

Appendix TR-2

**Transportation Mitigation Strategy
(as present to the Sacramento
County Board of Supervisors for
the Jackson Corridor Development
Projects, July 23, 2019)**

**COUNTY OF SACRAMENTO
CALIFORNIA**

For the Agenda of:
July 23, 2019
2:30 PM

To: Board of Supervisors

Through: Navdeep S. Gill, County Executive

From: Ron Vicari, Director, Department of Transportation

Subject: Transportation Workshop for the Jackson Corridor Development Projects Transportation Mitigation Strategy (West Jackson Highway Master Plan (PLNP2008-00240), Jackson Township Specific Plan (PLNP2011-00095), NewBridge Specific Plan (PLNP2010-00081), and Mather South Community Master Plan (PLNP2013-00065)

District(s): Kennedy, Nottoli

RECOMMENDED ACTION

1. Receive and file this informational report; and
2. Adopt the Jackson Corridor Development Projects Transportation Mitigation Strategy Policy.

BACKGROUND

On July 28, 2015 County staff conducted a transportation focused workshop at the Board of Supervisors (Board) regarding unique solutions to enhance and better manage a transportation network to serve the proposed development along the Jackson Highway Corridor (Attachment 1). Since that time staff and developers have worked collaboratively to complete the joint traffic impact analysis, identify mitigations, develop a transportation mitigation strategy, initiate the development of finance plans, and define implementation of TDM & Transit services and trail systems. Today's workshop will provide an overview on the following items:

- Status of Proposed Jackson Corridor Trip Reduction Services/Transit Network and the Trail Network
- Jackson Corridor Joint Traffic Analysis and Findings
- The proposed Jackson Corridor Development Projects Transportation Mitigation Strategy

The Jackson Corridor Trip Reduction and Transit Network Services

The General Plan includes specific policies and provisions to guide new development towards a “Smart Growth” model of land use that integrates land uses, transportation infrastructure, and promotes trip reduction to encourage alternative modes of travel that reduce single occupancy vehicle trips. The County has collaborated with the Jackson Corridor developers to include proposed trip reduction and transit network services to promote alternative modes for travel within the Jackson Corridor.

Trip Reduction Services. Trip Reduction Services will be provided to the residents and businesses within the Jackson Corridor and will be phased-in as development occurs. Phasing-in the services like rideshare matching and vanpooling allows trip reduction behavior to be established in the early phases of development even though there is insufficient occupancy to fund larger services like transit. These services may include, but shall not be limited to:

- Commute Trip Reduction Program Support Services
- Rideshare Matching and Vanpool coordination
- Commuter Financial Incentives
- Telework and/or Flextime Support
- Guaranteed Ride Home Services
- Parking Management
- Shared Parking Coordination
- Special Event Transport Management
- Marketing and Promotion
- Transportation Access Guides
- Wayfinding and Multi-Modal Navigation Tools
- Transit Services
- Transit Improvements

The County and Jackson Corridor developers recognize that recent, and anticipated future advancements in technology and transportation network companies have occurred subsequent to the adoption of the General Plan

policies requiring provision of transit service (i.e. bike share, car share, scooter, autonomous shuttle, etc.). Because the goal of these policies is to improve air quality and reduce greenhouse gas emissions by encouraging alternate modes of travel, alternatives to these Trip Reduction Services may be considered by the County if it can be demonstrated that an equivalent reduction in vehicle miles traveled or transportation mode split can be achieved.

Transit Services. One component of the Trip Reduction Service is transit. Sacramento Regional Transit (RT) is the transit service provider for the Jackson Corridor area. Currently, transit service in the Jackson Corridor is very limited.

In order to meet the intent of General Plan Policy, County staff along with representatives of RT, the Jackson Corridor development project applicants, and DKS Associates identified an appropriate transit network and service frequency to connect the various land uses proposed in the Jackson Corridor and provide for connections to the existing Light Rail Transit network. A separate transit network was developed to support each project as a standalone transit system, but would also serve as a cohesive and complimentary transit system that will operate efficiently together when more than one project is completed.

The resulting transit network consists of three separate transit lines, each operating at 15/30-minute headways during peak/off peak operating hours. The transit analysis assumed the inclusion of transit queue jumps, transit signal priority and bus only lanes at major signalized intersections on Bradshaw Road (Kiefer Blvd to Rock Creek Parkway) and on Jackson Road (Watt Avenue to Excelsior Road) to minimize delays to transit operations on these heavily used roadway segments. Ultimately this transit network ridership is anticipated to exceed 16,500 daily passenger boardings. Refer to Attachment 2 for the transit network.

The Jackson Corridor developers will be required to identify the costs of implementing and operating these Trip Reduction and Transit Network Services and recommending a plan of financing of the identified service costs in their finance plan. A financing mechanism shall be established and the resulting annual service charge, fee or tax, or other mechanism shall be imposed on each residential unit and non-residential unit to fund all aspects of the Trip Reduction and Transit Network Services, including, but not limited to, capital, maintenance, and operational costs.

The Jackson Corridor Trail Network

A community that includes an extensive network of off-roadway trails for walking and bicycling not only provides for an environment that supports alternative modes of travel, but will also provide for much needed health-oriented forms of commuting and recreation. County staff from the Departments of Transportation, Regional Parks, and Community Development, along with the Jackson Corridor applicants have collaborated in developing an integrated network of off-roadway trails that will connect future residential communities with schools, parks, transit centers, employment centers, and commercial areas. The trail network (Attachment 3) will also provide connectivity to the existing and planned regional trail networks, including connectivity to the American River Parkway.

Three trail cross sections have been developed to provide for the varying needs of the trail users and to best fit into the land use context: local trails (8-foot wide paved surface), conventional trails (10-foot wide paved surface), and regional trails (12-foot wide paved surface). The trail corridors will be located along the various creeks and water courses or adjacent to but separated from a roadway.

Attachment 3 shows the proposed trail network within the Jackson Corridor. To preserve the intent of the trail plan of providing off-roadway trails that connect residential communities with schools, parks, transit centers, employment centers, and commercial areas, the proposed trail plan is intended to be a living document that is enhanced and adjusted as more detailed specific land uses and maps are considered in the future.

An enhanced crossing is identified at locations where trails cross a major roadway or at locations near schools and parks where inexperienced or younger users may be present in greater numbers. The enhanced crossings may include grade separation structures, signalized trail crossing, raised crossing tables, roadway chokers and, special signs, markings, and lighting. Of special note, two bridge crossings of the Folsom South Canal are proposed to improve the east-west mobility due to the limited number of roadway crossings of the Folsom South Canal.

It is anticipated that most of the local trail network which serves local communities would be implemented concurrently with the building of those communities. However, conventional trails within open space and creek

corridors as well as trails that provide regional connectivity should be included in the finance plan to minimize gaps in trail connectivity and to provide assurance that the trail can be implemented when needed by the community. Approximately 38% of the cost of the regional trails is included in the Sacramento County Transportation Development Fee to account for the share of trips from outside the development; this reduces the Jackson Corridor applicants cost share for these trails.

The Jackson Corridor Joint Traffic Analysis

Since the four Jackson Corridor development areas (West Jackson, Jackson Township, NewBridge & Mather South) are being processed in the same relative timeframe, County staff and the applicants collaborated on having an overlapping traffic analysis conducted that would evaluate the transportation related impacts of each individual project as stand-alone projects as well as the transportation impacts of all four projects combined. Substantial coordination with the applicants and adjacent jurisdictions, including the Cities of Sacramento, Rancho Cordova, Elk Grove, and Folsom in addition to Caltrans and the Capital Southeast Connector Joint Powers Authority, led to agreement on the area to be studied for transportation impacts. The resulting study area includes 261 roadway segments and 164 intersections within an area bounded by US 50 on the north, Calvine Road on the south, Power Inn Road on the west and Grant Line Road on the east. This analysis was recently completed and identifies impacts to 72 roadway segments, 48 intersections, 32 functionality roadways, and 12 freeway facilities. The analysis also determined the proportional share of the traffic impacts generated by each plan area. A summary of the overlapping roadway facilities impacted by the projects are included in Attachments 4 and 5.

Mitigating Transportation Impacts in the Jackson Corridor

Funding of Transportation Improvements.

In the past, each development area had an independent finance plan that was structured to fund 100% of the transportation improvements needed to mitigate impacts from that plan area. This works well for smaller, individual development areas; however, where there are multiple adjacent development areas, each finance plan would include some identical improvements. Under past practice this created overlapping funding requirements that result in excessively high fees because the combined plans fund more than 100% of the improvement costs.

To resolve this issue, the Department of Transportation has been working collaboratively with Planning and Environmental Review, Special Districts, and applicants to develop strategies for funding and implementing transportation mitigations and other improvements to support the Jackson Corridor developments. Staff has prepared the Transportation Funding Strategy (Attachment 6) to fund regional and local roadway improvements, transit facilities, trails, and cross-jurisdictional impacts within adjacent cities and the state highway system. This Strategy will guide the preparation and implementation of public facilities financing plans for the Jackson Corridor developments including related mitigation fee programs and other financing mechanisms. Part of this funding strategy recognizes the overlap in transportation projects and provides for each plan area to fund its fair share of the improvement costs based on their proportion of traffic impacts determined in the traffic analysis. Under this methodology the projects are not funded in excess of 100% and there are sufficient funds to build the all the improvements required of all four plan areas.

Implementation of Road and Intersection Mitigation Measures. The County has long strived to ensure that the investments in transportation infrastructure keep up with the growth in land use development, such that the construction of roadway segment and intersection improvements occur in a timely manner along with the development creating the impacts. In past years, the County has instituted improvement triggers associated with the number of dwelling units built in the development plan area. Under this program, specific improvements are required to be constructed prior to the issuance of building permits for a specified number of units within the plan area. While this has been effective on smaller scale developments, it does not always dictate the appropriate timing and location of improvements to be constructed on large specific plans. This approach also has the potential of burdening smaller developments with a disproportionately high cost to construct multiple improvements that are triggered due to timing of their project relative to other development projects in the plan area.

Staff has been working on an alternative approach for implementing the necessary improvements to mitigate the transportation impacts in the Jackson Corridor. This approach, known as the Jackson Corridor Development Projects Transportation Mitigation Strategy, is much more attuned to the actual size and location of incremental development projects, and helps to assure an efficient use of transportation funds on the

improvements to support the development potential in an area as large as the Jackson Corridor.

Transportation Mitigation Strategy. The Department of Transportation has been developing the Transportation Mitigation Strategy (Attachment 7) in consultation with Planning and Environmental Review, Special Districts, and the Jackson Corridor developers to address the implementation of regional roadway and intersection mitigation projects resulting from the impacts of the Jackson Corridor development projects. The purpose of this Transportation Mitigation Strategy is to identify and provide for the construction of improvements to mitigate each development project's transportation impacts, such that the construction of the improvements occur in a timely manner along with the development creating the impacts. The Transportation Mitigation Strategy is intended to replace the existing trigger-based methodology described above (currently being used in the North Vineyard Station and Florin-Vineyard Gap plan areas). The Transportation Mitigation Strategy provides for the construction of mitigation improvements that more directly relate to the impacts of an incremental development project in terms of proximity and size of the development, and to build mitigation improvements commensurate with the fees generated from the incremental development.

