



FISCAL YEAR 2020/21

BUDGET

June 10, 2020

Honorable Commissioners
Riverside County Transportation Commission
Riverside, California

FY 2020/21 Budget Introduction

RTC: Safety. Fiscal Responsibility. Economic Recovery.

Thank you for reviewing the Fiscal Year (FY) 2020/21 budget for the Riverside County Transportation Commission (Commission or RTC). This document provides an opportunity to evaluate the financial backbone of an innovative, active, and essential public transportation agency that connects the lives of Riverside County (County) residents every day. Even in the midst of this recession, we know Riverside County will continue to grow among the fastest of any other area of the state of California (California or State), which makes our mission to provide transportation projects and services absolutely critical in protecting and improving the quality of life for over 2.4 million residents.

Unfortunately, we face a worldwide crisis created by COVID-19, or the novel coronavirus, which has killed thousands of people throughout the world. The cost of this pandemic in terms of human life cannot be justly quantified; the costs to the economy are staggering as well.

Riverside County's economy has not been spared by the crisis. State and local stay at home orders resulted in thousands of residents losing their jobs either permanently or temporarily and significant downturns in tax revenues for public agencies such as the Commission. It is with this backdrop that RTC presents its FY 2020/21 budget. Overall, while the budget predicts lower sales tax revenue from the Commission's voter-approved Measure A sales tax and reduced toll revenue from the 91 Express Lanes, it also lays out a smart and aggressive program of highway, regional arterial, and transit construction to ensure that Riverside County keeps working and creates a transportation system that will be ready for a productive and promising future.

While RTC revenues will be impacted this year, we have no intention of slowing down or impacting progress. Infrastructure development, and especially transportation projects, create jobs and economic opportunity. The Commission will take a leading role in that effort under the direction of our 34-member Commission whose sole aim is in serving the taxpayers of Riverside County.

Even with Lower Revenues, Commission Activities Continue at Full Speed

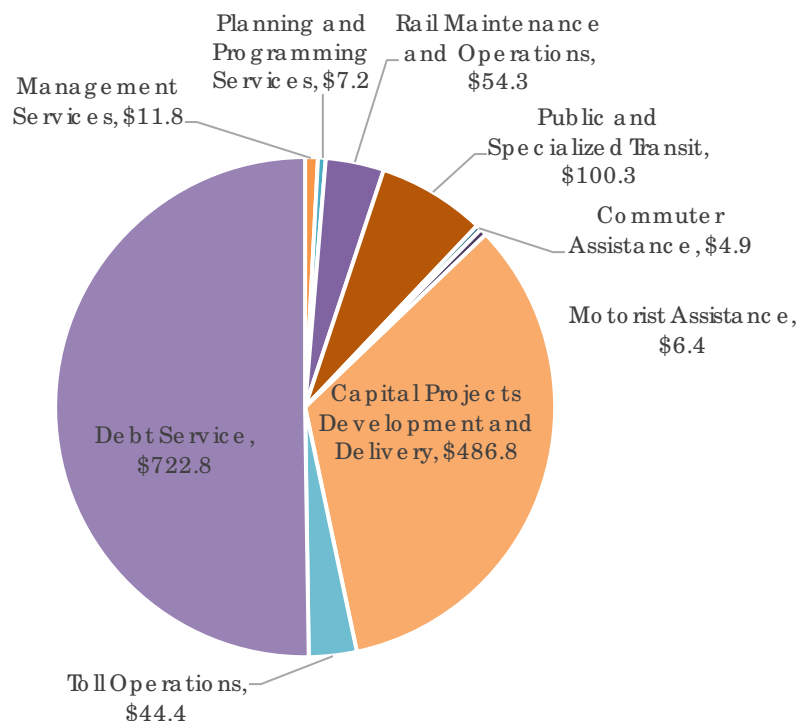
The Commission's voter-approved half-cent sales tax program serves as the main funding source for transportation funding in Riverside County. Prior to the COVID-19 crisis, Measure A sales tax revenues were stable with average annual growth of over 5.5% in the last decade; they are projected at \$160 million for FY 2020/21. Although Measure A revenues help to fund major projects including the I-15 Express Lanes project, Measure A also funds local transportation priorities and needs. In FY 2020/21, the Commission will return \$48.8 million in funding to local cities and the County for local street and road improvements.

The Coachella Valley Association of Governments and the Western Riverside Council of Governments (WRCOG) administer Transportation Uniform Mitigation Fee (TUMF) programs that serve local and regional arterial needs. In the Coachella Valley, arterials are funded through a combination of TUMF, Measure A, and additional local contributions. In Western Riverside County, TUMF dollars are equally split between WRCOG and the Commission with RTC's dollars allocated to regional arterials and new highway corridors.

Funding transportation projects and services requires a combination of funding sources, and the Commission receives and programs funding from state and federal sources. This includes California's Transportation Development Act program dollars allocated primarily to the County's major public transit providers. Measure A also pays its share by funding transit fare discounts; providing funds for programs for senior citizens, persons with disabilities, and individuals of limited means; allocating funds for commuter rail and intercity bus services; and operating a commuter assistance program that provides traveler information and ridesharing assistance to employers and commuters.

Chart 1 summarizes the Commission's overall budget of \$1.29 billion for FY 2020/21 by program, which includes delivery of capital projects and funding of administration management, planning and programming, rail and transit operations, smaller programs such as motorist and commuter assistance, toll operations, and debt service.

Chart 1 – FY 2020/21 Budget (in millions \$)



People Working – Building a Better Future

The Commission and its project partners at the California Department of Transportation, local jurisdictions, and transit agencies will continue investing in transportation using a variety of local, state, and federal sources to build projects, plan and design new improvement to keep people working and contributing to the local economy.

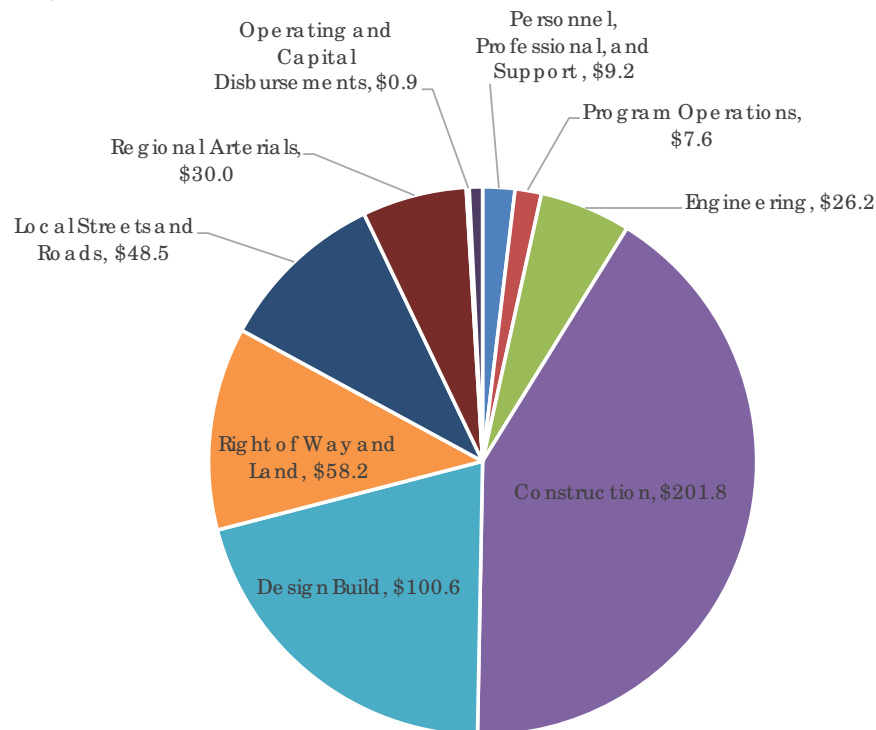
During FY 2020/21, the Commission will invest \$487 million in capital projects (Chart 1) that include highway, regional arterial, local streets and roads, and rail projects. Riverside County is in a fortunate position in that significant pre-construction work has taken place on a number of projects and the Commission has successfully sought out funding from a variety of funding sources to ensure a busy year.

No table capital projects either currently in construction or slated to begin in Western Riverside County in the upcoming fiscal year include the following:

- Completion of the Interstate (I)-15 Express Lanes in Corona, Norco, Eastvale and Jurupa Valley;
- Ongoing construction of truck lanes on State Route (SR) 60 in the San Geronio Pass;
- Station and operational improvements at the Riverside-Downtown Metro link station;
- Construction of a new freeway interchange at Placentia Avenue and Interstate (I) 215 in Perris;
- Expansion and construction of major improvements at the I-15/Railroad Canyon interchange in Lake Elsinore;
- Addition of a new auxiliary lane on the westbound SR-91 near Green River Road in Corona;
- Reconstruction of the Pachappa Underpass at SR-91 in Downtown Riverside; and
- Construction of a new toll connector to and from the RCTC 91 Express Lanes and the 15 Express Lanes north of SR-91.

The Commission is a project-driven agency. Capital project costs comprise 34% of the Commission's FY 2020/21 overall budget. Chart 2 illustrates the capital projects expenditures by function.

Chart 2 – Capital Projects (in millions \$)



RCTC Express Lanes Program Strengthens and Expands

On March 20, 2017, the Commission opened the extension of the 91 Express Lanes into Riverside County. The \$1.4 billion 91 Project primarily consists of two tolled express lanes, a direct express lanes connector, and an additional general purpose lane in each direction of SR-91 between the Orange County line and I-15 in Corona. Until early March and the onset of the COVID-19 pandemic and resulting shutdown orders, usage and revenue regularly exceeded original projections. As a result, the Commission received an upgrade in its long-term debt ratings from Fitch Ratings and S&P Global Ratings during FY 2019/20. RCTC's ratings have been upheld in spite of reduced traffic demand from the pandemic. Thanks to its conservative fiscal strategy and reserves set aside for debt service, the Commission's near term and mid-term debt service requirements are already funded.

The Commission's venture into toll operations will expand into a much broader role with the opening of the I-15 Express Lanes project expected in the latter half of 2020. This \$472 million effort adds one to two tolled express lanes to an approximately 15-mile section of I-15 between SR-60 and Cajalco Road. The new 15 Express Lanes will travel through the cities of Corona, Eastvale, Norco, and Jurupa Valley.

Planning for a New and Uncertain Future

Funding is but one piece of determining the future of transportation. To help guide the Commission through the challenges of population growth, changing demographics, economic needs, and technological change, RCTC launched an effort to develop a long-range transportation plan for Riverside County. Overall, there are a number of long-range projects envisioned for the County including Mid County Parkway, realignment of SR-79, passenger rail service to the Coachella Valley, a variety of active transportation projects, and a new expressway along Ethanac Road. In addition to these projects, local streets and roads and new interchanges are equally important.

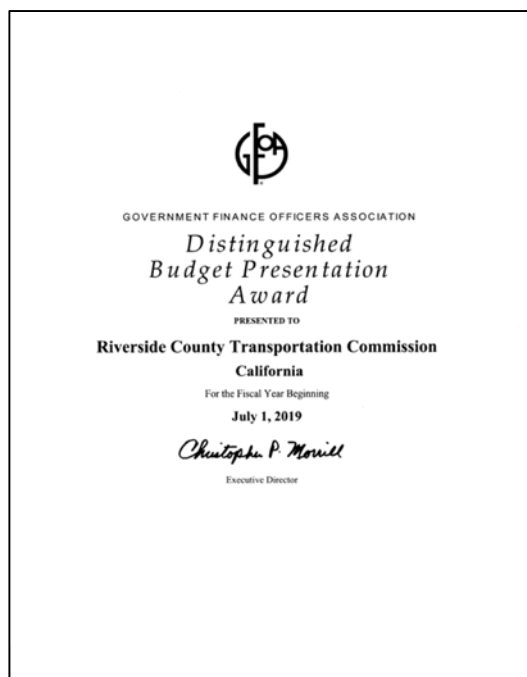
In order to address the future, the Commission adopted a Traffic Relief Plan in May 2020. The plan identifies RCTC's overall transportation priorities and is intended to be part of an overall strategy to adopt an additional sales tax to fund it. The sales tax effort has been suspended for the near-term, and RCTC will make it a priority to seek additional sources of funding from the state and federal government. This will be tempered by the possibility of significant changes in travel behavior brought on by COVID-19. Although uncertainty will continue to present challenges, the Commission stands ready to meet that challenge thanks to strong and innovative leadership from Commissioners and the 50 staff members.

A Commitment to Riverside County

Ensuring local funding for transportation will require ongoing outreach to the public and transparent oversight and management that ensures public confidence in the Commission's fiduciary, oversight, and visionary roles. This budget document is intended to demonstrate the Commission's commitment to the public as well as documenting the Commission's dedication to sound budget practices. This budget document is one of many ways the Commission works to ensure public accountability and full transparency of its actions.

The Commission has also expanded its commitment to communicate with the public and closely monitors its public engagement activities, which progress is reported on a quarterly basis. We welcome public input and participation and invite you to visit our website at www.rctc.org or to follow us on Facebook, Twitter and Instagram @theRCTC.

Ongoing communication will be critical as needs rapidly change in an uncertain environment. Staff will likely return with periodic budget updates and adjustments. The basic nature of this document reflects the current macroeconomic situation while providing current and needed budgetary information.



GFOA Distinguished Budget Award

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

The award is valid for a period of one year only.

This budget provides the information necessary for the Commission to manage its resources in FY 2020/21. However, due to the impact of COVID-19 on staff resources, the Commission streamlined the document to provide essential information without some details provided in prior years. As a result, the document does not conform to the comprehensive award program

requirements. Accordingly, it will not be submitted to GFOA to determine the Commission's eligibility for another award.

Acknowledgments

The preparation of this budget has been a collaborative effort of the Commission's staff. The budget reflects the Commission's desire to communicate the components of the budget in terms that are easily understandable and supportable for the general public. Staff acknowledges and appreciates the guidance, inspiration and leadership of the Board of Commissioners in advancing the future of transportation in Riverside County.

Signature on file

Anne Mayer, Executive Director

Signature on file

Theresa Treviño, Chief Financial Officer

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Commission Introduction

State of California (State or California) law created the Riverside County Transportation Commission (Commission or RCTC) in 1976 to oversee the funding and coordination of all public transportation services within Riverside County (County). The Commission's mission is to assume a leadership role in improving mobility in the County. The governing body consists of:

- All five members of the County Board of Supervisors;
- One elected official from each of the County's 28 cities; and
- One non-voting member appointed by the Governor of California.

The Commission is responsible for setting policies, establishing priorities, and coordinating activities among the County's various transit operators and other agencies. The Commission also programs and/or reviews the allocation of federal, state, and local funds for highway, transit, rail, non-motorized travel (bicycle and pedestrian), and other transportation activities.

The Commission is legally responsible for allocating Transportation Development Act (TDA) funds, the major source of funds for transit in the County. The TDA provides two sources of funding: the Local Transportation Fund (LTF), derived from a one-quarter of one-cent state sales tax, and State Transit Assistance (STA), derived from the statewide sales tax on diesel fuel.

The Commission serves as the tax authority and implementation agency for the voter approved Measure A Transportation Improvement Program (TIP). The County's electorate originally approved Measure A in 1988 to impose a one-half of one cent transaction and use tax (sales tax) to fund specific transportation programs that commenced in July 1989 (1989 Measure A). Voters approved the 1989 Measure A for 20 years, and it expired on June 30, 2009. On November 5, 2002, the voters of Riverside County approved the renewal of Measure A beginning in July 2009 through June 2039 (2009 Measure A).

Additionally, the Commission provides motorist aid services designed to expedite traffic flow. These services include:

- The Service Authority for Freeway Emergencies (SAFE), a program that provides call box service for motorists;
- The Freeway Service Patrol (FSP), a moving tow truck service to assist motorists with disabled vehicles on the main highways of the County during peak rush hour traffic periods; and
- A traveler information system.

The Commission provides these services at no charge to motorists. A \$1 surcharge on vehicle registrations, a state allocation, and a portion of Senate Bill 1's (SB 1) recent increase in the state gas tax fund these services.

The Commission is designated as the Congestion Management Agency (CMA) for the County. As the CMA, the Commission coordinates with local jurisdictions to establish congestion mitigation procedures for the County's roadway system.

The Commission participates in ongoing funding and governance of the Southern California Regional Rail Authority (SCARRA), known as Metrolink. The Commission owns and operates all nine commuter rail stations serving the County.

In March 2017, the Commission commenced toll operations on the RCTC 91 Express Lanes following the substantial completion of the State Route (SR) 91 corridor improvement project (91 Project). Construction started on a second managed lanes project, the Interstate (I)-15 Express Lanes project, in Fiscal Year (FY) 2017/18 with completion expected in late 2020. The Commission

anticipates completion of the 15/91 Express Lanes connector, a tolled connector between the existing RCTC 91 Express Lanes and the future 15 Express Lanes north of SR-91, by 2023.

Riverside County Transportation Commission

List of Principal Officials

Board of Commissioners

Name	Title	Agency
Kevin Jeffries	Member	County of Riverside, District 1
Karen Spiegel	Member	County of Riverside, District 2
Chuck Washington	Member	County of Riverside, District 3
V. Manuel Perez	2 nd Vice Chair (Commission)	County of Riverside, District 4
Jeff Hewitt	Member	County of Riverside, District 5
Art Welch	Member	City of Banning
Lloyd White	Chair (Budget and Implementation Committee), Vice Chair (Toll Policy and Operations Committee)	City of Beaumont
Joseph DeConinck	Member	City of Blythe
Larry Smith	Member	City of Calimesa
Randall Bonner	Vice Chair (Budget and Implementation Committee)	City of Canyon Lake
Raymond Gregory	Member	City of Cathedral City
Steven Hernandez	Member	City of Coachella
Wes Speake	Member	City of Corona
Scott Matas	Member	City of Desert Hot Springs
Clint Lorimore	Member	City of Eastvale
Linda Krupa	Member	City of Hemet
Dana Reed	Member	City of Indian Wells
Waymond Fermon	Member	City of Indio
Brian Berkson	Chair (Toll Policy and Operations Committee, Western Riverside County Programs and Projects Committee)	City of Jurupa Valley
Kathleen Fitzpatrick	Member	City of La Quinta
Bob Magee	Member	City of Lake Elsinore
Bill Zimmerman	Member	City of Menifee
Yxstain Gutierrez	Member	City of Moreno Valley
Scott Vinton	Member	City of Murietta
Berwin Hanna	Member	City of Norco
Jan Hamik	Vice Chair (Commission)	City of Palm Desert
Lisa Middleton	Member	City of Palm Springs
Michael M. Vargas	Vice Chair (Western Riverside County Programs and Projects Committee)	City of Perris
Ted Weill	Member	City of Rancho Mirage
Rusty Bailey	Member	City of Riverside
Andrew Kotyuk	Member	City of San Jacinto
Michael S. Nagggar	Member	City of Temecula
Ben J. Benoit	Chair (Commission)	City of Wildomar
Mike Beauchamp	Governor's Appointee	Caltrans, District 8

Management Staff

Anne Mayer, Executive Director
 John Standiford, Deputy Executive Director
 Michael Blomquist, Toll Program Director
 Marlin Feenstra, Project Delivery Director
 Aaron Hake, External Affairs Director
 Lorelle Moe-Luna, Multimodal Director
 Theresa Treviño, Chief Financial Officer

Executive Summary

Introduction

The budget for FY 2020/21 is presented to the Board of Commissioners (Board) and the citizens of Riverside County. The budget outlines the projects and programs the Commission plans to undertake during the year and appropriate expenditures to accomplish these tasks. The budget also shows the funding sources and fund balances for these projects and programs. This document serves as the Commission's monetary guideline for the fiscal year. To provide the reader a better understanding of the projects and programs, staff included descriptive information regarding each department and major programs and projects.

In early March 2020, the federal government as well as the California Governor issued emergency declarations related to the COVID-19 pandemic. Further, on March 19, 2020, the Governor issued an executive stay at home order to protect the health and well-being of all Californians and to establish consistency across the State to slow the spread of COVID-19. The County of Riverside also issued a directive to county residents supporting the Governor's executive order. COVID-19 and the related "stay at home" orders have negatively impacted the local, regional, state, and federal economies; the magnitude and duration of these impacts is uncertain. This budget is presented based on the best available economic information. The Board and staff will continuously monitor, assess, and adjust the budgeted revenue and expenditures as necessary throughout the crisis and duration of economic recovery.

Policy Goals and Objectives

As approved at its March 11, 2020 meeting, the Commission is driven by four core mission statements and underlying goals for the people of Riverside County and the transportation system upon which they rely:

QUALITY OF LIFE <i>RCTC is focused on improving life for the people of Riverside County and empowering them to live life at their pace.</i>	
Choice	RCTC empowers the residents of Riverside County to choose how to get safely to where they are going.
Environmental Stewardship	RCTC protects and preserves the County's environment for our residents.
Mobility	RCTC provides access, equity, and choice in transportation; RCTC is a mobility partner.
Access	RCTC projects and programs are the connection to employment, housing, schools, community institutions, parks, medical facilities, and shopping in the community.
Goods Movement	RCTC facilitates the funding and delivery of projects that mitigate the impact of increased goods movement flow through Riverside County.

OPERATIONAL EXCELLENCE <i>RCTC is a responsible and conservative steward of taxpayer dollars.</i>	
State of Good Repair	RCTC invests in road safety and maintenance in its residents' neighborhoods.
Promises Fulfilled	Projects are completed on-time, on-budget; RCTC delivers on its promises as a steward of Riverside County residents' investment.
Innovation	Program and project delivery innovations drive results, savings, and greater economic opportunities for Riverside County residents.
Information	RCTC operations are transparent; customers get prompt, reliable, quality service.

CONNECTING THE ECONOMY <i>RCTC is a driver of economic growth in Riverside County.</i>	
Workforce Mobility	RCTC improves the economy by creating a robust workforce to workplace system; RCTC helps move the economy of Riverside County.
Population Growth	Since 1976, RCTC has been responsible for connecting our County's economy as the County's population has quadrupled from 550,000 to over 2.4 million today.
Economic Impact	RCTC has invested over \$4 billion in the County's economy thanks to Measure A and toll revenues, which has a multiplier impact in terms of jobs and economic opportunity throughout Riverside County.

RESPONSIBLE PARTNER <i>RCTC partners with local, regional, and state governments to deliver road and transit projects.</i>	
Streets and Roads	RCTC has invested over \$1 billion in local priorities for maintaining streets and roads and fixing potholes.
Transit	RCTC is a partner with transit operators to provide residents mobility choices, flexibility, intercity and intercounty connectivity, and access.
Active Transportation Facilities	RCTC is a partner with agencies within the County to promote active transportation alternatives, including the building of regional trails and bicycle and pedestrian facilities in accordance with local general master and active transportation plans.
Grants	RCTC is a steward of state and federal grants to leverage Measure A dollars and improve our communities.
Local Measure A Value	RCTC invests Measure A dollars into projects and programs that benefit local communities throughout the County.

Staff used these core mission statements and goals to prepare this budget and develop the following short-term objectives to guide further the development of the FY 2020/21 budget.

Capital Project Development and Delivery

- Continue preliminary engineering, design and/or construction of the I-15 Express Lanes, I-15 Express Lanes-Southern Extension, 15/91 Express Lanes connector, 71/91 interchange improvements, SR-60 truck lanes, and Mid County Parkway projects included in the Western County Highway Delivery Plan.
- Commence construction of the SR-91 Corridor Operations Project (91 COP) and I-15/Railroad Canyon and I-215/Placentia interchange projects.
- Maintain and enhance communication and collaboration with the California Department of Transportation (Caltrans) to improve the Commission's ability to deliver critical projects.
- Collaborate with local jurisdictions to implement the Transportation Uniform Mitigation Fee (TUMF) regional arterial program projects and facilitate the delivery of eligible arterial improvements in western Riverside County (Western County).

- Continue active engagement in state and federal efforts to streamline and modernize the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA) to improve the Commission's ability to deliver critical projects.

Toll Operations

- Efficiently operate express lanes and achieve high customer satisfaction through reduction in congestion, mobility improvements, and management of demand.

Regional Programs

- Maintain an active involvement in state and federal legislative matters to ensure that the Commission receives proper consideration for transportation projects and funding.
- Subsidize reliable and cost-effective Metro link commuter rail service to and from Riverside County; SCRRA is the operator of Metro link.
- Provide leadership in the planning and development of the Coachella Valley-San Geronimo Pass corridor rail service.
- Support innovative programs that provide transit assistance in hard to serve rural areas or for riders with special transit needs.
- Promote cost controls and operating efficiency for transit operators.
- Maintain effective partnerships among commuters, employers, and government to increase the efficiency of our transportation system by encouraging and promoting motorized and non-motorized transportation alternatives.
- Provide a motorist aid system that ensures safety and convenience to freeway motorists.

Management Services

- Maintain close communication with Commissioners and educate policy makers on all issues of importance to the Commission.
- Develop and execute a communications and public engagement strategy for the purposes of education, information, and customer service.
- Maintain administrative program delivery costs below the policy threshold of 4% of Measure A revenues; the FY 2020/21 Management Services budget is 2.41% of Measure A revenues.
- Maintain administrative salaries and benefits at less than 1% of Measure A revenues; the FY 2020/21 administrative salaries and benefits is .87% of Measure A revenues.
- Maintain prudent cash reserves to provide some level of insulation for unplanned expenditures.
- Maintain current strong bond ratings with rating agencies.
- Establish and maintain revenues and reserves generated from toll operations to be available for debt service in accordance with toll supported debt agreements; maintenance, repair, rehabilitation, administration and operations; and capital projects within the corridor.

Linking Commission and Departmental Mission Statements

The following matrix (Table 1) illustrates the linkage of the Commission's core mission statements described in this section to the individual departmental mission statements included in each department's section.

Table 1 – Relationship between Commission and Departmental Mission Statements

Department	Quality of Life	Operational Excellence	Connecting the Economy	Responsible Partner
Management Services				
Executive Management	X	X	X	X
Administration		X		
External Affairs	X	X		X
Finance		X		
Regional Programs				
Planning and Programming	X	X	X	X
Rail Maintenance and Operations	X	X	X	X
Public and Specialized Transit	X	X	X	X
Commuter Assistance	X	X	X	X
Mototist Assistance	X	X		X
Capital Project Development and Delivery	X	X	X	X
Toll Operations	X	X	X	X

Budget Overview

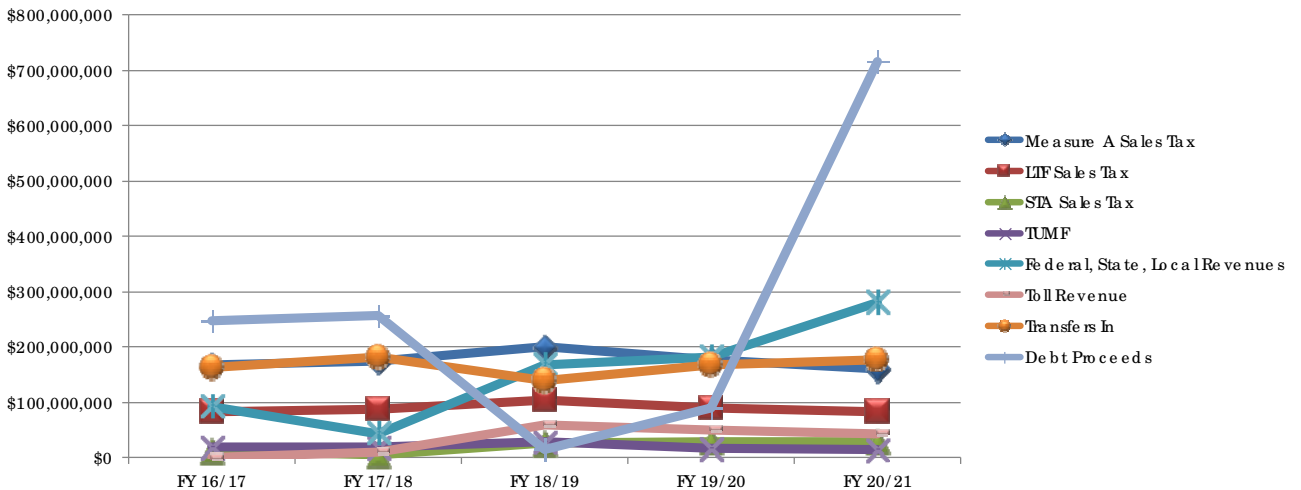
Total sources (Table 2) are budgeted at \$1,502,348,200, an increase of 87% over FY 2019/20 projected sources and 4% decrease over the FY 2019/20 budget. Total sources are comprised of revenues of \$609,849,200, transfers in of \$177,599,100, and debt proceeds of \$714,899,900. The projected fund balance at June 30, 2020 available for expenditure/s/expenses (excluding amounts restricted for debt service of \$15,703,700 and advances receivable of \$21,156,300) is \$784,612,700. Accordingly, total funding available for the FY 2020/21 budget totals \$2,286,960,900.

Table 2 – Sources FY 2019-2021

	FY 18/ 19 Actual	FY 19/ 20 Revised Budget	FY 19/ 20 Projected	FY 20/ 21 Budget	Dollar Change	Percent Change
Measure A Sales Tax	\$ 201,205,000	\$ 178,000,000	\$ 178,000,000	\$ 160,000,000	\$ (18,000,000)	-10%
LIF Sales Tax	103,819,400	91,000,000	91,000,000	82,000,000	(9,000,000)	-10%
STA Sales Tax	27,201,800	31,050,600	28,697,900	28,656,900	(2,393,700)	-8%
Intergovernmental	138,694,400	260,473,700	169,845,200	277,266,400	16,792,700	6%
TUMF Revenue	29,968,500	17,240,000	17,240,000	15,500,000	(1,740,000)	-10%
Tolls, Penalties, and Fees	58,423,500	67,201,100	49,622,000	42,258,900	(24,942,200)	-37%
Other Revenue	6,264,700	652,000	653,700	621,500	(30,500)	-5%
Investment Income	23,050,800	9,500,000	10,741,400	3,545,500	(5,954,500)	-63%
Transfers In	139,401,800	166,746,000	167,757,300	177,599,100	10,853,100	7%
Debt Proceeds	14,946,100	741,095,400	89,896,000	714,899,900	(26,195,500)	-4%
TOTAL Sources	\$ 742,976,000	\$ 1,562,958,800	\$ 803,453,500	\$ 1,502,348,200	\$ (60,610,600)	-4%

Riverside County has specific competitive advantages over nearby coastal counties (Los Angeles, Orange, and San Diego), including housing that is more available and affordable as well as plentiful commercial real estate and land available for development at lower costs. Prior to the COVID-19 pandemic in early 2020, Riverside County's economy benefitted from employment gains due to the County's ability to attract businesses with lower commercial rents and a skilled labor force. Population migration to the Inland Empire (i.e., Riverside and San Bernardino counties) occurred due to these employment opportunities and a lower cost of living compared to the coastal counties. Improvements in the local labor market and housing advantages had increased economic activity contributing to stable sales tax revenue growth through FY 2018/19 as noted on Chart 3.

Chart 3 – Sources: Five-Year Trend

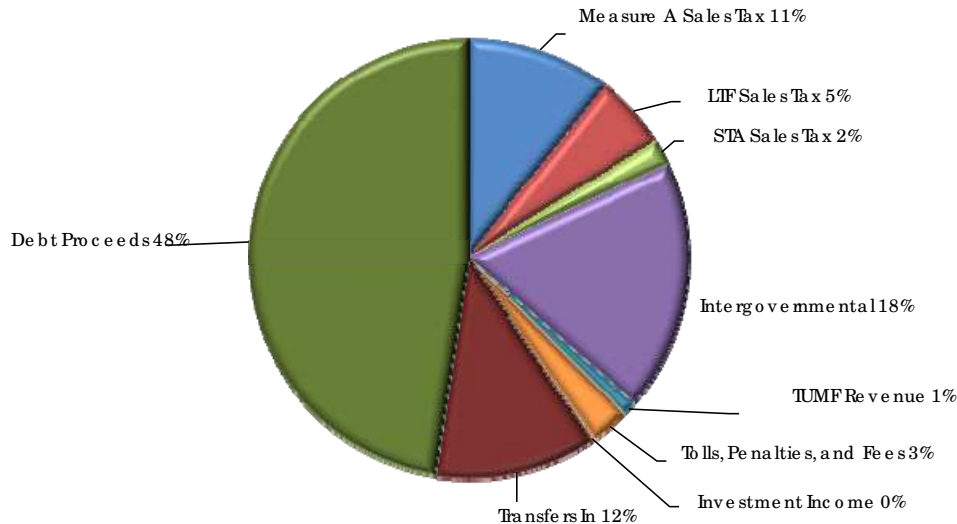


In May 2020, as noted in Chart 3, the Commission revised its FY 2019/20 and FY 2020/21 revenue projections to establish more realistic projections and expectations for the Commission's FY 2020/21 budget as a result of the COVID-19 crisis. The Governor also enacted programs that defer the collection of sales tax revenues for certain qualifying businesses up to 12 months; the impact of these actions is uncertain. The Commission's economic outlook for FY 2020/21 anticipates COVID-19 impacts through much of FY 2020/21 with a gradual recovery; however, availability of state and federal funds could affect funding of the Commission's capital projects and programs. Should a decline in Measure A and LIF sales tax revenues continue for a longer period of time and the availability of federal and state revenues continue to be uncertain, the timing and scope of the Commission's projects and programs may be impacted.

Regardless of the current and future economic conditions, the Commission faces formidable ongoing challenges in terms of providing needed infrastructure enhancements to support a population and an economy that has outgrown the capacity of its existing infrastructure. Fortunately, the foundation of the regional economy continues to retain many of the fundamental positive attributes that fueled its earlier growth, including more affordable real estate with proximity to coastal communities, a large pool of skilled workers, and increasing wealth and education levels.

While the Commission's primary revenues are the Measure A and LIF sales taxes, other revenues and financing sources are required to fund the Commission's programs and projects as illustrated in Chart 4.

Chart 4 – Sources: Major Categories



In early May 2020, the California Department of Finance issued a fiscal update which projected a 27% decline in the State's sales tax revenues. The State's projection is slightly higher but comparable to the Commission's revised sales tax projections for the COVID-19 impacts on economic categories (general retail, food products, transportation, construction, business to business, and miscellaneous) and underlying economic segments. The Commission receives Measure A and LIF sales tax revenues from the California Department of Tax and Fee Administration (CDTFA), a statutorily created and authorized successor to the former California State Board of Equalization.

After considering the state of the local economy due to COVID-19, staff projects Measure A sales tax revenues of \$160,000,000 for FY 2020/21. This is a 10% decrease from the FY 2019/20 revised projection of \$178,000,000. Generally the Commission reassesses its sales tax revenue projections at midyear based on the economy and revenue trends; however, the Commission anticipates more frequent reviews throughout FY 2020/21 as the actual COVID-19 impacts become known.

On behalf of the County, the Commission administers the LIF for public transportation needs, local streets and roads, and bicycle and pedestrian facilities. The majority of LIF funding received by the County and available for allocation is distributed to all public transit operators in the County. The Commission receives allocations for administration, planning, and programming in addition to funding for Western County rail operations included in the commuter rail Short Range Transit Plan (SRTP). Since LIF sales tax revenues approximate 51% of Measure A sales tax revenues, the Commission applied a similar reduction to LIF revenues. Accordingly, LIF sales tax revenue is budgeted at \$82,000,000, a decrease of 10% from the FY 2019/20 revised projection of \$91,000,000.

A statewide sales tax on motor vehicle diesel fuel generates STA funds, which the State Controller allocates by formula to the Commission for allocations to the County's public transit operators. SB 1 provides additional STA revenues, including State of Good Repair (SGR) funds for transit maintenance, rehabilitation, and capital projects. The FY 2020/21 STA/SGR allocations, based on recent State estimates, is \$28,656,900.

Intergovernmental revenues include reimbursement revenues from federal sources of \$103,695,200, state sources of \$155,006,100, and local agencies of \$18,565,100 for highway and rail capital projects, rail operations and station maintenance, commuter assistance, and motorist assistance programs as well as planning and programming activities. The increase of 6% in FY 2020/21 compared to the FY 2019/20 budget is related to increases in federal and local agency reimbursements offset by a decrease in state reimbursements. SB 132 provides state funding for the 15/91 Express Lanes connector and pass-through funding to the County for the I-15/Limonite interchange and Hamner Bridge widening and to

the County and city of Corona for grade separation projects. Other state reimbursements will fund the SR-60 truck lanes, 71/91 connector, I-215/Placentia Avenue interchange, I-15/Railroad Canyon interchange, and station rehabilitation projects. Federal reimbursements provide funding for the I-15 Express Lanes-Southern Extension, 91 COP, SR-60 truck lanes, Pachappa underpass, Mid County Parkway second construction package, and station rehabilitation projects. In connection with the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Commission anticipates that less than 6% of federal revenues will primarily support commuter rail stations and the commuter assistance program. Reimbursement revenues vary from year to year depending on project activities and funding levels.

Based on an amended Memorandum of Understanding (MOU) with the Western Riverside Council of Governments (WRCOG), the Commission receives 45.7% of TUMF revenues (as updated by the most recent Nexus study). TUMF represents fees assessed on new residential and commercial development in Western County. The Commission projects FY 2020/21 TUMF fees at \$15,500,000. The 10% decrease in projected TUMF revenues is primarily related to the anticipated impacts of COVID-19 on new residential and commercial development.

FY 2019/20 marked the third complete fiscal year of toll operations for the RCTC 91 Express Lanes following substantial completion of the 91 Project in March 2017. Since opening and through February 2020, the RCTC 91 Express Lanes traffic and toll revenues surpassed initial 2013 financing assumptions and an updated Riverside County 91 Express Lanes Extension Investment Grade Traffic and Revenue Study approved by the Commission in December 2018. As a result of COVID-19 stay at home orders, traffic and related revenues on the RCTC 91 Express Lanes declined below the 2018 updated study. Based on the anticipated impacts of COVID-19 on the RCTC 91 Express Lanes, the Commission conservatively estimates FY 2020/21 toll revenues, penalties and fees of \$28,205,000 — a 43% decrease from the FY 2019/20 projected revenues of \$49,622,000.

The Commission anticipates the commencement of toll operations of the 15 Express Lanes in late 2020. For FY 2020/21, the Commission projects \$14,053,900 in toll revenues, penalties and fees for the 15 Express Lanes.

Other revenue of \$621,500 includes property management generated from properties acquired in connection with various highway and rail properties.

The Commission anticipates a 63% decrease in FY 2020/21 investment income due to extremely conservative investment yield projections resulting from lower interest rates in FY 2019/20, especially in response to COVID-19. The FY 2020/21 budget projects investment income at a .50% investment yield, compared to less than 2% in prior year budgets.

Transfers in of \$177,599,100 relate primarily to the transfer of available debt proceeds for highway projects; LIF funding for general administration, planning and programming, rail operations, and grade separation project allocations; approved interfund allocations for specific projects and administrative cost allocations; and debt service requirements from highway, new corridors, and regional arterial funds. Debt proceeds consist of \$47,371,900 in drawdowns from the federal Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan related to the I-15 Express Lanes project and \$667,528,000 in senior lien and second lien toll revenue refunding bonds (2020 Refunding Bonds) from the refinancing of the Commission's 2013 Toll Revenue Senior Lien Current Interest Bonds and 2013 TIFIA Loan related to the 91 Project.

Total uses (Table 3), including transfers out of \$177,599,100, are budgeted at \$1,616,661,900, a 5% decrease from the prior year budget amount of \$1,696,529,400. Program expenditures and transfers out totaling \$871,997,800 represent 54% of total budgeted uses in FY 2020/21. Program costs decreased by 10% from \$965,180,100 in FY 2019/20 due to projects and programs identified below.

Table 3 – Uses FY 2019-2021

	FY 18/19	FY 19/20	FY 19/20	FY 20/21	Dollar	Percent
	Actual	Revised Budget	Projected	Budget	Change	Change
Capital Highway, Rail, and Regional Arterials	\$ 325,373,900	\$ 614,141,700	\$ 461,831,200	\$ 579,087,100	\$ (35,054,600)	-6%
Capital Local Streets and Roads	61,069,300	54,061,300	54,061,300	48,479,100	(5,582,200)	-10%
Commuter Assistance	4,738,500	4,989,400	4,279,200	5,199,600	210,200	4%
Debt Service	76,693,100	706,924,000	76,654,400	722,833,900	15,909,900	2%
Management Services	19,670,100	24,425,300	24,662,000	21,830,200	(2,595,100)	-11%
Motorist Assistance	7,998,800	9,389,700	7,505,900	8,967,700	(422,000)	-4%
Planning and Programming	4,395,300	16,821,900	9,434,100	8,259,900	(8,562,000)	-51%
Public and Specialized Transit	147,691,400	195,123,600	174,883,400	120,106,200	(75,017,400)	-38%
Rail Maintenance and Operations	28,126,800	46,282,500	40,026,500	56,083,200	9,800,700	21%
Toll Operations	17,088,200	24,370,000	18,457,800	45,815,000	21,445,000	88%
TOTAL Uses	\$ 692,845,400	\$ 1,696,529,400	\$ 871,795,800	\$ 1,616,661,900	\$ (79,867,500)	-5%

Note: Management Services includes Executive Management, Administration, External Affairs, and Finance.

Capital highway, rail, and regional arterials budgeted uses of \$579,087,100 are 6% lower compared to the FY 2019/20 budget due to project activity on the I-15 Express Lanes, I-15/Limonite interchange, SR-60 truck lanes, and close-out activity on the 91 Project.

Local streets and road expenditures of \$48,479,100 reflect a decrease of \$5,582,200 over the FY 2019/20 budget and represent the disbursements of 2009 Measure A to local jurisdictions for the construction, repair, and maintenance of local streets and roads.

Commuter assistance budgeted expenditures of \$5,199,600 are 4% higher than FY 2019/20 budget due to a potential commuter assistance program expansion in the eastern county, which is funded by a transfer from SAFE.

Debt service of \$722,833,900 includes the refinancing of the 91 Project toll debt with proceeds from the 2020 Refunding Bonds. The Commission approved and budgeted for the refinancing in March 2020; however, the Commission postponed the refinancing to FY 2020/21 due to market disruptions caused by COVID-19.

Management services expenditures of \$21,830,200 decreased 11% primarily due to completion of the public engagement program related to the Traffic Relief Plan in FY 2019/20. Expenditures include information technology equipment upgrades, communication and engagement efforts, financial advisory services, and debt service contribution.

Motorist assistance expenditures of \$8,967,700 decreased 4% due to reductions in call box program costs.

Planning and programming budgeted expenditures of \$8,259,900 reflect a 51% decrease from the FY 2019/20 budget due to decreased LIF-funded projects and operations activities, other agency projects, and special studies.

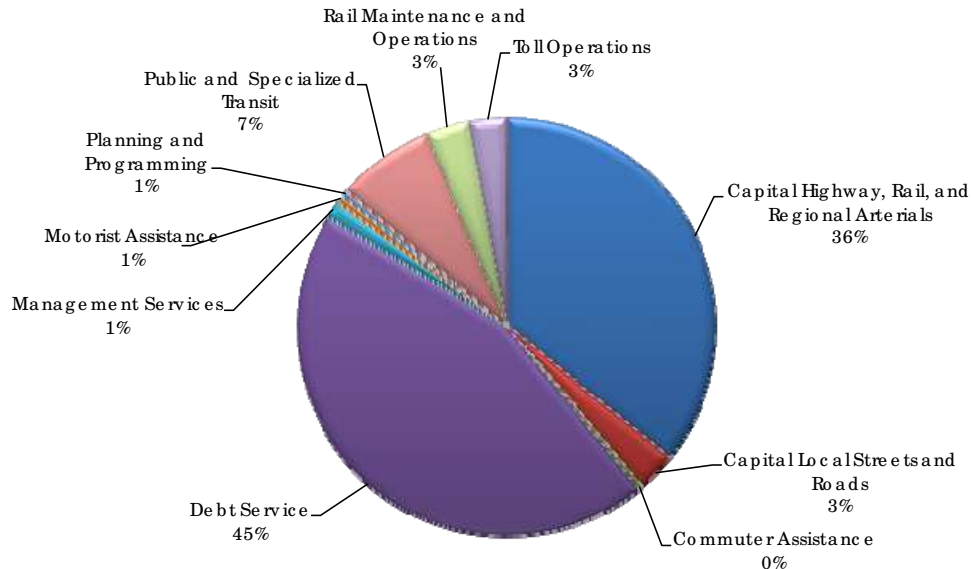
Public and specialized transit budgeted expenditures of \$120,106,200 are 38% lower than the FY 2019/20 budget. In connection with the CARES Act, transit operators obtained funds to help respond to COVID-19 and maintain transit services during the emergency. With the increased federal funds available, operating subsidy expenditures for public transit will decrease in FY 2020/21.

The rail maintenance and operations budgeted expenditures of \$56,083,200 are 21% higher than the FY 2019/20 budget due to funding received for the special event train platform in the city of Indio, station related improvement projects, and an increase in SCRRRA Metro link capital needs.

Toll operations expenses are budgeted at \$45,815,000 to manage the operations, maintenance, and capital support of the RCTC 91 Express Lanes and 15 Express Lanes and to pay interest on toll revenue debt. The 88% increase is due to the opening of the 15 Express Lanes in late 2020 and required repair and rehabilitation activity on the RCTC 91 Express Lanes.

Chart 5 is an illustration of total uses included in the FY 2020/21 budget by major categories.

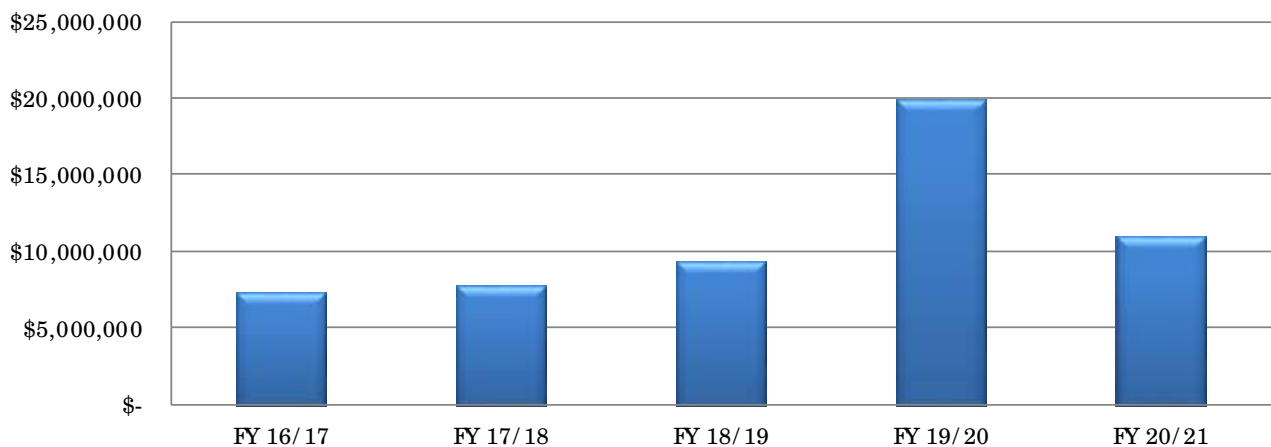
Chart 5 – Uses: Major Categories



Commission Personnel

The Commission's salaries and benefits total \$10,932,000 for FY 2020/21. This represents a decrease of \$8,970,500 or 45% over the FY 2019/20 budget of \$19,902,500 (Chart 6). The decrease relates primarily to the one-time disbursement to fund the California Public Employees Retirement System (CalPERS) net pension liability of \$8.6 million in the prior year and not funding four unfilled positions in FY 2020/21. As a cost saving measure in response to the COVID-19 impacts, the FY 2020/21 budget does not include a pool for performance merit-based salary increases and suspended the annual salary range cost of living adjustment. The Commission's salary schedule for FY 2020/21 is included in Appendix B and complies with Government Code §20636 "Compensation Earmable" and California Code of Regulations §570.5, "Requirements for a Publicly Available Pay Schedule."

