

**PLACER COUNTY REGIONAL TRAFFIC
CONGESTION AND AIR QUALITY MITIGATION
FEE PROGRAM**

FINAL REPORT

(Phase II of the Placer County Regional Transportation Funding Strategy)

FOR

**PLACER COUNTY TRANSPORTATION PLANNING AGENCY
(PCTPA)**

BY

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Executive Summary

- The purpose of this report is to provide the initial framework for a potential regional fee program to help fund needed transportation improvements in Placer County.
- The following table shows the high priority fee program projects, their cost, and the calculated or proposed fee contribution for each project.

Project	Cost	Fee Contribution
Placer Parkway	\$258M	\$95.3M
Lincoln Bypass	\$206M	\$10M
Sierra College Blvd.	\$50M	\$23.8M
I-80/Douglas Blvd I/C	\$23M	\$12.3M
Transit Projects (Commuter Rail, Commuter/Express Bus, Fixed Route Bus)	\$70M	\$7M
Total	\$607M	\$148.4M

- The following table below shows the total fee impact per Dwelling Unit Equivalent (DUE) to each fee district based on the level of fees for the proposed program and the current fees already in place. Since the current fee programs in several of the fee districts already include partial funding of one or more of the regional roadway projects, the net incremental increase in traffic fees in those districts will be somewhat less than shown in the total column. The amounts shown in parentheses represent an estimate of the net traffic fees after accounting for this reduction. Please note that it is likely that reductions will also be applied to fee districts which do not show reduced fee levels in the table.

It is important to emphasize that the resulting fees shown in the table below are conceptual only for the purpose of providing a general order-of-magnitude increase in traffic fees as a consequence of a regional fee program. Further traffic modeling, construction cost estimates, and fee credit issues will be analyzed in greater detail in the next phase of study, should the PCTPA Board decide to proceed.

District	Proposed Regional Fee (for 5 regional projects)	Total Fee (including current fees)
Dry Creek	\$551	\$3,658
Granite Bay	\$597	\$3,557
Lincoln	\$2,383	\$4,032 (3,668)
Loomis	\$1,229	\$3,001
Newcastle/ Horseshoe Bar	\$1,276	\$4,722 (\$4,422)
Placer Central	\$2,507	\$5,711 (4,461)
Placer West	\$2,155	\$4,404
Rocklin	\$1,547	\$3,248-3,953 (\$2,900-\$3,605)
Roseville	\$714	\$1,430-5,335 (\$1,264-\$5,169)
Sunset	\$1,957	\$4,720

Note: Amounts shown in parentheses represent an estimate of net traffic fee after accounting for the fact that current fee programs in several fee districts already include partial funding of one or more of the regional roadway projects.

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- The total cost of the five projects in the fee program amounts to about \$607M. It is now estimated that \$148.4 million (increased amount from the \$140 million Phase I report estimate) could be covered by the regional fee program, and another \$402M could be covered by other existing sources over the next 20 years. That leaves a funding shortfall of roughly \$56M, which reinforces the fact that a Placer County sales tax measure or other revenue generating mechanisms will ultimately be needed to meet the County's transportation demands. In addition, new discretionary or formula funding, and/or increased federal funding may help make up for this shortfall.
- Four alternative approaches were examined to implement and manage a regional transportation fee program in Placer County and it was agreed that creating a new Joint Powers Authority (JPA), administered by the staff of PCTPA, would be the preferred approach.
- To provide a perspective as to the amount of funds that could be generated by a regional traffic fee program, an estimate was prepared for the amount of funds that would have been collected over the 3-year period from 1998 to 2000 had the regional fee program been in effect. Based on actual development figures provided by each jurisdiction, it is estimated that \$ 24 million would have been collected specifically for the regional fee program. This amount equals about 16 percent of the entire \$148.4 million regional fee program. This example illustrates the importance of implementing the fee program as soon as is reasonably possible.
- Next Steps
 - Before any political approval is reached on such a fee program, additional analysis will be needed to develop appropriate regional fee levels. The fee levels in this report are only preliminary.
 - Potential project phasing options for project delivery should be addressed.
 - This regional fee program should be coordinated, in content and boundary, with the existing Highway 65 Interchange Improvement JPA fee, the planned Sierra College Boulevard JPA fee, and other existing jurisdictional traffic fees.
 - Necessary agreements and a project priority schedule for the application of regional fee revenues must be developed.
 - A tentative funding agreement between Roseville and the County to address prior issues must be finalized.

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1.0 INTRODUCTION

1.1 BACKGROUND - PURPOSE AND SCOPE

The Regional Transportation Funding Strategy for Placer County has been undertaken by the Placer County Transportation Planning Agency in two phases. Phase I of the effort is described in Section 1.2. The purpose of this Phase II report is to provide the initial framework for a potential regional fee program in Placer County.

It was noted in the Phase I effort that the primary source of funding for regional transportation projects has been the State Transportation Improvement Program (STIP), which falls far short of financing current project needs. Furthermore, several jurisdictions in Placer County currently have some form of development fees for local transportation projects, but there is no mechanism to fund large scale and/or multi-jurisdictional projects. Consequently, the Phase II effort was initiated to explore and lay the groundwork for a potential regional fee program.

The scope of the Phase II effort involved several tasks. The following summarizes the key scope items:

- Selection of a new Steering Committee focused on the participation of local jurisdiction, the development community, and other regional interest groups.
- Obtaining consensus on a fee program project list (developed from the larger list generated in Phase I).
- Conducting preliminary technical analysis on a potential fee program
- Obtaining public involvement on a preliminary fee program via steering committee meetings
- Reviewing and adjusting fee program project cost estimates
- Facilitating discussions between affected jurisdictions
- Developing a Preliminary Draft Fee Program

1.2 SUMMARY OF PHASE I ACTIVITY

The Phase I effort was intended to provide a Regional Transportation Funding Strategy for the 20-year period from 2000 to 2020. The overall effort accomplished three things:

- Identified the current and future transportation needs of Placer County,
- Identified projected transportation revenues with current sources, and
- Identified new funding strategies to address and identified future shortfall.

As a result of the process to identify the current and future transportation needs in the County, an extensive and inclusive list of candidate projects and programs was developed. This process had extensive input from all stakeholders. The list covered all transportation modes and all jurisdictions. Further, the list was unconstrained and all of the County's transportation needs and goals without regard to available funding.

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A key element of Phase I was the development of various Funding Strategy Concepts to pay for identified needs, taking into account a mixture of funding sources. Projected Regional fee program revenues were not included in each scenario. Table 1-1 below shows the Phase 1 concepts.