Each time an application for development is submitted to the County in the Jackson Corridor this amount of development will be known as the "development increment". The type of development, along with its geographical location, will be input into the County's "Dynamic Implementation Tool" (which is described below) and roadway facilities impacted by the specific development increment will be identified. The information generated by the Dynamic Implementation Tool will assist the Department of Transportation in identifying improvements to mitigate the impacts of traffic caused by each development increment. Before the Department of Transportation uses this information to assign construction responsibility, the development increment's financial obligation for these improvements, known as the "fee increment", will be determined based on the number of dwelling units and the adopted plan area transportation fees to verify that the cost of the improvements is commensurate with the funding generated by the development increment. The Department of Transportation will then assign "build improvements" to the development increment that are commensurate with its fee increment.

Dynamic Implementation Tool. The Dynamic Implementation Tool (Tool) is a computer program created specifically for the Jackson Corridor based on

the joint traffic analysis. While the traffic analysis identifies the transportation impacts of full build out of the proposed land uses, the Tool can identify the impacts incremental development would have on the transportation network. For any amount of development that might be implemented in the Jackson Corridor, the Tool is capable of estimating the vehicle trips that would be generated, where those new vehicle trips would go, and if the addition of those new vehicle trips causes any roadway segments or intersections to operate at an unacceptable level of service. In this way, the Department will be capable of monitoring and managing the transportation network proactively and assigning improvements where the growth occurs in the Jackson Corridor.

Staff is recommending that the Board adopt the Transportation Mitigation Strategy Policy as set forth in Attachment 7. In addition to describing the processes for identifying and assigning build improvements to incremental development projects, the Mitigation Strategy includes policies pertaining to the delivery and construction of build improvements, ongoing administration and updates to the Mitigation Strategy and the Tool, and an appeal process. With the Board's adoption, the Mitigation Strategy will be incorporated into the financing plans, conditions of approval, development agreements and other documentation that will be completed as part of the approval of the Jackson Corridor development projects.

FINANCIAL ANALYSIS

The Master Plans and Transportation Mitigation Strategy processes are funded entirely by the applicants as outlined in each project's Funding Agreements.

Attachments:

ATT 1 – Vicinity Map

ATT 2 – Jackson Corridor Transit Network

ATT 3 – Jackson Corridor Trail Network

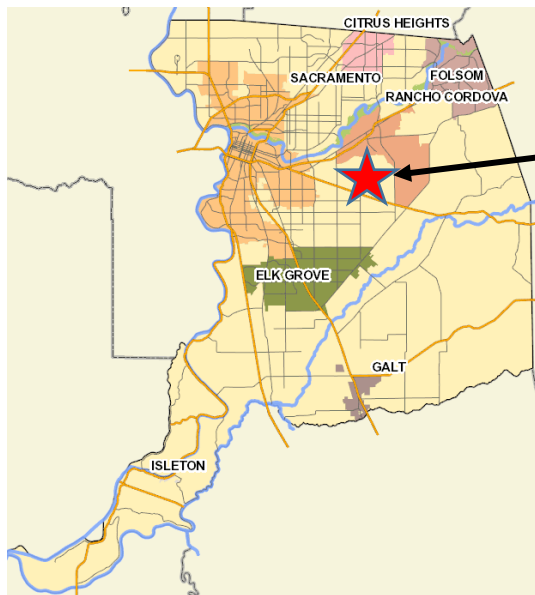
ATT 4 – Summary of Impacts for Multiple Project Scenario – Jackson Corridor

ATT 5 – Summary of Impacts for Cumulative Scenario – Jackson Corridor

ATT 6 – Transportation Funding Strategy

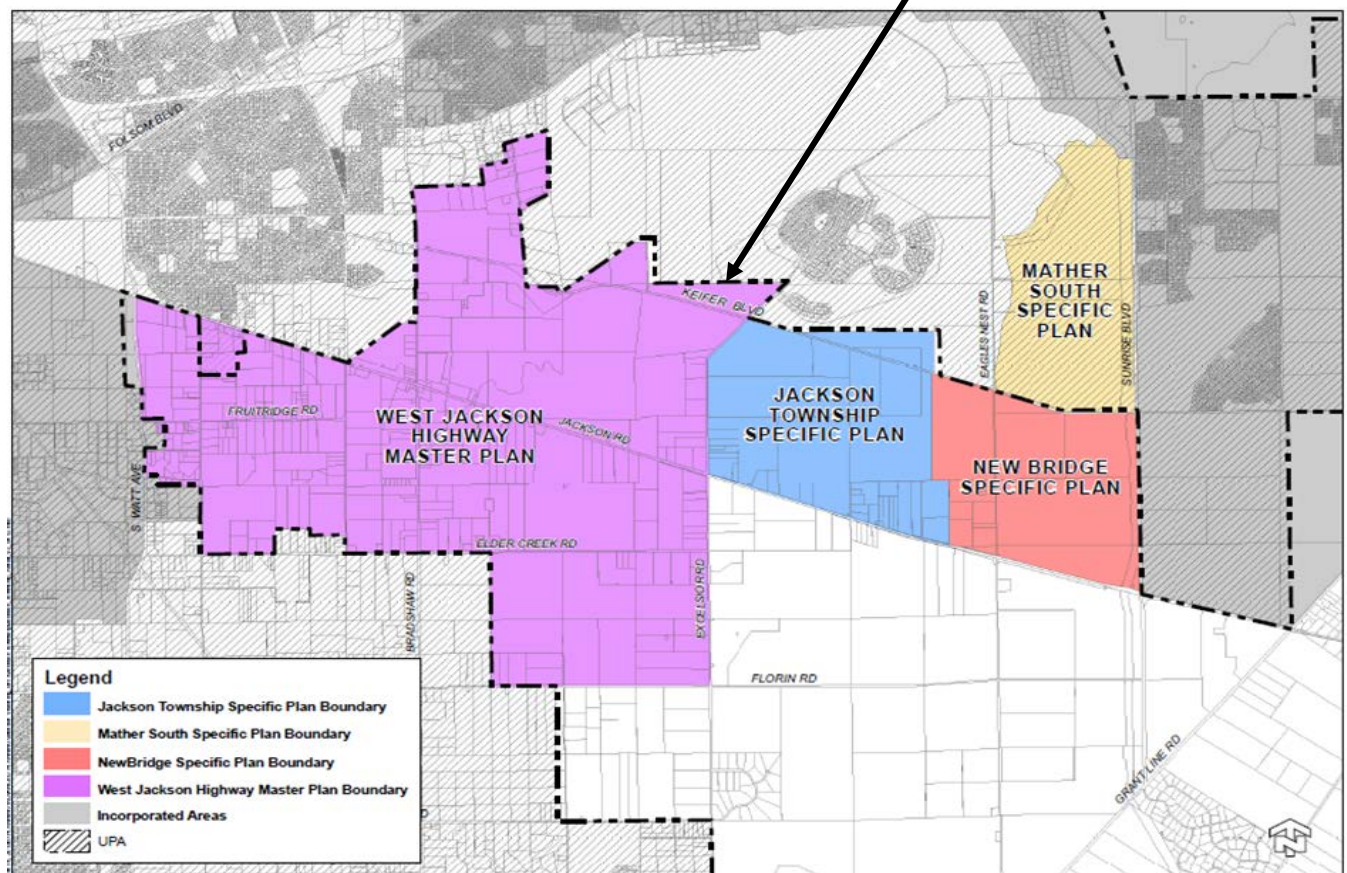
ATT 7 – Transportation Mitigation Strategy

Vicinity Map



Project Location:

Jackson Corridor development projects consist of West Jackson Highway Master Plan, and the Jackson Township, Mather South, and NewBridge Specific Plans. Located as shown with an irregular boundary but generally between South Watt Avenue, Sunrise Boulevard, Kiefer Boulevard and Jackson Road.



