



RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION

FY 2021/22



# BUDGET

Riverside County  
Transportation Commission  
Riverside County, California



Riverside - La Sierra Station



Specialized Transit



60 Truck Lanes



June 9, 2021

Honorable Commissioners  
Riverside County Transportation Commission  
Riverside, California

## **FY 2021/22 BUDGET INTRODUCTION**

*RCTC: Safety. Fiscal Responsibility. Economic Recovery.*

Thank you for reviewing the Fiscal Year (FY) 2021/22 budget for the Riverside County Transportation Commission (Commission or RCTC). 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. Although we have faced a serious public health crisis with the COVID-19 pandemic, Riverside County continues to grow as fast as any other area of the state of California (California). This makes our mission to provide transportation projects and services increasingly important in protecting and improving the quality of life for over 2.4 million residents. RCTC has responded to that challenge.

The pandemic has not spared Riverside County residents. More than 4,600 people have died from the virus, and business closures and restrictions have resulted in a significant loss of jobs that increased the County's unemployment rate to a high of 16.0% in April 2020 and 8.0% as of February 2021. From a revenue perspective, the impact to the Commission has been mixed. Sales tax revenues derived from Riverside County's voter-approved Measure A program are 9.1% higher for the benchmark year ended February 2021 compared to February 2020. On the other hand, RCTC 91 Express Lanes traffic volume and gross toll revenues declined 20.1% and 37.1%, respectively, for the nine months ended March 2021 compared to March 2020. The March 2021 approval of the \$1.9 trillion American Rescue Plan Act of 2021 will provide significant economic stimulus, which will likely help the local economy; however, the lasting impacts of the pandemic continue to evolve and change.

It is with this backdrop that RCTC presents its FY 2021/22 budget. Overall, while the budget predicts modest gains from the Measure A sales tax and the RCTC 91 Express Lanes revenues, it also lays out a smart and aggressive program of highway, regional arterial, and rail construction to ensure that Riverside County keeps working and creates a transportation system that will be ready for a productive and promising future.

RCTC has 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 serving the taxpayers of Riverside County. Moreover, the Commission will be aggressive in seeking additional revenue from grants and other funding programs to expand our services to the public and play an important role in ensuring equity for the entirety of Riverside County in terms of access and benefit from our efforts.

### **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; FY 2019/20 Measure A revenues of \$195 million decreased only 3.1% compared to FY 2018/19 – much less than the revised pandemic projections. FY 2020/21 and FY 2021/22 Measure A revenues are conservatively projected at \$210 million compared to the FY 2019/20 revenues of \$195 million. 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 2021/22, the Commission will return \$63.7 million in funding to local cities and the County for local street and road improvements.

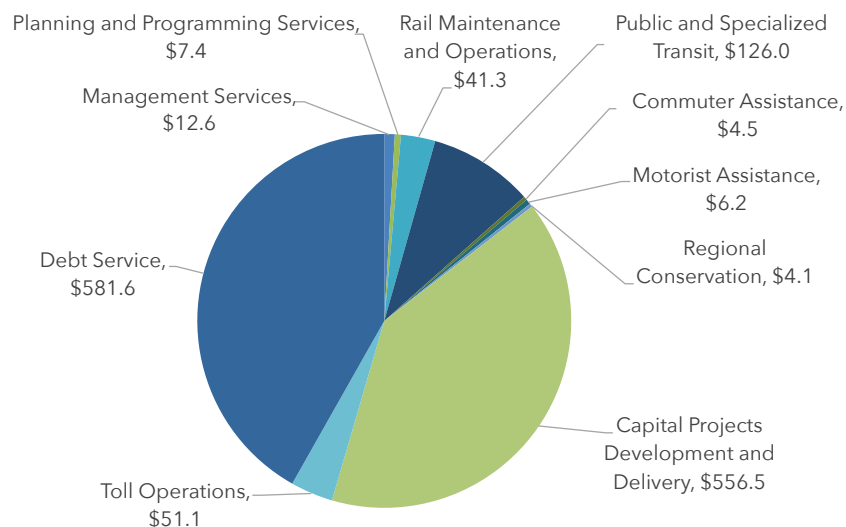
The Coachella Valley Association of Governments and the Western Riverside Council of Governments (WRCOG) administer Transportation Uniform Mitigation Fee (TUMF) programs that serve local and regional arterial needs. In the Coachella Valley, arterials are funded through a combination of TUMF, Measure A, and additional local contributions. In Western Riverside County, TUMF dollars are equally split between WRCOG and the Commission with RCTC'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 \$1.4 billion for FY 2021/22 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 2021/22 BUDGET (IN MILLIONS \$)**



## 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.

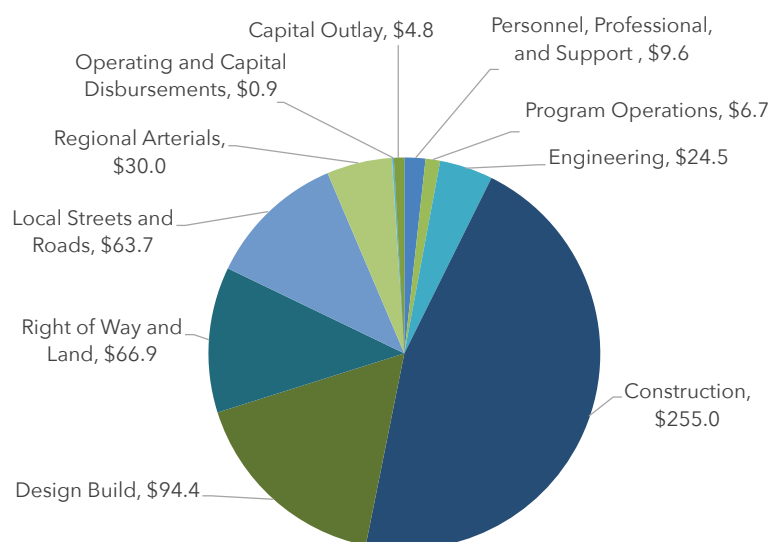
During FY 2021/22, the Commission will invest \$556.5 million in capital projects (Chart 2) that include highway, regional arterial, local streets and roads, and rail projects. Riverside County is in a fortunate position, as significant pre-construction work has taken place on a number of projects and the Commission has successfully sought out funding from a variety of funding sources to ensure a busy year.

Notable capital projects either currently in construction or slated to begin in Western Riverside County in FY 2021/22 include the following:

- Fine-tuning operations and fostering increased usage of the recently-opened 15 Express Lanes;
- Ongoing construction of truck lanes on State Route (SR) 60 in the Badlands area;
- Planning for station expansion and additional operational improvements at the Riverside-Downtown Metrolink station;
- Near completion of 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;
- Completion of construction of a new auxiliary lane on the westbound SR-91 near Green River Road in Corona;
- Completion of 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 36% of the Commission's FY 2021/22 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. Until early March 2020 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 has now expanded into a much broader role with the opening of the 15 Express Lanes in April 2021. This \$472 million effort added 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 77 staff members.

Effective January 1, 2021, the Commission became the managing agency for the Western Riverside County Regional Conservation Authority (RCA). RCTC is fully reimbursed by RCA for management and oversight costs; accordingly, RCTC's funding sources do not support this new role. As the managing agency, RCTC provides strong management and places a high priority on the completion of the region's Multiple Habitat Species Conservation Plan (MSHCP). In addition to preserving sensitive open space, the MSHCP enables RCTC and others a more streamlined approach to develop needed infrastructure. Thanks to this program, the time needed to get projects to construction has been reduced, which, in turn, has a positive impact on the Commission's efficiency in delivering projects.



## A COMMITMENT TO RIVERSIDE COUNTY

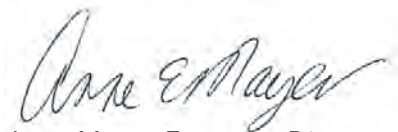
Ensuring local funding for transportation will require ongoing outreach to the public and transparent oversight and management that ensures public confidence in the Commission's fiduciary, oversight, and visionary roles. This budget document is intended to demonstrate the Commission's commitment to the 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](http://www.rctc.org) or to follow us on Facebook, Twitter and Instagram @theRCTC. A major focus in the coming year is to seek and achieve equity in the Commission's mission to serve all of Riverside County.

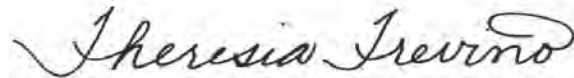
Ongoing communication will be critical as needs rapidly change in an uncertain environment. Staff will likely return with periodic budget updates and adjustments. The basic nature of this document reflects the current macroeconomic situation while providing current and needed budgetary information.

## ACKNOWLEDGMENTS

This budget document serves as a policy document, an operations guide, a financial plan, and a communications device. This budget provides the information necessary for the Commission to manage its resources in FY 2021/22. 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.



Anne Mayer, Executive Director



Theresia 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 roving 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 (SCRRA), 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). The Commission reached substantial completion on the (I)-15 Express Lanes project and commenced toll operations on the 15 Express Lanes in April 2021. The Commission anticipates completion of the 15/91 Express Lanes connector, a tolled connector between the existing RCTC 91 Express Lanes and the 15 Express Lanes north of SR-91, by 2023.

Effective January 1, 2021, RCTC became the managing agency for the Western Riverside County Regional Conservation Authority (RCA). RCTC is fully reimbursed by RCA for management and oversight costs. As the managing agency, RCTC provides strong management and places a high priority on the completion of the region's Multiple Species Habitat Conservation Plan (MSHCP).

## 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	Vice Chair (Commission)	County of Riverside, District 4
Jeff Hewitt	Member	County of Riverside, District 5
David Happe	Member	City of Banning
Lloyd White	Chair (Budget and Implementation Committee), Chair (Toll Policy and Operations Committee)	City of Beaumont
Joseph DeConinck	Member	City of Blythe
Linda Molina	Member	City of Calimesa
Jeremy Smith	Member	City of Canyon Lake
Raymond Gregory	Vice Chair (Budget and Implementation Committee)	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	Chair (Western Riverside County Programs and Projects Committee)	City of Eastvale
Linda Krupa	Member	City of Hemet
Dana Reed	Member	City of Indian Wells
Waymond Fermon	Member	City of Indio
Brian Berkson	Member	City of Jurupa Valley
Kathleen Fitzpatrick	Member	City of La Quinta
Bob Magee	2nd Vice Chair (Commission)	City of Lake Elsinore
Bill Zimmerman	Member	City of Menifee
Yxstain Gutierrez	Member	City of Moreno Valley
Scott Vinton	Member	City of Murrieta
Ted Hoffman	Member	City of Norco
Jan Harnik	Chair (Commission)	City of Palm Desert
Lisa Middleton	Member	City of Palm Springs
Michael M. Vargas	Member	City of Perris
Ted Weill	Member	City of Rancho Mirage
Chuck Conder	Member	City of Riverside
Alonso Ledezma	Member	City of San Jacinto
Matt Rahn	Member	City of Temecula
Ben J. Benoit	Vice Chair (Western Riverside County Programs and Projects Committee), Vice Chair (Toll Policy and Operations Committee)	City of Wildomar
Mike Beauchamp	Governor's Appointee	Caltrans, District 8

### EXECUTIVE MANAGEMENT

NAME	TITLE
Anne Mayer	Executive Director
John Standiford	Deputy Executive Director
Jennifer Crosson	Toll Operations Director
Marlin Feenstra	Project Delivery Director
Jillian Guizado	Planning and Programming Director
Aaron Hake	Interim Regional Conservation Deputy Executive Director
David Knudsen	Interim External Affairs Director
Lorelle Moe-Luna	Multimodal Director
David Thomas	Toll Project Delivery Director
Theresa Treviño	Chief Financial Officer

# EXECUTIVE SUMMARY

## INTRODUCTION

The budget for Fiscal Year (FY) 2021/22 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 appropriates 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. Over the past year, the restrictions have been modified in response to the changing nature of the pandemic. The end of the COVID-19 pandemic appears to be in sight with vaccine distributions becoming widely available, more Californians returning to work or leisure activities with modified stay at home orders, and financial relief to families and businesses most impacted by the pandemic.

COVID-19 and the related government health orders have negatively impacted the local, regional, state, and federal economies; the magnitude and duration of these impacts remain 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 10, 2021 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

*RCTC is focused on improving life for the people of Riverside County and empowering them to live life at their pace.*

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 its residents.
Mobility	RCTC provides access, equity, and choice in transportation; RCTC is a mobility partner.
Equity	RCTC supports transportation services and projects that equitably benefit all residents, including those in rural, low income, and disadvantaged communities.
Access	RCTC projects and programs are the connection to employment, housing, schools, community institutions, parks, medical facilities, and shopping in the region.
Goods Movement	RCTC facilitates the funding and delivery of projects that mitigate the impact of increased goods movement flow through Riverside County and advocates for a reasonable balance between the need to create jobs and to protect public health.

## OPERATIONAL EXCELLENCE

*RCTC is a responsible and conservative steward of taxpayer dollars.*

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.
Efficiency	RCTC operates in an efficient and cost-effective manner.
Innovation	Program and project delivery innovations drive results, savings, and greater economic opportunities for Riverside County residents.
Information	RCTC operations are transparent and easily accessible; customers get prompt, reliable, quality service.

## CONNECTING THE ECONOMY

*RCTC is a driver of economic growth in Riverside County.*

Workforce Mobility	RCTC improves the economy by creating a robust workforce to workplace system; RCTC fosters workforce development by improving transportation access to major employment and education centers.
Population Growth	Since 1976, RCTC has been responsible for connecting the County's economy as the County's population has quadrupled from 550,000 to over 2.4 million today. RCTC is sensitive to each geographic area's unique needs.
Economic Impact	RCTC has invested over \$4.3 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

*RCTC partners with local, regional, and state governments to deliver road and transit projects.*

Streets and Roads	RCTC has invested over \$1.2 billion in local priorities for maintaining streets and roads and fixing potholes.
Transit	RCTC partners with other transit operators to provide residents mobility choices, flexibility, intercity and intercounty connectivity, and access—especially during a post-pandemic recovery.
Active Transportation Facilities	RCTC continually improves its stations for better bicycle and pedestrian access and partners 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 2021/22 budget.

## **CAPITAL PROJECT DEVELOPMENT AND DELIVERY**

- Continue preliminary engineering, design, right of way acquisition, and/or construction of projects included in the Western County Highway Delivery Plan.
- Continue operations planning and design of projects led by other agencies.
- As lead agency for partner agency projects, continue construction of the I-15/Railroad Canyon Interchange project and commence preliminary engineering of the I-10/Highland Springs Avenue Interchange project.
- Consider opportunities to implement technology-based strategies, or Smart Freeway projects, to manage traffic, reduce congestion and pollution, increase safety, and improve the quality of commutes.
- 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 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.

## **OPERATIONS**

- Efficiently operate express lanes and achieve high customer satisfaction through reduction in congestion, mobility improvements, and management of demand.
- Efficiently and cost effectively operate the commuter rail stations and facilities and Perris Valley Line (PVL) rail corridor to ensure reliable high quality commuter rail service.
- Efficiently provide motorist assistance services so that motorists can conveniently travel and use transportation facilities as safely as possible.

## **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.
- Monitor transit trends and the associated economic, social, and public health factors that impact ridership and create barriers to transit growth.
- Subsidize reliable and cost-effective Metrolink commuter rail service to and from Riverside County; SCRRA is the operator of Metrolink.
- Provide continued leadership in the planning and development of the Coachella Valley-San Geronio 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 such as vanpools.

## **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 2021/22 Management Services budget is 1.92% of Measure A revenues.
- Maintain administrative salaries and benefits at less than 1% of Measure A revenues; the FY 2021/22 administrative salaries and benefits is 0.71% 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
Motorist Assistance	X	X	X	X
Regional Conservation	X	X	X	X
Capital Project Development and Delivery	X	X	X	X
Toll Operations	X	X	X	X

## BUDGET OVERVIEW

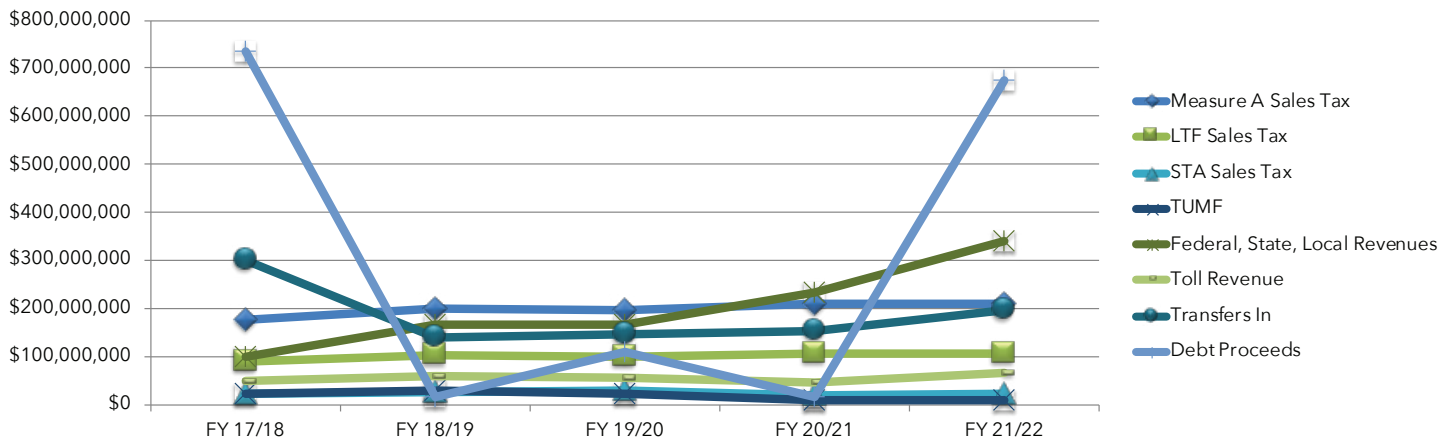
Total sources (Table 2) are budgeted at \$1,627,967,800, an increase of 105% over FY 2020/21 projected sources and 83% increase over the FY 2020/21 budget. Total sources are comprised of revenues of \$756,580,800, transfers in of \$196,890,000, and debt proceeds of \$674,497,000. The projected fund balance at June 30, 2021 available for expenditures/expenses (excluding amounts restricted for debt service of \$11,681,500 and advances receivable of \$19,384,700) is \$985,222,400. Accordingly, total funding available for the FY 2021/22 budget totals \$2,613,190,200.

**TABLE 2 - SOURCES FY 2020-2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Measure A Sales Tax	\$ 195,036,300	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ -	0%
LTF Sales Tax	100,283,600	105,000,000	105,000,000	105,000,000	-	0%
STA Sales Tax	27,796,500	28,915,700	19,015,100	23,862,200	(5,053,500)	-17%
Intergovernmental	147,620,000	273,315,400	227,107,700	340,027,500	66,712,100	24%
TUMF Revenue	23,257,900	11,000,000	11,000,000	11,000,000	-	0%
Tolls, Penalties, and Fees	56,434,000	31,718,600	44,545,700	65,123,700	33,405,100	105%
Other Revenue	566,600	549,100	582,400	657,300	108,200	20%
Investment Income	18,491,600	3,545,500	6,462,500	910,100	(2,635,400)	-74%
Transfers In	146,618,000	179,922,600	153,100,800	196,890,000	16,967,400	9%
Debt Proceeds	111,301,900	47,371,900	15,661,000	674,497,000	627,125,100	1324%
<b>TOTAL Sources</b>	<b>\$ 827,406,400</b>	<b>\$ 891,338,800</b>	<b>\$ 792,475,200</b>	<b>\$ 1,627,967,800</b>	<b>\$ 736,629,000</b>	<b>83%</b>

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. Following the onset of the pandemic, the local unemployment rate increased while sales tax revenues declined 3% – less than anticipated – in FY 2019/20. During FY 2020/21, the local unemployment rate has declined and sales tax revenues have been better than anticipated. The strong sales tax revenues performance is attributable to the diversified economic taxable sales base in the County.

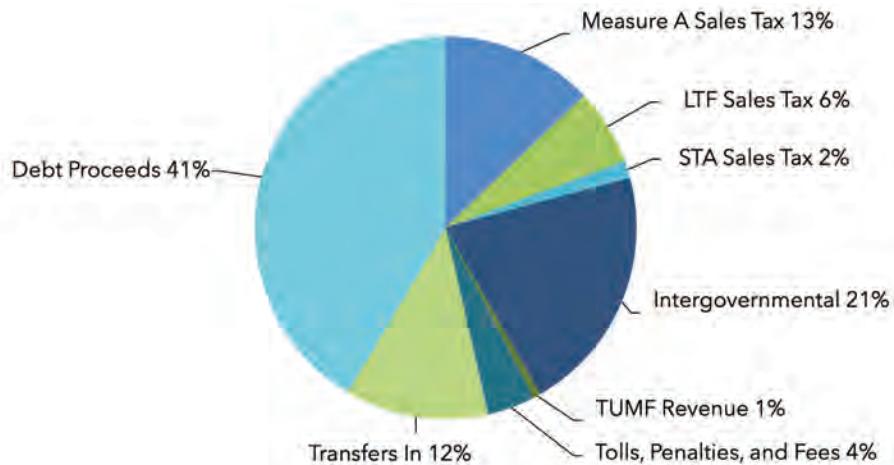
**CHART 3 - SOURCES: FIVE-YEAR TREND**



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 LTF sales taxes, other revenues and financing sources are required to fund the Commission's programs and projects as illustrated in Chart 4. The Commission receives Measure A and LTF sales tax revenues from the California Department of Tax and Fee Administration (CDTFA), as statutorily created and authorized successor to the former California State Board of Equalization.

CHART 4 - SOURCES: MAJOR CATEGORIES



After considering the state of the local economy due to COVID-19, staff projects Measure A sales tax revenues of \$210,000,000 for FY 2021/22. This is no change from the FY 2020/21 revised projection of \$210,000,000. 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 2021/22 as the post COVID-19 impacts become known.

On behalf of the County, the Commission administers the LTF for public transportation needs, local streets and roads, and bicycle and pedestrian facilities. The majority of LTF 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). LTF sales tax revenue is budgeted at \$105,000,000, no change from the FY 2020/21 revised projection.

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 2021/22 STA/SGR allocations, based on recent State estimates, is \$23,862,200.

Intergovernmental revenues include reimbursement revenues from federal sources of \$107,438,700, state sources of \$210,931,000, and local agencies of \$21,657,800 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 24% in FY 2021/22 compared to the FY 2020/21 budget is related to increases in federal, state, and local agency reimbursements. Senate Bill 132 (SB 132) enacted in April 2017 provides state funding for the 15/91 Express Lanes Connector and pass-through funding to the County for the 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, Mid County Parkway (MCP) 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, SR-91 Corridor Operations Project (91 COP), SR-60 Truck Lanes, 71/91 Connector, Pachappa Underpass, MCP second construction contract package, and station rehabilitation projects. In connection with the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Commission anticipates that less than 2% of federal revenues will primarily support commuter rail stations and the commuter assistance program. Local reimbursements will fund the 91 COP, 241/91 Express Lanes Connector, Santa Ana River Trail Extension, rideshare services, and regional conservation. 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 2021/22 TUMF fees at \$11,000,000.

FY 2020/21 marked the fourth 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; however, traffic and related revenues have improved through March 2021 with traffic levels approximately 20% and revenues 37% lower than the same period through March 2020. Based on the anticipated impacts of post COVID-19 on the RCTC 91 Express Lanes, the Commission conservatively estimates FY 2021/22 toll revenues, penalties and fees of \$41,551,900 – a 47% increase from the FY 2020/21 projected revenues of \$28,205,000.

FY 2020/21 marked the initial year of toll operations for the 15 Express Lanes following substantial completion of the I-15 Express Lanes Project and opening of the 15 Express Lanes in April 2021. For FY 2021/22, the Commission projects \$23,571,800 in toll revenues, penalties and fees for the 15 Express Lanes.

Other revenue of \$657,300 includes property management generated from properties acquired in connection with various highway and rail properties.

The Commission anticipates a 74% decrease in FY 2021/22 investment income due to extremely conservative investment yield projections resulting from lower interest rates in FY 2020/21. The FY 2021/22 budget projects investment income at a 0.10% investment yield, compared to at least 0.50% in recent prior year budgets.

Transfers in of \$196,890,000 relate primarily to the transfer of available debt proceeds for highway projects; LTF 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 \$6,919,000 in drawdowns from the federal Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan related to the I-15 Express Lanes Project and \$667,578,000 in senior lien and second lien toll revenue refunding bonds (2021 Refunding Bonds) from the anticipated 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 \$196,890,000, are budgeted at \$1,735,566,100, a 76% increase from the prior year budget amount of \$983,922,700. Program expenditures and transfers out totaling \$983,833,000 represent 57% of total budgeted uses in FY 2021/22. Program costs increased by 12% from \$885,231,200 in FY 2020/21 due to projects and programs identified below.

**TABLE 3 - USES FY 2020-2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Capital Highway, Rail, and Regional Arterials	\$ 422,079,000	\$ 586,548,100	\$ 409,052,400	\$ 634,094,200	\$ 47,546,100	8%
Capital Local Streets and Roads	58,983,400	63,725,100	63,725,100	63,702,300	(22,800)	0%
Commuter Assistance	3,938,600	5,333,900	3,356,500	4,783,700	(550,200)	-10%
Debt Service	76,885,000	76,638,900	76,948,600	729,093,600	652,454,700	851%
Management Services	20,849,300	22,052,600	19,789,600	22,639,500	586,900	3%
Motorist Assistance	7,334,000	8,994,900	6,981,800	9,096,600	101,700	1%
Planning and Programming	8,078,200	8,202,700	5,095,000	8,197,600	(5,100)	0%
Public and Specialized Transit	124,913,900	123,932,200	74,472,200	144,686,800	20,754,600	17%
Rail Maintenance and Operations	31,015,900	51,199,500	40,245,500	42,167,000	(9,032,500)	-18%
Regional Conservation	-	2,050,000	2,030,300	5,527,400	3,477,400	170%
Toll Operations	16,299,800	35,244,800	25,799,100	71,577,400	36,332,600	103%
<b>TOTAL Uses</b>	<b>\$ 770,377,100</b>	<b>\$ 983,922,700</b>	<b>\$ 727,496,100</b>	<b>\$ 1,735,566,100</b>	<b>\$ 751,643,400</b>	<b>76%</b>

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

Capital highway, rail, and regional arterials budgeted uses of \$634,094,200 are 8% higher compared to the FY 2020/21 budget due to project activity on the I-15 Corridor Operations Project (15 COP), 15/91 Express Lanes Connector, County's Hamner Bridge widening, County and city of Corona grade separation projects, MCP second construction package, 71/91 Connector, SR-60 Truck Lanes, and completion and close-out activities on the I-15 Express Lanes Project and 91 Project.

Local streets and roads expenditures of \$63,702,300 remained unchanged from the FY 2020/21 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 \$4,783,700 are 10% lower than the FY 2020/21 budget due to a decline in projected vanpools and restructuring of rideshare/vanpool platforms.

Debt service of \$729,093,600 includes the one-time refinancing of the 91 Project toll debt with proceeds from the 2021 Refunding Bonds. The Commission approved and budgeted for the refinancing in March 2020; however, the Commission postponed the refinancing to FY 2021/22 due to market disruptions caused by COVID-19.

Management services expenditures of \$22,639,500 increased 3% due to five new positions approved by the Commission's Executive Committee. In November 2020, four positions were necessary for workload management and continuance of service levels specifically for the Finance and External Affairs departments in connection with the Commission serving as the management agency for the RCA effective January 1, 2021; in May 2021, one additional position was added for a Community Engagement Manager in the External Affairs department.

Motorist assistance expenditures of \$9,096,600 increased 1% due to transfers out for SAFE matching funds to FSP and commuter assistance special projects.

Planning and programming budgeted expenditures of \$8,197,600 remained unchanged from the FY 2020/21 budget.

Public and specialized transit budgeted expenditures of \$144,686,800 are 17% higher than the FY 2020/21 budget. With the increased federal funds available to help respond to COVID-19, operating subsidy expenditures for public transit decreased in the previous year.

The rail maintenance and operations budgeted expenditures of \$42,167,000 are 18% lower than the FY 2020/21 budget due to the inability to obtain access agreements with the host railroads for the Indio special events train platform for the Coachella Valley-San Geronio Pass Corridor rail service.

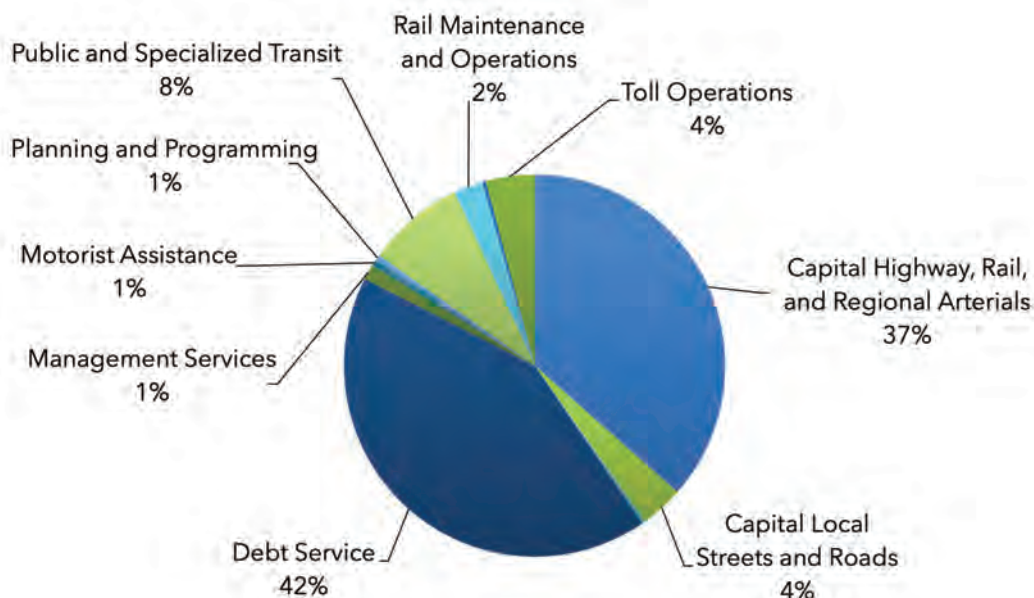
Regional conservation budgeted expenditures of \$5,527,400 reflect a full year serving as the managing agency for the RCA, as FY 2020/21 includes six months after the effective date of the Implementation and Management Services Agreement between the Commission and the RCA.

Toll operations expenses are budgeted at \$71,577,400 to manage the operations, maintenance, and capital support of the RCTC 91 Express Lanes and 15 Express Lanes and to pay interest on 91 Express Lanes toll revenue debt. The 103% increase is due to a full year of 15 Express Lanes operations following opening in April 2021; reorganization of the toll program and the addition of three new full-time equivalents (FTEs) for a Toll Customer Service Manager, Toll Systems Engineer, and Senior Capital Projects Manager; required repair and rehabilitation activity on the RCTC 91 Express Lanes; and transfer of surplus toll revenues for the 15/91 Express Lanes Connector project.

Chart 5 is an illustration of total uses included in the FY 2021/22 budget by major categories.



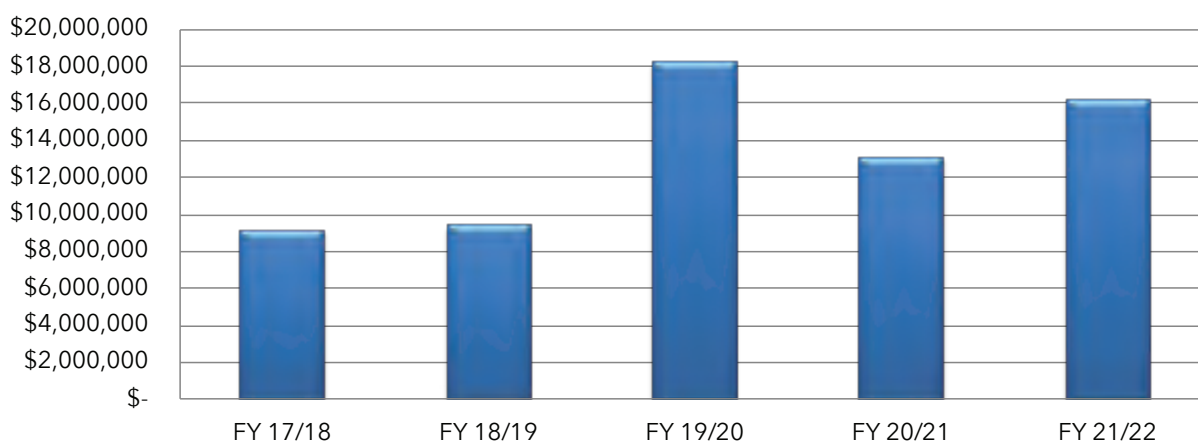
CHART 5 - USES: MAJOR CATEGORIES



## COMMISSION PERSONNEL

The Commission's salaries and benefits total \$16,213,200 for FY 2021/22. This represents an increase of \$3,067,200 or 23% over the FY 2020/21 budget of \$13,146,000 (Chart 6). The increase relates primarily to additional staff positions related to regional conservation and to maintain management services levels for a full year; reorganization of the toll program and the addition of three new positions; addition of a Community Engagement Manager in External Affairs department; reinstating funding for previously approved positions; a 4% pool for performance merit-based salary increases; and an annual salary range cost of living adjustment. The 11% decrease from FY 2019/20 is due to the Commission's one-time disbursement to fund the California Public Employees Retirement System (CalPERS) net pension liability of \$8.6 million. The Commission's salary schedule for FY 2021/22 is included in Appendix B and complies with Government Code §20636 "Compensation Earnable" and California Code of Register §570.5, "Requirements for a Publicly Available Pay Schedule."

CHART 6 - SALARIES AND BENEFITS COST: FIVE-YEAR COMPARISON



The 77 FTE positions included in the FY 2021/22 budget (Table 4) reflects an increase of four FTE from the FY 2020/21 budget and reflects an increase of 27 FTE from FY 2019/20. The 27 FTEs include 15 regional conservation positions related to serving as managing agency for the RCA, five new management services positions, reinstatement of funding for four approved but unfilled RCTC positions, and three new toll program positions.