Table 1-1 PHASE I FUNDING STRATEGY CONCEPTS

FUNDING SCENARIO	FUNDING SOURCES	20-YEAR REVENUE PROJECTIONS
1	<u>Baseline (Committed & Supplemental Programs)</u> <ul style="list-style-type: none"> ▪ \$202 million in "committed" state and federal funding programs ▪ \$117 million in future discretionary funding and local funding 	\$319 million
2	<u>Baseline & Regional Fee Program</u> <ul style="list-style-type: none"> ▪ \$202 million in current state and federal funding programs ▪ \$117 million in future discretionary funding and local funding ▪ \$140 million in regional development fees 	\$459 million
3	<u>Baseline & Sales Tax Program</u> <ul style="list-style-type: none"> ▪ \$202 million in current state and federal funding programs ▪ \$117 million in future discretionary funding and local funding ▪ \$511 million in sales tax revenues 	\$830 million
4	<u>Baseline & Regional Fee & Sales Tax Programs</u> <ul style="list-style-type: none"> ▪ \$202 million in current state and federal funding programs ▪ \$117 million in future discretionary funding and local funding ▪ \$140 million in regional development fees ▪ \$511 million in sales tax revenues 	\$970 million

Each of the funding scenarios established financial parameters for the development of a project list that could be funded with that scenario. Depending on the scenario, the type and amount of

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projects funded varied greatly. In order to estimate the amount of money a regional fee program could generate, the Phase I effort used generic fee estimates.

1.3 SCOPE AND ORGANIZATION OF THIS REPORT

This report is intended to provide background as to the process for selecting specific fee program projects and how those projects were analyzed to generate potential fee levels throughout various districts in the County. Sections of the report describe various impacts or issues that might arise and/or need to be resolved as a result of a new regional fee program. Of most importance, the report provides a global view of the funding needed to ultimately construct the regional fee projects chosen.

2.0 PROPOSED CAPITAL INVESTMENT PROGRAM

2.1 APPROACH TO PROJECT SELECTION

A candidate program of projects eligible to receive regional fee program funding was developed over a period of several months based on recommendations and comments offered by the Steering Committee, which included elected officials, senior agency staff and various private interest groups. The starting point for this process was the investment program developed in Phase I of this project, and documented in Chapter 2 of the final report issued on August 31, 2000. As in Phase I, potential projects in Phase II were classified into one of two categories:

1. Traffic congestion mitigation roadway projects; and
2. Air quality mitigation transit projects.

The types of roadway projects initially considered for inclusion in the fee program were:

- New roadways;
- New interchanges;
- New bridges;
- Widening and other capacity improvements;
- Reconstruction;
- Operational improvements; and
- Periodic and routine maintenance.

A broad range of roadway facility types was also initially considered for eligibility, including:

- Freeway HOV lanes;
- New state highways;
- Principal urban arterials;
- Other county roads.

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With regard to potential transit/air quality mitigation projects, it was understood by participants that impact fee revenues can be applied only for capital investment purposes and not for operating support. It was further assumed that “capital investment” would only include fixed facilities – such as stations, intermodal centers, guideway and systems upgrade, maintenance and fueling facilities, etc. – and not rolling stock (buses or railcars).

It was also agreed that specific transit/air quality projects should not be identified at this stage of analysis, but that a budget be established for improvements in each of three categories – commuter rail, commuter/express bus, and fixed route bus – based on order-of-magnitude costs and the expected likely level of any growth-related nexus.

All participating jurisdictions and other interest groups were requested to provide additional input regarding the long list of candidate projects from Phase I, as well as additional suggestions offered early in Phase II. In the end, it was the consensus of the group that the roadway category be limited to a very few, high-visibility projects in order to maximize the effectiveness of the fee program and to help ensure its implementation.

2.2 HIGH PRIORITY ROADWAY PROJECTS AND COSTS

Four high priority roadway projects were nominated for inclusion in the proposed Placer County Regional Fee Program:

1. Placer Parkway;
2. SR-65 Lincoln Bypass;
3. Sierra College Boulevard Improvements; and
4. I-80 / Douglas Boulevard Interchange

Each of these projects is described in more detail below and each is depicted on the map in Figure 2-1 – Location Map of High Priority Roadway Projects. Note that the proposed alignments for both the Placer Parkway and the Lincoln Bypass are not finalized at this time. The alignments shown in Figure 2-1 are only approximate. All cost estimates are in 2001 dollars.

Placer Parkway

The concept of a transportation facility that would connect I-80 to State Routes 70/99 through Placer and Sutter Counties has been discussed for decades. However, it is only within the last three years that these conceptual discussions have progressed to actual alignment studies due to increased congestion experienced on I-80 and continued growth in South Placer County.

A Draft Project Study Report (PSR) for Placer Parkway was completed in November, 2000. The Draft PSR considered several alignment options for Placer Parkway. The recommended alignment consists of a nearly 15-mile long, four-lane expressway/freeway, connecting from State Route 65 at Whitney Boulevard to State Routes 70/99 at a point about one mile north of Riego Road. The total estimated cost of the Placer Parkway project is \$257.5 million. In terms

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of right of way for this project, it is unclear from the information in the PSR as to what width of right of way along the corridor was assumed to develop the \$258 million estimate.

Lincoln Bypass

A westerly bypass along SR-65 around the city of Lincoln is currently under preliminary design by Caltrans. The project as now conceived would be a roughly 10-mile mixed two-lane and four-lane facility extending from Industrial Avenue in Lincoln to just north of the Town of Sheridan. The most current estimate prepared by Caltrans puts the total cost for this project at approximately \$206 million, including right-of-way, design, and construction.

Sierra College Boulevard

Sierra College Boulevard is a major north-south arterial that provides a link from State Route 193 in Lincoln to I-80 in Rocklin and on to the Sacramento County line. Sierra College Boulevard traverses Lincoln, unincorporated Placer County, Loomis, Rocklin and Roseville.

The PCTPA has been working with the local jurisdictions for several years to develop a traffic fee program to fund improvements to Sierra College Boulevard. In fact, the creation of a Joint Powers Authority (JPA) for this purpose is currently under serious discussion; it is very possible that the Sierra College Boulevard JPA will be created and an associated traffic fee program will be adopted by mid-2001.

Even though there is a strong possibility that a Sierra College Boulevard JPA/fee program will be created soon, the Steering Committee agreed that the Sierra College improvements should be included in this proposal for two reasons. First, there is a chance that the Sierra College Boulevard JPA will not be created and the associated fee program will not be adopted. Second, if the regional fee program were to move forward and ultimately be adopted ahead of a separate Sierra College Boulevard JPA, it would be easier and less confusing to have these improvements included with the other regional projects rather than create an additional JPA and fee program.