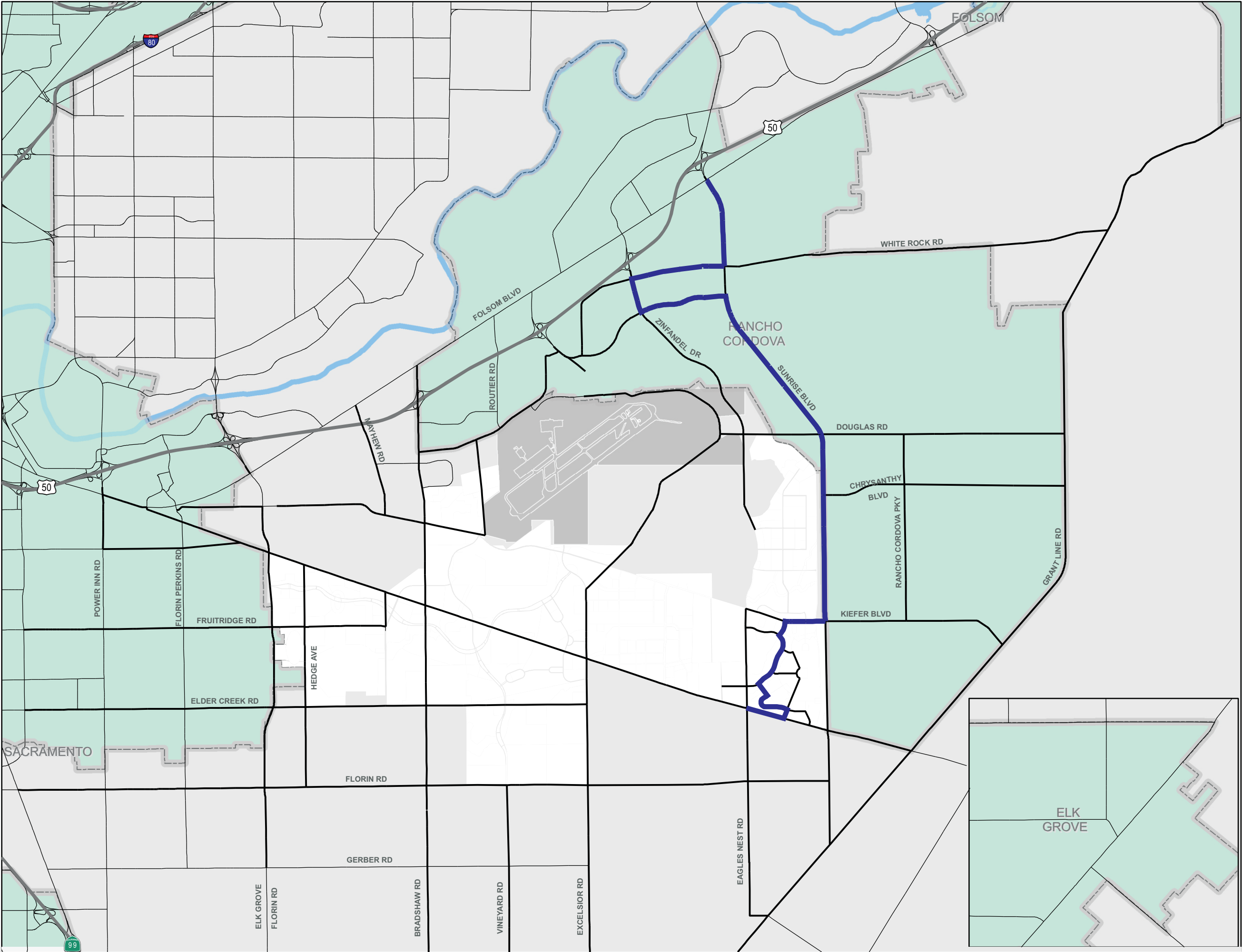





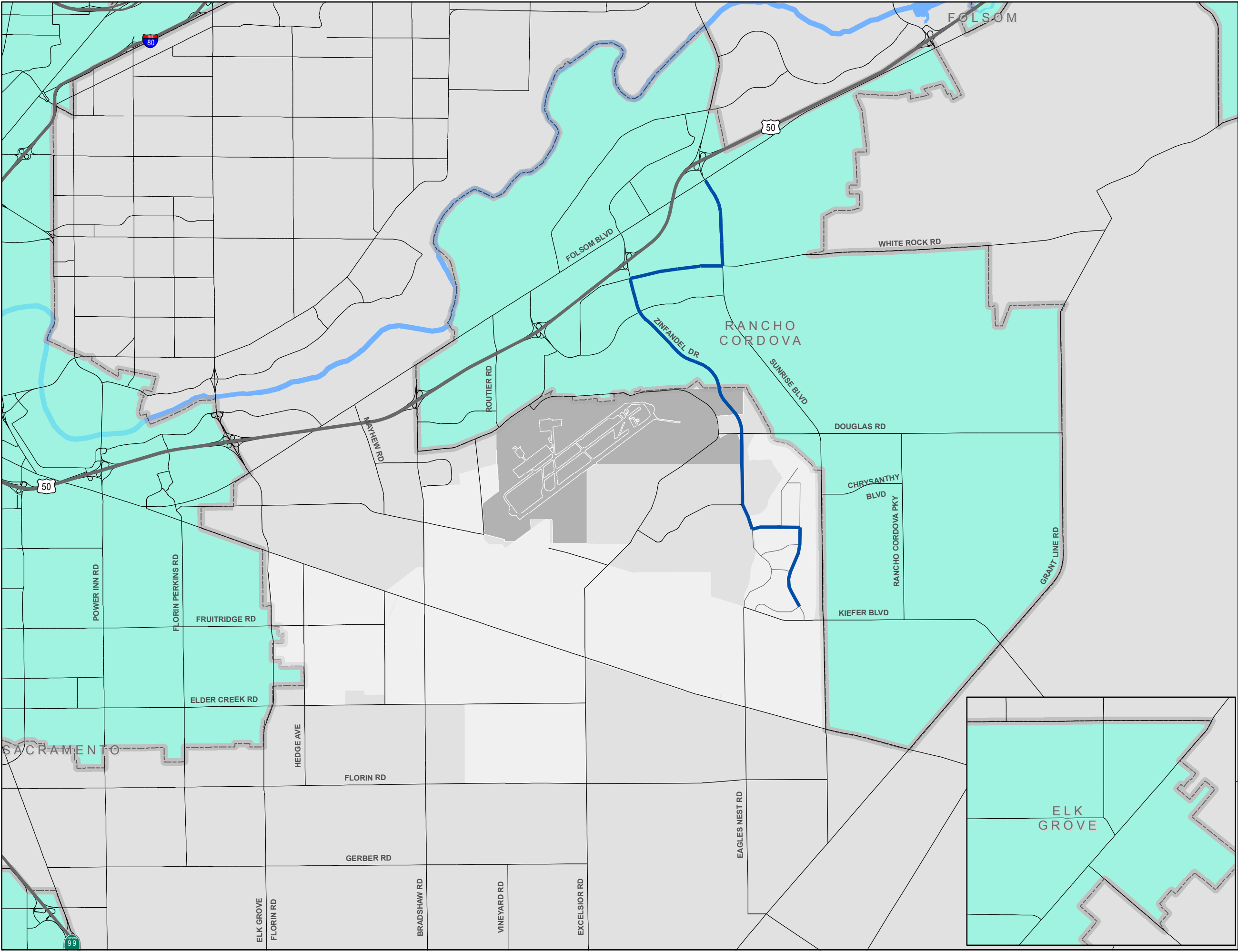
FIGURE 3.3 PC ATTACHMENT 3
PROJECT TRANSIT NETWORK
EXISTING PLUS NEWBRIDGE

Legend

-  NewBridge Local Route (NB)
-  Cities
-  Mather Airport

Attachment 2 - Jackson Corridor
Transit Network





**FIGURE 3.3 PC ATTACHMENT 3
PROJECT TRANSIT NETWORK
EXISTING PLUS MATHER SOUTH**

Legend

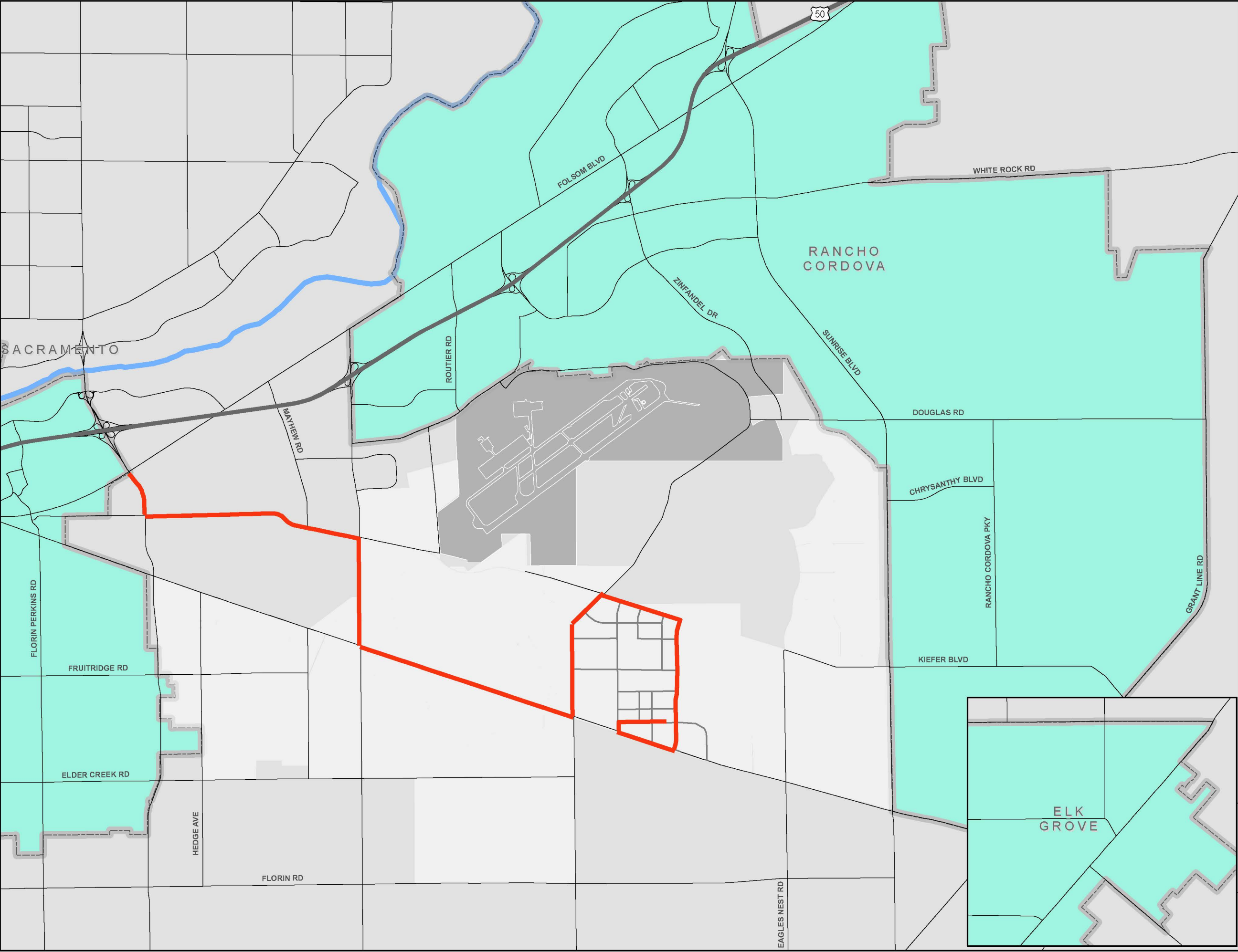
- Mather south Local Route (MS)
- Cities
- Mather Airport