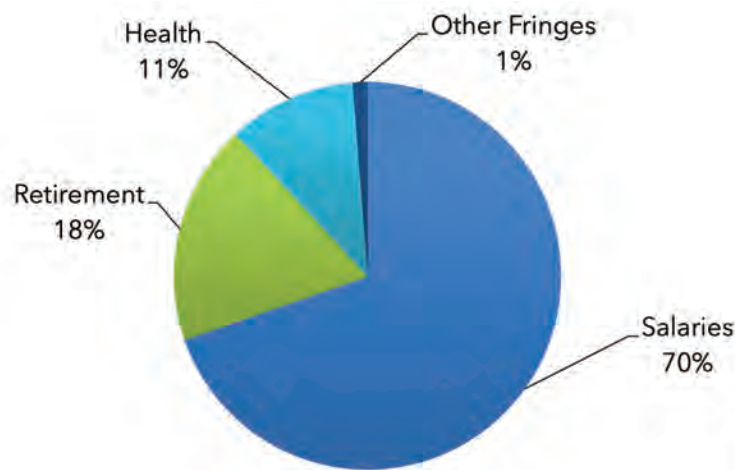
The Commission accomplished significant organization changes over the last year related to management of the RCA, toll operations, and various projects requiring substantial attention at many staff levels. Management continues to be firmly committed to the intent of the Commission's enabling legislation 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 2020–2022**

	FY 19/20	FY 20/21	FY 21/22
Executive Management	0.8	1.3	1.0
Administration	5.3	5.6	5.7
External Affairs	3.0	3.4	4.2
Finance	9.3	10.7	9.4
Planning and Programming	5.8	4.8	5.6
Rail Maintenance and Operations	3.5	4.4	4.4
Public and Specialized Transit	2.7	2.7	2.7
Commuter Assistance	1.5	1.8	1.7
Motorist Assistance	0.8	1.1	1.4
Regional Conservation	0.0	15.8	17.5
Capital Project Development and Delivery	13.3	17.3	14.5
Toll Operations	4.0	4.1	8.9
<b>TOTAL</b>	<b>50.0</b>	<b>73.0</b>	<b>77.0</b>

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 2020/21, major initiatives for FY 2021/22, and department goals and related objectives. Tables 5 through 16 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 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ 628,300	\$ 482,200	\$ 482,200	\$ 388,900	\$ (93,300)	-19%
Professional	234,000	300,000	300,000	300,000	-	0%
Support	61,800	91,800	80,900	91,800	-	0%
<b>TOTAL</b>	<b>\$ 924,100</b>	<b>\$ 874,000</b>	<b>\$ 863,100</b>	<b>\$ 780,700</b>	<b>\$ (93,300)</b>	<b>-11%</b>

### 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.
- 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 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ 1,418,600	\$ 767,600	\$ 766,800	\$ 881,200	\$ 113,600	15%
Professional	1,029,500	1,113,600	1,011,500	1,241,600	128,000	11%
Support	823,500	1,212,400	887,600	1,350,400	138,000	11%
Capital Outlay	132,900	405,000	-	360,000	(45,000)	-11%
Debt Service	15,800	-	-	-	-	N/A
<b>TOTAL</b>	<b>\$ 3,420,300</b>	<b>\$ 3,498,600</b>	<b>\$ 2,665,900</b>	<b>\$ 3,833,200</b>	<b>\$ 334,600</b>	<b>10%</b>

## 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 and the State's Climate Action Plan for Transportation Infrastructure.
- 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.
- Use modern technology to support a robust public communication and engagement effort focusing on accessible and transparent communication of the Commission's projects and programs.
- Build awareness and support for the RCA and the implementation of the MSHCP.

**TABLE 7 - EXTERNAL AFFAIRS**

		FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$	1,255,300	\$ 734,600	\$ 729,500	\$ 1,016,700	\$ 282,100	38%
Professional		671,800	1,020,500	990,500	1,014,900	(5,600)	-1%
Support		108,500	232,100	201,500	230,500	(1,600)	-1%
<b>TOTAL</b>	<b>\$</b>	<b>2,035,600</b>	<b>\$ 1,987,200</b>	<b>\$ 1,921,500</b>	<b>\$ 2,262,100</b>	<b>\$ 274,900</b>	<b>14%</b>

## 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 RCTC 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 (GASB) technical activities affecting the Commission's accounting and financial reporting activities and implement new pronouncements, including GASB Statement No. 87 on accounting and reporting on leases.
- 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 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$	2,569,200	\$ 1,686,500	\$ 1,672,800	\$ 1,664,100	\$ (22,400)	-1%
Professional		1,390,700	2,416,300	1,819,000	2,217,000	(199,300)	-8%
Support		359,400	669,000	678,000	933,800	264,800	40%
Capital Outlay		132,500	913,300	161,600	870,000	(43,300)	-5%
Transfers Out		10,033,300	10,007,700	10,007,700	10,078,600	70,900	1%
<b>TOTAL</b>	<b>\$</b>	<b>14,485,100</b>	<b>\$ 15,692,800</b>	<b>\$ 14,339,100</b>	<b>\$ 15,763,500</b>	<b>\$ 70,700</b>	<b>0%</b>

## 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.
- 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.
- Administer the Bicycle and Pedestrian Facilities Program (SB 821).

**TABLE 9 - PLANNING AND PROGRAMMING**

		FY 19/20 Actual		FY 20/21 Revised Budget		FY 20/21 Projected		FY 21/22 Budget		Dollar Change	Percent Change
Personnel	\$	2,479,900	\$	1,028,000	\$	1,010,600	\$	1,333,800	\$	305,800	30%
Professional		950,300		1,167,300		314,000		473,000		(694,300)	-59%
Support		573,300		1,367,100		12,100		28,600		(1,338,500)	-98%
Projects and Operations		3,149,700		3,578,900		2,696,900		5,520,200		1,941,300	54%
Transfers Out		925,000		1,061,400		1,061,400		842,000		(219,400)	-21%
<b>TOTAL</b>	\$	<b>8,078,200</b>	\$	<b>8,202,700</b>	\$	<b>5,095,000</b>	\$	<b>8,197,600</b>	\$	<b>(5,100)</b>	<b>0%</b>

## 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 meeting parking requirements.
- Continue to support and evaluate activities related to the PVL service, such as promoting ridership especially for weekend service.
- 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 Geronio 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.

**TABLE 10 - RAIL MAINTENANCE AND OPERATIONS**

		FY 19/20 Actual		FY 20/21 Revised Budget		FY 20/21 Projected		FY 21/22 Budget		Dollar Change	Percent Change
Personnel	\$	1,347,200	\$	866,700	\$	866,700	\$	862,100	\$	(4,600)	-1%
Professional		858,600		2,530,000		1,282,900		1,972,900		(557,100)	-22%
Support		2,789,400		4,021,100		2,732,300		3,630,400		(390,700)	-10%
Projects and Operations		25,098,800		41,498,400		34,051,300		34,613,700		(6,884,700)	-17%
Capital Outlay		167,300		528,500		405,200		180,000		(348,500)	-66%
Transfers Out		754,600		1,754,800		907,100		907,900		(846,900)	-48%
<b>TOTAL</b>	\$	<b>31,015,900</b>	\$	<b>51,199,500</b>	\$	<b>40,245,500</b>	\$	<b>42,167,000</b>	\$	<b>(9,032,500)</b>	<b>-18%</b>



## PUBLIC AND SPECIALIZED TRANSIT

- Coordinate the operation of all public transportation services, especially for disadvantaged communities and essential workers, within the County by promoting program efficiency between transit operators.
- Monitor and coordinate federal stimulus (CARES Act, Coronavirus Response and Relief Supplemental Appropriations Act, and American Rescue Plan Act of 2021) allocations for COVID-19-related service impacts with transit operators.
- Monitor and coordinate state and federal regulations for operating and/or capital 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 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ 878,400	\$ 523,100	\$ 450,000	\$ 547,700	\$ 24,600	5%
Professional	287,200	579,700	326,600	1,179,700	600,000	104%
Support	45,100	91,600	67,700	115,600	24,000	26%
Projects and Operations	99,483,500	101,383,700	55,584,100	124,146,400	22,762,700	22%
Transfers Out	24,219,700	21,354,100	18,043,800	18,697,400	(2,656,700)	-12%
<b>TOTAL</b>	<b>\$ 124,913,900</b>	<b>\$ 123,932,200</b>	<b>\$ 74,472,200</b>	<b>\$ 144,686,800</b>	<b>\$ 20,754,600</b>	<b>17%</b>

## COMMUTER ASSISTANCE

- Operate a cost-effective Transportation Demand Management (TDM) program within the County that results in a reduction of single occupant vehicles, vehicle miles traveled, and emissions.
- Transition from a locally provisioned Inland Empire-based rideshare and vanpool system to a regional platform/database.
- Maintain and grow employer partnerships through value-added services and tools for rideshare and telework programs.
- Evaluate the feasibility of expanding Commuter Assistance services and incentives to the Coachella Valley to stimulate countywide employer and TDM participation.
- 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; release a request for proposals for the Commission and SBCTA's next evolution of the region's TDM program.
- Optimize park and ride facilities to support shared-ride arrangements and facilitate transit connections.

**TABLE 12 - COMMUTER ASSISTANCE**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ 638,200	\$ 401,700	\$ 401,700	\$ 319,400	\$ (82,300)	-20%
Professional	441,900	747,700	477,400	509,200	(238,500)	-32%
Support	18,900	179,700	3,500	57,900	(121,800)	-68%
Projects and Operations	2,561,500	3,742,000	2,211,100	3,600,600	(141,400)	-4%
Transfers Out	278,100	262,800	262,800	296,600	33,800	13%
<b>TOTAL</b>	<b>\$ 3,938,600</b>	<b>\$ 5,333,900</b>	<b>\$ 3,356,500</b>	<b>\$ 4,783,700</b>	<b>\$ (550,200)</b>	<b>-10%</b>

## MOTORIST ASSISTANCE

- Maintain a high benefit-to-cost ratio related to the performance of the FSP program.
- Transition from a locally provisioned IE511 system to a regional southern California 511 solution.
- Implement a “mobile” call box program to supplement the existing fixed call box system and enhance access to motorist aid call center services.

**TABLE 13 - MOTORIST ASSISTANCE**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ 279,300	\$ 207,600	\$ 207,600	\$ 223,500	\$ 15,900	8%
Professional	361,100	534,500	491,300	535,300	800	0%
Support	272,300	203,800	170,800	203,600	(200)	0%
Projects and Operations	3,726,800	5,433,000	3,856,100	5,227,000	(206,000)	-4%
Capital Outlay	2,694,500	2,616,000	2,256,000	2,907,200	291,200	11%
<b>TOTAL</b>	<b>\$ 7,334,000</b>	<b>\$ 8,994,900</b>	<b>\$ 6,981,800</b>	<b>\$ 9,096,600</b>	<b>\$ 101,700</b>	<b>1%</b>

## REGIONAL CONSERVATION

- Maintain commitment to protecting sensitive habitat and ensuring open space is a key component in enhancing the quality of life for local residents.
- Enhance communications to stakeholders, members of the public, and elected officials to be transparent about the RCA's conservation efforts, funding, and collaboration opportunities.
- Build upon relationships with local, state and federal agencies to manage lands purchased or controlled by the RCA.

**TABLE 14 - REGIONAL CONSERVATION**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 3,309,300	\$ 1,809,300	121%
Professional	-	86,200	72,500	243,900	157,700	183%
Support	-	7,800	7,800	60,300	52,500	673%
Projects and Operations	-	256,000	250,000	500,000	244,000	95%
Capital Outlay	-	200,000	200,000	1,413,900	1,213,900	607%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 2,050,000</b>	<b>\$ 2,030,300</b>	<b>\$ 5,527,400</b>	<b>\$ 3,477,400</b>	<b>170%</b>

## CAPITAL PROJECT DEVELOPMENT AND DELIVERY

- Continue project work on the 91 COP, I-15 Express Lanes–Southern Extension, 15/91 Express Lanes Connector, 15 COP, I-215/Placentia Avenue Interchange improvement, 71/91 Connector, SR-60 Truck Lanes, and MCP and Smart Freeway projects included in the Western County Delivery Plan as well as projects on behalf of other agencies, including the I-15/Railroad Canyon Interchange, I-10/Highland Springs Road Interchange, and Santa Ana River Trail.
- Continue design and operations planning of the 241/91 Express Lanes Connector and I-15 Express Lanes–Northern Extension led by other agencies.
- 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 15 - CAPITAL PROJECT DEVELOPMENT AND DELIVERY**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ 5,909,500	\$ 3,584,000	\$ 3,583,200	\$ 3,569,800	\$ (14,200)	0%
Professional	2,842,600	4,303,700	2,574,800	4,586,300	282,600	7%
Support	526,100	2,457,900	2,140,000	1,478,600	(979,300)	-40%
Projects and Operations	363,630,200	494,474,600	341,615,300	542,074,400	47,599,800	10%
Capital Outlay	3,364,700	3,927,500	3,642,500	4,769,700	842,200	21%
Debt Service	69,749,300	69,519,000	69,828,700	70,037,700	518,700	1%
Transfers Out	104,789,300	141,525,500	119,221,700	141,317,700	(207,800)	0%
<b>TOTAL</b>	<b>\$ 550,811,700</b>	<b>\$ 719,792,200</b>	<b>\$ 542,606,200</b>	<b>\$ 767,834,200</b>	<b>\$ 48,042,000</b>	<b>7%</b>

## TOLL OPERATIONS

- Manage the operations of the RCTC 91 Express Lanes and 15 Express Lanes adhering to the Commission's Express Lanes toll policies.
- Manage toll operations using investment grade traffic and revenue studies and cost estimate assumptions specific to each express lane facility.
- Provide timely and effective reporting of toll operation metrics including revenue, transactions, carpool usage, and performance indicators.
- Support the design-build activities related to the 15/91 Express Lanes Connector and the design and development led by other agencies related to the 241/91 Express Lanes Connector and I-15 Express Lanes–Northern Extension.
- Participate in the California Toll Operators Committee (CTOC) to advance regional and statewide tolling initiatives, technology, interoperability, and coordination among California toll agencies.

**TABLE 16 - TOLL OPERATIONS**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Personnel	\$ 786,200	\$ 1,364,000	\$ 1,364,000	\$ 2,096,700	\$ 732,700	54%
Professional	1,341,700	6,072,900	3,084,300	4,992,000	(1,080,900)	-18%
Support and Maintenance	3,321,300	5,576,100	3,462,700	8,775,500	3,199,400	57%
Projects and Operations	7,509,800	20,783,200	16,744,500	35,104,500	14,321,300	69%
Capital Outlay	417,300	308,300	3,300	180,000	(128,300)	-42%
Debt Service	7,119,900	7,119,900	7,119,900	659,055,900	651,936,000	9157%
Transfers Out	2,923,500	1,140,300	1,140,300	20,428,700	19,288,400	1692%
<b>TOTAL</b>	<b>\$ 23,419,700</b>	<b>\$ 42,364,700</b>	<b>\$ 32,919,000</b>	<b>\$ 730,633,300</b>	<b>\$ 688,268,600</b>	<b>1625%</b>

## FUND BALANCES

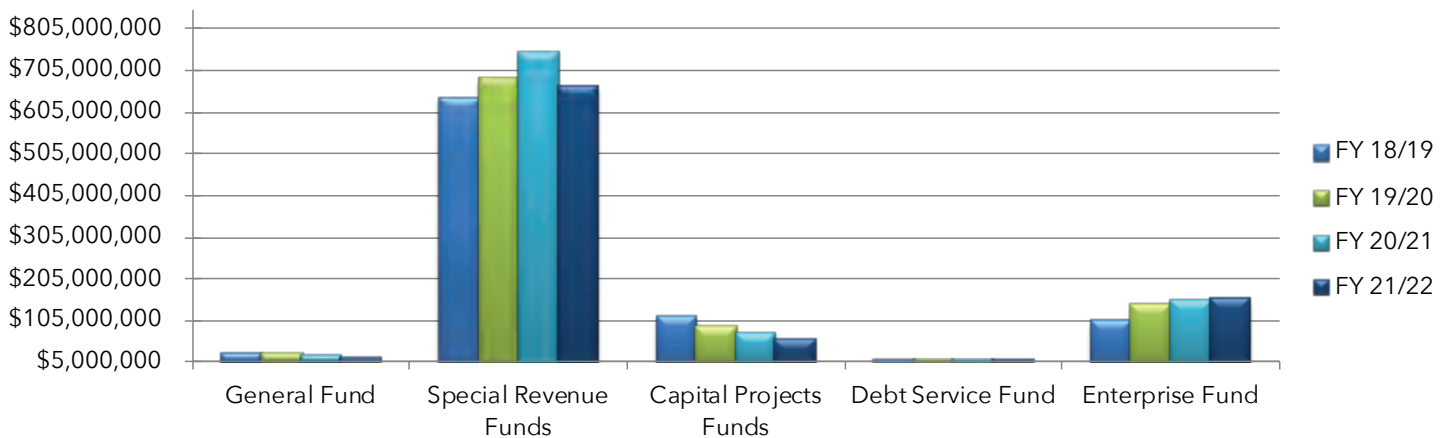
The projected total fund balance as of June 30, 2021 is \$1,016,288,600. The Commission expects the FY 2021/22 budgeted activities to result in an \$107,598,300 decrease of total fund balance at June 30, 2022 to \$908,690,300. The primary cause of the decrease is project activities in FY 2021/22 related to the I-15 Express Lanes Project completion, MCP project, I-15/Railroad Canyon Interchange, close-out activity on the 91 Project, rail station rehabilitation and maintenance, Western County Measure A and TUMF regional arterial projects, and public transit allocations. Table 17 presents the components of the projected fund balance by program at June 30, 2022.

**TABLE 17 - PROJECTED FUND BALANCES BY FUND TYPE AND PROGRAM AT JUNE 30, 2022**

		Measure A Sales Tax				Other	Total
		Western County	Coachella Valley	Palo Verde			
Restricted:							
Bond Financing	\$	18,123,300	\$	-	\$	-	\$ 18,123,300
Commuter Assistance		16,560,100		-		-	16,560,100
Debt Service		-		-		11,693,200	11,693,200
Economic Development		7,133,000		-		-	7,133,000
Highways		48,169,800	47,040,100		-	60,412,000	155,621,900
New Corridors		56,944,100	-		-	-	56,944,100
Planning and Programming		-	-		-	1,762,600	1,762,600
Public and Specialized Transit		7,861,600	2,025,000		-	293,469,100	303,355,700
Rail		44,550,400	-		-	9,965,000	54,515,400
CETAP		-	-		-	26,796,800	26,796,800
Regional Arterials		60,659,900	-		-	23,507,200	84,167,100
Motorist Assistance		-	-		-	10,196,000	10,196,000
Toll Operations		-	-		-	156,995,000	156,995,000
Assigned:							
Management Services		-	-		-	4,826,100	4,826,100
TOTAL Fund Balance	\$	260,002,200	\$ 49,065,100	\$	-	\$ 599,623,000	\$ 908,690,300

Chart 8 illustrates the actual and projected trends in fund balances for each governmental and enterprise fund type from FY 2018/19 through FY 2021/22.

**CHART 8 - PROJECTED FUND BALANCE TRENDS BY FUND TYPE FY 2019 - 2022**



## BUDGET SUMMARY

The overall budget for FY 2021/22 is presented in Table 18 by summarized line items, Table 19 by operating and capital classifications, and Table 20 by fund type. Highway, rail, and regional arterial program expenditures by project are summarized in Table 21.

**TABLE 18 - BUDGET COMPARATIVE BY SUMMARIZED LINE ITEM FY 2020–2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Revenues</b>						
Measure A Sales Tax	\$ 195,036,300	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ -	0%
LTF Sales Tax	100,283,600	105,000,000	105,000,000	105,000,000	-	0%
STA Sales Tax	27,796,500	28,915,700	19,015,100	23,862,200	(5,053,500)	-17%
Federal Reimbursements	34,120,400	103,535,700	71,624,500	107,438,700	3,903,000	4%
State Reimbursements	109,840,500	149,063,600	140,552,600	210,931,000	61,867,400	42%
Local Reimbursements	3,659,100	20,716,100	14,930,600	21,657,800	941,700	5%
TUMF Revenue	23,257,900	11,000,000	11,000,000	11,000,000	-	0%
Tolls, Penalties, and Fees	56,434,000	31,718,600	44,545,700	65,123,700	33,405,100	105%
Other Revenue	566,600	549,100	582,400	657,300	108,200	20%
Investment Income	18,491,600	3,545,500	6,462,500	910,100	(2,635,400)	-74%
<b>TOTAL Revenues</b>	<b>569,486,500</b>	<b>664,044,300</b>	<b>623,713,400</b>	<b>756,580,800</b>	<b>92,536,500</b>	<b>14%</b>
<b>Expenditures/Expenses</b>						
Personnel Salaries and Benefits	18,190,100	13,146,000	13,035,100	16,213,200	3,067,200	23%
Professional and Support						
Professional Services	10,409,400	20,872,400	12,744,800	19,265,800	(1,606,600)	-8%
Support Costs	8,899,600	16,110,400	10,444,900	16,957,000	846,600	5%
<b>TOTAL Professional and Support Costs</b>	<b>19,309,000</b>	<b>36,982,800</b>	<b>23,189,700</b>	<b>36,222,800</b>	<b>(760,000)</b>	<b>-2%</b>
Projects and Operations						
Program Operations	22,888,500	39,249,300	31,794,400	41,120,600	1,871,300	5%
Engineering	10,969,300	30,450,200	17,366,100	26,462,300	(3,987,900)	-13%
Construction	74,650,500	206,182,700	132,862,700	266,474,600	60,291,900	29%
Design Build	143,977,800	100,615,600	60,650,100	97,959,000	(2,656,600)	-3%
Right of Way/Land	52,766,300	57,738,700	32,227,600	67,546,600	9,807,900	17%
Operating and Capital Disbursements	125,896,800	138,032,200	88,233,300	155,500,400	17,468,200	13%
Special Studies	482,900	1,403,000	150,000	2,021,000	618,000	44%
Local Streets and Roads	58,983,400	63,725,100	63,725,100	63,702,300	(22,800)	0%
Regional Arterials	14,544,800	33,753,000	30,000,000	30,000,000	(3,753,000)	-11%
<b>TOTAL Projects and Operations</b>	<b>505,160,300</b>	<b>671,149,800</b>	<b>457,009,300</b>	<b>750,786,800</b>	<b>79,637,000</b>	<b>12%</b>
Debt Service						
Principal Payments	27,253,700	28,495,000	28,495,000	518,386,600	489,891,600	1719%
Interest Payments	49,631,300	48,143,900	48,453,600	60,335,600	12,191,700	25%
Cost of Issuance	-	-	-	2,883,400	2,883,400	N/A
<b>TOTAL Debt Service</b>	<b>76,885,000</b>	<b>76,638,900</b>	<b>76,948,600</b>	<b>581,605,600</b>	<b>504,966,700</b>	<b>659%</b>
Capital Outlay	4,214,700	6,082,600	4,212,600	6,359,700	277,100	5%
<b>TOTAL Expenditures/Expenses</b>	<b>623,759,100</b>	<b>804,000,100</b>	<b>574,395,300</b>	<b>1,391,188,100</b>	<b>587,188,000</b>	<b>73%</b>
Excess (deficiency) of Revenues over (under) Expenditures/Expenses	(54,272,600)	(139,955,800)	49,318,100	(634,607,300)	(494,651,500)	353%
<b>Other Financing Sources (Uses)</b>						
Transfers In	146,618,000	179,922,600	153,100,800	196,890,000	16,967,400	9%
Transfers Out	(146,618,000)	(179,922,600)	(153,100,800)	(196,890,000)	(16,967,400)	9%
Debt Proceeds	-	-	-	627,600,000	627,600,000	N/A
TIFIA Loan Proceeds	111,301,900	47,371,900	15,661,000	6,919,000	(40,452,900)	-85%
Bond Premium	-	-	-	39,978,000	39,978,000	N/A
Payment to Escrow Agent	-	-	-	(147,488,000)	(147,488,000)	N/A
<b>Net Financing Sources (Uses)</b>	<b>111,301,900</b>	<b>47,371,900</b>	<b>15,661,000</b>	<b>527,009,000</b>	<b>479,637,100</b>	<b>1012%</b>
Excess (deficiency) of Revenues over (under) Expenditures/Expenses and Other Financing Sources (Uses)	57,029,300	(92,583,900)	64,979,100	(107,598,300)	(15,014,400)	16%
Beginning Fund Balance	894,280,200	951,309,500	951,309,500	1,016,288,600	64,979,100	7%
<b>ENDING FUND BALANCE</b>	<b>\$ 951,309,500</b>	<b>\$ 858,725,600</b>	<b>\$ 1,016,288,600</b>	<b>\$ 908,690,300</b>	<b>\$ 49,964,700</b>	<b>6%</b>



**TABLE 19 - OPERATING AND CAPITAL BUDGET FY 2021/22**

		FY 21/22 Operating Budget		FY 21/22 Capital Budget		FY 21/22 TOTAL Budget	
Revenues							
Measure A Sales Tax	\$	29,019,000	\$	180,981,000	\$	210,000,000	
LTF Sales Tax		105,000,000		-		105,000,000	
STA Sales Tax		23,862,200		-		23,862,200	
Federal Reimbursements		18,343,600		89,095,100		107,438,700	
State Reimbursements		8,493,500		202,437,500		210,931,000	
Local Reimbursements		8,223,400		13,434,400		21,657,800	
TUMF Revenue		-		11,000,000		11,000,000	
Tolls, Penalties, and Fees		-		65,123,700		65,123,700	
Other Revenue		-		657,300		657,300	
Investment Income		366,800		543,300		910,100	
TOTAL Revenues		193,308,500		563,272,300		756,580,800	
Expenditures/Expenses							
Personnel Salaries and Benefits		10,476,500		5,736,700		16,213,200	
Professional and Support							
Professional Services		9,667,500		9,598,300		19,265,800	
Support Costs		6,702,900		10,254,100		16,957,000	
TOTAL Professional and Support Costs		16,370,400		19,852,400		36,222,800	
Projects and Operations							
Program Operations		12,491,300		28,629,300		41,120,600	
Engineering		-		26,462,300		26,462,300	
Construction		1,711,000		264,763,600		266,474,600	
Design Build		-		97,959,000		97,959,000	
Right of Way and Land		6,546,100		61,000,500		67,546,600	
Operating and Capital Disbursements		154,600,400		900,000		155,500,400	
Special Studies		2,021,000		-		2,021,000	
Local Streets and Roads		-		63,702,300		63,702,300	
Regional Arterials		-		30,000,000		30,000,000	
TOTAL Projects and Operations		177,369,800		573,417,000		750,786,800	
Debt Service							
Principal Payments		-		518,386,600		518,386,600	
Interest Payments		-		60,335,600		60,335,600	
Cost of Issuance		-		2,883,400		2,883,400	
TOTAL Debt Service		-		581,605,600		581,605,600	
Capital Outlay		1,410,000		4,949,700		6,359,700	
TOTAL Expenditures/Expenses		205,626,700		1,185,561,400		1,391,188,100	
Excess (deficiency) of Revenues over (under) Expenditures/Expenses		(12,318,200)		(622,289,100)		(634,607,300)	
Other Financing Sources (Uses)							
Transfers In		27,845,500		169,044,500		196,890,000	
Transfers Out		(35,143,600)		(161,746,400)		(196,890,000)	
Debt Proceeds		-		627,600,000		627,600,000	
TIFIA Loan Proceeds		-		6,919,000		6,919,000	
Bond Premium		-		39,978,000		39,978,000	
Payment to Escrow Agent		-		(147,488,000)		(147,488,000)	
Net Financing Sources (Uses)		(7,298,100)		534,307,100		527,009,000	
Excess (deficiency) of Revenues over (under) Expenditures/Expenses and Other Financing Sources (Uses)		(19,616,300)		(87,982,000)		(107,598,300)	
Beginning Fund Balance		373,106,300		643,182,300		1,016,288,600	
ENDING FUND BALANCE	\$	353,490,000	\$	555,200,300	\$	908,690,300	

**TABLE 20 - BUDGET BY FUND TYPE FY 2021/22**

	General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise	FY 21/22 TOTAL Budget
<b>Revenues</b>						
Measure A Sales Tax	\$ -	\$ 210,000,000	\$ -	\$ -	\$ -	\$ 210,000,000
LTF Sales Tax	-	105,000,000	-	-	-	105,000,000
STA Sales Tax	-	23,862,200	-	-	-	23,862,200
Federal Reimbursements	15,700,000	88,929,600	-	2,809,100	-	107,438,700
State Reimbursements	3,004,500	207,926,500	-	-	-	210,931,000
Local Reimbursements	312,300	20,504,700	-	-	840,800	21,657,800
TUMF Revenue	-	11,000,000	-	-	-	11,000,000
Tolls, Penalties, and Fees	-	-	-	-	65,123,700	65,123,700
Other Revenue	-	559,300	-	-	98,000	657,300
Investment Income	17,600	663,700	60,300	11,700	156,800	910,100
<b>TOTAL Revenues</b>	<b>19,034,400</b>	<b>668,446,000</b>	<b>60,300</b>	<b>2,820,800</b>	<b>66,219,300</b>	<b>756,580,800</b>
<b>Expenditures/Expenses</b>						
Personnel Salaries and Benefits	6,083,400	8,033,100	-	-	2,096,700	16,213,200
Professional and Support						
Professional Services	5,839,500	8,434,300	-	-	4,992,000	19,265,800
Support Costs	3,087,200	5,094,300	-	-	8,775,500	16,957,000
<b>TOTAL Professional and Support Costs</b>	<b>8,926,700</b>	<b>13,528,600</b>	<b>-</b>	<b>-</b>	<b>13,767,500</b>	<b>36,222,800</b>
<b>Projects and Operations</b>						
Program Operations	-	19,509,100	-	-	21,611,500	41,120,600
Engineering	-	26,312,300	-	-	150,000	26,462,300
Construction	1,711,000	254,980,600	-	-	9,783,000	266,474,600
Design Build	-	94,399,000	-	-	3,560,000	97,959,000
Right of Way/Land	-	67,546,600	-	-	-	67,546,600
Operating and Capital Disbursements	30,725,000	124,775,400	-	-	-	155,500,400
Special Studies	2,021,000	-	-	-	-	2,021,000
Local Streets and Roads	-	63,702,300	-	-	-	63,702,300
Regional Arterials	-	30,000,000	-	-	-	30,000,000
<b>TOTAL Projects and Operations</b>	<b>34,457,000</b>	<b>681,225,300</b>	<b>-</b>	<b>-</b>	<b>35,104,500</b>	<b>750,786,800</b>
<b>Debt Service</b>						
Principal Payments	-	-	-	29,995,000	488,391,600	518,386,600
Interest Payments	-	-	443,400	39,599,300	20,292,900	60,335,600
Cost of Issuance	-	-	-	-	2,883,400	2,883,400
<b>TOTAL Debt Service</b>	<b>-</b>	<b>-</b>	<b>443,400</b>	<b>69,594,300</b>	<b>511,567,900</b>	<b>581,605,600</b>
Capital Outlay	1,230,000	4,949,700	-	-	180,000	6,359,700
<b>TOTAL Expenditures/Expenses</b>	<b>50,697,100</b>	<b>707,736,700</b>	<b>443,400</b>	<b>69,594,300</b>	<b>562,716,600</b>	<b>1,391,188,100</b>
Excess (deficiency) of Revenues over (under) Expenditures/Expenses	(31,662,700)	(39,290,700)	(383,100)	(66,773,500)	(496,497,300)	(634,607,300)
<b>Other Financing Sources (Uses)</b>						
Transfers In	25,036,200	102,259,500	-	69,594,300	-	196,890,000
Transfers Out	(1,618,100)	(155,792,200)	(16,241,900)	(2,809,100)	(20,428,700)	(196,890,000)
Debt Proceeds	-	-	-	-	627,600,000	627,600,000
TIFIA Loan Proceeds	-	6,919,000	-	-	-	6,919,000
Bond Premium	-	-	-	-	39,978,000	39,978,000
Payment to Escrow Agent	-	-	-	-	(147,488,000)	(147,488,000)
<b>Net Financing Sources (Uses)</b>	<b>23,418,100</b>	<b>(46,613,700)</b>	<b>(16,241,900)</b>	<b>66,785,200</b>	<b>499,661,300</b>	<b>527,009,000</b>
Excess (deficiency) of Revenues over (under) Expenditures/Expenses and Other Financing Sources (Uses)	(8,244,600)	(85,904,400)	(16,625,000)	11,700	3,164,000	(107,598,300)
Beginning Fund Balance	23,431,800	750,307,300	77,037,000	11,681,500	153,831,000	1,016,288,600
<b>ENDING FUND BALANCE</b>	<b>\$ 15,187,200</b>	<b>\$ 664,402,900</b>	<b>\$ 60,412,000</b>	<b>\$ 11,693,200</b>	<b>\$ 156,995,000</b>	<b>\$ 908,690,300</b>

**TABLE 21 - HIGHWAY, REGIONAL ARTERIAL, RAIL, AND REGIONAL CONSERVATION PROGRAM PROJECTS FY 2021/22**

Description	
HIGHWAY ENGINEERING	
71/91 Connector	\$ 1,380,000
91 Express Lanes <i>(details presented in Section 3.4 Toll Operations)</i>	150,000
I-15 Express Lanes-Southern Extension	6,500,000
15 COP	4,300,000
Mid County Parkway (MCP)	155,000
MCP I-215/Placentia Avenue Interchange	211,000
MCP Sweeney mitigation	10,000
MCP second construction package	4,000,000
Riverside County-Santa Ana River Trail Extension <i>(details presented in Section 3.2 Planning and Programming)</i>	1,821,000
SR-74 corridor - Ethanac Road	1,041,800
SR-79 realignment	125,000
SR-60 Truck Lanes	50,000
General <i>(details presented in Section 3.3 Capital Projects)</i>	3,050,000
SUBTOTAL HIGHWAY ENGINEERING	22,793,800
REGIONAL ARTERIAL ENGINEERING	
I-15/Railroad Canyon Interchange	195,500
I-10/Highland Springs Avenue Interchange	1,158,000
SUBTOTAL REGIONAL ARTERIAL ENGINEERING	1,353,500
RAIL ENGINEERING	
Moreno Valley March Field station upgrade	200,000
Riverside layover facility	115,000
Riverside Downtown station track and platform	2,000,000
SUBTOTAL RAIL ENGINEERING	2,315,000
<b>TOTAL HIGHWAY, REGIONAL ARTERIAL, AND RAIL ENGINEERING</b>	<b>\$ 26,462,300</b>
HIGHWAY CONSTRUCTION	
15/91 Express Lanes Connector	\$ 4,840,000
71/91 Connector	5,739,000
91 COP	16,049,000
91 Project	1,471,000
91 Express Lanes <i>(details presented in Section 3.4 Toll Operations)</i>	9,783,000
Hamner Bridge widening	26,238,500
I-15 Express Lanes	9,591,000
I-15/Limonite Interchange	10,000
Jurupa Avenue grade separation	38,000,000
MCP I-215/Placentia Avenue Interchange	22,295,600
McKinley Avenue grade separation	51,000,000
Pachappa Underpass	6,129,000
SR-60 Truck Lanes	45,000,000
General <i>(details presented in Section 3.2 Planning and Programming)</i>	311,000
General <i>(details presented in Section 3.3 Capital Projects)</i>	45,000
SUBTOTAL HIGHWAY CONSTRUCTION	236,502,100
REGIONAL ARTERIAL CONSTRUCTION	
I-15 Railroad Canyon Interchange	12,900,000
Various Western County MARA and TUMF regional arterial projects	5,557,500
SUBTOTAL REGIONAL ARTERIAL CONSTRUCTION	18,457,500
RAIL CONSTRUCTION	
Moreno Valley-March Field station upgrade	9,815,000
Riverside layover facility	300,000
Other Riverside Downtown station mobility improvements <i>(costs and details presented in Section 3.2 Rail)</i>	1,400,000
SUBTOTAL RAIL CONSTRUCTION	11,515,000
<b>TOTAL HIGHWAY, REGIONAL ARTERIAL, AND RAIL CONSTRUCTION</b>	<b>\$ 266,474,600</b>