Chart 6 – Salaries and Benefits Cost: Five-Year Comparison



The 50 full-time equivalent (FTE) positions included in the FY 2020/21 budget (Table 4) reflects a decrease of four FTE from the FY 2019/20 budget due to impacts of COVID-19. The four positions, currently vacant, remain on the organization chart, although they will be unfunded in FY 2020/21. The Commission accomplished significant organization changes over the past few years related to various projects

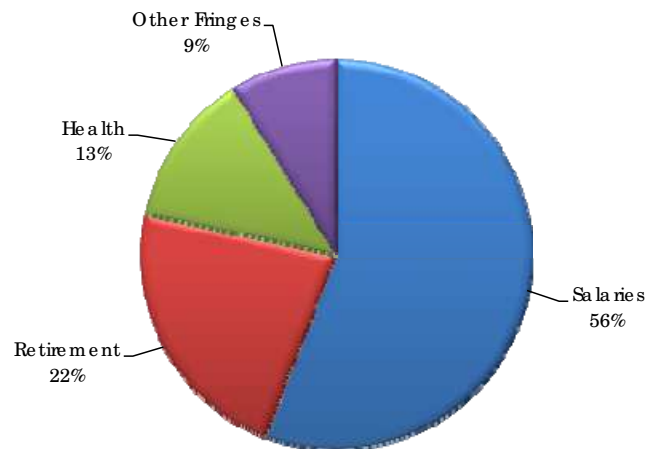
requiring substantial attention at many staff levels. Management continues to be firmly committed to the intent of the Commission's enabling legislation requiring a lean organization. The Commission will continue providing staff the tools needed to ensure an efficient and productive work environment. However, small should not be viewed in an absolute context; it is relative to the required tasks and the demands to be met.

Table 4 – Full-Time Equivalents by Department FY 2018—2020

	FY 18/ 19	FY 19/ 20	FY 20/ 21
Executive Management	0.7	0.6	0.7
Administration	4.8	5.8	5.0
External Affairs	4.3	4.0	3.6
Finance	8.2	9.1	9.3
Planning and Programming	4.4	5.4	5.7
Rail Maintenance and Operations	2.6	3.6	3.4
Public and Specialized Transit	2.8	2.8	2.7
Commuter Assistance	1.4	1.4	1.4
Motorist Assistance	0.9	1.0	1.1
Capital Project Development and Delivery	13.4	16.7	12.0
Toll Operations	2.8	3.6	5.1
TOTAL	46.0	54.0	50.0

The Commission provides a comprehensive package of benefits to employees. The package includes: health, dental, vision, life insurance, short and long-term disability, workers' compensation, tuition assistance, sick and vacation leave, retirement benefits in the form of participation in the CalPERS, postretirement health care, deferred compensation, and employee assistance program. Chart 7 illustrates the compensation components.

Chart 7 – Personnel Salaries and Benefits



Department Initiatives

Staff prepared each department's budget based on key assumptions, accomplishments in FY 2019/20, major initiatives for FY 2020/21, and department goals and related objectives. Tables 5 through 15 present the key initiatives and summary of expenditures/expenses for each department. The department budgets section contains detailed discussions about each department.

Executive Management

- Continue project development and delivery as the key Measure A priority.

- Foster growth in usage of express lanes and ensure their financial success.
- Actively monitor, assess, and manage financial implications of the COVID-19 crisis.
- Influence and monitor the implementation of SB 743 related to transportation impacts analysis and mitigation as part of CEQA.
- Continue planning efforts to advance passenger rail service in the Coachella Valley-San Geronio Pass corridor.
- Advocate for state and federal investments in transportation to fund needed transportation priorities in the County and stimulate the local economy.
- Maintain regional cooperation and collaboration as a significant effort consistent with the philosophy and mission of the Commission.
- Support a comprehensive social media outreach program to build awareness of the Commission and its role in the community.
- Maintain an effective mid-sized transportation agency with dedicated staff.

Table 5 – Executive Management

	FY 18/ 19 Actual	FY 19/ 20 Revised Budget	FY 19/ 20 Projected	FY 20/ 21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 372,900	\$ 445,100	\$ 678,700	\$ 293,000	\$ (152,100)	-34%
Professional Costs						
Legal Services	115,400	175,000	206,300	200,000	25,000	14%
Professional Services - General	58,800	60,000	30,000	60,000	-	0%
Total Professional Costs	174,200	235,000	236,300	260,000	25,000	11%
Support Costs	60,600	93,600	74,800	91,800	(1,800)	-2%
TOTAL Executive Management	\$ 607,700	\$ 773,700	\$ 989,800	\$ 644,800	\$ (128,900)	-17%

Administration

- Provide high quality support services to the Commission and to internal and external customers.
- Maintain transparency and public accessibility to Commission business during COVID-19 crisis.
- Maintain an accurate and efficient electronic records management system.
- Invest in an agenda management system to improve efficiencies and enhance transparency.
- Provide timely communications and high quality support services to Commissioners.
- Update technology to improve internal processes and interaction with the public.
- Support and develop a motivated workforce with a framework of activities and practices that comply with employment laws and regulations.

Table 6 – Administration

	FY 18/ 19 Actual	FY 19/ 20 Revised Budget	FY 19/ 20 Projected	FY 20/ 21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 778,500	\$ 1,483,800	\$ 1,248,900	\$ 781,500	\$ (702,300)	-47%
Professional Costs						
Commissioner Per Diem	47,700	65,000	45,000	65,000	-	0%
Legal Services	70,300	95,000	50,000	95,000	-	0%
Professional Services - General	600,200	935,200	896,500	953,600	18,400	2%
Total Professional Costs	718,200	1,095,200	991,500	1,113,600	18,400	2%
Support Costs	783,600	1,091,600	989,200	1,272,600	181,000	17%
Capital Outlay	432,300	450,200	275,500	405,000	(45,200)	-10%
Debt Service	17,500	-	-	-	-	N/A
TOTAL Administration	\$ 2,730,100	\$ 4,120,800	\$ 3,505,100	\$ 3,572,700	\$ (548,100)	-13%

External Affairs

- Develop effective partnerships with transportation providers to communicate a unified message to Congress regarding mobility needs.
- Advocate on behalf of Riverside County's interests regarding the implementation of SB 743.
- Advocate positions in the State Legislature and in Congress that advance the County's transportation interests.
- Continue a leadership role in formulating a countywide direction on federal transportation policies.
- Conduct a concerted outreach effort to new federal and state representatives on local transportation issues.

- Utilize modern technology to support a robust public communication and engagement effort focusing on accessible and transparent communication of the Commission's projects.
- Develop marketing and communication plans for the RCTC 91 Express Lanes and the 15 Express Lanes.

Table 7 – External Affairs

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 869,300	\$ 1,542,000	\$ 1,288,300	\$ 843,400	\$ (698,600)	-45%
Professional Costs						
Legal Services	38,400	45,000	20,000	35,000	(10,000)	-22%
Professional Services - General	1,115,600	1,066,000	3,063,500	983,500	(82,500)	-8%
Total Professional Costs	1,154,000	1,111,000	3,083,500	1,018,500	(92,500)	-8%
Support Costs	180,800	612,900	589,000	234,100	(378,800)	-62%
TOTAL External Affairs	\$ 2,204,100	\$ 3,265,900	\$ 4,960,800	\$ 2,096,000	\$ (1,169,900)	-36%

Finance

- Proactively monitor, assess, manage, and minimize COVID-19 crisis financial impacts on the Commission's programs and projects to the maximum extent possible.
- Continue appropriate uses of long- and short-term financing to advance the Commission's 2009 Measure A projects.
- Provide support to the 91 Express Lanes and 15 Express Lanes toll operations contractor back offices to ensure the proper accounting of toll revenues and operations and maintenance costs.
- Keep abreast of Governmental Accounting Standards Board technical activities affecting the Commission's accounting and financial reporting activities and implement new pronouncements.
- Upgrade the Enterprise Resource Planning (ERP) system to benefit all staff in the management of accounting and project information and automation of a paperless workflow system.
- Manage a centralized procurements process in order to strengthen controls and ensure consistency in the application of procurement policies and procedures and adherence to applicable laws and regulations.
- Support outreach activities to encourage disadvantaged business enterprise (DBE) and small business enterprise (SBE) participation in various contracts.

Table 8 – Finance

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 1,221,800	\$ 2,523,100	\$ 2,684,100	\$ 1,625,900	\$ (897,200)	-36%
Professional Costs						
Legal Services	66,000	240,000	210,000	270,000	30,000	13%
Audit Services	502,000	573,700	473,700	622,300	48,600	8%
Financial Advisory	128,600	250,000	278,500	275,000	25,000	10%
Professional Services - General	582,200	1,136,400	942,700	1,193,700	57,300	5%
Total Professional Costs	1,278,800	2,200,100	1,904,900	2,361,000	160,900	7%
Support Costs	341,000	608,800	347,700	608,800	-	0%
Capital Outlay	107,000	845,000	181,700	913,300	68,300	8%
Transfers Out	11,197,100	10,087,900	10,087,900	10,007,700	(80,200)	-1%
TOTAL Finance	\$ 14,145,700	\$ 16,264,900	\$ 15,206,300	\$ 15,516,700	\$ (748,200)	-5%

Planning and Programming

- Monitor funding authority and responsibility related to the State Transportation Improvement Program (STIP).
- Ensure administration and implementation of STIP/Regional Improvement Program (RIP), Active Transportation Program (ATP), and other funded projects consistent with California Transportation Commission (CTC), Caltrans, and Southern California Association of Governments (SCAG) policies.
- Continue to strategically program projects for all local agencies countywide into the Federal Transportation Improvement Program (FTIP) and obligate funds in an expeditious manner for the maximum use of all available funding, including monitoring the use of such funding to prevent from lapsing.

- Monitor all projects programmed to receive 2009 Measure A, TUMF, state, and federal funds to ensure timely delivery and prevent funds from lapsing.
- Focus on interregional concerns and maintain effective working relationships involving various multi-county transportation issues, including goods movement.
- Coordinate planning efforts with regional and local agencies relating to the development of Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) and greenhouse gas reduction (GHG) implementation guidelines.
- Participate in the CTC and Caltrans's forums in preparation and evaluation of ATP projects for the statewide and Metropolitan Planning Organization (MPO) funding programs to represent the County's best interest in program funding.
- Administer the Bicycle and Pedestrian Facilities Program (SB 821).

Table 9 – Planning and Programming

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 854,800	\$ 2,223,300	\$ 2,614,600	\$ 1,491,700	\$ (731,600)	-33%
Professional Costs						
Legal Services	111,500	73,000	114,000	79,000	6,000	8%
Audit Services	-	15,000	15,000	-	(15,000)	-100%
Financial Advisory	2,100	1,800	1,800	2,000	200	11%
Professional Services - General	4,800	1,466,300	858,000	1,086,500	(379,800)	-26%
Total Professional Costs	118,400	1,556,100	988,800	1,167,500	(388,600)	-25%
Support Costs	17,500	1,357,000	1,179,100	1,366,900	9,900	1%
Projects and Operations						
Program Operations	146,600	356,100	273,200	352,400	(3,700)	-1%
Engineering	435,900	878,000	700,000	600,000	(278,000)	-32%
Construction	-	4,972,000	-	10,000	(4,962,000)	-100%
Right of Way	(29,900)	205,000	75,500	130,000	(75,000)	-37%
Special Studies	1,217,800	596,000	295,000	850,000	254,000	43%
Operating and Capital Disbursements	1,198,500	1,455,000	1,634,500	1,230,000	(225,000)	-15%
Total Projects and Operations	2,968,900	8,462,100	2,978,200	3,172,400	(5,289,700)	-63%
Transfers Out	435,700	3,223,400	1,673,400	1,061,400	(2,162,000)	-67%
TOTAL Planning and Programming	\$ 4,395,300	\$ 16,821,900	\$ 9,434,100	\$ 8,259,900	\$ (8,562,000)	-51%

Rail Maintenance and Operations

- As a member of the SCRRA, continue active participation in the governance and operations of the Metrolink commuter rail system.
- Continue the planning and implementation of capital improvements at the commuter rail stations in the County, including security and rehabilitation projects and parking requirements.
- Continue to support and evaluate activities related to the Perris Valley Line (PVL) service, such as promoting ridership.
- Establish the best approach to build, maintain, and operate cost effective and environmentally sustainable facilities that meet the public's transportation needs.
- Lead the service development process and actively coordinate with all stakeholders along the Coachella Valley-San Geronimo Pass corridor for intercity passenger rail service.
- Advance the next generation rail feasibility study to evaluate future growth opportunities for passenger rail in the County.
- Construct the special train platform in the city of Indio to serve the music festival events and reduce congestion.

Table 10 – Rail Maintenance and Operations

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 547,700	\$ 1,238,000	\$ 1,284,900	\$ 704,800	\$ (533,200)	-43%
Professional Costs						
Legal Services	56,500	225,000	195,000	215,000	(10,000)	-4%
Professional Services - General	1,983,000	9,910,900	1,148,500	1,418,100	(8,492,800)	-86%
Total Professional Costs	2,039,500	10,135,900	1,343,500	1,633,100	(8,502,800)	-84%
Support Costs	2,403,000	3,330,000	3,152,200	3,987,600	657,600	20%
Projects and Operations						
Program Operations	2,624,900	2,964,600	2,889,000	3,187,600	223,000	8%
Engineering	-	600,000	400,000	550,000	(50,000)	-8%
Construction	-	1,470,000	250,000	8,971,800	7,501,800	510%
Special Studies	82,400	400,000	400,000	400,000	-	0%
Operating and Capital Disbursements	19,793,500	25,000,000	29,147,100	34,350,000	9,350,000	37%
Total Projects and Operations	22,500,800	30,434,600	33,086,100	47,459,400	17,024,800	56%
Capital Outlay	72,900	164,000	179,800	543,500	379,500	231%
Transfers Out	562,900	980,000	980,000	1,754,800	774,800	79%
TOTAL Rail Maintenance and Operations	\$ 28,126,800	\$ 46,282,500	\$ 40,026,500	\$ 56,083,200	\$ 9,800,700	21%

Public and Specialized Transit

- Coordinate the operation of all public transportation services within the County by promoting program efficiency between transit operators.
- Coordinate CARES Act allocations and COVID-19-related service impacts with transit operators.
- Continue public transit operator oversight and fiduciary responsibilities to ensure completion of annual fiscal audits and state triennial performance audits in accordance with TDA regulations.
- Support innovative programs that provide transit assistance in hard to serve rural areas or for riders having very special transit needs and monitor funding of these programs.
- Continue long-range planning activities to ensure that anticipated revenues are in line with projected levels of service by transit operators.
- Develop a TDA manual for transit operators receiving allocations from the Commission.

Table 11 – Public and Specialized Transit

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 481,000	\$ 895,900	\$ 784,000	\$ 497,900	\$ (398,000)	-44%
Professional Costs						
Legal Services	5,500	12,000	3,500	15,000	3,000	25%
Audit Services	49,700	70,000	70,000	-	(70,000)	-100%
Financial Advisory	15,400	16,000	16,100	17,000	1,000	6%
Professional Services - General	64,500	201,700	161,600	529,900	328,200	163%
Total Professional Costs	135,100	299,700	251,200	561,900	262,200	87%
Support Costs	50,500	69,200	52,800	79,600	10,400	15%
Projects and Operations						
Special Studies	-	250,000	-	200,000	(50,000)	-20%
Operating and Capital Disbursements	118,936,200	161,610,400	141,920,900	98,992,700	(62,617,700)	-39%
Total Projects and Operations	118,936,200	161,860,400	141,920,900	99,192,700	(62,667,700)	-39%
Transfers Out	28,088,600	31,998,400	31,874,500	19,774,100	(12,224,300)	-38%
TOTAL Public and Specialized Transit	\$ 147,691,400	\$ 195,123,600	\$ 174,883,400	\$ 120,106,200	\$ (75,017,400)	-38%

Commuter Assistance

- Evaluate the feasibility of expanding Commuter Assistance services and incentives countywide with the goal of stimulating Transportation Demand Management (TDM) in the Coachella Valley and help enhance employer and commuter TDM participation throughout the region.
- Transition from a locally provided Inland Empire-based rideshare and vanpool system to a regional platform.
- Maintain and grow employer partnerships through value-added services and tools for ridesharing programs.
- Launch and aggressively promote a new Telework Program for Riverside County employers.
- Maintain the long-term partnership with San Bernardino County Transportation Authority (SBCTA) to manage and implement a “sister” commuter assistance program for residents and employers in San Bernardino County.

- Optimize park and ride facilities to support car/vanpool/buspool arrangements and facilitate transit connections.
- Seek grant funding for the Inland Empire Next Generation TDM Study.
- Operate a cost-effective program within the County that results in reduction of single occupant vehicles.

Table 12 – Commuter Assistance

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 247,600	\$ 545,100	\$ 776,100	\$ 267,400	\$ (277,700)	-51%
Professional Costs						
Legal Services	13,700	31,000	14,600	32,000	1,000	3%
Audit Services	10,000	-	-	20,000	20,000	N/A
Financial Advisory	7,700	8,000	8,100	8,000	-	0%
Professional Services - General	257,300	503,700	658,200	687,700	184,000	37%
Total Professional Costs	288,700	542,700	680,900	747,700	205,000	38%
Support Costs	85,000	285,800	18,400	179,700	(106,100)	-37%
Projects and Operations						
Program Operations	2,748,900	3,313,300	2,501,300	3,742,000	428,700	13%
Engineering	-	-	-	-	-	N/A
Total Projects and Operations	2,748,900	3,313,300	2,501,300	3,742,000	428,700	13%
Transfers Out	1,368,300	302,500	302,500	262,800	(39,700)	-13%
TOTAL Commuter Assistance	\$ 4,738,500	\$ 4,989,400	\$ 4,279,200	\$ 5,199,600	\$ 210,200	4%

Motorist Assistance

- Maintain a high benefit-to-cost ratio related to the performance of the FSP program and expand service if funding opportunities arise.
- Transition from a locally provided IE511 system to a regional southern California 511 solution.
- Continue the call box system program to serve as a “safe net” for stranded motorists in the County.

Table 13 – Motorist Assistance

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 125,800	\$ 306,100	\$ 357,000	\$ 180,400	\$ (125,700)	-41%
Professional Costs						
Legal Services	25,800	44,500	25,500	45,500	1,000	2%
Professional Services - General	297,200	477,500	449,500	474,000	(3,500)	-1%
Total Professional Costs	323,000	522,000	475,000	519,500	(2,500)	0%
Support Costs	148,000	426,000	293,300	199,800	(226,200)	-53%
Projects and Operations						
Program Operations	3,581,600	5,387,400	3,632,400	5,452,000	64,600	1%
Total Projects and Operations	3,581,600	5,387,400	3,632,400	5,452,000	64,600	1%
Transfers Out	3,820,400	2,748,200	2,748,200	2,616,000	(132,200)	-5%
TOTAL Motorist Assistance	\$ 7,998,800	\$ 9,389,700	\$ 7,505,900	\$ 8,967,700	\$ (422,000)	-4%

Capital Project Development and Delivery

- Continue project work on the Western County Delivery Plan projects, including the I15 Express Lanes, SR-60 truck lanes, 91 COP, Mid County Parkway, and Pachappa underpass projects.
- Provide 2009 Measure A funding to the incorporated cities and the County for local streets and roads maintenance, repair, and construction and to the Coachella Valley Association of Governments (CVAG) for highways and regional arterials.
- Provide TUMF regional arterial funding and support to local jurisdictions for regional arterial project engineering, right of way acquisition, and construction.
- Maintain a right of way acquisition and management program in support of capital projects and in the most cost effective manner within project schedules, while adhering to federal and state regulations.
- Maintain and manage the access, use, safety, and security of Commission-owned properties including commuter rail stations, properties in acquisition process, and income-generating properties.
- Develop strategies to implement alternative financing structures including public express lanes.

Table 14 – Capital Project Development and Delivery

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 3,265,200	\$ 7,346,700	\$ 7,339,100	\$ 3,121,600	\$ (4,225,100)	-58%
Professional Costs						
Legal Services	3,351,300	1,750,300	1,673,300	1,682,000	(68,300)	-4%
Audit Services	89,600	35,000	39,400	38,000	3,000	9%
Financial Advisory	99,200	136,400	71,100	78,900	(57,500)	-42%
Professional Services - General	876,300	5,576,400	1,753,300	2,227,800	(3,348,600)	-60%
Total Professional Costs	4,416,400	7,498,100	3,537,100	4,026,700	(3,471,400)	-46%
Support Costs	691,300	1,894,900	918,400	2,089,400	194,500	10%
Projects and Operations						
Program Operations	5,652,600	10,370,500	6,761,300	7,592,400	(2,778,100)	-27%
Engineering	13,111,500	23,271,000	20,945,500	26,225,000	2,954,000	13%
Construction	53,145,600	148,302,100	106,029,600	201,788,200	53,486,100	36%
Design Build	107,589,300	158,341,500	135,100,000	100,621,100	(57,720,400)	-36%
Right of Way and Land	19,710,500	92,508,500	34,220,500	58,233,600	(34,274,900)	-37%
Local Streets and Roads	61,069,300	54,061,300	54,061,300	48,479,100	(5,582,200)	-10%
Regional Arterials	19,203,900	30,967,000	25,000,000	30,000,000	(967,000)	-3%
Special Studies	27,900	1,800	-	-	(1,800)	-100%
Operating and Capital Disbursements	3,944,100	15,000,000	831,600	850,000	(14,150,000)	-94%
Total Projects and Operations	283,454,700	532,823,700	382,949,800	473,789,400	(59,034,300)	-11%
Capital Outlay	4,995,900	4,293,500	3,597,000	3,787,000	(506,500)	-12%
Debt Service	69,555,700	69,537,500	69,534,500	69,519,000	(18,500)	0%
Transfers Out	89,619,700	114,346,100	117,551,100	140,752,100	26,406,000	23%
TOTAL Capital Project Development and Delivery	\$ 455,998,900	\$ 737,740,500	\$ 585,427,000	\$ 697,085,200	\$ (40,655,300)	-6%

Toll Operations

- Manage the operations of the RCTC 91 Express Lanes and 15 Express Lanes adhering to the Commission's Express Lanes toll policies.
- Monitor, manage, and adjust toll operations as needed in response to COVID-19-related changes in traffic volumes and patterns.
- Manage toll operations using investment grade traffic and revenue studies and cost estimate assumptions specific to each express lane facility.
- Continue 15 Express Lanes toll planning through development of business rules.
- Provide timely and effective reporting of toll operation metrics including revenue, transactions, carpool usage, and performance indicators.
- Participate in the California Toll Operators Committee (CTOC) to advance regional and statewide tolling initiatives, technology, interoperability, and coordination among California toll agencies.

Table 15 – Toll Operations

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 578,400	\$ 1,353,400	\$ 846,200	\$ 1,124,400	\$ (229,000)	-17%
Professional Costs						
Legal Services	206,100	350,000	250,000	1,140,000	790,000	226%
Audit Services	-	47,000	46,000	64,800	17,800	38%
Financial Advisory	59,000	75,000	96,100	150,000	75,000	100%
Professional Services - General	824,500	2,505,500	2,066,200	7,211,100	4,705,600	188%
Total Professional Costs	1,089,600	2,977,500	2,458,300	8,565,900	5,588,400	188%
Support and Maintenance Costs	3,235,100	4,543,300	3,450,700	7,637,700	3,094,400	68%
Projects and Operations						
Program Operations	6,779,300	11,670,200	8,536,900	24,901,800	13,231,600	113%
Construction	-	-	-	1,500,000	1,500,000	N/A
Design Build	-	-	200,000	400,000	400,000	N/A
Total Projects and Operations	6,779,300	11,670,200	8,736,900	26,801,800	15,131,600	130%
Capital Outlay	1,096,700	766,100	426,000	315,000	(451,100)	-59%
Debt Service	7,119,900	637,386,500	7,119,900	653,314,900	15,928,400	2%
Transfers Out	4,309,100	3,059,500	2,539,700	1,370,200	(1,689,300)	-55%
TOTAL Toll Operations	\$ 24,208,100	\$ 661,756,500	\$ 25,577,700	\$ 699,129,900	\$ 37,373,400	6%

Fund Balances

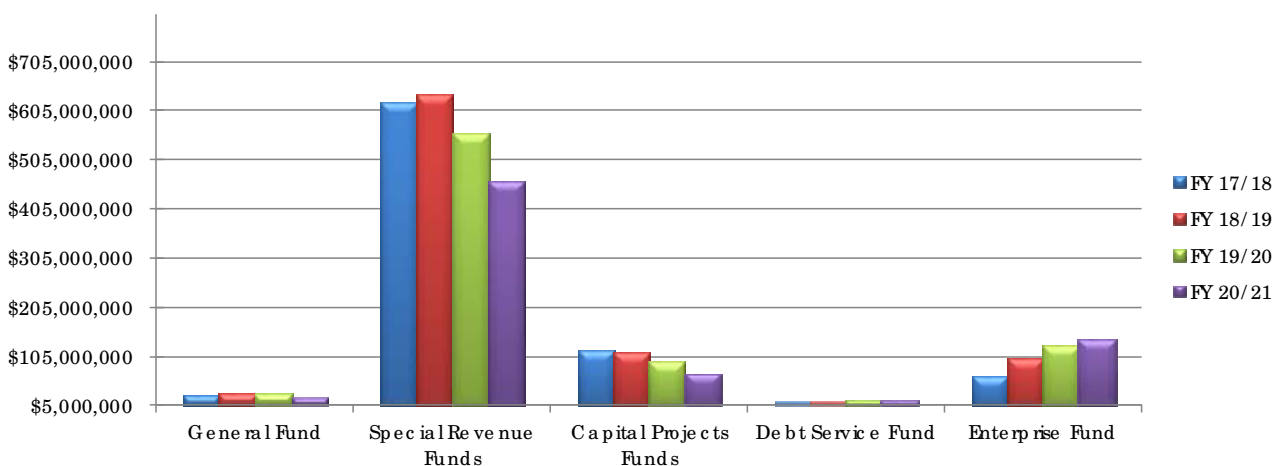
The projected total fund balance as of June 30, 2020 is \$821,472,700. The Commission expects the FY 2020/21 budgeted activities to result in an \$114,313,700 decrease of total fund balance at June 30, 2021 to \$707,159,000. The primary cause of the decrease is project activities in FY 2020/21 related to the I-15 Express Lanes project, Mid County Parkway project, rail station rehabilitation and maintenance, Western County Measure A and TUMF regional arterial projects, and public transit allocations. Table 16 presents the components of the projected fund balance by program at June 30, 2021.

Table 16 – Projected Fund Balances by Fund Type and Program at June 30, 2021

	Measure A Sales Tax				Other	Total
	Western County	Coachella Valley	Palo Verde			
Restricted:						
Bond Financing	\$ 10,791,500	\$ -	\$ -	\$ -	\$ -	\$ 10,791,500
Commuter Assistance	14,729,800	-	-	-	-	14,729,800
Debt Service	-	-	-	-	15,782,200	15,782,200
Economic Development	8,200,300	-	-	-	-	8,200,300
Highways	10,732,600	36,261,300	-	-	68,684,900	115,678,800
Advances/Loans Receivable	-	-	-	-	-	-
Local Streets and Roads	1,300	1,300	600	-	-	3,200
New Corridors	24,836,300	-	-	-	-	24,836,300
Planning and Programming	-	-	-	-	1,188,000	1,188,000
Public and Specialized Transit	7,238,900	370,200	-	-	172,397,700	180,006,800
Rail	29,865,100	-	-	-	16,592,800	46,457,900
CEIAP	-	-	-	-	38,921,000	38,921,000
Regional Arterials	49,242,300	-	-	-	48,801,400	98,043,700
Motorist Assistance	-	-	-	-	10,097,800	10,097,800
Toll Operations	-	-	-	-	139,081,700	139,081,700
Assigned:						
Management Services	-	-	-	-	3,340,000	3,340,000
TOTAL Fund Balance	\$ 155,638,100	\$ 36,632,800	\$ 600	\$ 514,887,500	\$ -	\$ 707,159,000

Chart 8 illustrates the actual and projected trends in fund balances for each governmental and enterprise fund type from FY 2017/18 through FY 2020/21.

Chart 8 – Projected Fund Balance Trends by Fund Type FY 2018 – 2021



Budget Summary

The overall budget for FY 2020/21 is presented in Table 17 by summarized line items, Table 18 by operating and capital classifications, and Table 19 by fund type. Highway, rail, and regional arterial program expenditures by project are summarized in Table 20.

Table 17 – Budget Comparative by Summarized Line Item FY 2019—2021

	FY 18/ 19 Actual	FY 19/ 20 Revised Budget	FY 19/ 20 Projected	FY 20/ 21 Budget	Dollar Change	Percent Change
Revenues						
Measure A Sales Tax	\$ 201,205,000	\$ 178,000,000	\$ 178,000,000	\$ 160,000,000	\$ (18,000,000)	-10%
LIF Sales Tax	103,819,400	91,000,000	91,000,000	82,000,000	(9,000,000)	-10%
STA Sales Tax	27,201,800	31,050,600	28,697,900	28,656,900	(2,393,700)	-8%
Federal Reimbursements	67,752,600	89,718,700	42,514,800	103,695,200	13,976,500	16%
State Reimbursements	64,007,900	160,896,100	123,494,700	155,006,100	(5,890,000)	-4%
Local Reimbursements	6,933,900	9,858,900	3,835,700	18,565,100	8,706,200	88%
TUMF Revenue	29,968,500	17,240,000	17,240,000	15,500,000	(1,740,000)	-10%
Tolls, Penalties, and Fees	58,423,500	67,201,100	49,622,000	42,258,900	(24,942,200)	-37%
Other Revenue	6,264,700	652,000	653,700	621,500	(30,500)	-5%
Investment Income	23,050,800	9,500,000	10,741,400	3,545,500	(5,954,500)	-63%
TOTAL Revenues	588,628,100	655,117,400	545,800,200	609,849,200	(45,268,200)	-7%
Expenditures/ Expenses						
Personnel Salaries and Benefits	9,343,000	19,902,500	19,901,900	10,932,000	(8,970,500)	-45%
Professional and Support						
Professional Services	11,735,900	28,173,300	15,951,000	21,975,400	(6,197,900)	-22%
Support Costs	7,996,400	14,313,100	11,065,600	17,748,000	3,434,900	24%
TOTAL Professional and Support Costs	19,732,300	42,486,400	27,016,600	39,723,400	(2,763,000)	-7%
Projects and Operations						
Program Operations	21,533,900	34,062,100	24,594,100	45,228,200	11,166,100	33%
Engineering	13,547,400	24,749,000	22,045,500	27,375,000	2,626,000	11%
Construction	53,145,600	154,744,100	106,279,600	212,270,000	57,525,900	37%
Design Build	107,589,300	158,341,500	135,300,000	101,021,100	(57,320,400)	-36%
Right of Way/ Land	19,680,600	92,713,500	34,296,000	58,363,600	(34,349,900)	-37%
Operating and Capital Disbursements	143,872,300	203,065,400	173,534,100	135,422,700	(67,642,700)	-33%
Special Studies	1,328,100	1,247,800	695,000	1,450,000	202,200	16%
Local Streets and Roads	61,069,300	54,061,300	54,061,300	48,479,100	(5,582,200)	-10%
Regional Arterials	19,203,900	30,967,000	25,000,000	30,000,000	(967,000)	-3%
TOTAL Projects and Operations	440,970,400	753,951,700	575,805,600	659,609,700	(94,342,000)	-13%
Debt Service						
Principal Payments	25,977,500	511,816,600	27,245,000	513,066,600	1,250,000	0%
Interest Payments	50,715,600	49,412,400	49,409,400	59,395,900	9,983,500	20%
Cost of Issuance	-	2,720,000	-	2,883,400	163,400	6%
TOTAL Debt Service	76,693,100	563,949,000	76,654,400	575,345,900	11,396,900	2%
Capital Outlay	6,704,800	6,518,800	4,660,000	5,963,800	(555,000)	-9%
TOTAL Expenditures/ Expenses	553,443,600	1,386,808,400	704,038,500	1,291,574,800	(95,233,600)	-7%
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses	35,184,500	(731,691,000)	(158,238,300)	(681,725,600)	49,965,400	-7%
Other Financing Sources (Uses)						
Transfers In	139,401,800	166,746,000	167,757,300	177,599,100	10,853,100	7%
Transfers Out	(139,401,800)	(166,746,000)	(167,757,300)	(177,599,100)	(10,853,100)	7%
Debt Proceeds	-	625,425,000	-	627,550,000	2,125,000	0%
TIFIA Loan Proceeds	14,946,100	75,703,000	89,896,000	47,371,900	(28,331,100)	-37%
Payment to Escrow Agent	-	(142,975,000)	-	(147,488,000)	(4,513,000)	3%
Bond Premium	-	39,967,400	-	39,978,000	10,600	0%
Net Financing Sources (Uses)	14,946,100	598,120,400	89,896,000	567,411,900	(30,708,500)	-5%
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses and Other Financing Sources (Uses)	50,130,600	(133,570,600)	(68,342,300)	(114,313,700)	19,256,900	-14%
Beginning Fund Balance	839,684,400	889,815,000	889,815,000	821,472,700	(68,342,300)	-8%
ENDING FUND BALANCE	\$ 889,815,000	\$ 756,244,400	\$ 821,472,700	\$ 707,159,000	\$ (49,085,400)	-6%

Table 18 – Operating and Capital Budget FY 2020/21

	FY 20/ 21	FY 20/ 21	FY 20/ 21
	Operating Budget	Capital Budget	TOTAL Budget
Revenues			
Measure A Sales Tax	\$ 22,110,000	\$ 137,890,000	\$ 160,000,000
LIF Sales Tax	82,000,000	-	82,000,000
STA Sales Tax	28,656,900	-	28,656,900
Federal Reimbursements	28,326,900	75,368,300	103,695,200
State Reimbursements	15,023,900	139,982,200	155,006,100
Local Reimbursements	2,214,400	16,350,700	18,565,100
TUMF Revenue	-	15,500,000	15,500,000
Tolls, Penalties, and Fees	14,053,900	28,205,000	42,258,900
Other Revenue	-	621,500	621,500
Investment Income	1,205,100	2,340,400	3,545,500
TOTAL Revenues	193,591,100	416,258,100	609,849,200
Expenditures/ Expenses			
Personnel Salaries and Benefits	6,545,700	4,386,300	10,932,000
Professional and Support			
Professional Services	9,362,800	12,612,600	21,975,400
Support Costs	8,020,900	9,727,100	17,748,000
TOTAL Professional and Support Costs	17,383,700	22,339,700	39,723,400
Projects and Operations			
Program Operations	12,383,600	32,844,600	45,228,200
Engineering	550,000	26,825,000	27,375,000
Construction	8,971,800	203,298,200	212,270,000
Design Build	-	101,021,100	101,021,100
Right of Way and Land	-	58,363,600	58,363,600
Operating and Capital Disbursements	134,572,700	850,000	135,422,700
Special Studies	1,450,000	-	1,450,000
Local Streets and Roads	-	48,479,100	48,479,100
Regional Arterials	-	30,000,000	30,000,000
TOTAL Projects and Operations	157,928,100	501,681,600	659,609,700
Debt Service			
Principal Payments	-	513,066,600	513,066,600
Interest Payments	-	59,395,900	59,395,900
Cost of Issuance	2,883,400	-	2,883,400
TOTAL Debt Service	2,883,400	572,462,500	575,345,900
Capital Outlay	1,861,800	4,102,000	5,963,800
TOTAL Expenditures/ Expenses	186,602,700	1,104,972,100	1,291,574,800
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses	6,988,400	(688,714,000)	(681,725,600)
Other Financing Sources (Uses)			
Transfers In	28,895,200	148,703,900	177,599,100
Transfers Out	(35,476,800)	(142,122,300)	(177,599,100)
Debt Proceeds	627,550,000	-	627,550,000
TIFIA Loan Proceeds	-	47,371,900	47,371,900
Bond Premium	39,978,000	-	39,978,000
Payment to Escrow Agent	-	(147,488,000)	(147,488,000)
Net Financing Sources (Uses)	660,946,400	(93,534,500)	567,411,900
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses and Other Financing Sources (Uses)	667,934,800	(782,248,500)	(114,313,700)
Beginning Fund Balance	245,072,900	576,399,800	821,472,700
ENDING FUND BALANCE	\$ 913,007,700	\$ (205,848,700)	\$ 707,159,000

Table 19 – Budget by Fund Type FY 2020/21

	General Fund		Special Revenue	Capital Projects	Debt Service	Enterprise	FY 20/ 21 TOTAL Budget	
Revenues								
Measure A Sales Tax	\$	-	\$ 160,000,000	\$	-	\$	-	\$ 160,000,000
LTF Sales Tax		-	82,000,000		-	-	-	82,000,000
STA Sales Tax		-	28,656,900		-	-	-	28,656,900
Federal Reimbursements		22,000,000	78,805,100		2,812,100	78,000		103,695,200
State Reimbursements		3,581,400	151,424,700		-	-		155,006,100
Local Reimbursements		1,700	18,563,400		-	-		18,565,100
TUMF Revenue		-	15,500,000		-	-		15,500,000
Tolls, Penalties, and Fees		-	-		-	42,258,900		42,258,900
Other Revenue		-	525,000		-	96,500		621,500
Investment Income		131,600	2,301,800	341,700	78,500	691,900		3,545,500
TOTAL Revenues		25,714,700	537,776,900	341,700	2,890,600	43,125,300		609,849,200
Expenditures/ Expenses								
Personnel Salaries and Benefits		5,790,100	4,017,500	-	-	1,124,400		10,932,000
Professional and Support								
Professional Services		6,482,800	6,926,700	-	-	8,565,900		21,975,400
Support Costs		4,002,900	6,107,400	-	-	7,637,700		17,748,000
TOTAL Professional and Support Costs		10,485,700	13,034,100	-	-	16,203,600		39,723,400
Projects and Operations								
Program Operations		2,000	20,324,400	-	-	24,901,800		45,228,200
Engineering		-	27,375,000	-	-	-		27,375,000
Construction		1,250,000	209,520,000	-	-	1,500,000		212,270,000
Design Build		-	100,621,100	-	-	400,000		101,021,100
Right of Way/ Land		-	58,363,600	-	-	-		58,363,600
Operating and Capital Disbursements		35,580,000	99,842,700	-	-	-		135,422,700
Special Studies		1,450,000	-	-	-	-		1,450,000
Local Streets and Roads		-	48,479,100	-	-	-		48,479,100
Regional Arterials		-	30,000,000	-	-	-		30,000,000
TOTAL Projects and Operations		38,282,000	594,525,900	-	-	26,801,800		659,609,700
Debt Service								
Principal Payments		-	-	-	28,495,000	484,571,600		513,066,600
Interest Payments		-	-	-	41,024,000	18,371,900		59,395,900
Cost of Issuance		-	-	-	-	2,883,400		2,883,400
TOTAL Debt Service		-	-	-	69,519,000	505,826,900		575,345,900
Capital Outlay		1,318,300	4,330,500	-	-	315,000		5,963,800
TOTAL Expenditures/ Expenses		55,876,100	615,908,000	-	69,519,000	550,271,700		1,291,574,800
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses								
		(30,161,400)	(78,131,100)	341,700	(66,628,400)	(507,146,400)		(681,725,600)
Other Financing Sources (Uses)								
Transfers In		25,579,100	80,599,000	-	69,519,000	1,902,000		177,599,100
Transfers Out		(2,247,200)	(146,898,100)	(24,271,500)	(2,812,100)	(1,370,200)		(177,599,100)
Debt Proceeds		-	-	-	-	627,550,000		627,550,000
TIFIA Loan Proceeds		-	47,371,900	-	-	-		47,371,900
Bond Premium		-	-	-	-	39,978,000		39,978,000
Payment to Escrow Agent		-	-	-	-	(147,488,000)		(147,488,000)
Net Financing Sources (Uses)		23,331,900	(18,927,200)	(24,271,500)	66,706,900	520,571,800		567,411,900
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses and Other Financing Sources (Uses)								
		(6,829,500)	(97,058,300)	(23,929,800)	78,500	13,425,400		(114,313,700)
Beginning Fund Balance		27,930,000	559,568,100	92,614,500	15,703,800	125,656,300		821,472,700
ENDING FUND BALANCE	\$	21,100,500	\$ 462,509,800	\$ 68,684,700	\$ 15,782,300	\$ 139,081,700	\$	707,159,000

Table 20 – Highway, Regional Arterial, and Rail Programs FY 2020/21

Description	
HIGHWAY ENGINEERING	
71/91 connector	\$ 3,000,000
Grade separation projects	7,000,000
I-15 Express Lanes—Soothem Extension	5,500,000
Mid County Parkway (MCP)	500,000
MCP I-215/Placentia interchange	500,000
MCP Sweeney mitigation	50,000
MCP construction contract package	4,000,000
SR-91 corridor operations project	265,000
Pachappa underpass	100,000
Riverside County-Santa Ana River Trail <i>(details presented in Sections 5.2 Planning and Programming and 5.3 Capital Projects)</i>	600,000
SR-79 realignment	300,000
SR-60 truck lanes	50,000
General <i>(details presented in Section 5.3 Capital Projects)</i>	400,000
SUBTOTAL HIGHWAY ENGINEERING	22,265,000
REGIONAL ARTERIAL ENGINEERING	
I-15 Railroad Canyon interchange	700,000
I-10 Highland Springs Avenue interchange	140,000
SUBTOTAL REGIONAL ARTERIAL ENGINEERING	840,000
RAIL ENGINEERING	
Moreno Valley March Field station upgrade	1,000,000
Riverside layover facility	20,000
Riverside Downtown station track and platform	2,700,000
Other - Coachella Valley-San Geronio Pass corridor <i>(details presented in Section 6.2 Rail)</i>	550,000
SUBTOTAL RAIL ENGINEERING	4,270,000
TOTAL HIGHWAY, REGIONAL ARTERIAL, AND RAIL ENGINEERING	\$ 27,375,000
HIGHWAY CONSTRUCTION	
15/91 Express Lanes connector	\$ 3,072,000
91 corridor operations project	36,242,000
91 Project	1,471,000
91 Express Lanes	1,500,000
Hamner bridge widening	5,425,000
I-15 Express Lanes	14,672,000
I-15/Limonite interchange	1,500,000
Jurupa Avenue grade separation	5,000,000
MCP I-215/Placentia interchange	29,500,000
MCP Sweeney mitigation	155,000
Pachappa underpass	13,832,000
Riverside County-Santa Ana River Trail <i>(details presented in Sections 5.2 Planning and Programming and 5.3 Capital Projects)</i>	10,000
SR-60 truck lanes	42,716,000
General <i>(details presented in Section 5.3 Capital Projects)</i>	190,000
SUBTOTAL HIGHWAY CONSTRUCTION	155,285,000
REGIONAL ARTERIAL CONSTRUCTION	
I-15 Railroad Canyon Interchange	24,900,000
Various Western County MARA and TUMF regional arterial projects	13,488,400
SUBTOTAL REGIONAL ARTERIAL CONSTRUCTION	38,388,400
RAIL CONSTRUCTION	
Moreno Valley March Field station upgrade	224,800
Riverside layover facility	9,300,000
Riverside-La Sierra station improvements	100,000
Other Riverside Downtown station mobility improvements <i>(costs and details presented in Section 5.2 Rail)</i>	1,250,000
Other - Coachella Valley-San Geronio Pass corridor <i>(details presented in Section 5.2 Rail)</i>	7,721,800
SUBTOTAL RAIL CONSTRUCTION	18,596,600
TOTAL HIGHWAY, REGIONAL ARTERIAL, AND RAIL CONSTRUCTION	\$ 212,270,000

Description		
HIGHWAY DESIGN BUILD		
15/91 Express Lanes connector	\$	46,125,000
91 corridor operations project		215,000
91 Express Lanes		400,000
91 Project		2,638,100
I-15 Express Lanes		51,643,000
TOTAL HIGHWAY DESIGN BUILD	\$	101,021,100
HIGHWAY RIGHTOFWAY AND LAND		
15/91 Express Lanes connector	\$	1,032,000
60/215 East Junction high occupancy vehicle (HOV) lane connectors		5,000
71/91 connector		700,000
91 Project		10,373,000
91 corridor operations project		275,000
Hamner bridge widening		75,000
Jurupa Avenue grade separation		12,000,000
McKinley Avenue grade separation		3,000,000
MCP		6,900,000
MCP I-215/Placentia interchange		16,150,000
SR-60 truck lanes		110,000
Pachappa underpass		170,000
Riverside County-Santa Ana River Trail <i>(details presented in Sections 5.2 Planning and Programming and 5.3 Capital Projects)</i>		130,000
SR-74/I-15 to 7th Street		5,000
SR-91 HOV lanes/Adams Street to 60/91/215 interchange		5,000
General <i>(details presented in Section 5.3 Capital Projects)</i>		676,100
SUBTOTAL HIGHWAY RIGHTOFWAY AND LAND		51,606,100
REGIONAL ARTERIAL RIGHTOFWAY AND LAND		
I-15 Railroad Canyon interchange		825,000
Various Western County MARA and TUMF regional arterial projects		4,135,000
SUBTOTAL REGIONAL ARTERIAL RIGHTOFWAY AND LAND		4,960,000
RAIL RIGHTOFWAY AND LAND		
Riverside layover facility		70,000
Riverside Downtown station track and platform		1,600,000
General		127,500
SUBTOTAL RAIL RIGHTOFWAY AND LAND		1,797,500
TOTAL HIGHWAY, REGIONAL ARTERIAL, AND RAIL RIGHTOFWAY AND LAND	\$	58,363,600
GRAND TOTAL HIGHWAY, REGIONAL ARTERIAL, AND RAIL PROGRAMS	\$	399,029,700

Gann Appropriations Limit

In November 1979, the voters of the State approved Proposition 4, commonly known as the Gann Initiative (Gann). The proposition created Article XIII B of the State Constitution, placing limits on the amount of revenue that can be spent by public agencies from the “proceeds of taxes.” In 1980, the State Legislature added Section 7910 to the Government Code, providing that the governing body of each local jurisdiction must establish, by resolution, an appropriations limit for the following year. The appropriations limit for any fiscal year is equal to the previous year’s limit adjusted for population changes and changes in the California per capita income.

The Commission is subject to the requirements of Article XIII B. Gann appropriations limits are calculated for and applied to the Commission. In accordance with the requirements of Article XIII B implementing legislation, the Board approved Resolution No. 20-009 on June 10, 2020, establishing appropriations limits for the Commission at \$509,885,755. The FY 2020/21 budget appropriated \$270,844,800 in taxes for the Commission, falling well within the limits set by the Gann. Based on historic trends and future projections, it appears the Commission’s use of the proceeds of taxes, as defined by Article XIII B, will continue to fall below the appropriations limit.

