

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, ensure improved system efficiencies, foster environmental stewardship, encourage economic development, 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 2010/11 budget are identified below.

While Riverside County grapples with the challenges of a declining real estate market, high unemployment, and an uncertain economy, the need for better transportation remains a top public priority that the Commission is poised to address via the seven policy goals. In moving forward with an aggressive program of projects and services, the Commission will face the challenge of lower Measure A 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.

- Complete projects and programs included in the 1989 Measure A and determine use(s) for any unexpended revenues.
- Continue to aggressively pursue completion of the environmental and design processes on key components of the Western County Highway Delivery Plan, which includes the SR-91, I-15, and I-215 corridor improvement projects.
- Continue to develop the toll program consistent with the Western County Highway Delivery Plan including executing toll program agreements with key regional and state partners namely Caltrans, OCTA, toll operator, California Highway Patrol (CHP), and others.
- 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, 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.
- Maximize the effective application and use of Western County TUMF funds to deliver eligible Commission priority projects.
- Work closely with local jurisdictions to implement the TUMF Regional Arterial Program and facilitate the delivery of arterial improvements in Western County.

- Actively participate in the SR-91 Advisory Committee and Riverside Orange Corridor Authority to facilitate near and long-term improvements to SR-91; enhance intercounty public transit options and foster the development of a new corridor 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 to coordinate and provide public access to commuter information via the newly launched Inland Empire 511 system.
- Continue cooperation with the FTA regarding the Small Starts process to support the initiation of the Perris Valley Line commuter rail service in 2012.
- Continue to work with the public transit operators to reduce costs and increase system efficiencies in order to accommodate lower revenues from state and federal sources.
- Continue to develop a vision of transit service to further promote seamless intracity, intercity, and regional transit connectivity for County residents.

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 priority list to mitigate the impact of increased goods movement demands on the transportation system.
- 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, including Riverside County.
- Continue working with the Southern California Association of Governments (SCAG), Los Angeles County Metropolitan Transportation Authority (Metro), OCTA, SANBAG, San Diego Association of Governments (SANDAG), Ventura County Transportation Commission (VCTC), South Coast Air Quality Management District (SCAQMD), Mobility 21, and the Coalition for America's Gateway and Trade Corridors to encourage Congress to create a national goods movement program to treat the nation's multimodal national goods movement network as a system rather than individual projects.

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, refine and enhance the recently launched Inland Empire 511 system, which will make 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 congestion avoidance.
- Assure the effectiveness of transit planning through coordination with the Transit Operators Working Group, Citizens' Advisory Committee, and annual SRTP 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 providing a motorist aid system which includes a call box program and an FSP program, including temporary services in freeway construction zones.
- Complete construction, in partnership with Caltrans and SANBAG, of the Inland Empire Transportation Management Center.
- Leverage resources to incorporate park and ride facilities and additional connecting bus service at Metrolink stations that may have available capacity.

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 RCA to implement the MSHCP.
- Work with the SCAG, SCAQMD, sub-regional agencies, and local jurisdictions to implement an RTP that meets regional air quality goals and conformity guidelines.
- 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 and vehicle miles traveled.
- Facilitate private/public use of clean fuels technology.
- Address new state and federal mandates regarding greenhouse gas emissions, including coordination with local and regional agencies and participation in various forums to develop implementation guidelines.
- Continue to develop sustainable and green commuter rail stations and provide upgrades and rehabilitation projects to reduce the environmental impact of the existing stations.

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, which enhance business development, local employment, and area tourism.

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 and persons with disabilities.
- Leverage commuter assistance and freeway service patrol outreach channels in order to increase the awareness of and foster the use of alternative commuting modes.
- Implement the Commission's commuter rail SRTP and SCRRA's plan for commuter rail services with an emphasis on the Perris Valley Line, an extension from Riverside to Perris via Moreno Valley.
- Develop a long-range strategic plan for the provision of commuter and/ or passenger rail services in Western County or Coachella Valley.
- 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 infrastructure through proactive planning, interagency coordination, and investment.

Prioritize Public and Agency Communications

The Commission will provide timely, informative, and accurate information 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, television, Speakers Bureau, print media, radio, etc).
- Maintain an ongoing effort of informing Riverside County's Congressional and State Legislative delegations regarding County transportation issues.
- Develop an effective long-range legislative strategy regarding the reauthorization of the federal transportation bill to ensure that the federal government participates as a full partner in funding Riverside County projects that are of national and regional significance.
- Advocate for sufficient funding for Riverside County transit and transportation projects from various federal and state revenue sources including, but not limited to, annual federal appropriations, economic recovery programs, STIP, and Proposition 1B bond programs.
- Seek legislative flexibility for innovative financing and delivery methods.
- Maintain ongoing efforts to educate commuters, businesses, and the public regarding the Commission's toll planning efforts and specific project development efforts currently underway.

Financial and Administration Policies

Financial Planning Policies

- 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 funded by 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 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.

Debt Management Policies

- The Commission will maintain 2.0x debt ratio coverage on all senior debt.
- Debt issuance will be for major capital projects including engineering, right of way, and construction. Debt secured by Measure A revenues may be used to advance projects included in the 2009 Measure A expenditure plan.
- Operating requirements, if any, must be paid from current ongoing revenues and may not be financed.
- 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, 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.
- The Commission will consider actions to lessen the restriction of the \$500 million 2009 Measure A bonding cap, which could include the possibility of a future ballot measure to increase the cap.

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.

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 shall prioritize the use LTF reserves for the purpose of transit operations.
- The Commission shall require that transit operators draw down their current capital projects list prior to requesting the use of reserves to match capital grants and have no more than a three year backlog of capital projects.

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.
- Idle 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.

Auditing, Accounting, and Financial Reporting Policies

- The Commission will replace its financial software system in order to better integrate project accounting needs and improve accounting efficiency.
- The Commission will issue a Comprehensive Annual Financial Report (CAFR) in accordance with the GASB Statement 34 financial reporting model.
- An audit is to be conducted annually on the Commission’s accounting books and records. As long as the Commission has outstanding bonds, 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.
- An internal audit program will be maintained to identify improvements in controls and procedures as well as best practices.

Human Resources Management Policies

- 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 possible to support programs or workloads, which do not appear to be of a permanent nature.

Information Technology Management Policies

- 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, and the public. Network security will continue to be a top priority to maintain the integrity of the Commission’s network and information.

The following matrix illustrates the linkage of the Commission’s overall policy goals described in this section to the individual departmental goals and objectives included in Section 7.

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