

Commission Policy Goals and Objectives

In addition to financial and administration policies, the Commission has seven long-term policy goals: promote mobility, mitigate and address the impact of goods movement, encourage economic development, ensure improved system efficiencies, foster environmental stewardship, support transportation choices through intermodalism and accessibility, and prioritize public and agency communications. For each of these policy goals, the objectives and initiatives that were considered in the framework of the work plan for the FY 2014/15 budget are identified below.

While Riverside County shows signs of economic recovery, the Commission remains cautious about revenue availability. The need for better transportation remains a top public priority, and the Commission is poised to address this challenge via the seven policy goals. In moving forward with an aggressive program of projects and services, the Commission may face fluctuating Measure A, TUMF, and TDA revenues and uncertainty regarding the availability of federal and state transportation revenues. Due to the long-term nature of many of the Commission's programs, many of the policy goals' objectives and initiatives are ongoing from year to year.

Promote Mobility

The Commission, in cooperation with local, state, and federal agencies, will strive to create a transportation system that promotes efficient mobility both within the County and region.

- Continue to aggressively pursue completion of the environmental, design, and construction processes on key components of the Western Riverside County Delivery Plan, which includes the SR-91, I-15, and I-215 corridor improvement projects and the SR-60 truck climbing lane project.
- Enhance corridor mobility and traveler choice by:
 - Continuing property acquisition and construction on the SR-91 corridor improvement project through Corona, which includes the extension of tolled express lanes (91 Express Lanes) into Riverside County; and
 - Continuing to develop a tolled express lane system on I-15 between SR-60 and Cajalco Road.
- Provide leadership in the planning and development of the Coachella Valley-San Geronio Pass corridor rail service.
- Work closely with partners in the Coachella Valley, including CVAG and SunLine Transit Agency (SunLine) to ensure the implementation of Measure A funding priorities.
- Complete projects and programs included in the 1989 Measure A ordinance and determine use(s) for any unexpended revenues.
- Continue the preliminary engineering and environmental clearance for the Mid County Parkway and SR-79 realignment projects.
- Continue to work with state and federal agencies to fund and construct projects programmed in the STIP, Federal Transportation Improvement Program (FTIP), Proposition 1B bond programs, Active Transportation Program, and Measure A program as well as other high priority regional projects.
- Maximize obtaining all available transportation funds and strategically program funds to meet funding deadlines and to prevent the lapse and loss of funds.
- Leverage the effective application and use of Measure A Western County regional arterial and other state and federal funds to deliver eligible regional arterial projects.
- Work closely with local jurisdictions to administer the TUMF Regional Arterial Program and facilitate the delivery of eligible arterial improvements in Western County.
- Actively participate in the SR-91 Advisory Committee to facilitate near and long-term improvements to SR-91, enhance intercounty public transit options, and foster mobility improvements between the two counties.
- Advocate streamlining efforts at the state and federal levels that will reduce costs, time, and delays currently associated with project delivery including, but not limited to, timely project reviews and approvals.
- Continue active engagement in state and federal efforts to streamline and reform CEQA and NEPA to improve the ability to deliver critical projects that enhance mobility within the County and the region.

- Continue to coordinate and provide public access to commuter information via the IE511 system and focus commuter assistance and IE511 outreach efforts under one brand.
- Continue cooperation with the FTA regarding the Small Starts process to support the continuation of construction and initiation of the Perris Valley Line commuter rail service in 2015.
- Continue to work with the public transit operators to control costs and increase system efficiencies in order to accommodate and adjust to fluctuating revenues from local, state and federal sources.
- Continue to develop transit service to further promote seamless intracity, intercity, and regional transit connectivity for County residents.
- Commence consideration of future rail expansion opportunities including the potential for extension of the Perris Valley Line to the Hemet/San Jacinto and Temecula areas.

Mitigate and Address the Impact of Goods Movement

The Commission will work with federal, state, and local governments to facilitate the movement of goods and services to, within, and through the County, recognizing the vital role goods movement mobility plays in the economic health of the County, the State, and the nation.