The calculation for the FY 2020/21 appropriations limit is as follows:

FY 2019/20 Appropriations Limit

\$487,698,077

FY 2020/21 adjustment:

x 1.0454947

- Change in California per capita personal income 1.0373% $((3.73 + 100) / 100 = 1.0373)$
- Change in Population, Riverside County 1.0079% $((0.79 + 100) / 100 = 1.0079)$
- Calculation of factor for FY 2019/20 $1.0373 \times 1.0079 = 1.0454947$

FY 2020/21 Appropriations Limit

\$509,885,762

• $\$487,698,077 \times 1.0454947 = \$509,885,762$

Source: California per capita income – California Department of Finance
Population, Riverside County – California Department of Finance

Financial Overview

Fiscal Accountability Policies

As the steward of local, state, and federal resources, RCTC maintains financial policies that promote fiduciary responsibility and organizational excellence.

Financial Planning	
Balanced Budget	RCTC adopts an annual budget in which operating and capital expenditures and other financing uses are equal to or less than identified revenues and other financing sources as well as available fund balances.
Administration	<p>Allocations from local and state sources and toll operations fund administrative costs, including salaries and benefits.</p> <ul style="list-style-type: none"> Administrative salaries and benefits cannot exceed 1% of Measure A sales tax revenues. Administrative costs will not exceed 4% of Measure A sales tax revenues (inclusive of the 1% salary limitation).
Retirement Benefits	RCTC contributes 100% of the annual requirement related to its proportionate share of the net pension liability and to the postretirement health care benefits.
Capital Projects	Multi-year capital projects are consistent with the strategic plan and budgeted by fiscal year, based on best available estimates.
Reserves	RCTC establishes and maintains reserves in accordance with Measure A and TDA policies as well as debt agreements.

Revenues	
Sales Tax	RCTC prepares annual and mid-year revised revenue projections to ensure use of current and relevant data; staff may adjust amounts during the budget process to reflect the most current economic trends.
Tolls	<p>RCTC-adopted policies establish congestion pricing in order to optimize throughput on toll facilities while generating revenue to meet all financial commitments related to:</p> <ul style="list-style-type: none"> Debt issued to construct or repair any portion of the toll facility, payment of debt service, and satisfaction of other covenants and obligations related to indebtedness of the toll facility, including applicable reserves; Development, maintenance, repair, rehabilitation, improvement, reconstruction, administration, and operation of the toll facilities, including toll collection and enforcement and applicable reserves; and Projects within the corridor that generated the revenue.
Funding Sources	RCTC uses local funding sources to maximize federal and state funding of projects.
Sale of Properties	RCTC returns proceeds from the disposition of excess properties to the programs that provided the funding sources for the property acquisition.

Expenditure s/ Expenses	
Priorities	RCTC reviews established priorities for planning and programming of capital projects annually.
Accountability	RCTC compares actual expenditure s/ expenses to the budget on at least a quarterly basis and appropriately notes, explains, and justifies significant deviations.
Procurement	RCTC ensures competitive, transparent, objective, and fair procurement selection processes in accordance with policies adopted on September 11, 2019.

Capital and Intangible Assets	<p>On a government-wide basis, RCTC records capital and intangible assets at historical costs, estimated historical costs if purchased or constructed, or estimated fair value at date of donation. RCTC maintains such assets in a state of good repair and safeguards them from misuse and misappropriation.</p> <ul style="list-style-type: none"> ○ RCTC generally does not capitalize infrastructure, which title will be vested with Caltrans or other governmental agency. ○ RCTC depreciates capital and amortizes intangible assets over the estimated useful life or service concession term.
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Debt Management	
Debt Limitation	Outstanding sales tax revenue debt cannot exceed \$975 million, in accordance with Measure K approved by a majority of the voters in November 2010; RCTC can issue toll-supported debt for specific highway projects based on amounts authorized by the Commission.
Management	RCTC maintains and updates the Debt Management Policy, as adopted on March 11, 2020, and Interest Rate Swap Policy, as adopted July 12, 2006, for matters related to sales tax revenue and toll-supported indebtedness.
Coverage	RCTC maintains debt coverage ratios of 2.0x on all senior sales tax revenue debt and 1.3x on all toll-supported debt.
Issuance	RCTC issues debt for major capital projects including engineering, right of way, construction, and design-build; RCTC will not finance operating requirements except for initial toll operations. Costs of issuance, including the standard underwriter's discount, do not exceed 2% unless specifically authorized.
Maturity	All sales tax revenue debt matures prior to the termination of 2009 Measure A on June 30, 2039; all toll-supported debt matures prior to the expiration of toll facility agreements.

Cash Management	
Management	RCTC invests funds in order of priority (safety, liquidity, and yield) in accordance with the Investment Policy, adopted on March 13, 2019, or debt agreements.
Receipts	Where possible, RCTC encourages receipt of funds by wire transfer to its accounts.
Payments	RCTC makes cash disbursements to local jurisdictions and vendors/consultants in a timely manner.
Operating Balances	RCTC maintains amounts in the bank operating account at the amount necessary to meet monthly expenditures/expenses.

Accounting and Financial Reporting	
Accounting System	RCTC maintains an ERP system that integrates project and toll operations accounting needs and improves accounting efficiency.
Reporting	RCTC issues a Comprehensive Annual Financial Report (CAFR); separate financial reports for the LIF, STA, Proposition 1B Rehabilitation and Security Project Accounts, SB 1 SGR Program, Low Carbon Transit Operations Program (LCTOP), and toll operations; and the State Controller's Transportation Planning Agency Financial Transactions Report and Government Compensation in California Report.
Audits	An independent accounting firm conducts an annual audit of the Commission's accounting books and records; RCTC obtains audits of Measure A and TDA funding recipients for compliance and other matters in a timely manner.

Functional Management

Unlike many governments that provide direct services to the public, the Commission's overall responsibility is to manage transportation planning and funding for the County. As a result, its budget in terms of dollars, is comprised primarily of capital-related programs and projects; the operating component of the budget is related to toll operations and multimodal programs (transit planning, rail operations, and commuter and motorist assistance services). Management services, consisting of executive management, administration, external affairs, and finance, provide support to both capital and operating programs and projects. Chart 9 depicts the organization of the Commission's oversight and management functions.

Chart 9 – Functional Organization Chart FY 2020/21

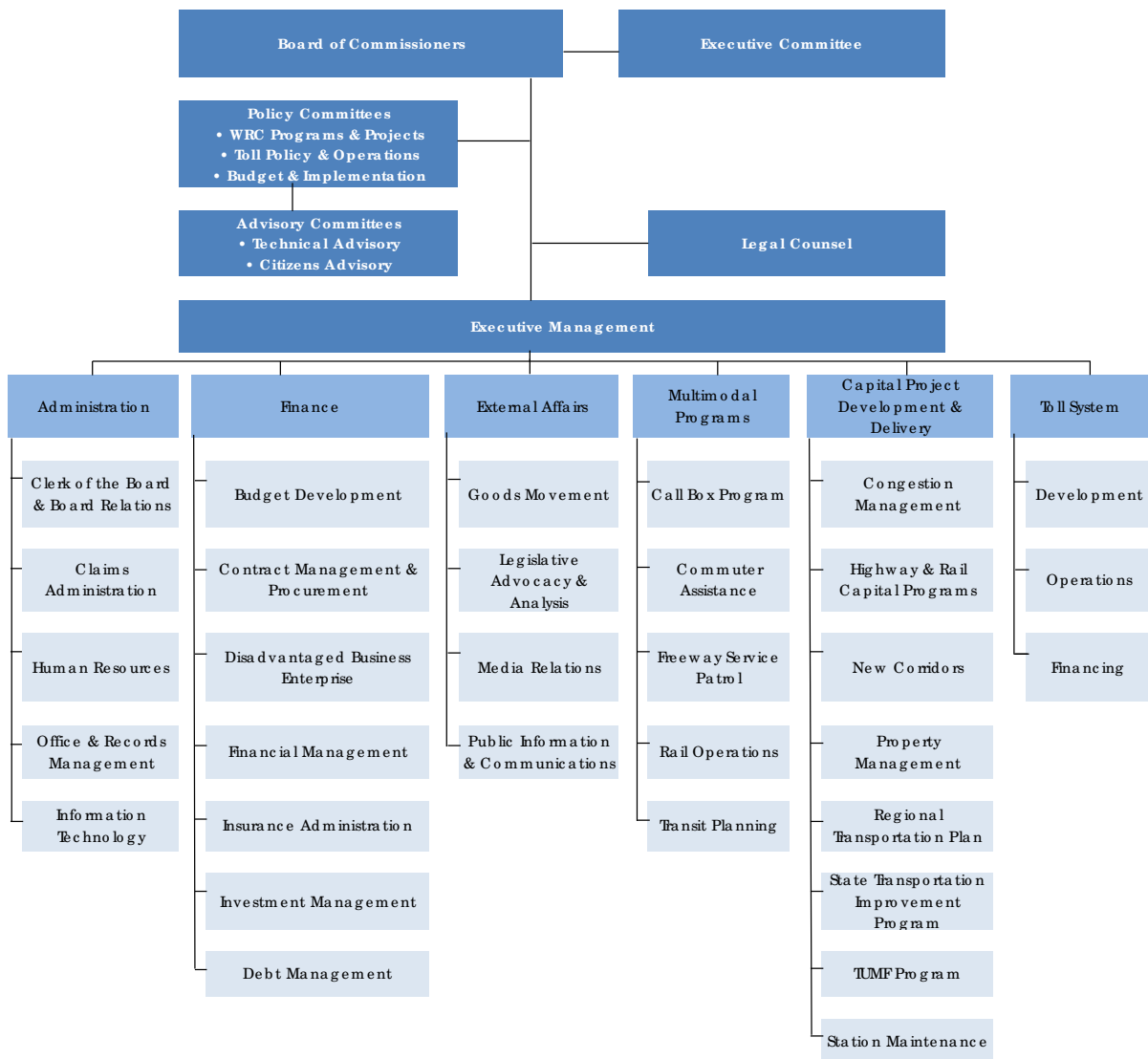


Chart 10 illustrates the relationship between the Commission's functional management or departments and the Commission's fund structure.

Chart 10 – Relationship of Functional Management and Fund Structure

Functional Management/ Department	General Fund	Special Revenue Fund	Capital Projects Fund	Debt Service Fund	Enterprise Fund
Management Services					
Executive Management	X				
Administration	X				
External Affairs	X				
Finance	X	X		X	
Regional Programs					
Planning and Programming Services	X	X			
Rail Maintenance and Operations	X	X			
Public and Specialized Transit	X	X			
Commuter Assistance		X			
Motorist Assistance		X			
Capital Projects Development and Delivery		X	X	X	
Toll Operations					X

Budget Process

The budget is the primary performance tool used to measure and control accountability of public agencies for taxpayer dollars. The budget communicates to all stakeholders (i.e., elected officials, regional agencies, and citizens) how the investment they made will be put to use by providing detailed information on the specifics of resource allocation and uses. The Commission monitors progress on a monthly basis, and it makes revisions and updates as necessary to reflect changing dynamics and accommodate unplanned requests. This results in a budget document that is useful and meaningful as a benchmark against which to evaluate government accomplishments and/or challenges and to assess compliance with fiscal accountability.

The budget process consists of six primary tasks conducted in phases throughout the fiscal year. Chart 11 illustrates the budget process for the development of the FY 2020/21 budget and monitoring of the FY 2019/20 budget. Each task is summarized below.

Chart 11 – Budget Process

ID	Task Name	Duration	2019						2020					
			J	A	S	O	N	D	J	F	M	A	M	J
1	Short Term Strategic Direction Phase	140 days												
2	Resource Identification and Allocation Phase	200 days												
3	Needs Assessment Phase	120 days												
4	Development and Review Phase	150 days												
5	Adoption and Implementation Phase	60 days												
6	Budget Roles and Responsibilities	366 days												

Short-Term Strategic Direction Phase

The first phase of the budget process is to determine the direction of the Commission in the short-term and to integrate this with the Commission's long-term goals and objectives, including the Western County Delivery Plan as updated and discussed in the Capital Project Development and Delivery department section. Annually a workshop is held for the Board to evaluate and determine

where the Commission plans to be and what it desires to accomplish over the next five to ten years. Annual reviews allow for timely responsiveness to any significant political, legislative, or economic developments that may occur locally, statewide, or nationally. Staff then adjusts its course based on the long-term strategic direction of the policy makers.

Staff convenes beginning in early January to both assess actual results, compared to the current year budget, and map changes in strategy for the ensuing fiscal year. Additionally staff reviews and, if necessary, updates Commission goals and departmental mission statements. Those goals, upon review by the Board, become the Commission's short-term strategic direction.

Resource Identification and Allocation Phase

Simultaneous with the short-term strategic direction phase, staff focuses on available funding sources and estimated carryover amounts from the current year. The Commission analyzes its fund balances, the excess of fund assets over fund liabilities, for available appropriation in the following fiscal year. In actuality, resource identification occurs throughout the year, but it is finalized in the upcoming fiscal year budget. In connection with the long-term strategic planning process, the Commission determines borrowing needs, but it adjusts such amounts in the annual budget to reflect current information.

Needs Assessment Phase

Staff and consultants evaluate projects and studies for consideration in the next year. Project priority and sequencing set in the long-term strategic plan are the top candidates for budget submission. However, priorities may have changed due to economic necessities or political realities, resulting in rescheduling projects by acceleration or postponement. The Commission may add new projects or delete existing priorities.

Development and Review Phase

Using all the data and information gathered from the previously mentioned stages, department managers submit their desired budgets to the Finance Department. Finance staff compiles the information, along with staff and overhead allocations, into a preliminary or draft budget. After review by the Executive Director and inclusion of the desired changes, staff presents the draft budget to the Board for input.

Adoption and Implementation Phase

Staff submits the proposed budget to the Commission no later than its June meeting, and the Commission conducts a public hearing to allow for public comment on the proposed budget. The Commission may choose, after the public hearing, to adopt the budget or to request additional information and/or changes to the budget. The budget, including the salary schedule, must be adopted no later than June 15 of each year. Upon adoption by the Commission, staff enters the budget into the ERP system effective July 1 for the next fiscal year.

Budget Roles and Responsibilities

Involvement in the budget permeates all staffing levels, as presented in the staff organization chart in Appendix B, at the Commission from clerical support staff to policy makers. Each program manager develops a detailed line item budget that consists of the operating and/or capital components and submits those budgets, by program, to the department director for review and concurrence. While all departments have operating components, Rail station operations and

maintenance and Toll Operations represent the Commission's primary operation functions that consider long-range planning. Details on these operations are included in the Rail and Toll Operations department sections, respectively. The department managers submit their budgets to the Chief Financial Officer by mid-March, and the Finance Department compiles the department budgets. Both the capital and operating budgets are combined into the draft budget for the entire Commission. The Chief Financial Officer and Executive Director review the entire budget for overall consistency with both the short- and long-term strategic direction of the Commission, appropriateness of funding sources for the identified projects and programs, and reasonableness of the operating and capital budget expenditures/expenses.

Expenditure/expense activities of the funds are controlled at the budgetary unit, which is the financial responsibility level (General, Measure A, Motorist Assistance, LIF, STA, TUMF, Other Agency Projects, Capital Projects, Debt Service Funds, and Enterprise Fund) for each function (i.e., administration, operations, programs, intergovernmental distributions, debt service, capital outlay, and other financing uses). These functions provide the legal level of budgetary control (i.e., the level at which expenditures/expenses cannot legally exceed the appropriated amount).

Budget-to-actual reports are available to program managers and directors on a real-time basis through the ERP system for informational and management purposes, including identification and evaluation of any significant budget variations. During the fiscal year, management has the discretion to transfer budgeted amounts within the financial responsibility unit according to function or may provide support for supplemental budget appropriations requests. Supplemental budget appropriation requests require the authorization of the Commission. The Commission may take action at any monthly meeting to amend the budget. In some years, the Finance Department may compile miscellaneous requests and submit a budget appropriations adjustment at mid-year to the Commission for approval. Those budget amendments approved by the Commission are incorporated into the budget, as they occur, and are reflected in the CAFR in the final budget amounts reported in the budgetary schedules.

COVID-19 Impacts

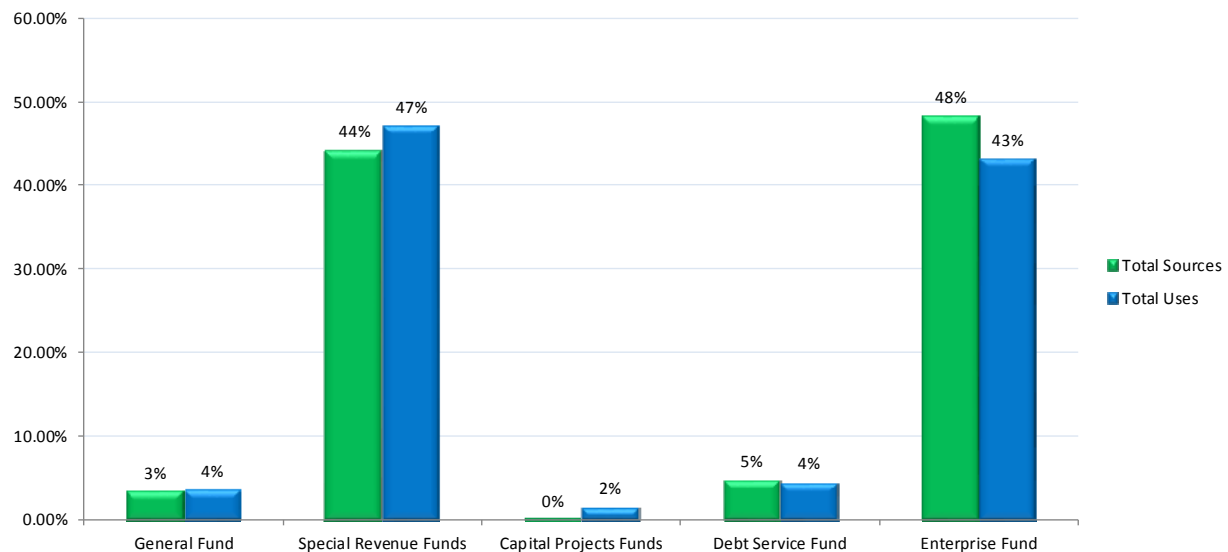
Since March 2020, the local, regional, state, and federal economies have been negatively impacted by the COVID-19 crisis. Since the magnitude and duration of these impacts is uncertain, the budget represents the best available economic information. The Board and staff will continuously monitor, assess, and adjust the revised revenue projections and budgeted expenditures as necessary through the economic recovery from the crisis.

Fund Budgets

Budgetary Basis

The Commission accounts for its budgeted funds using the modified and current financial resources measurement focus for governmental funds and the accrual basis of accounting and the economic resources measurement focus for enterprise funds. The basis of accounting is the same as the basis of budgeting. The Commission recognizes governmental fund revenues when measurable and available to meet current year obligations. Such revenues are available when guaranteed as to receipt, based on expenditure of funds (i.e., government matching funds), or certain to be received within 180 days of the end of the fiscal year. The Commission generally records governmental fund expenditures when it incurs a liability; however, debt service expenditures are recorded when the payment is due. Enterprise fund revenues are recognized when earned, and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Chart 12 illustrates total sources and uses by fund type for the FY 2020/21 budget.

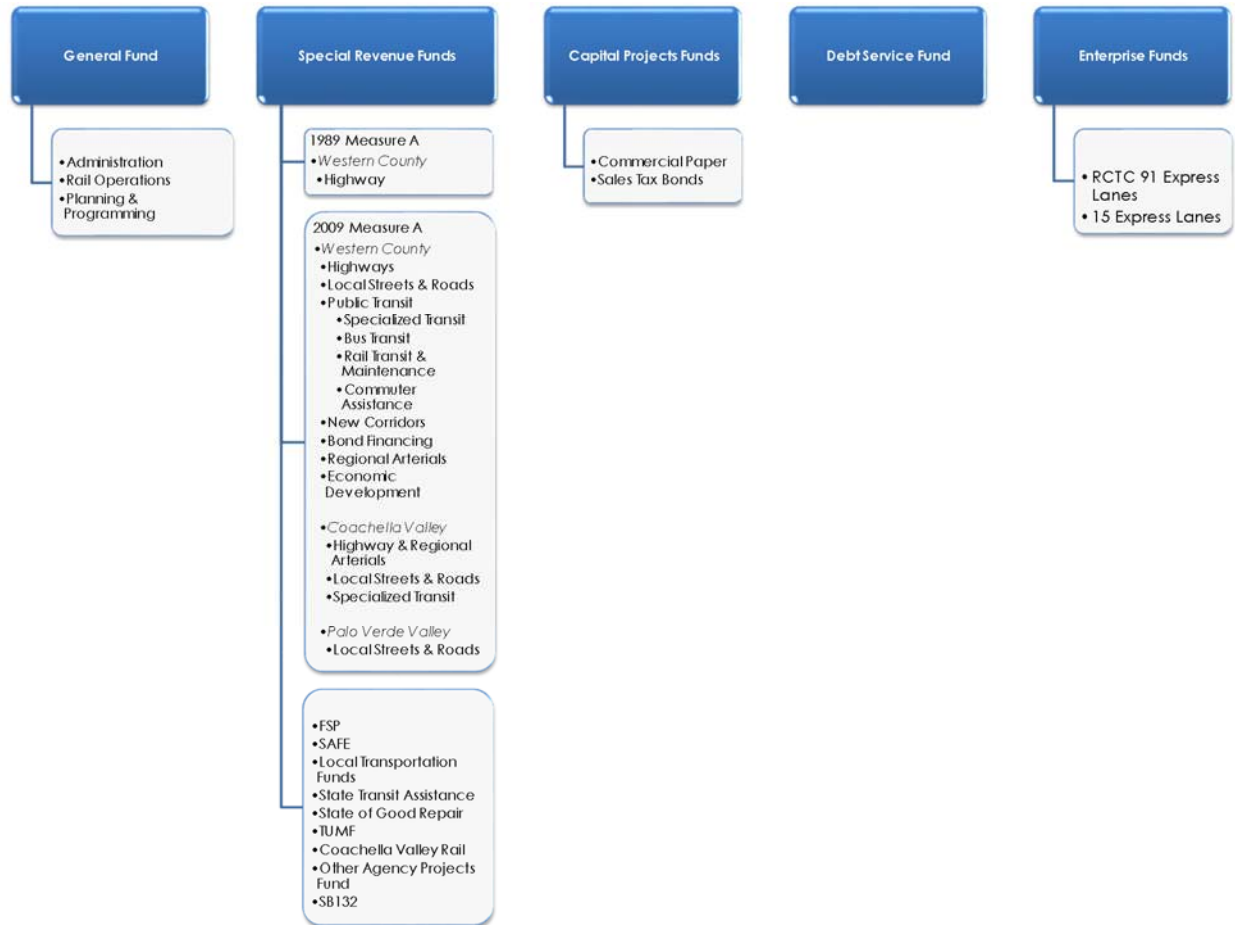
Chart 12 – Total Sources and Uses by Fund Type FY 2020/21



Fund Structure

The Commission accounts for its sources and uses in 32 funds (Chart 13) categorized into five fund types: General fund, special revenue funds, capital projects funds, debt service fund, and enterprise fund. All of the Commission's funds are budgeted. There are three funds reported in the General fund and 24 in the special revenue funds. Two capital projects funds are used to account for capital project expenditures financed with short- or long-term debt proceeds. The Commission has one debt service fund to account for debt-related activity. In addition, the Commission has two enterprise funds to account for the RCTC 91 Express Lanes and 15 Express Lanes operations.

Chart 13 – Budgeted Funds Structure FY 2020/21



General Fund

Overview

The Commission's General fund accounts for all activities not legally required or designated by Board action to be accounted for separately. For many public agencies, the General fund is the largest fund; however, it is less significant for the Commission. The Commission's largest revenue source is Measure A, a locally levied sales tax that legally must be accounted for separately in special revenue funds. In addition to Commission administration and general operations, other General fund activities include commuter rail operations as well as planning and programming. Table 21 presents the FY 2020/21 budget for the General fund, followed by a discussion of significant components of the budget.

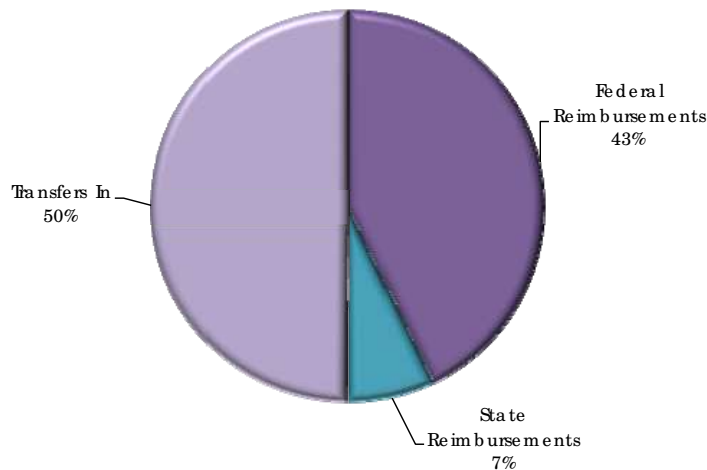
Table 21 – General Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Revenues						
Federal Reimbursements	\$ 4,955,500	8,000,000	\$ 8,000,000	\$ 22,000,000	\$ 14,000,000	175%
State Reimbursements	3,228,600	3,664,700	2,073,100	3,581,400	(83,300)	-2%
Local Reimbursements	153,400	400	2,000	1,700	1,300	325%
Investment Income	642,800	276,100	182,200	131,600	(144,500)	-52%
TOTAL Revenues	9,001,400	11,941,200	10,257,300	25,714,700	13,773,500	115%
Expenditures						
Personnel Salaries and Benefits	4,920,800	9,415,100	9,754,600	5,790,100	(3,625,000)	-39%
Professional and Support						
Professional Services	3,327,100	6,687,900	7,146,000	6,482,800	(205,100)	-3%
Support Costs	3,820,200	4,214,500	3,520,400	4,002,900	(211,600)	-5%
TOTAL Professional and Support Costs	7,147,300	10,902,400	10,666,400	10,485,700	(416,700)	-4%
Projects and Operations						
Program Operations	2,624,900	2,000	5,200	2,000	-	0%
Construction	-	1,470,000	250,000	1,250,000	(220,000)	-15%
Operating and Capital Disbursements	21,078,300	26,455,000	30,782,600	35,580,000	9,125,000	34%
Special Studies	1,300,200	1,246,000	695,000	1,450,000	204,000	16%
TOTAL Projects and Operations	25,003,400	29,173,000	31,732,800	38,282,000	9,109,000	31%
Debt Service						
Principal Payments	12,500	-	-	-	-	N/A
Interest Payments	5,000	-	-	-	-	N/A
TOTAL Debt Service	17,500	-	-	-	-	N/A
Capital Outlay	612,100	1,295,200	457,200	1,318,300	23,100	2%
TOTAL Expenditures	37,701,100	50,785,700	52,611,000	55,876,100	5,090,400	10%
Excess (deficiency) of Revenues over (under) Expenditures	(28,699,700)	(38,844,500)	(42,353,700)	(30,161,400)	8,683,100	-22%
Other Financing Sources (Uses)						
Transfers In	33,992,100	41,127,800	43,004,000	25,579,100	(15,548,700)	-38%
Transfers Out	(2,208,600)	(3,394,600)	(1,844,600)	(2,247,200)	1,147,400	-34%
Net Financing Sources (Uses)	31,783,500	37,733,200	41,159,400	23,331,900	(14,401,300)	-38%
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	3,083,800	(1,111,300)	(1,194,300)	(6,829,500)	(5,718,200)	515%
Beginning Fund Balance	26,040,500	29,124,300	29,124,300	27,930,000	(1,194,300)	-4%
ENDING FUND BALANCE	\$ 29,124,300	\$ 28,013,000	\$ 27,930,000	\$ 21,100,500	\$ (6,912,500)	-25%

The sources for the General fund (Chart 14) consist of:

- Various federal and state reimbursements for planning activities and commuter rail station operations;
- Investment income;
- Transfers from various funds for the allocation of administrative costs;
- Transfers of LTF sales tax revenues for planning, programming, and monitoring (PPM) activities; and
- Transfers of LTF Article 4 allocations for commuter rail operations and capital.

Chart 14 – General Fund Sources FY 2020/21



Federal reimbursements relate to rail station preventative maintenance and PVL operations. State reimbursements include station mobility improvements and PVL operations, as well as STIP funds for PPM activities. Local reimbursements relate to administrative activities.

The Commission allocates and transfers to the General fund a portion of LIF sales tax revenues for administration, planning and programming, and rail transit operations and capital for the following purposes:

- General fund administration allocations funded with LIF sales tax revenues of \$115,300 in FY 2020/21 reflect a 6% decrease compared to the prior year.
- State law sets planning allocations at 3% of estimated LIF sales tax revenues. The FY 2020/21 budget for planning allocations is \$2,460,000. The FY 2019/20 revised budget of \$3,269,000 includes the effect of the mid-year projection adjustment that includes the unapportioned carryover amount, which is not determined until after the prior year's fiscal year end, and revised revenue projections.
- LIF sales tax revenues of \$2,851,300 in FY 2020/21 will fund General fund allocations for planning, programming, and regional activities.
- Commuter rail operating and capital needs determine the amount of LIF allocations to the extent that revenues and reserved fund balance are available. The FY 2020/21 budget includes \$9,000,000 in LIF allocations primarily to fund operating contribution expenditures to SCRRA.

The Commission allocates administrative costs based on a cost allocation plan and recognizes reimbursements to the General fund from other funds as transfers in. The FY 2020/21 General fund administrative allocation of \$5,348,800 from Measure A may be adjusted based on actual expenditures, but in no event will it exceed 4% of total Measure A revenues (including administrative salaries and benefits). Administrative transfers in from STA, TUMF, motorist assistance, toll operations, SB 132, and other agency project funds of \$5,803,700 in FY 2020/21 decreased from \$6,411,200 in FY 2019/20 due to a decreased level of activity requiring administrative support.

Chart 15 – General Fund Uses FY 2020/21

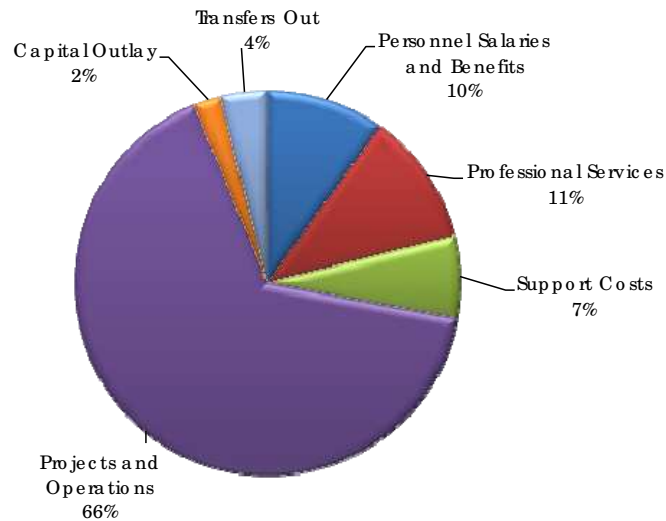


Chart 15 depicts General fund uses. Personnel salaries and benefits expenditures decreased \$3,625,000 primarily due to a one-time disbursement in FY 2019/20 to fund the Commission's CalPERS net pension liability. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs decreased 3% compared to the prior year due to completion of the long-range transportation plan and Traffic Relief Plan, as well as refocusing rail operations planning efforts. Support costs decreased 5% primarily due to completion of the public engagement program related to the Traffic Relief Plan.

Program operations expenditures remained unchanged from FY 2019/20. Construction expenditures include Riverside Downtown station mobility improvements. The FY 2020/21 operating and capital disbursements budget includes allocations of \$35,580,000 for the Metro link commuter rail subsidy. Special studies expenditures include corridor plans, pass area transit and next generation rail studies. Capital outlay expenditures increased 2% due to information technology upgrades and station improvements. Transfers out include \$318,200 to the Coachella Valley Rail fund for administrative allocations and \$1,929,000 to the General fund for administration from rail operations and planning and programming activities.

Special Revenue Funds

Overview

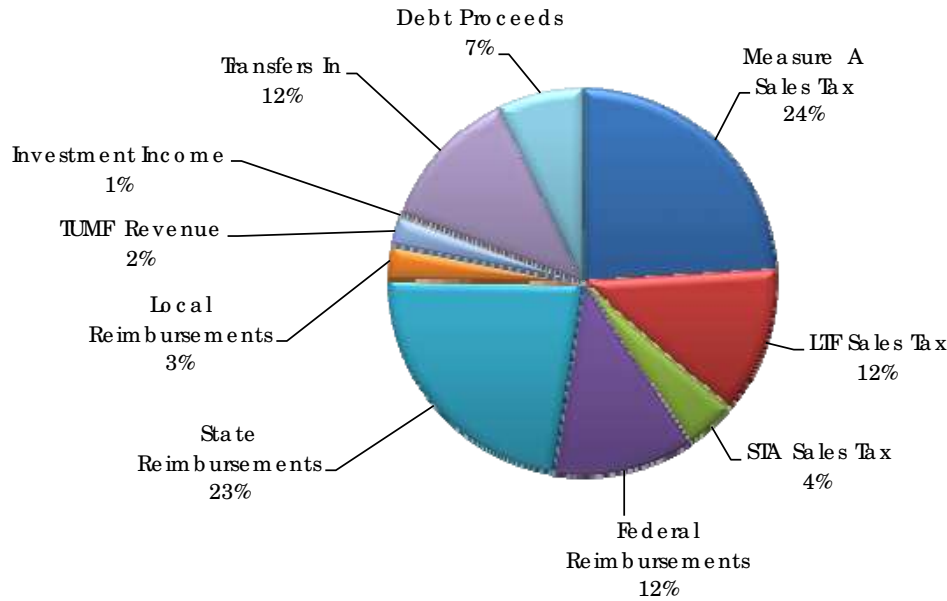
The Commission's special revenue funds are legally restricted as to use for Measure A projects and programs, TUMF projects, motorist assistance services, other agency project coordination, and funding transit operations and capital in the County. Table 22 is a summary of the special revenue funds' budgets, and Tables 23 through 34 present the individual budgets along with respective discussions.

Table 22 – Special Revenue Funds FY 2019 – 2020

	FY 18/19	FY 19/20	FY 19/20	FY 20/21	Dollar	Percent
	Actual	Revised Budget	Projected	Budget	Change	Change
Revenues						
Measure A Sales Tax	\$ 201,205,000	\$ 178,000,000	\$ 178,000,000	\$ 160,000,000	\$ (18,000,000)	-10%
LIF Sales Tax	103,819,400	91,000,000	91,000,000	82,000,000	(9,000,000)	-10%
STA Sales Tax	27,201,800	31,050,600	28,697,900	28,656,900	(2,393,700)	-8%
Federal Reimbursements	59,999,900	78,915,500	31,711,600	78,805,100	(110,400)	0%
State Reimbursements	60,779,300	157,231,400	121,421,600	151,424,700	(5,806,700)	-4%
Local Reimbursements	6,780,500	9,858,500	3,833,700	18,563,400	8,704,900	88%
TUMF Revenue	29,968,500	17,240,000	17,240,000	15,500,000	(1,740,000)	-10%
Other Revenue	6,243,600	652,000	653,700	525,000	(127,000)	-19%
Investment Income	15,954,600	6,262,900	5,301,700	2,301,800	(3,961,100)	-63%
TOTAL Revenues	511,952,600	570,210,900	477,860,200	537,776,900	(32,434,000)	-6%
Expenditures						
Personnel Salaries and Benefits	3,843,800	9,134,000	9,301,100	4,017,500	(5,116,500)	-56%
Professional and Support						
Professional Services	7,319,200	18,507,900	6,346,700	6,926,700	(11,581,200)	-63%
Support Costs	941,100	5,555,300	4,094,500	6,107,400	552,100	10%
TOTAL Professional and Support Costs	8,260,300	24,063,200	10,441,200	13,034,100	(11,029,100)	-46%
Projects and Operations						
Program Operations	12,129,700	22,389,900	16,052,000	20,324,400	(2,065,500)	-9%
Engineering	13,547,400	24,749,000	22,045,500	27,375,000	2,626,000	11%
Construction	53,145,600	153,274,100	106,029,600	209,520,000	56,245,900	37%
Design Build	107,589,300	158,341,500	135,100,000	100,621,100	(57,720,400)	-36%
Right of Way/Land	19,680,600	92,713,500	34,296,000	58,363,600	(34,349,900)	-37%
Operating and Capital Disbursements	122,794,000	176,610,400	142,751,500	99,842,700	(76,767,700)	-43%
Special Studies	27,900	1,800	-	-	(1,800)	-100%
Local Streets and Roads	61,069,300	54,061,300	54,061,300	48,479,100	(5,582,200)	-10%
Regional Arterials	19,203,900	30,967,000	25,000,000	30,000,000	(967,000)	-3%
TOTAL Projects and Operations	409,187,700	713,108,500	535,335,900	594,525,900	(118,582,600)	-17%
Capital Outlay	4,996,000	4,457,500	3,776,800	4,330,500	(127,000)	-3%
TOTAL Expenditures	426,287,800	750,763,200	558,855,000	615,908,000	(134,855,200)	-18%
Excess (deficiency) of Revenues over (under) Expenditures	85,664,800	(180,552,300)	(80,994,800)	(78,131,100)	102,421,200	-57%
Other Financing Sources (Uses)						
Transfers In	35,405,500	53,083,700	51,230,200	80,599,000	27,515,300	52%
Transfers Out	(120,011,400)	(133,086,300)	(138,562,400)	(146,898,100)	(13,811,800)	10%
TIFIA Loan Proceeds	14,946,100	75,703,000	89,896,000	47,371,900	(28,331,100)	-37%
Net Financing Sources (Uses)	(69,659,800)	(4,299,600)	2,563,800	(18,927,200)	(14,627,600)	340%
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	16,005,000	(184,851,900)	(78,431,000)	(97,058,300)	87,793,600	-47%
Beginning Fund Balance	621,994,100	637,999,100	637,999,100	559,568,100	(78,431,000)	-12%
ENDING FUND BALANCE	\$ 637,999,100	\$ 453,147,200	\$ 559,568,100	\$ 462,509,800	\$ 9,362,600	2%

The Commission accounts for Measure A and LIF sales taxes, STA allocations, Western County TUMF, state budgetary allocations, and vehicle registration fees in the 24 special revenue funds. Federal, state, and local reimbursements and transfers in consisting principally of debt proceeds supplement the Measure A sales tax revenues. Chart 16 illustrates the various special revenue fund sources.

Chart 16 – Special Revenue Funds Sources FY 2020/ 21

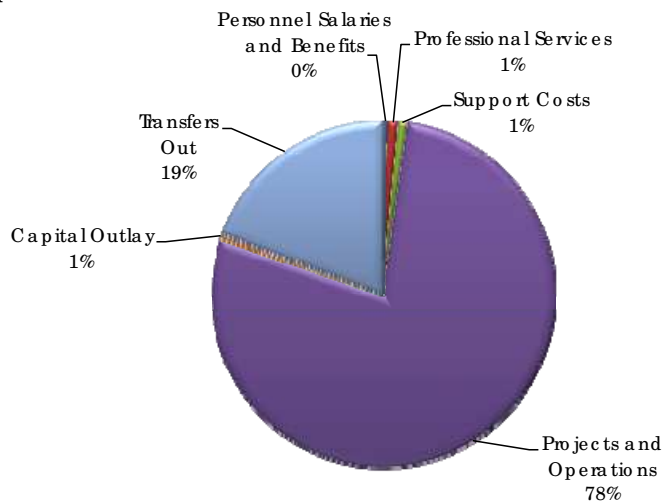


The Commission expends special revenue funds' resources on:

- County highway, rail, regional arterial, and new corridors engineering, right of way acquisition, construction, and design-build;
- Local streets and roads maintenance, repair, and construction;
- Economic development incentives;
- Sales tax bond financing;
- Bicycle and pedestrian facilities;
- Education and incentive programs to encourage use of alternate modes of transportation;
- Special social service transportation programs;
- Public transit operations and capital needs; and
- Motorist towing and freeway call box assistance.

As shown in Chart 17, projects and operations expenditures represent the primary use of special revenue fund resources.

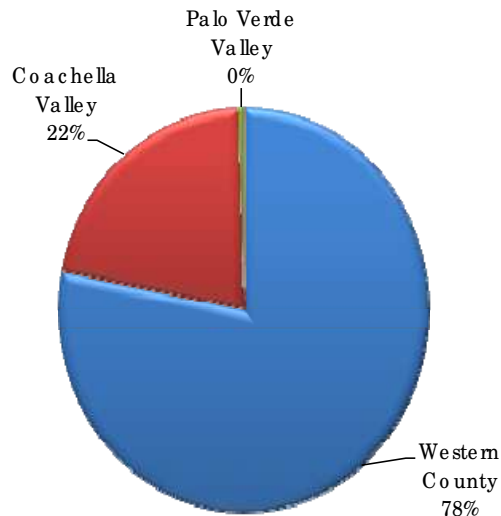
Chart 17 – Special Revenue Funds Uses FY 2020/ 21



Measure A Special Revenue Funds

Measure A sales tax revenue, which is allocated to the three geographic areas of the County (Chart 18) primarily funds 15 of the special revenue funds. There is one 1989 Measure A and ten 2009 Measure A Western County funds, three 2009 Measure A Coachella Valley funds, and one 2009 Measure A Palo Verde Valley fund.

Chart 18 – Measure A Sales Tax Revenues by Geographic Area



Since the 1989 Measure A terminated on June 30, 2009, the remaining 1989 Measure A Western County fund will be closed upon the completion of the specific highway projects. With the commencement of the 2009 Measure A on July 1, 2009, 14 funds will be in existence for the 30-year term. These funds account for all Measure A project and program expenditures and transfers of debt service for capital projects.

The Measure A special revenue funds expend monies on capital construction and improvements to highways, commuter rail, regional arterials, new corridors, and local streets and roads. Funding is also reserved for commuter assistance, public and specialized transit, and economic development incentives programs as well as bond financing costs. The Commission is a self-help county, and, as such on major highway projects, the Commission supplements the State's spending. Upon completion of most highway projects, Caltrans takes over the maintenance and operations of the projects.

The Commission pledged all Measure A sales tax revenues as security for the Commission's senior sales tax revenue bonds and subordinate commercial paper notes. Debt service on the bonds is recorded in the Sales Tax Bonds debt service fund, and Measure A special revenue funds provide most of the resources for debt service through transfers out.

Western County Measure A Funds

The Western County Measure A special revenue funds account for Western County's approximately 78% share of the Measure A sales tax. As demonstrated in Table 23, most of the Commission's reimbursements flow through these funds, since the sales tax leverages state and federal dollars.

Table 23 – Western County Measure A Funds FY 2019 – 2021

	FY 18/ 19 Actual	FY 19/ 20 Revised Budget	FY 19/ 20 Projected	FY 20/ 21 Budget	Dollar Change	Percent Change
Sources						
Measure A Sales Tax						
Bond Financing	\$ 12,610,800	\$ 11,156,000	\$ 11,156,000	\$ 10,044,000	\$ (1,112,000)	-10%
Commuter Assistance	2,335,300	2,066,000	2,066,000	1,860,000	(206,000)	-10%
Economic Development Incentives	1,868,300	1,653,000	1,653,000	1,488,000	(165,000)	-10%
Highways	47,640,900	42,146,000	42,146,000	37,942,000	(4,204,000)	-10%
Local Streets and Roads	45,305,500	40,081,000	40,081,000	36,083,000	(3,998,000)	-10%
New Corridors	17,281,500	15,288,000	15,288,000	13,763,000	(1,525,000)	-10%
Public Bus Transit	3,374,600	2,107,000	2,107,000	1,897,000	(210,000)	-10%
Rail	9,528,200	8,429,000	8,429,000	7,588,000	(841,000)	-10%
Regional Arterials	14,012,000	12,396,000	12,396,000	11,160,000	(1,236,000)	-10%
Specialized Transit	2,977,600	3,512,000	3,512,000	3,161,000	(351,000)	-10%
Total Measure A	156,934,700	138,834,000	138,834,000	124,986,000	(13,848,000)	-10%
Federal Reimbursements	58,775,000	78,165,500	31,211,600	78,605,100	439,600	1%
State Reimbursements	1,864,600	46,797,100	40,901,000	42,435,800	(4,361,300)	-9%
Local Reimbursements	1,052,800	2,266,000	1,576,100	16,677,400	14,411,400	636%
Other Revenue	6,169,600	535,000	619,800	491,000	(44,000)	-8%
Investment Income	5,812,400	2,472,800	2,152,900	775,200	(1,697,600)	-69%
Transfers In	28,734,500	47,933,700	48,080,200	75,342,900	27,409,200	57%
TIFIA Loan Proceeds	14,946,100	75,703,000	89,896,000	47,371,900	(28,331,100)	-37%
TOTAL Sources	274,289,700	392,707,100	353,271,600	386,685,300	(6,021,800)	-2%
Uses						
Personnel Salaries and Benefits	3,152,300	7,421,500	7,710,000	3,059,200	(4,362,300)	-59%
Professional Services	3,257,000	6,487,200	3,977,000	5,112,500	(1,374,700)	-21%
Support Costs	775,700	5,096,300	3,762,900	5,848,900	752,600	15%
Projects and Operations						
Program Operations	7,985,900	15,056,100	11,481,600	13,043,200	(2,012,900)	-13%
Engineering	2,558,200	16,727,700	9,833,300	17,585,000	857,300	5%
Construction	21,850,900	123,449,100	78,260,400	161,240,800	37,791,700	31%
Design Build	95,068,900	116,623,500	105,662,000	54,496,100	(62,127,400)	-53%
Right of Way/ Land	16,587,200	41,130,500	18,375,500	29,593,000	(11,537,500)	-28%
Operating and Capital Disbursements	9,617,500	21,170,000	6,816,700	7,124,500	(14,045,500)	-66%
Special Studies	27,900	1,800	-	-	(1,800)	-100%
Local Streets and Roads	45,127,100	39,973,400	39,973,400	35,967,700	(4,005,700)	-10%
TOTAL Projects and Operations	198,823,600	374,132,100	270,402,900	319,050,300	(55,081,800)	-15%
Debt Service						
Capital Outlay	4,996,000	4,457,500	3,776,800	4,330,500	(127,000)	-3%
Transfers Out	85,607,100	95,400,000	101,868,300	109,345,100	13,945,100	15%
TOTAL Uses	296,611,700	492,994,600	391,497,900	446,746,500	(46,248,100)	-9%
Excess (deficiency) of Sources over (under) Uses	\$ (22,322,000)	\$ (100,287,500)	\$ (38,226,300)	\$ (60,061,200)	\$ 40,226,300	-40%

The budgeted Western County Measure A sales tax revenues reflect a 10% decrease compared to the prior year due to Measure A sales tax projections affected by COVID-19. Taxable sales changes between jurisdictions within the County also periodically affect the geographic allocation formula from year to year.