**TABLE 21 - HIGHWAY, REGIONAL ARTERIAL, RAIL, AND REGIONAL CONSERVATION PROGRAM PROJECTS FY 2021/22**  
(continued)

Description	
HIGHWAY DESIGN-BUILD	
15/91 Express Lanes Connector	\$ 85,697,000
91 COP	201,000
91 Express Lanes <i>(details presented in Section 3.4 Toll Operations)</i>	3,560,000
91 Project	978,000
I-15 Express Lanes	7,323,000
I-15 Express Lanes - Northern Extension	200,000
<b>TOTAL HIGHWAY DESIGN-BUILD</b>	<b>\$ 97,959,000</b>
HIGHWAY RIGHT OF WAY AND LAND	
60/215 East Junction high occupancy vehicle (HOV) lane connectors	\$ 5,000
71/91 Connector	1,150,000
91 Project	12,420,000
91 COP	146,000
Jurupa Avenue grade separation	2,000,000
MCP	8,300,000
MCP I-215/Placentia Avenue Interchange	28,275,000
SR-60 Truck Lanes	120,000
Pachappa Underpass	110,000
Riverside County-Santa Ana River Trail Extension <i>(details presented in Section 3.2 Planning and Programming)</i>	155,000
SR-74/I-15 to 7th Street	5,000
SR-91 HOV lanes/Adams Street to 60/91/215 interchange	15,000
General <i>(details presented in Section 3.3 Capital Projects)</i>	676,100
SUBTOTAL HIGHWAY RIGHT OF WAY AND LAND	53,377,100
REGIONAL ARTERIAL RIGHT OF WAY AND LAND	
I-15/Railroad Canyon Interchange	30,000
I-10/Highland Springs Avenue Interchange	10,000
Various Western County MARA and TUMF regional arterial projects	11,045,000
SUBTOTAL REGIONAL ARTERIAL RIGHT OF WAY AND LAND	11,085,000
RAIL RIGHT OF WAY AND LAND	
Riverside layover facility	2,000
Riverside Downtown station track and platform	2,400,000
Moreno Valley - March Field rail upgrades	30,000
General	152,500
SUBTOTAL RAIL RIGHT OF WAY AND LAND	2,584,500
REGIONAL CONSERVATION RIGHT OF WAY AND LAND	
Regional Conservation acquisition consultant costs <i>(details presented in Section 3.2 Regional Conservation)</i>	500,000
<b>TOTAL HIGHWAY, REGIONAL ARTERIAL, RAIL, AND REGIONAL CONSERVATION RIGHT OF WAY AND LAND</b>	<b>\$ 67,546,600</b>
<b>GRAND TOTAL HIGHWAY, REGIONAL ARTERIAL, RAIL, AND REGIONAL CONSERVATION PROGRAMS</b>	<b>\$ 458,442,500</b>

## 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.

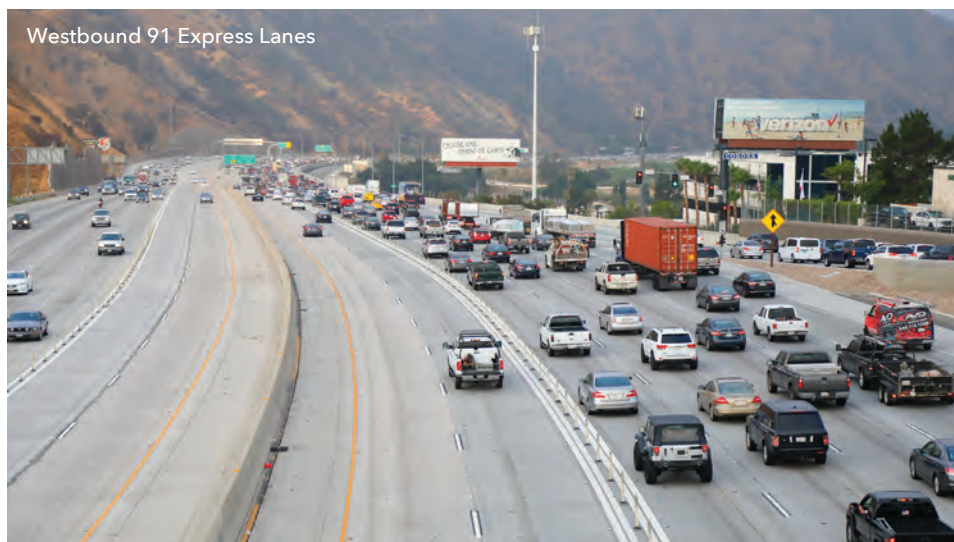
The Commission is subject to the requirements of Article XIII B. Gann appropriations limits are calculated for and applied to the Commission. In accordance with the requirements of Article XIII B implementing legislation, the Board approved Resolution No. 21-010 on June 9, 2021, establishing appropriations limits for the Commission at \$542,714,188. The FY 2021/22 budget appropriated \$272,699,000 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 2021/22 appropriations limit is as follows:

FY 2020/21 Appropriations Limit		\$509,885,755
FY 2021/22 adjustment:		x 1.0643839
• Change in California per capita personal income	1.0573% $((5.73 + 100) / 100 = 1.0573)$	
• Change in Population, Riverside County	1.0067% $((0.67 + 100) / 100 = 1.0067)$	
• Calculation of factor for FY 2021/22	$1.0573 \times 1.0067 = 1.0643839$	
FY 2021/22 Appropriations Limit		\$542,714,188

- $\$509,885,755 \times 1.0643839 = \$542,714,188$

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





Eastbound SR-91 widening at 15/91 interchange





RCTC

RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION



15 Express Lanes

# SECTION 1

## Financial Overview

# 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"><li>• Administrative salaries and benefits cannot exceed 1% of Measure A sales tax revenues.</li><li>• Administrative costs will not exceed 4% of Measure A sales tax revenues (inclusive of the 1% salary limitation).</li></ul>
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"><li>• 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;</li><li>• Development, maintenance, repair, rehabilitation, improvement, reconstruction, administration, and operation of the toll facilities, including toll collection and enforcement and applicable reserves; and</li><li>• Projects within the corridor that generated the revenue.</li></ul>
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.

## EXPENDITURES/EXPENSES

Priorities	RCTC reviews established priorities for planning and programming of capital projects annually.
Accountability	RCTC compares actual expenditures/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 February 10, 2021.
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"><li>• RCTC generally does not capitalize infrastructure, which title will be vested with Caltrans or other governmental agency.</li><li>• RCTC depreciates capital and amortizes intangible assets over the estimated useful life or service concession term.</li></ul>

## 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 August 12, 2020, 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 an annual financial report; separate financial reports for the LTF, 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, multimodal programs (transit planning, rail operations, and commuter and motorist assistance services), and regional conservation. 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 2021/22

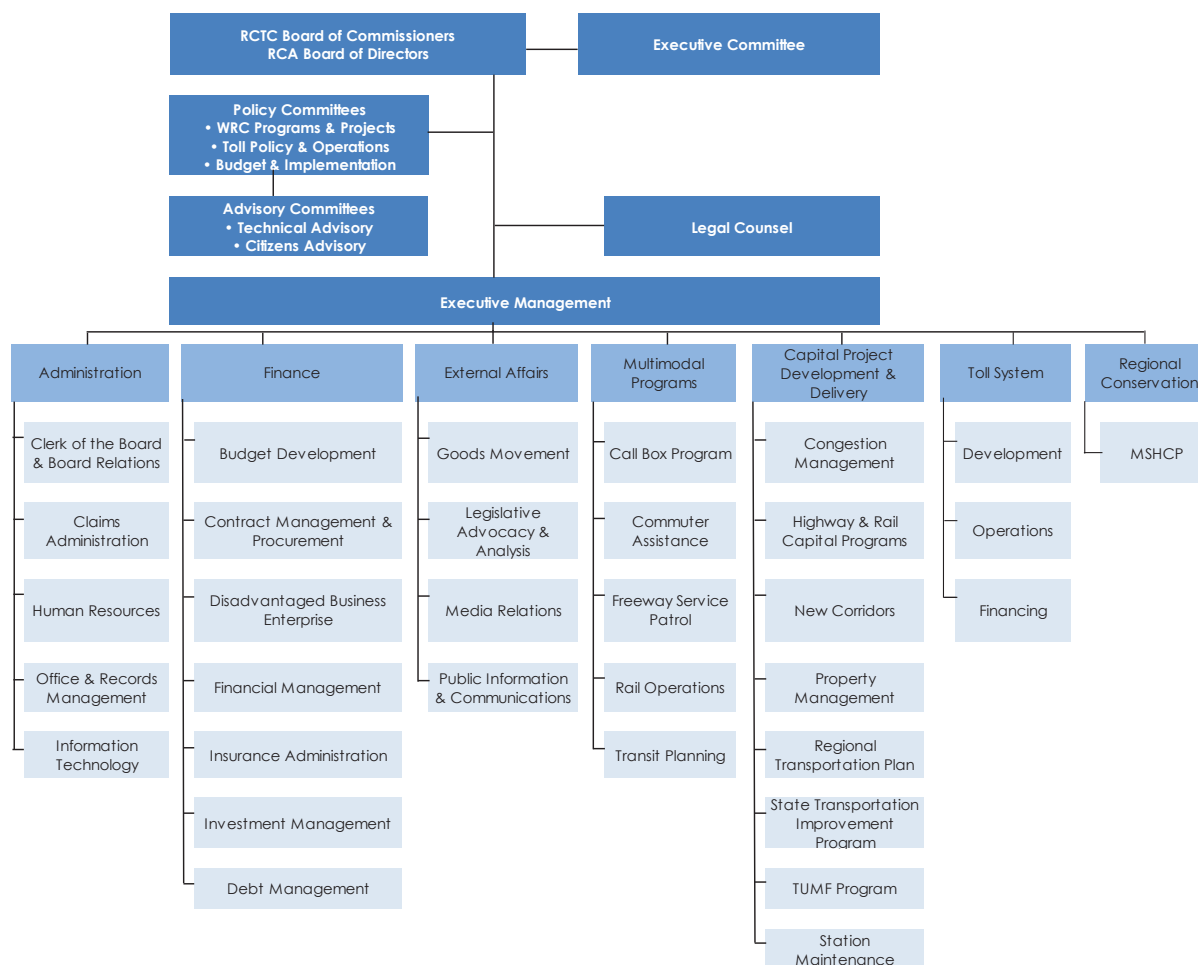


Chart 10 illustrates the relationship between the Commission's functional management or departments and the Commission's fund structure.

**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			
Regional Conservation		X			
Capital Projects Development & 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 2021/22 budget and monitoring of the FY 2020/21 budget. Each task is summarized below.

**CHART 11 - BUDGET PROCESS**

ID	TASK NAME	DURATION	2 0 2 0						2 0 2 1					
			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; however, due to COVID-19, the Commission did not have a 2021 workshop. 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, LTF, 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 annual financial report in the final budget amounts reported in the budgetary schedules.

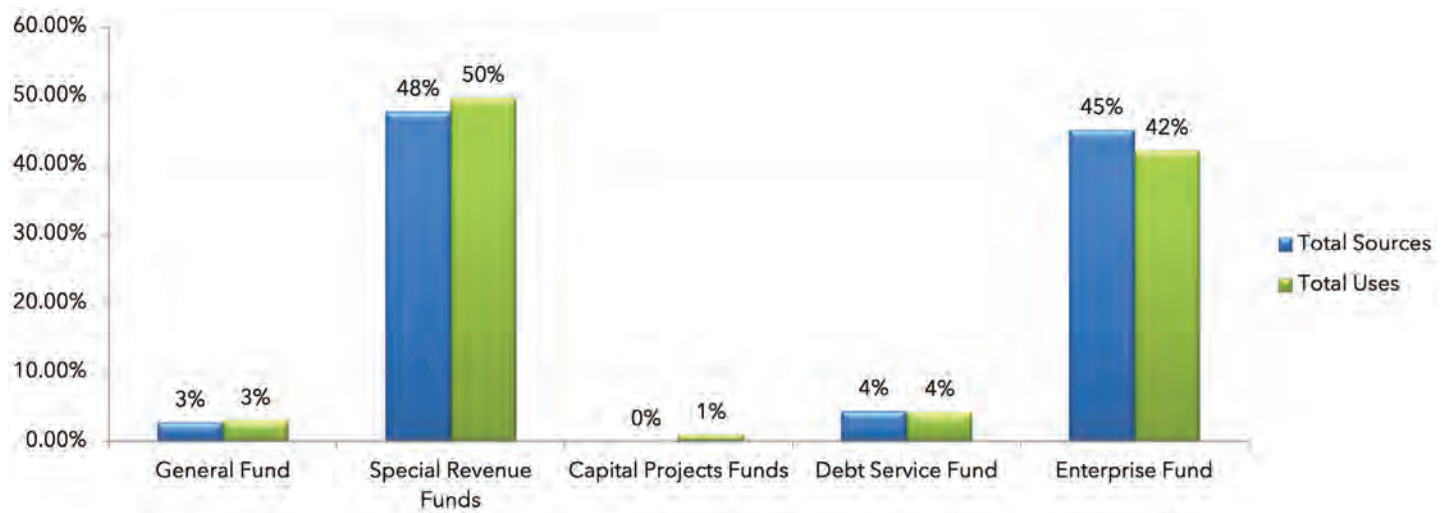


## FUND BUDGETS

### 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 2021/22 budget.

CHART 12 - TOTAL SOURCES AND USES BY FUND TYPE FY 2021/22



### FUND STRUCTURE

The Commission accounts for its sources and uses in 33 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 25 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.



RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION



15/91 Interchange

# SECTION 2

Fund Budgets

CHART 13 - BUDGETED FUNDS STRUCTURE FY 2021/22

General Fund	Special Revenue Funds	Capital Projects Funds	Debt Service Fund	Enterprise Funds
Administration Rail Operations Planning & Programming	<b>1989 MEASURE A</b> Western County Highway	Commercial Paper Sales Tax Bonds		RCTC 91 Express Lanes 15 Express Lanes
	<b>2009 MEASURE A</b> Western County Highways Local Streets & Roads Public Transit Specialized Transit Bus Transit Rail Transit & Maintenance Commuter Assistance New Corridors Bond Financing Regional Arterials Economic Development Coachella Valley Highways & Regional Arterials Local Streets & Roads Specialized Transit Palo Verde Valley Local Streets & Roads			
	FSP SAFE Local Transportation Funds State Transit Assistance State of Good Repair TUMF Coachella Valley Rail Other Agency Projects Fund Regional Conservation SB132			

## 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 22 presents the FY 2021/22 budget for the General fund, followed by a discussion of significant components of the budget.



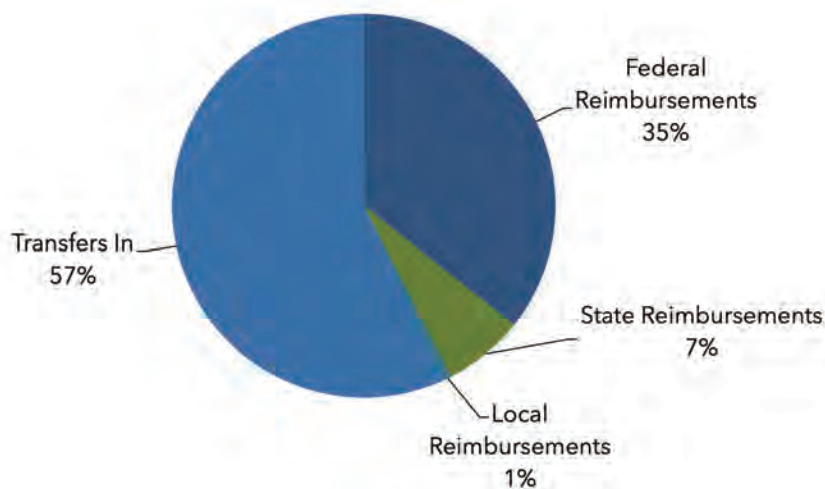
**TABLE 22 - GENERAL FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Revenues</b>						
Federal Reimbursements	\$ 3,922,400	\$ 22,000,000	\$ 17,006,600	\$ 15,700,000	\$ (6,300,000)	-29%
State Reimbursements	1,416,100	3,581,400	2,097,400	3,004,500	(576,900)	-16%
Local Reimbursements	865,500	101,700	901,300	312,300	210,600	207%
Other Revenue	3,400	-	-	-	-	N/A
Investment Income	285,100	131,600	114,700	17,600	(114,000)	-87%
<b>TOTAL Revenues</b>	<b>6,492,500</b>	<b>25,814,700</b>	<b>20,120,000</b>	<b>19,034,400</b>	<b>(6,780,300)</b>	<b>-26%</b>
<b>Expenditures</b>						
Personnel Salaries and Benefits	9,801,700	5,656,100	5,545,000	6,083,400	427,300	8%
Professional and Support						
Professional Services	4,104,600	6,579,900	4,353,300	5,839,500	(740,400)	-11%
Support Costs	2,044,600	4,013,100	1,992,900	3,087,200	(925,900)	-23%
<b>TOTAL Professional and Support Costs</b>	<b>6,149,200</b>	<b>10,593,000</b>	<b>6,346,200</b>	<b>8,926,700</b>	<b>(1,666,300)</b>	<b>-16%</b>
Projects and Operations						
Program Operations	18,900	2,000	-	-	(2,000)	-100%
Construction	865,000	1,285,000	535,000	1,711,000	426,000	33%
Operating and Capital Disbursement	22,714,100	35,986,500	32,011,500	30,725,000	(5,261,500)	-15%
Special Studies	481,200	1,403,000	150,000	2,021,000	618,000	44%
<b>TOTAL Projects and Operations</b>	<b>24,079,200</b>	<b>38,676,500</b>	<b>32,696,500</b>	<b>34,457,000</b>	<b>(4,219,500)</b>	<b>-11%</b>
Debt Service						
Principal Payments	8,700	-	-	-	-	N/A
Interest Payments	7,100	-	-	-	-	N/A
<b>TOTAL Debt Service</b>	<b>15,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
Capital Outlay	261,300	1,318,300	161,600	1,230,000	(88,300)	-7%
<b>TOTAL Expenditures</b>	<b>40,307,200</b>	<b>56,243,900</b>	<b>44,749,300</b>	<b>50,697,100</b>	<b>(5,546,800)</b>	<b>-10%</b>
<b>Excess (deficiency) of Revenues over (under) Expenditures</b>	<b>(33,814,700)</b>	<b>(30,429,200)</b>	<b>(24,629,300)</b>	<b>(31,662,700)</b>	<b>(1,233,500)</b>	<b>4%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers In	32,001,200	27,129,200	24,127,800	25,036,200	(2,093,000)	-8%
Transfers Out	(1,448,500)	(2,247,200)	(1,929,000)	(1,618,100)	629,100	-28%
<b>Net Financing Sources (Uses)</b>	<b>30,552,700</b>	<b>24,882,000</b>	<b>22,198,800</b>	<b>23,418,100</b>	<b>(1,463,900)</b>	<b>-6%</b>
<b>Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)</b>	<b>(3,262,000)</b>	<b>(5,547,200)</b>	<b>(2,430,500)</b>	<b>(8,244,600)</b>	<b>(2,697,400)</b>	<b>49%</b>
Beginning Fund Balance	29,124,300	25,862,300	25,862,300	23,431,800	(2,430,500)	-9%
<b>ENDING FUND BALANCE</b>	<b>\$ 25,862,300</b>	<b>\$ 20,315,100</b>	<b>\$ 23,431,800</b>	<b>\$ 15,187,200</b>	<b>\$ (5,127,900)</b>	<b>-25%</b>

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 2021/22**



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 station operations and maintenance activities.

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

- General fund administration allocations funded with LTF sales tax revenues of \$115,200 in FY 2021/22 and is comparable to the prior year.
- State law sets planning allocations at 3% of estimated LTF sales tax revenues. The FY 2021/22 budget for planning allocations is \$3,150,000. The FY 2020/21 revised budget of \$3,423,000 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.
- LTF sales tax revenues of \$992,900 in FY 2021/22 will fund General fund allocations for planning, programming, and regional activities.
- Commuter rail operating and capital needs determine the amount of LTF allocations to the extent that revenues and reserved fund balance are available. The FY 2021/22 budget includes \$9,000,000 in LTF 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 2021/22 General fund administrative allocation of \$5,251,500 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, regional conservation, and other agency project funds of \$6,526,600 in FY 2021/22 increased slightly from \$6,411,200 in FY 2020/21 due to increased level of activity requiring administrative support.



CHART 15 - GENERAL FUND USES FY 2021/22

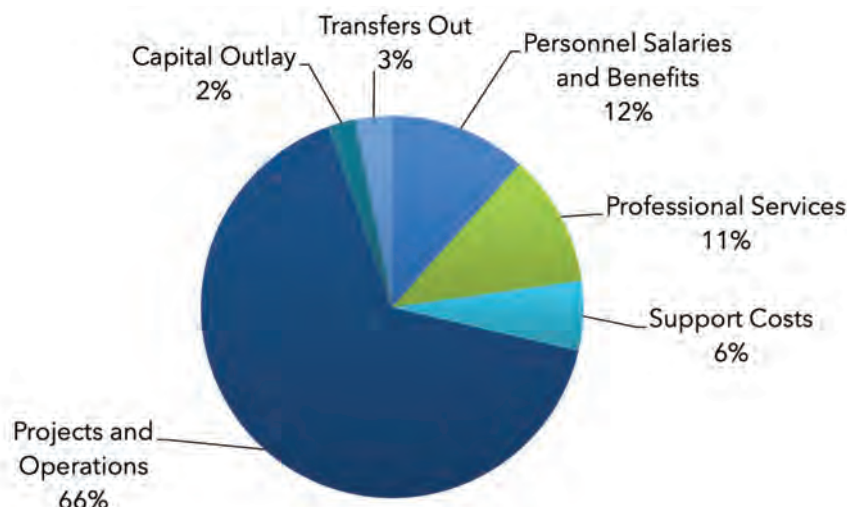


Chart 15 depicts General fund uses. Personnel salaries and benefits expenditures increased \$427,300 due to the net change in allocation of FTEs, the addition of the Community Engagement Manager, additional staff positions related to regional conservation and to maintain management services levels for a full year, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional costs decreased 11% compared to the prior year due to completion of the Traffic Relief Plan, as well as refocusing rail operations planning efforts. Support costs decreased 23% primarily due to completion of the public engagement program related to the Traffic Relief Plan.

Construction expenditures include Riverside Downtown station mobility improvements. The FY 2021/22 operating and capital disbursements budget includes allocations of \$29,150,000 for the Metrolink commuter rail subsidy and \$1,575,000 for planning operating disbursements. Special studies expenditures include transit-oriented communities, pass area transit, truck impact, and next generation rail studies. Capital outlay expenditures decreased 7% due to information technology upgrades and station improvements in the prior year. Transfers out include \$1,618,100 to the General fund for administration from rail operations and planning and programming activities.

## SPECIAL REVENUE FUNDS

### OVERVIEW

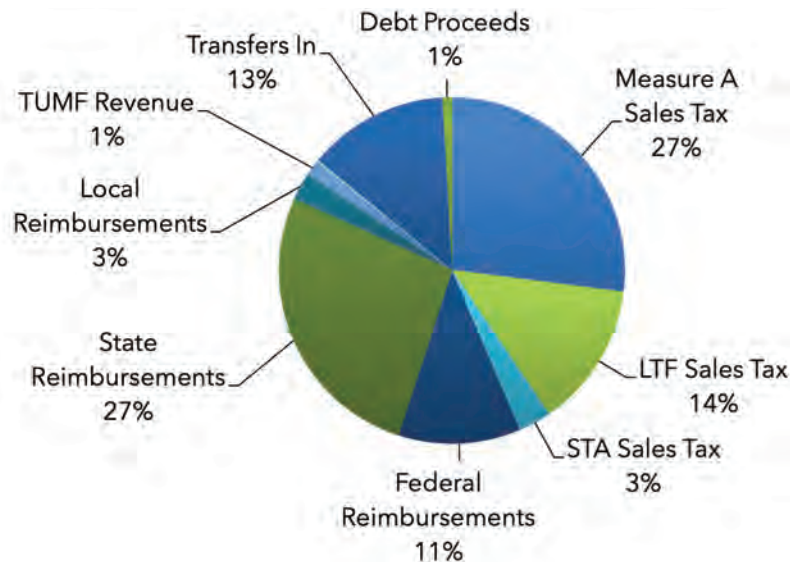
The Commission's special revenue funds are legally restricted as to use for Measure A projects and programs, TUMF projects, motorist assistance services, regional conservation, other agency project coordination, and funding transit operations and capital in the County. Table 23 is a summary of the special revenue funds' budgets, and Tables 24 through 36 present the individual budgets along with respective discussions.

**TABLE 23 - SPECIAL REVENUE FUNDS FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Revenues</b>						
Measure A Sales Tax	\$ 195,036,300	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ -	0%
LTF Sales Tax	100,283,600	105,000,000	105,000,000	105,000,000	-	0%
STA Sales Tax	27,796,500	28,915,700	19,015,100	23,862,200	(5,053,500)	-17%
Federal Reimbursements	27,386,300	78,704,100	51,805,800	88,929,600	10,225,500	13%
State Reimbursements	108,424,400	145,482,200	138,455,200	207,926,500	62,444,300	43%
Local Reimbursements	2,793,500	20,614,400	13,976,900	20,504,700	(109,700)	-1%
TUMF Revenue	23,257,900	11,000,000	11,000,000	11,000,000	-	0%
Other Revenue	556,900	525,000	558,300	559,300	34,300	7%
Investment Income	10,994,500	2,301,800	3,713,500	663,700	(1,638,100)	-71%
<b>TOTAL Revenues</b>	<b>496,529,900</b>	<b>602,543,200</b>	<b>553,524,800</b>	<b>668,446,000</b>	<b>65,902,800</b>	<b>11%</b>
<b>Expenditures</b>						
Personnel Salaries and Benefits	7,602,200	6,125,900	6,126,100	8,033,100	1,907,200	31%
Professional and Support						
Professional Services	4,963,100	8,219,600	5,307,200	8,434,300	214,700	3%
Support Costs	3,533,700	6,521,200	4,989,300	5,094,300	(1,426,900)	-22%
<b>TOTAL Professional and Support Costs</b>	<b>8,496,800</b>	<b>14,740,800</b>	<b>10,296,500</b>	<b>13,528,600</b>	<b>(1,212,200)</b>	<b>-8%</b>
Projects and Operations						
Program Operations	15,579,200	20,364,100	16,669,900	19,509,100	(855,000)	-4%
Engineering	10,969,300	30,450,200	17,366,100	26,312,300	(4,137,900)	-14%
Construction	73,759,500	203,617,700	131,327,700	254,980,600	51,362,900	25%
Design Build	143,784,400	99,995,600	60,030,100	94,399,000	(5,596,600)	-6%
Right of Way	52,766,300	57,738,700	32,227,600	67,546,600	9,807,900	17%
Operating and Capital Disbursements	103,182,700	102,045,700	56,221,800	124,775,400	22,729,700	22%
Special Studies	1,700	-	-	-	-	N/A
Local Streets and Roads	58,983,400	63,725,100	63,725,100	63,702,300	(22,800)	0%
Regional Arterials	14,544,800	33,753,000	30,000,000	30,000,000	(3,753,000)	-11%
<b>TOTAL Projects and Operations</b>	<b>473,571,300</b>	<b>611,690,100</b>	<b>407,568,300</b>	<b>681,225,300</b>	<b>69,535,200</b>	<b>11%</b>
Capital Outlay	3,536,100	4,456,000	4,047,700	4,949,700	493,700	11%
<b>TOTAL Expenditures</b>	<b>493,206,400</b>	<b>637,012,800</b>	<b>428,038,600</b>	<b>707,736,700</b>	<b>70,723,900</b>	<b>11%</b>
Excess (deficiency) of Revenues over (under) Expenditures	3,323,500	(34,469,600)	125,486,200	(39,290,700)	(4,821,100)	14%
<b>Other Financing Sources (Uses)</b>						
Transfers In	44,991,000	80,599,000	59,454,000	102,259,500	21,660,500	27%
Transfers Out	(112,956,000)	(148,678,100)	(134,953,400)	(155,792,200)	(7,114,100)	5%
TIFIA Loan Proceeds	111,301,900	47,371,900	15,661,000	6,919,000	(40,452,900)	-85%
<b>Net Financing Sources (Uses)</b>	<b>43,336,900</b>	<b>(20,707,200)</b>	<b>(59,838,400)</b>	<b>(46,613,700)</b>	<b>(25,906,500)</b>	<b>125%</b>
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	46,660,400	(55,176,800)	65,647,800	(85,904,400)	(30,727,600)	56%
Beginning Fund Balance	637,999,100	684,659,500	684,659,500	750,307,300	65,647,800	10%
<b>ENDING FUND BALANCE</b>	<b>\$ 684,659,500</b>	<b>\$ 629,482,700</b>	<b>\$ 750,307,300</b>	<b>\$ 664,402,900</b>	<b>\$ 34,920,200</b>	<b>6%</b>

The Commission accounts for Measure A and LTF sales taxes, STA allocations, Western County TUMF, state budgetary allocations, and vehicle registration fees in the 25 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 2021/22**



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;
- Motorist towing and freeway call box assistance; and
- Regional conservation management.

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

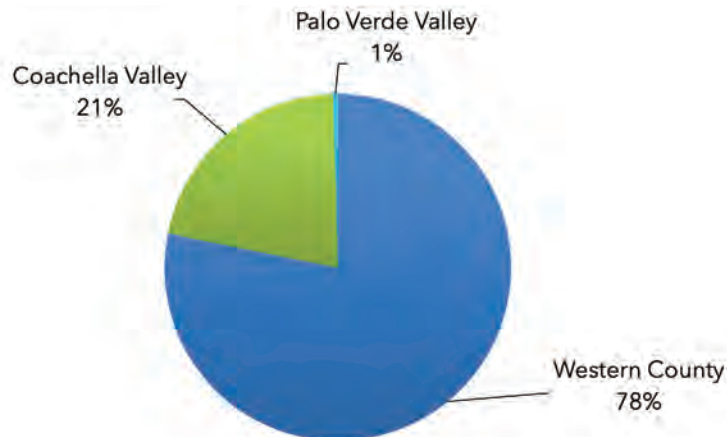
CHART 17 - SPECIAL REVENUE FUNDS USES FY 2021/22



### 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 24, most of the Commission's reimbursements flow through these funds, since the sales tax leverages state and federal dollars.

**TABLE 24 - WESTERN COUNTY MEASURE A FUNDS FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
Measure A Sales Tax						
Bond Financing	\$ 12,242,900	\$ 13,182,000	\$ 13,182,000	\$ 13,187,000	\$ 5,000	0%
Commuter Assistance	2,267,200	2,441,000	2,441,000	2,442,000	1,000	0%
Economic Development Incentives	1,813,800	1,953,000	1,953,000	1,954,000	1,000	0%
Highways	46,251,000	49,800,000	49,800,000	49,812,000	12,000	0%
Local Streets and Roads	43,983,800	47,358,000	47,358,000	47,376,000	18,000	0%
New Corridors	16,777,300	18,065,000	18,065,000	18,071,000	6,000	0%
Public Bus Transit	2,312,500	2,490,000	2,490,000	2,491,000	1,000	0%
Rail	9,250,200	9,960,000	9,960,000	9,963,000	3,000	0%
Regional Arterials	13,603,200	14,647,000	14,647,000	14,652,000	5,000	0%
Specialized Transit	3,854,200	4,149,000	4,149,000	4,152,000	3,000	0%
Total Measure A	152,356,100	164,045,000	164,045,000	164,100,000	55,000	0%
Federal Reimbursements	26,850,300	78,504,100	51,605,800	88,929,600	10,425,500	13%
State Reimbursements	25,530,000	42,435,800	40,397,100	34,523,100	(7,912,700)	-19%
Local Reimbursements	1,642,300	16,778,400	10,655,300	12,036,300	(4,742,100)	-28%
Other Revenue	531,700	491,000	540,300	541,300	50,300	10%
Investment Income	4,159,600	775,200	1,125,500	259,600	(515,600)	-67%
Transfers In	41,635,400	75,342,900	54,516,100	57,753,200	(17,589,700)	-23%
TIFIA Loan Proceeds	111,301,900	47,371,900	15,661,000	6,919,000	(40,452,900)	-85%
<b>TOTAL Sources</b>	<b>364,007,300</b>	<b>425,744,300</b>	<b>338,546,100</b>	<b>365,062,100</b>	<b>(60,682,200)</b>	<b>-14%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	6,385,000	3,805,000	3,804,700	3,768,500	(36,500)	-1%
Professional Services	2,853,300	5,389,500	3,331,900	5,510,300	120,800	2%
Support Costs	3,257,300	6,050,900	4,764,000	4,772,000	(1,278,900)	-21%
<b>Projects and Operations</b>						
Program Operations	11,012,200	13,101,900	10,984,600	12,046,500	(1,055,400)	-8%
Engineering	8,937,300	20,660,200	9,369,100	22,857,800	2,197,600	11%
Construction	53,982,500	161,381,000	96,243,400	121,992,100	(39,388,900)	-24%
Design Build	113,623,200	54,025,600	14,961,100	8,702,000	(45,323,600)	-84%
Right of Way	12,622,900	28,657,100	6,755,600	44,833,000	16,175,900	56%
Operating and Capital Disbursements	9,187,900	7,124,500	2,602,700	13,400,000	6,275,500	88%
Special Studies	1,700	-	-	-	-	N/A
Local Streets and Roads	43,755,300	47,242,700	47,242,700	47,260,700	18,000	0%
<b>TOTAL Projects and Operations</b>	<b>253,123,000</b>	<b>332,193,000</b>	<b>188,159,200</b>	<b>271,092,100</b>	<b>(61,100,900)</b>	<b>-18%</b>
<b>Debt Service</b>						
Capital Outlay	3,536,100	4,456,000	4,047,700	4,949,700	493,700	11%
Transfers Out	84,998,500	109,345,100	108,344,900	104,840,700	(4,504,400)	-4%
<b>TOTAL Uses</b>	<b>354,153,200</b>	<b>461,239,500</b>	<b>312,452,400</b>	<b>394,933,300</b>	<b>(66,306,200)</b>	<b>-14%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 9,854,100	\$ (35,495,200)	\$ 26,093,700	\$ (29,871,200)	\$ 5,624,000	-16%

The budgeted Western County Measure A sales tax is comparable to the prior year. 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 higher in the FY 2021/22 budget and relate primarily to funding from the Federal Transit Administration (FTA), Congestion Mitigation and Air Quality (CMAQ), Surface Transportation Block Grant (STBG), CARES Act, and Federal Emergency Management Agency. The 13% increase in federal reimbursements is primarily attributable to activity on the SR-60 Truck Lanes project, 91 COP, 71/91 Connector project, I-15 Express Lanes-Southern Extension project, MCP second construction contract package, and station rehabilitation and improvement projects.

State reimbursements are lower by 19% compared to the FY 2020/21 budget and reflect funding from STIP, State Highway Operations and Protection Program (SHOPP), and SB 1 Local Partnership Program (LPP) for the SR-60 Truck Lanes project, 15/91 Express Lanes Connector project, 71/91 Connector project, MCP I-215/Placentia Avenue Interchange project, and various Western County SB 132 Riverside County Transportation Efficiency Corridor projects.

Local reimbursements are lower by 28% compared to the FY 2020/21 budget and reflects lower funding for the 91 COP from the Orange County Transportation Authority (OCTA).

Other revenue is higher by 10% from the prior year and is attributable to property management lease revenues. Investment income decreased 67% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2021/22.

