



Solano County  
Economic Stimulus Forum  
Private Sector Panel Presentation

- Benicia
- Vallejo
- Dixon
- Vacaville
- Rio Vista
- Suisun City
- Fairfield

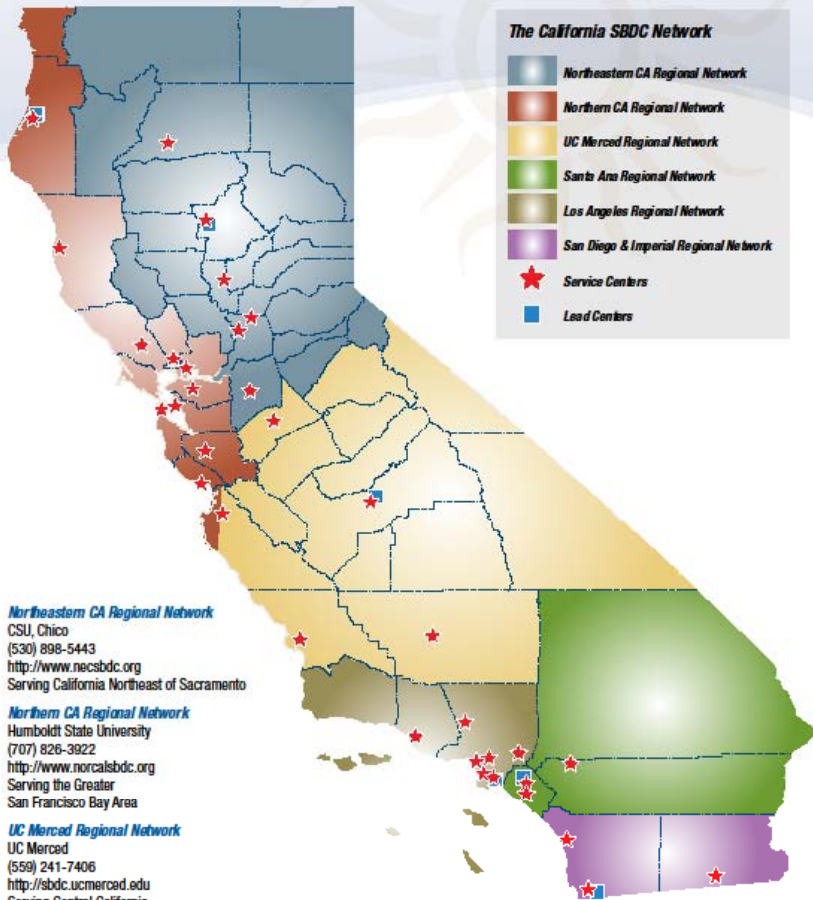
Thursday, June 9, 2011



Solano County  
Economic Stimulus Forum  
Private Sector Panel Presentation

Charles Eason, Executive Director  
Solano College Small Business Development Center

## The California Small Business Development Center Network



**The California SBDC Network**

- Northeastern CA Regional Network
- Northern CA Regional Network
- UC Merced Regional Network
- Santa Ana Regional Network
- Los Angeles Regional Network
- San Diego & Imperial Regional Network
- Service Centers
- Lead Centers

**Northeastern CA Regional Network**  
 CSU, Chico  
 (530) 898-5443  
<http://www.necsbdc.org>  
 Serving California Northeast of Sacramento

**Northern CA Regional Network**  
 Humboldt State University  
 (707) 826-3922  
<http://www.norcalbdc.org>  
 Serving the Greater San Francisco Bay Area

**UC Merced Regional Network**  
 UC Merced  
 (559) 241-7406  
<http://sbdc.ucmerced.edu>  
 Serving Central California

**Santa Ana Regional Network**  
 CSU Fullerton  
 (714) 278-2719  
<http://www.leadbdc.org>  
 Serving Orange, San Bernardino & Riverside Counties

**Los Angeles Regional Network**  
 Long Beach Community College District  
 (562) 938-5020  
<http://www.smallbizla.org>  
 Serving Los Angeles, Ventura & Santa Barbara Counties