Attachment 2 - Jackson Corridor
Transit Network



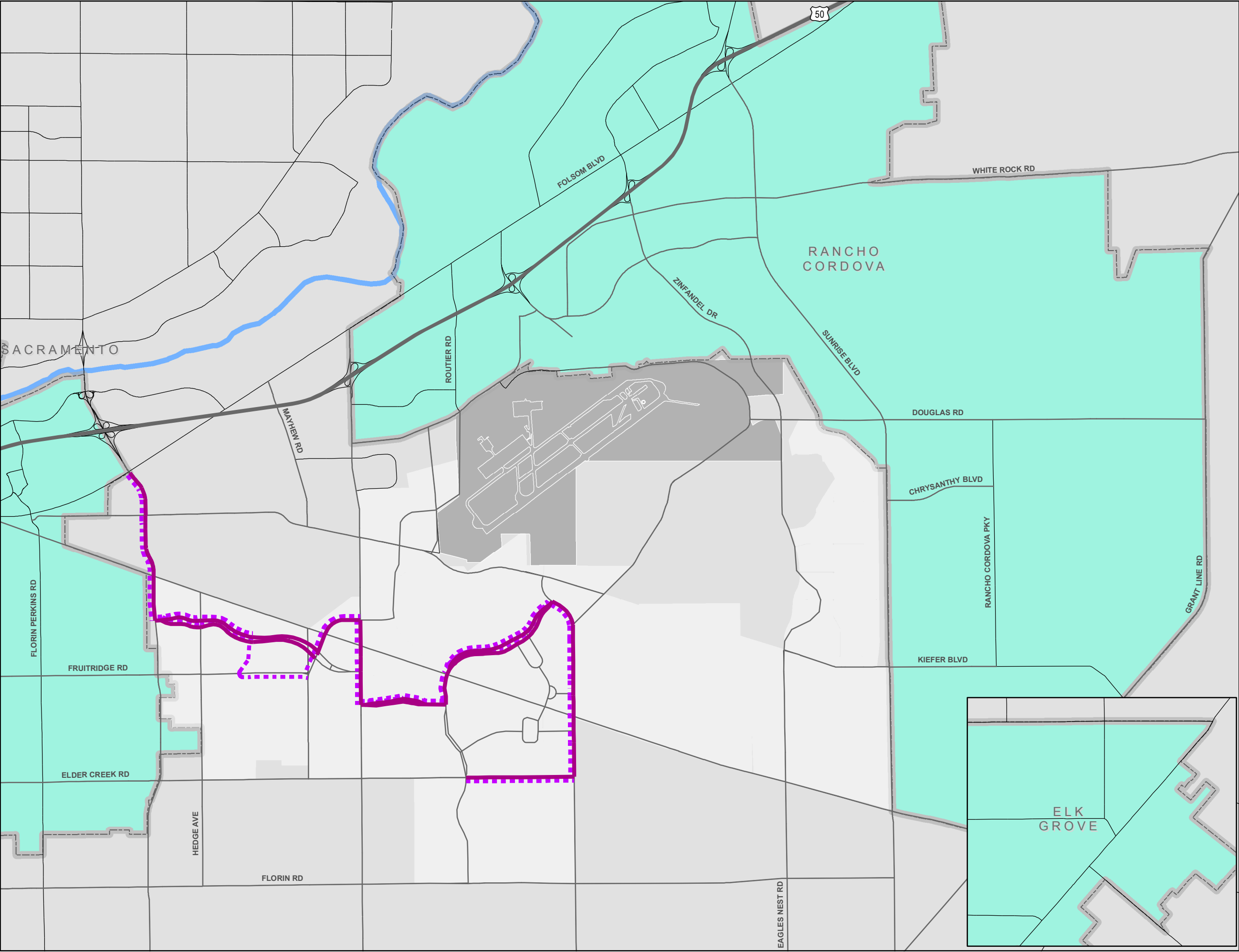
FIGURE 3.3 PC ATTACHMENT 3
PROJECT TRANSIT NETWORK
EXISTING PLUS JACKSON TOWNSHIP
(ALTERNATIVE 2)

- Legend**
- Kiefer Jackson Local Route
 - Cities
 - Mather Airport



Attachment 2 - Jackson Corridor
Transit Network





**FIGURE 3.3 PC ATTACHMENT 3
PROJECT TRANSIT NETWORK
EXISTING PLUS WEST JACKSON**

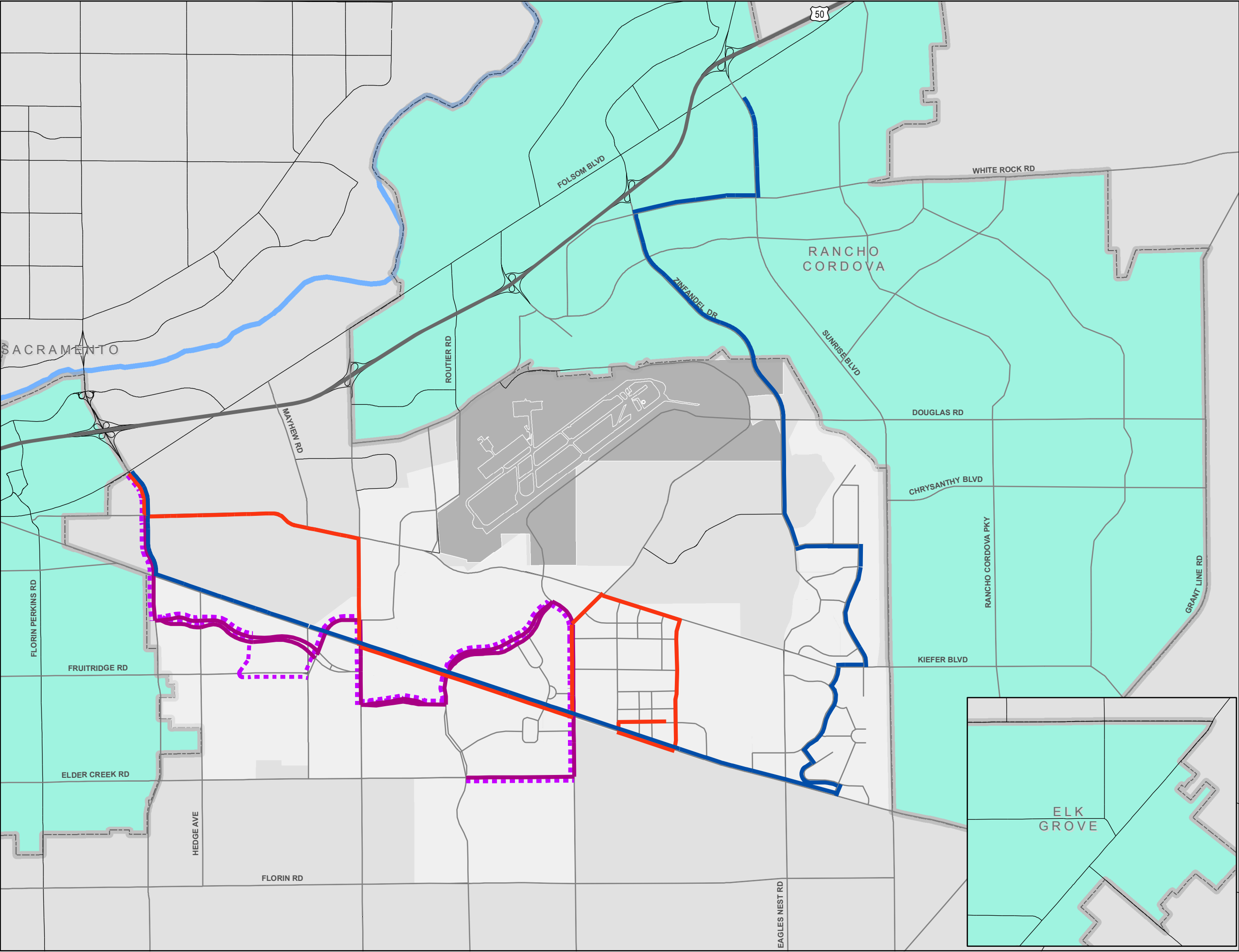
Legend

- West Jackson Local Route A
- West Jackson Local Route B
- WJ Study Roadway Segments
- Cities
- Mather Airport

Attachment 2 - Jackson Corridor
Transit Network



FIGURE 6.3 PC ATTACHMENT 3
PROJECT TRANSIT NETWORK
CEQA CUM PLUS FOUR PROJECTS

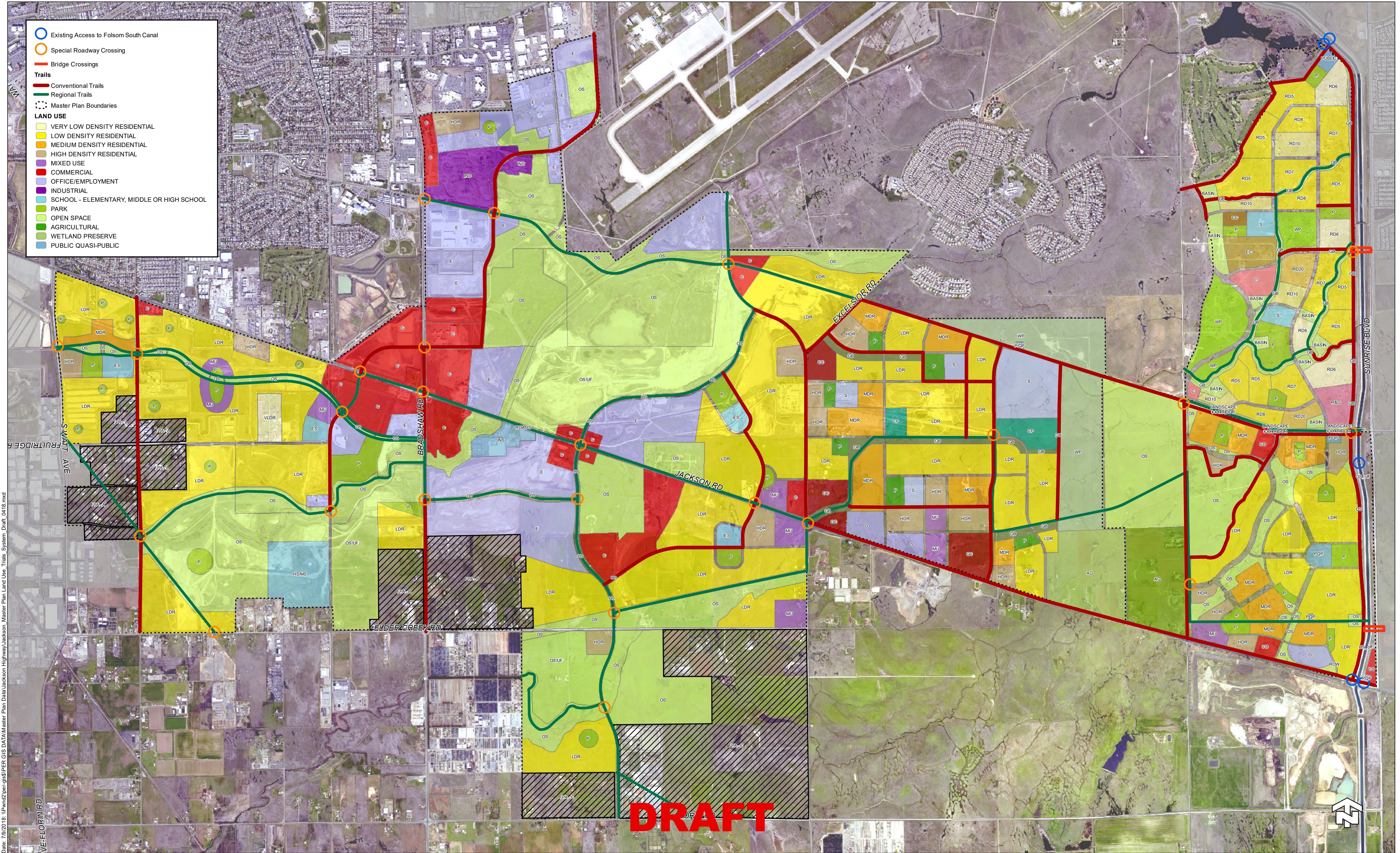


Legend

- Jackson Express Route
- Kiefer Jackson Local Route
- West Jackson Local Route A
- West Jackson Local Route B
- Cities
- Mather Airport