As in prior years, a significant portion of transfers in consists of sales tax revenue bonds proceeds of \$10,334,300 to fund the I-15 Express Lanes project. Other significant transfers in include:

- \$5,907,600 from sales tax revenue bonds proceeds to fund for the 15 COP;
- \$10,000,000 from the 2009 Measure A bond financing fund to fund a portion of Western County debt service;
- \$11,779,000 from the TUMF Community Environmental Transportation Acceptability Process (CETAP) fund for the MCP I-215/Placentia Avenue Interchange project and second construction contract package;
- \$530,300 from the 2009 Measure A Western County new corridors fund for the 71/91 Connector project;
- \$8,218,600 from the 2009 Measure A Western County new corridors fund for its share of the MSHCP debt service obligation;
- \$3,522,300 from the TUMF CETAP fund for its share of the MSHCP debt service obligation;
- \$2,809,100 from the Debt Service fund for Build America Bonds (BABs) subsidy payments;
- \$2,337,000 from the SGR fund for a station rehabilitation and improvement project;
- \$1,900,000 from the STA fund for a station rehabilitation and improvement project;
- \$360,000 from the SAFE fund for a Next Generation TDM study; and
- \$55,000 from the 2009 Measure A Western County commuter assistance fund for the Smart Freeway project.

TIFIA loan proceeds of \$6,919,000 will fund eligible I-15 Express Lanes project expenditures.

Personnel salaries and benefits expenditures decreased 1% and is comparable to the prior year.

Measure A Western County professional services expenditures in FY 2021/22 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 2% increase in FY 2021/22 reflects the activity in legal 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 decreased \$1,278,900, or 21%, from the prior year due to prior year 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 right of way to increase 11% and 56%, respectively, due to the MCP second construction contract package, I-15 Express Lanes - Southern Extension project, 15 COP, station rehabilitation and improvements, and Smart Freeway project. Construction and design-build decreased 24% and 84%, respectively, due to the I-15 Express Lanes project, 91 COP, and close-out activities on the 91 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 MCP and I-215/Placentia Avenue Interchange project and closeout of the 91 Project.

Operating and capital disbursements increased 88% compared to the FY 2020/21 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 provided significant support for transit operations and capital, thereby reducing Measure A disbursements. Local streets and roads, or turn back payments to local jurisdictions and the County, are comparable to the prior year as a result of comparable Measure A sales tax revenues. Capital outlay includes equipment and improvements for the rail program and reflects an 11% increase for station rehabilitation and improvements.

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

- Funding for debt service payments of \$79,594,300;
- \$8,218,600 from the 2009 Measure A Western County new corridor fund for its share of the MSHCP debt service obligation;
- \$11,517,900 from the 2009 Measure A Western County regional arterial fund for the Hamner Bridge widening loan;
- \$530,300 from the 2009 Measure A Western County new corridors fund for the 71/91 Connector project;
- \$55,000 from the 2009 Measure A Western County commuter assistance fund for the Smart Freeway project;
- \$125,000 from the 2009 Measure A Western County highways fund for a TUMF regional arterial project; and
- \$4,799,600 for the administrative costs allocation.

## COACHELLA VALLEY MEASURE A FUNDS

These special revenue funds account for Coachella Valley's 21% share of the Measure A sales tax (Table 25).

**TABLE 25 - COACHELLA VALLEY MEASURE A FUNDS FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
Measure A Sales Tax						
Highways & Regional Arterials	\$ 20,916,200	\$ 22,521,000	\$ 22,521,000	\$ 22,490,000	\$ (31,000)	0%
Local Streets and Roads	14,641,300	15,765,000	15,765,000	15,743,000	(22,000)	0%
Specialized Transit	6,274,900	6,756,000	6,756,000	6,747,000	(9,000)	0%
Total Measure A	41,832,400	45,042,000	45,042,000	44,980,000	(62,000)	0%
Investment Income	1,108,900	182,200	391,200	49,000	(133,200)	-73%
Transfers In	142,200	-	-	-	-	N/A
<b>TOTAL Sources</b>	<b>43,083,500</b>	<b>45,224,200</b>	<b>45,433,200</b>	<b>45,029,000</b>	<b>(195,200)</b>	<b>0%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	56,100	-	-	-	-	N/A
Professional Services	8,800	19,200	8,900	19,200	-	0%
Support Costs	200	200	-	100	(100)	-50%
Projects and Operations						
Operating and Capital Disbursements	6,206,400	5,955,900	5,955,900	7,000,000	1,044,100	18%
Local Streets and Roads	14,413,100	15,649,700	15,649,700	15,627,700	(22,000)	0%
Regional Arterials	14,544,800	33,753,000	30,000,000	30,000,000	(3,753,000)	-11%
<b>TOTAL Projects and Operations</b>	<b>35,164,300</b>	<b>55,358,600</b>	<b>51,605,600</b>	<b>52,627,700</b>	<b>(2,730,900)</b>	<b>-5%</b>
Transfers Out	691,300	363,000	363,000	345,800	(17,200)	-5%
<b>TOTAL Uses</b>	<b>35,920,700</b>	<b>55,741,000</b>	<b>51,977,500</b>	<b>52,992,800</b>	<b>(2,748,200)</b>	<b>-5%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 7,162,800	\$ (10,516,800)	\$ (6,544,300)	\$ (7,963,800)	\$ 2,553,000	-24%

Coachella Valley Measure A sales tax revenues is comparable to the prior year. Taxable sales changes between jurisdictions within the County also periodically affect the geographic allocation formula from year to year.

Investment income decreased 73% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2021/22.

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 \$345,800 relate to the administrative costs allocation.

## PALO VERDE VALLEY MEASURE A FUND

This special revenue fund accounts for Palo Verde Valley's 1% share of the Measure A sales tax (Table 26).

**TABLE 26 - PALO VERDE VALLEY MEASURE A FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
Measure A Sales Tax						
Local Streets and Roads	\$ 847,800	\$ 913,000	\$ 913,000	\$ 920,000	\$ 7,000	1%
<b>Uses</b>						
Local Streets and Roads	815,000	832,700	832,700	813,900	(18,800)	-2%
TOTAL Projects and Operations	815,000	832,700	832,700	813,900	(18,800)	-2%
Transfers Out	32,900	80,300	80,700	106,100	25,800	32%
TOTAL Uses	847,900	913,000	913,400	920,000	7,000	1%
Excess (deficiency) of Sources over (under) Uses	\$ (100)	\$ -	\$ (400)	\$ -	\$ -	N/A

Total Measure A sales tax revenues is comparable to the prior year due to Measure A sales tax projections affected by 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 \$106,100 relate to the administrative costs allocation.



## NON-MEASURE A SPECIAL REVENUE FUNDS

The non-Measure A special revenue funds account for LTF 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; regional conservation; and SB 132 project activities. These activities are budgeted in the LTF, TUMF, FSP, SAFE, STA, SGR, Coachella Valley Rail, Other Agency Projects, regional conservation, and SB 132 special revenue funds, respectively.

### LOCAL TRANSPORTATION FUND

The LTF 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 27).

**TABLE 27 - LOCAL TRANSPORTATION FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
LTF Sales Tax	\$ 100,283,600	\$ 105,000,000	\$ 105,000,000	\$ 105,000,000	\$ -	0%
Investment Income	1,167,800	402,400	406,000	174,400	(228,000)	-57%
<b>TOTAL Sources</b>	<b>101,451,400</b>	<b>105,402,400</b>	<b>105,406,000</b>	<b>105,174,400</b>	<b>(228,000)</b>	<b>0%</b>
<b>Uses</b>						
Operating and Capital Disbursements	73,985,300	48,030,000	36,454,000	67,913,000	19,883,000	41%
<b>TOTAL Projects and Operations</b>	<b>73,985,300</b>	<b>48,030,000</b>	<b>36,454,000</b>	<b>67,913,000</b>	<b>19,883,000</b>	<b>41%</b>
Transfers Out	21,899,200	18,006,600	15,534,300	13,258,100	(4,748,500)	-26%
<b>TOTAL Uses</b>	<b>95,884,500</b>	<b>66,036,600</b>	<b>51,988,300</b>	<b>81,171,100</b>	<b>15,134,500</b>	<b>23%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 5,566,900	\$ 39,365,800	\$ 53,417,700	\$ 24,003,300	\$ (15,362,500)	-39%

The Commission projects LTF sales tax revenue in FY 2021/22 to remain comparable to the prior year. Investment income decreased 57% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2021/22.

In FY 2021/22, approximately 93% and 7% of the LTF transit expenditures of \$64,613,000 are for operating and capital purposes, respectively. LTF operating allocations, subject to approval in June 2021, are comprised of 72% to Western County, 26% to Coachella Valley, and 2% to Palo Verde Valley public bus operators. Other operating and capital disbursements include allocations for SB 821 bicycle and pedestrian projects of \$2,500,000 and planning and administration allocations of \$800,000 to the County Auditor-Controller and SCAG.

Transfers out include allocations to the Commission's General fund for planning and administration of \$3,150,000; rail operations of \$9,000,000; \$992,900 for planning, programming, and agency share of the administrative costs; and \$115,200 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 28).

TUMF revenues includes \$11,000,000 based on projected fees distributed to the Commission and is comparable to the prior year. The decrease in state reimbursements is related to STIP and SB 1 LPP reimbursements in the prior year for the I-15/Railroad Canyon Interchange project, a city of Lake Elsinore regional arterial project managed by the Commission. Investment income decreased 88% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2021/22. The FY 2021/22 transfers in of \$125,000 relate to funding for the SR-79 realignment project from the 2009 Measure A Western County highways special revenue fund.

**TABLE 28 - TRANSPORTATION UNIFORM MITIGATION FEE FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
State Reimbursements	\$ 527,000	\$ 13,920,000	\$ 17,920,000	\$ -	\$ (13,920,000)	-100%
TUMF Revenue	23,257,900	11,000,000	11,000,000	11,000,000	-	0%
Other Revenue	25,200	34,000	18,000	18,000	(16,000)	-47%
Investment Income	2,120,500	436,400	715,900	50,300	(386,100)	-88%
Transfers In	177,100	300,000	300,000	125,000	(175,000)	-58%
<b>TOTAL Sources</b>	<b>26,107,700</b>	<b>25,690,400</b>	<b>29,953,900</b>	<b>11,193,300</b>	<b>(14,497,100)</b>	<b>-56%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	560,700	376,800	374,100	262,700	(114,100)	-30%
Professional Services	79,600	174,800	154,800	129,600	(45,200)	-26%
Support Costs	3,400	228,800	27,700	28,600	(200,200)	-88%
<b>Projects and Operations</b>						
Program Operations	476,700	598,000	598,000	439,800	(158,200)	-26%
Engineering	925,300	1,640,000	1,397,000	1,633,500	(6,500)	0%
Construction	1,196,900	25,350,400	25,226,900	12,900,000	(12,450,400)	-49%
Right of Way	13,929,500	12,533,600	10,654,000	20,058,600	7,525,000	60%
<b>TOTAL Projects and Operations</b>	<b>16,528,400</b>	<b>40,122,000</b>	<b>37,875,900</b>	<b>35,031,900</b>	<b>(5,090,100)</b>	<b>-13%</b>
Transfers Out	1,051,800	14,826,500	6,361,900	28,133,100	13,306,600	90%
<b>TOTAL Uses</b>	<b>18,223,900</b>	<b>55,728,900</b>	<b>44,794,400</b>	<b>63,585,900</b>	<b>7,857,000</b>	<b>14%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 7,883,800	\$ (30,038,500)	\$ (14,840,500)	\$ (52,392,600)	\$ (22,354,100)	74%

Personnel salaries and benefits reflect a decrease of 30% primarily due to the allocation of FTEs, offset by a 4% pool for performance merit-based salary increases and an annual salary range adjustment. Professional services decreased \$45,200 compared to the prior year due to reduced legal and other professional services. Support costs reflect an 88% decrease due to utility fees for the I-15/Railroad Canyon interchange project.

Projects and operations costs decreased 13%, as many regional arterial projects move through various stages of engineering, right of way acquisition, and construction. Approximately 74% of the projects and operations costs are attributable to programmed regional arterial projects. The remaining 26% relates to CETAP projects such as the MCP preliminary engineering and right of way activities. Transfers out represent \$1,313,900 to the General fund related to the administrative cost allocation; \$3,522,300 to the 2009 Measure A Western County highways fund for TUMF CETAP's share of the MSHCP debt service obligation; \$11,779,000 to the 2009 Measure A Western County new corridors fund for the MCP I-215/Placentia Avenue Interchange project; and \$11,517,900 to the SB 132 fund for the Hamner Bridge widening loan.

### **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 29).

The State's funding share of \$3,012,000 decreased 14% from the FY 2020/21 budget. Local reimbursements of \$95,000 relate to local grants for project and weekend FSP services. Investment income decreased 78% compared to the previous year's budget due to and extremely conservative investment yield projections in FY 2021/22. Transfers in represent Commission match funds of \$2,260,000 from the SAFE special revenue fund.

**TABLE 29 - FREEWAY SERVICE PATROL FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
State Reimbursements	\$ 2,773,900	\$ 3,500,000	\$ 3,356,000	\$ 3,012,000	\$ (488,000)	-14%
Local Reimbursements	184,600	413,000	94,600	95,000	(318,000)	-77%
Investment Income	45,000	26,000	17,600	5,600	(20,400)	-78%
Transfers In	2,400,000	1,965,900	1,965,900	2,260,000	294,100	15%
<b>TOTAL Sources</b>	<b>5,403,500</b>	<b>5,904,900</b>	<b>5,434,100</b>	<b>5,372,600</b>	<b>(532,300)</b>	<b>-9%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	190,200	174,700	178,900	182,400	7,700	4%
Professional Services	24,800	60,000	18,800	41,000	(19,000)	-32%
Support Costs	42,700	81,200	85,600	95,100	13,900	17%
<b>Projects and Operations</b>						
Program Operations	3,707,000	5,406,000	3,846,900	5,200,000	(206,000)	-4%
<b>TOTAL Projects and Operations</b>	<b>3,707,000</b>	<b>5,406,000</b>	<b>3,846,900</b>	<b>5,200,000</b>	<b>(206,000)</b>	<b>-4%</b>
Transfers Out	243,800	216,300	216,300	199,100	(17,200)	-8%
<b>TOTAL Uses</b>	<b>4,208,500</b>	<b>5,938,200</b>	<b>4,346,500</b>	<b>5,717,600</b>	<b>(220,600)</b>	<b>-4%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 1,195,000	\$ (33,300)	\$ 1,087,600	\$ (345,000)	\$ (311,700)	936%

Personnel salaries and benefits increased 4% primarily due to FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional services is slightly lower than the prior year budget. Support costs increased slightly compared to the prior year budget. Operating costs for towing services in FY 2021/22 are lower than the FY 2020/21 budget due to less construction FSP services anticipated. Transfers out to the General fund of \$199,100 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 30).



Freeway Service Patrol



**TABLE 30 - SERVICE AUTHORITY FOR FREEWAY EMERGENCIES FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
State Reimbursements	\$ 2,066,400	\$ 2,000,000	\$ 2,075,000	\$ 2,000,000	\$ -	0%
Local Reimbursements	167,700	222,300	207,300	241,600	19,300	9%
Investment Income	103,700	24,200	30,400	4,600	(19,600)	-81%
<b>TOTAL Sources</b>	<b>2,337,800</b>	<b>2,246,500</b>	<b>2,312,700</b>	<b>2,246,200</b>	<b>(300)</b>	<b>0%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	89,200	28,800	28,700	41,100	12,300	43%
Professional Services	336,400	474,500	472,500	494,300	19,800	4%
Support Costs	229,600	122,600	85,200	108,500	(14,100)	-12%
Projects and Operations						
Program Operations	19,800	27,000	9,200	27,000	-	0%
<b>TOTAL Projects and Operations</b>	<b>19,800</b>	<b>27,000</b>	<b>9,200</b>	<b>27,000</b>	<b>-</b>	<b>0%</b>
Transfers Out	2,450,700	2,399,700	2,039,700	2,708,100	308,400	13%
<b>TOTAL Uses</b>	<b>3,125,700</b>	<b>3,052,600</b>	<b>2,635,300</b>	<b>3,379,000</b>	<b>326,400</b>	<b>11%</b>
Excess (deficiency) of Sources over (under) Uses	\$ (787,900)	\$ (806,100)	\$ (322,600)	\$ (1,132,800)	\$ (326,700)	41%

Local reimbursements represent recoveries through a collection agency related to call box knockdowns and pass-through funds from SBCTA for its share of the 511 traveler information system operating costs. Investment income decreased 81% compared to the previous year's budget due to extremely conservative investment yield projections in FY 2021/22.

Personnel salaries and benefits increased 43% due to FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional services and support costs are comparable to the prior year budget. Projects and operations costs remained unchanged from FY 2020/21. The transfers out reflect a \$2,260,000 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 \$88,100 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 31). 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 31 - STATE TRANSIT ASSISTANCE FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
STA Sales Tax	\$ 23,910,400	\$ 24,704,700	\$ 14,804,100	\$ 19,657,800	\$ (5,046,900)	-20%
Local Reimbursements	500	-	-	-	-	N/A
Investment Income	2,073,200	428,900	964,500	112,400	(316,500)	-74%
<b>TOTAL Sources</b>	<b>25,984,100</b>	<b>25,133,600</b>	<b>15,768,600</b>	<b>19,770,200</b>	<b>(5,363,400)</b>	<b>-21%</b>
<b>Uses</b>						
Professional Services	17,500	18,700	17,600	18,700	-	0%
Projects and Operations						
Operating and Capital Disbursements	13,045,400	35,423,000	10,099,200	29,643,000	(5,780,000)	-16%
<b>TOTAL Projects and Operations</b>	<b>13,045,400</b>	<b>35,423,000</b>	<b>10,099,200</b>	<b>29,643,000</b>	<b>(5,780,000)</b>	<b>-16%</b>
Transfers Out	678,300	787,300	787,300	2,204,500	1,417,200	180%
<b>TOTAL Uses</b>	<b>13,741,200</b>	<b>36,229,000</b>	<b>10,904,100</b>	<b>31,866,200</b>	<b>(4,362,800)</b>	<b>-12%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 12,242,900	\$ (11,095,400)	\$ 4,864,500	\$ (12,096,000)	\$ (1,000,600)	9%

Investment income decreased 74% compared to the previous year's budget due extremely conservative investment yield projections in FY 2021/22.

The operating and capital disbursements consist of allocations primarily for bus capital purposes. In FY 2021/22, approximately 60% of the allocations are in Western County, 39% in Coachella Valley, and 1% in Palo Verde Valley. Similar to the LTF allocations, the STA allocations are subject to Commission approval in June 2021. Transfers out represent rail capital allocations of \$189,300 to the Coachella Valley Rail fund, \$1,900,000 to the 2009 Measure A Western County rail fund, and \$115,200 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 32). These additional revenues fund eligible transit maintenance, rehabilitation, and capital projects.

**TABLE 32 - STATE OF GOOD REPAIR FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
STA Sales Tax	\$ 3,886,100	\$ 4,211,000	\$ 4,211,000	\$ 4,204,400	\$ (6,600)	0%
State Reimbursements	-	-	-	477,000	477,000	N/A
Local Reimbursements	-	-	-	230,000	230,000	N/A
Investment Income	128,400	26,400	46,000	6,500	(19,900)	-75%
<b>TOTAL Sources</b>	<b>4,014,500</b>	<b>4,237,400</b>	<b>4,257,000</b>	<b>4,917,900</b>	<b>680,500</b>	<b>16%</b>
<b>Uses</b>						
Professional Services	-	-	-	477,000	477,000	N/A
Projects and Operations						
Operating and Capital Disbursements	757,700	5,512,300	1,110,000	6,819,400	1,307,100	24%
<b>TOTAL Projects and Operations</b>	<b>757,700</b>	<b>5,512,300</b>	<b>1,110,000</b>	<b>6,819,400</b>	<b>1,307,100</b>	<b>24%</b>
Transfers Out	849,300	1,783,300	945,300	2,452,200	668,900	38%
<b>TOTAL Uses</b>	<b>1,607,000</b>	<b>7,295,600</b>	<b>2,055,300</b>	<b>9,748,600</b>	<b>2,453,000</b>	<b>34%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 2,407,500	\$ (3,058,200)	\$ 2,201,700	\$ (4,830,700)	\$ (1,772,500)	58%

State reimbursements consists of STIP PPM reimbursements and a Caltrans grant for the SB 1376 Transportation Network Companies (TNC) Access for All Program; local reimbursements relate to TNC revenues.

The capital disbursements consist of allocations for bus capital purposes. In FY 2021/22, 73% of the allocations are in Western County, 22% in Coachella Valley, 4% for the TNC Access for All Program, and 1% in Palo Verde Valley. Similar to the LTF and STA allocations, Commission approval of the SGR allocations occurs in June 2021. Transfers out of \$2,337,000 relate to a station rehabilitation and improvement project in the 2009 Measure A Western County rail special revenue fund and \$115,200 to the General fund for administrative costs allocations.

### COACHELLA VALLEY RAIL FUND

The Coachella Valley Rail fund accounts for federal funding for the planning and development of the new Coachella Valley-San Gorgonio Pass Corridor rail service (Table 33).

**TABLE 33 - COACHELLA VALLEY RAIL FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
Federal Reimbursements	\$ 536,000	\$ 200,000	\$ 200,000	\$ -	\$ (200,000)	-100%
Investment Income	51,100	-	14,400	1,300	1,300	N/A
Transfers In	450,000	990,200	672,000	189,300	(800,900)	-81%
<b>TOTAL Sources</b>	<b>1,037,100</b>	<b>1,190,200</b>	<b>886,400</b>	<b>190,600</b>	<b>(999,600)</b>	<b>-84%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	15,500	20,700	20,500	38,600	17,900	86%
Professional Services	752,600	1,709,700	1,095,200	1,265,300	(444,400)	-26%
Support Costs	-	3,700	1,000	3,700	-	0%
<b>Projects and Operations</b>						
Program Operations	3,500	-	-	-	-	N/A
Engineering	374,900	550,000	-	-	(550,000)	-100%
Construction	-	1,779,300	-	-	(1,779,300)	-100%
<b>TOTAL Projects and Operations</b>	<b>378,400</b>	<b>2,329,300</b>	<b>-</b>	<b>-</b>	<b>(2,329,300)</b>	<b>-100%</b>
Transfers Out	60,200	670,000	80,000	130,600	(539,400)	-81%
<b>TOTAL Uses</b>	<b>1,206,700</b>	<b>4,733,400</b>	<b>1,196,700</b>	<b>1,438,200</b>	<b>(3,295,200)</b>	<b>-70%</b>
Excess (deficiency) of Sources over (under) Uses	\$ (169,600)	\$ (3,543,200)	\$ (310,300)	\$ (1,247,600)	\$ 2,295,600	-65%

Federal reimbursements decreased 100% due to a Federal Rail Administration (FRA) grant received for rail station planning and development in the prior year. Transfers in of \$189,300 reflect STA fund allocations.

Personnel salaries and benefits increased 86% primarily due to FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional services decreased 26% due to refocusing department planning efforts. Engineering and construction costs decreased 100% due to the inability to obtain access agreements with the host railroads. Transfers out to the General fund of \$130,600 relate to administrative costs allocations.

### OTHER AGENCY PROJECTS FUND

The Other Agency Projects fund accounts for interagency cooperative planning and development of projects in the County (Table 34). 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 34 - OTHER AGENCY PROJECTS FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
Local Reimbursements	\$ 798,400	\$ 1,250,700	\$ 989,400	\$ 2,374,400	\$ 1,123,700	90%
Investment Income	4,500	100	1,400	-	(100)	-100%
Transfers In	19,400	-	-	-	-	N/A
<b>TOTAL Sources</b>	<b>822,300</b>	<b>1,250,800</b>	<b>990,800</b>	<b>2,374,400</b>	<b>1,123,600</b>	<b>90%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	116,600	69,300	69,000	70,200	900	1%
Professional Services	8,200	20,000	20,000	20,000	-	0%
Support Costs	300	-	-	-	-	N/A
<b>Projects and Operations</b>						
Program Operations	253,400	350,400	350,400	308,200	(42,200)	-12%
Engineering	426,900	600,000	550,000	1,821,000	1,221,000	204%
Construction	-	10,000	-	-	(10,000)	-100%
Right of Way	13,000	130,000	-	155,000	25,000	19%
<b>TOTAL Projects and Operations</b>	<b>693,300</b>	<b>1,090,400</b>	<b>900,400</b>	<b>2,284,200</b>	<b>1,193,800</b>	<b>109%</b>
<b>TOTAL Uses</b>	<b>818,400</b>	<b>1,179,700</b>	<b>989,400</b>	<b>2,374,400</b>	<b>1,194,700</b>	<b>101%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 3,900	\$ 71,100	\$ 1,400	\$ -	\$ (71,100)	-100%

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 35) 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 completed in 2020; 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.

Transfers in consist of \$18,896,200 from the RCTC 91 Express Lanes surplus toll revenues for the 15/91 Express Lanes Connector project and \$23,035,800 from the TUMF regional arterial and 2009 Measure A Western County regional arterial (MARA) funds as a loan for the County's Hamner Bridge widening project to be repaid upon the receipt of federal funds.

TABLE 35 - SB 132 FUND FY 2020 - 2022

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
State Reimbursements	\$ 77,527,100	\$ 83,626,400	\$ 74,707,100	\$ 167,914,400	\$ 84,288,000	101%
Investment Income	31,800	-	600	-	-	N/A
Transfers In	166,900	2,000,000	2,000,000	41,932,000	39,932,000	1997%
<b>TOTAL Sources</b>	<b>77,725,800</b>	<b>85,626,400</b>	<b>76,707,700</b>	<b>209,846,400</b>	<b>124,220,000</b>	<b>145%</b>
<b>Uses</b>						
Personnel Salaries and Benefits	188,900	150,600	150,200	360,300	209,700	139%
Professional Services	881,900	267,000	115,000	215,000	(52,000)	-19%
Support Costs	200	26,000	18,000	26,000	-	0%
<b>Projects and Operations</b>						
Program Operations	106,600	880,800	880,800	1,487,600	606,800	69%
Engineering	304,900	7,000,000	6,050,000	-	(7,000,000)	-100%
Construction	18,580,100	15,097,000	9,857,400	120,088,500	104,991,500	695%
Design Build	30,161,200	45,970,000	45,069,000	85,697,000	39,727,000	86%
Right of Way	26,200,900	16,162,000	14,568,000	2,000,000	(14,162,000)	-88%
<b>TOTAL Projects and Operations</b>	<b>75,353,700</b>	<b>85,109,800</b>	<b>76,425,200</b>	<b>209,273,100</b>	<b>124,163,300</b>	<b>146%</b>
<b>TOTAL Uses</b>	<b>76,424,700</b>	<b>85,553,400</b>	<b>76,708,400</b>	<b>209,874,400</b>	<b>124,321,000</b>	<b>145%</b>
Excess (deficiency) of Sources over (under) Uses	\$ 1,301,100	\$ 73,000	\$ (700)	\$ (28,000)	\$ (101,000)	-138%

Personnel salaries and benefits increased 139% primarily due to FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional services decreased 19% due to reduced activity in special legal services primarily related to the 15/91 Express Lanes Connector project. Support costs remained unchanged from FY 2020/21 and are related to utilities, public notices, communications, general supplies and materials, and staff-related costs. Projects and operations increased 146% due to design-build activities on the 15/91 Express Lanes Connector project; construction on the Hamner Bridge widening project; and construction and right of way activities on the Jurupa Road and McKinley Avenue grade separation projects.

## REGIONAL CONSERVATION

In November 2020, the Commission and the RCA Board of Directors approved the Implementation and Management Services Agreement for the Commission to serve as the managing agency for the RCA effective January 1, 2021. The Regional Conservation Department provides these management services through its staff and consultants to fulfill the needs and requirements of the RCA.

The Regional Conservation fund (Table 36) accounts for interagency assistance with the RCA in its obligations to acquire, administer, operate, and maintain land and facilities to establish habitat reserves for the conservation and protection of species covered by the MSHCP.

**TABLE 36 - REGIONAL CONSERVATION FUND FY 2020 - 2022**

		FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>							
Local Reimbursements	\$	-	\$ 1,950,000	\$ 2,030,300	\$ 5,527,400	\$ 3,577,400	183%
<b>Uses</b>							
Personnel Salaries and Benefits		-	1,500,000	1,500,000	3,309,300	1,809,300	121%
Professional Services		-	86,200	72,500	243,900	157,700	183%
Support Costs		-	7,800	7,800	60,300	52,500	673%
<b>Projects and Operations</b>							
Right of Way		-	256,000	250,000	500,000	244,000	95%
TOTAL Projects and Operations		-	256,000	250,000	500,000	244,000	95%
Transfers Out		-	200,000	200,000	1,413,900	1,213,900	607%
TOTAL Uses		-	2,050,000	2,030,300	5,527,400	3,477,400	170%
Excess (deficiency) of Sources over (under) Uses	\$	-	\$ (100,000)	\$ -	\$ -	\$ 100,000	-100%

The RCA is responsible for 100% of the regional conservation costs. It will reimburse the Commission for all salaries and benefits, professional services, support costs, right of way costs, and administrative allocations.

## CAPITAL PROJECTS FUNDS

### OVERVIEW

Two capital projects funds account for all debt proceeds from commercial paper notes, sales tax revenue bonds, and toll revenue bonds (Table 37). Currently, there are no capital projects funds for toll revenue bonds.

**TABLE 37 - CAPITAL PROJECTS FUNDS FY 2020 - 2022**

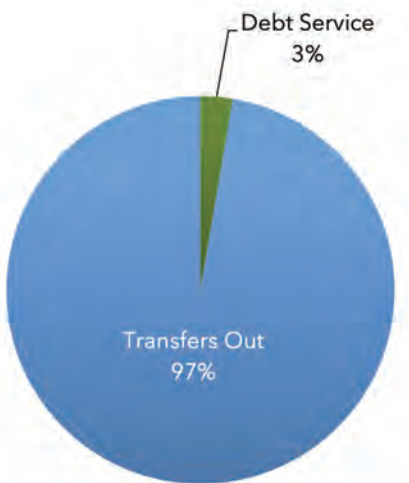
		FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>							
Investment Income	\$	3,046,300	\$ 341,700	\$ 1,460,700	\$ 60,300	\$ (281,400)	-82%
TOTAL Revenues		3,046,300	341,700	1,460,700	60,300	(281,400)	-82%
<b>Expenditures</b>							
<b>Debt Service</b>							
Interest Payments		211,800	-	309,700	443,400	443,400	N/A
TOTAL Expenditures		211,800	-	309,700	443,400	443,400	N/A
Excess (deficiency) of Revenues over (under) Expenditures		2,834,500	341,700	1,151,000	(383,100)	(724,800)	-212%
<b>Other Financing Sources (Uses)</b>							
Transfers Out		(26,336,100)	(25,044,900)	(12,266,000)	(16,241,900)	8,803,000	-35%
Net Financing Sources (Uses)		(26,336,100)	(25,044,900)	(12,266,000)	(16,241,900)	8,803,000	-35%
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)		(23,501,600)	(24,703,200)	(11,115,000)	(16,625,000)	8,078,200	-33%
Beginning Fund Balance		111,653,600	88,152,000	88,152,000	77,037,000	(11,115,000)	-13%
ENDING FUND BALANCE	\$	88,152,000	\$ 63,448,800	\$ 77,037,000	\$ 60,412,000	\$ (3,036,800)	-5%

As illustrated in the following charts for FY 2021/22, capital projects funds sources and uses consist of investment income (Chart 19) and debt service 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. The Commission does not anticipate any new sales tax revenue debt issuances or refundings in FY 2021/22.

**CHART 19 - CAPITAL PROJECTS FUNDS SOURCES FY 2021/22**



**CHART 20 - CAPITAL PROJECTS FUNDS USES FY 2021/22**



In FY 2021/22, the Commission expects to transfer out sales tax bond proceeds of \$16,241,900 to the 2009 Measure A Western County Highways special revenue fund for the I-15 Express Lanes project. Interest payments of \$443,400 relate to the Commission’s loan to establish an \$18 million TIFIA loan reserve. The initial loan of Measure A Western County sales tax revenues of \$3 million per year from 2019 through 2024 is needed to the extent that 15 Express Lanes revenues are not sufficient to fund the TIFIA loan reserve.



## DEBT SERVICE FUND

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### 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 2021/22 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 2021/22 BABs subsidy of approximately 5.8%;
- *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 CDTFA 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.

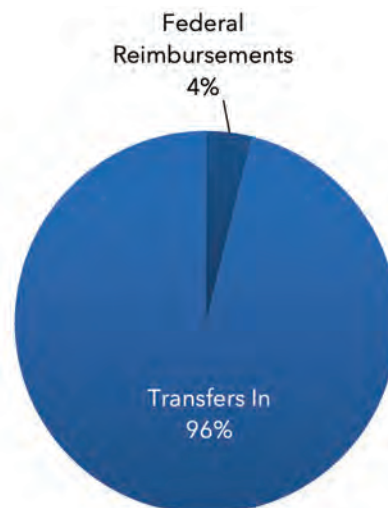
The Debt Service fund of the Commission primarily accounts for all activities related to the sales tax revenue bonds debt incurred by the Commission (Table 38). The Commission does not anticipate any issuances of sales tax bonds in FY 2021/22.

**TABLE 38 - DEBT SERVICE FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Sources</b>						
Federal Reimbursements	\$ 2,811,700	\$ 2,812,100	\$ 2,812,100	\$ 2,809,100	\$ (3,000)	0%
Local Reimbursements	100	-	-	-	-	N/A
Investment Income	269,000	78,500	29,200	11,700	(66,800)	-85%
<b>TOTAL Sources</b>	<b>3,080,800</b>	<b>2,890,600</b>	<b>2,841,300</b>	<b>2,820,800</b>	<b>(69,800)</b>	<b>-2%</b>
<b>Expenditures</b>						
<b>Debt Service</b>						
Principal Payments	27,245,000	28,495,000	28,495,000	29,995,000	1,500,000	5%
Interest Payments	42,292,500	41,024,000	41,024,000	39,599,300	(1,424,700)	-3%
<b>TOTAL Debt Service</b>	<b>69,537,500</b>	<b>69,519,000</b>	<b>69,519,000</b>	<b>69,594,300</b>	<b>75,300</b>	<b>0%</b>
<b>TOTAL Expenditures</b>	<b>69,537,500</b>	<b>69,519,000</b>	<b>69,519,000</b>	<b>69,594,300</b>	<b>75,300</b>	<b>0%</b>
Excess (deficiency) of Revenues over (under) Expenditures	(66,456,700)	(66,628,400)	(66,677,700)	(66,773,500)	(145,100)	0%
<b>Other Financing Sources (Uses)</b>						
Transfers In	69,625,800	69,519,000	69,519,000	69,594,300	75,300	0%
Transfers Out	(2,953,900)	(2,812,100)	(2,812,100)	(2,809,100)	3,000	0%
<b>Net Financing Sources (Uses)</b>	<b>66,671,900</b>	<b>66,706,900</b>	<b>66,706,900</b>	<b>66,785,200</b>	<b>78,300</b>	<b>0%</b>
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	215,200	78,500	29,200	11,700	(66,800)	-85%
Beginning Fund Balance	11,437,100	11,652,300	11,652,300	11,681,500	29,200	0%
<b>ENDING FUND BALANCE</b>	<b>\$ 11,652,300</b>	<b>\$ 11,730,800</b>	<b>\$ 11,681,500</b>	<b>\$ 11,693,200</b>	<b>\$ (37,600)</b>	<b>0%</b>

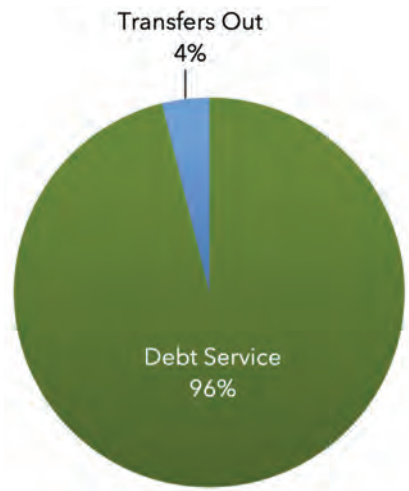
Reimbursements consist of federal cash subsidy payments related to the 2010B Bonds designated as BABs. The BABs subsidy payments reflect a reduction in the expected payments due to federal sequestration cuts. Investment income is lower than the previous fiscal year due to extremely conservative investment 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 2021/22**



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 2021/22**



### OVERVIEW

In FY 2021/22, 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 15 Express Lanes opened in April 2021.