Federal reimbursements for highway and rail projects are comparable to FY 2019/20 budget and relate primarily to funding from the Federal Transit Administration (FTA), Congestion Mitigation and Air Quality (CMAQ), SIP, CARES Act, and Federal Emergency Management Agency. The federal reimbursements are primarily attributable to activity on the SR-60 truck lanes project, 91 corridor operations project, I-15 Express Lanes-Southern Extension project, Mid County Parkway's second construction package, Pachappa underpass project, and station rehabilitation and improvement projects.

State reimbursements are lower by 9% compared to the FY 2019/20 budget and reflect funding from STIP, State Highway Operations and Protection Program (SHOPP), and SB 1 Local Partnership Program (LPP) funding for the SR-60 truck lanes project, 71/91 connector project, I-15/Railroad Canyon interchange, and various Western County Riverside County Transportation Efficiency Corridor projects.

Local reimbursements are higher by 636% compared to the FY 2019/20 budget and are attributable to the 91 corridor operations project funding from the Orange County Transportation Authority (OCTA).

Other revenue is lower by 8% from the prior year and is attributable to property management lease revenues. Investment income decreased 69% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2020/21.

As in prior years, a significant portion of transfers in consists of sales tax revenue bonds proceeds of \$22,369,500 to fund the I-15 Express Lanes project. Other significant transfers in include:

- \$10,000,000 from the 2009 Measure A bond financing fund to fund a portion of Western County debt service;
- \$15,000,000 from the 1989 Measure A Western County highway fund and 2009 Measure A economic development fund to complete the close-out of 91 Project;
- \$9,989,600 from the TUMF Community Environmental Transportation Acceptability Process (CETAP) fund for the Mid County Parkway I-215/Placentia interchange project;
- \$1,400,000 from the 2009 Measure A Western County new corridors fund for the 71/91 connector project;
- \$8,220,600 from the 2009 Measure A Western County new corridors fund for its share of the Multi-Species Habitat Conservation Plan (MSHCP) debt service obligation;
- \$3,523,100 from the TUMF CETAP fund for its share of the MSHCP debt service obligation;
- \$2,812,100 from the Debt Service fund for Build America Bonds (BABs) subsidy payments;
- \$1,668,000 from the SGR fund for a station rehabilitation and improvement project; and
- \$360,000 from the SAFE fund for a Next Generation TDM study.

TFIA loan proceeds of \$47,371,900 will fund eligible I-15 Express Lanes project expenditures.

Personnel salaries and benefits expenditures decreased 59% from the prior year resulting primarily from the one-time disbursement in FY 2019/20 to fund the Commission's CalPERS net pension liability. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21.

Measure A Western County professional services expenditures in FY 2020/21 consist of general legal services for the various programs and capital projects and other professional services for highway, rail capital and commuter assistance projects and the Commission's debt programs. The 21% decrease in FY 2020/21 reflects the prior year activity in legal, financial advisory, and other professional services related to various programs and projects. Support costs related to highway and rail projects and property management as well as the commuter assistance program increased \$752,600, or 15%, from the prior year due to additional station maintenance, including COVID-19 sanitation, as well as increased station general business insurance.

General program operations comprise the program management with outside consultants for the highway and rail capital and commuter assistance programs, permits required for capital projects, and subsidies and certificates for the commuter assistance program. Such levels of operations typically fluctuate as project activities transition to another phase.

Many of the Commission's Western County rail and highway projects funded by Measure A have been in various phases of engineering, construction, design-build, and right of way activity. The Commission expects engineering and construction to increase 5% and 31%, respectively, due to the Mid County Parkway I-215/Placentia interchange, 15/91 Express Lanes connector, and 91 COP. Design-build and right of way activities decreased 53% and 28%, respectively, compared to the prior year due to I-15 Express Lanes project activity and significant completion of the 91 Project.

The I-15 Express Lanes and 15/91 Express Lanes connector are major projects in the design-build phase, while the 91 Project design-build activities include close-out activities in FY 2020/21. Other design-build related activities during FY 2020/21 include the 15/91 Express Lanes connector project.

Right of way acquisition, another major project activity, can be a lengthy process. Right of way acquisition activity, including utilities and railroad relocations, will primarily benefit the Mid County

Parkway and I-215/Placentia Interchange project and close out of the 91 Project.

Operating and capital disbursements decreased 66% compared to the FY 2019/20 budget and relate to Western County intercity bus service, specialized transit expenditures, and rail capital funded by Measure A. In FY 2020/21, CARES Act funds will provide significant support for transit operations and capital, thereby reducing Measure A disbursements. Special studies decreased 100% compared to the prior year due to completion of feasibility studies performed in the prior year. Local streets and roads, or turn back payments to local jurisdictions and the County, decreased because of lower Measure A sales tax revenues. Capital outlay includes equipment and improvements for the rail program and reflects a 3% decrease due to station rehabilitation and improvements in the prior fiscal year.

Significant transfers out from the Western County Measure A funds include:

- Funding for debt service payments of \$79,519,000;
- \$9,000,000 from the 1989 Measure A Western County highway fund to complete 91 Project close-out activities;
- \$8,220,600 from the 2009 Measure A Western County new corridor fund for its share of the MSHCP debt service obligation;
- \$6,000,000 from the 2009 Measure A Western County economic development fund for 91 Project right of way acquisition costs;
- \$1,400,000 from the 2009 Measure A Western County new corridor fund for the 71/91 connector project;
- \$300,000 from the 2009 Measure A Western County highway fund for a TUMF regional arterial project; and
- \$4,905,500 for the administrative costs allocation.

Coachella Valley Measure A Funds

These special revenue funds account for Coachella Valley's 22% share of the Measure A sales tax (Table 24).

Table 24 – Coachella Valley Measure A Funds FY 2019 – 2021

	FY 18/19	FY 19/20	FY 19/20	FY 20/21	Dollar	Percent
	Actual	Revised Budget	Projected	Budget	Change	Change
Sources						
Measure A Sales Tax						
Highways & Regional Arterials	\$ 21,619,300	\$ 19,126,000	\$ 19,126,000	\$ 17,159,000	\$ (1,967,000)	-10%
Local Streets and Roads	15,133,600	13,389,000	13,389,000	12,011,000	(1,378,000)	-10%
Specialized Transit	6,485,800	5,738,000	5,738,000	5,148,000	(590,000)	-10%
Total Measure A	43,238,700	38,253,000	38,253,000	34,318,000	(3,935,000)	-10%
Investment Income	1,657,000	562,800	626,600	182,200	(380,600)	-68%
TOTAL Sources	45,046,800	38,815,800	38,879,600	34,500,200	(4,315,600)	-11%
Uses						
Personnel Salaries and Benefits	1,500	24,300	15,300	44,700	20,400	84%
Professional Services	8,600	29,300	18,700	19,200	(10,100)	-34%
Support Costs	100	200	200	200	-	0%
Projects and Operations						
Operating and Capital Disbursements	6,000,000	7,000,000	6,206,000	5,955,900	(1,044,100)	-15%
Local Streets and Roads	14,955,500	13,281,400	13,281,400	11,895,700	(1,385,700)	-10%
Regional Arterials	19,203,900	30,967,000	25,000,000	30,000,000	(967,000)	-3%
TOTAL Projects and Operations	40,159,400	51,248,400	44,487,400	47,851,600	(3,396,800)	-7%
Transfers Out	534,800	357,100	357,100	363,000	5,900	2%
TOTAL Uses	40,704,400	51,659,300	44,878,700	48,278,700	(3,380,600)	-7%
Excess (deficiency) of Sources over (under) Uses	\$ 4,342,400	\$ (12,843,500)	\$ (5,999,100)	\$ (13,778,500)	\$ (935,000)	7%

Coachella Valley Measure A sales tax revenues decreased 10% compared to the prior year due to Measure A sales tax projections affected by COVID-19. Taxable sales changes among the geographic areas can impact the geographic allocation formula from year to year.

Investment income decreased 68% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2020/21.

Personnel salaries and benefits expenditures increased \$20,400 from the prior year due to the allocation of FTEs.

The Coachella Valley operating and capital disbursements represent specialized transit funds distributed to SunLine Transit Agency (SunLine) for transit operations. Local streets and roads payments to local jurisdictions are directly affected by changes in Measure A sales tax revenues. Regional arterial projects are highway and regional arterial projects managed by CVAG.

The Commission accounts for debt service funding related to CVAG highway and regional arterial projects, under advance funding agreements, in projects and operations in order to be consistent with the accounting in the ERP system.

Transfers out of \$363,000 relate to the administrative costs allocation.

Palo Verde Valley Measure A Fund

This special revenue fund accounts for Palo Verde Valley's less than 1% share of the Measure A sales tax (Table 25).

Table 25 – Palo Verde Valley Measure A Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
Measure A Sales Tax						
Local Streets and Roads	\$ 1,031,600	\$ 913,000	\$ 913,000	\$ 696,000	\$ (217,000)	-24%
Uses						
Projects and Operations						
Local Streets and Roads	986,700	806,500	806,500	615,700	(190,800)	-24%
TOTAL Projects and Operations	986,700	806,500	806,500	615,700	(190,800)	-24%
Transfers Out	44,900	106,500	106,500	80,300	(26,200)	-25%
TOTAL Uses	1,031,600	913,000	913,000	696,000	(217,000)	-24%
Excess (deficiency) of Sources over (under) Uses	\$ -	\$ -	\$ -	\$ -	\$ -	N/A

Total Measure A sales tax revenues decreased 24% compared to the prior year due to Measure A sales tax projections affected by COVID-19 as well as taxable sales changes among the geographic areas that impact the geographic allocation formula from year to year.

Local streets and roads represent the only expenditures in the Palo Verde Valley. Transfers out of \$80,300 relate to the administrative costs allocation.

Non-Measure A Special Revenue Funds

The non-Measure A special revenue funds account for LIF disbursements; TUMF Western County project costs; motorist assistance expenditures for towing service as well as freeway call box and 511 traveler information system operations; transit disbursements from STA and SGR funding; Coachella Valley rail planning and development; interagency project activities; and SB 132 project activities. These activities are budgeted in the LIF, TUMF, FSP, SAFE, STA, SGR, Coachella Valley Rail, Other Agency Projects, and SB 132 special revenue funds, respectively.

Local Transportation Fund

The LIF special revenue fund derives its revenue from one quarter of one cent of the state sales tax that is returned to source and provides for funding of public transit operations in the County, bicycle and pedestrian facility projects, planning, and administration (Table 26).

Table 26 – Local Transportation Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
LIF Sales Tax	\$ 103,819,400	\$ 91,000,000	\$ 91,000,000	\$ 82,000,000	\$ (9,000,000)	-10%
Investment Income	2,118,500	713,300	766,500	402,400	(310,900)	-44%
Transfers In	1,170,000	-	-	-	-	N/A
TOTAL Sources	107,107,900	91,713,300	91,766,500	82,402,400	(9,310,900)	-10%
Uses						
Projects and Operations						
Operating and Capital Disbursements	100,548,900	92,469,100	93,020,000	45,827,000	(46,642,100)	-50%
TOTAL Projects and Operations	100,548,900	92,469,100	93,020,000	45,827,000	(46,642,100)	-50%
Transfers Out	26,203,200	29,687,500	29,563,700	16,426,600	(13,260,900)	-45%
TOTAL Uses	126,752,100	122,156,600	122,583,700	62,253,600	(59,903,000)	-49%
Excess (deficiency) of Sources over (under) Uses	\$ (19,644,200)	\$ (30,443,300)	\$ (30,817,200)	\$ 20,148,800	\$ 50,592,100	-166%

The Commission projects LIF sales tax revenue in FY 2020/21 to decrease 10% from the prior year due to impacts of COVID-19. Investment income decreased 44% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2020/21.

In FY 2020/21, approximately 86% and 14% of the LIF transit expenditures of \$44,300,000 are for operating and capital purposes, respectively. LIF operating allocations, subject to approval in June 2020, are comprised of 63% to Western County, 34% to Coachella Valley, and 3% to Palo Verde Valley public bus operators. Other operating and capital disbursements include allocations for SB821 bicycle and pedestrian projects of \$900,000 and planning and administration allocations of \$627,000 to the County Auditor-Controller and SCAG.

Transfers out include allocations to the Commission's General fund for planning and administration of \$2,460,000; rail operations of \$9,000,000; grade separation projects of \$2,000,000; \$2,851,300 for planning, programming, and agency share of the administrative costs; and \$115,300 for administrative costs allocation.

Transportation Uniform Mitigation Fee Fund

The TUMF fund accounts for the Commission's share of developer fee assessments on new residential and commercial developments in Western County for regional arterials and CETAP corridors (Table 27).

TUMF revenues includes \$11,000,000 based on projected fees distributed to the Commission and \$4,500,000 related to WRCOG's TUMF Zone reimbursements for the I-15/Railroad Canyon interchange project, a city of Lake Elsinore regional arterial project managed by the Commission. The 10% decrease in TUMF revenues reflects the anticipated impacts of COVID-19 on new residential and commercial development. State reimbursements of \$13,920,000 increased 140% for the I-15/Railroad Canyon interchange project. Investment income decreased 64% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2020/21. The FY 2020/21 transfers in of \$300,000 relate to funding for the SR-79 realignment project from the 2009 Measure A Western County highways special revenue fund.

Table 27 – Transportation Uniform Mitigation Fee Fund FY 2019 – 2021

	FY 18/19	FY 19/20	FY 19/20	FY 20/21	Dollar	Percent
	Actual	Revised Budget	Projected	Budget	Change	Change
Sources						
State Reimbursements	\$ -	\$ 5,800,000	\$ 4,000,000	\$ 13,920,000	\$ 8,120,000	140%
Local Reimbursements	4,999,800	-	-	-	-	N/A
TUMF Revenue	29,968,500	17,240,000	17,240,000	15,500,000	(1,740,000)	-10%
Other Revenue	38,000	18,000	33,900	34,000	16,000	89%
Investment Income	3,026,100	1,205,900	399,700	436,400	(769,500)	-64%
Transfers In	186,200	300,000	300,000	300,000	-	0%
TOTAL Sources	38,218,600	24,563,900	21,973,600	30,190,400	5,626,500	23%
Uses						
Personnel Salaries and Benefits	262,000	624,600	661,700	366,700	(257,900)	-41%
Professional Services	137,300	171,000	169,200	174,800	3,800	2%
Support Costs	16,000	27,900	29,100	28,800	900	3%
Projects and Operations	-	-	-	-	-	-
Program Operations	357,200	619,200	542,500	598,000	(21,200)	-3%
Engineering	3,263,700	1,935,300	1,470,000	1,640,000	(295,300)	-15%
Construction	988,100	6,800,000	6,279,000	25,550,400	18,750,400	276%
Right of Way/ Land	525,200	24,734,000	7,700,400	12,533,600	(12,200,400)	-49%
TOTAL Projects and Operations	5,134,200	34,088,500	15,991,900	40,322,000	6,233,500	18%
Transfers Out	1,425,800	1,524,300	1,524,300	14,826,500	13,302,200	873%
TOTAL Uses	6,975,300	36,436,300	18,376,200	55,718,800	19,282,500	53%
Excess (deficiency) of Sources over (under) Uses	\$ 31,243,300	\$ (11,872,400)	\$ 3,597,400	\$ (25,528,400)	\$ (13,656,000)	115%

Personnel salaries and benefits reflect a decrease of 41% primarily due to the one-time disbursement in FY 2019/20 to fund the Commission's CalPERS net pension liability. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional services and support costs are comparable to the prior year.

Projects and operations costs increased 18%, as many regional arterial projects move through various stages of engineering, right of way acquisition, and construction. Approximately 80% of the projects and operations costs are attributable to programmed regional arterial projects. The remaining 20% relates to CETAP projects such as the Mid County Parkway preliminary engineering and right of way acquisitions. Transfers out represent \$1,313,800 to the General fund related to the administrative cost allocation, \$3,523,100 to the 2009 Measure A Western County highway fund for TUMF CETAP's share of the MSHCP debt service obligation, and \$9,989,600 to the 2009 Measure A Western County new corridor fund for the Mid County Parkway I-215/Placentia interchange project.

Freeway Service Patrol Fund

The FSP fund accounts for the state and local resources provided to cover the costs of servicing stranded motorists in covered service areas and construction zones by means of towing, changing tires, and providing fuel (Table 28).

The State's funding share of \$3,500,000 increased 9% from the FY 2019/20 budget. Local reimbursements of \$413,000 relate to local grants for project and weekend FSP services. Investment income decreased 30% compared to the previous year's budget due to and extremely conservative investment yield projections in FY 2020/21. Transfers in represent Commission match funds of \$1,965,900 from the SAFE special revenue fund.

Table 28 – Freeway Service Patrol Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
State Reimbursements	\$ 3,173,300	\$ 3,200,000	\$ 3,166,600	\$ 3,500,000	\$ 300,000	9%
Local Reimbursements	-	-	96,000	413,000	413,000	N/A
Other Revenue	34,900	96,000	-	-	(96,000)	-100%
Investment Income	51,600	37,100	3,100	26,000	(11,100)	-30%
Transfers In	3,600,000	2,400,000	2,400,000	1,965,900	(434,100)	-18%
TOTAL Sources	6,859,800	5,733,100	5,665,700	5,904,900	171,800	3%
Uses						
Personnel Salaries and Benefits	94,300	212,200	229,900	164,600	(47,600)	-22%
Professional Services	42,300	63,000	32,800	60,000	(3,000)	-5%
Support Costs	39,800	73,600	47,300	62,200	(11,400)	-15%
Projects and Operations						
Program Operations	3,559,200	5,368,400	3,565,800	5,425,000	56,600	1%
TOTAL Projects and Operations	3,559,200	5,368,400	3,565,800	5,425,000	56,600	1%
Transfers Out	188,400	216,600	216,600	216,300	(300)	0%
TOTAL Uses	3,924,000	5,933,800	4,092,400	5,928,100	(5,700)	0%
Excess (deficiency) of Sources over (under) Uses	\$ 2,935,800	\$ (200,700)	\$ 1,573,300	\$ (23,200)	\$ 177,500	-88%

Personnel salaries and benefits decreased 22% primarily due to the one-time disbursement in FY 2019/20 to fund the Commission's CalPERS net pension liability. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional services are comparable to the prior year's budget. Support costs decreased 15% and relate to printing and communication services. Operating costs for towing services in FY 2020/21 are higher than the FY 2019/20 budget due to increased towing rates across new FSP contracts. Transfers out to the General fund of \$216,300 are administrative cost allocations.

Service Authority for Freeway Emergencies Fund

The SAFE fund accounts for the \$1 per vehicle registration fee levied by the State on all registered vehicles within the County. It funds the installation and implementation of emergency aid call boxes located strategically on the highways throughout the County as well as the operations of the 511 traveler information system (Table 29).

Table 29 – Service Authority for Freeway Emergencies Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
State Reimbursements	\$ 2,074,600	\$ 1,980,000	\$ 2,028,000	\$ 2,000,000	\$ 20,000	1%
Local Reimbursements	139,200	224,600	210,700	222,300	(2,300)	-1%
Other Revenue	1,100	3,000	-	-	(3,000)	-100%
Investment Income	186,700	71,200	14,100	24,200	(47,000)	-66%
TOTAL Sources	2,401,600	2,278,800	2,252,800	2,246,500	(32,300)	-1%
Uses						
Personnel Salaries and Benefits	31,500	93,900	127,100	15,800	(78,100)	-83%
Professional Services	280,700	459,000	442,200	459,500	500	0%
Support Costs	108,200	352,400	246,000	137,600	(214,800)	-61%
Projects and Operations						
Program Operations	22,400	19,000	66,600	27,000	8,000	42%
TOTAL Projects and Operations	22,400	19,000	66,600	27,000	8,000	42%
Transfers Out	3,632,000	2,531,600	2,531,600	2,399,700	(131,900)	-5%
TOTAL Uses	4,074,800	3,455,900	3,413,500	3,039,600	(416,300)	-12%
Excess (deficiency) of Sources over (under) Uses	\$ (1,673,200)	\$ (1,177,100)	\$ (1,160,700)	\$ (793,100)	\$ 384,000	-33%

Local reimbursements represent recoveries through a collection agency related to call box knockdowns and pass-through funds from SBC TA for its share of the 511 traveler information system operating costs. Investment income decreased 66% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2020/21.

Personnel salaries and benefits decreased 83% primarily due to the one-time disbursement in FY 2019/20 to fund the Commission's CalPERS net pension liability. As a cost savings measure, there

will be no performance merit-based salary increases in FY 2020/21. Professional services remained unchanged from FY 2019/20. Support costs decreased 61% due to the call box upgrade and removal program in FY 2019/20. Projects and operations costs are comparable to the previous year's budget. The transfers out reflect a \$1,965,900 match to the State's contribution for towing services in the FSP special revenue fund, \$360,000 to the 2009 Measure A Western County commuter assistance fund for special projects, and \$73,800 to the General fund for administrative cost allocations.

State Transit Assistance Fund

The STA fund accounts for the state budgetary allocation of gas tax revenues designated for rail and bus transit operations and capital requirements (Table 30). Estimates of diesel fuel sales tax revenues provided by the State Controller, subject to an annual state budget appropriation, serve as the basis for the allocation. These estimates now include funding from SB 1 for transit.

Table 30 – State Transit Assistance Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
STA Sales Tax	\$ 23,497,600	\$ 27,253,800	\$ 24,857,000	\$ 24,704,700	\$ (2,549,100)	-9%
Investment Income	2,866,200	1,143,000	1,262,100	428,900	(714,100)	-62%
TOTAL Sources	26,363,800	28,396,800	26,119,100	25,133,600	(3,263,200)	-11%
Uses						
Professional Services	16,800	17,700	17,700	18,700	1,000	6%
Projects and Operations						
Operating and Capital Disbursements	6,520,200	50,110,000	35,690,000	35,423,000	(14,687,000)	-29%
TOTAL Projects and Operations	6,520,200	50,110,000	35,690,000	35,423,000	(14,687,000)	-29%
Transfers Out	500,700	572,400	572,400	787,300	214,900	38%
TOTAL Uses	7,037,700	50,700,100	36,280,100	36,229,000	(14,471,100)	-29%
Excess (deficiency) of Sources over (under) Uses	\$ 19,326,100	\$ (22,303,300)	\$ (10,161,000)	\$ (11,095,400)	\$ 11,207,900	-50%

Investment income decreased 62% compared to the previous year's budget due extremely conservative investment yield projections in FY 2020/21.

The operating and capital disbursements consist of allocations primarily for bus capital purposes. In FY 2020/21, approximately 58% of the allocations are in Western County, 41% in Coachella Valley, and 1% in Palo Verde Valley. Similar to the LIF allocations, the STA allocations are subject to Commission approval in June 2020. Transfers out represent rail capital allocations of \$672,000 to the Coachella Valley Rail fund and \$115,300 to the General fund for administrative cost allocations.

State of Good Repair Fund

The SGR fund accounts for additional STA funding under SB 1 for transit infrastructure repair and service improvements (Table 31). These additional revenues fund eligible transit maintenance, rehabilitation, and capital projects.

Table 31 – State of Good Repair Fund FY 2019 - 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
STIA Sales Tax	\$ 3,704,200	\$ 3,796,800	\$ 3,840,900	\$ 3,952,200	\$ 155,400	4%
Investment Income	142,200	47,200	67,400	26,400	(20,800)	-44%
TOTAL Sources	3,846,400	3,844,000	3,908,300	3,978,600	134,600	4%
Uses						
Projects and Operations						
Operating and Capital Disbursements	107,400	5,861,300	1,018,800	5,512,300	(349,000)	-6%
TOTAL Projects and Operations	107,400	5,861,300	1,018,800	5,512,300	(349,000)	-6%
Transfers Out	757,900	941,500	941,400	1,783,300	841,800	89%
TOTAL Uses	865,300	6,802,800	1,960,200	7,295,600	492,800	7%
Excess (deficiency) of Sources over (under) Uses	\$ 2,981,100	\$ (2,958,800)	\$ 1,948,100	\$ (3,317,000)	\$ (358,200)	12%

The capital disbursements consist of allocations for bus capital purposes. In FY 2020/21, 75% of the allocations are in Western County, 24% in Coachella Valley, and 1% in Palo Verde Valley. Similar to the LTF and STIA allocations, Commission approval of the SGR allocations occurs in June 2020. Transfers out of \$1,668,000 relate to a station rehabilitation and improvement project in the 2009 Measure A Western County rail special revenue fund and \$115,300 to the General fund for administrative costs allocations.

Coachella Valley Rail Fund

The Coachella Valley Rail fund accounts for state funding for the planning and development of the new Coachella Valley-San Geronio Pass corridor rail service (Table 32).

Table 32 – Coachella Valley Rail Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
Federal Reimbursements	\$ 1,224,900	\$ 750,000	\$ 500,000	\$ 200,000	\$ (550,000)	-73%
State Reimbursements	-	5,942,500	-	5,942,500	-	0%
Investment Income	88,900	9,400	7,100	-	(9,400)	-100%
Transfers In	350,000	450,000	450,000	990,200	540,200	120%
TOTAL Sources	1,663,800	7,151,900	957,100	7,132,700	(19,200)	0%
Uses						
Personnel Salaries and Benefits	8,900	85,200	21,200	2,700	(82,500)	-97%
Professional Services	1,753,400	9,073,200	835,100	795,000	(8,278,200)	-91%
Support Costs	200	3,700	3,700	3,700	-	0%
Projects and Operations						
Program Operations	-	-	1,400	-	-	N/A
Engineering	-	600,000	400,000	550,000	(50,000)	-8%
Construction	-	-	-	7,721,800	7,721,800	N/A
TOTAL Projects and Operations	-	600,000	401,400	8,271,800	7,671,800	1279%
Transfers Out	95,900	155,300	155,300	670,000	514,700	331%
TOTAL Uses	1,858,400	9,917,400	1,416,700	9,743,200	(174,200)	-2%
Excess (deficiency) of Sources over (under) Uses	\$ (194,600)	\$ (2,765,500)	\$ (459,600)	\$ (2,610,500)	\$ 155,000	-6%

Federal reimbursements represent a Federal Rail Administration (FRA) grant of \$200,000 for rail station planning and development. State reimbursements of \$5,942,500 relate to State Rail Account grant funds for the special train platform in the city of Indio. Investment income decreased 100% compared to the previous year's budget due to extremely conservative investment yield projections and use of fund balance in FY 2020/21. Transfers in of \$672,000 and \$318,200 reflect STIA and General fund allocations, respectively.

Personnel salaries and benefits decreased 97% primarily due to the one-time disbursement in FY 2019/20 to fund the Commission's CalPERS net pension liability. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional services decreased 91% due to the reclassification of costs related to the special events train platform in the city of Indio to engineering and construction. These expenditures include detailed studies and station

planning and development on the Coachella Valley-San Geronio Pass rail corridor. Transfers out to the General fund of \$670,000 relate to administrative cost allocations.

Other Agency Projects Fund

The Other Agency Projects fund accounts for interagency cooperative planning and development of projects in the County (Table 33). The Commission entered into a MOU with the Riverside County Regional Park and Open Space District (District) for the Santa Ana River Trail projects. The projects are a joint effort with several public and private agencies including the counties of Orange and San Bernardino. The District is the lead agency for environmental compliance for NEPA and CEQA, and the Commission is responsible for project oversight and approval, final design, and construction.

Table 33 – Other Agency Projects Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
Local Reimbursements	\$ 588,700	\$ 7,367,900	\$ 1,950,900	\$ 1,250,700	\$ (6,117,200)	-83%
Investment Income	12,800	200	1,600	100	(100)	-50%
TOTAL Sources	601,500	7,368,100	1,952,500	1,250,800	(6,117,300)	-83%
Uses						
Personnel Salaries and Benefits	34,700	201,500	146,900	140,300	(61,200)	-30%
Professional Services	-	31,000	35,000	20,000	(11,000)	-35%
Support Costs	300	1,100	300	-	(1,100)	-100%
Projects and Operations						
Program Operations	146,600	354,100	268,000	350,400	(3,700)	-1%
Engineering	435,900	878,000	700,000	600,000	(278,000)	-32%
Construction	-	4,972,000	-	10,000	(4,962,000)	-100%
Right of Way/ Land	(29,900)	205,000	75,500	130,000	(75,000)	-37%
TOTAL Projects and Operations	552,600	6,409,100	1,043,500	1,090,400	(5,318,700)	-83%
Transfers Out	-	725,200	725,200	-	(725,200)	-100%
TOTAL Uses	587,600	7,367,900	1,950,900	1,250,700	(6,117,200)	-83%
Excess (deficiency) of Sources over (under)						
Uses	\$ 13,900	\$ 200	\$ 1,600	\$ 100	\$ (100)	-50%

The District is responsible for 100% of the Santa Ana River Trail project costs. It will reimburse the Commission, including providing an advance deposit, for all salaries and benefits, professional services, support costs, project management, engineering, construction costs, and right of way.

SB 132 Fund

The SB 132 fund (Table 34) accounts for the \$427 million appropriation from the state highway account to the Riverside County Transportation Efficiency Corridor for five major projects in Western County:

- Commission's 15/91 Express Lanes connector project;
- City of Corona's McKinley Avenue grade separation project;
- County's Jurupa Road grade separation project with the city of Jurupa Valley as its partner;
- County's I-15/Limonite interchange project with the cities of Eastvale and Jurupa Valley as its partners; and
- County's Hamner Bridge widening project with the city of Norco as its partner.

Without the state funding approved by the Governor and State Legislators in April 2017 as part package of legislation that passed with SB 1, these projects would not have been built for many years.

Table 34 – SB 132 Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
State Reimbursements	\$ 53,666,800	\$ 93,511,800	\$ 71,326,000	\$ 83,626,400	\$ (9,885,400)	-11%
Investment Income	(7,800)	-	600	-	-	N/A
Transfers In	1,213,700	2,000,000	-	2,000,000	-	0%
TOTAL Sources	54,872,700	95,511,800	71,326,600	85,626,400	(9,885,400)	-10%
Uses						
Personnel Salaries and Benefits	258,600	470,800	389,000	223,500	(247,300)	-53%
Professional Services	1,823,100	2,176,500	819,000	267,000	(1,909,500)	-88%
Support Costs	800	100	5,000	26,000	25,900	25900%
Projects and Operations						
Program Operations	58,400	973,100	126,100	880,800	(92,300)	-9%
Engineering	7,289,600	4,608,000	9,642,200	7,000,000	2,392,000	52%
Construction	30,306,600	18,053,000	21,490,200	14,997,000	(3,056,000)	-17%
Design Build	12,520,400	41,718,000	29,438,000	46,125,000	4,407,000	11%
Right of Way/ Land	2,598,100	26,644,000	8,144,600	16,107,000	(10,537,000)	-40%
TOTAL Projects and Operations	52,773,100	91,996,100	68,841,100	85,109,800	(6,886,300)	-7%
Transfers Out	1,020,700	868,300	-	-	(868,300)	-100%
TOTAL Uses	55,876,300	95,511,800	70,054,100	85,626,300	(9,885,500)	-10%
Excess (deficiency) of Sources over (under) Uses	\$ (1,003,600)	\$ -	\$ 1,272,500	\$ 100	\$ 100	N/A

Personnel salaries and benefits decreased 53% primarily due to the one-time disbursement in FY 2019/20 to fund the Commission's CalPERS net pension liability. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional services decreased 88% due to reduced activity in legal services, financial advisory, and traffic and revenue study activities primarily related to the 15/91 Express Lanes connector project. Support costs increased \$25,900 related to utilities, public notices, communications, general supplies and materials, and staff-related costs. Projects and operations decreased \$6,886,300 primarily due to right of way activities on the McKinley Avenue grade separation project and construction on the I-15/ Limonite interchange project.

Capital Projects Funds

Overview

The capital projects funds account for all debt proceeds from commercial paper notes, sales tax revenue bonds, and toll revenue bonds (Table 35).

Table 35 - Capital Projects Funds FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
Investment Income	\$ 4,157,800	\$ 1,371,300	\$ 2,968,400	\$ 341,700	\$ (1,029,600)	-75%
TOTAL Revenues	4,157,800	1,371,300	2,968,400	341,700	(1,029,600)	-75%
Other Financing Sources (Uses)						
Transfers In	500,000	-	-	-	-	N/A
Transfers Out	(9,924,300)	(24,402,400)	(22,007,400)	(24,271,500)	130,900	-1%
Net Financing Sources (Uses)	(9,424,300)	(24,402,400)	(22,007,400)	(24,271,500)	130,900	-1%
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	(5,266,500)	(23,031,100)	(19,039,000)	(23,929,800)	(898,700)	4%
Beginning Fund Balance	116,920,000	111,653,500	111,653,500	92,614,500	(19,039,000)	-17%
ENDING FUND BALANCE	\$ 111,653,500	\$ 88,622,400	\$ 92,614,500	\$ 68,684,700	\$ (19,937,700)	-22%

As illustrated in the following charts for FY 2020/21, capital projects funds sources and uses consist of investment income (Chart 19) and transfers out (Chart 20), respectively. In prior years, these charts reflected debt proceeds, including bond premium, and transfers in for sources as well as debt service payments to escrow agent for uses. In FY 2017/18, the Commission issued sales tax revenue bonds to finance the I-15 Express Lanes project and 91 Project completion and to refund sales tax revenue bonds due to federal tax reform. The Commission does not anticipate any new sales tax revenue debt issuances, toll revenue debt issuances, or sales tax debt refundings in FY 2020/21.

Chart 19 – Capital Projects Funds Sources FY 2020/21



Chart 20 – Capital Projects Funds Uses FY 2020/21



In FY 2020/21, the Commission expects to transfer out sales tax bond proceeds of \$24,271,500 to the 2009 Measure A Western County Highways special revenue fund for the I-15 Express Lanes project.

Debt Service Fund

Overview

Under the 2009 Measure A program, as amended by Measure K in November 2010, the Commission has the authority to issue sales tax revenue bonds subject to a debt limitation of \$975,000,000.

The Commission pledged future Measure A sales taxes as security for Measure A debt service payments on the sales tax revenue bonds and commercial paper notes. In order to advance project development activities, the Commission established a commercial paper program in 2005. Periodically the Commission issues commercial paper notes and retires some of the notes with proceeds from sales tax revenue bonds.

The current commercial paper program authorization is \$60,000,000. As credit and liquidity support for the commercial paper notes, the Commission has an irrevocable direct draw letter of credit in the amount of \$60,750,000 and a reimbursement agreement with a bank that expires in October 2025. The costs for the liquidity support are reflected in the 2009 Measure A Western County Bond Financing special revenue fund. Currently, there are no outstanding commercial paper notes; the FY 2020/21 budget does not include any issuances of commercial paper notes. The Commission currently maintains a P-1 and an A-1+ rating from Moody's Investors Service (Moody's) and S&P Global Ratings (S&P), respectively, on the commercial paper notes.

The sales tax revenue bonds are limited tax bonds secured by a pledge of the 2009 Measure A revenues (Limited Tax Bonds). All outstanding sales tax revenue bonds are fixed rate bonds that mature on or before June 2039, prior to the expiration of the 2009 Measure A. Currently, the Commission has five series of sales tax revenue bonds outstanding:

- Series B taxable bonds issued in November 2010 (2010B Bonds) designated as BABs under the American Recovery and Reinvestment Act. The Commission designated a portion of the BABs as recovery zone economic development bonds (RZEDBs). The Commission expects to receive a cash subsidy from the United States Treasury equal to 35% of the interest payable on the BABs or 45% of the interest payable on the 2010B Bonds designated as RZEDBs. However, reductions in the BABs subsidies occurred in recent years due to federal sequestration cuts. If sequestration continues, the Commission anticipates a reduction in the FY 2020/21 BABs subsidy of approximately 6.0%;
- Tax-exempt bonds issued in July 2013 (2013 Sales Tax Bonds) and partially refunded in December 2017. The Commission used a significant portion of the proceeds of the 2013 Sales Tax Bonds to fund a substantial portion of the 91 Project costs;
- Tax-exempt refunding bonds issued in September 2016 (2016 Refunding Bonds);
- Tax-exempt bonds issued in July 2017 (2017A Bonds) to fund the I-15 Express Lanes project and 91 Project completion costs;
- Tax-exempt refunding bonds issued in December 2017 (2017B Refunding Bonds); and
- Tax-exempt refunding bonds issued in April 2018 (2018 Refunding Bonds).

The Commission maintains long-term debt ratings of Aa2, AA+, and AA from Moody's, S&P, and Fitch Ratings (Fitch), respectively on its currently outstanding sales tax revenue bonds.

The debt agreements require the trustee to hold all sales tax debt proceeds and a portion of the sales tax revenues intercepted from the CDTEA and to segregate all funds into separate accounts. These monies are included in the restricted investments held by trustee in the capital projects funds and debt service fund. Under the sales tax indentures, the Commission may use sales tax revenues for any lawful purpose related to the Riverside County TIP after the trustee has satisfied debt service requirements.

The Debt Service fund of the Commission primarily accounts for all activities related to the sales tax revenue bonds debt incurred by the Commission (Table 36). The Commission does not anticipate any issuances of sales tax bonds in FY 2020/21.

Table 36 – Debt Service Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Sources						
Federal Reimbursements	\$ 2,797,200	\$ 2,803,200	\$ 2,803,200	\$ 2,812,100	\$ 8,900	0%
Investment Income	556,900	250,700	278,000	78,500	(172,200)	-69%
TOTAL Sources	3,354,100	3,053,900	3,081,200	2,890,600	(163,300)	-5%
Expenditures						
Debt Service						
Principal Payments	25,965,000	27,245,000	27,245,000	28,495,000	1,250,000	5%
Interest Payments	43,590,700	42,292,500	42,289,500	41,024,000	(1,268,500)	-3%
TOTAL Debt Service	69,555,700	69,537,500	69,534,500	69,519,000	(18,500)	0%
Capital Outlay	-	-	-	-	-	N/A
TOTAL Expenditures	69,555,700	69,537,500	69,534,500	69,519,000	(18,500)	0%
Excess (deficiency) of Revenues over (under) Expenditures	(66,201,600)	(66,483,600)	(66,453,300)	(66,628,400)	(144,800)	0%
Other Financing Sources (Uses)						
Transfers In	69,504,200	72,534,500	73,523,100	69,519,000	(3,015,500)	-4%
Transfers Out	(2,948,300)	(2,803,200)	(2,803,200)	(2,812,100)	(8,900)	0%
Net Financing Sources (Uses)	66,555,900	69,731,300	70,719,900	66,706,900	(3,024,400)	-4%
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	354,300	3,247,700	4,266,600	78,500	(3,169,200)	-98%
Beginning Fund Balance	11,082,900	11,437,200	11,437,200	15,703,800	4,266,600	37%
ENDING FUND BALANCE	\$ 11,437,200	\$ 14,684,900	\$ 15,703,800	\$ 15,782,300	\$ 1,097,400	7%

Reimbursements consist of federal cash subsidy payments related to the 2010B Bonds designated as BABs. The BABs subsidy payments reflect a reduction in the expected payments due to federal sequestration cuts. Investment income is lower than the previous fiscal year due to extremely conservative investment yield projections. Transfers in represent the primary source of funding for the debt service funds and reserves (Chart 21) and consist of funds from the 2009 Measure A Western County Highways and Bond Financing special revenue funds.

Chart 21 – Debt Service Fund Sources FY 2020/21



Debt Service fund uses (Chart 22) consist of principal and interest debt service payments on the outstanding sales tax revenue bonds (2010B Bonds, 2013 Sales Tax Bonds, 2016 Refunding Bonds, 2017A Bonds, 2017B Refunding Bonds, and 2018 Refunding Bonds) and transfer of the BABs subsidy payments to the 2009 Measure A Western County highways and 2009 Measure A Coachella Valley highway and regional arterials funds.

Chart 22 – Debt Service Fund Uses FY 2020/21



Enterprise Funds

Overview

In FY 2020/21, the Commission will operate two express lanes systems that are accounted for in separate enterprise funds. The RCTC 91 Express Lanes opened in March 2017, and the Commission anticipates opening of the 15 Express Lanes in late 2020.

Toll revenues generated on the RCTC 91 Express Lanes are pledged to pay debt service on the tax-exempt toll bonds issued in July 2013 (2013 Toll Bonds) and federal TIFIA loan executed with the United States Department of Transportation (U.S. DOT) in July 2013 (2013 TIFIA Loan) for the 91 Project. The 2013 Toll Bonds consist of current interest bonds that have maturity dates through June 2048 and capital appreciation bonds that mature at the accreted value commencing June 2022 through June 2043. The 2013 TIFIA loan requires mandatory debt service payments at a minimum and scheduled debt service payments to the extent additional funds are available. TIFIA debt service payments commence on December 1, 2021 through June 1, 2051.

The 2013 Toll Bonds and the 2013 TIFIA Loan are secured by a lien on the RCTC 91 Express Lanes trust estate, which consists primarily of toll revenues and non-toll transaction and account revenues less operating and maintenance expenses of the RCTC 91 Express Lanes. The 2013 Toll Bonds and the 2013 TIFIA Loan long-term ratings from S&P and Fitch were upgraded to A- and BBB+, respectively, in February 2020 as a result of the strong performance of the RCTC 91 Express Lanes compared to initial rating projections.

Future toll revenues generated on the I-15 Express Lanes are pledged to pay debt service on the federal TIFIA loan executed with the U.S. DOT in 2017 (2017 TIFIA Loan) for the I-15 Express Lanes project. Proceeds of the 2017 TIFIA Loan may be drawn upon after certain conditions are met; the Commission anticipates that the loan will be drawn in full during FY 2020/21. Interest payments are expected to commence on the fifth anniversary of the substantial completion date or the first interest payment date occurring prior to the fifth anniversary date. Accordingly, semiannual interest payments are anticipated to commence June 2025; principal payments are expected to commence in June 2030. The 2017 TIFIA loan is expected to mature on the earlier of 35 years after substantial completion of the I-15 Express Lanes project or June 1, 2056.

The 2017 TIFIA Loan is secured by a lien on the 15 Express Lanes trust estate, which consists primarily of toll revenues and non-toll revenues (including account and violations revenues) less operating and maintenance expenses of the 15 Express Lanes. For the 2017 TIFIA Loan, the Commission received long-term ratings of BBB- and BBB from Fitch and Kroll Bond Rating Agency, respectively.

Under separate debt indentures for the RCTC 91 Express Lanes and the 15 Express Lanes, the Commission pledged each system's toll revenues as security for the respective toll revenue bonds, including TIFIA loans. Each debt agreement requires the trustee to hold all debt proceeds and the toll revenues from each express lanes' operations and to segregate all funds into separate accounts. Under the toll indentures, a separate flow of funds administered by the trustee prescribes the use of toll revenues for each express lanes system.

The Commission excludes accretion amounts related to capital appreciation bonds and compounded interest on the TIFIA loans, as they do not affect the annual budget activities.

RC TC 91 Express Lanes

The RC TC 91 Express Lanes is a four-lane, eight-mile toll road in the median of SR-91 that extends the OCTA 91 Express Lanes at the Orange County/Riverside County line to the SR-91/I-15 interchange. It includes a direct express lanes connector from SR-91 to I-15 south of the 15/91 interchange. Toll revenues and non-toll revenues fund maintenance and operating costs, rehabilitation, capital expenses, and debt service (Table 37). The RC TC 91 Express Lanes toll collection system is all electronic transactions, with no toll collection booths. Commuters on SR-91 in Corona have a choice of using either the express lanes or the general purpose lanes.

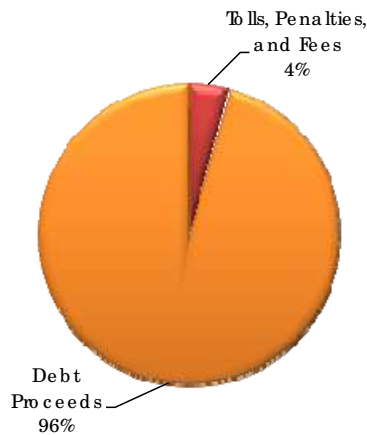
Table 37 – RC TC 91 Express Lanes Enterprise Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Revenues						
Tolls, Penalties, and Fees	\$ 58,423,500	\$ 67,201,100	\$ 49,622,000	\$ 28,205,000	\$ (38,996,100)	-58%
Investment Income	1,738,700	1,339,000	2,011,100	691,900	(647,100)	-48%
TOTAL Revenues	60,162,200	68,540,100	51,633,100	28,896,900	(39,643,200)	-58%
Expenses						
Personnel Salaries and Benefits	578,400	1,353,400	846,200	663,200	(690,200)	-51%
Professional and Support						
Professional Services	1,089,600	2,977,500	2,458,300	6,165,600	3,188,100	107%
Support Costs	3,235,100	4,543,300	3,450,700	4,284,700	(258,600)	-6%
TOTAL Professional and Support Costs	4,324,700	7,520,800	5,909,000	10,450,300	2,929,500	39%
Program and Operations						
Program and Operations	6,779,300	11,670,200	8,536,900	15,340,800	3,670,600	31%
Construction	-	-	-	1,500,000	1,500,000	N/A
Design Build	-	-	200,000	400,000	400,000	N/A
TOTAL Projects and Operations	6,779,300	11,670,200	8,736,900	17,240,800	5,570,600	48%
Debt Service						
Principal Payments	-	484,571,600	-	484,571,600	-	0%
Interest Payments	7,119,900	7,119,900	7,119,900	18,371,900	11,252,000	158%
Cost of Issuance	-	2,720,000	-	2,883,400	163,400	6%
TOTAL Debt Service	7,119,900	494,411,500	7,119,900	505,826,900	11,415,400	2%
Capital Outlay	1,096,700	766,100	426,000	305,000	(461,100)	-60%
TOTAL Expenses	19,899,000	515,722,000	23,038,000	534,486,200	18,764,200	4%
Excess (deficiency) of Revenues over (under) Expenses	40,263,200	(447,181,900)	28,595,100	(505,589,300)	(58,407,400)	13%
Other Financing Sources (Uses)						
Transfers Out	(4,309,200)	(3,059,500)	(2,539,700)	(1,025,300)	2,034,200	-66%
Debt Proceeds	-	625,425,000	-	627,550,000	2,125,000	0%
Payment to Escrow Agent	-	(142,975,000)	-	(147,488,000)	(4,513,000)	3%
Bond Premium	-	39,967,400	-	39,978,000	10,600	0%
Net Financing Sources (Uses)	(4,309,200)	519,357,900	(2,539,700)	519,014,700	(343,200)	0%
Excess (deficiency) of Revenues over (under) Expenses and Other Financing Sources (Uses)	35,954,000	72,176,000	26,055,400	13,425,400	(58,750,600)	-81%
Beginning Fund Balance	63,646,900	99,600,900	99,600,900	125,656,300	26,055,400	26%
ENDING FUND BALANCE	\$ 99,600,900	\$ 171,776,900	\$ 125,656,300	\$ 139,081,700	\$ (32,695,200)	-19%

Tolls, penalties, and fees revenues represent the primary revenue source for the RC TC 91 Express Lanes enterprise fund (Chart 23). Such revenues consist of toll revenues of \$25,247,900 based on estimated toll transactions and current RC TC 91 Express Lanes traffic and revenue data as adjusted for projected COVID-19 impacts, while the balance of \$2,957,100 represents penalties and fees related to toll transactions and other customer account fees. Investment income represents earnings on operating and other restricted funds.