Attachment 2 - Jackson Corridor
Transit Network





JACKSON CORRIDOR TRAILS MASTER PLAN

JULY 2018

Summary of Impacts for Multiple Project Scenario

ID	Roadway	Segment	
		From	To
Level of Service Impact Fully Mitigated by General Plan Lanes			
5.1	Bradshaw Rd	Goethe Rd	Collector WJ-8
5.2	Bradshaw Rd	Collector WJ-8	Kiefer Blvd
6.1	Bradshaw Rd	Kiefer Blvd	Collector WJ-9
6.2	Bradshaw Rd	Collector WJ-9	Mayhew Rd
23	Elder Creek Rd	Power Inn Rd	Florin-Perkins Rd
24	Elder Creek Rd	Florin Perkins Rd	South Watt Ave
25	Elder Creek Rd	South Watt Ave	Hedge Ave
26	Elder Creek Rd	Hedge Ave	Mayhew Rd
28.1	Elder Creek Rd	Bradshaw Rd	Vineyard Rd
29	Elk Grove-Florin Rd	Florin Rd	Gerber Rd
31.1	Excelsior Rd	Jackson Rd	Collector WJ-6
31.2	Excelsior Rd	Collector WJ-6	Elder Creek Rd
47	Fruitridge Rd	Florin Perkins Rd	South Watt Ave
55.1	Grant Line Rd	Calvine Rd	Elk Grove City Limit
55.2	Grant Line Rd	Elk Grove City Limit	Sheldon Rd
56	Grant Line Rd	Sheldon Rd	Wilton Rd
57	Grant Line Rd	Wilton Rd	Bond Rd
65	Jackson Rd	Folsom Blvd	Florin Perkins Rd
68.1	Jackson Rd	Hedge Ave	Collector WJ-3
68.2	Jackson Rd	Collector WJ-3	Mayhew Rd
71.1	Jackson Rd	Excelsior Rd	Collector JT-3
73	Jackson Rd	Sunrise Blvd	Grant Line Rd
97	South Watt Ave	Kiefer Blvd	Jackson Rd
99	South Watt Ave	Fruitridge Rd	Elder Creek Rd
100	South Watt Ave	Elder Creek Rd	Florin Rd
106	Sunrise Blvd	Kiefer Blvd	Jackson Rd
122	Zinfandel Dr	City Limit	Douglas Rd
123.1	Zinfandel Dr	Douglas Rd	Collector MS-2
200	Kiefer Blvd	Tree View Ln	Eagles Nest Rd
Level of Service Impact Not Fully Mitigated by General Plan Lanes			
2	Bradshaw Rd	US 50	Lincoln Village Dr
3	Bradshaw Rd	Lincoln Village Dr	Old Placerville Rd
4	Bradshaw Rd	Old Placerville Rd	Goethe Rd
44	Folsom Blvd	Howe Ave	Jackson Rd
58.2	Happy Lane	Routier Ext	Kiefer Boulevard
62	Howe Ave	US 50	Folsom Blvd

Summary of Impacts for Multiple Project Scenario

ID	Roadway	Segment	
		From	To
66	Jackson Rd	Florin Perkins Rd	South Watt Ave
67	Jackson Rd	South Watt Ave	Hedge Ave
76	Kiefer Blvd	Mayhew Rd	Bradshaw Rd
95	Rockingham Dr	Old Placerville Rd	Mather Field Rd
96	South Watt Ave	Folsom Blvd	Kiefer Blvd
102	Sunrise Blvd	Folsom Blvd	Trade Center Dr
110	Watt Ave	US 50	Folsom Blvd
118	Zinfandel Dr	US 50	White Rock Rd

Impacted Intersections	
Intersection	Alternative Mitigation
Level of Service Impact Fully Mitigated by General Plan Lanes	
5 Power Inn Road & Fruitridge Road	
9 Florin Perkins Road & Jackson Road	
14 S. Watt Avenue & Kiefer Blvd.	**
17 S. Watt Avenue & Fruitridge Road	
18 S. Watt Avenue & Elder Creek Road	
27 Hedge Avenue & Florin Road	
31 Mayhew Road & Elder Creek Road	**
32 Woodring Drive & Zinfandel Drive	
38 Bradshaw Road & Jackson Road	**
39 Bradshaw Road & Elder Creek Road	
40 Bradshaw Road & Florin Road	
45 Excelsior Road & Jackson Road	**
48 Excelsior Road & Gerber Road/Birch Ranch Drive	
61 Eagles Nest Road & Florin Road	
69 Sunrise Boulevard & Kiefer Boulevard	
70 Sunrise Boulevard & Jackson Road	
80 Grant Line Road & Jackson Road	
90 Excelsior Road & Calvine Rd	

Impacted Intersections		
Intersection		Alternative Mitigation
93	Grant Line Rd & Dwy/Wilton Rd	
319	Bradshaw Road & Rock Creek Pkwy	
325	Douglas Road & Kiefer Boulevard	**
331	Routier Ext/Routier Rd & Old Placerville Rd.	**
Level of Service Impact Not Fully Mitigated by General Plan Lanes But Designated High Capacity Intersection		
16	S. Watt Avenue & Jackson Road	**
Level of Service Impact Not Fully Mitigated by General Plan Lanes		
36	Bradshaw Road & Old Placerville Road	
37	Bradshaw Road & Kiefer Boulevard	
42	Happy Lane & Old Placerville Road	**
51	Mather Field Road & Rockingham Drive	
¹ Alternative mitigations represent proposed mitigations beyond the General Plan, excluding designated high capacity intersections, as proposed by the County of Sacramento. * denotes alternative mitigations that improve operations but do not fully mitigate the impact. ** denotes alternative mitigations that fully mitigate the impact.		

Impacted Freeway Basic Segments	
Direction	Location
Level of Service Impact Not Mitigated	
Eastbound US-50	Stockton Boulevard to 59th Street
	Zinfandel Drive to Sunrise Boulevard
	Sunrise Boulevard to Hazel Avenue
Westbound US-50	Watt Avenue to Howe Avenue
	Howe Avenue to 65th Street
	65th Street to 59th Street
	59th Street to Stockton Boulevard
	Stockton Boulevard to SR 99 / SR 51
<i>Source: DKS Associates, 2018.</i>	

Impacted Freeway Merge/Diverge/Weave Segments		
Direction	Location	Junction Type
Level of Service Impact Not Mitigated		
Eastbound US-50	Northbound 65th Street Slip Entrance	Weave
	Howe Avenue / Hornet Drive Exit	
	Northbound Mather Field Road Slip Entrance	Weave
	Zinfandel Drive Exit	
Source: DKS Associates, 2018.		

Functionality Impact Summary

ID	Roadway	Segment	
		From	To
Functionality Impact Fully Mitigated			
19	Eagles Nest Rd	Kiefer Blvd	Jackson Rd
20	Eagles Nest Rd	Jackson Rd	Florin Rd
25	Elder Creek Rd	South Watt Ave	Hedge Ave
26	Elder Creek Rd	Hedge Ave	Mayhew Rd
27	Elder Creek Rd	Mayhew Rd	Bradshaw Rd
28	Elder Creek Rd	Bradshaw Rd	Excelsior Rd
30	Excelsior Rd	Kiefer Blvd	Jackson Rd
31	Excelsior Rd	Jackson Rd	Elder Creek Rd
32	Excelsior Rd	Elder Creek Rd	Florin Rd
33	Excelsior Rd	Florin Rd	Gerber Rd
34	Excelsior Rd	Gerber Rd	Calvine Rd
39	Florin Rd	South Watt Ave	Hedge Ave
40	Florin Rd	Hedge Ave	Mayhew Rd
41	Florin Rd	Mayhew Rd	Bradshaw Rd
42	Florin Rd	Bradshaw Rd	Excelsior Rd
43	Florin Rd	Excelsior Rd	Sunrise Blvd
48	Fruitridge Rd	South Watt Ave	Hedge Ave
49	Fruitridge Rd	Hedge Ave	Mayhew Rd
50	Grant Line Rd	White Rock Rd	Douglas Rd
58	Happy Ln	Old Placerville Rd	Kiefer Blvd
59	Hedge Ave	Jackson Rd	Fruitridge Rd
70	Jackson Rd	Bradshaw Rd	Excelsior Rd
71	Jackson Rd	Excelsior Rd	Eagles Nest Rd
77	Kiefer Blvd	Bradshaw Rd	Happy Ln
78	Kiefer Blvd	Zinfandel Dr	Sunrise Blvd
89	Mayhew Rd	Jackson Rd	Fruitridge Rd
123	Zinfandel Dr	Douglas Rd	Kiefer Blvd

Summary of Impacts for Cumulative Scenario

ID	Roadway	Segment	
		From	To
Level of Service Impact Fully Mitigated by General Plan Lanes			
23	Elder Creek Rd	Power Inn Rd	Florin-Perkins Rd
25	Elder Creek Rd	South Watt Ave	Hedge Ave
27	Elder Creek Rd	Mayhew Rd	Bradshaw Rd
28.1	Elder Creek Rd	Bradshaw Rd	Vineyard Rd
31.1	Excelsior Rd	Jackson Rd	Collector WJ-6
31.2	Excelsior Rd	Collector WJ-6	Elder Creek Rd
41	Florin Rd	Mayhew Rd	Bradshaw Rd
42.2	Florin Rd	Vineyard Rd	Excelsior Rd
47	Fruitridge Rd	Florin Perkins Rd	South Watt Ave
48	Fruitridge Rd	South Watt Ave	Hedge Ave
51.1	Grant Line Rd	Douglas Rd	Chrysanthy Blvd
55.2	Grant Line Rd	Elk Grove City Limit	Sheldon Rd
71.2	Jackson Rd	Collector JT-3	Tree View Ln
71.3	Jackson Rd	Tree View Ln	Collector JT-4
72.1	Jackson Rd	Eagles Nest Rd	Rockbridge Dr
72.2	Jackson Rd	Rockbridge Dr	Sunrise Blvd
73	Jackson Rd	Sunrise Blvd	Grant Line Rd
89.1	Mayhew Rd	Jackson Rd	Rock Creek Pkwy
89.2	Mayhew Rd	Rock Creek Pkwy	Fruitridge Rd
105	Sunrise Blvd	Douglas Rd	Kiefer Blvd
106	Sunrise Blvd	Kiefer Blvd	Jackson Rd
132	Kiefer Blvd	Americanos Blvd	Grant Line Rd
304	Mayhew Rd	Routier Ext	Bradshaw Rd
307	Mayhew Rd	Collector WJ-13	Elder Creek Rd
405	Collector JT-3	Collector JT-5	Jackson Rd
Level of Service Impact Not Fully Mitigated by General Plan Lanes			
2	Bradshaw Rd	US 50	Lincoln Village Dr
3	Bradshaw Rd	Lincoln Village Dr	Old Placerville Rd
4	Bradshaw Rd	Old Placerville Rd	Goethe Rd
5.1	Bradshaw Rd	Goethe Rd	Collector WJ-8
5.2	Bradshaw Rd	Collector WJ-8	Kiefer Blvd
6.2	Bradshaw Rd	Collector WJ-9	Mayhew Rd
6.3	Bradshaw Rd	Mayhew Rd	Jackson Rd
16	Douglas Rd	Zinfandel Dr	Sunrise Blvd
37	Florin Rd	Power Inn Rd	Florin-Perkins Rd
44	Folsom Blvd	Howe Ave	Jackson Rd