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 are A- and BBB+, respectively.

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 2021/22. 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 December 2025; principal payments are expected to commence in December 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.

### RCTC 91 EXPRESS LANES

The RCTC 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 39). The RCTC 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.

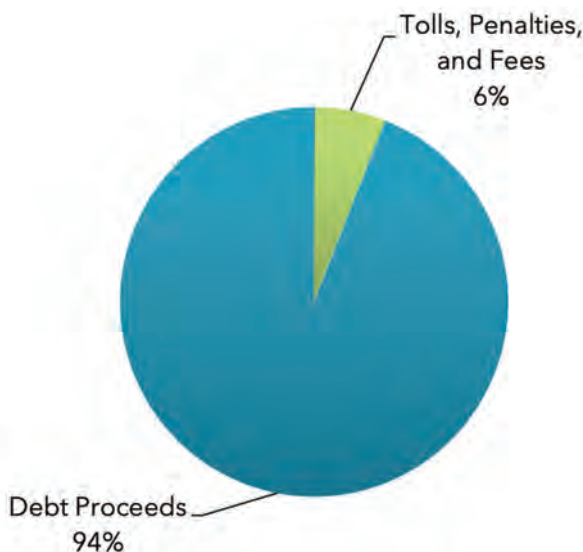
**TABLE 39 - RCTC 91 EXPRESS LANES ENTERPRISE FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Revenues</b>						
Local Reimbursements	\$ -	\$ -	\$ 52,400	\$ 840,800	\$ 840,800	N/A
Tolls, Penalties, and Fees	56,434,000	28,205,000	40,757,800	41,551,900	13,346,900	47%
Other Revenue	6,300	-	-	-	-	N/A
Investment Income	3,896,700	691,900	1,144,400	149,500	(542,400)	-78%
<b>TOTAL Revenues</b>	<b>60,337,000</b>	<b>28,896,900</b>	<b>41,954,600</b>	<b>42,542,200</b>	<b>13,645,300</b>	<b>47%</b>
<b>Expenses</b>						
Personnel Salaries and Benefits	786,200	1,189,700	1,189,700	1,141,200	(48,500)	-4%
<b>Professional and Support</b>						
Professional Services	1,341,700	5,253,600	2,829,500	4,006,100	(1,247,500)	-24%
Support Costs	3,321,300	4,284,700	2,625,400	4,677,800	393,100	9%
<b>TOTAL Professional and Support Costs</b>	<b>4,663,000</b>	<b>9,538,300</b>	<b>5,454,900</b>	<b>8,683,900</b>	<b>(854,400)</b>	<b>-9%</b>
<b>Program and Operations</b>						
Program and Operations	7,290,400	15,340,800	12,742,400	11,744,900	(3,595,900)	-23%
Engineering	-	-	-	150,000	150,000	N/A
Construction	26,000	1,280,000	1,000,000	9,783,000	8,503,000	664%
Design Build	193,400	620,000	620,000	3,560,000	2,940,000	474%
<b>TOTAL Program and Operations</b>	<b>7,509,800</b>	<b>17,240,800</b>	<b>14,362,400</b>	<b>25,237,900</b>	<b>7,997,100</b>	<b>46%</b>
<b>Debt Service</b>						
Principal Payments	-	-	-	488,391,600	488,391,600	N/A
Interest Payments	7,119,900	7,119,900	7,119,900	20,292,900	13,173,000	185%
Cost of Issuance	-	-	-	2,883,400	2,883,400	N/A
<b>TOTAL Debt Service</b>	<b>7,119,900</b>	<b>7,119,900</b>	<b>7,119,900</b>	<b>511,567,900</b>	<b>504,448,000</b>	<b>7085%</b>
Capital Outlay	417,300	305,000	-	130,000	(175,000)	-57%
<b>TOTAL Expenses</b>	<b>20,496,200</b>	<b>35,393,700</b>	<b>28,126,900</b>	<b>546,760,900</b>	<b>511,367,200</b>	<b>1445%</b>
Excess (deficiency) of Revenues over (under) Expenditures	39,840,800	(6,496,800)	13,827,700	(504,218,700)	(497,721,900)	7661%
<b>Other Financing Sources (Uses)</b>						
Transfers Out	(2,923,500)	(1,025,300)	(1,025,300)	(19,970,900)	(18,945,600)	1848%
Debt Proceeds	-	-	-	627,600,000	627,600,000	N/A
Payment to Escrow Agent	-	-	-	(147,488,000)	(147,488,000)	N/A
Bond Premium	-	-	-	39,978,000	39,978,000	N/A
<b>Net Financing Sources (Uses)</b>	<b>(2,923,500)</b>	<b>(1,025,300)</b>	<b>(1,025,300)</b>	<b>500,119,100</b>	<b>501,144,400</b>	<b>-48878%</b>
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	36,917,300	(7,522,100)	12,802,400	(4,099,600)	3,422,500	-45%
Beginning Fund Balance	104,066,100	140,983,400	140,983,400	153,785,800	12,802,400	9%
<b>ENDING FUND BALANCE</b>	<b>\$ 140,983,400</b>	<b>\$ 133,461,300</b>	<b>\$ 153,785,800</b>	<b>\$ 149,686,200</b>	<b>\$ 16,224,900</b>	<b>12%</b>

Tolls, penalties, and fees revenues represent the primary revenue source for the RCTC 91 Express Lanes enterprise fund (Chart 23). Such revenues consist of toll revenues of \$35,421,700 based on estimated toll transactions and current RCTC 91 Express Lanes traffic, while the balance of \$6,130,200 represents penalties and fees related to toll transactions and other customer account fees. Local reimbursements of \$840,800 are the 241/91 Direct Connector project costs reimbursed from the Transportation Corridor Agency. Investment income represents earnings on operating and other restricted funds and reflects a 78% decrease due to extremely conservative investment yield projections and use of fund balance in FY 2021/22.

Debt proceeds, a one-time financing source, including bond premium, consist of \$667,578,000 in 2021 Refunding Bonds from the refinancing of the Commission's 2013 Toll Bonds and 2013 TIFIA Loan. The Commission originally 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 2021/22**



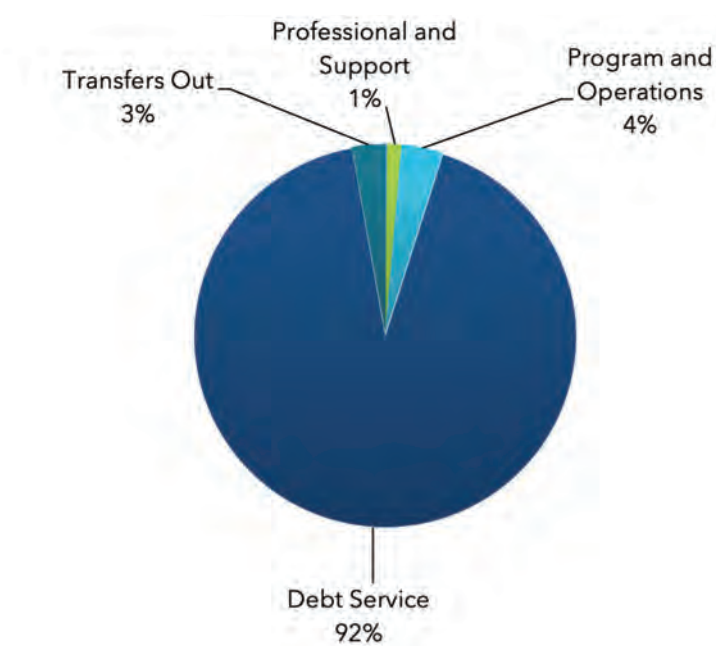
Toll operations expenses in FY 2021/22 are necessary to manage the operations, maintenance, and capital support of the RCTC 91 Express Lanes (Chart 24). Personnel salaries and benefits represent less than 1% of the total budgeted uses. Personnel salaries and benefits decreased 4% due to the allocation of FTEs, offset by a 4% pool for performance merit-based salary increases, an annual salary range adjustment, and the addition of three FTEs to support the reorganization of the toll program. Professional and support costs are 1% of budgeted uses and include system, equipment, and road maintenance; insurance; violation enforcement; consulting services; and marketing. Program and operations of \$11,744,900 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. Engineering, construction, and design-build costs of \$150,000, \$9,783,000, and \$3,560,000, 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 2021 Refunding Bonds; principal payments of \$3,820,000 on the 2013 Toll Bonds; and interest payments of \$7,119,900 for the current interest portion of the 2013 Toll Bonds and \$1,921,000 for the 2013 TIFIA Loan.

Capital outlay of \$130,000 is related to the transition to new 6c transponder technology.



CHART 24 - RCTC 91 EXPRESS LANES ENTERPRISE FUND USES FY 2021/22



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 2021 Refunding Bonds. Transfers out include \$18,896,200 of excess 91 Express Lanes surplus toll revenues to the SB 132 fund for the 15/91 North Director Connector project and \$1,074,700 to the General fund for administrative cost allocations.

## 15 EXPRESS LANES

The 15 Express Lanes opened in April 2021 and consist of tolled express lanes in each direction from Cajalco Road in Corona to the SR-60 interchange in Jurupa Valley. Tolled revenues and non-toll revenues fund maintenance and operating costs, rehabilitation, capital expenses, and debt service (Table 40). 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.



15 Express Lanes

**TABLE 40 - RCTC 15 EXPRESS LANES ENTERPRISE FUND FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Revenues</b>						
Federal Reimbursements	\$ -	\$ 19,500	\$ -	\$ -	\$ (19,500)	-100%
Tolls, Penalties, and Fees	-	3,513,600	3,787,900	23,571,800	20,058,200	571%
Other Revenue	-	24,100	24,100	98,000	73,900	307%
Investment Income	-	-	-	7,300	7,300	N/A
<b>TOTAL Revenues</b>	-	3,557,200	3,812,000	23,677,100	20,119,900	566%
<b>Expenses</b>						
Personnel Salaries and Benefits	-	174,300	174,300	955,500	781,200	448%
Professional and Support						
Professional Services	-	819,300	254,800	985,900	166,600	20%
Support Costs	-	1,291,400	837,300	4,097,700	2,806,300	217%
<b>TOTAL Professional and Support Costs</b>	-	2,110,700	1,092,100	5,083,600	2,972,900	141%
Program and Operations						
Program and Operations	-	3,542,400	2,382,100	9,866,600	6,324,200	179%
<b>TOTAL Program and Operations</b>	-	3,542,400	2,382,100	9,866,600	6,324,200	179%
Capital Outlay	-	3,300	3,300	50,000	46,700	1415%
<b>TOTAL Expenses</b>	-	5,830,700	3,651,800	15,955,700	10,125,000	174%
Excess (deficiency) of Revenues over (under) Expenditures	-	(2,273,500)	160,200	7,721,400	9,994,900	-440%
<b>Other Financing Sources (Uses)</b>						
Transfers In	-	2,675,400	-	-	(2,675,400)	-100%
Transfers Out	-	(115,000)	(115,000)	(457,800)	(342,800)	298%
<b>Net Financing Sources (Uses)</b>	-	2,560,400	(115,000)	(457,800)	(3,018,200)	-118%
Excess (deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)	-	286,900	45,200	7,263,600	6,976,700	2432%
Beginning Fund Balance	-	-	-	45,200	45,200	N/A
<b>ENDING FUND BALANCE</b>	\$ -	\$ 286,900	\$ 45,200	\$ 7,308,800	\$ 7,021,900	2448%

Tolls, penalties, and fees revenues represent the primary revenue source for the enterprise fund (Chart 25). Such revenues consist of \$21,599,800 based on estimated toll transactions, while the balance of \$1,972,000 represents penalties and fees related to toll transactions and other customer account fees. Other revenues reflect operating lease payments from OCTA for its share of the 91 Express Lanes' customer service center, which is owned by the 15 Express Lanes. Investment income represents earnings on operating and other restricted funds.

CHART 25 - RCTC 15 EXPRESS LANES ENTERPRISE FUND SOURCES FY 2021/22

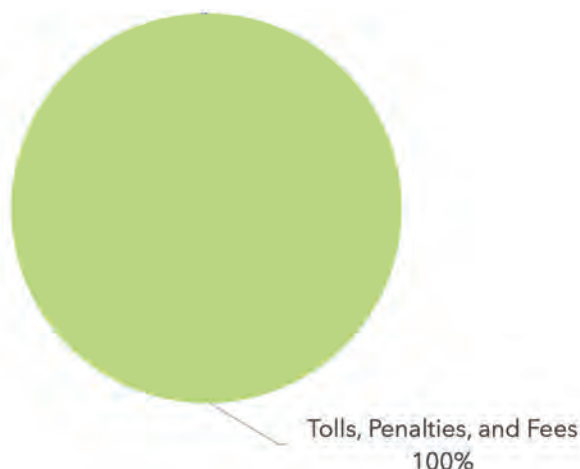


CHART 26 - RCTC 15 EXPRESS LANES ENTERPRISE FUND USES FY 2021/22



Toll operations expenses in FY 2021/22 are necessary to manage the operations, maintenance, and capital support of the 15 Express Lanes (Chart 26). Personnel salaries and benefits represents 6% of the total budgeted uses. Personnel salaries and benefits increased 448% due to a full year of toll operations, a 4% pool for performance merit-based salary increases, an annual salary range adjustment, and the addition of three FTEs to support the reorganization of the toll program. Professional and support costs is 31% of budgeted uses and includes system, equipment, and road maintenance; insurance; violation enforcement; consulting services; and marketing. Program and operations of \$9,866,600 consist of the toll services provider 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 \$50,000 is related to computer equipment. Transfers out include \$457,800 to the General fund for the administrative cost allocations.

15 Express Lanes entrance at Hidden Valley Parkway







RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION



60 Truck Lanes Wildlife Crossing

SECTION 3  
DEPARTMENT BUDGETS

# SECTION 3

## Department Budgets

**TABLE 41 - BUDGET COMPARISON BY DEPARTMENT FY 2020 - 2022**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
<b>Revenues</b>						
Measure A Sales Tax	\$ 195,036,300	\$ 210,000,000	\$ 210,000,000	\$ 210,000,000	\$ -	0%
LTF Sales Tax	100,283,600	105,000,000	105,000,000	105,000,000	-	0%
STA Sales Tax	27,796,500	28,915,700	19,015,100	23,862,200	(5,053,500)	-17%
Federal Reimbursements	34,120,400	103,535,700	71,624,500	107,438,700	3,903,000	4%
State Reimbursements	109,840,500	149,063,600	140,552,600	210,931,000	61,867,400	42%
Local Reimbursements	3,659,100	20,716,100	14,930,600	21,657,800	941,700	5%
TUMF Revenue	23,257,900	11,000,000	11,000,000	11,000,000	-	0%
Tolls, Penalties, and Fees	56,434,000	31,718,600	44,545,700	65,123,700	33,405,100	105%
Other Revenue	566,600	549,100	582,400	657,300	108,200	20%
Investment Income	18,491,600	3,545,500	6,462,500	910,100	(2,635,400)	-74%
<b>Total Revenues</b>	<b>569,486,500</b>	<b>664,044,300</b>	<b>623,713,400</b>	<b>756,580,800</b>	<b>92,536,500</b>	<b>14%</b>
<b>Expenditures/Expenses</b>						
<b>Management Services:</b>						
Executive Management	924,100	874,000	863,100	780,700	(93,300)	-11%
Administration	3,404,500	3,498,600	2,665,900	3,833,200	334,600	10%
External Affairs	2,035,600	1,987,200	1,921,500	2,262,100	274,900	14%
Finance	4,451,800	5,685,100	4,331,400	5,684,900	(200)	0%
<b>Total Management Services</b>	<b>10,816,000</b>	<b>12,044,900</b>	<b>9,781,900</b>	<b>12,560,900</b>	<b>516,000</b>	<b>4%</b>
<b>Regional Programs:</b>						
Planning and Programming Services	7,153,200	7,141,300	4,033,600	7,355,600	214,300	3%
Rail Maintenance and Operations	30,261,300	49,444,700	39,338,400	41,259,100	(8,185,600)	-17%
Public and Specialized Transit	100,694,200	102,578,100	56,428,400	125,989,400	23,411,300	23%
Commuter Assistance	3,660,500	5,071,100	3,093,700	4,487,100	(584,000)	-12%
Motorist Assistance	4,639,500	6,378,900	4,725,800	6,189,400	(189,500)	-3%
Regional Conservation	-	1,850,000	1,830,300	4,113,500	2,263,500	122%
<b>Total Regional Programs</b>	<b>146,408,700</b>	<b>172,464,100</b>	<b>109,450,200</b>	<b>189,394,100</b>	<b>16,930,000</b>	<b>10%</b>
Capital Project Development and Delivery	376,273,100	508,747,700	353,555,800	556,478,800	47,731,100	9%
Toll Operations	13,376,300	34,104,500	24,658,800	51,148,700	17,044,200	50%
<b>Debt Service:</b>						
Principal Payments	27,253,700	28,495,000	28,495,000	518,386,600	489,891,600	1719%
Interest Payments	49,631,300	48,143,900	48,453,600	60,335,600	12,191,700	25%
Cost of Issuance	-	-	-	2,883,400	2,883,400	N/A
<b>Total Debt Service</b>	<b>76,885,000</b>	<b>76,638,900</b>	<b>76,948,600</b>	<b>581,605,600</b>	<b>504,966,700</b>	<b>659%</b>
<b>Total Expenditures/Expenses</b>	<b>623,759,100</b>	<b>804,000,100</b>	<b>574,395,300</b>	<b>1,391,188,100</b>	<b>587,188,000</b>	<b>73%</b>
<b>Excess (deficiency) of Revenues over (under) Expenditures/Expenses</b>	<b>(54,272,600)</b>	<b>(139,955,800)</b>	<b>49,318,100</b>	<b>(634,607,300)</b>	<b>(494,651,500)</b>	<b>353%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers In	146,618,000	179,922,600	153,100,800	196,890,000	16,967,400	9%
Transfers Out	(146,618,000)	(179,922,600)	(153,100,800)	(196,890,000)	(16,967,400)	9%
Debt Proceeds	-	-	-	627,600,000	627,600,000	N/A
TIFIA Loan Proceeds	111,301,900	47,371,900	15,661,000	6,919,000	(40,452,900)	-85%
Payment to Escrow Agent	-	-	-	(147,488,000)	(147,488,000)	N/A
Bond Premium	-	-	-	39,978,000	39,978,000	N/A
<b>Net Financing Sources (Uses)</b>	<b>111,301,900</b>	<b>47,371,900</b>	<b>15,661,000</b>	<b>527,009,000</b>	<b>479,637,100</b>	<b>1012%</b>
<b>Excess (deficiency) of Revenues over (under) Expenditures/Expenses and Other Financing Sources (Uses)</b>	<b>57,029,300</b>	<b>(92,583,900)</b>	<b>64,979,100</b>	<b>(107,598,300)</b>	<b>(15,014,400)</b>	<b>16%</b>
Beginning Fund Balance	894,280,200	951,309,500	951,309,500	1,016,288,600	64,979,100	7%
<b>Ending Fund Balance</b>	<b>\$ 951,309,500</b>	<b>\$ 858,725,600</b>	<b>\$ 1,016,288,600</b>	<b>\$ 908,690,300</b>	<b>\$ 49,964,700</b>	<b>6%</b>



60 Truck Lanes





RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION

Pachappa Underpass



# SECTION 3.1

Management Services

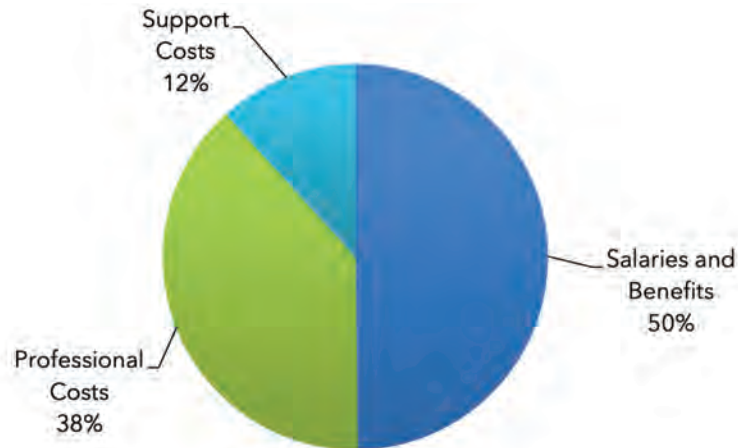


## EXECUTIVE MANAGEMENT

### 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 \$780,700 (Table 42) for oversight of all Commission functions. The 19% decrease in salaries and benefits reflects the net change in FTE allocations, offset by the addition of the Community Engagement Manager, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional costs of \$300,000 include legal fees and organizational consulting services. Support costs include various membership dues and staff-related travel costs of \$91,800.

TABLE 42 - EXECUTIVE MANAGEMENT EXPENDITURE DETAIL

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 628,300	\$ 482,200	\$ 482,200	\$ 388,900	\$ (93,300)	-19%
Professional Costs						
Legal Services	220,400	200,000	200,000	200,000	-	0%
Professional Services - General	13,600	100,000	100,000	100,000	-	0%
Total Professional Costs	234,000	300,000	300,000	300,000	-	0%
Support Costs	61,800	91,800	80,900	91,800	-	0%
TOTAL Executive Management	\$ 924,100	\$ 874,000	\$ 863,100	\$ 780,700	\$ (93,300)	-11%

## EXECUTIVE MANAGEMENT STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Administrative Services Manager- Clerk of the Board	0.00	0.05	0.00
Chief Financial Officer	0.00	0.06	0.00
Community Engagement Manager	0.00	0.00	0.20
Deputy Director of Finance Administration	0.00	0.02	0.00
Deputy Executive Director	0.16	0.23	0.20
Executive Director	0.44	0.50	0.28
External Affairs Director	0.00	0.28	0.05
Human Resources Administrator	0.00	0.02	0.00
Project Delivery Director	0.00	0.01	0.00
Public Affairs Manager	0.00	0.01	0.00
Senior Administrative Assistant	0.00	0.00	0.06
Senior Financial Analyst	0.00	0.03	0.00
Senior Office Assistant	0.18	0.11	0.20
FTE	0.78	1.32	0.99

## 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 has been 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 is 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 – Continue and enhance the effective administration of the MSHCP with the integration of the RCA into the Commission. *(Policy Goals: Quality of Life and Operational Excellence)*

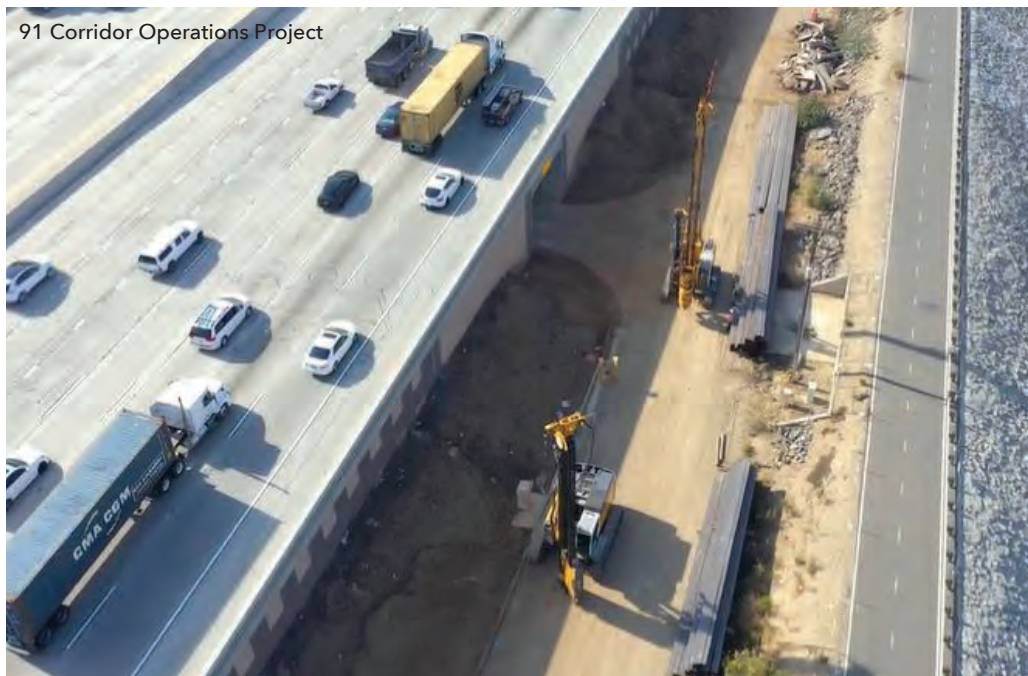
EM7 - Foster and maintain a Commission culture that provides equal opportunity, enhances productivity, encourages regular and open communication among staff, and promotes the mutual achievement of individual and organizational goals and objectives. *(Policy Goal: Operational Excellence)*

EM8 - Ensure a safe and productive workplace environment that serves the public effectively in response to the challenges posed by COVID-19. This includes strategies such as conducting public and business meetings electronically and modifications to work schedules, equipment and procedures. *(Policy Goal: Operational Excellence)*

EM9 - Develop and ensure an agency culture that prioritizes equity in every facet of the Commission's activities and especially in its interaction with the public, including:

- Proactive communication with a wide variety of communities throughout Riverside County, ensuring transportation services, programs and opportunities to serve all - especially rural, low-income and disadvantaged communities; and
- Specialized outreach to small and disadvantaged businesses in terms of contracting opportunities and to create and maintain a diverse and empathetic Commission workforce reflecting the residents of all of Riverside County. *(Policy Goals: Connecting the Economy, Operational Excellence, Quality of Life, Responsible Partner)*

ID	Executive Management Performance Measures and Results		FY 19/20 Estimated		FY 19/20 Actual		FY 20/21 Estimated		FY 21/22 Projected
EM1 EM3	Expenditures/Expenses	\$	704,038,500	\$	623,759,100	\$	574,395,300	\$	1,391,188,100
EM5 EM6	Staffing levels		54		50		73		77
EM5	Administration costs as percentage of expenditures / expenses		2.8%		1.7%		1.8%		1.9%



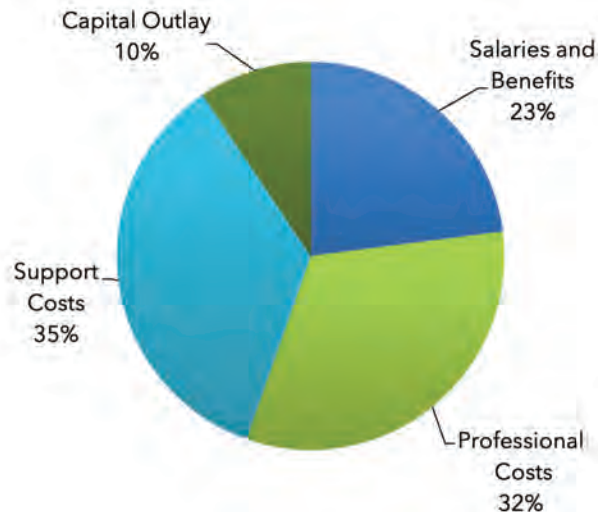
91 Corridor Operations Project

## 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 as well as the RCA Board of Directors, staff, and external customers in compliance with applicable federal, state, and local requirements.

CHART 28 - ADMINISTRATION



### EXPENDITURES

As noted in Table 43, the Administration Department's total budget is \$3,833,200 for office operations including management of office space, lease, and equipment; records; Commission and committee meetings; RCA Board of Directors and committee meetings; special events; Clerk of the Board; and Human Resources. Salaries and benefits expenditures of \$881,200 reflect an increase of 15% for the net change in FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional costs of \$1,241,600 cover various services including, but not limited to, Commissioner per diems, legal fees, and consultant and other professional services and reflect an increase of 11% related to information technology services. Support costs of \$1,350,400 cover administrative overhead including office maintenance; information technology updates, support, and maintenance; and recruitments. Capital outlay of \$360,000 covers office space improvements, information technology improvements and upgrades, and equipment upgrades. Clerk of the Board costs related directly to regional conservation are included in the Regional Conservation Department.

TABLE 43 - ADMINISTRATION EXPENDITURE DETAIL

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 1,418,600	\$ 767,600	\$ 766,800	\$ 881,200	\$ 113,600	15%
Professional Costs						
Commissioner Per Diem	47,600	65,000	40,000	65,000	-	0%
Legal Services	36,700	95,000	34,000	95,000	-	0%
Professional Services - General	945,200	953,600	937,500	1,081,600	128,000	13%
Total Professional Costs	1,029,500	1,113,600	1,011,500	1,241,600	128,000	11%
Support Costs	823,500	1,212,400	887,600	1,350,400	138,000	11%
Capital Outlay	132,900	405,000	-	360,000	(45,000)	-11%
Debt Service	15,800	-	-	-	-	N/A
TOTAL Administration	\$ 3,420,300	\$ 3,498,600	\$ 2,665,900	\$ 3,833,200	\$ 334,600	10%



## ADMINISTRATION STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Administrative Assistant	0.00	0.00	0.15
Administrative Services Manager- Clerk of the Board	1.00	0.73	0.75
Deputy Clerk of the Board	1.00	1.13	1.08
Deputy Director of Finance	0.01	0.00	0.00
Deputy Director of Finance Administration	0.00	0.00	0.02
Deputy Executive Director	0.06	0.06	0.08
Executive Director	0.00	0.00	0.02
Facilities Administrator	0.06	0.04	0.04
Human Resources Administrator	1.00	0.98	1.00
IT Administrator	0.00	0.80	0.81
Procurement Analyst	0.00	0.00	0.06
Procurement Manager	0.00	0.00	0.04
Records Technician	1.00	0.90	0.90
Senior Administrative Assistant	0.59	0.44	0.25
Senior Management Analyst	0.00	0.00	0.04
Senior Office Assistant	0.60	0.50	0.40
Senior Procurement Analyst	0.01	0.02	0.06
FTE	5.33	5.60	5.70

## 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 and its alternates and for Commission and committee meetings; the Clerk of the Board also supports the RCA Board of Directors and its alternates and for RCA board and committee meetings. It serves as an important resource for the Commission and RCA and has the responsibility for:

- Recording, publishing, preserving, and filing meeting proceedings of documents acted upon by the boards and their committees;
- Processing claims against the Commission and RCA;
- Fulfilling requirements of the Commission and RCA, including 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 and RCA;
- Coordinating special events and meetings; and
- Performing all duties required by law, rules, or order of the Board and RCA.

As such, this department has a direct link and responsibility to serve local taxpayers and the public while supporting the actions of the Commission and RCA. 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 board and committee meetings as required by state regulations. *(Policy Goal: Operational Excellence)*

CB2 – Facilitate public access to board meetings, agenda items, and records as required by state regulations. *(Policy Goal: Operational Excellence)*

## DEPARTMENT GOALS - 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 diverse, dynamic, and talented workforce to meet the needs of the growing organization. *(Policy Goal: Operational Excellence)*

HR3 – Train and develop staff 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 in person or virtual settings. *(Policy Goal: Operational Excellence)*

HR5 – Improve the quality of the work culture and administer appropriate safety protocols and precautions as it relates to COVID-19 in the workplace. *(Policy Goal: Operational Excellence)*

HR6 – Promote diversity and inclusion by providing equal access to opportunities and ensuring fair treatment of all candidates and staff. *(Policy Goal: Operational Excellence)*

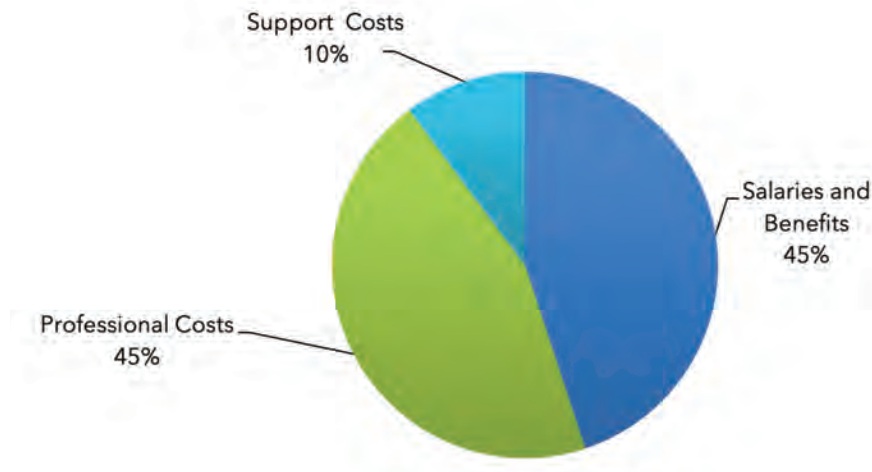
ID	Administration Performance Measures and Results	FY 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
OO1	Staff supported: Regular full-time	54	50	73	77
OO2	Legal notices	25	15	15	25
CB1, CB2	RCTC and RCA board, committee, and ad hoc meetings	50	54	65	75
CB1	RCTC and RCA board members supported (including alternates)	62	62	108	108
HR1, HR4	Employee Policies and Procedures/ Benefits review sessions held	2	4	5	5
HR2	Recruitments	6	4	15	11
HR2	Positions filled	6	4	15	11
HR3	Employee Training Sessions held	3	2	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 \$2,262,100 (Table 44), an overall 14% increase primarily due to salaries and benefits. Salaries and benefits reflect an increase of 38% due to the change in FTE allocations, the addition of the Community Engagement Manager, additional staff positions related to maintain management services levels, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional costs of \$1,014,900, reflect a 1% decrease and include legislative advocacy, graphic design, and website updates. Support costs of \$230,500 reflect a 1% 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 44 - EXTERNAL AFFAIRS EXPENDITURE DETAIL

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 1,255,300	\$ 734,600	\$ 729,500	\$ 1,016,700	\$ 282,100	38%
Professional Costs						
Legal Services	3,800	35,000	11,500	35,000	-	0%
Professional Services - General	668,000	985,500	979,000	979,900	(5,600)	-1%
Total Professional Costs	671,800	1,020,500	990,500	1,014,900	(5,600)	-1%
Support Costs	108,500	232,100	201,500	230,500	(1,600)	-1%
TOTAL External Affairs	\$ 2,035,600	\$ 1,987,200	\$ 1,921,500	\$ 2,262,100	\$ 274,900	14%

## EXTERNAL AFFAIRS STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Community Engagement Manager	0.00	0.00	0.80
Deputy Director of Finance Administration	0.00	0.01	0.02
Deputy Executive Director	0.47	0.39	0.35
External Affairs Director	0.49	0.34	0.49
Legislative Affairs Manager	0.91	0.78	0.70
Procurement Analyst	0.00	0.00	0.03
Procurement Manager	0.00	0.03	0.02
Public Affairs Manager	0.34	0.36	0.38
Senior Administrative Assistant	0.32	0.30	0.26
Senior Management Analyst	0.42	1.19	1.16
Senior Procurement Analyst	0.02	0.03	0.03
FTE	2.97	3.43	4.24

## 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
- Ensuring Commission projects are eligible for competitive new and existing grant programs.