The improvements to Sierra College Boulevard would consist of widening the roadway to four or six lanes from State Route 193 to the Sacramento County line, and reconstructing the interchange at I-80. Various studies prepared for the project conclude that the total cost of all proposed improvements would be \$49.8 million.

I-80/ Douglas Boulevard Interchange

The I-80/ Douglas Boulevard interchange project provides significant enhancements to the circulation to and through south Placer County. This project not only upgrades the interchange itself, but also encompasses improvements to the adjacent Douglas Boulevard/Sunrise Boulevard intersection. The overall project provides improved access to and through east and west Roseville as well as unincorporated areas of Placer County and to Sacramento County to the south. The proposed improvements at this interchange include a reconfiguration of the

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interchange with a flyover ramp from Sunrise Boulevard to I-80 north, a tunnel section along Douglas Boulevard underneath I-80, as well as ramp modifications and improvements. The most recent cost estimate for this project is roughly \$23 million.

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Figure 2-1
Location Map of High Priority Roadway Projects

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2.3 HIGH PRIORITY AIR QUALITY MITIGATION PROJECTS AND COSTS

The following types of air quality mitigation projects would be considered eligible to receive fee program funding:

- Rail stations;
- Intermodal transit facilities;
- Park and ride lots
- Bus shelters, pullouts, etc.;
- Rail guideway improvements (railbed, track, signals, etc.);
- Maintenance and refueling facilities (main and satellite); and
- Related streetscape, bicycle, and pedestrian improvements.

It is not possible to identify specific projects at this stage of fee program development; however, the Steering Committee reached consensus on the approximate budgets to include in the program:

Commuter Rail -	\$30 million
Commuter/Express Bus -	\$20 million
Fixed Route Bus -	\$20 million

2.4 TOTAL PROGRAM COSTS

The costs of the proposed fee program projects described in this section are summarized in Table 2-1, below. Sources of funding for the projects are developed in greater detail in Sections 3.0 and 4.0, below.

**TABLE 2-1 PLACER COUNTY REGIONAL FEE PROGRAM ESTIMATED COSTS
BY PROJECT
(In Constant 2001 Dollars)**

Project	Estimated Cost
Roadway Projects	
Placer Parkway	\$ 257,500,000
Lincoln Bypass	\$ 206,000,000
Sierra College Boulevard	\$ 49,800,000
I-80 / Douglas Blvd. I/C	\$ 23,000,000
Subtotal Roadway	\$ 536,300,000
Transit/Air Quality Projects	
Commuter Rail	\$ 30,000,000
Commuter/Express Bus	\$ 20,000,000
Fixed Route Bus	\$ 20,000,000
Subtotal Transit/Air Quality	\$ 70,000,000
Grand Total	\$ 606,300,000

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3.0 TRAFFIC CONGESTION MITIGATION FEE – PRELIMINARY CONCEPT

This chapter discusses and presents a conceptual plan for a regional traffic mitigation fee program. This discussion is organized as follows:

- Potential projects (roadway and non-roadway) that could be included in a regional fee program;
- The jurisdictions which should (or should not) be included in the regional fee program given the location of the potential projects;
- A methodology to determine new development’s proportional share of the project costs, and the resulting traffic mitigation fees for each jurisdiction;
- The effect of the regional traffic impact fees on each jurisdiction’s current traffic impact fees; and
- The related fee program issues that will need to be resolved or addressed before a regional traffic fee program could be adopted.

3.1 POTENTIAL PROJECTS IN THE REGIONAL FEE PROGRAM

The Steering Committee considered numerous roadway and non-roadway projects which could be included in a regional fee program. The Committee reached consensus that the selected projects should be regional in nature - i.e., projects that cross jurisdictional borders and serve traffic from several jurisdictions.

As described in Sections 2.2 and 2.3, the potential projects identified to be included in a regional fee program are:

- Placer Parkway
- Lincoln Bypass
- I-80 / Douglas Boulevard Interchange
- Sierra College Boulevard
- High Priority Air Quality Mitigation Projects
 - Commuter Rail
 - Commuter/Express Bus
 - Fixed Route Bus

3.2 JURISDICTIONS INCLUDED IN THE REGIONAL FEE PROGRAM

The Steering Committee agreed that all jurisdictions in South Placer County would benefit from the projects in the regional fee program and more importantly, this is the area where the development would likely occur. With the concurrence of Placer County and City of Auburn staff, the regional fee program boundary was determined to be west and south of Auburn to the Placer County/Sacramento, Sutter, Yuba County border. As shown in Figure 3-1, a total of ten fee districts would encompass the fee program as follows:

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Jurisdictions: City of Lincoln
 Town of Loomis
 City of Rocklin
 City of Roseville

Unincorporated Areas: Dry Creek
 Granite Bay
 Newcastle/Horseshoe Bar
 Placer Central
 Placer West
 Sunset

Note that the proposed regional fee district boundaries may be different from the current local fee program boundaries. If the regional fee program moves forward, all boundary issues will need to be resolved.

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FIGURE 3-1
REGIONAL MAP OF TEN PROPOSED FEE DISTRICTS

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3.3 TRAFFIC IMPACT FEES BY PROJECT

This section describes that methodology used to determine preliminary traffic impact fees for each of the regional improvements. Growth estimates in dwelling units and employment by fee district are presented, as are the cost allocation and resulting traffic fees for each project.

Land Use Growth Estimates

The Sacramento Area Council of Governments (SACOG) maintains a traffic model for the Sacramento Region which is used to conduct regional transportation studies. This traffic model contains hundreds of traffic analysis zones, each of which contains estimates of number of base year (1997) dwelling units and employees, as well as future (2022) dwelling units and employees. A summary of this land use information by fee district is contained in Table 3-1. The number of dwelling units and employees within the entire ten-district area are expected to increase by 139 percent and 173 percent, respectively, over the 25-year period from 1997 to 2020.

The land use growth estimates were converted to Dwelling Unit Equivalents (DUEs). For purpose of the regional fee program, it was assumed that the program would become effective in 2002, and thus new development occurring between 2002 and 2022 was to be subject to the regional traffic fee, and that development which occurred between 1997 and 2002 would obviously not be subject to the fee. Therefore, 80 percent of the 1997-2022 DUE growth estimate was used for the analysis. The resulting number of 2002-22 DUEs by fee district are shown in Table 3-2.