Debt proceeds, including bond premium, consist of \$667,528,000 in 2020 Refunding Bonds from the refinancing of the Commission's 2013 Toll Bonds and 2013 TIFIA Loan. The Commission approved this refinancing in March 2020; however, the Commission postponed the transaction due to the market disruptions caused by the COVID-19 crisis.

Chart 23 – RCTC 91 Express Lanes Enterprise Fund Sources FY 2020/21

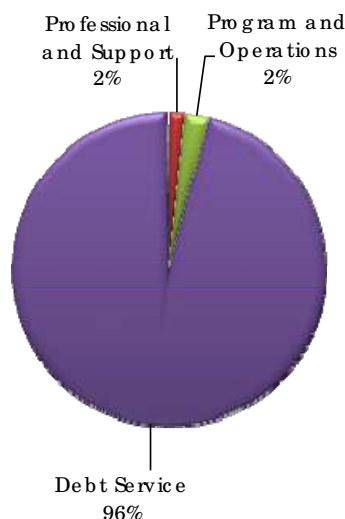


Toll operations expenses in FY 2020/21 are necessary to manage the operations, maintenance, and capital support of the RCTC 91 Express Lanes (Chart 24). Personnel salaries and benefits represent less than 1% of the total budgeted uses. Professional and support costs are 2% of budgeted uses and include system, equipment, and road maintenance; insurance; violation enforcement; consulting services; and marketing. Program and operations of \$15,340,800 consist of the contracted operators' expenses related to operating and maintaining the toll lane hardware and software and customer service center, toll processing, and violation collection processing. Construction and design-build costs of \$1,500,000 and \$400,000, respectively, include required major repair and rehabilitation activity.

Debt service includes \$498,707,000 for the refinancing of the 91 Project toll debt with proceeds from the 2020 Refunding Bonds and interest payments of \$7,119,900 for the current interest portion of the 2013 Toll Bonds.

Capital outlay of \$305,000 is related to the transition to new 6c transponder technology.

Chart 24 – RCTC 91 Express Lanes Enterprise Fund Uses FY 2020/21



Payment to escrow agent of \$147,488,000 relates to the refunding of the current interest portion of the 2013 Toll Bonds with proceeds from the 2020 Refunding Bonds. Transfers out to the General fund of \$1,025,300 are administrative cost allocations.

15 Express Lanes

The 15 Express Lanes is expected to open in late 2020 and will consist of tolled express lanes in each direction from Cajalco Road in Corona to the SR-60 interchange in Jurupa Valley. Tolle revenues and non-toll revenues fund maintenance and operating costs, rehabilitation, capital expenses, and debt service (Table 38). The 15 Express Lanes toll collection system is all electronic transactions, with no toll collection booths. Commuters on I-15 have a choice of using either express lanes or the general purpose lanes.

Table 38 – RC/TC 15 Express Lanes Enterprise Fund FY 2019 – 2021

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Revenues						
Federal Reimbursements	\$ -	\$ -	\$ -	\$ 78,000	\$ 78,000	N/A
Tolls, Penalties, and Fees	-	-	-	14,053,900	14,053,900	N/A
Other Revenue	-	-	-	96,500	96,500	N/A
TOTAL Revenues	-	-	-	14,228,400	14,228,400	N/A
Expenses						
Personnel Salaries and Benefits	-	-	-	461,200	461,200	N/A
Professional and Support						
Professional Services	-	-	-	2,400,300	2,400,300	N/A
Support Costs	-	-	-	3,353,000	3,353,000	N/A
TOTAL Professional and Support Costs	-	-	-	5,753,300	5,753,300	N/A
Program and Operations						
Program and Operations	-	-	-	9,561,000	9,561,000	N/A
TOTAL Projects and Operations	-	-	-	9,561,000	9,561,000	N/A
Capital Outlay	-	-	-	10,000	10,000	N/A
TOTAL Expenses	-	-	-	15,785,500	15,785,500	N/A
Excess (deficiency) of Revenues over (under) Expenses	-	-	-	(1,557,100)	(1,557,100)	N/A
Other Financing Sources (Uses)						
Transfers In	-	-	-	1,902,000	1,902,000	N/A
Transfers Out	-	-	-	(344,900)	(344,900)	N/A
Net Financing Sources (Uses)	-	-	-	1,557,100	1,557,100	N/A
Excess (deficiency) of Revenues over (under) Expenses and Other Financing Sources (Uses)	-	-	-	-	-	N/A
Beginning Fund Balance	-	-	-	-	-	N/A
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	N/A

Federal reimbursements budgeted in FY 2020/21 reflects CARES Act funding. Tolls, penalties, and fees revenues represent the primary revenue source for the enterprise fund (Chart 25). Such revenues consist of \$12,082,000 based on estimated toll transactions, while the balance of \$1,971,900 represents penalties and fees related to toll transactions and other customer account fees. Investment income represents earnings on operating and other restricted funds.

Chart 25 – RC/TC 15 Express Lanes Enterprise Fund Sources FY 2020/21

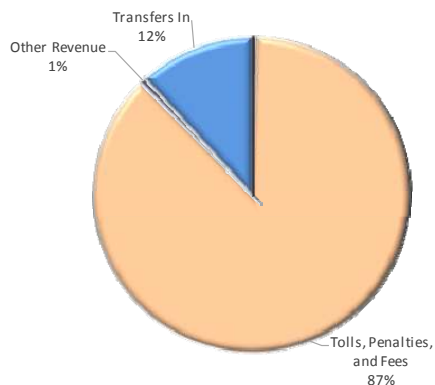


Chart 26 – RCTC 15 Express Lanes Enterprise Fund Uses FY 2020/21



Toll operations expenses in FY 2020/21 are necessary to manage the operations, maintenance, and capital support of the 15 Express Lanes (Chart 26). Personnel salaries and benefits represents 3% of the total budgeted uses. Professional and support costs is 36% of budgeted uses and includes system, equipment, and road maintenance; insurance; violation enforcement; consulting services; and marketing. Program and operations of \$9,561,000 consist of the contracted operator's expenses related to operating and maintaining the toll lane hardware and software and customer service center, toll processing, and violation collection processing. Capital outlay of \$10,000 is related to computer equipment. Transfers out include \$344,900 to the General fund for the administrative cost allocations.

Table 39 – Budget Comparison by Department FY 2019 – 2021

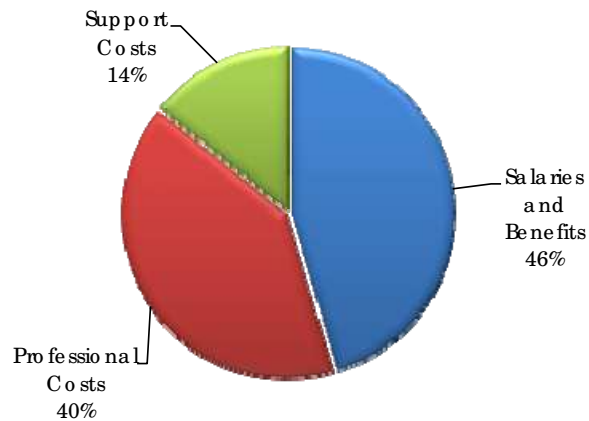
	FY 18/ 19 Actual	FY 19/ 20 Revised Budget	FY 19/ 20 Projected	FY 20/ 21 Budget	Dollar Change	Percent Change
Revenues						
Measure A Sales Tax	\$ 201,205,000	\$ 178,000,000	\$ 178,000,000	\$ 160,000,000	\$ (18,000,000)	-10%
LIF Sales Tax	103,819,400	91,000,000	91,000,000	82,000,000	(9,000,000)	-10%
STA Sales Tax	27,201,800	31,050,600	28,697,900	28,656,900	(2,393,700)	-8%
Federal Reimbursements	67,752,600	89,718,700	42,514,800	103,695,200	13,976,500	16%
State Reimbursements	64,007,900	160,896,100	123,494,700	155,006,100	(5,890,000)	-4%
Local Reimbursements	6,933,900	9,858,900	3,835,700	18,565,100	8,706,200	88%
TUMF Revenue	29,968,500	17,240,000	17,240,000	15,500,000	(1,740,000)	-10%
Tolls, Penalties, and Fees	58,423,500	67,201,100	49,622,000	42,258,900	(24,942,200)	-37%
Other Revenue	6,264,700	652,000	653,700	621,500	(30,500)	-5%
Investment Income	23,050,800	9,500,000	10,741,400	3,545,500	(5,954,500)	-63%
Total Revenues	588,628,100	655,117,400	545,800,200	609,849,200	(45,268,200)	-7%
Expenditures/ Expenses						
Management Services:						
Executive Management	607,700	773,700	989,800	644,800	(128,900)	-17%
Administration	2,712,600	4,120,800	3,505,100	3,572,700	(548,100)	-13%
External Affairs	2,204,100	3,265,900	4,960,800	2,096,000	(1,169,900)	-36%
Finance	2,948,600	6,177,000	5,118,400	5,509,000	(668,000)	-11%
Total Management Services	8,473,000	14,337,400	14,574,100	11,822,500	(2,514,900)	-18%
Regional Programs:						
Planning and Programming Services	3,959,600	13,598,500	7,760,700	7,198,500	(6,400,000)	-47%
Rail Maintenance and Operations	27,563,900	45,302,500	39,046,500	54,328,400	9,025,900	20%
Public and Specialized Transit	119,602,800	163,125,200	143,008,900	100,332,100	(62,793,100)	-38%
Commuter Assistance	3,370,200	4,686,900	3,976,700	4,936,800	249,900	5%
Morrist Assistance	4,178,400	6,641,500	4,757,700	6,351,700	(289,800)	-4%
Total Regional Programs	158,674,900	233,354,600	198,550,500	173,147,500	(60,207,100)	-26%
Capital Project Development and Delivery	296,823,500	553,856,900	398,341,400	486,814,100	(67,042,800)	-12%
Toll Operations	12,779,100	21,310,500	15,918,100	44,444,800	23,134,300	109%
Debt Service						
Principal Payments	25,977,500	511,816,600	27,245,000	513,066,600	1,250,000	0%
Interest Payments	50,715,600	49,412,400	49,409,400	59,395,900	9,983,500	20%
Cost of Issuance	-	2,720,000	-	2,883,400	163,400	6%
Total Debt Service	76,693,100	563,949,000	76,654,400	575,345,900	11,396,900	2%
Total Expenditures/ Expenses	553,443,600	1,386,808,400	704,038,500	1,291,574,800	(95,233,600)	-7%
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses	35,184,500	(731,691,000)	(158,238,300)	(681,725,600)	49,965,400	-7%
Other Financing Sources (Uses)						
Transfers In	139,401,800	166,746,000	167,757,300	177,599,100	10,853,100	7%
Transfers Out	(139,401,800)	(166,746,000)	(167,757,300)	(177,599,100)	(10,853,100)	7%
Debt Proceeds	-	625,425,000	-	627,550,000	2,125,000	0%
TIFIA Loan Proceeds	14,946,100	75,703,000	89,896,000	47,371,900	(28,331,100)	-37%
Payment to Escrow Agent	-	(142,975,000)	-	(147,488,000)	(4,513,000)	3%
Bond Premium	-	39,967,400	-	39,978,000	10,600	0%
Net Financing Sources (Uses)	14,946,100	598,120,400	89,896,000	567,411,900	(30,708,500)	-5%
Excess (deficiency) of Revenues over (under) Expenditures/ Expenses and Other Financing Sources (Uses)	50,130,600	(133,570,600)	(68,342,300)	(114,313,700)	19,256,900	-14%
Beginning Fund Balance	839,684,400	889,815,000	889,815,000	821,472,700	(68,342,300)	-8%
Ending Fund Balance	\$ 889,815,000	\$ 756,244,400	\$ 821,472,700	\$ 707,159,000	\$ (49,085,400)	-6%

Executive Management

Mission Statement:

Executive Management maintains the highest level of achievement and professionalism while managing the activities of the Commission to effectuate sound transportation policies, projects, and services to meet Riverside County's mobility needs.

Chart 27 – Executive Management



Expenditures

Executive Management has a budget of \$644,800 (Table 40) for oversight of all Commission functions. The 34% decrease in salaries and benefits reflects the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior fiscal year. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$260,000 include legal fees and organizational consulting services. Support costs include various membership dues and staff-related travel costs of \$91,800.

Table 40 – Executive Management Expenditure Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 372,900	\$ 445,100	\$ 678,700	\$ 293,000	\$ (152,100)	-34%
Professional Costs						
Legal Services	115,400	175,000	206,300	200,000	25,000	14%
Professional Services - General	58,800	60,000	30,000	60,000	-	0%
Total Professional Costs	174,200	235,000	236,300	260,000	25,000	11%
Support Costs	60,600	93,600	74,800	91,800	(1,800)	-2%
TOTAL Executive Management	\$ 607,700	\$ 773,700	\$ 989,800	\$ 644,800	\$ (128,900)	-17%

Executive Management Staffing Summary

Position	FY18/ 19	FY19/ 20	FY20/ 21
Deputy Executive Director	0.10	0.10	0.13
Executive Director	0.47	0.38	0.40
Senior Administrative Assistant	0.00	0.01	0.02
Senior Office Assistant	0.16	0.15	0.16
FTE	0.73	0.64	0.71

Department Overview

The Executive Director is responsible for developing and implementing new strategies at the local, regional, and statewide levels to assure delivery of transportation improvements and programs throughout the County. Furthermore, Executive Management is committed to fostering a positive and supportive work environment for staff that emphasizes quality work and encourages teamwork and open communication, with a commitment to serving the public. This is accomplished through a productive and collaborative effort with the members of the Commission and the oversight of the Commission's Executive Committee.

As a result of the COVID-19 crisis, under Executive Management's leadership, it will be critical for the Commission to proactively manage and assess the economic consequences of COVID-19 and implement risk management strategies to minimize impacts to programs, projects, and personnel. Further, maintaining transparency in and public accessibility to the Commission's operations will be essential.

Department Goals

EM1 – Focus on timely and effective completion of capital projects and implementation of needed transportation services. (*Policy Goals: Quality of Life, Responsible Partner*)

EM2 – Maximize funding for transportation improvements in Riverside County through legislative advocacy. (*Policy Goals: Quality of Life*)

EM3 – Support regional transportation solutions in cooperation with surrounding counties that are of benefit to Riverside County. (*Policy Goals: Quality of Life, Operational Excellence, Responsible Partner*)

EM4 – Maintain effective working relationships with Commissioners to strengthen and expand the Commission's leadership in transportation policy decision-making at all levels of government and raise the Commission's profile in the community. (*Policy Goals: Quality of Life, Operational Excellence*)

EM5 – Promote the Commission's effectiveness by improving and developing staff skills, using state-of-the-art working tools, and fostering an environment that encourages and rewards individual and team effort. (*Policy Goal: Operational Excellence*)

EM6 – Develop the framework for a Commission culture that enhances productivity, encourages regular and open communication among staff, and promotes the mutual achievement of individual and organizational goals and objectives. (*Policy Goal: Operational Excellence*)

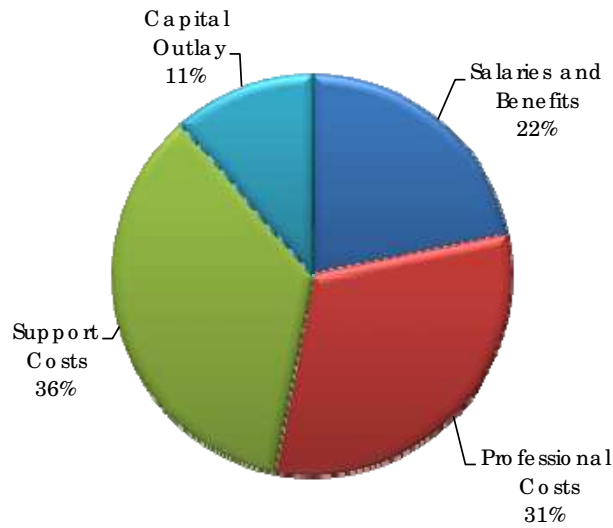
ID	Executive Management Performance Measures and Results	FY 18/ 19 Estimate d	FY 18/ 19 Actual	FY 19/ 20 Estimate d	FY 20/ 21 Proje c te d
EM1 EM3	Expend iture s / Expense s	\$649,838,400	\$553,443,600	\$704,038,500	\$1,291,574,800
EM5 EM6	Staffing levels	51	46	54	50
EM5	Administration costs as percentage of expend iture s / expense s	1.3%	1.9%	2.8%	2.4%

Administration

Mission Statement:

Comprised of office operations – including information technology, clerk of the board, and human resources, Administration provides quality and efficient services to the Board of Commissioners, staff, and external customers in compliance with applicable federal, state, and local requirements.

Chart 28 – Administration



Expenditures

As noted in Table 41, the Administration Department's total budget is \$3,572,700 for office operations including management of office space, lease, and equipment; records; Commission and committee meetings; special events; Clerk of the Board; and Human Resources. Salaries and benefits expenditures of \$781,500 reflect a net decrease of 47% for the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, the Information Technology Administrator FTE will remain unfilled and there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$1,113,600 cover various services including, but not limited to, Commissioners' per diem, legal fees, and consultant and other professional services and reflect an increase of 2% related to information technology services. Support costs of \$1,272,600 cover administrative overhead including office maintenance; information technology updates, support, and maintenance; and recruitments. Capital outlay of \$405,000 covers office space improvements, information technology improvements and upgrades, and equipment upgrades.

Table 41 – Administration Expenditure Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 778,500	\$ 1,483,800	\$ 1,248,900	\$ 781,500	\$ (702,300)	-47%
Professional Costs						
Commissioner Per Diem	47,700	65,000	45,000	65,000	-	0%
Legal Services	70,300	95,000	50,000	95,000	-	0%
Professional Services - General	600,200	935,200	896,500	953,600	18,400	2%
Total Professional Costs	718,200	1,095,200	991,500	1,113,600	18,400	2%
Support Costs	783,600	1,091,600	989,200	1,272,600	181,000	17%
Capital Outlay	432,300	450,200	275,500	405,000	(45,200)	-10%
Debt Service	17,500	-	-	-	-	N/A
TOTAL Administration	\$ 2,730,100	\$ 4,120,800	\$ 3,505,100	\$ 3,572,700	\$ (548,100)	-13%

Administration Staffing Summary

Position	FY 18/19	FY 19/20	FY 20/21
Administrative Services Manager-Clerk of the Board	1.00	1.00	1.00
Deputy Clerk of the Board	1.00	1.00	1.00
Deputy Director of Finance	0.05	0.00	0.00
Deputy Executive Director	0.05	0.03	0.08
Executive Director	0.00	0.00	0.10
Facilities Administrator	0.09	0.02	0.07
Human Resources Administrator	1.00	1.00	1.00
IT Administrator	0.00	1.00	0.00
Procurement Manager	0.01	0.01	0.00
Records Technician	0.96	1.00	1.00
Senior Administrative Assistant	0.11	0.10	0.17
Senior Management Analyst	0.00	0.04	0.02
Senior Office Assistant	0.53	0.55	0.53
Senior Procurement Analyst	0.00	0.02	0.02
FTE	4.80	5.77	4.99

Department Overview – Office Operations

Office Operations oversees the daily maintenance needs of the Commission's office facilities and staff; manages information technology and records management systems; oversees the office lease with the County; purchases office supplies and equipment; posts public notices on the website and local newspaper; maintains a safe working environment for Board members, staff, and consultants; and provides support services.

Department Goals – Office Operations

OO1 – Ensure quality service that demonstrates responsiveness and flexibility and provides services at the most reasonable cost. (*Policy Goal: Operational Excellence*)

OO2 – Facilitate access to Commission information and records. (*Policy Goal: Operational Excellence*)

Department Overview – Clerk of the Board

The Clerk of the Board provides support services to the Board of Commissioners and its alternates and for Commission and committee meetings. It serves as an important resource for the Commission and has the responsibility for:

- Recording, publishing, preserving, and filing meeting proceedings of documents acted upon by the Commission and its committees;
- Processing claims against the Commission;
- Fulfilling requirements of the Commission and the committees as it relates to the Conflict of Interest Code;
- Serving as the Filing Officer for Economic Interest and Campaign Disclosure statements and legal claims against the Commission;
- Coordinating Commission special events and meetings; and
- Performing all duties required by law, rules, or order of the Board.

As such, this department has a direct link and responsibility to serve local taxpayers and the public while supporting the actions of the Commission. The need to be accountable to the public at large is further amplified by the need to comply with federal and state law requiring prompt responses to California Public Records Act requests.

Department Goals – Clerk of the Board

CB1 – Ensure coordination and documentation of Commission and committee meetings and provide public accessibility to agenda items as required by state regulations. (*Policy Goal: Operational Excellence*)

CB2 – Facilitate access to Commission meetings and activities. (*Policy Goal: Operational Excellence*)

Department Overview – Human Resources

Human Resources responsibilities include:

- Planning, administering, and implementing human resources programs, including the recruitment, selection, and appraisal process;
- Employee training and development;
- Classification and compensation studies;
- Benefits administration;
- Employee relations; and
- Recommending, implementing and maintaining personnel policies, procedures, and practices.

Department Goals – Human Resources

HR1 – Administer human resources policies, procedures, and programs in order to align personnel laws and the Commission's policies with continuous improvement principles. (*Policy Goal: Operational Excellence*)

HR2 – Continue to employ and recruit a dynamic and talented workforce. (*Policy Goal: Operational Excellence*)

HR3 – Develop people to be their best in order to meet the needs of the organization. (*Policy Goal: Operational Excellence*)

HR4 – Understand and consistently deliver excellent customer service to all employees. *(Policy Goal: Operational Excellence)*

HR5 –Improve the quality of the work culture. *(Policy Goal: Operational Excellence)*

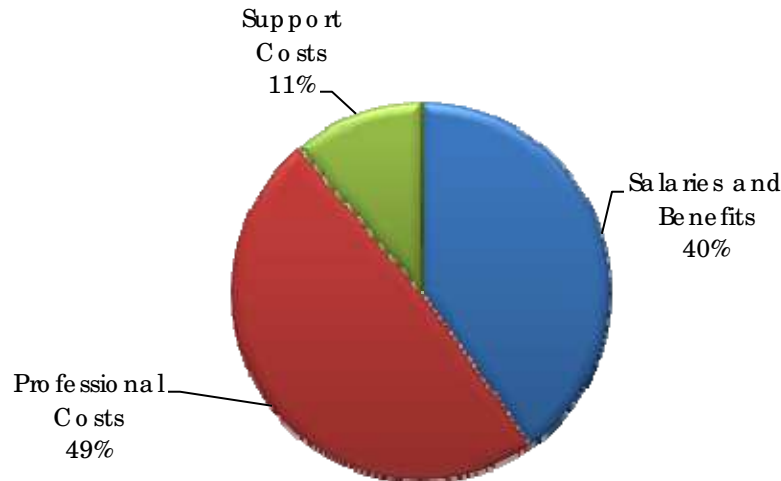
ID	Administration Performance Measures and Results	FY 18/ 19 Estimated	FY 18/ 19 Actual	FY 19/ 20 Estimated	FY 20/ 21 Projected
OO1	Staff supported: Regular full-time	51	46	54	50
OO2	Legal notices	22	29	25	25
CB1, CB2	Commission, Committee, and Ad Hoc meetings	50	53	50	50
CB1	Commissioners supported (including alternates)	62	62	62	62
HR1, HR4	Employee Policies and Procedure s/ Benefits review sessions held	2	2	2	2
HR2	Recruitments	6	4	6	4
HR2	Positions filled	6	4	6	4
HR3	Employee Training Sessions held	N/A	N/A	3	3

External Affairs

Mission Statement:

External Affairs communicates, engages in, and develops relationships with the public, key stakeholders, and governmental decision-makers to connect the lives of Riverside County residents.

Chart 29 – External Affairs



Expenditures

The External Affairs Department has a total budget of \$2,096,000 (Table 42), an overall 36% decrease primarily due to completion of the public engagement program related to the Traffic Relief Plan. Salaries and benefits reflect a net decrease of 45% due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$1,018,500, reflect an 8% decrease and include legislative advocacy, graphic design, and website updates. Support costs of \$234,100, reflect a 62% decrease and include advertising, various membership dues, and subscriptions to business software products and journalistic publications. Support costs also include staff-related travel costs, which remain at flat levels, to Sacramento, Washington, D.C., and professional conferences.

Table 42 - External Affairs Expenditure Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 869,300	\$ 1,542,000	\$ 1,288,300	\$ 843,400	\$ (698,600)	-45%
Professional Costs						
Legal Services	38,400	45,000	20,000	35,000	(10,000)	-22%
Professional Services - General	1,115,600	1,066,000	3,063,500	983,500	(82,500)	-8%
Total Professional Costs	1,154,000	1,111,000	3,083,500	1,018,500	(92,500)	-8%
Support Costs	180,800	612,900	589,000	234,100	(378,800)	-62%
TOTAL External Affairs	\$ 2,204,100	\$ 3,265,900	\$ 4,960,800	\$ 2,096,000	\$ (1,169,900)	-36%

External Affairs Staffing Summary

Position	FY18/19	FY19/20	FY20/21
Deputy Executive Director	0.59	0.48	0.52
External Affairs Director	0.78	0.78	0.60
Legislative Affairs Manager	0.96	0.96	0.85
Planning and Programming Manager	0.00	0.00	0.05
Public Affairs Manager	0.57	0.48	0.38
Senior Administrative Assistant	0.75	0.75	0.78
Senior Management Analyst	0.59	0.48	0.37
Senior Procurement Analyst	0.02	0.03	0.05
FTE	4.26	3.96	3.60

Department Overview

The External Affairs Department manages two core functions: legislative affairs and public affairs. These are public-facing functions with high impact on how citizens, stakeholders, and decision-makers interact with the Commission.

Legislative Affairs

Improved mobility for Riverside County residents requires the financial resources and public policy to implement transportation projects and programs. Through proactive advocacy at all levels of government, the Commission exercises leadership to advance the agenda of Riverside County taxpayers. The Commission's legislative engagement takes many forms including, but not limited to:

- Seeking specific items in state or federal budgets;
- Changing the law;
- Shaping rules and regulations;
- Educating elected, appointed, and career government officials, as well as interest groups; and
- Advocating for grant funds.

Coverage of the many policy and funding issues that affect mobility within Riverside County requires a team approach. The Commission's historically effective and savvy approach to legislative advocacy is consistent with the Commission's overall theme of a lean staff and use of consultants in their areas of expertise. The Commission retains legislative consultants with decades of experience in transportation policy and funding based in Washington, D.C. and Sacramento, providing day-to-day representation and insights that help guide staff. The consultants, often referred to as legislative advocates or lobbyists, are procured every few years through a competitive and transparent process that seeks to acquire the greatest talent and the best value for the Commission. The FY 2020/21 budget does not contemplate any increases in retainer fees for legislative consulting services, as the 2016 procurement of these consultants yielded level overall fees compared to FY 2019/20.

Staff, in consultation with the legislative advocates, provides recommendations and support to Commissioners, who set legislative policy priorities and are often the Commission's most effective advocates in Washington, D.C. and Sacramento. Commissioner engagement takes the form of

actions such as adopting a legislative platform; taking positions on individual bills; and communicating with government decision-makers in writing, verbally, or through trips to capital cities. Thus, the Commission's team approach for legislative advocacy is best likened to a three-legged stool held up by Commissioners, professional staff, and professional legislative consultants.

An essential component of the Commission's legislative affairs program is participation in formal and informal coalitions of similarly-interested agencies and stakeholders. Examples of formal coalitions are:

- Mobility 21 – a coalition of public agencies, the Automobile Club of Southern California, and business advocacy groups in southern California;
- Self Help Counties Coalition – an alliance of all California counties with voter-approved sales taxes for transportation projects;
- California Association of Councils of Government – a diverse alliance of transportation and planning agencies that are impacted by the State's laws and regulations on land use, air quality, and transportation;
- CTOC – an industry group of tolling agencies that collaborate on matters of common interest pertaining to operations, technology, finance and public policy; and
- International Bridge, Tunnel, and Turnpike Association – an industry group of public and private stakeholders in the tolling industry that focuses on federal policy and developing best business practices within the tolling community.

Although participation in these coalitions requires staff and consultant time, they leverage the collective strength of more voices beyond the Commission, which is often necessary to affect policy change. Additionally, members of these coalitions may have expertise and resources outside of the Commission's current capability that can contribute significant value to the Commission.

Active engagement by the Commission in the development and implementation of significant federal infrastructure legislation is necessary to ensure Riverside County taxpayers receive a proportional benefit to any federal investment. Moreover, implementation of the federal Fixing America's Surface Transportation (FAST) Act continues, meaning significant rulemakings and release of grant funding opportunities are anticipated.

A key recommendation of the Commission's Strategic Assessment is for the Commission to pursue state and federal funding for priority projects, given the yawning gap of funding for Riverside County's long-term mobility needs. In pursuit of executing this recommendation, in 2017, the Commission developed a non-call grant writing bench comprised of four highly qualified firms. This bench was utilized in FY 2017/18 and FY 2019/20 to pursue competitive state and federal funding from SB1 and the U.S. DOT. The bench will continue to be called upon in FY 2020/21 and beyond to pursue additional competitive grant funding opportunities.

Public Affairs

The Commission's commitment to engage and educate residents, business operators, and motorists requires a comprehensive public affairs program. The Commission continues to develop relationships with the public and major stakeholders through many channels, including:

- Engaging in two-way dialogue with the public via RCTC's Facebook, Twitter and Instagram platforms, with a focus on thoughtful, quick responses to questions and comments, and an increasing number of short videos;

- Building awareness and support for the Commission's projects, services, and funding challenges through a comprehensive, data-driven public engagement program, with tools to receive public feedback about transportation priorities and funding;
- Maintaining and enhancing the RCTC.org website and supporting other Commission project-related websites;
- Providing news updates through RCTC's blog, *The Point*, and sending monthly newsletters;
- Producing and providing resource materials, such as fact sheets, brochures, annual reports, and newsletters in print and digital form;
- Communicating with news media outlets through news releases, radio and television interviews, advertisements, and cable television recordings;
- Interacting with communities of interest and stakeholder groups, such as chambers of commerce, industry associations, service clubs, and other community-based organizations and businesses;
- Participating in or hosting public meetings; and
- Measuring public affairs activities to assess progress toward goals and determining the most effective means of reaching various stakeholders.

The Commission will place continued emphasis on providing communications support to major projects, such as:

- I-15 Express Lanes
- SR-60 truck lanes
- Pachappa underpass
- I-15/Railroad Canyon Road Interchange
- Mid County Parkway (I-215 Placentia Avenue Interchange)
- 91 COP
- 15/91 Express Lanes Connector
- I-15 Express Lanes–Southern Extension
- 71/91 Connector
- Riverside-Downtown Metro link Station Improvements
- Coachella Valley-San Geronimo Pass corridor rail service

The Commission also promotes high-value public services, such as FSP, VanClub, and other motorist and commuter assistance programs. In addition, the Commission continues to support the public outreach efforts of Caltrans District 8 and member jurisdictions, in relation to transportation planning and construction activities.

The Commission's communications efforts also focus on marketing and customer service for public transit operations including Metro link service, the RCTC 91 Express Lanes, and the 15 Express Lanes. The Commission has a significant stake in ensuring positive experiences by the public with these transit and toll services.

A major emphasis for the Commission is increased digital communications. The FY 2020/21 budget includes major investments to improve the Commission's engagement in online and mobile communications with its customers and constituents. The public can expect to see increased information from *The Point*, the Commission's e-newsletter and blog; RCTC.org, the Commission's website; and social media accounts, @therctc. Staff will continue to produce quarterly reports to monitor the effectiveness of these digital communication activities.

In March 2019, based on direction provided by the Commission, staff initiated the #RebootMyCommute public engagement program to identify transportation challenges faced

by Riverside County residents. The Commission collected public input and opinion polling data from across Riverside County. The Traffic Relief Strategy Committee then directed the development of a draft Traffic Relief Plan. The Commission adopted the draft Traffic Relief Plan for public review in January 2020. In April 2020 and as a result of the COVID-19 crisis, the Commission took action to decline to place the Traffic Relief Plan on the November 2020 ballot. The Commission adopted the final Traffic Relief Plan in May 2020, and it has independent utility as an aspirational planning document supported by grassroots public input. The Commission can use the Traffic Relief plan as a reference point for future decisions; the projects and services within the plan are unlikely to be delivered without a funding source. Measure A remains the Commission's most significant funding source and is tied to specific projects and programs approved by Riverside County voters in 2002. Facts demonstrate that Measure A revenue and status quo funding from state, federal, toll, and development fee programs will not be sufficient to deliver all projects in the Measure A expenditure plan before Measure A sunsets, let alone the additional projects in the Traffic Relief Plan. The Traffic Relief Plan fulfills the objectives of the Commission-adopted 2016 RCTC Strategic Assessment and meets the requirements of Public Utilities Code Section 240302.

Department Goals

The External Affairs Department plays a unique role by providing broad internal support to all Commission departments while also being the conduit for a wide variety of external stakeholders to receive information and advance the public's general interest in better mobility in Riverside County. To that extent, the External Affairs Department's goals truly are the Commission-wide goals of quality of life, operational excellence, connecting the economy, and being a responsible partner. The External Affairs Department will adapt to ensure achievement of these broader organizational aims.

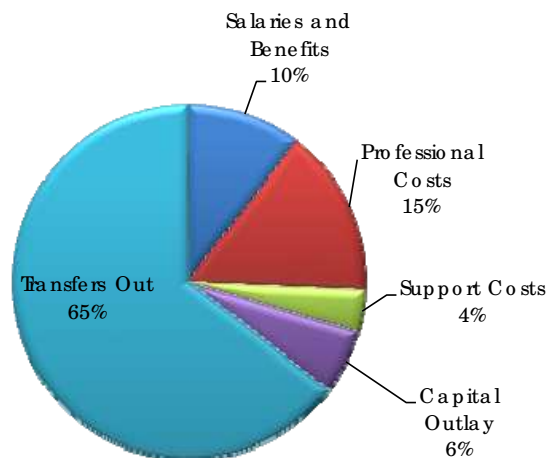
External Affairs Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated	FY 20/21 Projected
Legislative action submittals to Commission	8	10	8	8
Commission-adopted legislative positions	8	10	8	8
State/federal/regional grants pursued	1	4	4	3
Items of state or federal legislation sponsored by the Commission	0	0	0	0
Annual legislative delegation staff briefing	0	0	1	1
Speakers bureau/stakeholder presentations/events	100	94	110	125
Social media postings per week (average)	6	7	6	7
Facebook "likes"	8,000	8,447	8,500	9,500
Twitter followers	1,200	1,154	1,300	1,350
Instagram followers	500	448	600	650
"The Point" postings per month (average)	4	4	4	4
"The Point" subscribers	2,000	3,260	3,300	3,500
Website visitors per month (average)	12,000	25,698	28,000	29,000

Finance

Mission Statement:

Finance safeguards the Commission's assets and maintains strong and prudent fiscal controls in accounting, budgeting, procurements, debt financing, investing, and financial reporting including ongoing disclosure to all interested parties. Finance seeks financing alternatives that complement the Commission's strategic direction.

Chart 30 – Finance



Expenditures

The Finance Department's total budget is \$15,516,700 (Table 43) and reflects a 5% decrease over the prior year's budget. Department staffing costs will total \$1,625,900 and reflect a 36% net decrease due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$2,361,000 include various services related to general and specialized legal, financial and investment advisory, audits, debt management, CAFR and annual budget graphic design and publication, and procurement. Support costs of \$608,800 include insurance, printing, and staff training. Capital outlay of \$913,300 includes ERP updates. Transfers out of \$10,000,000 and \$7,700 are related to funding a portion of the debt service interest payments and administrative costs to the General fund, respectively, from the 2009 Measure A Western County bond financing program.

Table 43 – Finance Expenditure Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 1,221,800	\$ 2,523,100	\$ 2,684,100	\$ 1,625,900	\$ (897,200)	-36%
Professional Costs						
Legal Services	66,000	240,000	210,000	270,000	30,000	13%
Audit Services	502,000	573,700	473,700	622,300	48,600	8%
Financial Advisory	128,600	250,000	278,500	275,000	25,000	10%
Professional Services - General	582,200	1,136,400	942,700	1,193,700	57,300	5%
Total Professional Costs	1,278,800	2,200,100	1,904,900	2,361,000	160,900	7%
Support Costs	341,000	608,800	347,700	608,800	-	0%
Capital Outlay	107,000	845,000	181,700	913,300	68,300	8%
Transfers Out	11,197,100	10,087,900	10,087,900	10,007,700	(80,200)	-1%
TOTAL Finance	\$ 14,145,700	\$ 16,264,900	\$ 15,206,300	\$ 15,516,700	\$ (748,200)	-5%

Finance Staffing Summary

Position	FY18/19	FY19/20	FY20/21
Accountant	0.94	0.94	0.99
Accounting Assistant	2.00	2.00	2.00
Accounting Supervisor	0.00	1.00	1.00
Accounting Technician	1.97	2.00	2.00
Chief Financial Officer	0.69	0.62	0.66
Deputy Director of Finance	0.92	0.94	0.92
Procurement Manager	0.14	0.16	0.20
Senior Administrative Assistant	0.60	0.67	0.55
Senior Financial Analyst	0.51	0.42	0.60
Senior Management Analyst	0.00	0.01	0.01
Senior Office Assistant	0.31	0.30	0.31
Senior Procurement Analyst	0.15	0.08	0.10
FTE	8.23	9.14	9.34

Department Overview

Finance and Accounting

Commission resources are allocated to assure financial stability and fiscal accountability. Finance activities include investing the Commission's cash resources, planning and directing financial transactions, and subsequent monitoring of legal and regulatory requirements. Adequate cash flow must be maintained while at the same time prudently investing operating and capital funds. Borrowing needs are carefully planned using both short- and long-term debt. Once debt is issued, there are ongoing responsibilities including interaction with financial advisors, bankers, dealers and remarketing agents, underwriters, bond counsel, bond insurers, trustees, issuing and paying agents, arbitrage consultants, investment managers, and rating agencies as well as providing regular and consistent information disclosure to investors who hold the Commission's sales tax revenue and toll revenue bonds and the U.S. DOT for TIFIA loans.

Fiscal accountability involves receiving all funds due the Commission, paying all Commission obligations, maintaining the general ledger, reporting regularly on the Commission's fiscal results, and preparing and monitoring the budget. Fiscal accountability requires the coordination of budget planning and monitoring and the accurate and timely accounting for all funding sources, including compliance with all applicable laws and regulations governing those funds. Accounting encompasses cash receipt and disbursement functions, maintenance of the general ledger including project cost accounting, payroll processing, debt and investment management, quarterly and annual financial reporting, and retention of and coordination with independent auditors.

The Commission also recognizes the importance of accountability for the organization. As a result, the Commission is highly regarded by individuals, peers, other organizations, and government officials at a local, regional, state, and national basis. A formal organizational accountability program is in place to address fraud risk, ethical conduct, and financial and operational disclosure and to maintain the public's confidence in the Commission. Accordingly, measures have been implemented based on a conceptual framework related to oversight, reporting, fraud, internal control, and ethics.

Procurement Management

Procurement management is responsible for the purchase of all goods and services, in accordance with the Commission's Procurement Policy Manual and federal and state funding requirements to ensure the implementation of the Commission's projects and programs. The procurement process is centralized and includes conducting outreach, issuing solicitations, oversight of the proposal evaluation process, conducting contract negotiations, recommending contract award, and updating procurement policies and procedures as required. After contract award and during the contract life time, contract administration activities include issuing contract task orders and amendments; ensuring compliance with contract terms, conditions, and deliverables; and monitoring contract balances to prevent contract overruns.

Procurement management also includes oversight of the Commission's DBE and SBE program. This includes developing DBE contract goals, attending various DBE/SBE outreach events to encourage participation on Commission contracts, monitoring DBE participation achievement, and ensuring all vendors have an equal opportunity to provide the Commission with goods and services.

Risk management includes identifying Commission insurance needs to protect the Commission's assets, such as its commuter rail stations, toll facilities, and vacant land, and to ensure that insurance requirements for services purchased with public funds are applied in the Commission's best interests. Activities also include reviewing scopes of work to ensure insurance limits are adequate, tracking consultant insurance certificates, managing claims, and annually reviewing and renewing the Commission's insurance policies.

Department Goals

F1 – Protect the Commission's cash resources by regular monitoring of investment practices to ensure consistency with established investment policy. (*Policy Goal: Operational Excellence*)

F2 – Manage the Commission's outstanding debt ensuring compliance with applicable laws and regulations and continued investor awareness and receptivity to the Commission's program. (*Policy Goal: Operational Excellence*)

F3 – Ensure the Commission and funding recipients comply with Measure A and TDA laws and regulations as they relate to the annual financial and compliance audits as well as close cooperation and coordination with independent auditors. (*Policy Goal: Operational Excellence*)

F4 – Maintain fiscal and budgetary control through monitoring of periodic results and ensuring consistency with the Commission's strategic direction. (*Policy Goal: Operational Excellence*)

F5 – Assure fiscal accountability for Commission funds with general ledger accounting and financial reporting consistent with generally accepted accounting principles. (*Policy Goal: Operational Excellence*)

F6 – Develop and maintain an organizational accountability program encompassing financial and operational functions. (*Policy Goal: Operational Excellence*)

F7 – Procure goods and services from qualified consultants, contractors, and other vendors in accordance with laws and regulations at a competitive price. (*Policy Goal: Operational Excellence*)

F8 – Review existing procurement policies and procedures. (*Policy Goal: Operational Excellence*)

F9 – Protect the Commission's assets by ensuring appropriate insurance is obtained. (*Policy Goal: Operational Excellence*)

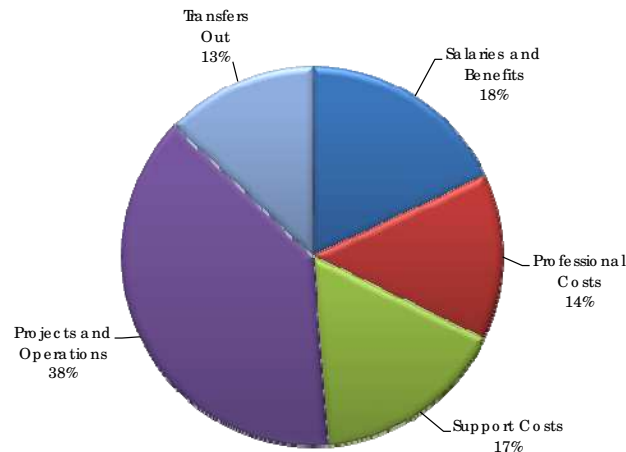
ID	Finance Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated	FY 20/21 Projected
F2	Sales tax revenue bonds rating	Aa2/AA+/AA	Aa2/AA+/AA	Aa2/AA+/AA	Aa2/AA+/AA
F2	Toll revenue bond rating: 2013 Bonds 2020 Bonds (pending) Senior Lien Second Lien	BBB-/BBB N/A N/A	BBB/BBB N/A N/A	A/BBB+ A/BBB+ A-/BBB	A/BBB+ A/BBB+ A-/BBB
F2	TIFIA loan rating: 2013 TIFIA Loan 2017 TIFIA Loan	BBB- BBB-/BBB	BBB BBB-/BBB	BBB+ BBB-/BBB	BBB+ BBB-/BBB
F2	Commercial paper rating	P-1/A-1+	P-1/A-1+	P-1/A-1+	P-1/A-1+
F1	Average yield on investments	0.50% operating / 0.75% debt proceeds	1.82% operating / 2.69% debt proceeds	1.50% operating and debt proceeds	0.50% operating and debt proceeds
F5	GFOA Certificate of Achievement	Awarded	Awarded	Awarded	Awarded
F4	GFOA Distinguished Budget Award	Proficient	Proficient	Proficient	N/A
F5	Accounts payable invoices processed	8,100	8,020	7,700	7,800
F5	Accounts payable checks processed	4,500	4,406	4,500	4,500
F3	Audit adjustments	0	0	0	0
F5	Payroll hours processed	112,300	98,044	99,800	104,000
F5	Accounts receivable invoices processed	210	248	250	250
F7	Agreements processed	275	280	180	180

Planning and Programming

Mission Statement:

Planning and Programming exerts leadership in transportation planning and the programming of funds to improve mobility, foster environmental stewardship, expedite project delivery, and form partnerships with local, regional, state, and federal agencies resulting in maximum returns on local investment. Planning and Programming also supports a coordinated regional approach to solve transportation funding issues.

Chart 31 – Planning and Programming



Expenditures

Planning and Programming expenditures of \$8,259,900 decreased 51% from last year's budget (Table 44). Salaries and benefits total \$1,491,700 and reflect a 33% net decrease due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, the Planning and Programming Director FTE will remain unfilled and there will be no performance merit-based salary increases in FY 2020/21. Professional services totaling \$1,167,500 decreased 25% due to completion of the long-range transportation study. Professional services include air quality analysis; project database management; local, state, and regional planning activities; on-call goods movement consultants; and legal services. Support costs increased 1% or \$9,900 and include various membership dues and staff-related travel costs. Projects and operations costs decreased 63% primarily due to engineering and construction work for the Santa Ana River Trail project for the District in the previous year. Transfers out of \$1,061,400 are related to administrative costs to the General fund.

Table 44 – Planning and Programming Expenditure Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 854,800	\$ 2,223,300	\$ 2,614,600	\$ 1,491,700	\$ (731,600)	-33%
Professional Costs						
Legal Services	111,500	73,000	114,000	79,000	6,000	8%
Audit Services	-	15,000	15,000	-	(15,000)	-100%
Financial Advisory	2,100	1,800	1,800	2,000	200	11%
Professional Services - General	4,800	1,466,300	858,000	1,086,500	(379,800)	-26%
Total Professional Costs	118,400	1,556,100	988,800	1,167,500	(388,600)	-25%
Support Costs	17,500	1,357,000	1,179,100	1,366,900	9,900	1%
Projects and Operations						
Program Operations	146,600	356,100	273,200	352,400	(3,700)	-1%
Engineering	435,900	878,000	700,000	600,000	(278,000)	-32%
Construction	-	4,972,000	-	10,000	(4,962,000)	-100%
Right of Way	(29,900)	205,000	75,500	130,000	(75,000)	-37%
Special Studies	1,217,800	596,000	295,000	850,000	254,000	43%
Operating and Capital Disbursements	1,198,500	1,455,000	1,634,500	1,230,000	(225,000)	-15%
Total Projects and Operations	2,968,900	8,462,100	2,978,200	3,172,400	(5,289,700)	-63%
Transfers Out	435,700	3,223,400	1,673,400	1,061,400	(2,162,000)	-67%
TOTAL Planning and Programming	\$ 4,395,300	\$ 16,821,900	\$ 9,434,100	\$ 8,259,900	\$ (8,562,000)	-51%

Planning and Programming Staffing Summary

Position	FY 18/19	FY 19/20	FY 20/21
Capital Projects Manager	0.14	0.34	0.42
Chief Financial Officer	0.00	0.00	0.12
Deputy Executive Director	0.08	0.10	0.10
Executive Director	0.42	0.43	0.43
External Affairs Director	0.04	0.04	0.28
Legislative Affairs Manager	0.00	0.00	0.04
Management Analyst	0.98	0.95	0.00
Multimodal Services Director	0.33	0.40	0.40
Planning and Programming Director	0.96	0.82	0.00
Planning and Programming Manager	0.00	0.93	0.93
Procurement Manager	0.01	0.07	0.13
Project Delivery Director	0.02	0.04	0.10
Public Affairs Manager	0.02	0.02	0.10
Right of Way Manager	0.00	0.01	0.02
Senior Administrative Assistant	0.20	0.20	0.20
Senior Management Analyst	1.02	0.94	2.13
Senior Procurement Analyst	0.00	0.05	0.00
Toll Program Director	0.08	0.08	0.24
Toll Project Manager	0.07	0.00	0.05
FTE	4.37	5.42	5.69

Department Overview*Transportation Planning and Programming*

The Planning and Programming Department is responsible for short- and long-range transportation planning and programming. Short-range planning and programming involves the development of the five-year STIP and preparation of the six-year FIP for the County. These programming documents identify projects funded from Measure A, TUMF, transit operators' SRIPs, state and federally funded projects, locally funded regionally significant projects, and local jurisdiction Capital Improvement Plans (CIPs).