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 2021/22 budget does not contemplate any increases in retainer fees for legislative consulting services.

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 collaborates 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. This legislation would include reauthorization of federal surface transportation programs to replace the expiring Fixing America’s Surface Transportation (FAST) Act and a possible COVID-19 economic stimulus package which may include new transportation investment. This means significant advocacy and bill language development are anticipated.

The Commission will continue to engage state and federal officials regarding the implementation of climate action policies and identify any impact to the Commission’s ability to complete projects in Measure A.

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. Staff will continue to ensure that Commission projects are eligible and competitive for new and existing grant programs.

The Commission is now the managing agency for the RCA as of January 2021. Outreach to elected and policy officials will include information regarding the MSHCP, issues associated with its completion, and benefits to transportation infrastructure project delivery.

## **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 promptly responding to website inquiries from residents and other interested parties;
- 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, cable television recordings, and podcasts;
- Interacting with communities of interest and stakeholder groups, such as city councils, chambers of commerce, industry associations, service clubs, and other community-based organizations and businesses;
- Participating in or hosting public meetings, with a shift to more virtual public meetings;
- Measuring public affairs activities to assess progress toward goals and determining the most effective means of reaching various stakeholders; and
- Integrating RCA communications, due to the Commission’s new management role of this agency.

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

- I-15 Express Lanes
- SR-60 Truck Lanes
- I-15/Railroad Canyon Interchange
- MCP I-215/Placentia Avenue Interchange
- 91 COP
- Pachappa Underpass
- Riverside layover facility
- 15/91 Express Lanes Connector
- 71/91 Connector
- 15 COP
- I-15 Express Lanes–Southern Extension
- Metrolink station improvements
- Coachella Valley-San Geronio Pass Corridor Rail Service
- Santa Ana River Trail Extension

The Commission also promotes high-value public services, such as FSP, the VanClub vanpool subsidy program, 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 the RCTC 91 Express Lanes, 15 Express Lanes, and public transit operations including Metrolink service. The Commission has a significant stake in ensuring positive experiences by the public with these toll and transit services.

An ongoing emphasis for the Commission is increased digital communications. 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. Additionally, the public can expect more information related to the RCA including progress toward completing the MSHCP. Efforts will include expanded social media engagement, website outreach, email outreach, video production, stakeholder communication, school programs, and recreational opportunities. Staff will provide quarterly analytics to measure the success of these communication activities.

In 2019, the Traffic Relief Strategy Committee directed the development of a draft Traffic Relief Plan, following the #RebootMyCommute program. The Commission collected public input and opinion polling data from across Riverside County and adopted the draft Traffic Relief Plan for public review in January 2020. In April 2020, as a result of the COVID-19 pandemic, the Commission took action to defer placing the Traffic Relief Plan on the November 2020 ballot. The Commission approved 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; however, 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 2009 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 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
Legislative action submittals to Commission	8	3	6	6
Commission-adopted legislative positions	8	3	6	6
Letters received supporting State/federal/regional grants pursuits	25	68	25	25
Items of state or federal legislation sponsored by the Commission	0	0	0	1
Annual legislative delegation staff briefing	1	0	1	1
Speakers bureau/stakeholder presentations/events	110	64	70	75
Social media postings per week (average)	6	5	5	6
Facebook "likes"	8,500	9,618	10,000	10,500
Twitter followers	1,300	1,282	1,340	1,400
Instagram followers	600	680	840	900
<i>The Point</i> postings per month (average)	4	3	4	4
<i>The Point</i> subscribers	3,300	3,920	4,000	4,500
Website visitors per month (average)	28,000	27,363	30,000	33,000



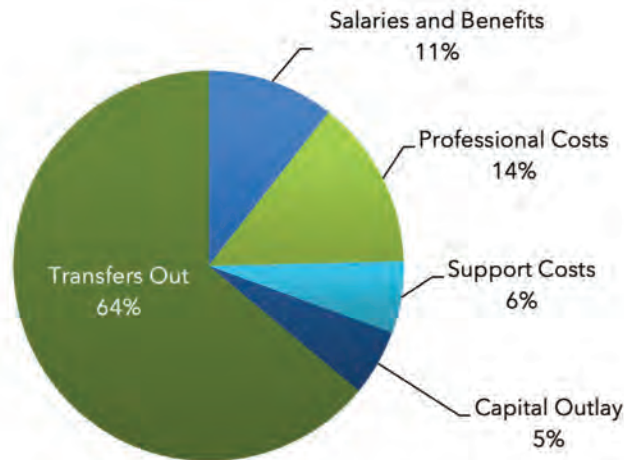
SR-91 in Corona

# 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 \$15,763,500 (Table 45) and is consistent with the prior year's budget. Department staffing costs will total \$1,664,100 and reflects a 1% decrease due to the net change in FTE allocations, offset by additional staff positions related to to maintain management services levels, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional costs of \$2,217,000 include various services related to general and specialized legal, financial and investment advisory, audits, debt management, annual financial report and annual graphic design and publications, and procurement. Support costs of \$933,800, which include insurance, printing, and staff training, are expected to increase due to rising insurance costs. Capital outlay of \$870,000 includes ERP updates. Transfers out of \$10,000,000 and \$78,600 are related to funding a portion of the sales tax debt service interest payments and administrative costs to the General fund, respectively, from the 2009 Measure A Western County bond financing program.

TABLE 45 - FINANCE EXPENDITURE DETAIL

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 2,569,200	\$ 1,686,500	\$ 1,672,800	\$ 1,664,100	\$ (22,400)	-1%
Professional Costs						
Legal Services	75,200	240,000	220,000	220,000	(20,000)	-8%
Audit Services	448,500	622,300	453,500	512,800	(109,500)	-18%
Financial Advisory	91,300	275,000	101,000	277,000	2,000	1%
Professional Services - General	775,700	1,279,000	1,044,500	1,207,200	(71,800)	-6%
Total Professional Costs	1,390,700	2,416,300	1,819,000	2,217,000	(199,300)	-8%
Support Costs	359,400	669,000	678,000	933,800	264,800	40%
Capital Outlay	132,500	913,300	161,600	870,000	(43,300)	-5%
Transfers Out	10,033,300	10,007,700	10,007,700	10,078,600	70,900	1%
TOTAL Finance	\$ 14,485,100	\$ 15,692,800	\$ 14,339,100	\$ 15,763,500	\$ 70,700	0%

## FINANCE STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Accountant	0.98	0.98	0.97
Accounting Assistant	2.00	2.00	2.00
Accounting Supervisor	1.00	1.00	1.00
Accounting Technician	1.99	2.00	2.00
Chief Financial Officer	0.59	0.60	0.60
Deputy Director of Finance	0.92	0.96	0.94
Deputy Director of Finance Administration	0.00	0.19	0.15
Procurement Analyst	0.00	1.00	0.20
Procurement Manager	0.24	0.21	0.10
Senior Administrative Assistant	0.44	0.38	0.45
Senior Financial Analyst	0.66	0.70	0.60
Senior Management Analyst	0.01	0.01	0.01
Senior Office Assistant	0.22	0.29	0.30
Senior Procurement Analyst	0.22	0.39	0.10
Toll Project Manager	0.01	0.00	0.00
FTE	9.28	10.71	9.42

## 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. In connection with its accounting and financial reporting responsibilities, the Commission will continue to monitor GASB activities and implement new standards, such as leases, when required.

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. Measures have been implemented related to oversight, reporting, fraud, internal control, and ethics to maintain the public's confidence in the Commission, including participation in the Government Finance Officers Association (GFOA) certificate programs. While the Commission continues to participate in GFOA's Certificate of Achievement for Financial Reporting Program, it did not participate in the Distinguished Budget Presentation program for the FY 2020/21 budget due to the impact of COVID-19 on staff resources. Similar to the prior year as a result of the continued impact of COVID-19, the Commission will not submit the FY 2021/22 budget to the program; however, the

budget document approved by the Commission provides essential information without some details provided in prior years that were required by the GFOA budget program.

## **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 lifetime, 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. The Commission approved the revised Procurement Policy Manual in February 2021 to include the RCA procurement policies and procedures.

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 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 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	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	1.50% operating and debt proceeds	.93% operating / 1.42% debt proceeds	.10 % operating and debt proceeds	.10% operating and debt proceeds
F5	GFOA Certificate of Achievement	Awarded	Awarded	Awarded	Awarded
F4	GFOA Distinguished Budget Award	Proficient	Proficient	N/A	N/A
F5	Accounts payable invoices processed	7,700	7,294	7,300	7,300
F5	Accounts payable checks processed	4,500	4,068	4,100	4,100
F3	Audit adjustments	0	0	0	0
F5	Payroll hours processed	99,800	101,989	151,800	156,000
F5	Accounts receivable invoices processed	250	288	290	290
F7	Agreements processed	180	189	210	230





Eastbound SR-91 widening at 15/91 Interchange







Specialized Transit

# SECTION 3.2

## Regional Programs

## 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 \$8,197,600 remained comparable to last year's budget (Table 46). Salaries and benefits total \$1,333,800 and reflect a 30% increase due to the net change in FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional services totaling \$473,000 decreased 59% due to completion of the Traffic Relief Plan work in the prior year. Professional services include air quality analysis; project database management; local, regional, and state planning activities; on-call goods movement consultants; and legal services. Support costs decreased 98% or \$1,338,500 due to completion of the Traffic Relief Plan work in the prior year and includes various membership dues and staff-related travel costs. Projects and operations costs increased 54% primarily due to engineering and right of way work for the Santa Ana River Trail Extension project for the District, grant-funded reimbursement of construction costs for a CVAG signal synchronization project; and a transit-oriented communities study. Transfers out of \$842,000 are related to administrative costs to the General fund.



**TABLE 46 - PLANNING AND PROGRAMMING EXPENDITURE DETAIL**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 2,479,900	\$ 1,028,000	\$ 1,010,600	\$ 1,333,800	\$ 305,800	30%
Professional Costs						
Legal Services	163,200	79,000	64,000	93,000	14,000	18%
Financial Advisory	1,800	2,000	-	-	(2,000)	-100%
Professional Services - General	785,300	1,086,300	250,000	380,000	(706,300)	-65%
Total Professional Costs	950,300	1,167,300	314,000	473,000	(694,300)	-59%
Support Costs	573,300	1,367,100	12,100	28,600	(1,338,500)	-98%
Projects and Operations						
Program Operations	272,600	352,400	350,400	308,200	(44,200)	-13%
Engineering	426,900	600,000	550,000	1,821,000	1,221,000	204%
Construction	865,000	45,000	35,000	311,000	266,000	591%
Right of Way	13,000	130,000	-	155,000	25,000	19%
Special Studies	249,100	815,000	50,000	1,350,000	535,000	66%
Operating and Capital Disbursements	1,323,100	1,636,500	1,711,500	1,575,000	(61,500)	-4%
Total Projects and Operations	3,149,700	3,578,900	2,696,900	5,520,200	1,941,300	54%
Transfers Out	925,000	1,061,400	1,061,400	842,000	(219,400)	-21%
TOTAL Planning and Programming	\$ 8,078,200	\$ 8,202,700	\$ 5,095,000	\$ 8,197,600	\$ (5,100)	0%

**PLANNING AND PROGRAMMING STAFFING SUMMARY**

Position	FY 19/20	FY 20/21	FY 21/22
Capital Project Manager	0.48	0.17	0.00
Chief Financial Officer	0.08	0.01	0.01
Deputy Director of Finance Administration	0.00	0.04	0.03
Deputy Executive Director	0.10	0.07	0.11
Executive Director	0.51	0.38	0.38
External Affairs Director	0.34	0.01	0.01
IT Administrator	0.00	0.02	0.02
Management Analyst	1.07	0.00	0.00
Multimodal Services Director	0.26	0.28	0.25
Planning and Programming Director	0.00	1.00	0.99
Planning and Programming Manager	1.00	1.00	0.99
Procurement Analyst	0.00	0.00	0.08
Procurement Manager	0.06	0.15	0.06
Project Delivery Director	0.09	0.04	0.04
Public Affairs Manager	0.16	0.00	0.02
Senior Administrative Assistant	0.28	0.24	0.20
Senior Capital Project Manager	0.00	0.00	0.15
Senior Management Analyst	1.13	1.31	2.11
Senior Procurement Analyst	0.00	0.10	0.14
Toll Project Delivery Director	0.24	0.00	0.00
FTE	5.80	4.82	5.59

## 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 FTIP for the County. These programming documents identify projects funded from Measure A, TUMF, transit operators' Short-Range Transit Plans (SRTPs), 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 FTIP 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 metropolitan planning organization (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 FTIP update effort is performed every 18 to 24 months. Multiple amendments occur within each FTIP cycle; RTP amendments are less frequent as they require air quality conformity analyses. FTIP 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, including MARA	SB 821 for pedestrian and bicycle projects	STBG, formerly Surface Transportation Program
Western County TUMF regional arterial program	STIP-RIP	CMAQ
	ATP MPO County share	Highway Infrastructure Program (HIP)
	SB 1 LPP Formula Share	Transportation Alternatives Program (TAP)*
	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 with federal and state funds to prevent loss of funding.



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**

**STBG, CMAQ, HIP, and TAP/ATP:** The Commission is responsible for obligating STBG and CMAQ, and HIP funds to transportation projects in the County. The Commission's policy states that priority shall be given to Western County Highway Delivery Plan-supporting projects for programming of STBG and CMAQ funds designated for the South Coast Air Basin. The Commission delegates the selection of projects for CMAQ funds apportioned to the Salton Sea Air Basin to CVAG.

Through SB 99 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 (RTPA) group to represent the County's best interest for each programming cycle.

## **STATE FUNDING**

**STIP-RIP:** The Commission works on the development of the STIP in addition to monitoring delivery of STIP 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 RTPA 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 STIP 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 STIP 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 STIP 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 STIP 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 STIP 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 under the State's ATP that was created by SB 99 and AB 101 to encourage increased use of active modes of transportation, such as biking and walking. Federal TAP funds are authorized each year by the passage of the state budget.

**SB 1:** The Commission works on the development of the STIP in addition to monitoring delivery of STIP projects to ensure the allThe 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 LPP formula funds over a three-year cycle. The Commission also submits project applications for the SB 1 Solutions for Congested Corridors Program (SCCP), Trade Corridor Enhancement Program (TCEP), and LPP competitive programs.

The FAST Act, 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.



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

## **FUNDING PURSUIT**

Having a local sales tax measure dedicated to transportation improvements gives Riverside County the ability to leverage Measure A funds in pursuit of competitive regional, state, and federal funding opportunities. The Planning and Programming Department, in collaboration with other departments, monitors competitive grant opportunities. Regional and local projects are identified that have the potential to meet each funding opportunity's criteria. An analysis is conducted to determine the feasibility of a grant application being successful, and a decision is made whether to pursue any given funding opportunity. In 2017, the Commission established a bench of four firms to assist in these pursuits. Most recently, in December 2020, the Commission was awarded \$58,108,000 in SB 1 TCEP funding to construct the 71/91 Connector. These grant funds will leverage more than \$66 million in STIP-RIP funds.

## **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, southern 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 passage of SB 1 created and funded the SCCP competitive grant program. SB 1 requires that SCCP funding be available for projects that make specific performance improvements and are part of a comprehensive multimodal corridor plan designed to reduce congestion in highly traveled corridors. In preparation for future SCCP pursuits, the Commission partnered with SBCTA, Caltrans District 8, and SCAG to develop the Inland Empire Comprehensive Multimodal Corridor Plan (IE CMCP), which the Commission adopted in October 2020. The IE CMCP goes beyond traditional freeway planning and identifies potential multimodal infrastructure opportunities within Western Riverside County and the valley-area of San Bernardino County. The Commission would like to work with CVAG to develop a multimodal corridor plan for the Coachella Valley.
- The Commission commenced its first Countywide Long Range Transportation Study (LRTS) in 2017, which was completed in December 2019. The LRTS 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 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 participates in 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 also 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, SBCTA, 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 logistics 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 as program in a future year.

## OTHER AGENCY PROJECTS

The Commission entered into a MOU with the District for the Santa Ana River Trail Extension projects. The projects are a joint effort with several public and private agencies including the counties of Orange and San Bernardino.

### SANTA ANA RIVER TRAIL EXTENSION (P007201 & P007202)

Provide support to the District for the Santa Ana River Trail Extension 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 2021/22 Cost	\$ 1,821,000	Engineering
	\$ 155,000	Right of way
	\$ 398,400	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.	

## DEPARTMENT GOALS

PP1 – Build upon relationships with local, regional, 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 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 – Maintain support of the SCAG regional FTIP 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)*

PP5 – Ensure maximum funding and flexibility for projects funded with STIP-RIP, SB 1, ATP, and federal FAST Act funds. *(Policy Goal: Quality of Life)*

PP6 – Provide support to the Commission's Capital Project Development and Delivery, Toll Operations, and Finance departments to maintain project funding and schedules and minimize programming-related delays. *(Policy Goals: Quality of Life, Operational Excellence)*

PP7 – Collaborate with 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)*

PP8 – Continue to work with state and federal agencies to streamline processes for funding and project approvals. *(Policy Goals: Quality of Life, Operational Excellence)*

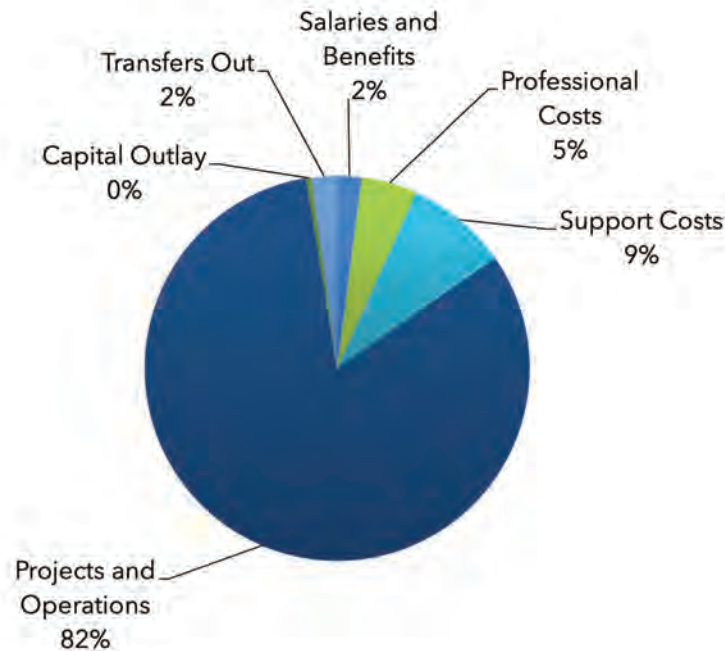
ID	Planning and Programming Measures and Results	FY 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
PP5 PP6 PP7 PP8	Federal projects monitored for obligation authority delivery	10	11	6	6
PP6	TUMF regional arterial projects monitored for implementation/ expenditures	3	3	3	2
PP6	TUMF agreements/amendments	5	5	2	1
PP6	MARA projects monitored for implementation/expenditures	4	4	4	3
PP6	MARA agreements/amendments	5	5	3	3
PP1	RTP/FTIP amended projects	197	209	269	200
PP4	2021 FTIP	389	387	N/A	380
PP1 PP5	STIP/TCEP/SB 1/ATP programming, allocations, amendments, and extensions for Commission projects/ local agency projects	30	30	37	32
PP2	SB 821 projects awarded and monitored for extensions and reimbursements	28	28	20	35
PP7	Measure A local streets and roads CIP projects	275	232	276	250
PP7	Review/processing of Measure A CIP project amendments and extension requests	10	11	10	10
PP3	2020 RTP/SCS Update projects reviewed	50	43	55	50
PP5 PP7	State/federal grants pursued	4	3	4	2

## 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 \$42,167,000 include Metrolink operations and capital support as well as maintenance and operations of the nine Commission-owned and operated commuter rail stations (Table 47). Salaries and benefits reflect a 1% decrease due to the net change in FTE allocations, offset by a 4% pool for performance merit-based salary increases and an annual salary range adjustment. Professional costs, which include legal and consultant services, decreased 22% due to refocusing department planning efforts. Support costs include station maintenance, media ads, printing services, and marketing incentives.

Projects and operations expenditures of \$34,613,700 decreased 17%. Program operations comprise rail state of good repair and a \$15,000,000 operating contribution for SCRRA 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. Engineering and construction decreased 100% and 54%, respectively, related to the Indio special events train platform for the Coachella Valley–San Geronio Pass Corridor rail service due to the inability to obtain access agreements with the host railroads. Construction in FY 2021/22 relates to Riverside Downtown station mobility improvements. Capital outlay of \$180,000 reflects a 66% decrease and is due to a series of station-related improvement projects in the prior year. Transfers out of \$907,900 relate to administrative costs to the General fund.

**TABLE 47 - RAIL EXPENDITURE DETAIL**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 1,347,200	\$ 866,700	\$ 866,700	\$ 862,100	\$ (4,600)	-1%
Professional Costs						
Legal Services	67,100	215,000	115,000	205,000	(10,000)	-5%
Professional Services - General	791,500	2,315,000	1,167,900	1,767,900	(547,100)	-24%
Total Professional Costs	858,600	2,530,000	1,282,900	1,972,900	(557,100)	-22%
Support Costs	2,789,400	4,021,100	2,732,300	3,630,400	(390,700)	-10%
Projects and Operations						
Program Operations	3,039,800	3,169,100	3,151,300	3,663,700	494,600	16%
Engineering	374,900	550,000	-	-	(550,000)	-100%
Construction	-	3,029,300	500,000	1,400,000	(1,629,300)	-54%
Special Studies	232,200	400,000	100,000	400,000	-	0%
Operating and Capital Disbursements	21,451,900	34,350,000	30,300,000	29,150,000	(5,200,000)	-15%
Total Projects and Operations	25,098,800	41,498,400	34,051,300	34,613,700	(6,884,700)	-17%
Capital Outlay	167,300	528,500	405,200	180,000	(348,500)	-66%
Transfers Out	754,600	1,754,800	907,100	907,900	(846,900)	-48%
TOTAL Rail Maintenance and Operations	\$ 31,015,900	\$ 51,199,500	\$ 40,245,500	\$ 42,167,000	\$ (9,032,500)	-18%

**RAIL STAFFING SUMMARY**

Position	FY 19/20	FY 20/21	FY 21/22
Capital Project Manager	0.00	0.00	0.10
Chief Financial Officer	0.00	0.04	0.04
Deputy Director of Finance Administration	0.00	0.18	0.15
Deputy Executive Director	0.00	0.02	0.01
Facilities Administrator	0.87	0.90	0.73
IT Administrator	0.00	0.04	0.04
Management Analyst	0.89	1.00	1.00
Multimodal Services Director	0.32	0.30	0.30
Procurement Analyst	0.00	0.00	0.25
Procurement Manager	0.09	0.24	0.22
Project Delivery Director	0.05	0.04	0.05
Public Affairs Manager	0.03	0.04	0.06
Rail Manager	1.00	1.00	1.00
Senior Administrative Assistant	0.01	0.02	0.02
Senior Management Analyst	0.06	0.36	0.15
Senior Procurement Analyst	0.18	0.20	0.25
FTE	3.50	4.38	4.37



## 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 Metrolink through SCRRA, 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 SCRRA'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 policy and technical guidance, coordination between various SCRRA and member agency departments, and linkages to local communities.

Of the seven commuter rail lines operated by Metrolink, three routes consisting of the Riverside, Inland Empire-Orange County (IEOC), and 91/PVL directly serve Western County. Unlike the other SCRRA 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, SCRRA maintains the layover facilities. Station operation and maintenance costs are included in the Rail Department budget with services 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.





Riverside - Hunter Park/UCR station

CHART 33 - RIVERSIDE COUNTY METROLINK 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
 <b>Riverside Downtown</b> <b>(P244001)</b> 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
 <b>Jurupa Valley-Pedley</b> <b>(P244002)</b> 6001 Pedley Road, Jurupa Valley	June 1993	4.5 acres	Rail: Riverside Line Bus: RTA	Platform with boarding track Parking lot (288 spaces)

	Location	In Service Date	Size	Transit Services	Primary Features
	<b>Riverside-La Sierra (P244003)</b> 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
	<b>Corona-West (P244004)</b> 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
	<b>Corona-North Main (P244006)</b> 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
	<b>Perris-Downtown (P244010)</b> 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)
	<b>Riverside-Hunter Park/UCR (P244020)</b> 1101 Marlborough Avenue, Riverside	June 2016	9.35 acres	Rail: 91/PVL  Bus: RTA	Platform with boarding track Parking lot (528 spaces)
	<b>Moreno Valley/March Field (P244021)</b> 14160 Meridian Parkway, Riverside	June 2016	14.47 acres	Rail: 91/PVL  Bus: RTA Amtrak	Platform with boarding track Parking lot (476 spaces) Stairwell

Location	In Service Date	Size	Transit Services	Primary Features
 <b>Perris-South (P244022)</b> 1304 Case Road, Perris	June 2016	40.57 acres	Rail: 91/PVL  Bus: RTA Amtrak	Platform with boarding track Parking lot (907 spaces)
<b>RDOCC (P244024)</b> 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 48 summarizes the rail station maintenance costs.

**TABLE 48 - RAIL STATION MAINTENANCE SUMMARY**

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Projected	FY 21/22 Budget
Equipment Maintenance and Repairs	\$ 614,462	\$ 761,200	\$ 517,300	\$ 678,300
Grounds Maintenance and Repairs	978,656	1,575,200	1,260,600	1,592,900
Utilities and Support	480,781	564,300	515,000	589,500
Property Management and Operations	1,077,344	1,142,100	747,000	997,300
Security	2,656,144	2,792,700	2,777,600	3,088,300
Improvements	167,266	520,500	405,200	180,000
<b>TOTAL Expenditures</b>	<b>\$ 5,974,653</b>	<b>\$ 7,356,000</b>	<b>\$ 6,222,700</b>	<b>\$ 7,126,300</b>

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)

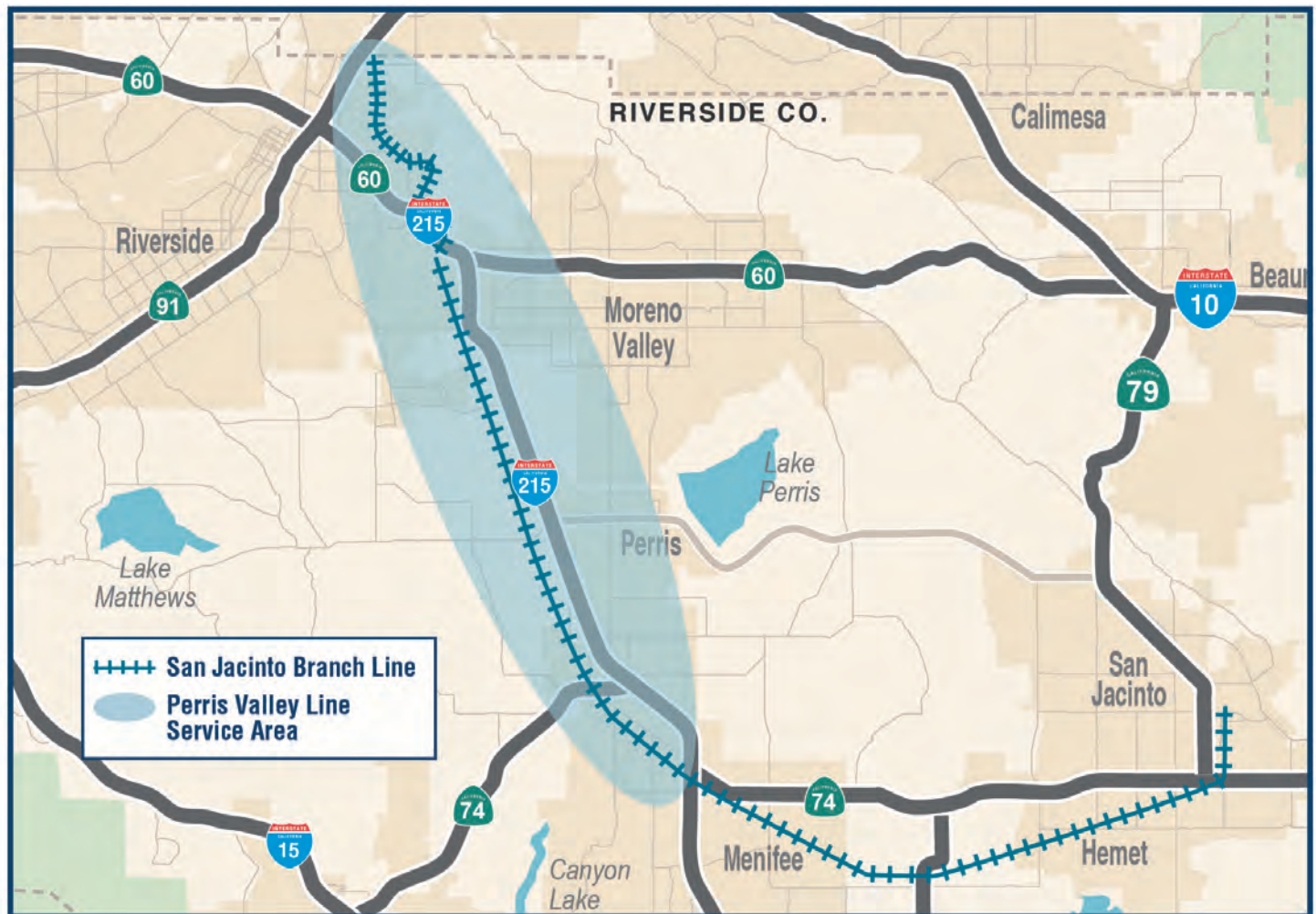
## DEPARTMENT OVERVIEW – RAIL DEVELOPMENT

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



## PERRIS VALLEY LINE PROJECT

The Commission 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. In October 2019, a fourth daily roundtrip to Los Angeles and regular weekend service was added.

## 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.

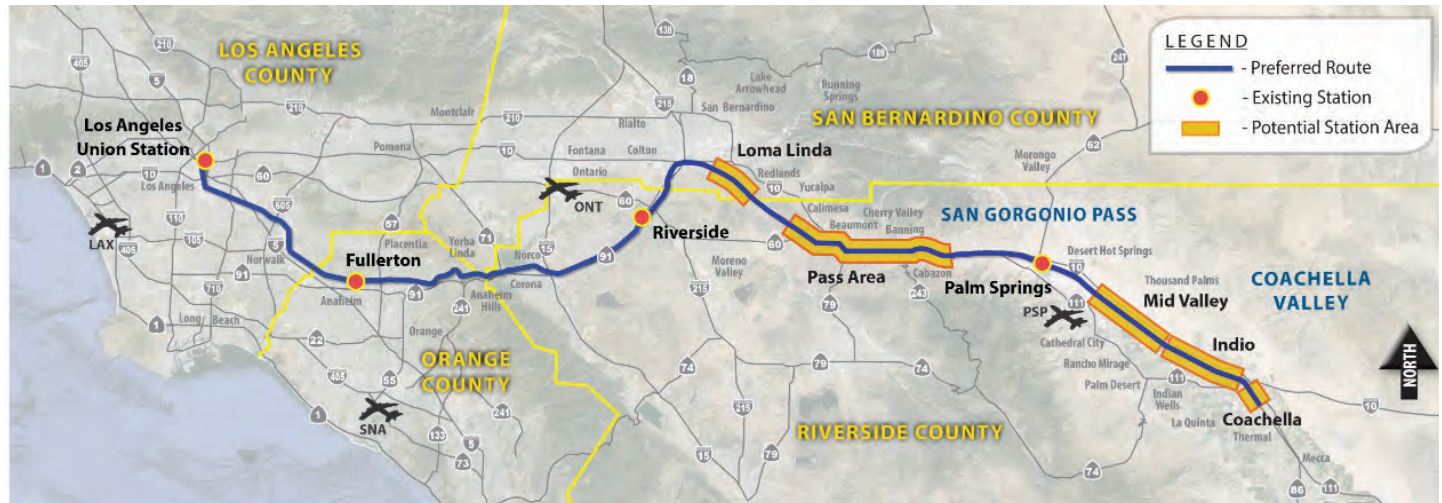
In the July 2010 Federal Register notice on High-Speed Intercity Passenger Rail (HSIPR) program, it clearly outlines the planning process needed to be eligible for HSIPR funds. This process identifies the need for a Service Development Plan (SDP) with the following requirements:

- 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 leading the environmental process needed for the NEPA documentation. This project is ongoing and incorporated in the FY 2021/22 budget. The Commission prepares an annual SRTP 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 GORGONIO 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 Murrieta/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 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
RO1	Weekday trains in Riverside County	41	41	31	31
RD1	Marketing/outreach meetings	37	37	41	46
RD1	Strategic plans and studies	2	2	3	3
RD2	Monitoring of discretionary grant opportunities	4	4	3	3



## 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 and 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 \$144,686,800 for FY 2021/22, as presented in Table 49, and consist primarily of capital projects and operations costs as well as transfers out to Commission funds for administration, planning, and rail purposes. The 5% increase in salaries and benefits reflects the change in FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range adjustment. Professional services increased 104% due to the addition of the SB 1376 Transportation Network Companies Access for All Program and the required TDA performance audits. Special studies increased 44% due to the Commission taking the lead on the Innovative Clean Transit Regulation Bus plans required by the California Air Resources Board.

Operating and capital disbursements increased 22% as a result of the use of federal funds available in the prior year to help respond to COVID-19 impacts rather than traditional operating subsidies to public transit operators.

LTF disbursements consist of transit operating and capital allocations to public transit operators of \$64,613,000; bicycle and pedestrian facilities allocations to cities and the County of \$2,500,000; and planning and administration allocations to other agencies of \$800,000. STA/SGR disbursements of \$36,462,400 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 \$12,096,000, and \$4,830,700 in fund balances, respectively.

Measure A disbursements include \$6,500,000 for Western County specialized transit funding of the second year of the 2018 Call for Projects. The majority of other Measure A disbursements relates to other Measure A public transit programs:

- \$2,000,000 for Western County Consolidated Transportation Service Agency allocations;
- \$4,000,000 for Western County intercity bus services; and
- \$7,000,000 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.



LTF, STA, and SGR transfers out comprise:

- \$9,000,000 for rail operations;
- \$3,150,000 for planning;
- \$350,000 for regional studies;
- \$642,900 for administration;
- \$4,237,000 for station rehabilitation and improvement project; and
- \$189,300 for Coachella Valley rail operations and capital.

Transfers out of \$1,128,200 relate to administrative costs to the General fund.