**San Diego & Imperial Regional Network**  
 Southwestern Community College District  
 (619) 482-6388  
<http://www.growyourbiz.org>  
 Serving San Diego & Imperial Counties



*Small Business  
 Success  
 is Our Business*



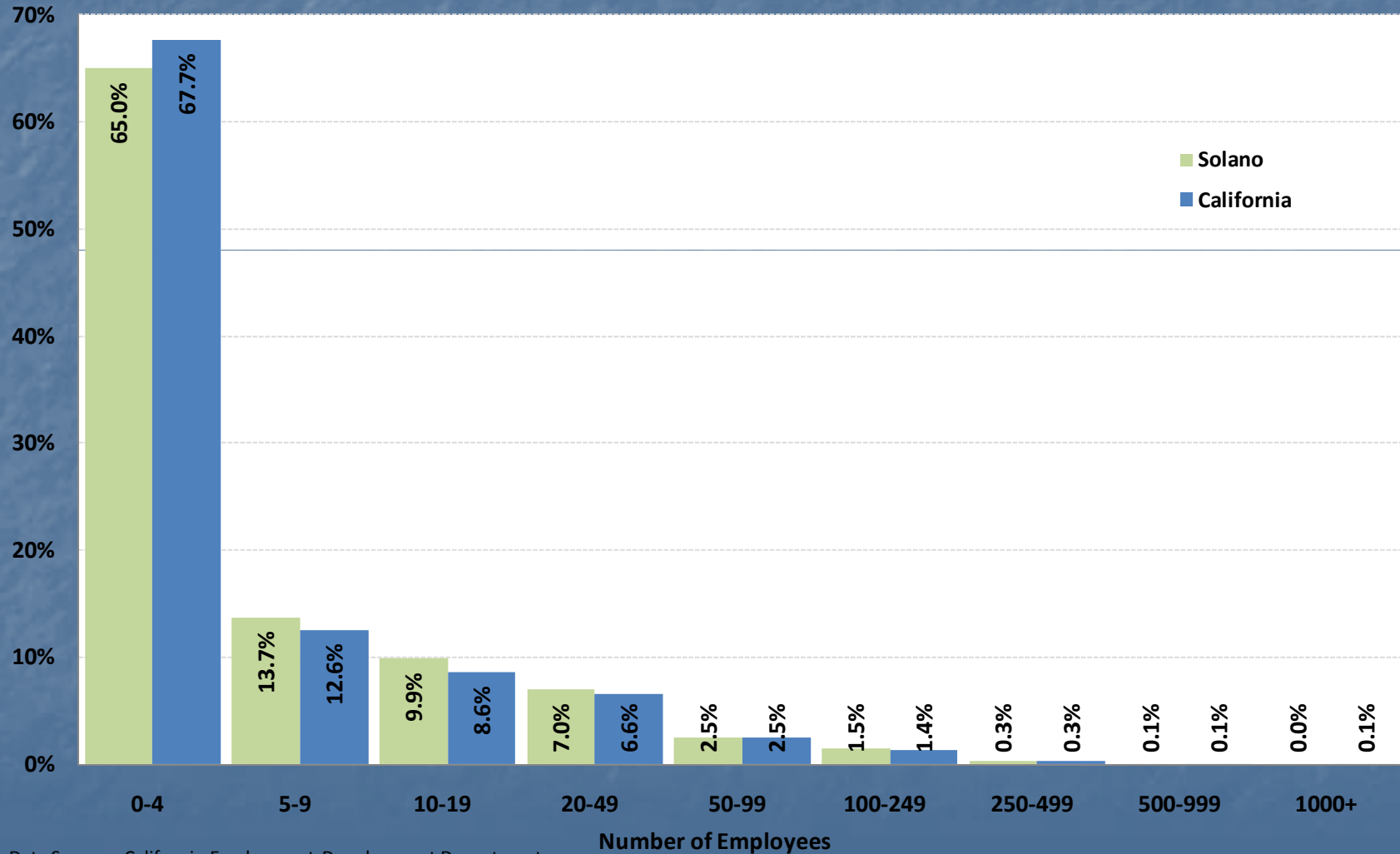
Funded in part through a Cooperative Agreement with the U.S. Small Business Administration.