The department's planning role involves working with the Federal Highway Administration, FTA, CTC, Caltrans, SCAG, councils of governments, local agencies, and other county transportation commissions in the region on various planning efforts relative to:

- Implementation of the SCAG region's RTP/SCS;
- Corridor and goods movement plans; and
- STIP.

Programming specifically involves the development, review, and approval of projects for various funding programs, particularly those where the Commission has a responsibility for project nominations. Additionally, programming involves the monitoring of projects from project selection through construction close-out. In order to receive federal funds and approvals, projects must be included in the RTP and FIIP in accordance with project delivery schedules and financial constraint requirements. This also includes regionally significant projects that are state only or locally funded.

SCAG, as the MPO, is responsible for incorporating all six-county (Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura) transportation improvement programs into one regional programming document, the RTP/SCS. SCAG also conducts a conformity analysis with the adopted air plans to ensure compliance with the National Ambient Air Quality Standards, as stipulated by Environmental Protection Agency's Transportation Conformity Rule, and GHG reduction targets adopted by California Air Resources Board. The RTP/SCS is updated every four years, and the FIIP update effort is performed every 18 to 24 months. Multiple amendments occur within each FIIP cycle; RTP amendments are less frequent as they require air quality conformity analyses. FIIP amendments can occur for minor project changes that do not affect the conformity determination.

The Planning and Programming Department is responsible for allocating the following local, state, and federal funding sources:

Local Sources	State Sources	Federal Sources
1989 and 2009 Measure A	SB 821 for pedestrian and bicycle projects	Surface Transportation Block Grant (SIBG)
2009 Measure A Western County Regional Arterial (MARA)	STIP-RTP	CMAQ
Western County TUMF regional arterial program	ATP MPO County share	Transportation Alternatives Program (TAP)*
	SB 1 LPP Formula Share	
	Mobile Source Air Pollution Reduction Review Committee (MSRC)	

*TAP funds are combined with State/MPO ATP Call for Projects administered by CTC.

The high demand for reporting and monitoring the progress of projects is essential to prevent federal and state funds from lapsing. The Planning and Programming Department assists the Capital Project Development and Delivery Department and local agencies by participating in regular project delivery team meetings and preparing and submitting the request for authorization/allocation of federal and state funding. In addition, staff monitors allocation and award deadlines, expenditures, project closeouts, and inactive projects of federal and state funded projects to prevent loss of funds. Monthly meetings with Caltrans Local Assistance are also held to coordinate and address any issues with federal funding obligations and state funding allocations.

Partnership development, public and private, is critical to the Commission's continued success in affecting positive transportation decisions to meet future demands. Commission staff works in

close coordination with its partners to advocate for federal, state, and local funding to improve mobility, mitigate the impacts of goods movement, and streamline the programming and project delivery process.

Federal Funding

CMAQ, SIBG, and TAP/ATP: The Commission is responsible for allocating CMAQ and SIBG funds to transportation projects in the County. The Commission selects and approves CMAQ funds and SIBG funds through a call for projects in addition to programming funds for Measure A and regional priority projects. The Commission delegates the selection of projects for CMAQ funds apportioned to the Salton Sea Air Basin to CVAG.

Through SB99 and Assembly Bill (AB) 101, the State developed the ATP, which consolidated federal and state funding that traditionally funded bicycle and pedestrian projects, including the federal TAP. The CTC administers the ATP, a program designed to encourage increased use of active modes of transportation such as biking and walking. The Planning and Programming Department has been involved with the development of the guidelines by participating in workshops and through the Regional Transportation Planning Agencies (RIPA) group to represent the County's best interest for each programming cycle.

State Funding

SIIP-RIP: The Commission works on the development of the SIIP in addition to monitoring delivery of SIIP projects to ensure the allocation and expenditure of projects by the respective deadlines. Staff is also involved with the development and implementation of current and future SB 1 and ATP cycles, working with the CTC, Caltrans, SCAG, and RIPAs to ensure projects in the County are successful in these funding programs.

Each county transportation commission throughout the State is responsible for programming RIP funds, which represents 75% of the total SIIP funding available statewide for capital enhancement projects. The 75% funding level is then further distributed with 60% of the funds allocated to southern California and 40% to northern California. A population formula is then applied to determine county funding levels called "county shares." The Commission is responsible for ensuring that projects funded with SIIP funding are administered and implemented consistent with CTC and Caltrans policies. It is the Commission's policy to set aside 2% off the top of new programming capacity for staff support to carry out SIIP PPM activities. The remaining RIP funds are further distributed geographically among Western County, Coachella Valley, and Palo Verde Valley per the Commission's intra-county SIIP formula. The Commission may also consider a call for projects for RIP discretionary funds when sufficient programming capacity is available.

The Commission is responsible for approving projects for RIP funds in Western County and coordinating with Caltrans on the selection of Interregional Improvement Program funds as part of the SIIP approved by the CTC every two years. The Commission delegated the authority to nominate projects for RIP funds in the Coachella Valley to CVAG. A MOU between the city of Blythe, representing Palo Verde Valley, and the Commission allows the city to trade RIP funds for local Measure A sales tax funds.

The CTC administers federal TAP funds similar to SIIP funds under the State's ATP that was created by SB99 and AB101 to encourage increased use of active modes of transportation, such as biking and walking. Federal TAP funds are not subject to general fund diversions; however, TAP funds are authorized each year by the passage of the state budget.

SB 1: The State Legislature and Governor approved SB 1 in April 2017. This transportation tax provides annual revenues for transportation purposes statewide, with a portion coming directly to Riverside County. The CTC is responsible for administering the majority of the SB 1 programs. The

Commission receives IPP formula funds over a three-year cycle. The Commission also submits project applications for the SB 1 Solutions for Congested Corridors Program, Trade Corridor Enhancement Program (TCEP), and IPP competitive programs.

The FASTAct, signed into law in December 2015, established a new formula freight fund under the National Highway Freight Program for a five-year period. The CTC is responsible for allocating these funds. In October 2017, the CTC finalized guidelines for a call for projects that was combined with funding established for the TCEP under SB 1.

SB 821: SB 821, also known as TDA Article 3, projects are funded by 2% of LIF revenues; the expenditures under this program are included in the LIF special revenue fund and reflected in the Public and Specialized Transit Department since the LIF activities relate primarily to transit funding. The Commission will release its next call for projects in February 2021.

Local Funding

2009 Measure A Western County Regional Arterial Program: The Planning and Programming Department manages the 2009 Western County MARA program. The expenditures for these regional arterial capital projects are included in the Capital Project Development and Delivery Department budget. The Commission has programmed MARA funds on projects based on a multi-funding call for projects or separate requests.

2009 Measure A Local Streets and Roads: In order to receive Measure A local streets and roads funding each year, the Commission requires the local jurisdictions to submit a five-year CIP based on Measure A revenue projections. Additionally, the local jurisdictions are required to submit a Maintenance of Effort (MOE) certification consistent with adopted MOE guidelines and participate in the MSHCP and in the local agency's respective TUMF program, as applicable. The Planning and Programming Department processes administrative amendments to CIPs for minor changes that do not affect the total programmed amount or are within budget levels. Significant changes require Commission approval.

Western County TUMF Regional Arterial Program: WRCOG administers the Western County TUMF program and collects the fees from participating jurisdictions. WRCOG disburses to the Commission approximately 45.7% of the TUMF funds collected. The Commission further distributes these funds equally to the Commission's TUMF CETAP corridors and regional arterial programs. In September 2004, the Commission established a program and approved the programming of 23 regional arterial projects. The expenditures for these regional arterial capital projects are included in the Capital Project Development and Delivery Department budget. Planning and Programming staff monitors TUMF regional arterial projects based on the agreements between local agencies and the Commission. In addition, Commission staff works with local agencies regarding amendments to agreements and any issues regarding project delivery. Staff coordinates future programming of additional TUMF regional arterial projects with WRCOG and local jurisdiction staff.

Long Range Planning and Congestion Management

The Commission's involvement with long-range planning efforts includes the coordination and input into planning efforts throughout the County, so the in California region, and statewide. These efforts involve participation in local, bi-county, and regional corridor plans and studies, including the continued development of the CETAP corridors.

- The Commission commenced its first Countywide Long Range Transportation Study (LRIS) in 2017, which was completed in December 2019. The LRIS provides a vision of Riverside County's future integrated transportation system and serves as a document to advocate for changes to transportation policy, legislation, and funding. It also includes a comprehensive review of

projects, including highways, arterials, grade separations, transit, and active transportation improvements.

- The RTP is a 25-year transportation plan developed by SCAG in conjunction with county transportation commissions, sub-regional agencies, local agencies, transit operators, and other interested parties within the SCAG six-county region. The SCAG 2020 RTP adopted in May 2020, incorporates SCS as required under SB 375. The SCS component establishes goals for projects, programs, and land-use designed to reduce GHG emissions.
- Statewide planning efforts involve participation in the development of the California Transportation Plan, freight/goods movement, interregional highways, and air quality plans, to name a few.

The Commission also serves as the CMA for the County and is responsible for developing and updating the Congestion Management Program (CMP). The CMP was developed to meet federal Congestion Management System requirements since state CMP is a voluntary program. The CMP's highways and regional arterials are regularly monitored to ensure that they are operating at acceptable levels (above Level of Service "F"). If a deficiency occurs along the CMP system, the Commission will review the cause of congestion and determine the projects and programs that can alleviate the congestion along with potential funding.

Regional Issues - Freight

The Commission focuses on facilitating ongoing commitments as well as being responsive to various emerging regional and statewide issues relating to freight/goods movement that traverse the southern California region.

The Commission is a member of the California Freight Advisory Committee (CFAC). CFAC is a chartered member advisory body representing public and private sector freight stakeholders, including representatives of ports, shippers, carriers, freight-related associations, the freight industry workforce, Caltrans, and RTPAs. CFAC meets quarterly at various locations across the state to participate in the development of the California Freight Mobility Plan and to advise the State on freight-related priorities, issues, projects, and funding needs.

The Commission works with SCAG and partners from the Southern California Consensus Group (Ports of Long Beach and Los Angeles, Alameda Corridor Transportation Authority, Alameda Corridor East Construction Authority, SBC TA, OCTA, Los Angeles County Metropolitan Transportation Authority, Ventura County Transportation Commission, SCAG, and SCRRA) to identify goods movement priorities in the SCAG region.

In 2017, a Companion Study was completed for the 2012 Grade Separation Priority Update Study. The 2012 study was completed to update information regarding improving each of the remaining 46 at-grade crossings. The 2017 study identified 11 grade crossings considered as high priorities for the local jurisdictions for the next 10 years. The Commission continues to work closely with the local jurisdictions to develop funding strategies and provide funding assistance to support projects that are vital for economic growth and reduction of conflicts between rail and road traffic.

In May 2019, the Commission approved the Logistics Mitigation Fee Nexus Study. The study was started in 2017 to evaluate a logistics-related regional fee on new warehousing facilities as a result of a settlement agreement between the Commission, the County of Riverside, the city of Moreno Valley, and Highland Fairview in response to litigation involving the World Logistics Center. Highland Fairview is the developer of the World Logistics Center, which is planned to encompass more than 40 million square feet of large-scale logistic operations in the eastern portion of Moreno Valley. A result of the study could be a new program that would, for example, set a fee on new distribution center warehouses to offset the cost of highway improvements caused by the growth in truck trips originating or ending in the county. The Commission may consider the implementation of such a program in a future year.

Department Goals

PP1 – Build upon relationships with local, state, and federal agencies to coordinate short- and long-range planning to ensure that transportation projects receive funding and approvals. *(Policy Goals: Quality of Life, Operational Excellence, Responsible Partner)*

PP2 – Continue to seek a stronger role for county transportation commissions in state and regional transportation and air quality programs in order to direct funding for programs and projects that will improve air quality, mobility, and the economy in the County. *(Policy Goals: Quality of Life, Connecting the Economy)*

PP3 – Support local, regional, and state planning efforts in cooperation with SCAG, WRCOG, CVAG, Caltrans, and local agencies including, but not limited to, transportation and air quality modeling updates/upgrades, corridor or focused area studies, development of active transportation plans, or any planning related to the implementation of the RTP/SCS and state and federal planning regulations. *(Policy Goals: Quality of Life, Responsible Partner)*

PP4 – Continue to advocate for jobs/housing balance and attracting high income jobs to the County in addition to addressing intercounty congestion. *(Policy Goal: Connecting the Economy)*

PP5 – Maintain support of the SCAG regional FIIP and Caltrans project databases to allow for efficient monitoring of projects and funding obligations with the ability to share project information with local jurisdictions. *(Policy Goal: Operational Excellence)*

PP6 – Ensure maximum funding and flexibility for projects funded with STIP-RIP, SB 1, ATP, and federal FAST Act funds. *(Policy Goal: Quality of Life)*

PP7 – Provide support to the Commission's Capital Project Development and Delivery and Finance departments to maintain project funding and schedules and minimize programming issues. *(Policy Goals: Quality of Life, Operational Excellence)*

PP8 – Provide assistance to local agencies in the development of Measure A CIPs, program funding guidelines, and grant applications for local, regional, state, and federal funding programs, including facilitating allocation and obligation processes required for project delivery. *(Policy Goals: Quality of Life, Operational Excellence)*

PP9 – Continue to work with state and federal agencies to streamline processes for funding and project approvals. *(Policy Goals: Quality of Life, Operational Excellence)*

PP10 – As a result of goods movement funding available under the FAST Act, determine where future efforts regarding addressing the County goods movement issues would prove most effective. *(Policy Goal: Quality of Life)*.

PP11 – Facilitate public and private investments in clean air technology in support of the broader air quality programs for SCAG, SCAQMD, and the County's local entities. *(Policy Goal: Quality of Life)*

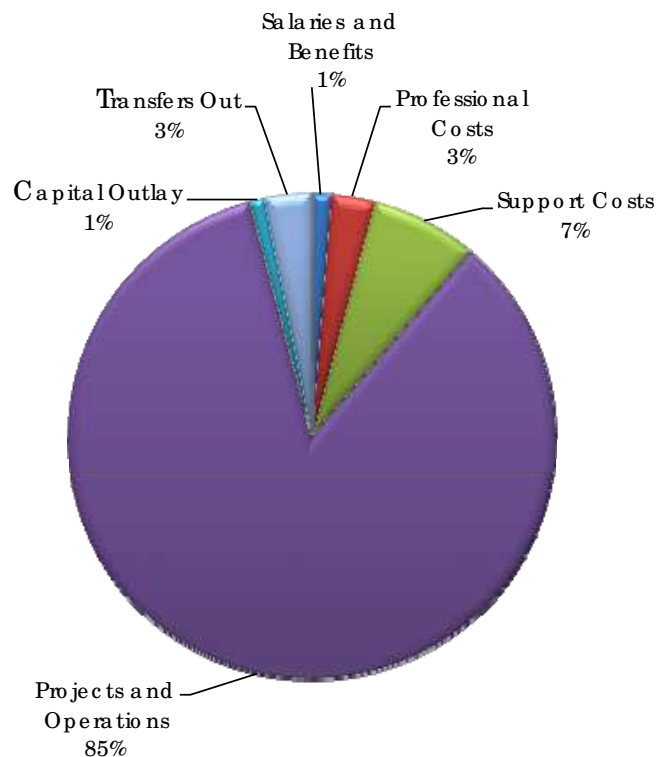
ID	Planning and Programming Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated	FY 20/21 Projected
PP6 PP7 PP8 PP9	Federal projects monitored for obligation authority delivery	9	5	10	5
PP7	TUMF regional arterial projects monitored for implementation/expenditures	3	3	3	3
PP7	TUMF agreements/amendments	0	0	5	0
PP7	MARA projects monitored for implementation/expenditures	4	4	4	5
PP7	MARA agreements/amendments	0	0	5	0
PP1 PP5	RIP/FIIP amended projects 2021 FIIP	130 N/A	147 N/A	197 389	140 N/A
PP1 PP6	STIP/TCIF/SB 1/ATP programming, allocations, amendments, and extensions for Commission projects/local agency projects	30	30	30	30
PP2	SB 821 projects awarded and monitored for extensions and reimbursements	23	20	28	28
PP8	Measure A local streets and roads CIP projects	240	333	275	240
PP8	Review/processing of Measure A CIP project amendments and extension requests	8	8	10	10
PP11	MSRC projects	1	1	1	1
PP3	2020 RIP/SCS Update projects reviewed	747	747	50	N/A

Rail

Mission Statement:

Rail develops and supports passenger rail transportation options for increased mobility within Riverside County and the region.

Chart 32 – Rail



Expenditures

Rail expenditures of \$56,083,200 include Metrolink operations and capital support as well as maintenance and operations of the nine Commission-owned and operated commuter rail stations (Table 45). Salaries and benefits reflect a 43% decrease due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs, which include legal and consultant services, decreased 84% due to refocusing department planning efforts. Support costs include station maintenance, media ads, printing services, and marketing incentives.

Projects and operations expenditures of \$47,459,400 increased 56%. Program operations comprise rail state of good repair and a \$34,200,000 operating contribution for SCRRRA Metrolink operations including the PVL service. The Commission's commuter rail program intends to utilize existing mechanisms within Metrolink to assess and monitor operations and budget performance. Program operations relate primarily to station operations. The "next generation" rail feasibility study is included in special studies. Construction increased 510% related to the Indio special events train platform for the Coachella Valley-San Geronio Pass Corridor rail service. Capital outlay reflects a 231% increase and is due to a series of station-related improvement projects and an increase in SCRRRA Metrolink capital needs. Transfers out of \$1,754,800 relate to administrative costs to the General fund.

Table 45 – Rail Expenditure Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 547,700	\$ 1,238,000	\$ 1,284,900	\$ 704,800	\$ (533,200)	-43%
Professional Costs						
Legal Services	56,500	225,000	195,000	215,000	(10,000)	-4%
Professional Services - General	1,983,000	9,910,900	1,148,500	1,418,100	(8,492,800)	-86%
Total Professional Costs	2,039,500	10,135,900	1,343,500	1,633,100	(8,502,800)	-84%
Support Costs	2,403,000	3,330,000	3,152,200	3,987,600	657,600	20%
Projects and Operations						
Program Operations	2,624,900	2,964,600	2,889,000	3,187,600	223,000	8%
Engineering	-	600,000	400,000	550,000	(50,000)	-8%
Construction	-	1,470,000	250,000	8,971,800	7,501,800	510%
Special Studies	82,400	400,000	400,000	400,000	-	0%
Operating and Capital Disbursements	19,793,500	25,000,000	29,147,100	34,350,000	9,350,000	37%
Total Projects and Operations	22,500,800	30,434,600	33,086,100	47,459,400	17,024,800	56%
Capital Outlay	72,900	164,000	179,800	543,500	379,500	231%
Transfers Out	562,900	980,000	980,000	1,754,800	774,800	79%
TOTAL Rail Maintenance and Operations	\$ 28,126,800	\$ 46,282,500	\$ 40,026,500	\$ 56,083,200	\$ 9,800,700	21%

Rail Staffing Summary

Position	FY18/19	FY19/20	FY20/21
Capital Projects Manager	0.01	0.01	0.01
Chief Financial Officer	0.01	0.00	0.01
Deputy Executive Director	0.01	0.03	0.00
External Affairs Director	0.00	0.00	0.01
Facilities Administrator	0.89	0.79	0.70
Legislative Affairs Manager	0.00	0.00	0.02
Management Analyst	0.00	1.00	0.75
Multimodal Services Director	0.27	0.30	0.30
Procurement Manager	0.06	0.11	0.16
Project Delivery Director	0.04	0.00	0.03
Public Affairs Manager	0.05	0.05	0.05
Rail Manager	1.00	1.00	1.00
Senior Administrative Assistant	0.02	0.06	0.02
Senior Management Analyst	0.09	0.10	0.10
Senior Procurement Analyst	0.13	0.16	0.23
FTE	2.58	3.61	3.39

Department Overview—Rail Operations

The Rail Department directs efforts in the areas of regional commuter rail, intercity passenger rail, high speed rail, and capital improvements to support enhanced passenger and freight rail service. The entire program includes elements of planning, programming, commuter and intercity rail development and support, station and corridor management, mitigation of community and environmental impacts, legislative and regulatory advocacy, and construction of capital projects. Other Commission departments, legal counsel, and consultants manage or support many of these elements. Departmental efforts contributing to the rail program are found throughout the budget document.

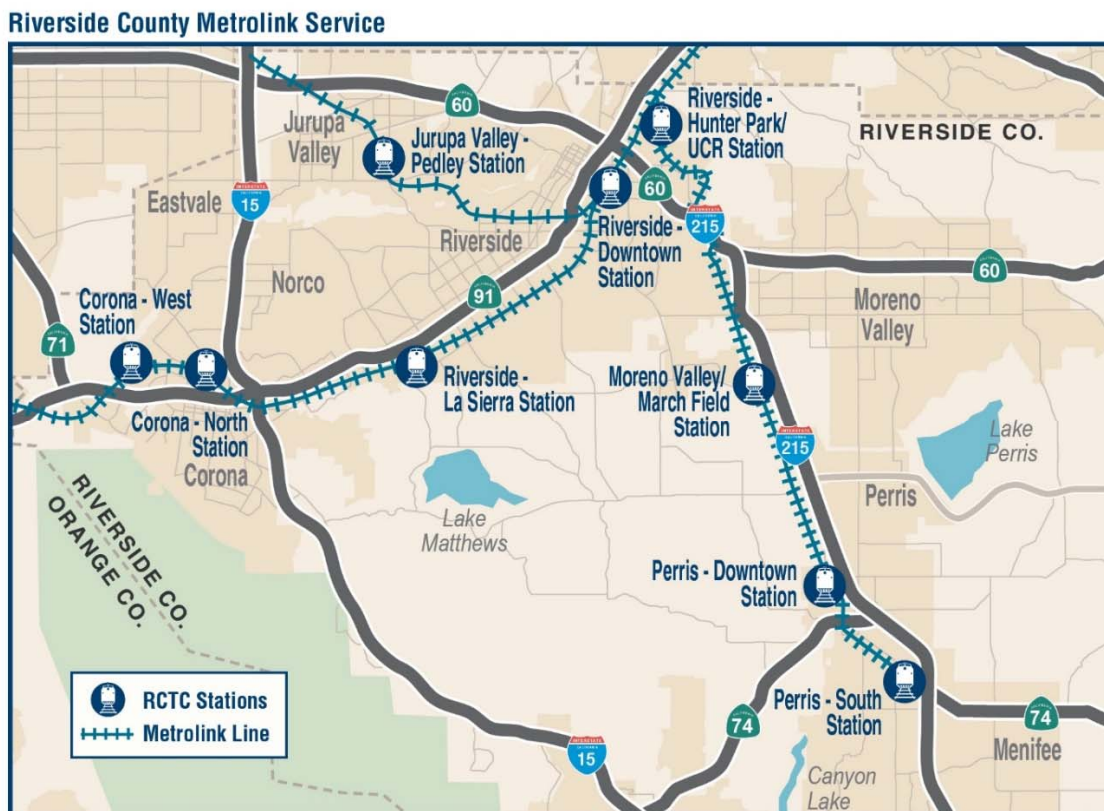
Coordination and consultation also occur with a variety of public and private entities including the California State Transportation Agency (CalSTA), CTC, Caltrans, California Public Utilities Commission, California High Speed Rail Authority (CHSRA), FRA, FTA, Amtrak, environmental

agencies, University of California Riverside (UCR), transit providers, SCAG, WRCOG, CVAG, San Diego Association of Governments, Los Angeles-San Diego-San Luis Obispo (LOSSAN) joint powers authority, local governments, private freight railroads, businesses, and property owners.

The Commission participates in the ongoing funding and governance of Metro link through SCRRRA, a joint powers authority consisting of the county transportation commissions of Riverside, San Bernardino, Orange, Los Angeles, and Ventura counties. The Commission holds two voting positions on SCRRRA's eleven-member board. The role of chair rotates between the member agencies every two years. Commission staff serves on the five-county Member Agency Advisory Committee (MAAC) that negotiates service and funding levels, based upon each county's established priorities. The MAAC provides technical assistance, coordination between various SCRRRA and member agency departments, and linkages to local communities.

Of the seven commuter rail lines operated by Metro link, three routes consisting of the Riverside, Inland Empire-Orange County (IEOC), and 91/PVL directly serve Western County. Unlike the other SCRRRA member agencies, the Commission owns and operates the commuter rail stations serving the County: Riverside Downtown, Jurupa Valley – Pedley, Riverside – La Sierra, Corona – West, Corona – North Main, Riverside – Hunter Park/ UCR, Moreno Valley – March Field, Perris – Downtown, and Perris – South (Chart 33). The Riverside Downtown Operations Control Center (RDOCC), located at the west end of the Riverside Downtown station, provides monitoring of closed circuit televisions (CCTV) at the stations as well as facilities for train crews. Layover track facilities are located at the Riverside Downtown and Perris – South stations; however, SCRRRA maintains the layover facilities. Station operation and maintenance costs are included in the Rail Department budget with service currently coordinated by the Capital Projects Development and Delivery Department through the Facilities Administrator. New and ongoing construction projects at these stations are described in the Capital Project Development and Delivery Department.

Chart 33 – Riverside County Metro link Station Locations



A general description of each of the Commission-owned rail station facilities is presented in Chart 34.

Chart 34 – Commission-Owned Rail Station Facilities

	Location	In Service Date	Size	Transit Services	Primary Features
	Riverside Downtown (P244001) 4066 Vine Street, Riverside	June 1993	26.5 acres	Rail: 91/PVL IEOC Line Riverside Line Amtrak Bus: RTA OmniTrans SunLine Amtrak MegaBus	2 platforms with 4 boarding tracks 4 parking lots (1,240 spaces) Enclosed pedestrian bridge, elevators, stairwells
	Jurupa Valley-Pedley (P244002) 6001 Pedley Road, Jurupa Valley	June 1993	4.5 acres	Rail: Riverside Line Bus: RTA	Platform with boarding track Parking lot (288 spaces)
	Riverside-La Sierra (P244003) 10901 Indiana Avenue, Riverside	October 1995	24.69 acres	Rail: 91/PVL IEOC Line Bus: RTA	Platform with 2 boarding tracks Parking lot (1,065 spaces) Enclosed pedestrian bridge, elevators, stairwells
	Corona-West (P244004) 155 South Auto Center Drive, Corona	October 1995	5.49 acres	Rail: 91/PVL IEOC Line Bus: RTA	Platform with 2 boarding tracks Parking lot (564 spaces) Enclosed pedestrian bridge, elevators, stairwells
	Corona-North Main (P244006) 250 East Blaine Street, Corona	November 2002	6.72 acres	Rail: 91/PVL IEOC Line Bus: RTA Corona Cruiser	Platform with 2 boarding tracks Parking lot (579 spaces) Parking structure (1,000 spaces) Enclosed pedestrian bridge, elevators, stairwells
	Perris-Downtown (P244010) 121 South C Street, Perris	June 2016 (bus transit center opened 2010)	5.5 acres	Rail: 91/PVL Bus: RTA	Platform with boarding track Parking lot (444 spaces)
	Riverside-Hunter Park/UCR (P244020) 1101 Marlborough Avenue, Riverside	June 2016	9.35 acres	Rail: 91/PVL Bus: RTA	Platform with boarding track Parking lot (528 spaces)
	Moreno Valley/March Field (P244021) 14160 Meridian Parkway, Riverside	June 2016	14.47 acres	Rail: 91/PVL Bus: RTA Amtrak	Platform with boarding track Parking lot (476 spaces) Stairwell
	Perris-South (P244022) 1304 Case Road, Perris	June 2016	40.57 acres	Rail: 91/PVL Bus: RTA Amtrak	Platform with boarding track Parking lot (907 spaces)
	RDOCC (P244024) 4344 Vine Street, Riverside	April 2016	3,000 square feet	N/A	CCTV operations center Offices and meeting rooms

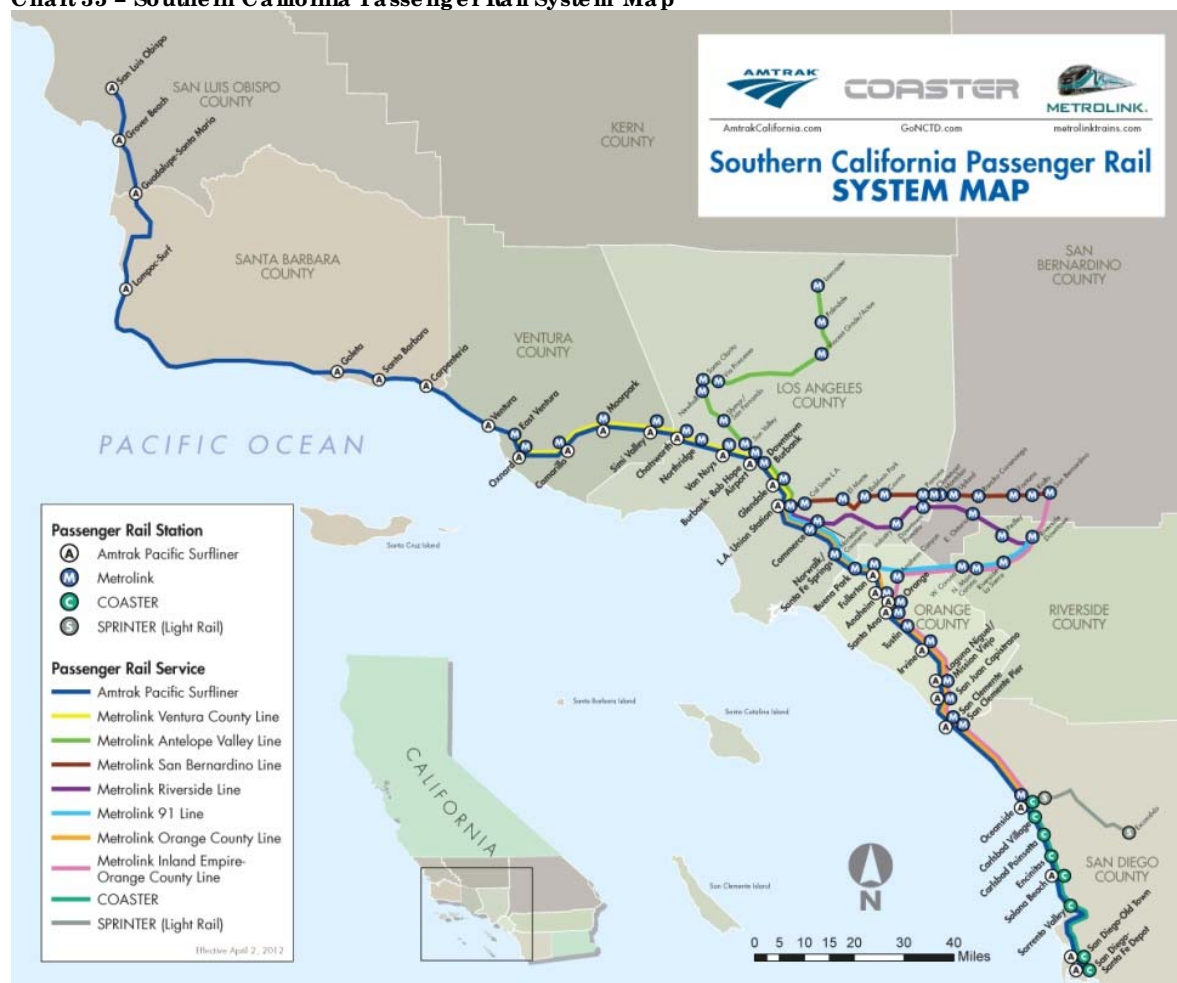
Station maintenance includes property management, utilities, grounds maintenance, repairs, cleaning, and security services at the Commission-owned rail stations, including the RDOCC. As a result of the new PVL service and increased stations, LTF allocations are generally used for Metrolink operating contributions and 2009 Measure A Western County rail funds are used for station maintenance. Table 46 summarizes the rail station maintenance costs.

Table 46 - Rail Station Maintenance Summary

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Projected	FY 20/21 Budget
Equipment maintenance and repairs	\$ 382,515	\$ 550,600	\$ 591,700	\$ 759,300
Grounds maintenance and repairs	894,160	1,163,500	1,124,300	1,555,200
Utilities and support	396,546	483,500	501,300	563,300
Property management and operations	1,017,024	1,268,600	1,099,800	1,122,000
Security	2,299,710	2,394,200	2,420,000	2,812,700
Improvements	72,868	182,500	179,800	543,500
Total expenditures	\$ 5,062,823	\$ 6,042,900	\$ 5,916,900	\$ 7,356,000

In addition to Metrolink, the Commission participates in the governance of LOSSAN, a 351-mile network through a six-county coastal region in southern California that is the second busiest intercity passenger rail corridor in the United States (Chart 35).

Chart 35 – Southern California Passenger Rail System Map



LOSSAN is a joint powers authority originally formed in 1989 to increase ridership, revenue, capacity, reliability, coordination, and safety on the coastal rail line between San Diego, Los Angeles, and San Luis Obispo. The Commission is the newest voting member of the 11-member Board of Directors composed of elected officials representing rail owners, operators, and planning agencies along the rail corridor. In recent years, LOSSAN has gained more local control over the management and coordination of the southern California rail services. The Commission is involved to promote travel options and connections for County residents and to be engaged in decisions impacting the rail track rights the Commission purchased for commuter rail service. Commission staff also participates in the Technical Advisory Committee that provides technical assistance, service planning, and coordination between various agencies to improve customer service.

Department Goals—Rail Operations

RO1 – Improve utilization and increase efficiency of commuter rail lines serving the County. (*Policy Goals: Quality of Life, Responsible Partner*)

RO2 – Maximize opportunities for public use of rail-related investment. (*Policy Goals: Quality of Life, Responsible Partner*)

RO3 – Implement energy efficient systems and generate revenue to offset maintenance costs of rail properties. (*Policy Goals: Quality of Life, Operational Excellence*)

Department Overview – Rail Development

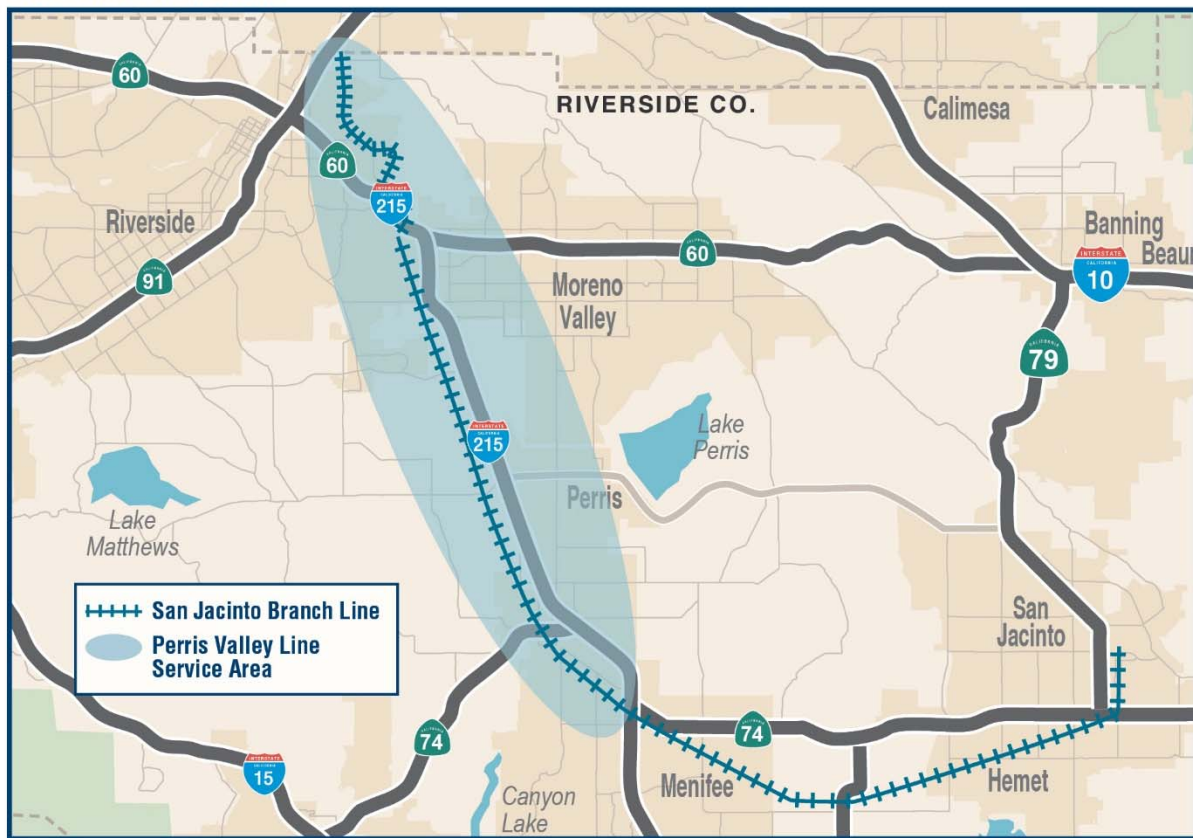
In order to expand passenger rail options throughout the County, the Commission conducts feasibility and planning studies to assess the viability of commuter rail expansion. The Commission engaged a consultant to perform a “next generation” rail feasibility study based on findings from the RCTC Strategic Assessment completed in January 2016. The study continues to develop and provide meaningful ridership and cost data that will help make future decisions on how to proceed with rail transit expansions in the County. Significant planning efforts are also underway to explore intercity passenger rail service to the Coachella Valley-San Geronio Pass corridor.

San Jacinto Branch Line (SJBL)

The Commission holds title to and manages the 38-mile SJBL (Chart 36) and several adjacent properties, preserved for future passenger rail service. BNSF Railway (BNSF) holds the freight rights in the corridor, providing service to local shippers, and performs maintenance on the line.

Chart 36 – San Jacinto Branch Line

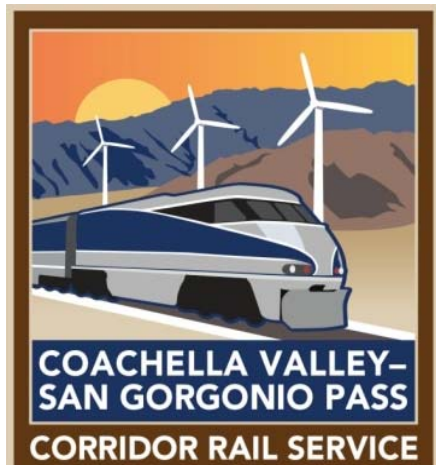
San Jacinto Branch Line



Perris Valley Line Project

The Commission substantially completed the PVL in September 2016, and operations commenced in June 2016. The construction project was a 24-mile extension of the 512-mile Metrolink commuter rail system. It extended the existing Metrolink 91 Line, which provides service between Riverside and Downtown Los Angeles via Fullerton. There are timed connections to the other routes out of the Riverside Downtown station. The project included the construction of four passenger stations at Riverside – Hunter Park/UCR, Moreno Valley/March Field, Perris – Downtown, and Perris – South; construction of a park-and-ride lot at each of the four new stations, totaling approximately 2,250 parking spaces; and a layover facility at Perris – South for vehicle storage and servicing. The hours of operation are from 4:30 a.m. to 8:00 p.m. on weekdays; the FY 2020/21 Metrolink operating contributions include funding to initiate expanded weekday service and weekend service.

Coachella Valley-San Gorgonio Pass Corridor Rail Service



In recent years the Commission also focused attention on the creation of intercity passenger rail service between the Coachella Valley, the Pass Area, Riverside, and the Los Angeles basin through advocacy efforts with state, federal, and local government entities and negotiation with the freight railroads. The Commission ensured the corridor was prominently featured in the updated 2013 California State Rail Plan. In May 2013, the Caltrans Division of Rail completed the first phase of a planning study and initial alternatives analysis for the rail corridor. This planning study was very supportive of the potential for a viable service, and future studies can expand on this by determining ridership demand and better cost estimates. Caltrans also included an updated project description and analysis of the Coachella Valley-San Gorgonio Pass corridor rail service in the latest state rail plan, approved by CalSTA on September 5, 2013. The 2018 California State Rail Plan update includes the Coachella Valley-San Gorgonio Pass corridor rail service as an integral part of future growth.

Since its inclusion of the project into the State Rail Plan, the Commission has led the planning elements required of the project in order to secure additional funding and project approvals at various state and federal levels. The Commission established a MOU with CVAG for its cooperation in the planning as well as funding through a new TDA bus/rail split for the Coachella Valley. This agreement also included the application of Proposition 1B funds toward the initial Phase I analysis that included public outreach, development of the project Purpose and Need Statement, and development of the Preliminary Alternatives Analysis Report. As part of this effort, the Commission secured a letter of agreement with Caltrans for its cooperation and modeling support. The Commission completed the Phase I planning efforts, including the Alternatives Analysis, and the FRA approved the Phase I work.

In the July 2010 Federal Register notice on High-Speed Intercity Passenger Rail (HSIPR) program, it clearly outlines the planning process needed to be eligible for HSIPR funds. This process identifies the need for a Service Development Plan (SDP) with the following requirements:

- Clearly demonstrate the purpose and need;
- Analyze alternatives for the proposed passenger rail service;
- Identify the alternative that best meets the purpose and need;
- Identify the discrete capital projects required; and
- Demonstrate the operational and financial feasibility.

To continue the development of this project, the Commission partnered with Caltrans and successfully applied for and was awarded a \$2,900,000 FRA grant to complete the corridor study's SDP. This was the only rail corridor in the country awarded these planning grant funds. Staff worked through the multiple agreements needed in order to utilize this funding in coordination with the FRA and Caltrans. In order to expedite project development, a highly qualified consultant is preparing the SDP and lead the environmental process needed for the NEPA documentation. This project is ongoing and incorporated in the FY 2020/21 budget. The Commission prepares an annual SRIP for the Coachella Valley-San Gorgonio Pass corridor rail service project.

As the result of the many studies performed to date by both CVAG and the Commission, it was determined that using state-supported intercity trains presents the best alternative for developing

service along the corridor. The 141-mile trip between Los Angeles and the Coachella Valley would cross four counties (Chart 37). Stops and station locations are yet to be determined. Due to the trip length and time of approximately three hours, Amtrak-style service with larger seats and food service would be more appealing to the riders. In addition, the service would operate over Union Pacific and BNSF tracks, and, in general, Amtrak has a greater ability to initiate service over freight railroads based on a national agreement. The initial service plan anticipates two daily round trips along the corridor. The approved Alternative Analysis recommended a preferred alignment.

Chart 37 – Coachella Valley-San Geronio Pass Corridor Rail Service – Proposed Alternative



High Speed Rail

The Commission continues to play a proactive role in the development of a statewide, high speed passenger rail system, including routing of the backbone corridor through the Inland Empire with possible stations in the Riverside/Corona and Murietta/Temecula areas. With the passage of Proposition 1A in November 2008, there is a proposed funding mechanism to move the state high speed rail project forward. The CHSRA began work on a project level environmental assessment and corridor alignment study for the section between Los Angeles and San Diego via the Inland Empire. The Commission directed the review to include an alignment alternative along I-15 for analysis. The Commission entered into a MOU to be supportive in the development of this high speed rail project and participates in the Southern California Inland Corridor Group meetings. The Commission actively contributed to the development of the supplemental Alternatives Analysis efforts. Work on this effort has slowed down with the release of the latest business plan that extends the development of this Phase II section from Los Angeles to San Diego via the Inland Empire to beyond 2030. The Commission signed a MOU along with the other southern California transportation entities and SCAG to commit \$1 billion in unallocated Proposition 1A funds for early investment to be spent locally for rail transportation improvement projects. With recent developments related to the State's high speed rail project, staff will continue to monitor progress and look for opportunities to benefit the regional rail network.

Department Goals-Rail Development

RD1 – Identify and plan for capital improvements necessary to increase the scope, appeal, and reliability of commuter rail operations. (*Policy Goals: Quality of Life, Operational Excellence, Responsible Partner*)

RD2 – Maintain efforts with local agencies, other southern California counties, and the state and federal governments to expand intercity passenger rail service into the County and the Coachella Valley. (*Policy Goals: Quality of Life, Responsible Partner*)

RD3 – Continue to monitor the state efforts in the creation of a high speed passenger rail system along an Inland Empire alignment through coordination with state and local agencies. In addition, continue to identify and advocate for high speed rail funding to be spent on beneficial local rail projects in the County. (*Policy Goals: Quality of Life, Responsible Partner*)

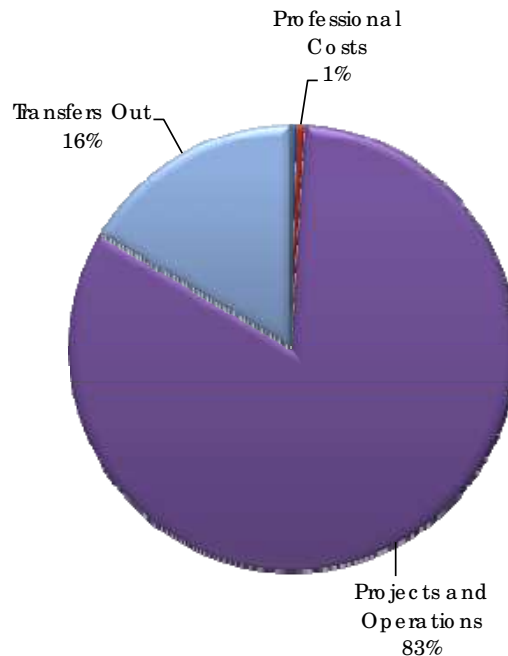
ID	Rail Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated	FY 20/21 Projected
RO 1 RD1	Average weekday daily ridership on existing commuter lines <ul style="list-style-type: none"> Riverside Line IEOC Line 91/PVL 	3,721 4,624 3,330	3,868 4,656 3,293	3,962 4,784 3,256	N/A N/A N/A
RO 1	Fare box recovery ratio <ul style="list-style-type: none"> Riverside Line IEOC Line 91/PVL 	43.0% 31.9% 27.7%	42.1% 31.9% 27.7%	43.7% 31.6% 26.5%	N/A N/A N/A

Public and Specialized Transit

Mission Statement:

Public and Specialized Transit coordinates the operation of all public transit services within the County. The Commission provides financial oversight and compliance monitoring, as well as evaluates program efficiency and effectiveness between transit operators in achieving regional goals to reduce congestion, improve air quality and mobility options for all users. Public and Specialized Transit also maintains and improves, as resources allow, mobility options to meet travel needs of seniors, persons with disabilities, and persons of limited means to enhance quality of life through innovative solutions and better coordination of existing services.