**TABLE 49 - PUBLIC AND SPECIALIZED TRANSIT EXPENDITURE DETAIL**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 878,400	\$ 523,100	\$ 450,000	\$ 547,700	\$ 24,600	5%
Professional Costs						
Legal Services	8,600	15,000	5,000	15,000	-	0%
Audit Services	76,500	-	-	-	-	N/A
Financial Advisory	16,100	17,000	16,400	17,000	-	0%
Professional Services - General	186,000	547,700	305,200	1,147,700	600,000	110%
Total Professional Costs	287,200	579,700	326,600	1,179,700	600,000	104%
Support Costs	45,100	91,600	67,700	115,600	24,000	26%
Projects and Operations						
Special Studies	-	188,000	-	271,000	83,000	44%
Operating and Capital Disbursements	99,483,500	101,195,700	55,584,100	123,875,400	22,679,700	22%
Total Projects and Operations	99,483,500	101,383,700	55,584,100	124,146,400	22,762,700	22%
Transfers Out	24,219,700	21,354,100	18,043,800	18,697,400	(2,656,700)	-12%
TOTAL Public and Specialized Transit	\$ 124,913,900	\$ 123,932,200	\$ 74,472,200	\$ 144,686,800	\$ 20,754,600	17%

**PUBLIC AND SPECIALIZED TRANSIT STAFFING SUMMARY**

Position	FY 19/20	FY 20/21	FY 21/22
Accountant	0.02	0.02	0.03
Chief Financial Officer	0.05	0.07	0.07
Deputy Director of Finance Administration	0.00	0.00	0.02
Deputy Executive Director	0.07	0.08	0.05
External Affairs Director	0.01	0.00	0.00
Management Analyst	1.04	0.00	0.00
Multimodal Services Director	0.42	0.42	0.45
Procurement Analyst	0.00	0.00	0.08
Procurement Manager	0.00	0.02	0.00
Senior Administrative Assistant	0.04	0.00	0.00
Senior Management Analyst	0.01	1.08	1.00
Senior Procurement Analyst	0.01	0.02	0.02
Transit Manager	1.00	1.00	1.00
FTE	2.67	2.71	2.72

## 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 SRTPs 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 SRTPs as well as allocates transit funding resources to public transit programs. The Commission oversees and allocates the following funding resources: Measure A, LTF, STA, SGR, FTA, and LCTOP funds for public transit. Commission staff works closely with each transit operator to ensure that funds are properly programmed and included in the SRTP for inclusion into the FTIP and/or other major planning documents as necessary for allocation or obligation of funds.

With the passage of SB 1, STA 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 LCTOP funds under the California Air Resources Board's Cap and Trade Program. The LCTOP program provides funding for operating and capital transit projects that reduce GHG emissions and improve mobility with a priority of serving disadvantaged communities. The State Controller's Office annually appropriates the LCTOP 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 Commission awarded funding under the next Call for Projects in May 2021 and funding will cover FY 2021/22 through FY 2023/24.

## 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)*

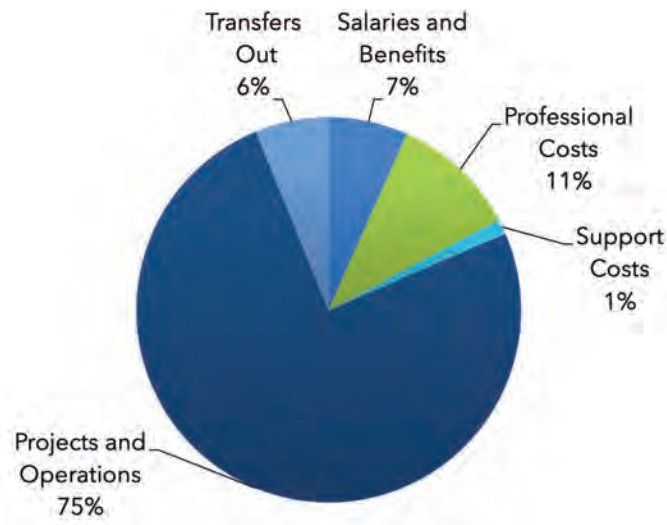
ID	Public and Specialized Transit Performance Measures and Results	FY 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
PST3	SRTPs submitted by operators and reviewed	9	9	9	9
PST3	SRTP amendments	6	15	10	8
PST2	Specialized Transit grants awarded/monitored	18	18	18	16
PST2	Specialized Transit site visits	9	2	9	16
PST1	Specialized Transit brochures distributed	3,500	12,800	0	5,000
PST3	Transit operator quarterly coordination meetings	16	8	8	16
PST4	Social service/partnering agencies monitored in database	430	430	430	430
PST4	Workshops and meetings attended with regional partners (i.e. Board meetings, CSTAC, SCAG working groups, workshops)	25	15	25	25

## 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 \$4,783,700, which represents a 10% decrease from last year's budget (Table 50) due to a decline in projected vanpools and restructuring of rideshare/vanpool platforms. Salaries and benefits of \$319,400 reflect a 20% decrease due to the net change in FTE allocations, offset by a 4% pool for performance merit-based salary increases and an annual salary range adjustment. Professional costs of \$509,200 decreased 32% over the prior year due to reduced hosting and support costs for the new regional rideshare/vanpool system platform. Support costs of \$57,900 decreased 68% due to reduced media and consolidation of IE Commuter and VanClub outreach efforts.

Projects and operations expenditures of \$3,600,600 consist of:

- Regional transportation consultant services totaling \$2,621,000 to manage and implement the program;
- Vanpool subsidies and commuter incentives valued at \$829,600; and
- Park and Ride lease payments of \$150,000.

Reimbursements from SBCTA for rideshare services provided by the Commission are included in local revenues to offset a portion of these expenditures. Transfers out include \$296,600 for administrative costs.

**TABLE 50 - COMMUTER ASSISTANCE USES DETAIL**

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 638,200	\$ 401,700	\$ 401,700	\$ 319,400	\$ (82,300)	-20%
Professional Costs						
Legal Services	20,000	32,000	28,000	39,000	7,000	22%
Audit Services	-	20,000	10,000	20,000	-	0%
Financial Advisory	8,100	8,000	8,300	8,300	300	4%
Professional Services - General	413,800	687,700	431,100	441,900	(245,800)	-36%
Total Professional Costs	441,900	747,700	477,400	509,200	(238,500)	-32%
Support Costs	18,900	179,700	3,500	57,900	(121,800)	-68%
Projects and Operations						
Program Operations	2,561,500	3,742,000	2,211,100	3,600,600	(141,400)	-4%
Transfers Out	278,100	262,800	262,800	296,600	33,800	13%
TOTAL Commuter Assistance	\$ 3,938,600	\$ 5,333,900	\$ 3,356,500	\$ 4,783,700	\$ (550,200)	-10%

**COMMUTER ASSISTANCE STAFFING SUMMARY**

Position	FY 19/20	FY 20/21	FY 21/22
Chief Financial Officer	0.00	0.01	0.01
Commuter and Motorist Assistance Manager	0.84	0.84	0.69
Deputy Director of Finance Administration	0.00	0.01	0.05
Deputy Executive Director	0.01	0.03	0.02
External Affairs Director	0.06	0.09	0.12
IT Administrator	0.00	0.02	0.02
Management Analyst	0.42	0.00	0.00
Procurement Manager	0.01	0.00	0.00
Project Delivery Director	0.02	0.23	0.00
Public Affairs Manager	0.00	0.00	0.02
Senior Administrative Assistant	0.11	0.20	0.20
Senior Management Analyst	0.01	0.34	0.54
FTE	1.48	1.77	1.67



## 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, consideration, and adoption of telework and alternative modes of transportation such as riding a bus or train, carpooling, vanpooling, walking, and bicycling.

This transportation demand management strategy, implemented under the "IE Commuter" umbrella in partnership with SBCTA, 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 rideshare 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 telework and transportation alternatives at worksites throughout the region;
- Provide both online access (IECommuter.org) and personal support (866-RIDESHARE) to custom commute information and ridematching 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 ridematching 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.
- **Expand Program Reach:** The traditional approach for the Commuter Assistance Program has been to leverage larger employer (250+ employees) partnerships to cost effectively access and market to employee commuters. IE Commuter will explore opportunities to efficiently expand outreach and support to small/medium sized businesses (less than 250 employees) where a significant volume of employers and employees exist. Additionally, regionalizing the TDM platform will introduce new community-based tools (i.e. city microsites, first/last mile resources) that will help the program also engage commuters on the home front as well. These efforts will broaden the reach of the Commission's Commuter Assistance Program and help further increase the awareness and consideration of rideshare options.
- **Standardize Services and Incentives Countywide:** Due to the current Measure A funding structure, core Commuter Assistance Program services (i.e. employer support, leased park and ride spaces) 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.

- **Help Transit Ridership Ramp Back Up:** The best time to change a behavior is during a major change or “Fresh Start” such as a relocation or a new job. Although shared-ride modes such as rail and bus transit, carpools and vanpools, have been significantly impacted by the COVID-19 pandemic, an expansive “fresh start” will emerge on the other side. Through coordination with transit, full scale marketing, and new incentives, IE Commuter aims to leverage this unique window of opportunity to maximize both telework and rideshare adoption across existing and expanded target markets.
- **Continue to Evolve the Commission's TDM Program:** In response to the COVID-19 pandemic, IE Commuter enhanced its core employer services offering with a new Telework Employer Assistance Program (TEA) providing telework tools, resources, and employee incentives. The TEA aims to support employers with work from home arrangements during the pandemic and to help maintain telework momentum and longer-term adoption post COVID-19 pandemic. Potential SB 743 applications of vehicle miles traveled, GHG emission reduction data tied to TEA, and other new program enhancement efforts toward offsetting capacity increasing projects will be explored. Lastly, building upon these initiatives, a request for proposals will be released in FY 2021/22 to secure a program administrator to implement a Next Generation TDM Program for the Inland Empire.

## 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)*

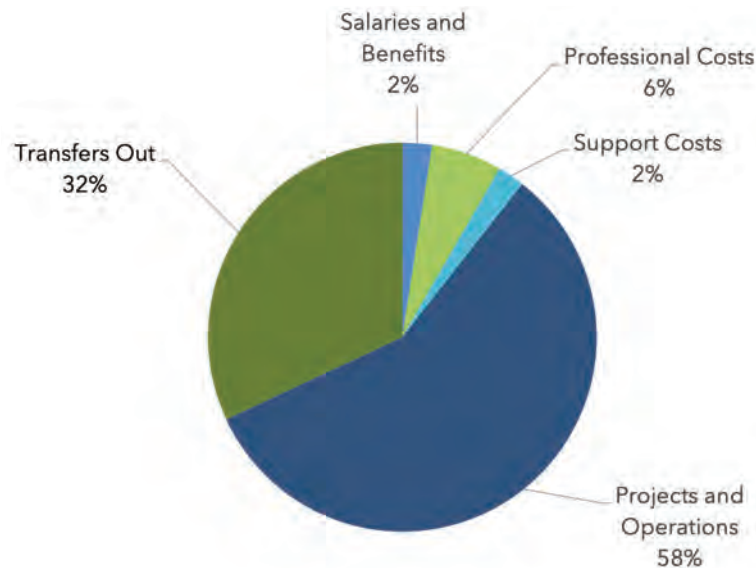
ID	Commuter Assistance Performance Measures and Results	FY 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
CA2	Number of Employer Partners	325	313	360	410
CA3	Number of Employee Transportation Surveys	82,000	60,639	97,000	102,000
CA3	RideGuides Produced	7,100	10,970	12,000	14,000
CA1	Rideshare Week Pledges	8,349	N/A	N/A	9,000
	Incentive Participation:				
CA1	• Rideshare Incentive	800	1,049	1,300	1,400
CA1	• Rideshare Plus	1,700	1,451	2,600	2,700
CA1	• Rideshare Spotlight	2,000	2,763	3,700	4,200
CA1	Number of one-way single occupant vehicle trips reduced from Rideshare Incentive and Rideshare Spotlight participation	303,000	329,012	425,000	475,000
CA2	Leased Park & Ride Spaces	942	942	1,000	1,000
CA2	VanClub Vanpools	75	32	35	60

# 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 \$9,096,600, an increase of 1% compared to the prior year budget (Table 51) primarily due to transfers out for SAFE matching funds to FSP services and commuter assistance special projects. Salaries and benefits reflect an increase of 8% due to the change in FTE allocations, a 4% pool for performance merit-based salary increases, and an annual salary range. Professional costs of \$535,300 are comparable to the prior year and includes maintenance of the FSP portal and website and traveler information related technical services supporting the IE511 interactive voice response (IVR), website, and mobile application. Support costs of \$203,600 are comparable to the prior year. Reimbursements from SBCTA for half of all locally-provided 511 system related expenditures is included in local revenues.

Program operations include \$4,200,000 in towing contract costs for the FSP program. Projects and operations costs decreased 4% due to less construction FSP services anticipated. Transfers out represent SAFE matching funds of \$2,260,000 for FSP services, \$360,000 for commuter assistance special projects, and a \$287,200 allocation for administrative costs.

TABLE 51 - MOTORIST ASSISTANCE USES DETAIL

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ 279,300	\$ 207,600	\$ 207,600	\$ 223,500	\$ 15,900	8%
Professional Costs						
Legal Services	16,300	45,500	30,500	38,300	(7,200)	-16%
Professional Services - General	344,800	489,000	460,800	497,000	8,000	2%
Total Professional Costs	361,100	534,500	491,300	535,300	800	0%
Support Costs	272,300	203,800	170,800	203,600	(200)	0%
Projects and Operations						
Program Operations	3,726,800	5,433,000	3,856,100	5,227,000	(206,000)	-4%
Transfers Out	2,694,500	2,616,000	2,256,000	2,907,200	291,200	11%
TOTAL Motorist Assistance	\$ 7,334,000	\$ 8,994,900	\$ 6,981,800	\$ 9,096,600	\$ 101,700	1%

## MOTORIST ASSISTANCE STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Commuter and Motorist Assistance Manager	0.16	0.16	0.31
Deputy Director of Finance Administration	0.00	0.03	0.03
External Affairs Director	0.01	0.01	0.02
IT Administrator	0.00	0.02	0.02
Management Analyst	0.58	0.00	0.00
Procurement Analyst	0.00	0.00	0.07
Procurement Manager	0.01	0.07	0.05
Public Affairs Manager	0.00	0.00	0.02
Senior Administrative Assistant	0.00	0.00	0.10
Senior Management Analyst	0.00	0.66	0.65
Senior Procurement Analyst	0.09	0.10	0.10
FTE	0.85	1.05	1.37

## 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 rideshare 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.

In addition to delivering these core elements, the emphasis for Motorist Assistance in FY 2021/22 will be to:

- Launch a “Mobile” 511 Call Box Program to provide stranded motorists with convenient access to call box services by dialing 511 from their mobile phones; and
- Transition to a regional 511 traveler information solution to streamline resources and provide enhanced services such as a Spanish IVR and an enhanced congestion notification system.

## DEPARTMENT GOALS

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)*

MA2 – Support regional mobility by providing 24/7 access to real-time traffic information, transportation options and services. *(Policy Goals: Quality of Life, Operational Excellence, Responsible Partner)*

MA3 – Enhance highway safety and reduce congestion by providing a roving motorist assistance service that patrols designated urban freeways and assists stranded or disabled vehicles. *(Policy Goals: Quality of Life, Operational Excellence, Responsible Partner)*

MA4 – Improve motorist safety on the highway system by providing “lifeline” call box services for stranded motorists. *(Policy Goals: Quality of Life, Operational Excellence, Responsible Partner)*

ID	Motorist Assistance Performance Measures and Results	FY 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
MA1 MA4	Number of call boxes	158	158	158	158
MA1 MA4	Number of call box calls	1,100	979	950	850
MA1 MA3	Number of FSP vehicle assists	46,000	49,051	50,000	50,000
MA1 MA2	Number of 511 phone calls	108,000	95,164	32,000	40,000
MA1 MA2	Number of 511 web visits	220,000	296,339	250,000	275,000



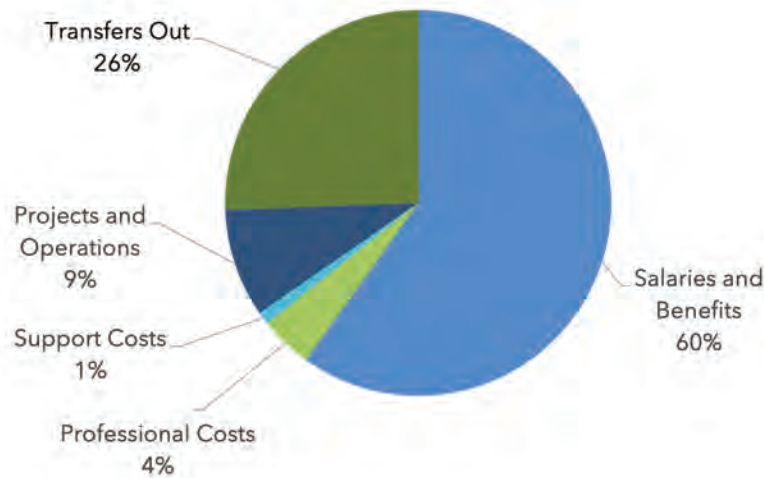


## REGIONAL CONSERVATION

### MISSION STATEMENT:

Regional Conservation assists the RCA in its obligations to acquire, administer, operate, and maintain land and facilities to establish habitat reserves for the conservation and protection of species covered by the MSHCP.

CHART 41 - REGIONAL CONSERVATION



### EXPENDITURES

The Regional Conservation Department has a total budget of \$5,527,400 (Table 52). For FY 2020/21, the Commission was responsible for management of the RCA for the latter half of the fiscal year. The Implementation and Management Services Agreement between the Commission and the RCA became effective on January 1, 2021. Accordingly, the FY 2021/22 budget includes a full fiscal year of management responsibility and the staff resources approved in November 2020. Overall, the Regional Conservation budget is 170% higher than FY 2020/21. Professional costs of \$243,900 include general legal, legislative advocacy, public outreach, and website updates. Support costs of \$60,300 include advertising, various membership dues, seminars and conferences, office equipment and furniture, and office maintenance. Right of way costs of \$500,000 relate to professional services costs for RCA habitat acquisition. Transfers out of \$1,413,900 relate to the administration cost allocation.

TABLE 52 - REGIONAL CONSERVATION EXPENDITURE DETAIL

	FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 3,309,300	\$ 1,809,300	121%
Professional Costs						
Commissioner Per Diem	-	17,000	17,000	34,000	17,000	100%
Legal Services	-	25,000	25,000	10,000	(15,000)	-60%
Audit Services	-	-	-	85,000	85,000	N/A
Professional Services - General	-	44,200	30,500	114,900	70,700	160%
Total Professional Costs	-	86,200	72,500	243,900	157,700	183%
Support Costs	-	7,800	7,800	60,300	52,500	673%
Projects and Operations						
Right of Way	-	256,000	250,000	500,000	244,000	95%
Total Projects and Operations	-	256,000	250,000	500,000	244,000	95%
Transfers Out	-	200,000	200,000	1,413,900	1,213,900	607%
TOTAL Regional Conservation	\$ -	\$ 2,050,000	\$ 2,030,300	\$ 5,527,400	\$ 3,477,400	170%

## REGIONAL CONSERVATION STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Accountant	0.00	1.00	1.00
Accounting Supervisor	0.00	1.00	1.00
Accounting Technician	0.00	1.00	1.00
Administrative Assistant	0.00	1.00	0.85
Administrative Services Manager-Clerk of the Board	0.00	0.22	0.25
Chief Financial Officer	0.00	0.04	0.10
Deputy Clerk of the Board	0.00	0.87	0.92
Deputy Director of Finance Administration	0.00	0.07	0.25
Deputy Executive Director	0.00	0.01	0.10
Executive Director	0.00	0.06	0.25
External Affairs Director	0.00	0.23	0.25
Facilities Administrator	0.00	0.00	0.03
Financial Administration Manager	0.00	1.00	1.00
IT Administrator	0.00	0.05	0.05
Legislative Affairs Manager	0.00	0.22	0.30
Procurement Manager	0.00	0.01	0.15
Public Affairs Manager	0.00	0.05	0.08
Records Technician	0.00	0.10	0.10
Regional Conservation Deputy Executive Director	0.00	1.00	1.00
Reserve Management and Monitoring Manager	0.00	1.00	1.00
Right of Way Manager	0.00	0.20	0.50
Senior Administrative Assistant	0.00	0.00	0.10
Senior Financial Analyst	0.00	0.01	0.00
Senior Management Analyst	0.00	5.46	6.11
Senior Office Assistant	0.00	0.10	0.10
Senior Procurement Analyst	0.00	0.05	0.05
Technical Information Program Manager	0.00	1.00	1.00
FTE	0.00	15.75	17.54

## DEPARTMENT OVERVIEW

In November 2020, the Commission and the RCA Board of Directors approved the Implementation and Management Services Agreement for the Commission to serve as the managing agency for the RCA effective January 1, 2021. The Regional Conservation Department provides these management services through its staff and consultants to fulfill the needs and requirements of the RCA.

The MSHCP is the largest conservation plan of its kind in the United States, protecting 146 species and 500,000 acres of open space when completed. As a result of the MSHCP and related permits, the Commission and other agencies have saved significant amounts of taxpayer dollars and time from streamlined project approvals. Most importantly, the commitment to protecting sensitive habitat and ensuring open space is a key component in enhancing the quality of life for local residents. Ongoing implementation of the MSHCP is even more critical, and the Commission is the largest investor in the plan to date—having provided \$153 million in 2009 Measure A funding for habitat acquisition.

As RCA's managing agency and a vested stakeholder and investor in the MSHCP, the Commission offers long-term support and expertise for the implementation of the MSHCP. Such support and expertise consists of, but is not limited to:

- Preparation of board and committee agendas and provision of staff support for related meetings;
- Oversight and implementation of the MSHCP;
- Administration of the RCA Joint Powers Agreement among the RCA and its member agencies;
- Preparation of state and federal reports, including required audits and an annual budget and amendments;
- Oversight of collection and administration of the MSHCP Local Development Impact Fee, including preparation of required ordinances, resolutions, nexus studies, and member agency audits;
- Seeking, obtaining, and administering federal and state funding and grants to support assembly of habitat reserves;
- Management of consultant contracts and provision of legal support and representation;
- Provision of land acquisition services and oversight of land management and monitoring contracts;
- Provision of administrative support as required;
- Provision of any other support to carry out the purposes of the MSHCP, the RCA, and the Implementation and Management Services Agreement; and
- Oversight and implementation of the RCA Board of Directors actions and directives.

Efficiencies through the consolidation of professional services contracts will be realized over the long-term. Further, the collaboration between agencies on matters such as land acquisition, public outreach and awareness, internal administrative functions including Clerk of the Board and Finance, and legislative affairs will be significant. The Commission has long-standing, existing relationships with state and federal resource agencies and a track record of successful delivery of projects with approvals from those agencies.

The Regional Conservation Department has three key priorities for FY 2021/22.

- Sustainability of the MSHCP and funding sources;
- Organizational excellence related to staffing and consultant efficiencies and effectiveness; and
- Partnerships and open communications with member agencies and local, state, and federal agencies.

## DEPARTMENT GOALS

RC1 – Provide executive director services and such other administrative support as required to assist RCA in its obligations to administer the MSHCP.

RC2 – Facilitate and support member agency implementation of the MSHCP, including adoption of changes related to long-term strategies.

RC3 – Build upon relationships with local, state and federal agencies to maximize funding opportunities and create greater financial stability for implementation of the MSHCP.

RC4 – Strengthen communications to stakeholders, members of the public, and elected officials to be transparent about RCA's conservation efforts, funding, and collaboration opportunities.

Regional Conservation Performance Measures and Results	FY 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
Acres purchased	N/A	N/A	722	700
Acres donated	N/A	N/A	302	550



RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION

MCP I-215/Placentia Avenue Interchange



# SECTION 3.3

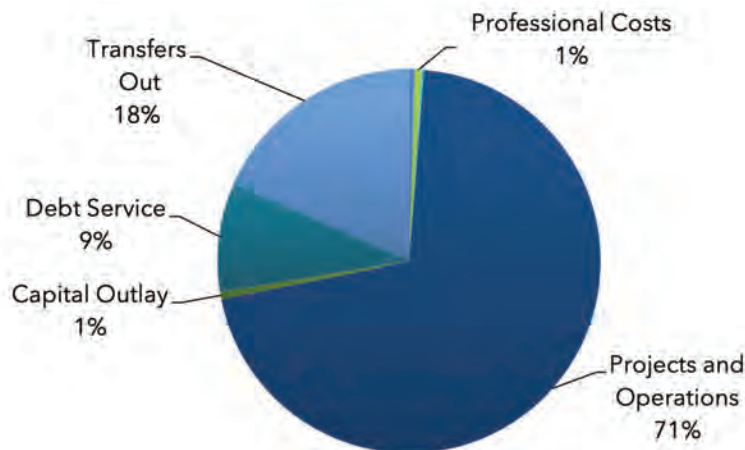
## Capital Projects

## 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 42 - CAPITAL PROJECT DEVELOPMENT AND DELIVERY



### EXPENDITURES

The budgeted expenditures and transfers out total \$767,834,200 to cover all of the Commission's major capital projects (Table 53). Salaries and benefits expenditures represent less than 1% of the budgeted uses and are comparable to the prior year. Professional costs of \$4,586,300 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 \$1,478,600 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 \$6,709,600 comprise program management provided by Bechtel Infrastructure (Bechtel) and permits for highway and rail capital projects.

Significant projects included in engineering expenditures of \$24,491,300 relate to the I-15 Express Lanes–Southern Extension; MCP; the 71/91 Connector; 15 COP; Santa Ana River Trail Extension; various commuter rail improvement and rehabilitation; and various Western County Measure A highway and TUMF regional arterial projects.

Construction expenditures of \$254,980,600 primarily relate to the I-15 Express Lanes project; 15/91 Express Lanes Connector project; 91 COP; 91 Express Lanes repair and rehabilitation; 71/91 Connector project; SR-60 Truck Lanes; Pachappa Underpass; MCP I-215/Placentia Avenue Interchange; Hamner Bridge widening; Jurupa Road and McKinley Avenue grade separations; various Western County Measure A and TUMF regional arterial projects; and rail improvement and rehabilitation projects.

Design-build costs of \$94,399,000 pertain primarily to the I-15 Express Lanes project and the 15/91 Express Lanes Connector project.

Right of way expenditures of \$66,891,600 on significant projects include the 91 Project; 71/91 Connector project; MCP I-215/Placentia Avenue Interchange; Jurupa Road grade separation project; various Western County TUMF regional arterial projects; and station improvement projects.



Local turnback payments to jurisdictions and the County for local streets and roads repair, maintenance, and construction amount to \$63,702,300. Disbursements of \$30,000,000 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 \$900,000 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 \$40,042,700. The Commission will make principal payments of \$29,995,000 for the outstanding sales tax revenue bonds.

Significant transfers out consist of the following:

- \$10,334,300 in sales tax revenue bond proceeds to fund the I-15 Express Lanes project;
- \$5,907,600 in sales tax revenue bond proceeds to fund the 15 COP;
- \$69,594,300 from 2009 Measure A Western County highway fund to the Debt Service fund for sales tax revenue bonds debt service;
- \$8,218,600 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;
- \$3,522,300 from the TUMF CETAP fund to the 2009 Measure A Western County highway fund for its share of the MSHCP debt service contribution;
- \$11,517,900 from the TUMF Regional Arterial fund to the SB 132 fund for Hamner Bridge widening loan;
- \$11,517,900 from the 2009 Measure A Western County Regional Arterial fund to the SB 132 fund for the Hamner Bridge widening loan;
- \$5,461,400 from Measure A, SB 132, and TUMF for the allocation of administrative costs to the General fund;
- \$11,779,000 from the TUMF CETAP fund to the 2009 Measure A Western County highway fund for the MCP construction package and I-215/Placentia Avenue Interchange;
- \$2,809,100 from the Debt Service fund to the 2009 Measure A Western County highway and Coachella Valley highway funds for BABs subsidy reimbursements;
- \$530,300 from the 2009 Measure A Western County new corridor fund to the 2009 Western County highway fund for the 71/91 Connector project; and
- \$125,000 from the 2009 Measure A Western County highway fund to the TUMF Regional Arterial fund for the SR-79 realignment project.

**TABLE 53 - CAPITAL PROJECT DEVELOPMENT AND DELIVERY USES DETAIL**

		FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$	5,909,500	\$ 3,584,000	\$ 3,583,200	\$ 3,569,800	\$ (14,200)	0%
Professional Costs							
Legal Services		1,864,700	1,834,000	1,602,500	2,212,000	378,000	21%
Audit Services		33,300	38,000	35,000	40,000	2,000	5%
Financial Advisory		75,700	103,900	70,400	130,600	26,700	26%
Professional Services - General		868,900	2,327,800	866,900	2,203,700	(124,100)	-5%
Total Professional Costs		2,842,600	4,303,700	2,574,800	4,586,300	282,600	7%
Support Costs		526,100	2,457,900	2,140,000	1,478,600	(979,300)	-40%
Projects and Operations							
Program Operations		5,997,400	7,669,600	7,101,000	6,709,600	(960,000)	-13%
Engineering		10,167,500	29,300,200	16,816,100	24,491,300	(4,808,900)	-16%
Construction		73,759,500	201,828,400	131,327,700	254,980,600	53,152,200	26%
Design Build		143,784,400	99,995,600	60,030,100	94,399,000	(5,596,600)	-6%
Right of Way and Land		52,753,300	57,352,700	31,977,600	66,891,600	9,538,900	17%
Local Streets and Roads		58,983,400	63,725,100	63,725,100	63,702,300	(22,800)	0%
Regional Arterials		14,544,800	33,753,000	30,000,000	30,000,000	(3,753,000)	-11%
Special Studies		1,600	-	-	-	-	N/A
Operating and Capital Disbursements		3,638,300	850,000	637,700	900,000	50,000	6%
Total Projects and Operations		363,630,200	494,474,600	341,615,300	542,074,400	47,599,800	10%
Capital Outlay		3,364,700	3,927,500	3,642,500	4,769,700	842,200	21%
Debt Service		69,749,300	69,519,000	69,828,700	70,037,700	518,700	1%
Transfers Out		104,789,300	141,525,500	119,221,700	141,317,700	(207,800)	0%
TOTAL Capital Project Development and Delivery	\$	550,811,700	\$ 719,792,200	\$ 542,606,200	\$ 767,834,200	\$ 48,042,000	7%



## CAPITAL PROJECT DEVELOPMENT AND DELIVERY STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Capital Project Manager	2.52	4.83	2.90
Chief Financial Officer	0.13	0.08	0.14
Deputy Director of Finance	0.01	0.00	0.00
Deputy Director of Finance Administration	0.00	0.41	0.18
Deputy Executive Director	0.10	0.08	0.06
Executive Director	0.04	0.05	0.04
External Affairs Director	0.09	0.04	0.04
Facilities Administrator	0.03	0.03	0.10
IT Administrator	0.00	0.05	0.04
Legislative Affairs Manager	0.09	0.00	0.00
Planning and Programming Director	0.00	0.00	0.01
Planning and Programming Manager	0.00	0.00	0.01
Procurement Analyst	0.00	0.00	0.13
Procurement Manager	0.44	0.26	0.31
Project Delivery Director	0.84	0.68	0.91
Public Affairs Manager	0.47	0.54	0.33
Right of Way Manager	1.00	0.73	0.50
Senior Administrative Assistant	0.21	0.34	0.36
Senior Capital Project Manager	0.00	0.00	3.45
Senior Financial Analyst	0.10	0.10	0.00
Senior Management Analyst	4.16	6.41	4.21
Senior Procurement Analyst	0.45	0.06	0.17
Toll Operations Director	0.60	0.67	0.14
Toll Project Delivery Director	0.48	0.51	0.30
Toll Project Manager	0.99	0.88	0.00
Toll Technology Manager	0.57	0.60	0.14
FTE	13.32	17.35	14.47

## 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, regional arterial, and regional trail projects on behalf of local jurisdictions; these efforts are funded by the local jurisdictions through funding agreements with the Commission. Approximately 32% of the Commission's FY 2021/22 budgeted expenditures originates in this department managed by the Toll Project Delivery 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 2021/22 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 and for habitat acquisition related to the RCA's MSHCP.

## **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 or RCA. 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 MCP 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 MCP and SR-79 realignment projects and has begun 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 MCP is complete, acquisition for the second package is proceeding, and acquisitions for the remainder of MCP 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 2021/22 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 Federal Highway Administration. (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 2021/22 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 2022. The total project cost is estimated at \$138 million.

FY 2021/22 Cost	\$ 50,000	Engineering
	\$ 45,000,000	Construction
	\$ 120,000	Right of way
	\$ 455,800	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 2021/22 Cost	\$ 125,000	Engineering
	\$ 88,700	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.

## 91 PROJECT (P003028)

Continue to closeout right of way 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 2021/22 Cost	\$ 1,471,000	Construction
	\$ 12,420,000	Right of way
	\$ 978,000	Design-build
	\$ 1,378,300	Other project-related costs
Funding Impact	Costs funded using 2009 Measure A highway, new corridor, and economic development funds including sales tax revenue bonds and commercial paper, toll revenue bonds, a federal TIFIA loan, STIP 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 \$17 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, environmental revalidation work, and commence construction of improvements to the 71/91 connector. Final design began in March 2012. The total estimated project cost is \$128 million.

FY 2021/22 Cost	\$ 1,380,000	Engineering
	\$ 5,739,000	Construction
	\$ 1,150,000	Right of way
	\$ 828,100	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; construction costs to be primarily with STIP-RIP and SB 1 TCEP funds. Other costs funded with 2009 Measure A highway funds and SB 1 LPP funds.	
Operating Budget Impact	N/A; state highway operations are the responsibility of Caltrans.	

## 91 CORRIDOR OPERATIONS PROJECT (P623046)

Complete construction for a westbound general-purpose lane on SR-91 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 be completed in Spring 2022. The project cost is estimated at \$43 million, including contingency.

FY 2021/22 Cost	\$ 16,049,000	Construction
	\$ 146,000	Right of way
	\$ 201,000	Design-build
	\$ 748,900	Other project-related costs
Funding Impact	Costs for environmental and final design work were 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 STBG and HIP 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)**

Closeout the 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 were opened to traffic in April 2021. The estimated total project cost is \$472 million, including financing costs.

FY 2021/22 Cost	\$ 9,591,000	Construction
	\$ 7,323,000	Design-build
	\$ 517,200	Other project-related costs
Funding Impact	Project development costs funded using 2009 Measure A highway funds. Federal CMAQ and STBG funds were used 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 \$16 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 is being accomplished through a competitive design-build contract that was awarded in April 2020. Project development activities began in May 2017, and lanes are expected to be open to traffic in 2023. The estimated total project cost is \$270 million.

FY 2021/22 Cost	\$ 4,840,000	Construction
	\$ 85,697,000	Design-build
	\$ 2,088,900	Other project-related costs
Funding Impact	Costs funded primarily by state SB 132 funds with RCTC 91 Express Lanes surplus 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)**

The proposed project is to add two express lanes in each direction on the I-15 between SR-74 and Cajalco Road. The project proposes to extend express lanes south of the 15 Express Lanes opened earlier this year. Public scoping of the project was completed in November 2019 and an Environmental Impact Report/Environmental Assessment is the expected environmental document. Engineering and environmental studies are ongoing and will continue through FY 2023/24. Project development activities began in September 2017 when the Board approved STIP funds for the next phase of project development. Preliminary engineering and environmental studies commenced in May 2019 with execution of a consultant contract.

FY 2021/22 Cost	\$ 6,500,000	Engineering
	\$ 1,161,900	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.	