Summary of Impacts for Cumulative Scenario

ID	Roadway	Segment	
		From	To
51.2	Grant Line Rd	Chrysanthy Blvd	Kiefer Blvd
52.1	Grant Line Rd	Kiefer Blvd	Rancho Cordova Pkwy
56	Grant Line Rd	Sheldon Rd	Wilton Rd
57	Grant Line Rd	Wilton Rd	Bond Rd
58.2	Happy Lane	Routier Ext	Kiefer Boulevard
62	Howe Ave	US 50	Folsom Blvd
66.1	Jackson Rd	Florin Perkins Rd	14th Ave
66.2	Jackson Rd	14th Ave	Rock Creek Pkwy
66.3	Jackson Rd	Rock Creek Pkwy	Aspen 1 Dwy
66.4	Jackson Rd	Aspen 1 Dwy	South Watt Ave
67	Jackson Rd	South Watt Ave	Hedge Ave
68.1	Jackson Rd	Hedge Ave	Collector WJ-3
68.2	Jackson Rd	Collector WJ-3	Mayhew Rd
69	Jackson Rd	Mayhew Rd	Bradshaw Rd
70.1	Jackson Rd	Bradshaw Rd	Collector WJ-4
70.2	Jackson Rd	Collector WJ-4	Rock Creek Pkwy
71.1	Jackson Rd	Excelsior Rd	Collector JT-3
76	Kiefer Blvd	Mayhew Rd	Bradshaw Rd
78.4	Kiefer Blvd	E Collector MS-1	Sunrise Blvd
79	Kiefer Blvd	Sunrise Blvd	Rancho Cordova Pkwy
92	Old Placerville Rd	Happy Ln	Routier Rd
93	Old Placerville Rd	Routier Rd	Rockingham Dr
95	Rockingham Dr	Old Placerville Rd	Mather Field Rd
96	South Watt Ave	Folsom Blvd	Kiefer Blvd
97	South Watt Ave	Kiefer Blvd	Jackson Rd
100	South Watt Ave	Elder Creek Rd	Florin Rd
104.3	Sunrise Blvd	Rio Del Oro Pkwy	Douglas Rd
110	Watt Ave	US 50	Folsom Blvd
117	White Rock Rd	Grant Line Rd	Prairie City Rd
135	Rancho Cordova Pkwy	White Rock Rd	International Dr
136	Rancho Cordova Pkwy	International Dr	Rio Del Oro Pkwy
200	Kiefer Blvd	Tree View Ln	Eagles Nest Rd
301	Douglas Rd	Rock Creek Pkwy	Kiefer Blvd
302	Kiefer Blvd	Happy Ln	Douglas Rd
305	Mayhew Rd	Bradshaw Rd	Jackson Rd
312	Rock Creek Pkwy East	Collector WJ-16	Jackson Road
317	Routier Ext	Old Placerville Road	Happy Lane

Impacted Intersections	
Intersection	Alternative Mitigation
Level of Service Impact Fully Mitigated by General Plan Lanes	
17 S. Watt Avenue & Fruitridge Road	
20 Elk Grove Florin Road/S. Watt Ave. & Florin Road	**
23 Hedge Avenue & Jackson Road	
25 Hedge Avenue & Elder Creek Road	**
28 Mayhew Road & Kiefer Boulevard	
29 Mayhew Road & Jackson Road	
31 Mayhew Road & Elder Creek Road	
32 Woodring Drive & Zinfandel Drive	
39 Bradshaw Road & Elder Creek Road	
40 Bradshaw Road & Florin Road	
47 Excelsior Road & Florin Road	
58 Zinfandel Drive & Douglas Road	
69 Sunrise Boulevard & Kiefer Boulevard	
70 Sunrise Boulevard & Jackson Road	
72 Sheldon Lake Drive/Sunrise Boulevard & Grant Line Road	**

Impacted Intersections		
Intersection		Alternative Mitigation
86	Power Inn Road & Florin Rd	
91	Grant Line Rd & Eagles Nest Rd/Sloughhouse Rd	
92	Grant Line Rd & Calvine Rd	
303	Rock Creek Pkwy & Jackson Road	
308	Hedge Avenue & Rock Creek Pkwy WB	
400	Collector JT-3 & Jackson Road	
Level of Service Impact Not Fully Mitigated by General Plan Lanes But Designated High Capacity Intersection		
12	Watt Avenue & Folsom Blvd.	**
14	S. Watt Avenue & Kiefer Blvd.	**
16	S. Watt Avenue & Jackson Road	**
Level of Service Impact Not Fully Mitigated by General Plan Lanes		
3	Power Inn Road/Howe Avenue & Folsom Blvd	
4	Power Inn Road & 14th Avenue	
36	Bradshaw Road & Old Placerville Road	
37	Bradshaw Road & Kiefer Boulevard	*
38	Bradshaw Road & Jackson Road	**

Impacted Intersections		
Intersection		Alternative Mitigation
42	Happy Lane & Old Placerville Road	
43	Happy Lane & Kiefer Boulevard	**
45	Excelsior Road & Jackson Road	*
51	Mather Field Road & Rockingham Drive	
61	Eagles Nest Road & Florin Road	**
66	Sunrise Boulevard & International Drive/Monier Circle	
67	Sunrise Boulevard & Douglas Road	
80	Grant Line Road & Jackson Road	**
93	Grant Line Rd & Dwy/Wilton Rd	**
95	Florin Perkins Road & 14th Avenue	
96	Jackson Road & 14th Avenue	
103	Rancho Cordova Pkwy & Douglas Road	**
310	Mayhew Road & Rock Creek Pkwy WB	**
311	Mayhew Road & Rock Creek Pkwy EB	**
318	Bradshaw Road & Mayhew Road	*
319	Bradshaw Road & Collector WJ-10	**

Impacted Intersections		
Intersection		Alternative Mitigation
325	Douglas Road & Kiefer Boulevard	
329	Routier Ext & Kiefer Boulevard	*
331	Routier Ext/Routier Rd & Old Placerville Road	**
<p>¹ Alternative mitigations represent proposed mitigations beyond the General Plan, excluding designated high capacity intersections, as proposed by the County of Sacramento.</p> <p>* denotes alternative mitigations that improve operations but do not fully mitigate the impact.</p> <p>** denotes alternative mitigations that fully mitigate the impact.</p>		

Impacted Freeway Basic Segments	
Direction	Location
Level of Service Impact Not Mitigated	
Eastbound US-50	Stockton Boulevard to 59th Street
<i>Source: DKS Associates, 2018.</i>	

Impacted Freeway Merge/Diverge/Weave Segments		
Direction	Location	Junction Type
Level of Service Impact Not Mitigated		
Westbound US-50	Southbound Hazel Avenue Slip Entrance	Weave
	Rancho Cordova Parkway Exit	
Source: DKS Associates, 2018.		

Impacted Freeway Ramp Termini	
Direction	US 50 Exit Ramp
Queuing Impact Not Mitigated	
Eastbound US-50	Howe Avenue
	Zinfandel Drive
Westbound US-50	Rancho Cordova Parkway
<i>Source: DKS Associates, 2018.</i>	

Functionality Impact Summary

ID	Roadway	Segment	
		From	To
Functionality Impact Fully Mitigated			
15	Douglas Rd	Mather Blvd	Zinfandel Dr
16	Douglas Rd	Zinfandel Dr	Sunrise Blvd
19	Eagles Nest Rd	Kiefer Blvd	Jackson Rd
20	Eagles Nest Rd	Jackson Rd	Florin Rd
25	Elder Creek Rd	South Watt Ave	Hedge Ave
26	Elder Creek Rd	Hedge Ave	Mayhew Rd
27	Elder Creek Rd	Mayhew Rd	Bradshaw Rd
28	Elder Creek Rd	Bradshaw Rd	Excelsior Rd
30	Excelsior Rd	Kiefer Blvd	Jackson Rd
31	Excelsior Rd	Jackson Rd	Elder Creek Rd
32	Excelsior Rd	Elder Creek Rd	Florin Rd
33	Excelsior Rd	Florin Rd	Gerber Rd
34	Excelsior Rd	Gerber Rd	Calvine Rd
39	Florin Rd	South Watt Ave	Hedge Ave
40	Florin Rd	Hedge Ave	Mayhew Rd
41	Florin Rd	Mayhew Rd	Bradshaw Rd
42	Florin Rd	Bradshaw Rd	Excelsior Rd
43	Florin Rd	Excelsior Rd	Sunrise Blvd
48	Fruitridge Rd	South Watt Ave	Hedge Ave
49	Fruitridge Rd	Hedge Ave	Mayhew Rd
50	Grant Line Rd	White Rock Rd	Douglas Rd
58	Happy Ln	Old Placerville Rd	Kiefer Blvd
59	Hedge Ave	Jackson Rd	Fruitridge Rd
60	Hedge Ave	Fruitridge Rd	Elder Creek Rd
61	Hedge Ave	Elder Creek Rd	Florin Rd

ID	Roadway	Segment	
		From	To
70	Jackson Rd	Bradshaw Rd	Excelsior Rd
71	Jackson Rd	Excelsior Rd	Eagles Nest Rd
77	Kiefer Blvd	Bradshaw Rd	Happy Ln
78	Kiefer Blvd	Zinfandel Dr	Sunrise Blvd
89	Mayhew Rd	Jackson Rd	Fruitridge Rd
116	White Rock Rd	Fitzgerald Rd	Grant Line Rd
123	Zinfandel Dr	Douglas Rd	Kiefer Blvd

Trails

Facilities overlapping with SCTDF:

- Regional Trails partially funded by SCTDF. Plan Area will receive SCTDF credit for the overlapping funding of the regional trails (Refer to SCTDF overlapping memo prepared by DKS).

Facilities not overlapping with SCTDF:

- Local Trails.

Transit

Facilities overlapping with SCTDF:

- Transit facilities funding via impact fees and/or annual special taxes or service charges for items such as Buses and Bus Maintenance Facilities may overlap with SCTDF.
- Plan Area will receive SCTDF credit for any overlapping funding of the transit facilities.

Facilities not overlapping with SCTDF:

- Bus stops, and park & ride lots.

Regional Roadway Component

Facilities Overlapping with SCTDF (Refer to SCTDF overlapping memo prepared by DKS) :

- Fair Shares of E+P and C+P to fund the E+P project obligations .
- Jackson Corridor Roadway funds E+P improvements consist of major roadway widening (including Class D Frontage Lane), major intersections with traffic signals , drainage structures, and railroad crossings.
- Credit will be given for the overlapping funding of roadway facilities.