Chart 38 – Public and Specialized Transit



Expenditures

Public and specialized transit uses are budgeted at \$120,106,200 for FY 2020/21, as presented in Table 47, and consist primarily of capital projects and operations costs as well as transfers out to Commission funds for administration, planning, and rail purposes. The 44% decrease in salaries and benefits reflects the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21.

Overall, operating and capital disbursements decreased 39% as a result of federal CARES Act funding available to transit operators in FY 2020/21 for COVID-19 impacts.

LIF disbursements consist of transit operating and capital allocations to public transit operators of \$44,300,000; bicycle and pedestrian facilities allocations to cities and the County of \$900,000; and planning and administration allocations to other agencies of \$627,000. STA/SGR disbursements of \$40,935,300 are primarily for bus capital purposes in Western County, Coachella Valley, and Palo Verde Valley. The STA and SGR transit allocations reflect the use of \$11,095,400, and \$3,317,000 in fund balances, respectively.

Measure A disbursements include \$2,900,000 for Western County specialized transit funding of the second year of the 2018 Call for Projects. The majority of other Measure A disbursements relate to other Measure A public transit programs:

- \$949,600 for Western County Consolidated Transportation Service Agency allocations;
- \$2,424,900 for Western County intercity bus services; and
- \$5,955,900 for Coachella Valley public and specialized transit.

The Commission disburses Measure A public transit allocations monthly to Riverside Transit Agency (RTA) and SunLine, the major transit providers in the Western County and Coachella Valley, respectively.

LIF, STA, and SGR transfers out comprise:

- \$9,000,000 for rail operations;
- \$2,000,000 for grade separations;
- \$5,311,300 for planning;
- \$345,900 for administration;
- \$1,918,000 for station rehabilitation and improvement project; and
- \$422,000 for Coachella Valley rail operations and capital.

Transfers out of \$776,900 relate to administrative costs to the General fund.

Table 47 – Public and Specialized Transit Expenditure Detail

	FY 18/19	FY 19/20	FY 19/20	FY 20/21	Dollar	Percent
	Actual	Revised Budget	Projected	Budget	Change	Change
Salaries and Benefits	\$ 481,000	\$ 895,900	\$ 784,000	\$ 497,900	\$ (398,000)	-44%
Professional Costs						
Legal Services	5,500	12,000	3,500	15,000	3,000	25%
Audit Services	49,700	70,000	70,000	-	(70,000)	-100%
Financial Advisory	15,400	16,000	16,100	17,000	1,000	6%
Professional Services - General	64,500	201,700	161,600	529,900	328,200	163%
Total Professional Costs	135,100	299,700	251,200	561,900	262,200	87%
Support Costs	50,500	69,200	52,800	79,600	10,400	15%
Projects and Operations						
Special Studies	-	250,000	-	200,000	(50,000)	-20%
Operating and Capital Disbursements	118,936,200	161,610,400	141,920,900	98,992,700	(62,617,700)	-39%
Total Projects and Operations	118,936,200	161,860,400	141,920,900	99,192,700	(62,667,700)	-39%
Transfers Out	28,088,600	31,998,400	31,874,500	19,774,100	(12,224,300)	-38%
TOTAL Public and Specialized Transit	\$ 147,691,400	\$ 195,123,600	\$ 174,883,400	\$ 120,106,200	\$ (75,017,400)	-38%

Public and Specialized Transit Staffing Summary

Position	FY18/19	FY19/20	FY20/21
Accountant	0.06	0.06	0.01
Chief Financial Officer	0.11	0.15	0.03
Deputy Director of Finance	0.00	0.01	0.00
Deputy Executive Director	0.06	0.06	0.05
External Affairs Director	0.00	0.01	0.01
Management Analyst	1.00	1.00	0.25
Multimodal Services Director	0.40	0.30	0.30
Senior Administrative Assistant	0.05	0.04	0.04
Senior Management Analyst	0.01	0.02	1.01
Senior Procurement Analyst	0.06	0.12	0.00
Transit Manager	1.00	1.00	1.00
FTE	2.75	2.77	2.70

Department Overview

The Commission has public transit operator oversight and fiduciary responsibilities and ensures that annual fiscal audits and a state triennial performance audit are conducted in accordance with TDA regulations. The Commission also reviews public transit operator activities on an annual basis and recommends potential productivity improvements to make services more cost effective and efficient. In addition, the Commission ensures that specialized transit allocations are expended in accordance with funding agreements and engages audit firms to perform certain agreed-upon procedures for the Measure A specialized transit funding recipients.

The Commission also develops and engages the Citizens and Specialized Transit Advisory Committee (CSTAC) as an advisory body that more effectively distributes and promotes public and specialized transit information to various stakeholders.

Public Transit

The Public and Specialized Transit Department is responsible for approving SRIPs and programming federal, state, and local funds within the County for eight public transit operators consisting of:

- The cities of Banning, Beaumont, Corona, and Riverside;
- Commission's Commuter Rail and Commuter Assistance Vanpool Programs;
- Palo Verde Valley Transit Authority;
- RTA; and
- SunLine.

The Public and Specialized Transit Department coordinates the annual development, review, and approval of the operator SRIPs as well as allocates transit funding resources to public transit programs. The Commission oversees and allocates the following funding resources: Measure A, LIF, SIA, SGR, FIA, and LC TOP funds for public transit. Commission staff works closely with each transit operator to ensure that funds are properly programmed and included in the SRIP for inclusion into the FIIP and/or other major planning documents as necessary for allocation or obligation of funds.

With the passage of SB 1, SIA revenues were stabilized and SGR was created to provide support for operating and capital rehabilitation projects. The Public and Specialized Transit Department coordinates with transit operators for the preparation and submission of transit projects to Caltrans for award of LC TOP funds under the California Air Resources Board's Cap and Trade Program. The LC TOP program provides funding for operating and capital transit projects that reduce greenhouse gas emissions and improve mobility with a priority of serving disadvantaged communities. The State Controller's Office annually appropriates the LC TOP funds. Riverside County's share has supported projects such as station upgrades at the Commission's PVL stations to encourage active transportation and energy efficiency; free transit ride campaigns; and expansion of SunLine's Hydrogen fueling operations. Funds may also be used to increase service frequency on selected rail and bus lines that operate in disadvantaged communities. The County's share of the annual allocations has fluctuated based on state appropriations.

Specialized Transit

The 2009 Measure A Western County specialized transit program provides a valuable service to the community by serving the needs of residents, mainly seniors and persons with disabilities, whose transportation needs are not met by traditional services. Social service and nonprofit agencies typically administer specialized transit operations. The Commission awards 2009 Measure A Western County funds for specialized transit through a competitive call for projects. The 2018

Call for Projects provided funding for 18 operators over a three-year term through June 30, 2021. The New Call for Projects will begin in the summer of 2020 and be awarded in the Spring of 2021.

Department Goals

PST1 – Provide timely information to the public regarding Commission-implemented transit projects and support public relations activities of Measure A-funded transit programs by grant recipients. *(Policy Goals: Operating Excellence, Responsible Partner)*

PST2 – Allocate Measure A specialized transit and federal funds to support services that will maintain and/or enhance mobility by alleviating transportation barriers for seniors, persons with disabilities, and the truly needy. *(Policy Goals: Quality of Life, Operational Excellence, Responsible Partner)*

PST3 – Coordinate the operation of all public transportation services within the County with a goal toward promoting program efficiency and harmony between transit operators as outlined in state law. *(Policy Goals: Quality of Life, Operational Excellence, Connecting the Economy, Responsible Partner)*

PST4 – Continue to provide staff resources to assist and support the coordination of transit services within the County and throughout the State. *(Policy Goals: Quality of Life, Operational Excellence, Connecting the Economy, Responsible Partner)*

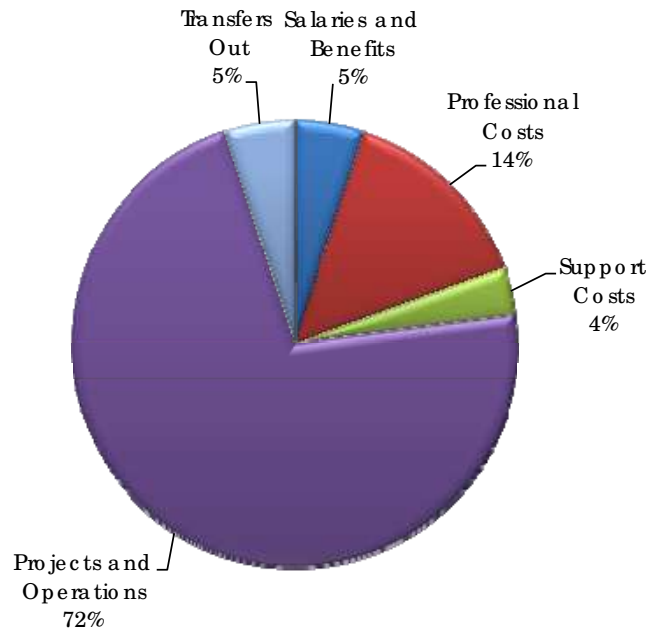
ID	Public and Specialized Transit Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated	FY 20/21 Projected
PST3	SRIPs submitted by operators and reviewed	9	9	9	10
PST3	SRIP amendments	3	4	6	6
PST2	Specialized Transit grants awarded/monitored	18	18	18	12
PST2	Specialized Transit site visits	18	9	9	12
PST1	Specialized Transit brochures distributed	3,500	3,500	3,500	3,500
PST3	Transit operator quarterly coordination meetings	16	16	16	32
PST4	Social service/partnering agencies monitored in database	412	416	430	450
PST4	Workshops and meetings attended with regional partners (i.e. Board meetings, CSTAC, SCAG working groups, workshops)	35	25	25	40

Commuter Assistance

Mission Statement:

Commuter Assistance helps constituents discover their best commute through meaningful employer and community engagement, rideshare incentives, and advancing technology in order to reduce drive alone trips, regional congestion and vehicle emissions.

Chart 39 – Commuter Assistance



Expenditures

Commuter Assistance expenditures total \$5,199,600, which represents a 4% increase from last year's budget (Table 48) due to eastern county Commuter Assistance expansion. Salaries and benefits of \$267,400 reflect a 51% decrease due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$747,700 increased 38% over the prior year due to vanpool operations and match for Next Generation TDM Study. Support costs of \$179,700, which include mail and printing services, communications, and other office expenditures, decreased 37% due to reduced media and consolidation of IE Commuter and VanClub outreach efforts.

Projects and operations expenditures of \$3,742,000 consist of:

- Regional transportation consultant services totaling \$2,552,000 to manage and implement the program;
- Vanpool subsidies and commuter incentives valued at \$1,015,000; and
- Park and ride lease payments of \$175,000.

Reimbursements from SBC TA for rideshare services provided by the Commission are included in local revenues to offset a portion of these expenditures. Transfers out include \$262,800 for administrative costs.

Table 48 – Commuter Assistance Uses Detail

	FY 18/ 19 Actual	FY 19/ 20 Revised Budget	FY 19/ 20 Projected	FY 20/ 21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 247,600	\$ 545,100	\$ 776,100	\$ 267,400	\$ (277,700)	-51%
Professional Costs						
Legal Services	13,700	31,000	14,600	32,000	1,000	3%
Audit Services	10,000	-	-	20,000	20,000	N/A
Financial Advisory	7,700	8,000	8,100	8,000	-	0%
Professional Services - General	257,300	503,700	658,200	687,700	184,000	37%
Total Professional Costs	288,700	542,700	680,900	747,700	205,000	38%
Support Costs	85,000	285,800	18,400	179,700	(106,100)	-37%
Projects and Operations						
Program Operations	2,748,900	3,313,300	2,501,300	3,742,000	428,700	13%
Total Projects and Operations	2,748,900	3,313,300	2,501,300	3,742,000	428,700	13%
Transfers Out	1,368,300	302,500	302,500	262,800	(39,700)	-13%
TOTAL Commuter Assistance	\$ 4,738,500	\$ 4,989,400	\$ 4,279,200	\$ 5,199,600	\$ 210,200	4%

Commuter Assistance Staffing Summary

Position	FY18/ 19	FY19/ 20	FY20/ 21
Commuter and Motorist Assistance Manager	0.66	0.65	0.87
Deputy Executive Director	0.01	0.01	0.01
External Affairs Director	0.06	0.10	0.01
Management Analyst	0.55	0.55	0.00
Procurement Manager	0.00	0.04	0.05
Public Affairs Manager	0.00	0.01	0.01
Senior Administrative Assistant	0.09	0.00	0.08
Senior Management Analyst	0.01	0.05	0.35
FTE	1.38	1.41	1.38

Department Overview

While much of the Commission's work focuses on enhancing transportation infrastructure, there is significant value in ensuring that the transportation systems are used efficiently. To foster a more efficient use of infrastructure investments and transit networks, the Commission's Commuter Assistance Program seeks to increase the awareness of and consideration for alternative modes of transportation such as riding a bus or train, carpooling, vanpooling, walking, bicycling, or teleworking.

This transportation demand management strategy, implemented under the "IE Commuter" umbrella in partnership with SBC TA, provides services and incentives to western Riverside and San Bernardino county employers and commuters in an effort to shift behavior away from single-occupant vehicle commuting via the following methods:

- Leverage regional campaigns, local outreach, employer health fair and ride share events, and social media to increase the awareness for transportation alternatives;
- Partner with and serve as a resource to employers to implement TDM programs, services, and incentives to increase consideration and adoption of transportation alternatives at worksites throughout the region;
- Provide both online access (IECommuter.org) and personal support (866-RIDESHARE) to custom commute information and ride matching services;
- Incentivize commuters for beginning and/or maintaining an alternative commute mode;
- Leverage technology to deliver easy-to-use online resources and tools to efficiently engage, educate and serve employer partners, their employees, and other commuters; and
- Continue to position IE Commuter as the trusted resource for commuter and employer transportation solutions in the region.

The Commission implemented the Commuter Assistance Program in Western County as a specific requirement under Measure A to address congestion mitigation. In addition to improving mobility overall, this TDM strategy helps to improve the quality of life on the commuter front, helps to lower costs and increase productivity on the employer front, and has a positive impact on the environment.

The next couple of years will mark a transitional period for the Commuter Assistance Program. The Commission will focus on positioning the program for the future and being more visible, more regional, and more innovative to enhance the experience and participation of commuters, communities, and employer partners.

- **Regionalize TDM Database and Platform:** In partnership with regional county transportation partners, the Commission will transition from a locally-provisioned Inland Empire-based rideshare and vanpool system to a regional platform solution and database. Transitioning to a regional system, connecting commuter and employer data across Los Angeles, Orange, Riverside, San Bernardino, and Ventura programs, will expand the Commuter Assistance Program database and increase ride matching potential for those interested in sharing the ride to work via carpool or vanpool. Additionally, the regional platform will offer enhanced functionality and reporting that will better support program administration staff and employer worksite efforts to increase participation in alternative modes. This approach will also net additional cost savings for the Commission.
- **Launch New Community Based Tools:** The traditional approach for Commuter Assistance Program has been to leverage larger employer (250+) partnerships to cost effectively access and market to employee commuters. Regionalizing the TDM platform will introduce new community-based tools that will help the program cost effectively engage commuters on the home front as well. This effort will broaden the reach of the Commission's Commuter Assistance Program and help further increase the awareness and consideration of rideshare options.
- **Evolve the Commission's TDM Program:** In October 2019, the Commission, through SCAG and in partnership with SBC TA submitted a Caltrans – FY 2020/21 Strategic Partnership Grant Application for the “Inland Empire Next Generation Shared-Ride and Virtual Travel Study.” If awarded, this effort will help shape the development of a next generation TDM program for the Inland Empire and feed into the scope of work for the Commuter Assistance Program program administrator request for proposals scheduled for release at the end of 2021.
- **Standardize Services and Incentives Countywide:** Due to the current Measure A funding structure, core Commuter Assistance Program services (i.e. employer support, leased Park & Rides) and incentives (i.e. \$2/day Rideshare Incentives) are limited to western County employers and resident commuters. This often leads to confusion and inequity for employers with employees from Riverside County but not eligible for the same services/incentives. Staff will evaluate the feasibility of expanding Commuter Assistance Program services and incentives countywide with the goal of stimulating TDM in the Coachella Valley and to help enhance employer and commuter TDM participation throughout the region.

Department Goals

CA1 – Operate a cost-effective Commuter Assistance Program resulting in a demonstrable reduction in single occupant vehicle trips, thus assisting with congestion mitigation and improving air quality. (*Policy Goals: Quality of Life, Responsible Partner*)

CA2 – Ensure the coordination of ridesharing programs throughout the Inland Empire and the southern California region. (*Policy Goals: Quality of Life, Operational Excellence, and Responsible Partner*)

CA3 – Broaden the reach of the program to encourage alternative transportation modes amongst all travelers and continue to grow the core base of employers and their employees.
(Policy Goals: Quality of Life, Operational Excellence, Responsible Partner)

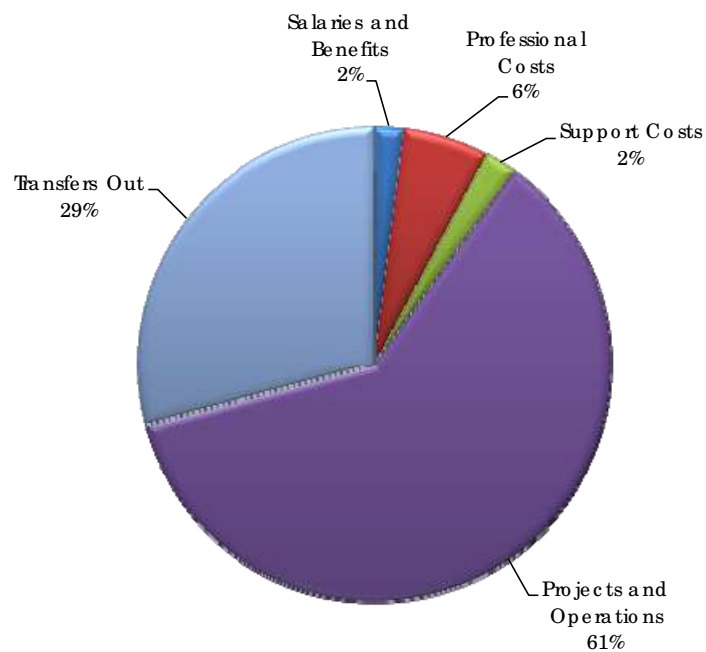
ID	Commuter Assistance Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated	FY 20/21 Projected
CA2	Number of Employer Partners	N/A	316	325	335
CA3	Number of Employee Transportation Surveys	N/A	109,908	82,000	118,000
CA3	Ride Guides Produced	N/A	9,477	7,100	10,100
CA1	Rideshare Week Pledges	N/A	7,836	8,349	8,600
	Incentive Participation:				
CA1	Rideshare Incentive	N/A	1,056	800	1,300
CA1	Rideshare Plus	2,250	2,273	1,700	2,400
CA1	Rideshare Spotlight	N/A	2,742	2,000	2,900
CA1	Number of one-way single occupant vehicle trips reduced from Rideshare Incentive and Rideshare Spotlight participation	176,000	403,929	303,000	489,000
CA2	Leased Park & Ride Spaces	942	942	942	1,006
CA2	VanClub Vanpools	N/A	67	75	90

Motorist Assistance

Mission Statement:

Motorist Assistance improves safety, reduces congestion, and enhances access to traveler information for motorists through the provision of a comprehensive motorist aid system.

Chart 40 – Motorist Assistance



Expenditures

Motorist Assistance expenditures and uses are budgeted at \$8,967,700, a decrease of 4% compared to the prior year budget (Table 49) due to reductions in call box program costs. Salaries and benefits reflect a decrease of 41% due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$519,500 are comparable to the prior year. Support costs of \$199,800 decreased \$226,200, or 53%, due to anticipated one-time expenditures for call box upgrades and removals in the previous year's budget. Reimbursements from SBCTA for half of all locally-provided 511 system related expenditures is included in local revenues.

Program operations include \$5,452,000 in towing contract costs for the FSP program. Projects and operations costs increased 1% due to anticipated increases in towing rates across new FSP contracts. Transfers out represent SAFE matching funds of \$2,325,900 for FSP services and a \$290,100 allocation for administrative costs.

Table 49 – Motorist Assistance Uses Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 125,800	\$ 306,100	\$ 357,000	\$ 180,400	\$ (125,700)	-41%
Professional Costs						
Legal Services	25,800	44,500	25,500	45,500	1,000	2%
Professional Services - General	297,200	477,500	449,500	474,000	(3,500)	-1%
Total Professional Costs	323,000	522,000	475,000	519,500	(2,500)	0%
Support Costs	148,000	426,000	293,300	199,800	(226,200)	-53%
Projects and Operations						
Program Operations	3,581,600	5,387,400	3,632,400	5,452,000	64,600	1%
Total Projects and Operations	3,581,600	5,387,400	3,632,400	5,452,000	64,600	1%
Transfers Out	3,820,400	2,748,200	2,748,200	2,616,000	(132,200)	-5%
TOTAL Motorist Assistance	\$ 7,998,800	\$ 9,389,700	\$ 7,505,900	\$ 8,967,700	\$ (422,000)	-4%

Motorist Assistance Staffing Summary

Position	FY18/19	FY19/20	FY20/21
Commuter and Motorist Assistance Manager	0.34	0.35	0.13
External Affairs Director	0.02	0.00	0.05
Management Analyst	0.45	0.45	0.00
Procurement Manager	0.01	0.05	0.05
Public Affairs Manager	0.00	0.02	0.01
Senior Administrative Assistant	0.00	0.05	0.00
Senior Management Analyst	0.02	0.06	0.72
Senior Procurement Analyst	0.01	0.02	0.09
FTE	0.85	1.00	1.05

Department Overview

As a SAFE, the Commission is responsible for providing a motorist aid system for the County. This system is comprised of three components:

- The 511 traveler information system is a telephone, website, and mobile app-based service that delivers real-time traffic information, including incidents and travel times, bus and rail trip planning, and ride share information;
- The FSP program patrols the most congested Riverside County freeways and assists stranded motorists by getting them back on the road or towed to a safe location off the freeway at no charge to motorists. FSP service is also provided in construction zones through separate funding agreements with Caltrans and Commission-funded construction projects to help mitigate congestion; and
- The call box system allows motorists to call for assistance in the event of a mechanical breakdown, accident, or other emergency on the freeway.

Department Goal

MA1 – Provide efficient delivery of a comprehensive motorist aid system (511, FSP, Call Box) and an outstanding level of service to the traveling public. (*Policy Goals: Quality of Life, Operational Excellence, Responsible Partner*)

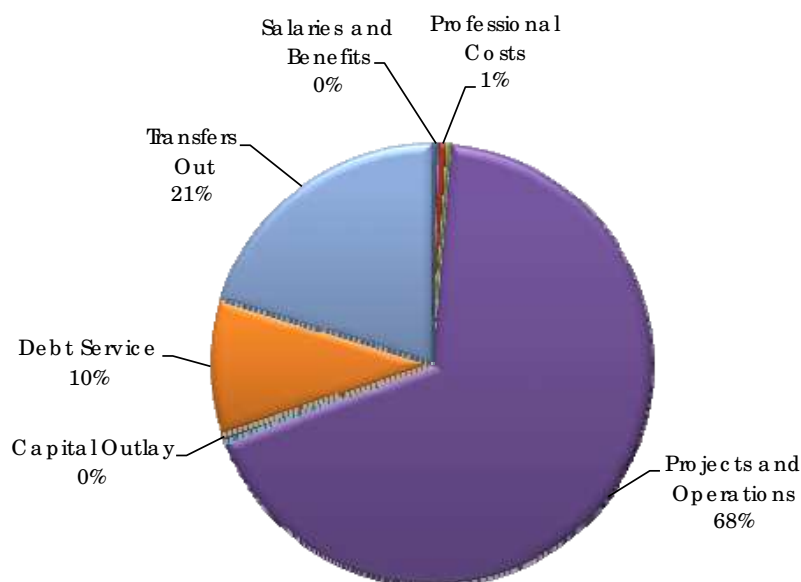
ID	Motorist Assistance Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actual	FY 19/20 Estimated	FY 20/21 Projected
MA1	Number of call boxes	241	231	158	158
MA1	Number of call box calls	1,466	1,384	1,100	900
MA1	Number of vehicle assists	46,184	44,607	46,000	48,000
MA1	Number of 511 phone calls	108,000	114,045	108,000	103,000
MA1	Number of 511 web visits	205,000	213,689	220,000	224,000

Capital Project Development and Delivery

Mission Statement:

Capital Project Development and Delivery (Capital Projects) keeps the Commission's contract with the voters of the County by accelerating the planning, programming, and implementation of projects and programs in the Measure A TIP, as enhanced by the Toll Program, to the extent that funds are available. Capital Projects ensures that capital projects are environmentally acceptable, expertly designed, and implemented in a cost effective manner. Capital Projects acquires and manages required right of way in the fairest, most economical, efficient, and timely manner possible.

Chart 41 – Capital Project Development and Delivery



Expenditures

The budgeted expenditures and transfers out total \$697,085,200 to cover all of the Commission's major capital projects (Table 50). Salaries and benefits expenditures represent less than 1% of the budgeted uses and reflect a decrease of 58% due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost savings measure, two Capital Projects Manager FTEs will remain unfilled and will be unfunded in FY 2020/21. Additionally, there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$4,026,700 primarily relate to general legal costs, specialized legal and financial advisory services related to the toll program, public communications, and property management services. Support costs of \$2,089,400 consist primarily of services needed to maintain the Commission's real properties in a condition that complies with all local codes and regulations governing property maintenance.

General project costs of \$7,592,400 comprise program management provided by Bechtel Infrastructure (Bechtel) and permits for highway and rail capital projects.

Significant projects included in engineering expenditures of \$26,225,000 relate to the I-15 Express Lanes-Southern Extension project; Mid County Parkway; the 71/91 connector project; grade separation projects; various commuter rail improvement and rehabilitation projects; and various Western County TUMF regional arterial projects.

Construction expenditures of \$201,788,200 primarily relate to the I-15 Express Lanes project; 15/91 Express Lanes connector project; 91 COP; SR-60 truck lanes; Pachappa underpass; I-215/Placentia interchange; Hammer bridge widening; Jurupa Avenue grade separation; various Western County Measure A and TUMF regional arterial projects; and rail improvement and rehabilitation projects.

Design-build costs of \$100,621,100 pertain primarily to the I-15 Express Lanes project and the 15/91 Express Lanes connector project.

Right of way expenditures of \$58,233,600 on significant projects include the 91 Project; Mid County Parkway and the I-215/Placentia interchange; McKinley Avenue and Jurupa Avenue grade separation projects; various Western County TUMF regional arterial projects; and station improvement projects.

Local tumbuck payments to jurisdictions and the County for local streets and roads repair, maintenance, and construction amount to \$48,479,100. Disbursements to CVAG for the 2009 Measure A Coachella Valley highway and regional arterial program comprise substantially all of the regional arterial expenditures. The Planning and Programming Department monitors the eligibility for local streets and roads funding and reviews reimbursement claims for Coachella Valley highway and regional arterial program expenditures.

Operating and capital disbursements of \$850,000 will be made for commuter rail capital projects.

Interest payments on outstanding sales tax revenue bonds (2010B Bonds, 2013 Sales Tax Bonds, 2016 Refunding Bonds, 2017A Bonds, 2017B Refunding Bonds, and 2018 Refunding Bonds) are \$41,024,000. The Commission will make principal payments of \$28,495,000 for the outstanding sales tax revenue bonds.

Significant transfers out consist of the following:

- \$9,000,000 in 1989 Measure A Western County highway fund to the 2009 Measure A County highway fund for the 91 Project completion;
- \$24,271,500 in sales tax revenue bond proceeds to fund the I-15 Express Lanes project;
- \$69,519,000 from 2009 Measure A Western County highway fund to the Debt Service fund for sales tax revenue bonds debt service;
- \$8,220,600 from the 2009 Measure A Western County new corridor fund to the 2009 Measure A Western County highway fund for its share of the MSHCP debt service contribution;
- \$5,716,200 from Measure A, SB 132, and TUMF for the allocation of administrative costs to the General fund;
- \$6,000,000 from the 2009 Measure A Western County economic development fund to the 2009 Measure A Western County highway fund for the completion of 91 Project right of way acquisition;
- \$1,400,000 from the 2009 Measure A Western County new corridor fund to the 2009 Western County highway fund for the 71/91 connector project;
- \$300,000 from the 2009 Measure A Western County highway fund to the TUMF regional arterial fund for the SR-79 realignment project;

- \$9,989,600 from the TUMFCETAP fund to the 2009 Measure A Western County highway fund for the Mid County Parkway second construction package and I-215/Placentia interchange;
- \$3,523,100 from the TUMFCETAP fund to the 2009 Measure A Western County highway fund for its share of the MSHCP debt service contribution; and
- \$2,812,100 from the Debt Service fund to the 2009 Measure A Western County highway and Coachella Valley highway funds for BABs subsidy reimbursements.

Table 50 – Capital Project Development and Delivery Uses Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 3,265,200	\$ 7,346,700	\$ 7,339,100	\$ 3,121,600	\$ (4,225,100)	-58%
Professional Costs						
Legal Services	3,351,300	1,750,300	1,673,300	1,682,000	(68,300)	-4%
Audit Services	89,600	35,000	39,400	38,000	3,000	9%
Financial Advisory	99,200	136,400	71,100	78,900	(57,500)	-42%
Professional Services - General	876,300	5,576,400	1,753,300	2,227,800	(3,348,600)	-60%
Total Professional Costs	4,416,400	7,498,100	3,537,100	4,026,700	(3,471,400)	-46%
Support Costs	691,300	1,894,900	918,400	2,089,400	194,500	10%
Projects and Operations						
Program Operations	5,652,600	10,370,500	6,761,300	7,592,400	(2,778,100)	-27%
Engineering	13,111,500	23,271,000	20,945,500	26,225,000	2,954,000	13%
Construction	53,145,600	148,302,100	106,029,600	201,788,200	53,486,100	36%
Design Build	107,589,300	158,341,500	135,100,000	100,621,100	(57,720,400)	-36%
Right of Way and Land	19,710,500	92,508,500	34,220,500	58,233,600	(34,274,900)	-37%
Local Streets and Roads	61,069,300	54,061,300	54,061,300	48,479,100	(5,582,200)	-10%
Regional Arterials	19,203,900	30,967,000	25,000,000	30,000,000	(967,000)	-3%
Special Studies	27,900	1,800	-	-	(1,800)	-100%
Operating and Capital Disbursements	3,944,100	15,000,000	831,600	850,000	(14,150,000)	-94%
Total Projects and Operations	283,454,700	532,823,700	382,949,800	473,789,400	(59,034,300)	-11%
Capital Outlay	4,995,900	4,293,500	3,597,000	3,787,000	(506,500)	-12%
Debt Service	69,555,700	69,537,500	69,534,500	69,519,000	(18,500)	0%
Transfers Out	89,619,700	114,346,100	117,551,100	140,752,100	26,406,000	23%
TOTAL Capital Project Development and Delivery	\$ 455,998,900	\$ 737,740,500	\$ 585,427,000	\$ 697,085,200	\$ (40,655,300)	-6%

Capital Project Development and Delivery Staffing Summary

Position	FY 18/19	FY 19/20	FY 20/21
Capital Projects Manager	2.85	4.65	2.57
Chief Financial Officer	0.16	0.21	0.15
Deputy Director of Finance	0.02	0.02	0.02
Deputy Executive Director	0.08	0.17	0.09
Executive Director	0.08	0.17	0.05
External Affairs Director	0.10	0.07	0.01
Facilities Administrator	0.01	0.19	0.14
Financial Analyst	0.00	0.50	0.00
Legislative Affairs Manager	0.04	0.04	0.09
Management Analyst	0.02	0.05	0.00
Planning and Programming Director	0.04	0.18	0.00
Planning and Programming Manager	0.00	0.07	0.02
Procurement Manager	0.62	0.54	0.29
Project Delivery Director	0.94	0.96	0.87
Public Affairs Manager	0.35	0.42	0.44
Records Technician	0.04	0.00	0.00
Right of Way Manager	1.00	0.99	0.98
Senior Administrative Assistant	0.18	0.12	0.14
Senior Financial Analyst	0.10	0.15	0.02
Senior Management Analyst	3.26	3.30	3.29
Senior Management Analyst-TII	0.00	0.65	0.20
Senior Procurement Analyst	0.62	0.47	0.39
TII Operations Manager	0.56	0.60	0.49
TII Program Director	0.68	0.59	0.38
TII Project Manager	0.93	1.00	0.90
TII Technology Manager	0.57	0.00	0.49
Transit Manager	0.00	0.60	0.00
FTE	13.25	16.71	12.02

Department Overview

The primary responsibility of Capital Projects is the development and delivery of major highway and rail capital projects where the Commission is identified as the lead agency. The delivery of a capital project can include tasks such as feasibility studies, preliminary engineering, environmental clearance, final design, right of way acquisition, utility relocation, construction, construction management, and design-build in addition to the management of various types of agreements. Capital Projects also develops and delivers a limited number of highway and regional arterial projects on behalf of local jurisdictions; these efforts are funded by the local jurisdictions through funding agreements with the Commission. Approximately 70% of the Commission's FY 2020/21 budgeted expenditures originates in this department managed by the Toll Program and Project Delivery Directors responsible for the capital program.

Capital Projects accelerates delivery of the Measure A, toll, state, and federally funded highway, regional arterial, and rail capital improvement projects throughout the County. Highway improvements currently in progress include the addition of mixed flow, truck climbing and descending, and tolled express lanes; widening and realignment projects; interchange improvements; and a new CETAP corridor. Commuter rail capital improvements include the expansion of commuter rail service in Western County and related station improvement and rehabilitation projects.

Regional arterial capital improvements include Western County TUMF and Measure A regional arterial projects administered by the Planning and Programming Department and reimbursements to CVAG related to the highway and regional arterial program that it administers in the Coachella Valley. Capital Projects may develop and deliver Western County regional arterial projects on behalf of local jurisdictions, as noted previously.

The 2009 Measure A program includes funding to the incorporated cities and the County unincorporated areas for local streets and roads maintenance, repair, and construction. The budgeted amount is set by formula established in the Measure A TIP. Each jurisdiction's respective allocation is based on population (Western County and Palo Verde Valley) or dwelling units (Coachella Valley) and the amount of sales tax generated. The Planning and Programming Department administers the local streets and roads funding eligibility reviews.

Capital Projects provides the necessary coordination between the Commission and Caltrans for the development of scope, cost, and project delivery schedules for Measure A projects that include STIP funding.

Given the support required to oversee and participate in the project development work, costs for Commission staff and related support are included in this department budget. The projects identified in the FY 2020/21 budget funded by Measure A, TUMF, state, or federal funds as well as existing and future toll revenues require the continued support of the Bechtel project management team which includes program managers, project engineers, construction engineers, inspectors, contracts administration, and support staff.

The Commission incurred debt for highway (non-tolled and tolled), new corridor, regional arterial, and local streets and roads projects for which title usually vests or, upon completion, will vest with Caltrans or local jurisdictions for ongoing operations and maintenance. The financed projects are not assets of the Commission for which the Commission will have operating responsibilities, except for the intangible rights to operate the express lanes on SR-91 and I-15. Accordingly, future operating costs related to the non-capitalized projects cannot be determined since they are not the Commission's responsibility and are not applicable to the annual budget. Operating budget impacts for the Commission's toll assets and non-financed rail assets are included in the annual budget.

Right of Way Acquisition and Support Services

The primary goal of the Right of Way Management Division is the delivery of right of way in the most cost-effective manner and within project schedules, while adhering to federal and state regulations. To implement the Commission's directive, the Commission maintains on-call agreements with right of way consultant services in the fields of right of way engineering and surveying, environmental assessment, appraisal and appraisal review, acquisition and relocation, feasibility studies and cost estimates, property management, and utility relocation. The Right of Way Management Division supervises and manages right of way services and related support for individual projects that are included in the Capital Projects Department budget.

Property Management

The Commission strives to manage its real property with the objective of maximizing existing and future public transportation benefits, safety, and income by means of professional property management policies and procedures. This includes issuing licenses and rights of entry for authorized third-party uses, as well as investigating and resolving issues regarding uses not authorized by the Commission. During FY 2014/15, the Commission performed a comprehensive analysis of existing licenses and encroachments. The Commission resolved private use and utility encroachments on the SJBL, resulting in additional licenses. The Commission will continue to monitor, identify and, if necessary, enter into new licenses or eliminate encroachments on SJBL. In certain limited situations, the Commission may also grant easements.

The property management scope of work on all Commission-owned properties consists of general maintenance activities and security measures. The property management function includes the demolition and clearance of structures and other improvements on acquired property, excluding commuter rail stations. Additionally, the Commission must manage real property acquired for a project until required for construction.

Since 1990, the Commission has acquired property assets in the course of rail and highway project implementation. The Commission acquires and transfers to Caltrans most of these parcels upon project completion. Upon project completion, all remaining portions of properties within every project are reassessed and deemed surplus, when it has been determined that the continued retention of the property no longer supports the Commission's policy goals and objectives.

Property acquisition for the 91 Project began in 2010 with all of the 197 required parcels acquired and delivered to the design-builder by June 2015. One remaining parcel acquired through condemnation action is in active litigation.

Long-Term Strategic Planning

The Commission completed a significant effort in December 2006 to develop an implementation plan strategy for the 2009 Measure A state highway program, with a focus on the first 10 years of the program through 2019. The effort, known as the Western County Highway Delivery Plan, included an objective-based assessment of the Western County portion of the 2009 Measure A TIP along with the prioritization of the program of projects. The Commission selected four highway corridors (I-215, I-15, I-10, and SR-91) as the priority focus for the first 10 years of the 2009 Measure A program, and long-term development work was approved for large-scale projects such as the development of the Mid County Parkway and realignment of SR-79.

Project development activities for these projects have been ongoing, including an update and reprioritization in January 2010 in response to the economic downturn. The Commission completed a scope reevaluation of the I-15 Express Lanes project and adopted a new scope of work that consists of tolled express lanes on the northern 15 miles of I-15 in the County. The Commission

deferred the I-10 truck climbing lanes project several years and replaced it with added safety improvements on SR-60, which is under construction. For the strategic projects, the Commission completed preliminary engineering and environmental clearance for the Mid County Parkway and SR-79 realignment projects and will begin construction on the first construction package for the MCP, the I-215/Placentia interchange.

Following the January 2019 Annual Workshop, the Commission assigned an ad hoc committee to establish a new 10-year Western County Highway Delivery Plan for 2019-2029. Development of the new Western County Highway Delivery Plan focused on Commission-sponsored highway projects in Western County to be delivered between 2019 and 2029.

In July 2019 the new Western County Highway Delivery Plan was adopted, for the period 2019-2029. Projects were placed into three groups based on the likelihood of obtaining full funding. Group 1 projects (or project phases) are considered fully-funded given existing and expected local funding from Measure A, tolls, and other local sources as well as state and federal funding. Group 2 projects (or project phases) are partially funded with full funding likely available over the 2019-2029 period. Group 3 projects represent partner agency-sponsored projects being assisted by Commission funding. While not part of the Commission's Western County Highway Delivery Plan these notable projects are reflected for reference.

CVAG developed a strategic plan for Coachella Valley highway and regional arterial projects based upon a transportation project prioritization study that is updated periodically.

The PVL project, included in the 1989 and 2009 Measure A programs, is now complete and has been in operation since June 2016. The Commission develops other rail capital projects in coordination with SCRRA or based on a rail station plan that is updated periodically. Station operation costs are included in the Rail Department budget.

Four new Western County transportation corridors were identified through CETAP and are eligible for 2009 Measure A Western County new corridor and TUMF CETAP funding. Given the size and anticipated cost of these new corridors, they are moving forward on varied schedules with the work on the internal corridors, the Mid County Parkway being the most advanced. Right of way acquisition for the first construction package of the Mid County Parkway is proceeding, and acquisitions for the remainder of Mid County Parkway will be considered for extraordinary acquisitions on a pay-as-you-go basis.

Additionally, the Commission will participate in the improvement of a wildlife corridor crossing under SR-91, B Canyon, in collaboration with Caltrans, U.S. Fish and Wildlife, U.S. National Forest, California Department of Fish and Wildlife, and the California Department of Parks and Recreation.

These strategic planning activities play a significant part of the Commission's annual budget process, in particular the capital budget.

Detailed descriptions of the capital projects, including local streets and roads funding, that are included in the FY 2020/21 budget follow the Department Goals.

Department Goals

CAP1 – Build upon and strengthen the partnership with Caltrans toward timely delivery of identified Measure A, toll program, and STIP projects. (*Policy Goals: Quality of Life, Connecting the Economy*)

CAP2 – To the extent permitted by law, pursue reasonable involvement of local DBE and SBE firms in contract work. (Policy Goal: Operational Excellence)

CAP3 – Provide effective communication of project progress to the Board, city councils, the County Board of Supervisors, Caltrans, CTC, FTA, and FHWA. (Policy Goal: Operational Excellence)

CAP4 – Work with Caltrans and other agencies toward completion of preliminary engineering and environmental clearance of all projects. (Policy Goal: Quality of Life)

CAP5 – Construct the highway projects identified in the budget. (Policy Goals: Quality of Life, Operational Excellence, Connecting the Economy)

CAP6 – In coordination with the Rail Program Manager, construct capital improvements at existing commuter rail stations as identified in the budget. (Policy Goals: Quality of Life, Operational Excellence, Responsible Partner)

CAP7 – Acquire right of way for rail and highway projects identified in the budget. (Policy Goals: Quality of Life, Operational Excellence)

CAP8 – Identify innovative financing strategies to fully fund projects identified in the Western County Highway Delivery Plan. (Policy Goals: Quality of Life, Operational Excellence)

Capital Projects Summary

The following is a summary of the capital projects included in the FY 2020/21 budget with costs generally categorized by preliminary engineering, final design, right of way, construction, and design-build phases in addition to other project-related costs such as salaries and benefits, Bechtel project management, and legal fees.

Western County Highway and Regional Arterial Projects

SR-60 Truck Lanes (P003029)

Provide funding and support for construction for eastbound climbing and westbound descending truck climbing lanes from Gilman Springs Road to west of Jack Rabbit Trail; upgrade existing shoulders to standard widths. Construction of the project is expected to be completed by 2021. The total project cost is estimated at \$138 million.

FY 2020/21 Cost	\$ 50,000	Environmental engineering
	\$ 42,716,000	Construction/construction support
	\$ 110,000	Right of way acquisition/support services
	\$ 689,700	Other project-related costs
Funding Impact	Costs funded with CMAQ, STIP/RIP, SHOPP, and 2009 Measure A highway funds. Caltrans is the lead agency for preliminary engineering and design. The Commission is the lead agency for right of way acquisition and construction.	
Operating Budget Impact	N/A; state highway operations are the responsibility of Caltrans.	

SR-79 Realignment (P003003)

Complete post-environmental phase work and permitting for realignment from Gilman Springs Road to Domenigoni Parkway. The total estimated project cost is \$1.2 billion. Initiation of subsequent phases will be dependent upon the availability of funding. Right of way acquisition dependent upon the availability of funding.

FY 2020/21 Cost	\$ 300,000	Preliminary engineering
	\$ 85,900	Other project-related costs
Funding Impact	Costs funded using TUMF regional arterial, 2009 Measure A highway, and federal funds.	
Operating Budget Impact	N/A; state highway operations are the responsibility of Caltrans.	

91 Project (P003028)

Continue to close out right of way, sound wall construction, and other activities for the tolled express and mixed flow lanes project from the Orange County line to Pierce Street, including tolled express lanes connectivity to I-15 and improvements to the 15/91 interchange. Project development activities began in September 2007 and lanes were open to traffic in March 2017. The 91 Project cost is estimated at \$1.4 billion, including financing costs.

FY 2020/21 Cost	\$ 1,471,000	Construction
	\$ 10,373,000	Right of way acquisition/support services
	\$ 2,638,100	Design-build
	\$ 1,011,000	Other project-related costs
Funding Impact	Costs funded using 2009 Measure A highway and new corridor funds including sales tax revenue bonds and commercial paper, toll revenue bonds, a federal TIFIA loan, SIPP and State LPP funds, and 1989 Measure A contribution.	
Operating Budget Impact	Operation and maintenance of the tolled express lanes facilities are the responsibility of the Commission, while all other state highway operations are the responsibility of Caltrans. Current estimates of annual operating and maintenance costs are \$19 million. Such costs are paid from the collection of RCTC 91 Express Lanes toll revenues. Toll operating costs are included in Toll Operations Department budget.	

71/91 Connector Project (P003021)

Continue right of way acquisition and utility relocation work and environmental revalidation work for improvements to the 71/91 connector in anticipation of construction funding from the SB1 programs and federal grants. Final design began in March 2012. The total estimated project cost is \$118 million.

FY 2020/21 Cost	\$ 3,000,000	Final design
	\$ 700,000	Right of way acquisition/support services
	\$ 355,700	Other project-related costs
Funding Impact	Costs for right of way acquisition and utility relocation work primarily funded using Congressionally-designated federal funding remaining from previous area projects. Other costs funded with 2009 Measure A highway funds and SB1 LPP funds.	
Operating Budget Impact	N/A; state highway operations are the responsibility of Caltrans.	

SR-91 Corridor Operations Project (P623046)

Complete environmental approvals, final design, and advertise a construction contract for a westbound general purpose lane from the Green River Road on-ramp to SR-241 in Orange County. Project development activities began in May 2018, and construction is anticipated to start in 2020. The project cost is estimated at \$43 million, including contingency.

FY 2020/21 Cost	\$ 265,000	Preliminary engineering
	\$ 36,242,000	Construction/construction support
	\$ 215,000	Design-build
	\$ 275,000	Right of way/support services
	\$ 393,100	Other project-related costs
Funding Impact	Costs for environmental and final design work will be funded using surplus toll revenues. The Commission's authorizing legislation, SB 1316, requires that all RCTC 91 Express Lanes surplus revenue be spent for transportation purposes within the SR-91 corridor. Construction costs will be funded by federal SIBG and Highway Infrastructure Program funds and a contribution from OCTA.	
Operating Budget Impact	N/A; state highway operations are the responsibility of Caltrans.	

I-15 Express Lanes Project (P003027)

Continue design-build and toll system design and construction to add two tolled express lanes in each direction from SR-60 to Cajalco Road in Corona. The project is using the design-build method of project delivery. Project development activities began in April 2008, and lanes are expected to be open to traffic in late 2020. The estimated total project cost is \$472 million, including financing costs.

FY 2020/21 Cost	\$ 14,672,000	Construction
	\$ 51,643,000	Design-build
	\$ 3,406,400	Other project-related costs
Funding Impact	Project development costs funded using 2009 Measure A highway funds. Federal CMAQ and SIBG funds to fund interagency support and a portion of design-build costs. A federal TIFIA loan secured by the Commission funds a portion of design-build and toll system costs. Proceeds from sales tax revenues debt completed the project financing.	
Operating Budget Impact	Operation and maintenance of future tolled express lanes facilities are the responsibility of the Commission, while all other federal and state highway operations are the responsibility of Caltrans. Preliminary estimates of annual operating and maintenance costs are \$14 million. Such costs will be paid from the collection of 15 Express Lanes toll revenues.	