- Seek funding and local agency concurrence to implement the Commission's approved, high-priority railroad grade separation list to mitigate the impact of increased goods movement demands on the transportation system.
- Encourage Congress to create a federal freight trust fund, or similar program with a dedicated and firewalled revenue structure, in order to treat the nation's multimodal national goods movement network as a system rather than individual projects.
- Remain committed to a regional approach regarding goods movement issues in order to maximize funding from state and federal sources to goods movement needs in Southern California.
- Continue working with the Ports and regional transportation commissions to develop a funding mechanism for needed projects and mitigation on a regional basis.
- Provide input to the National Freight Advisory Committee regarding the establishment of a national freight network and California State Freight Advisory Committee regarding regional freight priorities.

Encourage Economic Development

Transportation decisions will consider the economic benefits derived from any improvement, and, where feasible and practical, will pursue transportation alternatives that enhance or complement economic development.

- Commit to seek opportunities related to transportation projects that will create jobs and improve the economic base in the County.
- Support local agencies in the design and construction of interchanges that are in proximity to regional economic centers and developments.
- Support local projects, consistent with countywide transportation goals and Commission commitments, which enhance business development, local employment, and area tourism.

Ensure Improved System Efficiencies

The Commission will select projects and allocate funds in a manner that will improve safety and reduce congested traffic corridors.

- Advocate the development and use of advanced technologies for transportation applications that are affordable and practical.
- In partnership with SANBAG, implement enhancements to the IE511 mobile application for improved deployment of real-time traffic information, real-time bus and rail transit trip planning information, and rideshare information available to commuters for the purpose of trip planning and reducing congestion.
- Assure the effectiveness of transit planning through coordination with the County's eight transit operators, Citizens' Advisory Committee, and annual S RTP process with a goal toward promoting program productivity, efficiency, and effectiveness.

- Provide innovative commuter rideshare programs to reduce single occupant vehicle trips and coordinate with other regional rideshare service providers to address intercounty commute trips.
- Work with local jurisdictions, Caltrans, and the CHP to continue efficient delivery of a comprehensive motorist aid system which includes an IE511 traveler information service, a call box program, and a FSP program, including temporary services in freeway construction zones.
- Leverage resources to incorporate park and ride facilities and additional connecting bus service at Metrolink stations that may have available capacity.
- Continue working with Caltrans to monitor traffic conditions for the purpose of focusing transportation funds on congested corridors and system deficiencies.
- Work with Caltrans and regional agencies in developing resources for preservation and maintenance of the highways and regional arterials.
- Support the implementation of active transportation facilities that support transportation alternatives.

Foster Environmental Stewardship

The Commission will achieve its mobility goals while promoting environmental stewardship and protecting the area's natural resources and quality of life.

- Continue working with the Western Riverside County Regional Conservation Authority (RCA), Caltrans, and state/federal resource agencies to implement the MSHCP.
- Work with the Southern California Association of Governments (SCAG), South Coast Air Quality Management District (SCAQMD), sub-regional agencies, and local jurisdictions to implement the current RTP and sustainable communities' strategy that meets regional air quality goals, conformity guidelines, and SB375 green house reduction targets for the SCAG region.
- Support a variety of outreach channels and educational programs that promote the benefits of ridesharing, public and specialized transit, rail, and availability of commuter resources for the purposes of reducing vehicle trips, vehicle miles traveled, and emissions.
- Facilitate private/public use of clean fuels technology.
- Continue to develop sustainable and green commuter rail stations and provide upgrades and rehabilitation projects to reduce the environmental impact of the existing stations.

Support Transportation Choices through Intermodalism and Accessibility

County residents will be served, where economically feasible, through the development of transportation alternatives and travel options that consider the needs of a wide range of citizens.

- Work with transit providers and local social service agencies to provide specialized transit service to meet a broad spectrum of socio-economic transit needs of seniors, veterans, persons with disabilities, and low income residents.
- Leverage commuter and motorist assistance outreach channels in order to increase the awareness and use of alternative commuting modes.
- Implement the Commission's commuter rail SRTPs and Southern California Regional Rail Authority's (SCRRA or Metrolink) plan for commuter rail services.
- Continue to pursue the goals and objectives as outlined in the Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan) for Riverside County related to a unified, comprehensive but flexible strategy for transportation service delivery to address transportation gaps and/or barriers focusing on unmet transportation needs of elderly individuals, persons with disabilities, and individuals of limited income.
- Enhance security, surveillance, and emergency response capabilities of County transit facilities and roadway infrastructure through proactive planning, interagency coordination, and investment.