It should be noted that SACOG's long range forecasts cannot, and should not, reflect specific development proposals, including annexations, general plan amendments, re-zonings, etc., which have been proposed but have not yet been approved or disapproved by governing jurisdictions. Rather, the SACOG forecasts seek to balance planning goals and market forces over the long term at the regional and jurisdictional levels, an approach which is useful and appropriate for this fee program feasibility assessment.

The SACOG long-range forecasts have been recently updated to a 2025 horizon year from a base year of 2000, reflecting the best information currently available to planners. Future analysis and refinement of the proposed Placer County regional fee program should utilize the updated forecasts.

Placer Parkway

The SACOG traffic model was used to determine the number of existing and new trips that would utilize Placer Parkway and the origin and destination of those trips. Placer Parkway was divided into three segments: SR 65 to Fiddymont Road; Fiddymont to Sutter County line; Sutter County line to SR 70/99. As shown in Table 3-3, \$95.3 million of the \$257.5 million cost for

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Placer Parkway is attributed to new development in the subject fee districts. This represents 37 percent of the total cost of Placer Parkway.

Table 3-4 shows the new trips projected for the Placer Parkway allocated among the ten fee districts. As shown, the total cost responsibility of the fee districts ranges from \$574,200 for Granite Bay to \$22,205,900 for Rocklin. After dividing the cost by the number of DUEs, the cost per DUE ranges from \$60 for Granite Bay to \$1,781 for the Sunset area. The average cost per DUE is \$715.

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Table 3-1
1997 and 2020 Land Use Estimates by Fee District

Fee District	Dwelling Units			Employees		
	1997	2022	Net Change	1997	2022	Net Change
Dry Creek	835	16,623	+15,788	1,183	7,740	+6,557
Granite Bay	5,626	11,633	+6,007	4,152	11,285	+7,133
Lincoln	2,965	14,936	+11,971	2,163	5,557	+3,394
Loomis	3,276	5,481	+2,205	1,826	3,465	+1,639
Newcastle/Horseshoe Bar	4,232	8,315	+4,083	1,726	4,545	+2,819
Placer Central	3,180	5,937	+2,757	1,762	1,963	+201
Placer West	714	1,863	+1,149	1,414	5,979	+4,565
Rocklin	9,866	23,972	+14,106	9,292	22,114	+12,822
Roseville	24,104	39,440	+15,336	36,647	99,570	+62,923
Sunset	16	2,896	+2,880	1,764	6,982	+5,218
Total	54,814	131,096	+76,282	61,929	169,200	+107,271
			+139%			+173%

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Table 3-2
Dwelling Unit Equivalents by Fee District (2002-2022)

Fee District	Dwelling Unit Equivalents	Percent of Total
Dry Creek	16,324	12%
Granite Bay	9,496	7%
Lincoln	11,243	8%
Loomis	2,826	2%
Newcastle/Horseshoe Bar	4,983	4%
Placer Central	2,183	2%
Placer West	4,281	3%
Rocklin	19,565	15%
Roseville	56,348	42%
Sunset	6,065	5%
Total	133,314	100%
Source: SACOG land use forecasts		
Note: Assumes 80 percent of land use growth from 1997 to 2022.		

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Table 3-3
Placer Parkway Cost Estimate/ Fee Allocation by Segment

Segment	Source of Traffic			Segment ¹ <u>Cost</u> (millions)	Cost Allocated to Fee Districts (millions)
	Existing Traffic	New Traffic			
		Outside Fee Districts	Within Fee Districts		
Eastern: SR 65 to Fiddymment Road	13.9%	39.5%	46.6%	\$79.2	\$36.9
Middle: Fiddymment Road to Sutter County Line	17.1%	44.4%	32.5%	\$89.8	\$34.6
Western: Sutter County Line to SR 70/99	24.2%	48.9%	26.9%	\$88.5	\$23.8
Total				\$257.5	\$95.3

¹ Source: Draft Project Study Report for Placer Parkway, DKS Associates, November 2000.

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Table 3-4
Placer Parkway – Cost Per DUE By Fee District

District	Total DUEs	SR 65 to Fiddymont		Fiddymont to Sutter County Line		Sutter County Line to SR 99		Total Cost Share	Cost Per DUE
		Percent Trips	Cost Share	Percent Trips	Cost Share	Percent Trips	Cost Share		
Dry Creek	16,324	9.9%	\$3,653,100	5.0%	\$1,730,000	9.9%	\$2,356,200	\$7,739,300	\$474
Granite Bay	9,496	0.8%	\$295,200	0.6%	\$207,600	0.3%	\$71,400	\$574,200	\$60
Lincoln	11,243	21.9%	\$8,081,100	19.8%	\$6,850,800	16.1%	\$3,831,800	\$18,763,700	\$1,669
Loomis	2,826	2.1%	\$774,900	1.8%	\$622,800	1.1%	\$261,800	\$1,659,500	\$587
Newcastle/Horseshoe Bar	4,983	4.4%	\$1,623,600	3.8%	\$1,314,800	3.0%	\$714,000	\$3,652,400	\$733
Placer Central	2,183	3.6%	\$1,328,400	3.6%	\$1,245,600	2.7%	\$642,600	\$3,216,600	\$1,473
Placer West	4,281	6.9%	\$2,546,100	0.5%	\$173,000	13.9%	\$3,308,200	\$6,027,300	\$1,408
Rocklin	19,565	26.1%	\$9,630,900	24.1%	\$8,338,600	17.8%	\$4,236,400	\$22,205,900	\$1,135
Roseville	56,348	12.2%	\$4,501,800	29.3%	\$10,137,800	25.3%	\$6,021,400	\$20,661,000	\$367
Sunset	6,065	12.1%	\$4,464,900	11.5%	\$3,979,000	9.9%	\$2,356,200	\$10,800,100	\$1,781
TOTAL	133,314	100%	\$36,900,000	100%	\$34,600,000	100%	\$23,800,000	\$95,300,000	\$715

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Sierra College Boulevard

As discussed in Section 2.0, PCTPA has been leading an effort with several jurisdictions to create a JPA and fee program specifically for improvements to Sierra College Boulevard. It is not yet certain that this JPA/fee program will be created; therefore, this study assumes that the Sierra College Boulevard improvements will be included in the regional fee program.

