges	2,200	2,200	-	-	-
-	TI Office Services Expense	300008	Postage	6,198	5,354	-	10,000	-
900300	TI Business Informatn Svcs Exp	300014	Financial system charges	285,080	285,080	-	48,655	389,167
-	TI Business Informatn Svcs Exp	300025	Geographic Information Svcs Allocation	35,831	36,977	397,416	66,129	-
-	TI Business Informatn Svcs Exp	300026	Business Info Services Labor	67,683	69,122	-	228,961	-
900400	TI Infrastructure Services Exp	300001	Wireless Services/Radio Comm	36,941	169,097	-	-	1,331,626
-	TI Infrastructure Services Exp	300023	Data Center-TI MOU	626,579	649,964	1,100,647	1,163,765	-
-	TI Infrastructure Services Exp	300532	Non-alloc TS voice & data network	64,493	66,205	-	64,493	-
900500	TI Video Communicatn Svcs Exp	300011	Video communications system	113,200	113,200	113,200	113,200	113,200
901037	Refuse Collectn Chrg Exp	310003	Refuse collection charges-interfd MOU recycling	92,079	98,832	105,058	119,145	91,528
901039	Police Services-Interf Exp	310007	Police services	10,205,575	10,855,295	12,000,397	12,106,343	12,822,900
901040	Fire Services-Interfd Exp	310008	Fire services	17,289,577	18,954,858	19,308,648	19,991,722	19,806,925
901041	Health Services-Interf Exp	310009	Health services	451	(75)	563	3,000	3,000
901042	Misc Dept Chrg-Interfd Exp	310010	Miscellaneous dept. service charges-Interfd	345	-	1,342	888,759	33,000
901043	Public Svc-Interfd Exp	310011	Public service bureau charges-traffic signal maint.	77,724	94,760	97,199	104,276	108,444
901053	Auditor's Off Chrg Exp	310025	Auditor's Office Charges - Interfund	135,638	136,800	239,728	144,048	147,650
901054	Water Dept Charges Exp	310026	Water Department Charges - Interfund	99,397	109,450	95,207	105,000	605,000
901055	PD-Other Grant Exp	310027	PD - Other Exp	12,565	273,243	229,507	490,000	310,865
901056	FD-Other Grant Exp	310028	FD - Other Exp	-	-	69,414	68,500	125,000
901057	Development Svcs Exp	310029	Development Svcs - Interfund	56,752	65,000	72,107	80,000	89,000
904999	Exp Trsf Internal Support	349903	Exp Trsf/Interdepartmental-offset Adopted Budget adj	-	-	-	212,292	114,000
<b>Interdepartmental Charges Sub-Total</b>				<b>33,135,207</b>	<b>36,668,173</b>	<b>37,415,789</b>	<b>40,715,675</b>	<b>40,181,580</b>
916100	Trsf To IS - General Services	455385	To General Services	-	2,232,921	-	-	-
917600	Trsf To EF - Tidelands Ops	455401	Tidelands Operating Fund	19,400,516	20,083,903	20,613,657	20,135,600	18,809,414
<b>Total</b>				<b>52,535,723</b>	<b>58,984,997</b>	<b>58,029,447</b>	<b>60,851,275</b>	<b>58,990,993</b>

## Glossary

**Adopted Budget** - The new allocation of expenditures and revenues for the current fiscal year, as adopted by the Board of Harbor Commissioners.

**Days Cash On-Hand (DCOH)** - Days cash on hand is the number of days that an organization can continue to pay its operating expenses, given the amount of unrestricted cash available. The Harbor Department's Debt Policy requires that a minimum of 600 days of cash be maintained at all times.

**Debt Service Coverage Ratio (DSCR)** - Debt service coverage ratio is a measure of cash flow available to pay current debt obligations. The ratio states operating income as a multiple of debt obligations due within one year, including principal and interest. The Harbor Department's Debt Policy requires that a DSCR of at least 2.0 be maintained at all times.

**Enterprise Fund** - A fund, similar to those found in the private sector, structured to be revenue generating and self-supporting. The Harbor Department is an enterprise fund.

**Fiscal Year (FY)** - A time period designated by the Harbor Department signifying the beginning and ending period for recording financial transactions. The Harbor Department fiscal year is October 1 through September 30.

**Fringe Benefits** - Any of a variety of non-wage or supplemental benefits (health/dental/life insurance, pension contributions and auto allowance) that employees receive in addition to their regular wages.

**Full-Time Equivalent (FTE)** - The measurement for personnel where 1.0 FTE is the equivalent of a full-time position for one year, or 2,080 employee-work hours.

**Fund** - An accounting entity established to record financial transactions and resources for specific activities or to attain certain objectives.