Prioritize Public and Agency Communications

The Commission will provide timely, informative, and accurate reporting to encourage informed public and agency participation in the Commission's decision-making processes.

- Promote a close working relationship with news and civic entities to increase interest and understanding of transportation and related issues.
- Enhance the provision of public information through various forms of communication (e.g., website, annual report, monthly newsletter, television, Speakers Bureau, print media, radio, etc.).
- Maintain an ongoing effort of informing Riverside County's Congressional and State Legislative delegations regarding transportation issues.
- Develop an effective long-range legislative strategy regarding state and federal funding and policy.
- Protect and enhance flexibility in the Commission's use of state and federal transportation revenue in addressing regional priorities and needs.
- Explore local options for sustainable funding in addressing long-term transportation and quality-of-life needs for Riverside County.
- Seek legislative flexibility for innovation in financing, construction, and maintenance of regional transportation projects.
- Pursue policy objectives contained in the Commission's comprehensive adopted legislative platforms.
- Maintain ongoing efforts to educate commuters, businesses, and the public regarding the Commission's toll planning efforts and specific project development efforts underway.
- Keep the public informed about construction-related impacts from projects.

Financial and Administration Policies

Financial Planning Policies

- Administrative costs, including salaries and benefits, shall be funded by allocations from Measure A, LTF, FSP, SAFE, and TUMF funds.
- The Commission shall budget no more than one percent (1%) of Measure A sales tax revenues for administrative salaries and benefits.
- Administrative program delivery costs will be budgeted at whatever is reasonable and necessary, but not to exceed four percent (4%) of Measure A sales tax revenues (inclusive of the one-percent salary limitation). The Commission shall budget 100% of the annual required contribution related to the postretirement health care benefits.
- The Commission shall utilize unexpended 1989 Measure A funds only for projects and programs included in the 1989 Measure A. Sales tax revenues from the 2009 Measure A shall be expended only for projects and programs included in the 2009 Measure A.
- Amounts will be budgeted by fiscal year for multi-year projects, based on best available estimates, with the understanding that, to the extent actuals vary from those estimates and the project is ongoing, adjustments will be made on a continual basis.
- The fiscal capital budget should be consistent with the strategic plan and deviations appropriately noted, explained, and justified.
- A balanced budget shall be adopted annually with operating and capital expenditures and other financing uses equal to or less than identified revenues and other financing sources as well as available fund balances.

Revenue Policies

- Sales tax revenue projections will be revised semi-annually to ensure use of current and relevant data. Staff may adjust annual amounts during the budget preparation process to reflect the most current economic trends.
- A strategic application of local funding sources will be used to maximize federal and state funding of projects.
- Fiduciary responsibility regarding Western County TUMF revenues shall be exercised, and revenues will

be allocated pursuant to Commission direction and the approved 2009 Measure A.

- Adopted toll revenue policies will establish congestion pricing in order to maximize throughput on toll facilities. Such pricing will be adjusted quarterly by pre-defined formulas.

Debt Management Policies

- Outstanding sales tax revenue bonds shall not exceed \$975 million.
- Toll revenue supported debt may be issued for specific highway projects and may comprise toll revenue bonds and federal loans.
- The Commission will maintain 2.0x debt ratio coverage on all senior sales tax revenue debt and 1.3x debt ratio coverage on all toll revenue debt.
- Debt issuance will be for major capital projects including engineering, right of way, and construction. Operating requirements, if any, must be paid from current ongoing revenues and may not be financed except for initial toll operations.
- Costs of issuance, including the standard underwriter's discount, will not exceed two percent (2%).
- The Commission may enter into interest rate swaps to better manage assets and liabilities and take advantage of market conditions to lower overall costs and reduce interest rate risk.
- While it is the intent of the Commission to establish a cash debt reserve for long term bond issuance, as necessary, surety bonds can be obtained when beneficial to the Commission.
- All sales tax revenue debt must mature prior to the termination of 2009 Measure A on June 30, 2039.
- All toll revenue supported debt must mature prior to the expiration of toll facility agreements.