The cost estimates for Sierra College Boulevard are taken directly from a March 15, 2000 technical memorandum prepared by Parsons Brinckerhoff. In that memorandum, Sierra College Boulevard is divided into the following six segments:

- Segment 1 – From State Route 193 to a new road out of Clover Valley. This segment would consist of a four-lane facility and have a construction cost of \$6.15 million.
- Segment 2 – From a new road out of Clover Valley to Taylor Road. This portion of the roadway would also be built to four lanes and cost \$6.7 million.
- Segment 3 – Taylor Road to the Interstate 80 Interchange. This segment would be built to six lanes and cost \$950,000.
- Segment 4 - Interstate 80/Sierra College Interchange. This interchange is estimated to cost \$26 million. It is assumed that all funding for the interchange would come from a combination of local and state sources, and that no funding would be derived from the regional fee program.
- Segment 5 – Interstate 80 to Rocklin Road. This segment would consist of a six-lane facility and total \$2.55 million.
- Segment 6 – Rocklin Road to the southern boundary of the City of Rocklin. This segment would also consist of six lanes and total \$4.4 million.

In addition, a seventh segment was included in the analysis and it extends from Rocklin's southern border to the Sacramento County line. The improvements are estimated between \$3 - \$5M. Note that portions of this widening have already been constructed which will likely result in fee credits to fee districts such as Roseville and Granite Bay. The exact fee credits will be determined in the next phase of the study.

The total cost of the improvements to Sierra College Boulevard is \$49.8 million with \$23.9 million proposed to be funded by traffic fees.

Using the SACOG model, the number of new trips to/from each fee district that would use Sierra College Boulevard was determined. As Table 3-5 shows, this process was performed for each of the seven roadway segments. Of the \$23.9 million in improvements to be funded by the regional fee program, Rocklin development would fund about \$5.3 million, and Lincoln and Roseville development would fund \$4.6 million and \$4.2 million, respectively.

The cost per DUE would range from \$2 in the Dry Creek area to \$978 in the Placer Central unincorporated area of Placer County.

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Table 3-5
Sierra College Boulevard – Cost Per DUE By Fee District

District	Total DUEs	SR 193 to Clover Valley		Clover Valley to Taylor Road		Taylor Road to I-80 IC	
		Percent Trips	Cost Share	Percent Trips	Cost Share	Percent Trips	Cost Share
Dry Creek	16,324	0.2%	\$11,370	0.2%	\$16,213	0.0%	\$259
Granite Bay	9,496	4.3%	\$263,220	6.7%	\$449,570	10.0%	\$94,601
Lincoln	11,243	33.7%	\$2,074,297	24.6%	\$1,645,179	17.5%	\$166,419
Loomis	2,826	6.6%	\$406,355	4.5%	\$301,798	10.7%	\$101,634
Newcastle/Horseshoe Bar	4,983	11.0%	\$676,584	5.2%	\$351,364	6.9%	\$65,758
Placer Central	2,183	13.6%	834,205	13.4%	894,970	10.5%	\$100,046
Placer West	4,281	1.8%	111,518	1.3%	\$88,246	0.8%	\$7,324
Rocklin	19,565	18.0%	1,105,523	31.1%	\$2,082,936	26.9%	\$255,965
Roseville	56,348	7.0%	430,185	11.3%	\$759,937	15.8%	\$150,118
Sunset	6,065	3.8%	236,742	1.6%	\$109,787	0.8%	\$7,875
TOTAL	133,314	100.0%	\$6,150,000	100.0%	\$6,700,000	100.0%	\$950,000

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**Table 3-5 (Cont'd.)
Sierra College Boulevard – Cost Per DUE By Fee District**

District	Total DUEs	I-80 Interchange		I-80 IC to Rocklin Road		Rocklin Road to City Limit		City Limit to Sacramento County Limit		Total Cost Share	Cost Per DUE
		Percent Trips	Cost Share	Percent Trips	Cost Share	Percent Trips	Cost Share	Percent Trips	Cost Share		
Dry Creek	16,324	0.2%	\$0	0.0%	--	0.0%	\$115	0.0%	--	\$27,957	\$2
Granite Bay	9,496	14.5%	\$0	22.2%	\$565,580	27.5%	\$1,210,452	27.5%	\$852,500	\$3,435,923	\$362
Lincoln	11,243	8.5%	\$0	10.7%	\$272,707	5.6%	\$246,164	5.6%	\$173,600	\$4,578,367	\$407
Loomis	2,826	7.3%	\$0	9.6%	\$245,971	8.1%	\$354,688	8.1%	\$251,100	\$1,661,546	\$588
Newcastle/Horseshoe Bar	4,983	9.3%	\$0	9.3%	\$236,651	7.8%	\$342,259	7.8%	\$241,800	\$1,914,416	\$384
Placer Central	2,183	5.8%	\$0	4.1%	\$105,492	2.7%	\$117,616	2.7%	\$83,700	\$2,136,029	\$978
Placer West	4,281	0.3%	\$0	0.5%	\$12,222	0.1%	\$5,179	0.1%	\$3,100	\$227,589	\$53
Rocklin	19,565	32.4%	\$0	20.0%	\$509,740	17.3%	\$763,351	17.3%	\$536,300	\$5,253,816	\$269
Roseville	56,348	21.3%	\$0	23.2%	\$591,323	30.9%	\$1,359,600	30.9%	\$957,900	\$4,249,063	\$75
Sunset	6,065	0.4%	\$0	0.4%	\$10,312	0.0%	\$575	0.0%	--	\$365,292	\$60
TOTAL	133,314	100.0%	\$0	100.0%	\$2,550,000	100.0%	\$4,400,000	100.0%	\$3,100,000	\$23,850,000	\$179

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Lincoln Bypass

For purposes of the regional fee program, it was proposed that fees should fund \$10 million of the total \$206 million project cost. Based on this assumed funding level, further analysis was done to calculate the cost per DUE based on the total projected DUE's per district and the estimated percent trips as highlighted in Table 3-6.

I-80 / Douglas Boulevard Interchange

The total cost of improvements for this interchange is now roughly \$23 million. Approximately \$8.7 million has already been funded through the RTIP program, based on a previous cost estimate of \$19 million. \$12.3 million is proposed to be funded by the regional fee program. Of the \$12.3 million from the fee program, \$9.3 million would be generated from the City of Roseville with \$3 million from all other jurisdictions in the fee program (see Table 3-7 for the specifics). To fund the entire project, PCPTA would then combine existing programmed RTIP funds with a request for additional RTIP funds in the 2002 STIP to cover the \$2 million cost increase. The cost per DUE would range from \$0 in the Loomis area to \$166 in Roseville.