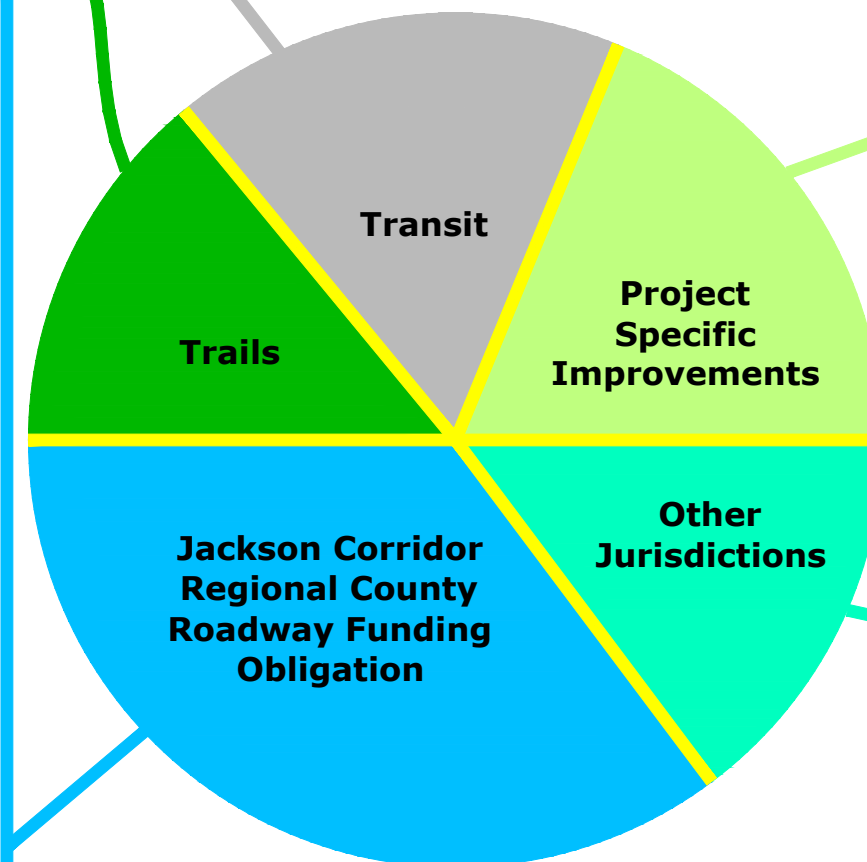
Facilities not overlapping with SCTDF:

- E+P Functionality Improvements, roads and intersections should be fully funded based fair share among four projects.
- Fair share funding for C+P Functionality Improvements, roads, intersections and High Capacity Intersections including grade separations.

Jackson Corridor Mitigation Strategy

80% of revenue generated by each development phase based on funding obligation is earmarked to construct E+P improvements as determined by Dynamic Implementation Tool. Remaining 20% of revenue generated by each development phase shall be reserved by County to flexibly manage impacts within the Jackson Corridor Improvements.

Provide a snap shot list of improvements by each assumed development phase to match the fee revenue (List of improvements subject to change as assumed phasing is revised).



Local Roadway Component

- On-site frontage improvements along major roads (curb, gutter, sidewalk, street lights, joint trench, landscaping, sound wall, etc.)
- Local fronting access traffic signals
- On-site backbone minor roads.

City Facilities (Contingent upon Reciprocal Agreement)

- Fair share for City's E+P and C+P roadway facilities. (City of Elk Grove, City of Rancho Cordova and City of Sacramento).

Caltrans

- Fair share for Caltrans' freeway facilities.

Transportation Funding Strategy

County of Sacramento
Jackson Corridor Development Projects
Transportation Mitigation Strategy
 July 23, 2019

This Transportation Mitigation Strategy (“Strategy”) shall apply to all development projects within the following Jackson Highway Corridor plan areas:

- a. West Jackson Highway Master Plan
- b. Jackson Township Specific Plan
- c. Newbridge Specific Plan
- d. Mather South Community Master Plan

Development projects within the plan areas are responsible for implementing roadway segment and intersection improvements that are required to mitigate impacts to the transportation network, as set forth in each project’s approved environmental documents and conditions of approval. It is the intent of Sacramento County that impacts to the transportation network be mitigated concurrent with the implementation of the impacting development project. This Strategy will guide the identification, delivery and construction of the regional “Existing plus Project” and “Existing plus Multiple Projects” roadway segment and intersection improvements that will be required to be built with each incremental development project within the above plan areas.

Definitions

Build Improvements: The regional “Existing plus Project” and “Existing plus Multiple Projects” roadway segment and intersection improvement(s) from the plan area’s conditions of approval that will be required to be built to mitigate the impacts of the Development Increment for the plan areas above.

Development Increment: A specified portion of development for the plan areas above for which construction will be undertaken and approvals for that specified portion will be required by the County. A Development Increment may not contain non-contiguous parcels separated by more than 1.5 miles, unless approved by the Director.

Director: The Director of the County’s Department of Transportation.

Fee Increment: The amount of funding that will be generated by the Development Increment through payment of the regional roadway component of the plan area roadway impact fees for the greater of the Development Increment or 300 dwelling unit equivalents (DUEs).

Tool: The County’s Dynamic Implementation Tool; the software and computer model inputs used to determine the impacts to the regional roadway segments and intersections, and the Build Improvements identified to mitigate those impacts. (See Appendix A for detailed description).

Financing of Improvements to Mitigate Transportation Network Impacts

1. Build Improvements will be funded through revenue generated from roadway impact fee programs that have been established by or pursuant to plan area financing plans. Funding for Build Improvements may also include other transportation infrastructure funding sources, such as Measure A Sales Tax revenues and State and Federal funding programs.
2. The plan area fee programs have recognized Measure A Sales Tax revenues, State and Federal funding programs, and other funding sources that are currently programmed and the adopted roadway impact fees are based on the availability of these funds. It is anticipated that improvement projects utilizing such funding sources will be delivered and constructed by the County. The availability and expenditure of these funds for Build Improvements shall be subject to the requirements applicable to the specific funding source from which they are received.
3. Cost estimates for Build Improvements shall be as set forth in the applicable plan area financing plans and/or the area wide finance document.
4. Any credits or reimbursements due from the construction of Build Improvements shall be in accordance with the applicable fee program or finance plan.

Determining a Development Increment's Build Improvements

5. It is the intent of Sacramento County that impacts to the transportation network be mitigated concurrent with the implementation of the impacting development and that the size of the improvements are commensurate with the size and impact of development and the available funding. The County will determine Build Improvements considering the various improvements identified by the Tool, the estimated cost of the identified improvements, the Fee Increment, and the availability of other funds. (See Appendix B for a hypothetical example.)
6. Each Development Increment will have a Fee Increment based on the size of the Development Increment. The Fee Increment is calculated by multiplying the fee rates per DUE for the regional roadway component set forth in the applicable plan area roadway impact fee program by the number of DUEs, as follows:
 - a. For Development Increments with 300 or more DUEs, calculation of the Fee Increment shall be based on the actual number of DUEs.
 - b. For Development Increments with fewer than 300 DUEs, calculation of the Fee Increment shall be based on 300 DUEs. The Director may grant an exemption to the requirements of subsection (b) to Development Increments that are independent development projects and not a phase or subset of a larger project or Development Increment. In such a scenario, the Director shall determine how the Development Increment will satisfy its obligation to mitigate transportation impacts generated by that Development Increment, including, but not limited to, the following:
 - i. Constructing Build Improvements identified by the Tool and based on a Fee Increment that utilizes the Development Increment's actual number of DUEs;

- ii. A payment of the Development Increment's full Fee Increment, in lieu of constructing Build Improvements, prior to issuance of the first building permit; or
 - iii. Payment of the plan area roadway impact fees at time of building permit issuance.
- 7. The Tool may also be utilized to develop a conceptual set of Build Improvements for the plan area or a Development Increment during the entitlement process to inform the project proponents and the Board of Supervisors. However, the actual Build Improvements required to be constructed by a Development Increment shall be determined by the process described in sections 8 and 9, and may deviate from the conceptual set of Build Improvements previously developed due to a Development Increment's changed circumstances or progress, or changes to the transportation network and/or the Department of Transportation's priority needs.
- 8. The Build Improvements that the Development Increment will be required to construct shall be determined using the Tool. The Tool will utilize the actual number of DUEs in the Build Increment. The development proponent is responsible for requesting the Tool analysis sufficiently in advance of their Development Increment to allow for timely execution of the agreement described in section 9 and delivery of their Build Improvements as described in section 15.
- 9. A written agreement between the County and project proponent shall be required to identify the specific Build Improvements assigned to the project and set a date by which construction of the Build Improvements by the project proponent shall commence, or a date for in-lieu payment by the project proponent per section 13 shall occur. The Build Improvements identified by the Tool and the proposed timing of construction may change any time prior to execution of the agreement. The agreement shall be executed prior to recordation of a final small lot subdivision map for a residential Development Increment or initiation of a building permit application for a non-residential Development Increment. If construction is not initiated by the project proponent or the in-lieu payment is not made by the date specified in the agreement, the County, at its discretion, may require different Build Improvements based on changed circumstances or progress, or changes to the transportation network and/or the Department of Transportation's priority needs.

Credits, Reimbursements, and the Cost of Build Improvements

- 10. A credit and/or reimbursement agreement will likely be needed for each Development Increment that must construct Build Improvements due to the timing of the construction and its acceptance by the County relative to when building permit fees must be paid. Any credit or reimbursement shall be provided in accordance with the associated fee program or finance plan requirements from which the credit or reimbursement is due.

11. When the Development Increment is fewer than 300 DUEs, the Development Increment may be assigned Build Improvements whose cost estimates exceed the fee revenues generated by the actual number of DUEs, as described in section 6. The Development Increment shall be responsible for funding and constructing the Build Improvements assigned by the County, including those improvements which costs exceed the amount of fee revenues generated by the Development Increment's actual number of DUEs. Credit or reimbursement shall be due for the additional eligible costs per the applicable plan area fee program.
12. Constructed Build Improvement costs are unlikely to exactly match the Fee Increment. Lower costs will result in the creation of reserve funding; higher cost Build Improvements will require funds from the reserve, increased funding from the Development Increment, and/or other County funding. It is the County's intent to establish reserve funding to help manage these differences by allocating the Fee Increment as follows: Build Improvements would be assigned based on a target of eighty percent (80%) of the Fee Increment in addition to any other funds the County makes available for that Build Improvement; the remaining (20%) would be placed in reserve to be applied to other transportation mitigation measures (including other assigned Build Improvements) associated with implementation of other development projects in the plan area and other Jackson Highway Corridor plan areas, as determined by the Director. It is anticipated that while the Development Increment's Fee Increment generally will be allocated as noted above, the listed percentages will be adjusted as necessary to conform to Build Improvement costs and address the Department of Transportation's priority needs. The County shall not assign Build Improvements with estimated costs exceeding one hundred percent (100%) of the Fee Increment in addition to any other funds (including available reserve funds noted above). Appendix B includes a hypothetical example of possible Build Improvement scenarios.