15/91 Express Lanes Connector (P003039)

Continue design and construction to add an express lanes connector between SR-91 and I-15 to the north. The project is using the design-build method of project delivery for some of the work through amendments to existing contracts related to the 91 Project (P003028) and the I-15 Express Lanes project (P003027), as permitted by AB 115 signed by the Governor in June 2017. The remaining work will be accomplished through a competitive design-build procurement that began March 2019. Project development activities began in May 2017, and lanes are expected to be open to traffic by 2023 or earlier. The estimated total project cost is \$270 million.

FY 2020/21 Cost	\$ 3,072,000	Construction
	\$ 46,125,000	Design-build
	\$ 1,032,000	Right of way/support services
	\$ 1,391,100	Other project-related costs
Funding Impact	Costs funded primarily by state SB 132 funds with RCTC 91 Express Lanes surplus to toll revenues for the balance.	
Operating Budget Impact	Operation and maintenance of future tolled express lanes facilities are the responsibility of the Commission. Such costs will be paid from the collection of 15 Express Lanes toll revenues.	

I-15 Express Lanes–Southern Extension (P003044)

Preliminary engineering and environmental studies commenced in May 2019 with execution of a consultant contract. The proposed project is to add two express lanes in each direction on the I-15 between SR-74 and Cajalco Road. The project seeks to extend express lanes south of the I-15 Express Lanes project (P003027) currently under construction. Public scoping of the project was completed in November 2019. Engineering and environmental studies will ramp up and continue through FY 2020/21. Traffic and preliminary engineering studies will continue to determine feasibility and scope of the I-15 Express Lanes–Southern Extension advanced operations phase. Project development activities began in September 2017 when the Board approved STIP funds for the next phase of project development.

FY 2020/21 Cost	\$ 5,500,000	Preliminary engineering
	\$ 1,362,000	Other project-related costs
Funding Impact	All project development costs funded by Federal CMAQ and Measure A funds. CMAQ funds subsequently replaced STIP funds.	
Operating Budget Impact	Development of future tolled express lanes can be funded by federal and state sources, in addition, to Measure A funds. Operation and maintenance of future tolled express lanes facilities are the responsibility of the Commission, while all other federal and state highway operations are the responsibility of Caltrans. Commission costs will be paid from the collection of toll revenues.	

I-15/ Railroad Canyon Interchange (005104)

Continue construction of Phase 1 for the city of Lake Elsinore. The estimated total project cost is \$35 million.

FY 2020/21 Cost	\$ 700,000	Final design
	\$ 24,900,000	Construction/construction support
	\$ 825,000	Right of way/support services
	\$ 527,500	Other project-related costs
Funding Impact	Costs funded using TUMF, SB 1 LPP, and STIP.	
Operating Budget Impact	N/A; federal highway operations are the responsibility of Caltrans.	

Mid County Parkway (P002302, P002324, P002317 & P002320)

Continue construction of I-215/Placentia interchange, the first construction package, commence design for the second construction package, and perform activities related to post-environmental/permitting, design and right of way for a new corridor from I-215 to SR-79. Construction of this new facility will be completed over many years as funding becomes available and is estimated to cost \$1.7 to \$1.9 billion.

FY 2020/21 Cost	\$ 5,050,000	Preliminary engineering/final design
	\$ 29,655,000	Construction/construction management/support services
	\$ 23,050,000	Right of way acquisition/support services
	\$ 1,281,300	Other project-related costs
Funding Impact	Costs for first two construction packages funded with TUMF, CETAP, 2009 Measure A new corridor, SB 1 LPP, and SIBG funds.	
Operating Budget Impact	Responsibility for highway operations has not been determined.	

Pachappa Underpass (P003038)

Continue construction phase. Design was performed by Caltrans. Project will remove the Pachappa shoofly and construct the retaining wall, drainage, and trackwork for the permanent Pachappa underpass. The total project cost is estimated at \$18 million with an anticipated completion date in 2020.

FY 2020/21 Cost	\$ 100,000	Engineering support services
	\$ 13,832,000	Construction/construction management/support services
	\$ 170,000	Right of way acquisition/support services
	\$ 269,100	Other project-related costs
Funding Impact	Costs funded with federal earmarks, CMAQ, and SB 1 LPP funds.	
Operating Budget Impact	N/A; federal highway operations are the responsibility of Caltrans and railroad operations are the responsibility of Union Pacific Railroad.	

Various Western County Riverside County Transportation Efficiency Corridor Projects (P003040, P003041, P003042, P003043 & P003132)

Provide funding and support to local jurisdictions for the engineering, construction, and right of way activities related to four Western County projects including I-15/Limonite interchange, Hamner bridge widening, and Jurupa Avenue and McKinley grade separation projects funded by SB 132.

FY 2020/21 Cost	\$ 7,000,000	Preliminary engineering/final design
	\$ 11,925,000	Construction
	\$ 15,075,000	Right of way acquisition/support costs
	\$ 6,300	Other project-related costs
Funding Impact	Costs funded using state SB 132 funds.	
Operating Budget Impact	N/A; federal highway operations are the responsibility of Caltrans; grade separation operations are the responsibility of the local jurisdiction.	

Santa Ana River Trail (P007201 & P007202)

Provide support to the District for the Santa Ana River Trail projects under a cooperative planning and development agreement. The District is the lead agency for environmental compliance for NEPA and CEQA, and the Commission is responsible for project oversight and approval, final design, and construction. The District is responsible for 100% of costs.

FY 2020/21 Cost	\$ 600,000	Preliminary engineering/final design
	\$ 10,000	Construction/construction support services
	\$ 130,000	Right of way acquisition/support costs
	\$ 510,700	Other project-related costs
Funding Impact	Costs will be funded by the District.	
Operating Budget Impact	N/A; operations are the responsibility of the District.	

Costs for this project are reported in the Planning and Programming Department; however, the project details are summarized in the Capital Projects Department as Capital Projects staff is providing the support for the project.

Various Western County Highway Projects (P003001, P003005, P003017, P003050, P003051, P005134, P613999, P615133, P622402, P623994, P623999, P683999 & P735000)

Provide funding and support for the engineering, construction, and right of way activities related to various Western County highway and grade separation projects, including the SR-91 high occupancy vehicle (HOV) lanes from Adams Street to the 60/91/215 interchange, 60/215 East Junction HOV lane connectors, SR-74/I-15 to 7th Street, and SR-74 corridor-Ethanac Road projects.

FY 2020/21 Cost	\$ 400,000	Preliminary engineering
	\$ 190,000	Construction
	\$ 691,100	Right of way/support costs
	\$ 2,429,800	Other project-related costs
Funding Impact	Costs funded using primarily 1989 and 2009 Measure A highway funds.	
Operating Budget Impact	N/A; federal highway operations are the responsibility of Caltrans.	

Various Western County Measure A and TUMF Regional Arterial Projects**(P005203, P005207, P005209, P005102, P005210, P005107, P005116, P005127, P005135, P725000, P665102 & P005200)**

Provide Western County Measure A and TUMF funding and support through the Planning and Programming Department for the engineering, right of way, and construction activities related to various Western County Measure A and TUMF regional arterial projects approved by the Commission. Total project costs approved for MARA and TUMF regional arterial projects approximate \$143 million.

FY 2020/21 Cost	\$ 140,000	Engineering support services
	\$ 13,488,400	Construction
	\$ 4,135,000	Right of way acquisition/support costs
	\$ 326,400	Other project-related costs
Funding Impact	Costs funded using TUMF regional arterial and 2009 Measure A regional arterial funds with various local jurisdictions as lead agency for the respective projects.	
Operating Budget Impact	N/A; regional arterial operations are the responsibility of the local jurisdictions.	

91 Express Lanes Major Repair and Rehabilitation (P009103)

Commence asphalt overlays of pavement and sealing of joints in retaining walls on SR-91 from I-15 to Lincoln Avenue related to an existing underlying native soil condition that has experienced settlement since 91 Project construction. In accordance with an amendment to the Toll Facility Agreement (TFA), Caltrans has agreed to share 50% of the cost. The Commission's cost for this work is estimated to be \$3.4 million for the duration of the TFA.

FY 2020/21 Cost	\$ 1,500,000	Construction
	\$ 400,000	Design-build
	\$ 37,900	Other project-related costs
Funding Impact	Costs funded with RC TC 91 Express Lanes repair and rehabilitation funds.	
Operating Budget Impact	N/A; federal highway operations are the responsibility of Caltrans.	

Rail Projects**Riverside Layover Facility (P653822)**

Continue construction of improvements to Metrolink's West Layover Facility north of the Riverside Downtown station. Improvements include expansion of the facility to accommodate three storage tracks with an overall storage capacity of three 6-train sets. The total estimated project cost is \$6.3 million.

FY 2020/21 Cost	\$ 20,000	Engineering support services
	\$ 9,300,000	Construction/construction management
	\$ 70,000	Right of way support costs
	\$ 168,600	Other project-related costs
Funding Impact	Costs funded using FTA Section 5307 grant funds.	
Operating Budget Impact	Operations will be the responsibility of SC RRA.	

Moreno Valley – March Field Station Upgrade (P004026)

Perform activities related to engineering and construction to add an additional platform, rehabilitate and replace an existing second track, and add a new signal system. Engineering and construction are expected to be completed by 2022. The total project cost is estimated at \$40 million.

FY 2020/21 Cost	\$ 1,000,000	Final design
	\$ 224,800	Construction support services
	\$ 198,200	Other project-related costs
Funding Impact	Costs funded using FTA Section 5307 grant funds.	
Operating Budget Impact	Operations will be the responsibility of the Commission and are funded using 2009 Measure A Western County rail funds.	

Riverside - Downtown Station Improvements Project (P004027)

Continue environmental studies for expanding operational flexibility through the construction of an additional center platform and associated tracks on the south side of the station, extend the existing pedestrian bridge, and add an additional elevator for the new platform. Engineering, construction, and right of way are expected to be completed by 2024. The total project cost is estimated at \$24 million.

FY 2020/21 Cost	\$ 2,700,000	Preliminary engineering
	\$ 1,600,000	Right of way support costs
	\$ 359,200	Other project-related costs
Funding Impact	Costs funded using FTA Section 5307 grant funds.	
Operating Budget Impact	Operations will be the responsibility of the Commission and are funded using 2009 Measure A Western County rail funds.	

Station Rehabilitation and Security (P004011)

Provide funding and support for station upgrades, improvements and security at the Riverside Downtown, Riverside – La Sierra, Corona – North Main, West Corona, March Field - Moreno Valley, and Perris - South stations. Improvements include solar lighting project, parking lot repaving and restriping, elevator modernization, high definition camera replacement, fencing, ATP passenger access, signage, station painting, and walk-ways improvements. Construction began in FY 2017/18 with completion anticipated in FY 2020/21.

FY 2020/21 Cost	\$ 3,637,000	Property improvements (capital outlay)
	\$ 224,500	Other project-related costs
Funding Impact	Costs funded using FTA, MSRC, LC TOP, SB 1, and 2009 Measure A Western County rail funds.	
Operating Budget Impact	Operations will be the responsibility of the Commission and are funded using 2009 Measure A Western County rail funds.	

Various Western County Rail Projects (P004023, P652402, P653823, P653826 & P654199)

Provide Measure A funding and support for right of way activities related to various rail projects.

FY 2020/21 Cost	\$ 100,000	Construction support services
	\$ 127,500	Right of way/support services
	\$ 3,305,000	Other project-related costs
Funding Impact	Costs funded using 2009 Measure A Western County rail funds.	
Operating Budget Impact	N/A; these rail projects may be improvements beyond the rail station boundaries that benefit local jurisdictions that are responsible for operations in those areas.	

Rail Station Maintenance (P244001, P244002, P244003, P244004, P244006, P244010, P244020, P244021, P244022, P244024 & P244199)

Provide maintenance, improvements, and security at the Riverside Downtown, Jurupa Valley – Pedley, Riverside – La Sierra, Corona – West, Corona – North Main, Perris – Downtown, Riverside – Hunter Park/UCR, Moreno Valley – March Field, Perris – South, and RDOCC.

FY 2020/21 Cost	\$ 543,500	Property improvements (capital outlay)
	\$ 7,038,900	Other project-related costs
Funding Impact	Costs funded using 2009 Measure A Western County rail funds.	
Operating Budget Impact	Station maintenance is the responsibility of the Commission and is funded using 2009 Measure A Western County rail funds.	

Local Streets and Roads

Western County Area

Distribute local return funding for local streets and roads projects in Western County.

FY 2020/21 Cost	\$ 516,000	Banning
	825,000	Beaumont
	154,000	Calimesa
	168,000	Canyon Lake
	3,655,000	Corona
	1,187,000	Eastvale
	1,537,000	Hemet
	1,851,000	Jurupa Valley
	1,172,000	Lake Elsinore
	1,553,000	Menifee
	3,501,000	Moreno Valley
	2,180,000	Murietta
	578,000	Norco
	1,667,000	Perris
	6,499,000	Riverside
	775,000	San Jacinto
	2,783,000	Temecula
	565,000	Wildomar
	4,917,000	Riverside County
	36,083,000	Total Western County
	(115,300)	Less: Allocation of administrative costs
	<u>\$ 35,967,700</u>	Total Western County, net
Funding Impact	All costs distributed in accordance with 2009 Measure A local streets and roads funds.	
Operating Budget Impact	N/A; local streets and roads operations are the responsibility of the local jurisdiction.	

Coachella Valley Area

Distribute local return funding for local streets and roads projects in Coachella Valley.

FY 2020/21 Cost	\$	1,233,000	Cathedral City
		531,000	Coachella
		421,000	Desert Hot Springs
		230,000	Indian Wells
		1,681,000	Indio
		1,299,000	La Quinta
		2,391,000	Palm Desert
		1,918,000	Palm Springs
		789,000	Rancho Mirage
		1,518,000	Riverside County
		12,011,000	Total Coachella Valley
		(115,300)	Less: Allocation of administrative costs
	\$	11,895,700	Total Coachella Valley, net
Funding Impact	All costs distributed in accordance with 2009 Measure A local streets and roads funds.		
Operating Budget Impact	N/A; local streets and roads operations are the responsibility of the local jurisdiction.		

Palo Verde Valley Area

Distribute local return funding for local streets and roads projects in Palo Verde Valley.

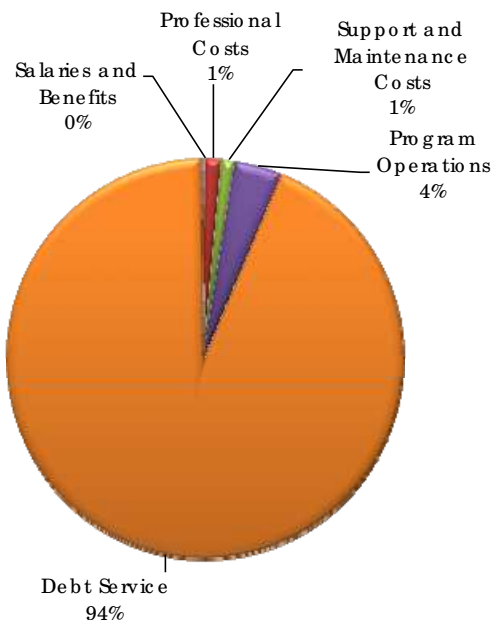
FY 2020/21 Cost	\$	548,000	Blythe
		148,000	Riverside County
		696,000	Total Palo Verde Valley
		(80,300)	Less: Allocation of administrative costs
	\$	615,700	Total Palo Verde Valley, net
Funding Impact	All costs distributed in accordance with 2009 Measure A local streets and roads funds.		
Operating Budget Impact	N/A; local streets and roads operations are the responsibility of the local jurisdiction.		

Toll Operations

Mission Statement:

Toll Operations efficiently operates express lanes with high customer satisfaction to reduce congestion, improve mobility, and manage demand.

Chart 42 – Toll Operations



Expenditures

Toll operations expenses of \$699,129,900 represent the third full year of operating expenses and debt service for the RCTC 91 Express Lanes and approximately one-half year of operating expenses for the 15 Express Lanes following substantial completion of the I-15 Express Lanes project. (Table 51). The I-15 Express Lanes project capital expenditures are included in the Capital Project Development and Delivery Department.

Approximately 76% of the expenses and other uses are comprised of operations, maintenance, and support costs, when excluding debt service. Salaries and benefits reflect a decrease of 17% due to the one-time disbursement to fund the Commission's CalPERS retirement net pension liability in the prior year. As a cost saving measure, there will be no performance merit-based salary increases in FY 2020/21. Professional costs of \$8,565,900 consist of toll services consultants, traffic and revenue consultants, financial advisors, general and specialized legal counsel, audit and financial services, and rating agency and TIFIA loan servicing fees. Support and maintenance costs of \$7,637,700 include road and systems maintenance, insurance, credit card processing fees, violations enforcement, transponder costs, marketing, lease, travel, and other support costs. Program operations costs of \$24,901,800 primarily includes the Commission's share of the toll contractor cost to operate the 91 Express Lanes, toll contractor cost for the 15 Express Lanes, system changes to comply with statewide technology requirements, and FSP services. Construction and design build costs of \$1,900,000 consist of RCTC 91 Express Lanes repair and rehabilitation. Capital outlay of \$315,000 consists of 6C transponder technology.

Debt service of \$653,314,900 reflects the refinancing of the 2013 Toll Bonds (current interest bonds) and 2013 TIFIA Loan related to the 91 Project with the issuance of the 2020 Refunding Bonds. It consists of a \$147,488,000 payment to escrow agent, \$2,883,400 cost of issuance, \$484,571,600 principal payment, and \$18,371,900 interest payment for the 2013 Toll Bonds (current interest bonds) and 2020 Refunding Bonds.

Transfers out comprise \$1,370,200 for the administrative cost allocation.

Table 51 – Toll Operations Uses Detail

	FY 18/19 Actual	FY 19/20 Revised Budget	FY 19/20 Projected	FY 20/21 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 578,400	\$ 1,353,400	\$ 846,200	\$ 1,124,400	\$ (229,000)	-17%
Professional Costs						
Legal Services	206,100	350,000	250,000	1,140,000	790,000	226%
Audit Services	-	47,000	46,000	64,800	17,800	38%
Financial Advisory	59,000	75,000	96,100	150,000	75,000	100%
Professional Services - General	824,500	2,505,500	2,066,200	7,211,100	4,705,600	188%
Total Professional Costs	1,089,600	2,977,500	2,458,300	8,565,900	5,588,400	188%
Support and Maintenance Costs	3,235,100	4,543,300	3,450,700	7,637,700	3,094,400	68%
Projects and Operations						
Program Operations	6,779,300	11,670,200	8,536,900	24,901,800	13,231,600	113%
Construction	-	-	-	1,500,000	1,500,000	N/A
Design Build	-	-	200,000	400,000	400,000	N/A
Total Projects and Operations	6,779,300	11,670,200	8,736,900	26,801,800	15,131,600	130%
Capital Outlay	1,096,700	766,100	426,000	315,000	(451,100)	-59%
Debt Service	7,119,900	637,386,500	7,119,900	653,314,900	15,928,400	2%
Transfers Out	4,309,100	3,059,500	2,539,700	1,370,200	(1,689,300)	-55%
TOTAL Toll Operations	\$ 24,208,100	\$ 661,756,500	\$ 25,577,700	\$ 699,129,900	\$ 37,373,400	6%

Toll Operations Staffing Summary

Position	FY 18/19	FY 19/20	FY 20/21
Accounting Technician	0.03	0.00	0.00
Chief Financial Officer	0.03	0.02	0.03
Deputy Director of Finance	0.01	0.03	0.06
Deputy Executive Director	0.02	0.02	0.02
Executive Director	0.03	0.02	0.02
External Affairs Director	0.00	0.00	0.03
Facilities Administrator	0.01	0.00	0.09
Financial Analyst	0.00	0.50	1.00
Procurement Manager	0.15	0.02	0.12
Public Affairs Manager	0.01	0.00	0.01
Senior Financial Analyst	0.39	0.43	0.38
Senior Management Analyst-Toll	1.00	1.35	1.80
Senior Procurement Analyst	0.01	0.05	0.12
Toll Operations Manager	0.44	0.40	0.51
Toll Program Director	0.24	0.33	0.38
Toll Project Manager	0.00	0.00	0.05
Toll Technology Manager	0.43	0.40	0.51
FTE	2.80	3.57	5.13

Department Overview

Express Lanes Planning History

In December 2006, the Commission adopted the Western Riverside County Delivery Plan that served as a 10-year capital improvement plan from 2009-2019 for Western County freeways and highways. To address unprecedented population, economic, and travel demand growth in Western County, the Commission desired to provide freeway corridor improvements beyond what traditional funding sources would be able to provide. The Commission studied innovative funding sources, including tolling, in advance of the adoption of the Western Riverside County Delivery Plan as a means to provide more transportation improvements.

In 2006, the Commission conducted a toll feasibility study that determined that SR-91 and I-15 were both feasible corridors to introduce tolling via high occupancy toll lanes (now referred to as express lanes). The Western Riverside County Delivery Plan detailed ambitious improvements to the SR-91 and I-15 corridors including the addition of two tolled express lanes in each direction and the ability to operate and maintain these tolled express lanes for a long-term period. The Commission's commitment in 2006 to tolling also indicated its future intent to become an operating toll agency and establish the Toll Operations Department. In FY 2017/18, the Commission initiated a second toll feasibility study (Next Generation Toll Feasibility Study) to assist in the determination of the location and type of future toll projects. In FY 2019/20, the Commission initiated project development activities for the 15 Express Lanes-Southern Extension, which are included in the Capital Project Development and Delivery Department.

Express Lanes Operations

The Toll Operations Department, as supported by contractors, is responsible for the management of express lanes in Riverside County in a manner that adheres to the toll policies for each system. In addition to operations and maintenance, the responsibilities include toll system design, implementation, violations enforcement, customer service, and associated traffic and incident management. Toll Operations provides direct oversight to the toll services operators and roadside system contractor and administers contracts with the California Highway Patrol for toll enforcement, Caltrans for road maintenance, and various maintenance contracts that fall outside of each operator's scope of work. The Commission utilizes a marketing services consultant for planning and implementing marketing efforts related to the RCTC 91 Express Lanes and the 15 Express Lanes.

Monitoring and reporting on actual toll transactions and related toll revenues is a primary responsibility for Toll Operations. Staff compares actual transactions and revenue to investment grade study projections adopted by the Commission. In addition to monitoring toll revenues, Toll Operations monitors and analyzes operation and maintenance costs during the fiscal year.

Toll Operations manages the operations and maintenance activities for the new Regional Operations Center and the Facilities and Maintenance Building in Corona, as these Commission purchased these facilities for express lanes operations.

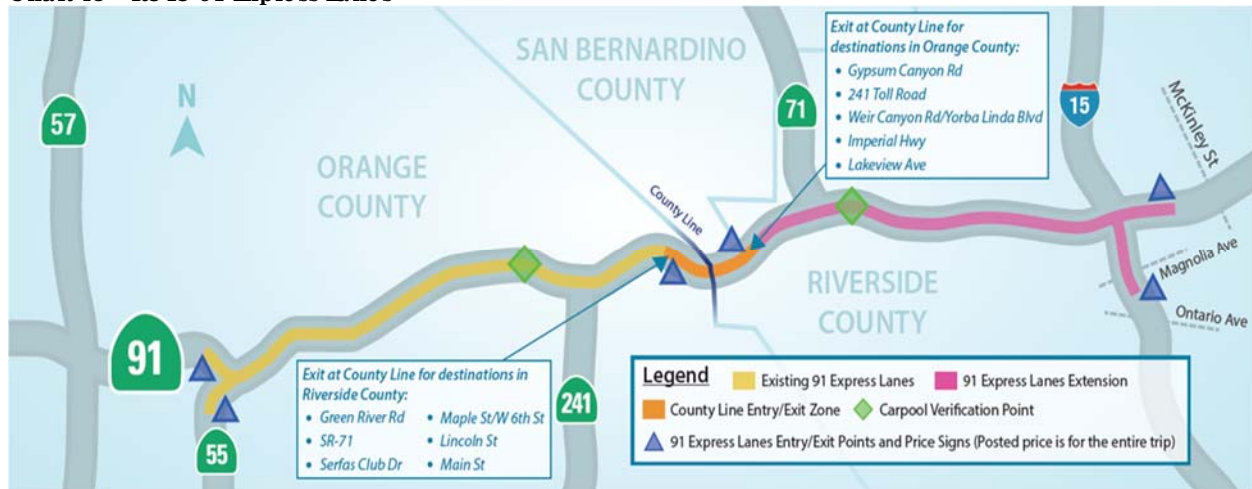
Toll Operations supports project development by providing comprehensive input to the tolling concept of operations, contractor procurements, agency agreements, public outreach, Regional Operations Center development, and toll policies and business rules.

RCTC 91 Express Lanes

In March 2020, the Commission completed its third full year of operation of the RCTC 91 Express Lanes. The completed 91 Project connects the OCTA 91 Express Lanes with the RCTC 91 Express Lanes using a two-mile long mixing area, allowing vehicles to use either or both sections of the 91

Express Lanes (Chart 43). The RCTC 91 Express Lanes continue approximately eight miles to the I-15 interchange in Riverside County. A two-lane (one lane in each direction) direct tolled connector approximating 2.8 miles provides the RCTC 91 Express Lanes with access/egress to I-15 south of the SR-91/I-15 interchange. The Commission has the authority to charge tolls on the RCTC 91 Express Lanes for 50 years through March 2067, based on a TFA between the Commission and Caltrans.

Chart 43 – RCTC 91 Express Lanes



OCTA owns and operates the Orange County portion of the 91 Express Lanes. Under a cooperative agreement, the Commission and OCTA use the same operator for the back office and customer service center operations of the 91 Express Lanes. The Toll Operations Center and administrative offices are located in Anaheim and the Customer Service Center in Corona. The joint operation of the 91 Express Lanes provides for cost sharing and a seamless customer experience. Staff coordinates ongoing joint 91 Express Lanes marketing efforts with OCTA.

In July 2019, a contractor completed the installation of new roadside toll equipment to allow for interfacility trip pricing between the RCTC 91 Express Lanes and 15 Express Lanes. Additionally, the new equipment complied with the State's requirement to transition to 6c toll transponder technology. This contractor provides maintenance of the roadside toll system for the RCTC 91 Express Lanes.

While the Commission and OCTA jointly operate and maintain the 91 Express Lanes, tolls for each of the RCTC 91 Express Lanes and the OCTA 91 Express Lanes are charged independently and reported separately. In connection with an agreement between the Commission, OCTA, and a master custodian, tolls related to the RCTC 91 Express Lanes and the Commission's portion of non-toll revenues are deposited with the Commission's trustee into the trust estate for the RCTC 91 Express Lanes. The Commission uses these revenues to pay for operation and maintenance expenses and debt service as well as fund repair and rehabilitation reserves.

15 Express Lanes

After securing the financing in July 2017, the Commission commenced design and construction of the I-15 Express Lanes project (Chart 44) along the I-15 corridor from Cajalco Road to State Route (SR) 60, approximately 15 miles, by adding one to two tolled express lanes in each direction. A component of the project includes acquisition and development of a toll Regional Operations Center located in Corona for the 15 Express Lanes back office support, Toll Operations Center, and Customer Service Center. Under a design-build contract awarded by the Commission in March 2020, an express lanes connector will connect the RCTC 91 Express Lanes to the 15 Express Lanes north of the 15/91 interchange. The Commission anticipates opening of the 15 Express Lanes

in late 2020. When the 15/91 Express Lanes connector opens in 2023, the daily operations and maintenance and related costs will become part of the 15 Express Lanes and the responsibility of the Toll Operations Department. The I-15 Express Lanes and 15/91 Express Lanes connector projects are included in the Capital Project Development and Delivery Department budget. Similar to the RCTC 91 Express Lanes, the Commission has the authority to charge tolls on the 15 Express Lanes for 50 years after opening based on a TFA between the Commission and Caltrans.

Chart 44 – 15 Express Lanes



The 15 Express Lanes operator will provide its back office, customer service, and roadside toll system operations from the Regional Operations Center in Corona. Tolls and non-toll revenues related to the 15 Express Lanes will be deposited with the Commission's trustee into the trust estate for the 15 Express Lanes. The Commission will use these revenues to pay for operation and maintenance expenses and debt service as well as fund repair and rehabilitation reserves.

Future Express Lanes Facilities

The Commission is jointly developing with OCTA and the Transportation Corridor Agencies the 241/91 Express Lanes Connector. This future facility will provide a direct connection to and from the median of the 91 Express Lanes to the SR-241 toll road. In 2019, the three agencies approved a term sheet that set forth key areas of agreement for this facility including the responsibility for the 91 Express Lanes to be the day-to-day operator.

When this facility opens, the daily operations and maintenance and related costs will become part of the 91 Express Lanes and the joint responsibility of OCTA and the RCTC Toll Operations Department.

State and Regional Toll Efforts

Toll Operations is also working on several important efforts related to tolling. The Commission is coordinating with SBC TA regarding its development of express lanes on the I-15 corridor that commence near the vicinity of the Riverside/San Bernardino County line to the north.

The Commission is a member of and staff is actively involved in the CTOC, which addresses many statewide toll issues including toll technology to improve the customer experience across the state, create synergy among toll agencies, improve legislation related to tolling, and comply with State's Title 21 transition to new 6c transponder technology.

Cash Flows from Toll Operations

The Commission pledged toll revenues as security for the toll-supported debt for the RCTC 91 Express Lanes and 15 Express Lanes. Information regarding toll debt is included in Fund Budgets/Enterprise Fund discussion.

For FY 2020/21, the Commission will deposit approximately \$13.3 million, to the extent available, to the RCTC 91 Express Lanes repair and rehabilitation fund. Toll Operations expenditures include \$9,316,900 for major repair and rehabilitation expenses permitted under the master indenture.

For the fourth full year of operations, the RCTC 91 Express Lanes Engineer's Technical Report projected operations and maintenance costs of approximately \$15.8 million, whereas the FY 2020/21 budget is approximately \$18.2 million, including an internal administrative cost allocation. The FY 2020/21 costs budget amount is \$2.4 million, or 14.8% above the Engineer's Technical Report projection. In accordance with the 2013 TIFIA Loan agreement, the following expenses account for the portion over 10%, as allowed under the agreement. The Commission determined that these costs are necessary and permitted.

- Higher credit card fees related to toll transactions than originally estimated;
- Additional legal costs related to unanticipated litigation; and
- Increased FSP costs related to incident management and response, including towing.

For FY 2020/21, the Commission is not required to deposit any funds to the 15 Express Lanes repair and rehabilitation fund and anticipates no major repair and rehabilitation expenses.

For the first year of operations, the 15 Express Lanes Engineer's Technical Report projected operations and maintenance costs of approximately \$14.5 million (as adjusted by an escalation factor of 2.5%), whereas the FY 2020/21 budget is approximately \$16.1 million. The FY 2020/21 budgeted costs are \$1.6 million, or 10.9% above the Engineer's Technical Report projection. The budgeted expenses over 10% are primarily related to toll management consultant costs that are considered necessary and permitted.

The projected cash flows for the RCTC 91 Express Lanes and the 15 Express Lanes for the year ending June 30, 2021 are presented in Table 52. The cash balances at June 30, 2021 include surplus to toll revenues.

Table 52 – RCTC 91 Express Lanes and 15 Express Lanes Projected Cash Flows FY 2020/21

	RCTC 91 Express Lanes 15 Express Lanes	
<i>Cash balance at July 1, 2020, as projected</i>	\$ 125,656,300	\$ -
<i>Cash flows from operating activities:</i>		
Sources of operating funds:		
Toll revenue	25,247,900	12,082,000
Non-toll revenue	2,957,100	2,146,400
Total sources of operating funds	28,205,000	14,228,400
Uses of funds for operations and maintenance:		
Salaries and benefits	645,300	461,200
Professional costs	3,102,000	2,400,300
Support and maintenance costs	4,284,700	3,353,000
Projects and operations	8,801,800	9,561,000
Capital outlay	305,000	10,000
Administrative allocation to General fund	1,025,300	344,900
Total uses of funds for operations and maintenance	18,164,100	16,130,400
Net cash provided by operations	10,040,900	(1,902,000)
<i>Cash flows from non-capital financing activities:</i>		
Repair and rehabilitation costs	(9,316,900)	-
Use of surplus for development of 241/91 connector agreements	(1,200,000)	-
Draw on ramp up reserve	-	1,902,000
Net cash provided by (used for) non-capital financing activities	(10,516,900)	1,902,000
<i>Cash flows from capital and related financing activities:</i>		
Proceeds from 2020 Refunding Bonds, including premium	667,528,000	-
Payment to escrow agent for refunded bonds	(147,488,000)	-
Payment to U.S. DOT to repay 2013 TIFIA Loan	(484,571,600)	-
Costs of issuance paid in connection with 2020 Refunding Bonds	(3,887,000)	-
Interest paid on 2020 Refunding Bonds	(11,252,000)	-
Interest paid on 2013 Toll Bonds	(7,119,900)	-
Net cash provided by capital and related financing activities	13,209,500	-
<i>Cash flows from investing activities:</i>		
Interest on investments	691,900	-
Net cash provided by investing activities	691,900	-
Net increase in cash	13,425,400	-
<i>Cash balance at June 30, 2021, as projected</i>	\$ 139,081,700	\$ -

Department Goals

TO1 – Provide effective communication of project progress and toll operations to the Board members, city councils, County Board of Supervisors, Caltrans, CTC, Federal Highway Administration, TIFIA, and bondholders. (*Policy Goal: Operational Excellence*)

TO2 – Focus on timely and effective completion of toll-related capital projects and implementation of needed transportation services. (*Policy Goals: Quality of Life, Connecting the Economy, Responsible Partner*)

TO3 – Support regional transportation solutions in cooperation with toll operators in surrounding counties that are of benefit to Riverside County. (*Policy Goals: Quality of Life, Operational Excellence, Responsible Partner*)

ID	Toll Operations Performance Measures and Results	FY 18/19 Estimated	FY 18/19 Actuals	FY 19/20 Estimated	FY 20/21 Projected
TO1	Toll transactions	14,490,100	15,143,222	15,788,000	26,700,000
TO1	Toll revenues	\$40,187,000	\$49,885,288	\$44,362,300	\$37,836,400
TO1	Non-toll revenues, excluding investment income	\$7,569,900	\$8,538,672	\$5,259,700	\$4,422,500

Appendix A – Glossary of Acronyms

AB	– Assembly Bill
ATP	– Active Transportation Program
BABs	– Build America Bonds
Bechtel	– Bechtel Infrastructure
BNSF	– BNSF Railway
Board	– Board of Commissioners for the Riverside County Transportation Commission
CAFR	– Comprehensive Annual Financial Report
Califomia	– State of California
CalPERS	– California Public Employees Retirement System
CalSTA	– California State Transportation Agency
Caltrans	– California Department of Transportation
Capital Projects	– Capital Projects Development and Delivery, a RTC department
CARES Act	– Coronavirus Aid, Relief, and Economic Security Act enacted in March 2020 to support the federal government's response and help businesses and individuals in regard to COVID-19
CCTV	– Closed-Circuit Television
CDTFA	– California Department of Tax and Fee Administration
CEQA	– California Environmental Quality Act
CETAP	– Community Environmental Transportation Acceptability Process
CFAC	– California Freight Advisory Committee
CHSRA	– California High Speed Rail Authority
CIP	– Capital Improvement Plan
CMA	– Congestion Management Agency
CMAQ	– Congestion Mitigation and Air Quality
CMP	– Congestion Management Program
Commission	– Riverside County Transportation Commission
County	– County of Riverside
CSITAC	– Citizens and Specialized Transit Advisory Council
CTC	– California Transportation Commission
CTOC	– California Toll Operators Committee
CVAG	– Coachella Valley Association of Governments
DBE	– Disadvantaged Business Enterprise
District	– Riverside County Regional Park and Open Space District
ERP	– Enterprise Resource Planning
FAST Act	– Fixing America's Surface Transportation Act
Fitch	– Fitch Ratings
FRA	– Federal Railroad Administration
FSP	– Freeway Service Patrol
FTA	– Federal Transit Administration
FTE	– Full-time Equivalent
FIIP	– Federal Transportation Improvement Program
FY	– Fiscal Year
Gann	– Gann Initiative approved by California voters in 1979
GFOA	– Government Finance Officers Association
GHG	– Greenhouse Gas
HOV	– High Occupancy Vehicle (Carpool Lane)
HSIPR	– High Speed Inter-city Passenger Rail
I	– Interstate
IE Commuter	– Inland Empire Commuter ride share system
IEOC	– Inland Empire–Orange County Metro link Service

Inland Empire	–	Region covering Riverside and San Bernardino counties
LC TOP	–	Low Carbon Transit Operations Programs
Limited Tax Bonds	–	Indebtedness secured by a specified tax or group of taxes
LOSSAN	–	Los Angeles-San Diego-San Luis Obispo, a rail corridor
LPP	–	Local Partnership Program, an SB 1 funding category
LRTS	–	Long Range Transportation Study
LTF	–	Local Transportation Fund
MAAC	–	Member Agency Advisory Committee
MARA	–	2009 Measure A Regional Arterial funding for Western County
MCP	–	Mid County Parkway
Measure K	–	Increase of sales tax revenue bonds debt limit to \$975 million approved by voters in November 2010
Metro link	–	Operating name for SCRRRA (see SCRRRA)
MOE	–	Maintenance of Effort
Moody's	–	Moody's Investors Service
MOU	–	Memorandum of Understanding
MPO	–	Metropolitan Planning Organization
MSHCP	–	Multi-Species Habitat Conservation Plan
MSRC	–	Mobile Source Air Pollution Reduction Review Committee (AB2766)
NEPA	–	National Environmental Policy Act
OCTA	–	Orange County Transportation Authority
PPM	–	Planning, Programming, and Monitoring
PVL	–	Perris Valley Line Metro link Extension Project
RCTC	–	Riverside County Transportation Commission
RCTC 91 Express Lanes	–	Express lanes on SR-91 from the Orange County line to I-15 owned and operated by the Commission
RDOCC	–	Riverside Downtown Operations Control Center
RIP	–	Regional Improvement Program
RTA	–	Riverside Transit Agency
RTP	–	Regional Transportation Plan
RIPA	–	Regional Transportation Planning Agencies
RZEDBs	–	Recovery Zone Economic Development Bonds
S&P	–	S&P Global Ratings
SAFE	–	Service Authority for Freeway Emergencies
Sales tax	–	Reference including transaction and use tax such as Measure A
SB	–	Senate Bill
SB 1	–	Road and Repair Accountability Act of 2017, state legislation that increased state gas tax for transportation purposes and was signed by the Governor in April 2017
SB 132	–	State appropriation approved in April 2017 that provides \$427 million in funding for five Riverside County Transportation Efficiency Corridor projects
SB 743	–	State legislation that created a process that changes how transportation impacts are analyzed under CEQA
SB 821	–	State legislation that provides funding for bicycle and pedestrian projects through the TDA
SBC TA	–	San Bernardino County Transportation Authority
SBE	–	Small Business Enterprise
SCAG	–	Southern California Association of Governments
SCRRRA	–	Southern California Regional Rail Authority
SCS	–	Sustainable Communities Strategy
SDP	–	Service Development Plan

SGR	– State of Good Repair (SB 1 Program)
SHOPP	– State Highway Operations and Protection Program
SJBL	– San Jacinto Branch Line
SR	– State Route
SRA	– State Rail Account
SRTP	– Short Range Transit Plan
STA	– State Transit Assistance
State	– State of California
SIBG	– Surface Transportation Block Grant
STIP	– State Transportation Improvement Program
SunLine	– SunLine Transit Agency
TAP	– Transportation Alternatives Program
TC EP	– Trade Corridor Enhancement Program
TDA	– Transportation Development Act
TDM	– Transportation Demand Management
TFA	– Toll Facility Agreement
TIFIA	– Transportation Infrastructure Finance and Innovation Act
TIP	– Transportation Improvement Plan
TUMF	– Transportation/Traffic Uniform Mitigation Fee (Western County/Coachella Valley)
U.S. DOT	– United States Department of Transportation
UCR	– University of California at Riverside
VanClub	– RC TC's vanpool subsidy program
Western County	– Western area of Riverside County
WRC OG	– Western Riverside Council of Governments
15 Express Lanes	– Express lanes on I-15 in Riverside County from SR-60 to Cajalco Road in Corona owned and operated by the Commission
91 COP	– 91 Corridor Operations Project
91 Express Lanes	– Tolle d express lanes on SR-91 in Orange County operated by OCTA (OCTA 91 Express Lanes) and in Riverside County by the Commission (RC TC 91 Express Lanes)
91 Project	– SR-91 corridor improvement project consisting of two tolled express lanes in each direction of SR-91 between the Orange County line and I-15 and a direct connector; the addition of a general purpose lane between SR-71 and I-15, and other improvements
1989 Measure A	– Original 1 1/2 cent transportation sales tax measure approved by voters in November 1988 that expired in June 2009
2009 Measure A	– Extension of sales tax measure approved by voters in November 2002 which became effective upon expiration of original sales tax measure on July 1, 2009 for a 30-year period
2010B Bonds	– Sales Tax Revenue Bonds, Series B Taxable issued in November 2010
2013 Sales Tax Bonds	– Sales Tax Revenue Bonds issued in July 2013 for the 91 Project
2013 TIFIA Loan	– TIFIA Loan executed in July 2013 for the 91 Project
2013 Toll Bonds	– Toll Revenue Bonds issued in July 2013 for the 91 Project
2016 Refunding Bonds	– Sales Tax Revenue Refunding Bonds issued in September 2016 to refund the Series A portion of bonds issued in 2009
2017A Bonds	– Sales Tax Revenue Bonds issued in July 2017 for the I-15 Express Lanes project and completion of the 91 Project
2017B Refunding Bonds	– Sales Tax Revenue Refunding Bonds issued in December 2017 to refund all of the outstanding 2010A Bonds and a portion of the 2013 Sales Tax Bonds

- 2017 TIFIA Loan – TIFIA Loan executed in July 2017 for the I-15 Express Lanes project
- 2018 Refunding Bonds – Sales Tax Revenue Refunding Bonds issued in April 2018 to refund all of the Series B and Series C bonds issued in 2009
- 2020 Refunding Bonds – RCTC 91 Express Lanes senior and second lien toll revenue bonds approved by the Commission in March 2020 to refund 2013 Toll Bonds (current interest bonds) and 2013 TIFIA Loan; the marketing and sale of the bonds was suspended due to the COVID-19 crisis and related market disruption

Appendix B – Salary Schedule Effective 7/2/2020

Department	FTE	Range No.	Monthly Minimum	Monthly Maximum	Exempt / No n-Exempt
ADMINISTRATION					
Administrative Services Manager/ Clerk of the Board	1	51	\$ 9,498	\$ 12,823	E
Deputy Clerk of the Board	1	32	\$ 5,973	\$ 8,064	NE
Human Resources Administrator	1	45	\$ 8,205	\$ 11,077	E
¹ IT Administrator	1	45	\$ 8,205	\$ 11,077	E
Records Technician	1	17	\$ 4,144	\$ 5,595	NE
Senior Administrative Assistant	2	25	\$ 5,037	\$ 6,800	NE
Senior Office Assistant	1	13	\$ 3,759	\$ 5,074	NE
Administration Subtotal	8				
CAPITAL PROJECT DEVELOPMENT AND DELIVERY					
¹ Capital Projects Manager	5	53	\$ 9,973	\$ 13,464	E
Facilities Administrator	1	45	\$ 8,205	\$ 11,077	E
Project Delivery Director	1	67	\$ 14,034	\$ 18,945	E
Right of Way Manager	1	53	\$ 9,973	\$ 13,464	E
Senior Management Analyst	3	43	\$ 7,814	\$ 10,549	E
Capital Project Development and Delivery Subtotal	11				
EXECUTIVE MANAGEMENT					
Deputy Executive Director	1	75	\$ 17,058	\$ 23,028	E
Executive Director	1	83	\$ 20,734	\$ 27,991	E
Executive Management Subtotal	2				
FINANCE					
Accountant	1	33	\$ 6,123	\$ 8,266	E
Accounting Assistant	2	17	\$ 4,144	\$ 5,595	NE
Accounting Supervisor	1	44	\$ 8,005	\$ 10,807	E
Accounting Technician	2	25	\$ 5,037	\$ 6,800	NE
Chief Financial Officer	1	67	\$ 14,034	\$ 18,945	E
Deputy Director of Finance	1	57	\$ 10,996	\$ 14,844	E
Financial Analyst	1	35	\$ 6,429	\$ 8,679	E
Procurement Manager	1	53	\$ 9,973	\$ 13,464	E
Senior Financial Analyst	1	43	\$ 7,814	\$ 10,549	E
Senior Procurement Analyst	1	43	\$ 7,814	\$ 10,549	E
Finance Subtotal	12				
EXTERNAL AFFAIRS					
External Affairs Director	1	63	\$ 12,729	\$ 17,184	E
Legislative Affairs Manager	1	51	\$ 9,498	\$ 12,823	E
Public Affairs Manager	1	51	\$ 9,498	\$ 12,823	E
Senior Management Analyst	1	43	\$ 7,814	\$ 10,549	E
External Affairs Subtotal	4				
MULTIMODAL SERVICES					
Commuter and Motorist Assistance Manager	1	51	\$ 9,498	\$ 12,823	E
Senior Management Analyst	2	43	\$ 7,814	\$ 10,549	E
Multimodal Services Director	1	63	\$ 12,729	\$ 17,184	E
Transit Manager	1	51	\$ 9,498	\$ 12,823	E
Multimodal Services Subtotal	5				
PLANNING AND PROGRAMMING SERVICES					
¹ Planning and Programming Director	1	63	\$ 12,729	\$ 17,184	E
Planning and Programming Manager	1	51	\$ 9,498	\$ 12,823	E
Senior Management Analyst	2	43	\$ 7,814	\$ 10,549	E
Planning and Programming Services Subtotal	4				
RAIL MAINTENANCE AND OPERATIONS					
Rail Manager	1	51	\$ 9,498	\$ 12,823	E
Management Analyst	1	35	\$ 6,429	\$ 8,679	E
Rail Maintenance and Operations Subtotal	2				
TOOL OPERATIONS					
Senior Management Analyst	2	43	\$ 7,814	\$ 10,549	E
Tool Operations Manager	1	63	\$ 12,729	\$ 17,184	E
Tool Program Director	1	71	\$ 15,472	\$ 20,887	E
Tool Project Manager	1	65	\$ 13,365	\$ 18,043	E
Tool Technology Manager	1	53	\$ 9,973	\$ 13,464	E
Tool Operations Subtotal	6				
Total Authorized Positions					
Administration	8				
Capital Project Development and Delivery	11				
Executive Management	2				
Finance	12				
External Affairs	4				
Multimodal Services	5				
Planning and Programming Services	4				
Rail Maintenance and Operations	2				
Tool Operations	6				
Total Authorized Positions	54				

¹ The FY 2020/21 budget includes the funding for 50 FTE. The unbudgeted and unfilled positions include two Capital Projects Managers, IT Administrator, and Planning and Programming Director.

Appendix B – FY 2020/21 Organization Chart