High Priority Air Quality Mitigation Projects

As discussed in Section 2.3, the Steering Committee agreed on three project categories to include as part of a regional fee program: Commuter Rail; Commuter/Express Bus; and Fixed Route Bus. The Steering Committee also agreed on a fee program contribution percentage based on a total cost estimate of \$70 million for all three categories. It was accepted that the fee program would provide ten percent (10%) or \$7 million of the required funding. In order to split this fee evenly among the districts, the \$7 million was divided by the total DUE's (133,314) to arrive at approximately \$50 per DUE. Prior to the implementation of such a regional fee program, detailed projects making up the \$7 million would need to be defined with associated nexus justification.

Total of All Projects

Table 3-8 shows the total cost per DUE of all projects to be included in the regional fee program. The resulting fees range from \$551 for Dry Creek to \$2,507 for Placer Central. The average cost per DUE is \$1,111.

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**Table 3-6
Lincoln Bypass – Cost Per DUE By District**

District	Total DUEs	Percent Trips	Cost Share	Cost Per DUE
Dry Creek	16,324	0.0%	\$0	\$0
Granite Bay	9,496	2.2%	\$220,000	\$23
Lincoln	11,243	24.8%	\$2,480,000	\$221
Loomis	2,826	0.1%	\$10,000	\$4
Newcastle/Horseshoe Bar	4,983	0.0%	\$0	\$0
Placer Central	2,183	0.0%	\$0	\$0
Placer West	4,281	26.7%	\$2,670,000	\$624
Rocklin	19,565	13.2%	\$1,320,000	\$67
Roseville	56,348	31.6%	\$3,160,000	\$56
Sunset	6,065	1.4%	\$140,000	\$23
Total	133,314	100%	\$10,000,000	\$75

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Table 3-7
I-80/Douglas Boulevard Interchange – Cost Per DUE By Fee District

District	Total DUEs	Percent Trips	Cost Share	Cost Per DUE
Dry Creek	16,324	3.3%	\$406,230	\$25
Granite Bay	9,496	7.9%	\$972,490	\$102
Lincoln	11,243	3.3%	\$406,230	\$36
Loomis	2,826	0.0%	\$0	\$0
Newcastle/Horseshoe Bar	4,983	2.5%	\$307,750	\$109
Placer Central	2,183	0.1%	\$12,310	\$6
Placer West	4,281	0.7%	\$86,170	\$20
Rocklin	19,565	4.1%	\$504,710	\$26
Roseville	56,348	76.0%	\$9,355,600	\$166
Sunset	6,065	2.1%	\$258,510	\$43
Total	133,314	100%	\$12,310,000	\$92

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Table 3-8
Cost Per DUE By District – Total of All Projects

District	Placer Parkway	Sierra College Boulevard	Lincoln Bypass	I-80/Douglas Boulevard Interchange	Other Project	Total
Dry Creek	\$474	\$2	\$0	\$25	\$50	\$551
Granite Bay	\$60	\$362	\$23	\$102	\$50	\$597
Lincoln	\$1,669	\$407	\$221	\$36	\$50	\$2,383
Loomis	\$587	\$588	\$4	\$0	\$50	\$1,229
Newcastle/Horseshoe Bar	\$733	\$384	\$0	\$109	\$50	\$1,276
Placer Central	\$1,473	\$978	\$0	\$6	\$50	\$2,507
Placer West	\$1,408	\$53	\$624	\$20	\$50	\$2,155
Rocklin	\$1,135	\$269	\$67	\$26	\$50	\$1,547
Roseville	\$367	\$75	\$56	\$166	\$50	\$714
Sunset	\$1,781	\$60	\$23	\$43	\$50	\$1,957
Average	\$715	\$179	\$75	\$92	\$50	\$1,111

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Note: Fee Program would fund \$95.3M of Placer Parkway, \$23.8 million of Sierra College Boulevard Improvements, \$10M of Lincoln Bypass, \$12.3M of I-80 / Douglas Boulevard Interchange and \$7M for Air Quality Mitigation Projects.

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3.4 IMPACT ON CURRENT FEE PROGRAMS

The regional traffic fees that are shown in Table 3-8 will be in addition to the traffic fees currently assessed for local roadway improvements in each jurisdiction or district. Table 3-9 presents the sum of the local traffic fee, the Highway 65 Interchange Improvement JPA fee, and the potential regional traffic fees.

Since the current fee programs in several of the fee districts already include partial funding of one or more of the regional roadway projects, the net incremental increase in traffic fees in those districts will be somewhat less than shown in the total column. The amounts shown in parentheses represent an estimate of the net traffic fees after accounting for this reduction. Please note that it is likely that reductions will also be applied to fee districts which do not have reductions in Table 3-9.

It is important to emphasize that the resulting fees shown in Table 3-9 below are conceptual only for the purpose of providing a general order-of-magnitude increase in traffic fees as a consequence of a regional fee program. Further traffic modeling, construction cost estimates, and fee credit issues will be analyzed in greater detail in the next phase of study.

**Table 3-9
Impact of Regional Traffic Fees
on Current Traffic Fees**

Fee District	Current Jurisdictional Traffic Fee	Highway 65 I/C Improvement Traffic Fee	Potential Regional Traffic Fee	Total
Dry Creek	\$3,107	na	\$551	\$3,658
Granite Bay	\$2,960	na	\$597	\$3,557
Lincoln	\$1,649	na	\$2,383	\$4,032 (\$3,668)
Loomis	\$1,772	na	\$1,229	\$3,001
Newcastle/Horseshoe Bar	\$3,446	na	\$1,276	\$4,722 (\$4,422)
Placer Central	\$3,204	na	\$2,507	\$5,711 (\$4,461)
Placer West	\$2,249	na	\$2,155	\$4,404
Rocklin	\$1,525	\$176 - \$881	\$1,547	\$3,248 - \$3,953 (\$2,900-3,605)
Roseville	\$648 - \$4,027	0 - \$1,200	\$714	\$1,430 - \$5,335 (1,264-5,169)
Sunset	\$1,872	\$891	\$1,957	\$4,720
Note: Amounts shown in parentheses represent an estimate of net traffic fee after accounting for the fact that current fee programs in several fee districts already include partial funding of one or more of the regional roadway projects.				

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3.5 OTHER RELATED FEE PROGRAM ISSUES

Roseville/Placer County Fee Agreement

A major issue precipitating the discussion of a regional impact fee has evolved from the City of Roseville's implementation of a County Facilities Fee. To pay the cost of providing County services, such as courts and welfare, to City residents, the County of Placer went to each City, including Roseville, to assess the cost of their City's impact on the County facilities. During the negotiations on this issue, the City wanted to offset a portion of the County Facilities Fee due to the impacts of development in the County, which impacted the City road system.