**Funds Available** - The amount of immediately available resources to support potential future appropriations.

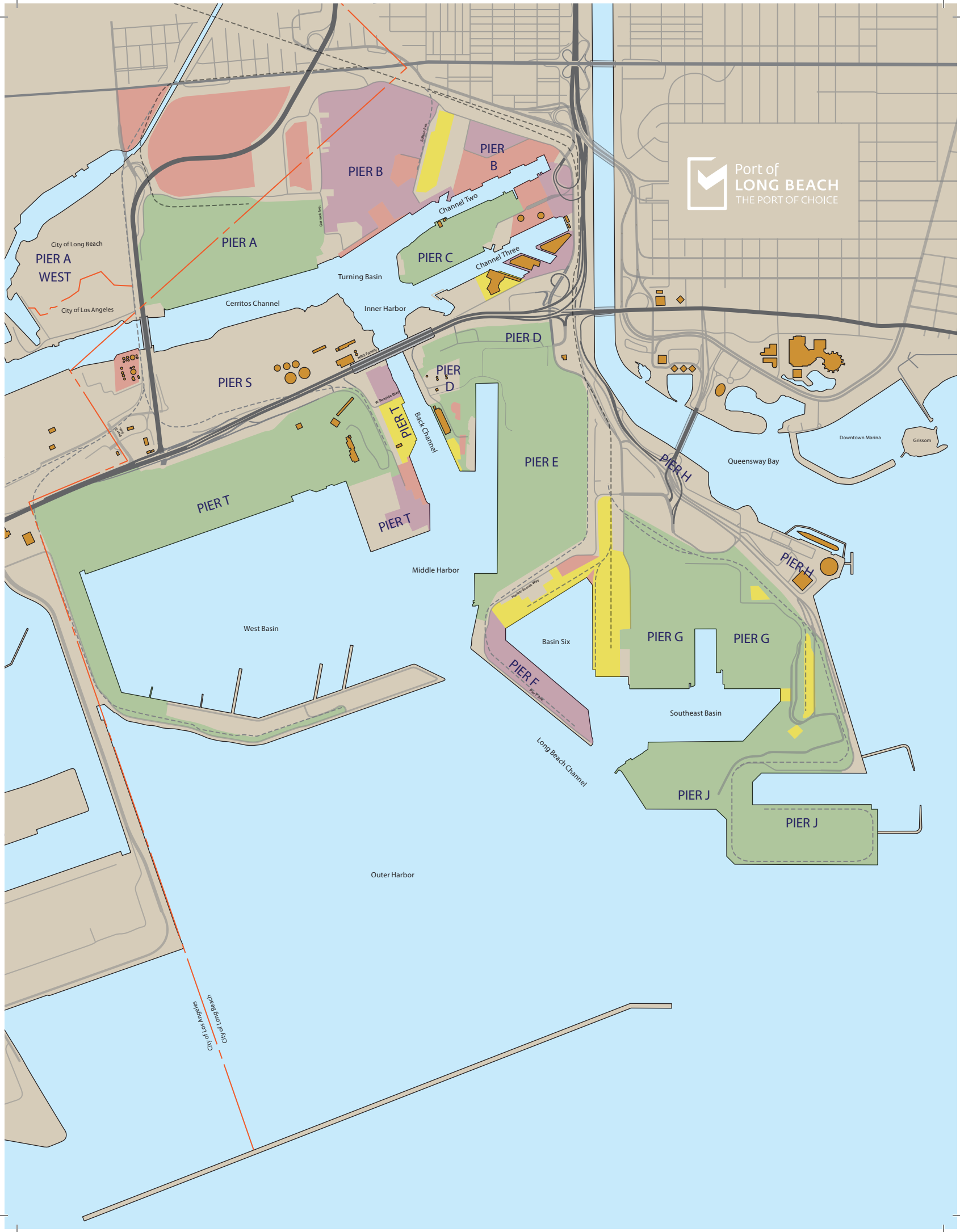
**Memorandum of Understanding (MOU)** – Services agreement between the Harbor Department and other City departments. MOUs are budgeted within Interdepartmental charges.

**Tidelands Transfer** – A transfer of funds from the Harbor Department's Revenue Fund to the City Tidelands Operating Fund (TOF). City Charter Section 1209(C)(4) provides that a maximum of 5% of the Harbor Department's gross operating revenue may be transferred to the TOF, which may be used to account for operations, maintenance and development of the Convention Center, beaches, waterways and marinas in the Tidelands area. The provision provides that the City Council, by a 2/3 vote, adopts a resolution to request the transfer and subsequently, that the Board of Harbor Commissioners, also expressed by Resolution, approve the transfer by a majority vote. The transfer amount is accrued monthly in the current fiscal year, and is paid every quarter in the following fiscal year.

**Twenty-Foot Equivalent Unit (TEU)** – TEU stands for Twenty-Foot Equivalent Unit, which is the length of a standard (20 foot) intermodal shipping container. TEU is the standard measure of volume for containerized cargo.



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