Expenditure Accountability Policies

- Established priorities for planning and programming of capital projects will be reviewed annually with the Commission.
- Actual expenditures will be compared to the budget on at least a quarterly basis, and significant deviations will be appropriately noted, explained, and justified.
- Operations and maintenance agreements for toll operations will be implemented, and related costs will be compared to toll financing assumptions.

Reserve Policies

- The Commission will maintain program reserves in accordance with Measure A and TDA policies and guidelines.
- The Commission will establish and maintain a transit operator's reserve of ten percent (10%) for the Coachella Valley and Palo Verde Valley. Additionally, a ten percent (10%) reserve will be established and maintained for each of the Western County transit operators (public bus and commuter rail).
- The Commission will establish and maintain reserves for toll operations, capital improvements, and debt service in accordance with toll supported debt agreements.

Cash Management and Investment Policies

- Where possible, the Commission will encourage receipt of funds by wire transfer to its accounts.
- Balances in the bank operating account will be maintained at the amount necessary to meet monthly expenditures.
- Construction and operating funds will be invested per the Commission's established investment policy emphasizing in order of priority: 1) safety, 2) liquidity, and 3) yield.
- Cash disbursements to local jurisdictions and vendors/consultants will be completed in an expeditious and timely manner.

Procurement Policies

- The Commission will conduct enhanced outreach to businesses and contractors located in Riverside County regarding opportunities to provide the Commission with competitive and qualified goods and/or services.
- The Commission will continuously evaluate its procurement program and policies to ensure competitive, transparent, objective, and fair selection processes.
- The Commission will continue to expand and improve vendor access to contracting opportunities.

Auditing, Accounting, and Financial Reporting Policies

- The Commission will maintain its ERP system in order to integrate project and toll operations accounting needs and improve accounting efficiency.
- The Commission will issue a Comprehensive Annual Financial Report (CAFR); separate financial reports for the LTF, STA, Proposition 1B Rehabilitation and Security Project Accounts, and toll operations upon commencement of such operations; and State Controller's Transportation Planning Agency Financial Transactions Report as well as Government Compensation in California Report.
- An audit is to be conducted annually on the Commission's accounting books and records. As long as the Commission has outstanding bonds and federal loans, an independent accounting firm must conduct the audit.
- The Commission is responsible for ensuring that audits of Measure A and TDA funding recipients are completed and reviewed for compliance and other matters in a timely manner.

Human Resources Management Policies

- While accommodating the assumption of toll operation responsibilities, Commission staffing levels will be consistent with the intent of its enabling legislation, which envisioned a small, but effective staff.
- Contract staff and consultants will be used to augment staff efforts as much as necessary to support programs or workloads, which do not appear to be of a permanent nature.

Information Technology Management Policy

- Significant effort will be made to maintain efficient and cost-effective technology infrastructure by continuously upgrading network equipment and software to ensure quality performance, productivity, and connectivity among staff, other agencies, toll operator, and the public. Network security will continue to be a top priority to maintain the integrity of the Commission's network and information.

Linking Commission Policy Goals and Departmental Goals and Objectives

The following matrix (Table 19) illustrates the linkage of the Commission’s overall policy goals described in this section to the individual departmental goals and objectives included in Section 6.

Table 19 – Relationship Between Commission and Departmental Goals

Department	Mobility	Goods Movement	System Efficiencies	Environmental Stewardship	Economic Development	Intermodalism & Accessibility	Communications	Financial & Administration
Management Services								
Executive Management Administration	X	X	X			X	X	X
Legislative Affairs & Communications Finance	X	X	X				X	X
Regional Programs								
Planning and Programming	X	X	X	X	X	X	X	X
Rail Maintenance and Operations	X		X	X		X		X
Public and Specialized Transit	X		X			X	X	X
Commuter Assistance	X		X	X		X	X	X
Motorist Assistance	X		X				X	X
Capital Project Development & Delivery	X		X	X	X	X	X	X

Add “X” to Environmental Stewardship and Intermodalism & Accessibility categories for Motorist Assistance