The resulting agreement between the City and the County was that Roseville would implement the County Facilities Fee, while the County would work towards the implementation of a regional fee program to address the City's concerns. PCTPA was then approached to begin work on such a program. This took the form of a Regional Funding Strategy, completed in August 2000, and the current efforts on a Regional Traffic Congestion and Air Quality Mitigation Fee (RMF) Program.

Throughout the development of the RMF Program, Roseville representatives have insisted that any new fee program should incorporate credits for City development at a level that will reimburse the City for the impacts of County residents on their roadways. County officials have been amenable to providing additional facility development within Roseville's City limits, but the net amount and the method of contribution have become sticking points in any discussions relative to additional fee programs. Roseville officials have stated they will not entertain implementation of a regional traffic fee program until this issue is resolved.

Clearly, given the level of development anticipated within the City's jurisdiction and its sphere of influence, along with the transportation facilities proposed for the regional fee program, it is essential that Roseville be a part of this effort. Unfortunately, the inclusion of the City-County road reimbursement creates problems with other jurisdictions proposed for involvement in the regional program. These circumstances made it clear that any resolution must not only address City-County concerns without penalty to other participants and, most importantly, provide funding to move forward on the regional transportation priorities.

Through a series of discussions, proposals, and revisions involving the various jurisdictions, a funding strategy that appears acceptable to key parties is included in this document. Key to this strategy is the concurrent proposals for the 2002 Regional Transportation Improvement Program (RTIP). Specifically, the I-80/Douglas Interchange is now included in the RMF, and the cost increases for this project will be proposed for funding in the 2002 RTIP. The result would mitigate the need for Roseville to increase its local contribution to the project, by defraying some of the costs the City would have incurred to meet the needs of traffic generated by outside jurisdictions. At the same time, all of Sierra College Boulevard, including the portion from the

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southern Rocklin city limit to the Sacramento County line, will be included in the fee program, with the exception of the interchange at I-80. This interchange project will instead be proposed as part of the 2002 RTIP.

The trade-off here is important to recognize. Under a regional fee program, with key jurisdiction participation, it is estimated that an additional \$148 million in revenue for a number of critical transportation facility projects can be generated. These projects, if unfunded, might never be built and would likely be in competition with other county projects for funding in future RTIP cycles.

Resolution of this issue between the City and County is key to the successful implementation of a regional fee program, and the use of 2002 RTIP funding is ultimately a decision of the Placer County Transportation Planning Agency. However, the benefit of this proposed solution is significant, and the fee program concept presented for consideration includes this recommendation. It should be noted, however, that without a settlement regarding this issue that is acceptable to all parties, implementation of a regional fee program is highly unlikely.

State Route 65 JPA

Since this fee assessment is already in place for specific interchanges along SR 65, any future regional fee would need to be developed in such a way as to not jeopardize or overlap with the existing fee structure.

Sierra College Boulevard JPA

This proposed fee program is moving forward and is tentatively scheduled for an agreement among all involved jurisdictions by mid-summer 2001. Once final approval is obtained, this fee program would need to be coordinated with any new regional fee in a manner similar to the SR 65 fee described above.

Priority Schedule and Agreements for Disbursement of Funds

If a regional fee program is developed at some point in the future, all involved jurisdictions would need to develop an agreement which specifies the project priority schedule for the disbursement of funds that would be generated.

4.0 RELATIONSHIP TO OVERALL FUNDING STRATEGY

4.1 REVENUE FROM EXISTING SOURCES

As part of the Phase I analysis, an estimate of revenue from existing sources was developed. These figures, updated and adjusted in Phase II, are shown in Table 4-1, below, along with their potential application to specific fee program projects.

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It should be noted that the \$65 million in funding from “Sutter County Sources” in Table 4-1 was calculated as the difference between (1) the estimated \$88.5 million total cost for the segment of Placer Parkway between the Sutter/Placer County line and SR-70/99 in Sutter County, and (2) the \$24 million in funding for that segment allocated to the Placer County regional fee program. Funding sources for this remaining \$65 million have not been specifically identified; however, it is likely that they will be drawn from several local and state programs, possibly including a new Sutter County traffic mitigation fee program.

Table 4-1 also shows a current commitment of \$6 million in local contributions from the City of Lincoln and the City of Rocklin for Lincoln Bypass and Sierra College Boulevard respectively. These funds are allocated for project elements within their City jurisdiction.

It is also relevant to note that current proposals for the 2002 Regional Transportation Improvement Program (RTIP) include funding allocations for the Lincoln Bypass, capacity and operational improvements to I-80 through Roseville to SR 65, I-80/Douglas Blvd Interchange, regional rail service, Placer Parkway, and I-80/Sierra College Blvd Interchange.

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TABLE 4-1
REVENUE FORECAST/EXISTING SOURCES – 2000-2020
(In Constant 2001 Dollars)

Funding Source	Potentially Available for Fee Program Projects	Potential Project Applications
Federal/TEA-21 Sources		
TEA	\$ 4,000,000	Transit/AQ Projects
CMAQ	\$ 15,000,000	Transit/AQ Projects
FTA Sec. 5307/5310/5311	\$ 8,000,000	Transit/AQ Projects
Other Federal “Demonstration” Funds	\$ 40,000,000	Lincoln Bypass
Subtotal Federal	\$ 67,000,000	--
State/STIP Sources		
Regional Program	\$150,000,000	SC Blvd. / Placer Parkway
Interregional Program	\$103,000,000	Lincoln Bypass
SHOPP	\$11,000,000	Sierra College Boulevard Interchange
Subtotal State/STIP	\$264,000,000	
Local Sources		
Sutter County (Sources*)	\$ 64,700,000	Placer Parkway
City of Lincoln	\$1,000,000	Lincoln Bypass
City of Rocklin	\$5,000,000	Sierra College Boulevard
TOTAL EXISTING SOURCES	\$401,700,000	--

* This figure represents the unfunded portion of the cost of Placer Parkway within Sutter County (\$88.5 million – less Placer County mitigation fee proceeds of \$23.8m). This needed funding may be obtained from variety of sources including, but not limited to, new Sutter County Traffic mitigation fees.

4.2 TOTAL AVAILABLE REVENUE AND SUPPLEMENTAL FUNDING REQUIREMENTS

Table 4-2 below shows a summary of available and required funding for the fee program projects. After considering \$148.4 million in potential impact fee revenue and an additional \$402 million from existing sources, there still remains \$56 million in funding yet to be identified to complete all of the proposed fee program projects. Potential sources to address this shortfall could include a new local sales tax, new discretionary or formula state funding, and/or increased federal funding.