## 15 CORRIDOR OPERATIONS PROJECT (P003052)

The proposed project is to add a southbound auxiliary lane on the Interstate 15 between Cajalco Road and Weirick Road interchanges. Features of the project include paving of the median, widening of Bedford Wash Bridge, and restriping to accommodate the new lane. In summer 2020, the Commission evaluated the traffic operations, geometric, and funding feasibility of the project. The Commission approved, in October 2020, the commencement of project development and final design activities. The Commission executed a cooperative agreement with Caltrans for the project development, final design, and construction phases. The environmental document is expected to be completed in 2022 with construction starting as early as 2023.

FY 2021/22 Cost	\$ 4,300,000	Engineering
	\$ 368,100	Other project-related costs
Funding Impact	All project development costs funded by Federal CMAQ and Measure A funds.	
Operating Budget Impact	N/A; state highway operations are the responsibility of Caltrans.	

## I-15 EXPRESS LANES–NORTHERN EXTENSION (P003050)

In Spring 2020, the Commission agreed staff would work with SBCTA to help facilitate delivery of the Riverside County portion of the SBCTA 1-15 Freight Corridor Project. The scope of the larger SBCTA project is to add express lanes in each direction from Foothill Boulevard in San Bernardino County to Cantu-Galleano Ranch Road in Riverside County. This project will connect seamlessly with the Riverside 15 Express Lanes and create a fifth toll zone for the Commission's toll facility. The project is expected to start construction in 2023 and open to traffic in 2026. The scope of the project will include all Riverside 15 Express lanes improvements, including civil work for the fifth toll zone, design and installation of in-lane and back-office toll systems, and changes to the Regional Operations Center, including the Traffic Operations Center and Customer Service Center. Although this cross-county project is not identified in Measure A, the delivery of the project would add to and enhance the planned regional express lanes network. The project will use a traditional design-bid-build delivery and is currently in final design. The Commission will need to exert significant staff and consultant effort in the coming years to manage the design, coordination, and implementation of the toll operations system of the fifth toll zone. In FY 2021/22, staff is working with SBCTA to develop a cooperative agreement and long-term loan agreement and start final design and oversight reviews. The Commission will be reviewing and ensuring all design, construction, and operation activities for the fifth toll zone will be completed to be consistent with the Riverside 15 Express Lanes.

FY 2021/22 Cost	\$ 200,000	Design-build
	\$ 454,800	Other project-related costs
Funding Impact	All project development costs for the Riverside 15 Express Lanes improvements, currently estimated at \$67.2 million, will be funded initially by SBCTA through SB-1 TCEP grant funds and/or local SBCTA sources. It is estimated that the Commission will pay SBCTA back between \$15-22 million, depending on future actual costs, for a portion of the project development costs for the Riverside 15 Express Lane improvements with future 15 Express Lanes surplus toll revenues related to the fifth toll zone.	
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. Commission costs will be paid from the collection of toll revenues.	

## I-15/RAILROAD CANYON INTERCHANGE (P005104)

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

FY 2021/22 Cost	\$ 195,500	Engineering
	\$ 12,900,000	Construction
	\$ 30,000	Right of way
	\$ 418,100	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 2021/22 Cost	\$ 4,376,000	Engineering
	\$ 22,295,600	Construction
	\$ 36,575,000	Right of way
	\$ 1,129,500	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 STBG funds.	
Operating Budget Impact	Responsibility for highway operations has not been determined.	

**PACHAPPA UNDERPASS (P003038)**

Closeout construction phase. Design was performed by Caltrans. Project will remove the Pachappa shoofly and construct the retaining wall, drainage, and track work for the permanent Pachappa underpass. The total project cost is estimated at \$18 million with an anticipated completion date in 2021.

FY 2021/22 Cost	\$ 6,129,000	Construction
	\$ 110,000	Right of way
	\$ 142,400	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)**

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 2021/22 Cost	\$ 115,248,500	Construction
	\$ 2,000,000	Right of way
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.	

**VARIOUS WESTERN COUNTY HIGHWAY PROJECTS (P003001, P003005, P003017, P003023, P003051, P005134, P613999, P615133, P622402, P623994, P623999 & P735000)**

Provide funding and support to close out various Western County highway and grade separation projects, including the SR-91 HOV lanes from Adams Street to the 60/91/215 interchange, 60/215 East Junction HOV lane connectors, and SR-74/I-15 to 7th Street projects and to continue development of the SR-74 corridor-Ethanac Road project.

FY 2021/22 Cost	\$ 4,091,800	Engineering
	\$ 45,000	Construction
	\$ 701,100	Right of way
	\$ 3,190,000	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 (P005200, P005209, P005210, P005116, P005127, P005135, & P725000)**

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 2021/22 Cost	\$ 1,158,000	Engineering
	\$ 5,557,500	Construction
	\$ 11,055,000	Right of way
	\$ 203,400	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 their respective projects.

Operating Budget Impact N/A; regional arterial operations are the responsibility of the local jurisdictions.

## **RAIL PROJECTS**

### **RIVERSIDE LAYOVER FACILITY (P653822)**

Closeout 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 2021/22 Cost	\$ 115,000	Engineering
	\$ 300,000	Construction
	\$ 2,000	Right of way
	\$ 23,200	Other project-related costs

Funding Impact Costs funded using FTA Section 5307 grant funds.

Operating Budget Impact Operations will be the responsibility of SCRRA.

### **MORENO VALLEY - MARCH FIELD STATION UPGRADE (P004026)**

Begin 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 2021/22 Cost	\$ 200,000	Engineering
	\$ 9,815,000	Construction
	\$ 30,000	Right of way
	\$ 258,900	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 2021/22 Cost	\$ 2,000,000	Engineering
	\$ 2,400,000	Right of way
	\$ 408,600	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 & P652402)

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 panel installation project, parking lot repaving and restriping, elevator modernization, high-definition camera replacement, fencing, ATP passenger access, signage, station painting, and walk-ways improvements. This is an ongoing project.

FY 2021/22 Cost	\$ 4,769,700	Property improvements (capital outlay)
	\$ 167,200	Other project-related costs
Funding Impact	Costs funded using FTA, MSRC, LCTOP, 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 (P652402 & P654199)

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

FY 2021/22 Cost	\$ 152,500	Right of way
	\$ 3,293,000	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.	



## LOCAL STREETS AND ROADS

### WESTERN COUNTY AREA

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

FY 2021/22 Cost	\$	673,000	Banning
		1,142,000	Beaumont
		207,000	Calimesa
		217,000	Canyon Lake
		4,715,000	Corona
		1,585,000	Eastvale
		2,026,000	Hemet
		2,495,000	Jurupa Valley
		1,543,000	Lake Elsinore
		2,100,000	Menifee
		4,603,000	Moreno Valley
		2,810,000	Murrieta
		783,000	Norco
		2,357,000	Perris
		8,458,000	Riverside
		1,058,000	San Jacinto
		3,441,000	Temecula
		757,000	Wildomar
		<u>6,406,000</u>	Riverside County
		47,376,000	Total Western County
		(115,300)	Less: Allocation of administrative costs
	\$	<u>47,260,700</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 2021/22 Cost	\$	1,628,000	Cathedral City
		668,000	Coachella
		550,000	Desert Hot Springs
		286,000	Indian Wells
		2,173,000	Indio
		1,671,000	La Quinta
		3,056,000	Palm Desert
		2,703,000	Palm Springs
		1,065,000	Rancho Mirage
		<u>1,943,000</u>	Riverside County
		15,743,000	Total Coachella Valley
		(115,300)	Less: Allocation of administrative costs
	\$	<u>15,627,700</u>	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 2021/22 Cost	\$	729,000	Blythe
		191,000	Riverside County
		<u>920,000</u>	Total Palo Verde Valley
		(106,100)	Less: Allocation of administrative costs
	\$	<u>813,900</u>	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.		





60 Truck Lanes







91 Express Lanes near the 15/91 Interchange

# SECTION 3.4

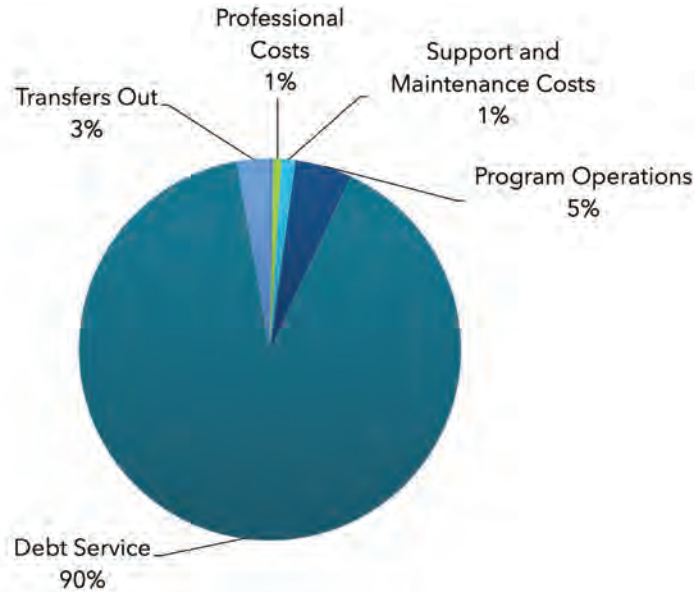
## Toll Operations

## TOLL OPERATIONS

### MISSION STATEMENT:

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

CHART 43 - TOLL OPERATIONS



### EXPENDITURES

Toll operations expenses of \$730,633,300 represent the fifth full year of operating expenses and debt service for the RCTC 91 Express Lanes and the first full year of operating expenses and debt service for the 15 Express Lanes. (Table 54).

Approximately 61% of the expenses and other uses are comprised of operations, maintenance, and support costs, when excluding debt service. Salaries and benefits reflect an increase of 54% due to net changes in FTE allocations; reorganization of the toll program to include the addition of three new FTEs for a Toll Customer Service Manager, Toll Systems Engineer, and Senior Capital Projects Manager; a 4% pool for performance merit-based salary increases; and an annual salary range adjustment. Professional costs of \$4,992,000 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 \$8,775,500 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 \$21,611,500 primarily includes the Commission's share of the toll contractor cost to operate the 91 Express Lanes, toll services provider cost for the 15 Express Lanes, system changes to comply with statewide technology requirements, and FSP services. Engineering, construction, and design build costs of \$13,493,000 consist of RCTC 91 Express Lanes repair and rehabilitation. Capital outlay of \$180,000 consists of 6C transponder technology.

Debt service of \$659,055,900 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 2021 Refunding Bonds. It consists of a \$147,488,000 payment to escrow agent, \$2,883,400 cost of issuance, \$488,391,600 principal payment, and \$20,292,900 interest payment for the 2013 Toll Bonds (current interest bonds) and 2021 Refunding Bonds.

Transfers out relate to \$18,896,200 of toll operations surplus revenues to fund the 15/91 Express Lanes Connector project and \$1,532,500 for the administrative cost allocation.

TABLE 54 - TOLL OPERATIONS USES DETAIL

		FY 19/20 Actual	FY 20/21 Revised Budget	FY 20/21 Projected	FY 21/22 Budget	Dollar Change	Percent Change
Salaries and Benefits	\$	786,200	\$ 1,364,000	\$ 1,364,000	\$ 2,096,700	\$ 732,700	54%
Professional Costs							
Legal Services		286,200	928,000	205,000	430,000	(498,000)	-54%
Audit Services		50,500	64,800	31,600	64,800	-	0%
Financial Advisory		156,000	100,000	5,000	10,000	(90,000)	-90%
Professional Services - General		849,000	4,980,100	2,842,700	4,487,200	(492,900)	-10%
Total Professional Costs		1,341,700	6,072,900	3,084,300	4,992,000	(1,080,900)	-18%
Support and Maintenance Costs		3,321,300	5,576,100	3,462,700	8,775,500	3,199,400	57%
Projects and Operations							
Program Operations		7,290,400	18,883,200	15,124,500	21,611,500	2,728,300	14%
Engineering		-	-	-	150,000	150,000	N/A
Construction		26,000	1,280,000	1,000,000	9,783,000	8,503,000	664%
Design Build		193,400	620,000	620,000	3,560,000	2,940,000	474%
Total Projects and Operations		7,509,800	20,783,200	16,744,500	35,104,500	14,321,300	69%
Capital Outlay		417,300	308,300	3,300	180,000	(128,300)	-42%
Debt Service		7,119,900	7,119,900	7,119,900	659,055,900	651,936,000	9157%
Transfers Out		2,923,500	1,140,300	1,140,300	20,428,700	19,288,400	1692%
TOTAL Toll Operations	\$	23,419,700	\$ 42,364,700	\$ 32,919,000	\$ 730,633,300	\$ 688,268,600	1625%



## TOLL OPERATIONS STAFFING SUMMARY

Position	FY 19/20	FY 20/21	FY 21/22
Accounting Technician	0.01	0.00	0.00
Chief Financial Officer	0.15	0.09	0.03
Deputy Director of Finance	0.06	0.04	0.06
Deputy Director of Finance Administration	0.00	0.04	0.10
Deputy Executive Director	0.03	0.03	0.02
Executive Director	0.01	0.01	0.03
External Affairs Director	0.00	0.00	0.02
Facilities Administrator	0.04	0.03	0.10
Financial Analyst	1.00	1.00	1.00
Procurement Analyst	0.00	0.00	0.10
Procurement Manager	0.15	0.01	0.05
Public Affairs Manager	0.00	0.00	0.09
Right of Way Manager	0.00	0.07	0.00
Senior Administrative Assistant	0.00	0.08	0.00
Senior Capital Project Manager	0.00	0.00	0.40
Senior Financial Analyst	0.24	0.16	0.40
Senior Management Analyst	1.20	1.18	2.02
Senior Procurement Analyst	0.02	0.03	0.08
Toll Customer Service Manager	0.00	0.00	1.00
Toll Operations Director	0.40	0.33	0.86
Toll Project Delivery Director	0.28	0.49	0.70
Toll Project Manager	0.00	0.12	0.00
Toll Systems Engineer	0.00	0.00	1.00
Toll Technology Manager	0.43	0.40	0.86
FTE	4.02	4.11	8.92

## DEPARTMENT OVERVIEW

### EXPRESS LANE FACILITY 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 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. 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.

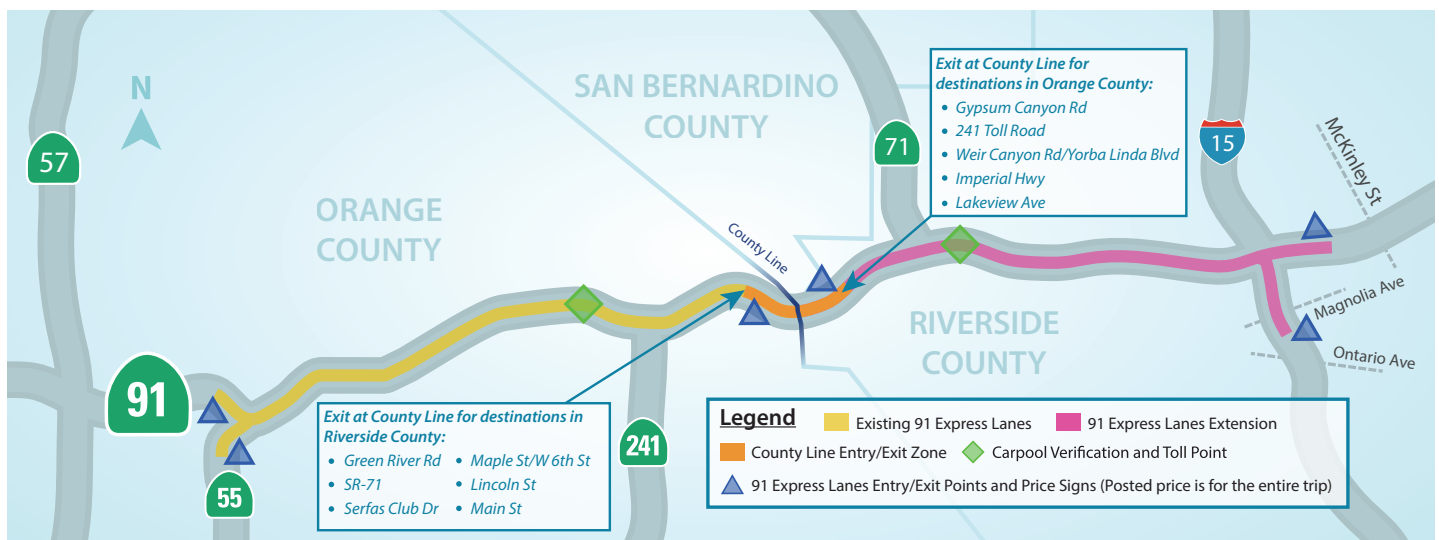
Toll Operations manages the operations and maintenance activities for the new Regional Operations Center and the Facilities and Maintenance Building in Corona, as the Commission purchased these facilities for express lanes operations.

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 2021, the Commission completed its fourth 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 cooperative agreement between the Commission and Caltrans.

CHART 44 - 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

In April 2021, the Commission opened the 15 Express Lanes which generally includes two lanes in each direction of the center median from Cajalco Road to State Route (SR) 60, approximately 15 miles in each direction.

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 through April 2071 based on a cooperative agreement between the Commission and Caltrans.

CHART 45 -15 EXPRESS LANES



The 15 Express Lanes operator provides 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, Caltrans, 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 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. Currently, Commission staff is actively developing the project as part of a multi-agency project development effort with a focus on the future pricing and operations of the connector. When this facility opens, currently planned in 2025, 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.

In December 2020, SBCTA received notification of significant SB 1 grant funding that will fully fund additional express lanes on the I-15 corridor from Cantu-Galleano Ranch Road in Riverside County to Foothill Boulevard in San Bernardino County. This project will result in approximately two additional miles of a single express lane in each direction for the Commission from Cantu-Galleano Ranch Road to the county line. This SBCTA-led project will effectively become a northern extension of the Commission’s existing 15 Express Lanes with the associated responsibilities of daily operations and maintenance.

**STATE AND REGIONAL TOLL EFFORTS**

Toll Operations is also working on several important efforts related to tolling.

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.

Commission staff also participates in and provide input to regional studies performed by Caltrans District 8 and SCAG related to managed lanes (including express lanes, toll policies, and issues related to regional express lane networks).

**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 2021/22, the Commission will deposit approximately \$2.9 million, to the extent available, to the RCTC 91 Express Lanes repair and rehabilitation fund. Toll Operations expenditures include \$17.5 million for major repair and rehabilitation expenses permitted under the master indenture.

**91 EXPRESS LANES MAJOR REPAIR AND REHABILITATION (P009103, 009104)**

Commence asphalt overlays of pavement and other necessary repairs 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, Caltrans has agreed to share 50% of the cost. The Commission’s future cost for this work will be estimated after geotechnical analysis, project scope creation, and cost responsibility allocations are determined. Additionally, continue replacement of the back office system and new data mart.

FY 2021/22 Cost	\$ 150,000	Engineering
	\$ 9,783,000	Construction
	\$ 3,560,000	Design-build
	\$ 3,250,000	Toll services
	\$ 716,700	Other project-related costs
Funding Impact	Costs funded with RCTC 91 Express Lanes repair and rehabilitation funds.	
Operating Budget Impact	N/A; federal highway operations are the responsibility of Caltrans.	

The RCTC 91 Express Lanes Engineer's Technical Report projected operations and maintenance costs of approximately \$16.3 million, whereas the FY 2021/22 budget is approximately \$16.7 million, including an internal administrative cost allocation. The FY 2021/22 costs budget amount is \$378,700, or 2% above the Engineer's Technical Report projection. In accordance with the 2013 TIFIA Loan agreement, expenses that account for any portion over 10% require additional explanation.

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 \$15.1 million (as adjusted by an escalation factor of 2.5%), whereas the FY 2021/22 budget is approximately \$16.4 million. The FY 2021/22 budgeted costs are \$1.3 million, or 9% above the Engineer's Technical Report projection. In accordance with the 2017 TIFIA Loan agreement, expenses that account for any portion over 10% require additional explanation.

The projected cash flows for the RCTC 91 Express Lanes and the 15 Express Lanes for the year ending June 30, 2022 are presented in Table 55. The cash balances at June 30, 2022 include surplus toll revenues.

**TABLE 55 - RCTC 91 EXPRESS LANES AND 15 EXPRESS LANES PROJECTED CASH FLOWS FY 2021/22**

	RCTC 91 Express Lanes	15 Express Lanes
Cash balance at July 1, 2021, as projected	\$ 153,785,800	\$ 45,200
Cash flows from operating activities:		
Sources of operating funds:		
Toll revenue	35,421,700	21,599,800
Non-toll revenue	6,130,200	2,070,000
Total sources of operating funds	41,551,900	23,669,800
Uses of funds for operations and maintenance:		
Salaries and benefits	852,800	955,500
Professional costs	1,524,200	985,900
Support and maintenance costs	4,677,800	4,097,700
Projects and operations	8,457,300	9,866,600
Capital outlay	130,000	50,000
Administrative allocation to General fund	1,074,700	457,800
Total uses of funds for operations and maintenance	16,716,800	16,413,500
Net cash provided by operations	24,835,100	7,256,300
Cash flows from non-capital financing activities:		
Repair and rehabilitation costs	(17,459,700)	-
Use of surplus for development of 241/91 connector agreements	(184,900)	-
Use of surplus for 15/91 Express Lanes Connector	(18,896,200)	-
Net cash provided by (used for) non-capital financing activities	(36,540,800)	-
Cash flows from capital and related financing activities:		
Proceeds from 2021 Refunding Bonds, including premium	667,578,000	-
Payment to escrow agent for refunded bonds	(147,488,000)	-
Prepayment of 2013 TIFIA Loan related to refinancing	(484,571,600)	-
Costs of issuance paid in connection with 2021 Refunding Bonds	(3,948,900)	-
Interest paid on 2021 Refunding Bonds	(11,252,000)	-
Payment to U.S. DOT to repay 2013 TIFIA Loan	(3,820,000)	-
Interest paid on 2013 Toll Bonds	(9,040,900)	-
Net cash provided by capital and related financing activities	7,456,600	-
Cash flows from investing activities:		
Interest on investments	149,500	7,300
Net cash provided by investing activities	149,500	7,300
Net increase in cash	(4,099,600)	7,263,600
Cash balance at June 30, 2022, as projected	\$ 149,686,200	\$ 7,308,800

## 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 19/20 Estimated	FY 19/20 Actual	FY 20/21 Estimated	FY 21/22 Projected
TO1	Toll transactions <ul style="list-style-type: none"> <li>91 Express Lanes</li> <li>15 Express Lanes</li> </ul>	15,788,000 N/A	13,119,123 N/A	16,136,000 5,137,800	15,320,000 25,870,000
TO1	Toll revenues <ul style="list-style-type: none"> <li>91 Express Lanes</li> <li>15 Express Lanes</li> </ul>	\$ 44,362,300 N/A	\$ 49,252,190 N/A	\$ 34,656,400 3,765,400	\$ 35,421,700 21,599,800
TO1	Non-toll revenues, excluding investment income <ul style="list-style-type: none"> <li>91 Express Lanes</li> <li>15 Express Lanes</li> </ul>	\$ 5,259,700 N/A	\$ 7,181,835 N/A	\$ 6,101,400 22,500	\$ 6,130,200 2,070,000







15 Express Lanes

# SECTION 4

## Appendices



## APPENDIX A – GLOSSARY OF ACRONYMS

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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
California	- 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 RCTC 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
COVID-19	- An infectious disease caused by a newly discovered coronavirus that created a worldwide pandemic
CSTAC	- Citizens and Specialized Transit Advisory Committee
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
FTIP	- Federal Transportation Improvement Program
FY	- Fiscal Year
Gann	- Gann Initiative approved by California voters in 1979

GASB	- Governmental Accounting Standards Board
GFOA	- Government Finance Officers Association
GHG	- Greenhouse Gas
HIP	- Highway Infrastructure Program
HOV	- High Occupancy Vehicle (Carpool Lane)
HSIPR	- High Speed Intercity Passenger Rail
I	- Interstate
IE Commuter	- Inland Empire Commuter rideshare system
IE CMCP	- Inland Empire Comprehensive Multimodal Corridor Plan
IEOC	- Inland Empire-Orange County Metrolink Service
Inland Empire	- Region covering Riverside and San Bernardino counties
IVR	- Interactive Voice Response
LCTOP	- 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
Metrolink	- Operating Name for SCRRA (see SCRRA)
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 Metrolink Extension Project
RCA	- Western Riverside County Regional Conservation Authority
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
RTPA	- Regional Transportation Planning Agencies
RZEDBs	- Recovery Zone Economic Development Bonds
S&P	- Standard & Poor's Rating Service

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
SB 1376	- State legislation that designated the California Public Utilities Commission as the administrative agency for the Transportation Network Companies Access for All program
SBCTA	- San Bernardino County Transportation Authority
SBE	- Small Business Enterprise
SCAG	- Southern California Association of Governments
SCCP	- Solutions for Congested Corridors Program
SCRRA	- 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
S RTP	- Short Range Transit Plan
STA	- State Transit Assistance
State	- State of California
STBG	- Surface Transportation Block Grant
STIP	- State Transportation Improvement Program
SunLine	- SunLine Transit Agency
TAP	- Transportation Alternatives Program
TCEP	- Trade Corridor Enhancement Program
TDA	- Transportation Development Act
TDM	- Transportation Demand Management
TEA	- Telework Employer Assistance Program
TIFIA	- Transportation Infrastructure Finance and Innovation Act
TIP	- Transportation Improvement Plan
TNC	- Transportation Network Companies
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	- RCTC's vanpool subsidy program
Western County	- Western area of Riverside County
WRCOG	- Western Riverside Council of Governments
15 COP	- 15 Corridor Operations Project

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; also referred to as Riverside Express
91 COP	- 91 Corridor Operations Project
91 Express Lanes	- Tolled express lanes on SR-91 in Orange County operated by OCTA (OCTA 91 Express Lanes) and in Riverside County by the Commission (RCTC 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, the addition of a general purpose lane between SR-71 and I-15, and other improvements
1989 Measure A	- Original 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 as two series (current interest bonds and capital appreciation bonds)
2016 Refunding Bonds	- Sales Tax Revenue Refunding Bonds issued in September 2016 to refund the Series A portion of bonds issued in 2009
2017 TIFIA Loan	- TIFIA Loan executed in July 2017 for the I-15 Express Lanes project
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
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
2021 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 but is anticipated to be completed in fall 2021



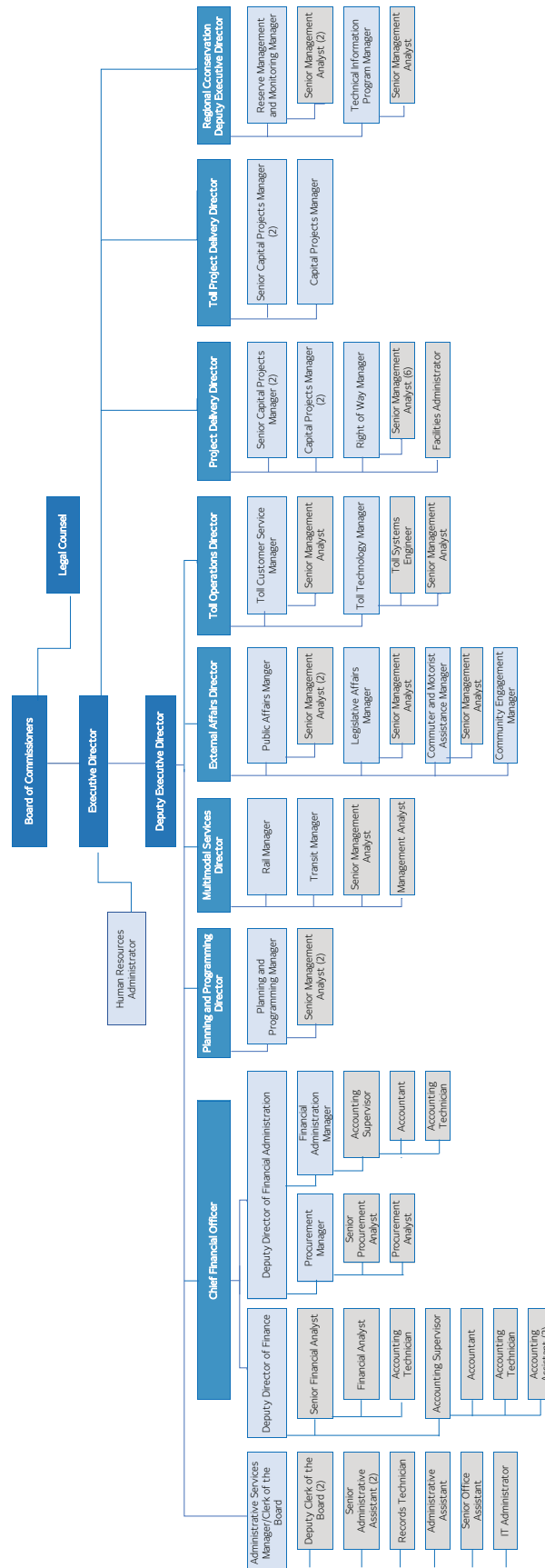
## APPENDIX B - SALARY SCHEDULE EFFECTIVE 7/1/2021

Department	FTE	Range No.	Monthly Minimum	Monthly Maximum	Exempt/ Non-Exempt
<b>ADMINISTRATION</b>					
Administrative Services Manager/Clerk of the Board	1	51	\$ 9,969	\$ 13,459	E
Deputy Clerk of the Board	1	32	\$ 6,270	\$ 8,464	NE
Human Resources Administrator	1	45	\$ 8,612	\$ 11,626	E
IT Administrator	1	45	\$ 8,612	\$ 11,626	E
Records Technician	1	17	\$ 4,350	\$ 5,872	NE
Senior Administrative Assistant	2	25	\$ 5,287	\$ 7,137	NE
Senior Office Assistant	1	13	\$ 3,945	\$ 5,326	NE
Administration Subtotal	8				
<b>CAPITAL PROJECT DEVELOPMENT AND DELIVERY</b>					
Capital Projects Manager	2	53	\$ 10,468	\$ 14,132	E
Facilities Administrator	1	45	\$ 8,612	\$ 11,626	E
Project Delivery Director	1	71	\$ 16,239	\$ 21,923	E
Right of Way Manager	1	53	\$ 10,468	\$ 14,132	E
Senior Capital Projects Manager	2	65	\$ 14,028	\$ 18,938	E
Senior Management Analyst	4	43	\$ 8,202	\$ 11,073	E
Capital Project Development and Delivery Subtotal	11				
<b>EXECUTIVE MANAGEMENT</b>					
Deputy Executive Director	1	75	\$ 17,904	\$ 24,170	E
Executive Director	1	83	\$ 21,762	\$ 29,379	E
Executive Management Subtotal	2				
<b>FINANCE</b>					
Accountant	1	33	\$ 6,426	\$ 8,676	E
Accounting Assistant	2	17	\$ 4,350	\$ 5,872	NE
Accounting Supervisor	1	44	\$ 8,402	\$ 11,343	E
Accounting Technician	2	25	\$ 5,287	\$ 7,137	NE
Chief Financial Officer	1	67	\$ 14,729	\$ 19,885	E
Deputy Director of Finance	1	57	\$ 11,541	\$ 15,580	E
Deputy Director of Financial Administration	1	57	\$ 11,541	\$ 15,580	E
Financial Analyst	1	35	\$ 6,748	\$ 9,109	E
Procurement Analyst	1	36	\$ 6,912	\$ 9,332	E
Procurement Manager	1	53	\$ 10,468	\$ 14,132	E
Senior Financial Analyst	1	43	\$ 8,202	\$ 11,073	E
Senior Procurement Analyst	1	43	\$ 8,202	\$ 11,073	E
Finance Subtotal	14				
<b>EXTERNAL AFFAIRS</b>					
Community Engagement Manager	1	51	\$ 9,969	\$ 13,459	E
Commuter and Motorist Assistance Manager	1	51	\$ 9,969	\$ 13,459	E
External Affairs Director	1	63	\$ 13,360	\$ 18,036	E
Legislative Affairs Manager	1	51	\$ 9,969	\$ 13,459	E
Public Affairs Manager	1	51	\$ 9,969	\$ 13,459	E
Senior Management Analyst	4	43	\$ 8,202	\$ 11,073	E
External Affairs Subtotal	9				
<b>MULTIMODAL SERVICES</b>					
Management Analyst	1	35	\$ 6,748	\$ 9,109	E
Multimodal Services Director	1	63	\$ 13,360	\$ 18,036	E
Rail Manager	1	51	\$ 9,969	\$ 13,459	E
Senior Management Analyst	1	43	\$ 8,202	\$ 11,073	E
Transit Manager	1	51	\$ 9,969	\$ 13,459	E
Multimodal Services Subtotal	5				
<b>PLANNING AND PROGRAMMING SERVICES</b>					
Planning and Programming Director	1	63	\$ 13,360	\$ 18,036	E
Planning and Programming Manager	1	51	\$ 9,969	\$ 13,459	E
Senior Management Analyst	2	43	\$ 8,202	\$ 11,073	E
Planning and Programming Services Subtotal	4				



Department	FTE	Range No.	Monthly Minimum	Monthly Maximum	Exempt/ Non-Exempt
REGIONAL CONSERVATION					
Accountant	1	33	\$ 6,426	\$ 8,676	E
Accounting Supervisor	1	44	\$ 8,402	\$ 11,343	E
Accounting Technician	1	25	\$ 5,287	\$ 7,137	NE
Administrative Assistant	1	17	\$ 4,350	\$ 5,872	NE
Deputy Clerk of the Board	1	32	\$ 6,270	\$ 8,464	NE
Financial Administration Manager	1	53	\$ 10,468	\$ 14,132	E
Regional Conservation Deputy Executive Director	1	67	\$ 14,729	\$ 19,885	E
Reserve Management and Monitoring Manager	1	53	\$ 10,468	\$ 14,132	E
Senior Management Analyst	5	43	\$ 8,202	\$ 11,073	E
Technical Information Program Manager	1	45	\$ 8,612	\$ 11,626	E
Regional Conservation Subtotal	14				
TOLL OPERATIONS AND PROJECT DELIVERY					
Capital Projects Manager	1	53	\$ 10,468	\$ 14,132	E
Senior Capital Projects Manager	2	65	\$ 14,028	\$ 18,938	E
Senior Management Analyst	2	43	\$ 8,202	\$ 11,073	E
Toll Customer Service Manager	1	53	\$ 10,468	\$ 14,132	E
Toll Operations Director	1	67	\$ 14,729	\$ 19,885	E
Toll Project Delivery Director	1	71	\$ 16,239	\$ 21,923	E
Toll Systems Engineer	1	45	\$ 8,612	\$ 11,626	E
Toll Technology Manager	1	53	\$ 10,468	\$ 14,132	E
Toll Operations and Project Delivery Subtotal	10				
Total Authorized Positions					
Administration	8				
Capital Project Development and Delivery	11				
Executive Management	2				
Finance	14				
External Affairs	9				
Multimodal Services	5				
Planning and Programming Services	4				
Regional Conservation	14				
Toll Operations and Project Delivery	10				
Total Authorized Positions	77				

## APPENDIX B - FY 2021/22 ORGANIZATION CHART



15/91 Express Lanes Connector - Promenade to McKinley Excavation







**RCTC**

**RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION**

**Riverside County  
Transportation Commission**

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