Implementing a Development Increment's Build Improvements

13. In lieu of constructing the Build Improvements, the Director may accept an upfront payment up to 100 percent of the full amount of the Fee Increment if the Build Improvements will be constructed by the County or another party. Payment shall be made to the County prior to the recordation of any final map for residential development or issuance of any building permit for non-residential development Increment. This payment shall be considered as satisfying the requirements of section 15.
14. If the project proponent chooses to fund the Build Improvements through a Community Facilities District (CFD) or similar public finance mechanism, the CFD or similar public finance mechanism must be formed prior to the recordation of a small lot final map for a residential Development Increment or issuance of any building permit for a non-residential Development Increment. The formation shall occur regardless of whether the Build Improvements will be constructed concurrent with the Development Increment or an in-lieu amount will be paid up front. An advanced funding agreement

with the County for CFD establishment costs must be executed prior to initiation of CFD formation.

15. The delivery and construction of the Build Improvements shall proceed as follows to ensure completion in a timely manner:

- a. The improvement plans for the Build Improvements shall be approved, and construction bonds shall be posted, prior to the recordation of any final map for a residential Development Increment or issuance of any building permit for non-residential Development Increment.
- b. For residential Development Increments, construction of the Build Improvements shall commence by the date identified in the agreement described in section 9 and prior to twenty-five percent (25%) build-out of the Development Increment (as measured by the number of building permit issuances). Build-out of the Development Increment may proceed beyond this percentage if the project proponent demonstrates, to the satisfaction of the Director, that construction has been delayed due to circumstances beyond the project proponent's control and will commence within a time frame acceptable to the Director.
- c. If a residential Development Increment is a phase or a subset of a larger development project, a future phase shall not proceed beyond twenty-five percent (25%) build-out of the Development Increment (as measured by the number of building permit issuances) until construction of the Build Improvements assigned to an earlier Development Increment has been substantially completed, as defined in the most recent version of the Sacramento County Standard Construction Specifications, or the project proponent demonstrates, to the satisfaction of the Director, that construction of the Build Improvements for the earlier Development Increment is progressing at an acceptable rate. For large development projects consisting of multiple Development Increments and Build Improvements, the County and project proponent may enter into an implementation agreement specifying the terms and conditions for the delivery and construction of said Build Improvements.
- d. For non-residential Development Increments, construction shall commence by the date identified in the agreement described in section 9 and be completed prior to County's issuance of a certificate of occupancy, unless otherwise approved by the Director.

Administration and Update of the Strategy

16. The Department of Transportation will manage this Strategy and the Tool. The costs to manage, maintain, update, and conduct Tool analysis, and all other related administrative work tasks, shall be funded by all development projects within the Jackson Highway Corridor plan areas. Funding to support the above efforts will be either in the form of application fees or a development agreement between the County and each project proponent.

17. This Strategy and its components, including the Tool, shall be reviewed and updated as needed, but no less frequently than every five years or at key planning events undertaken by the County including, but not limited to, General Plan updates, and updates to the Jackson Highway Corridor plan area master plans or specific plans. The review and update of this Strategy and the Tool shall include, but not be limited to, land use changes, revisions to the proposed and completed transportation network, changes in the costs of the Build Improvements, changes in associated escalation values due to inflation, and the securing of new funding sources to supplement the costs of improvements.
18. A project proponent may appeal a determination by Department of Transportation staff concerning the application of this Strategy to its project by submitting a written request for the Director's review. If the project proponent is dissatisfied with the Director's decision following such review, the project proponent may appeal the decision to the County Board of Supervisors by filing a notice of appeal with the Clerk of the Board within fifteen (15) days of the date of the Director's decision. The notice of appeal shall include payment of the applicable appeal fee and the following information: (a) a complete description of the factual basis for the appeal; (b) the legal basis for the appeal; and (c) the remedy sought by the project proponent. The Clerk of the Board shall calendar a hearing on the appeal and notify the person filing the appeal of the date, time and place of such hearing. During the hearing, the project proponent shall be afforded the opportunity to present oral and documentary evidence and offer testimony from any concerned parties as may be necessary for the Board to take action. The Board may affirm, reverse, or modify the decision of the Director. The action of the Board on any such appeal shall be final and conclusive.

Appendix A

The Dynamic Implementation Tool

Sacramento County has developed a new approach for identifying the transportation improvements required to be constructed by a given Development Increment within the Jackson Corridor plan areas that will be much more attuned to the actual location of development and its impacts. This new approach has led to the creation of what is referred to as the Dynamic Implementation Tool (Tool). For any amount of development that is proposed to be implemented in the Jackson Corridor, the Tool is capable of estimating the vehicle trips that would be generated, where those new vehicle trips would go, and whether any of those new vehicle trips would cause specific roadway segments or intersections to operate at an unacceptable Level of Service. The Tool enables Sacramento County and project proponents to monitor and manage the transportation network proactively, and to more effectively identify and assign transportation improvements to County roadways and intersections in support of where incremental growth occurs in the Jackson Corridor.

To accomplish this, the proposed land uses for development projects in the Jackson Corridor plan areas have been subdivided into a geographical network of 64 smaller districts. Each district has a varying mix of residential, employment and commercial land uses but is small enough such that all traffic generated in a district would have a similar trip distribution. These districts are linked to a corresponding spreadsheet-based model — the Tool—that will calculate the amount of traffic generated by a Development Increment in a district and assign this traffic to the roadway network. When an applicant proposes a specific Build Increment and requests an analysis, staff will manually enter the actual number of residential units, or square footage of retail or commercial building space, into the Tool for each district. The Tool will use information contained in the latest edition of *Trip Generation Manual* published by the Institute of Transportation Engineers (ITE) to automatically calculate how much traffic the Development Increment would generate and use the trip distribution information from the Jackson Corridor joint traffic analysis to assign where that traffic will travel on the surrounding roadway network. The Tool also will calculate new roadway traffic volumes and intersection turn movements. County staff will analyze this data to determine which roads and intersections would be impacted and require improvements based on changes in roadway volume to capacity ratios and intersection delays. Staff will use the data generated by the Tool to assign Build Improvements to developers from those listed in each project's conditions of approval consistent with the Transportation Mitigation Strategy.

Appendix B

Transportation Network Mitigation Strategy Examples

Example 1

Project A requests the County run the Tool for 150 dwelling unit equivalents (DUEs) located within the boundaries of district 2.

Step 1 – County staff manually enters 150 DUEs into the Tool for Project A in district 2. The Tool automatically calculates the amount of traffic generated from this number of dwelling units and assigns it to the roads and intersections in the vicinity of district 2. The Tool identifies traffic volume changes on impacted roads and intersections as output and the County staff identifies potential Build Improvements.

Step 2 – Although the size of the Development Increment is 150 DUEs, the Fee Increment is set using the 300 DUEs minimum value. County staff calculates the Fee Increment for this Development Increment, which is the product of the number of Fee Increment DUEs multiplied by the fee rate per DUE identified in the fee program (ex. $300 \times \$15,000 = \4.5M).

Step 3 – County staff calculates the 80%/20% Fee Increment split (ex. $\$3.6\text{M}/\0.9M).

Step 4 – County staff reviews the impacted roadway locations and assigns Build Improvements to the Development Increment based on the output from the Tool and from the project-specific conditions of approval as follows:

- A. If Build Improvements that add up to approximately $\$3.6\text{M}$ can be identified, then those are assigned. County staff also collects approximately $\$0.9\text{M}$ for the reserve fund. Or;
- B. If Build Improvements that add up to approximately $\$3.6\text{M}$ cannot be identified, but Build Improvements that add up to the Fee Increment amount of $\$4.5\text{M}$ can, then the latter Build Improvements may be assigned. The difference between $\$4.5\text{M}$ and the actual cost of Build Improvements would be placed in reserve. No reserve would be collected if the actual cost of Build Improvements were $\$4.5\text{M}$. Or;
- C. If the Build Improvements identified exceeds $\$4.5\text{M}$, and the County can fund the difference between the total Build Improvement costs and $\$4.5\text{M}$ via reserve funds or other funds, then those Build Improvements may be assigned. Or;
- D. If the County identifies Build Improvements that the County will deliver, then it may choose to collect $\$4.5\text{M}$ from the Development Increment as an upfront payment for use on the identified Build Improvement. Or;

E. If Build Improvements cannot be identified either because they do not fit these financial constraints or because no improvements are required, then the County may choose to collect \$4.5M from the Development Increment and place these funds in reserve.

The situation in Step 4.C is used for the remainder of Example 1.

Step 5 – The project proponent and County then enter into an agreement that identifies the Build Improvements, establishes the commencement date for construction and delivery, and terms regarding reimbursement for costs in excess of the Fee Increment.

Step 6 – The project proponent delivers Build Improvements in accordance with the agreement and the Transportation Mitigation Strategy. If the developer fails to comply with applicable timing and delivery requirements, the County has the right to assign different Build Improvements to the Development Increment based on changing circumstances or priorities.

Example 2

Project B requests the County run the Tool for 350 dwelling units located within the boundaries of district 2. The steps are the same as Example 1 except as follows:

Step 1 – County staff manually enters 350 DUEs into the Tool for Project B in district 2.

Step 2 – The Fee Increment is set using the actual number of DUEs (350) because it is above the minimum value of 300 DUEs. County staff calculates the Fee Increment for this Development Increment (ex. $350 \times \$15,000 = \5.25M).

Step 3 – County staff calculates the 80%/20% Fee Increment split (ex. \$4.2 M/\$1.05M).

Steps 4 are the same as Example 1 but use the \$5.25/\$4.2/\$1.05 figures. For Example 2, the situation in Step 4.D is used.

Step 5 – The project proponent and County then enter into an agreement that identifies the Build Improvements and establishes the timing of payment of the full Fee Increment.

Step 6 – The project proponent pays the full Fee Increment at first building permit issuance in accordance with the agreement and the Transportation Mitigation Strategy. If the developer fails to comply with applicable timing requirements, the County has the right to assign different Build Improvements to the Development Increment based on changing circumstances or priorities.

Example 3

Project C, a small independent development project, requests the County run the Tool for 15 dwelling units located within the boundaries of district 6.

Step 1 – The Director determines this is a small independent development project and not a phase or subset of a larger project or Development Increment. The Director grants an exemption from the minimum 300 DUE Fee Increment requirement per section 6c and considers the following options:

- A. Assigning Build Improvements identified by the Tool and based on 15 DUEs;
- B. Requiring payment of the Development Increment's full Fee Increment based on 15 DUEs, in lieu of constructing Build Improvements, prior to issuance of the first building permit; or
- C. Requiring payment of the plan area roadway impact fees at time of building permit issuance.

The County elects not to run the Tool given the small size of this project and selects option B because the County is delivering a nearby improvement that is insufficiently funded.

Step 2 – The project proponent and County then enter into an agreement that identifies the requirement to pay the full Fee Increment (15 DUEs x \$15,000 = \$225,000) at time of first building permit issuance and establishes the timing of Fee Increment payment.

Step 3 – The project proponent pays the Fee Increment in accordance with the agreement and the Transportation Mitigation Strategy. If the developer fails to comply with applicable timing and delivery requirements, the County has the right to assign different Build Improvements to the Development Increment based on changing circumstances or priorities.