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Table 4-2
Summary of Available and Required Funding
(All figures in millions of 2001 dollars)

Project	Estimated Cost	Regional Fee Revenue	Additional Revenue Required
Roadway Projects			
Placer Parkway	\$257.5	\$95.3	\$162.2
Lincoln Bypass	\$206.0	\$10.0	\$196.0
Sierra College Blvd.	\$49.8	\$23.8	\$26
I-80 / Douglas Blvd. I/C	\$23	\$12.3	\$10.7
Transit/ AQ Projects			
Commuter Rail	\$30.0	\$3.0	\$27.0
Commuter/Express Bus	\$20.0	\$2.0	\$18.0
Fixed Route Bus	\$20.0	\$2.0	\$18.0
Total	\$604.3	\$148.4	\$457.9
Identified Supplemental Funding (Table 4-1)			\$401.7
Unidentified Funding			\$56.2

5.0 INSTITUTIONAL ANALYSIS

During the Phase II study process, four alternative approaches to implementation and management of a regional transportation fee program in Placer County were examined:

- (1) Create a new joint powers agency comprised of all participating entities (JPA) and implement using PCTPA or County staff to administer;
- (2) Modify and utilize an existing JPA (e.g., Sierra College Blvd., SR-65);
- (3) Execute a memorandum of understanding (MOU) among participating entities and implement using PCTPA or County staff; or
- (4) Rely on Individual jurisdictions to separately implement and collect fees, with only general accounting oversight provided by the PCTPA or the County.

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Each approach was seen as having advantages and disadvantages, the most of important of which are briefly reviewed here.

Create A New Joint Powers Agency

This approach would have the singular advantage of providing a dedicated policy and management body geared solely to achieving the objectives of the fee program. Decision-making and administration could be efficiently managed, and the governmental (as opposed to contractual) nature of the implementing agreements would help ensure that conflicts are resolved expeditiously and with a minimum of damage to the program.

Alternatively, creation of a new JPA would be both time- and resource-consuming, particularly for elected officials and their staff. Numerous existing general purpose and special purpose agencies can have overlapping and conflicting agendas, which can make rational policy-making more difficult.

Modify and Utilize an Existing JPA

This approach would share the advantages of the first option, without the cost of creating and maintaining an entirely new entity. Alternatively, a number of facets of the existing entity would require changing, potentially including the membership, organization and decision structure, source(s) of funding, and administrative structure. The fact that the entity would be responsible for two or more distinct program goals also would create the potential for conflict and gridlock.

Utilize a Memorandum of Understanding (MOU) as the Central Coordinating Vehicle

This approach would offer a number of advantages of a JPA (notably, coordination and centralized administration) without the legal, political, and administrative complexity of that structure. Most if not all principles embodied in the creation of a new or modified JPA could be addressed in the simpler MOU format such as the location and size of fees, projects to be funded, priorities and scheduling, and mechanisms for dispute resolution. As with the JPA, administration of an MOU could be undertaken by the PCTPA, the County, or other entity satisfactory to all parties.

The MOU structure would have limitations, however, in that (1) policy changes would not be enforceable without complete, voluntary concurrence by all parties (though a JPA could, by design, also be limited in that respect) and (2) no identifiable entity would be visible to the public and stakeholders. The MOU approach, therefore, would offer a somewhat greater risk of fracturing due to unresolved disagreements.

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Rely on Individual Jurisdictions to Implement Fee Collections and Disbursements

The least structured approach to implementing a fee program would involve creation of a revenue sharing arrangement for agreed-upon portions of fees collected by the individual jurisdictions in the normal course. Each jurisdiction would be responsible for setting and collecting its own fees, and in making contributions to the common project mix when sufficient funds were accumulated. This approach would have the obvious advantage of simplicity; however, its principle drawback is significant – namely, it would probably not allow for adequate planning, administration, and control of something as complex as a multi-project multi-jurisdiction fee program.

After extensive review and discussion by Steering Committee members and by the city attorneys and county counsel representing the potential members of the regional fee district, it was the consensus opinion of those individuals that the “New JPA” approach would prove to be the most satisfactory in the long run. Administration of such a new JPA by the staff of PCTPA was also found to be an acceptable administrative mechanism.

6.0 CONCLUSIONS, RECOMMENDATIONS AND NEXT STEPS

Developing and implementing a regional transportation fee program is a challenge in any jurisdiction. Clearly, when traffic demand is driving the need for new and improved facilities and programs, new and creative funding mechanisms must be developed. The proposed fee program in this report lays the groundwork for future efforts to implement such a program.

Some key conclusions include:

- ◆ The proposed regional fee program would provide significant funding contributions to projects that are important to the region.
- ◆ Achieving full funding for identified regional fee program projects appears to be feasible.
- ◆ The proposed regional fee program is economically feasible, technically feasible, and can be implemented under existing law, but will require political consensus before moving forward.
- ◆ Other identified funding sources and amounts are realistic within the existing transportation funding framework and resources.

It is recommended that the PCTPA move forward and continue to develop such a regional fee program and pursue consensus and agreement from all jurisdictions and stakeholders. To accomplish this task, the following next steps are recommended:

- ◆ Conduct more detailed analysis required to develop appropriate regional fee levels.
- ◆ Gain political approval for a regional fee program.
- ◆ Address potential project phasing options for focused project delivery.
- ◆ Coordinate the regional fee program, in content and boundary, with the existing Highway 65 Interchange Improvement JPA fee, the planned Sierra College Boulevard JPA fee, and other existing jurisdictional traffic fees.

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- ◆ Obtain necessary agreements and develop a project priority schedule for application of regional fee revenues.
- ◆ Finalize a tentative funding agreement between Roseville and the County to address prior fee issues.
- ◆ Implement the fee program through a Joint Powers Agency (JPA) structure, utilizing PCTPA staff for administrative support.
- ◆ Structure the regional fee program to allow automatic adjustments in fee levels to account for changes in inflation, growth forecasts, and cost estimates.
- ◆ Develop a strategy to obtain the unidentified required funding (\$56 million, or 9.3 percent of total program cost) to complete projects in the fee program. Placer County jurisdictions should give a high priority to identify additional funding for these and other projects, potentially including a regional sales tax and/or other local funding mechanisms.
- ◆ Commence the implementation of the regional fee program at the earliest possible date to take advantage of maximum fee revenues based on projected development in the future. To illustrate the importance of urgency, an estimate was prepared for the amount of funds that would have been collected over the 3 year period from 1998 to 2000 had the regional fee program been in effect. Based on actual development figures provided by each jurisdiction, it is estimated that \$24 million would have been collected specifically for the regional fee program. This amount equals about 16 percent of the entire \$148.4 million regional fee program.