# SBDC Funding

- Federal Funding
  - Small Business Administration (SBA)
- State Funding
  - 2010 State Jobs Bill expires June 30<sup>th</sup>
- Local Funding
  - Cities
  - County
  - Private Sector

# Eighty Percent of our businesses have less than 10 Employees

Firm Size by Number of Employees  
Solano County and California  
2006 Third Qtr.



Data Source: California Employment Development Department

Analysis: CEI

Note: Based on employers who are subject to the Unemployment Insurance provision of the Unemployment Insurance Code.



# SBDC Core Services

- Training
  - 100+ Business Workshops per year
  - NxLevel™ Entrepreneurial Training Program
- One-on-one counseling
  - "Been There, Done That" Business Advisors
  - 350+ Businesses per year
- Specialty Programs
  - Business Rx
  - Technology Advisory Program

# Small Business Challenges

- Access to Capital
  - Credit, Collateral, Conditions
- Regulatory Environment
  - Permits, Licensing, Regulations
- Finding and Keeping Quality Employees
  - Workers Comp, Labor Law, Health Care
- Threats of Litigation
  - ADA, General Liability Issues, Employee Suits
- Tax Compliance
  - Income Taxes, Sales Taxes, Property Taxes

# Local Recommendations

## ■ Access to Capital

- Preserve Redevelopment Related Programs (e.g. CDBG loans)
- Create a local match fund for SBIR/STTR funding

## ■ Taxes and Fees

- Waive first year business license fees
- Create a local credit for the \$800 Franchise Tax

## ■ Regulation

- Streamline Permitting and Licensing
- Reapply for County Microenterprise Assistance Program Grant

## ■ Promote a Pro-Business Environment

- Designate a position at the County for Economic Development
- County/Cities work together to create a vision for the County





Northern CA Regional Network

Small Business  
Development Center  
At Solano College

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Solano College Small Business Development Center  
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[www.solanosbdc.org](http://www.solanosbdc.org)



Solano County  
Economic Stimulus Forum  
Private Sector Panel Presentation

Scott Pettitt, General Manager  
Ford-Lincoln and Mercedes-Benz of Fairfield



**Ford Fairfield**  
3050 Auto Mall Ct Fairfield, CA

Price Simms, Inc.  
Ford Fairfield and Mercedes Fairfield

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Scott Pettitt  
General Manager, Ford Fairfield



LINCOLN



Mercedes-Benz  
of Fairfield

- History of Ford in the area
- Price Simms, Inc.



NISSAN OF ELK GROVE

**TOYOTA SUNNYVALE**



ASTON MARTIN



JAGUAR



LAND-ROVER

A PRICE FAMILY DEALERSHIP



VOLVO MARIN  
PRICE FAMILY DEALERSHIP



Mercedes-Benz  
of Fairfield



LINCOLN

FAIRFIELD



INFINITI  
*of Elk Grove*



**TOYOTA  
MARIN**



**McLaren**  
SAN FRANCISCO





LINCOLN



Mercedes-Benz  
of Fairfield

## Award-winning excellence

- 5 time Infiniti Award of Merit
- 4 Time Elite of Lexus
- 8 Time Toyota President's Club
- 3 Time Toyota Board of Governors
- Presidents Cabinet
- 2 Time Best Dealership in Marin
- Chamber of Commerce "Best Large Business"



LINCOLN



Mercedes-Benz  
of Fairfield

## What we Look for in a community

- Market potential
- Real estate opportunity
- Development time
- City, County and other fees
- Governmental incentives
- Building department working relationship
- Long-term business climate



LINCOLN



Mercedes-Benz  
of Fairfield

# What we really like about Fairfield

- Central location
- Healthy economic Base





LINCOLN



Mercedes-Benz  
of Fairfield

## So, How's Business?

- Annual sales pacing at \$60,000,000
- Already ranked in the top 10 dealers in the region
- Hired 115 employees
- Giving Back
  - Sponsoring an 11 group
  - Partnering with the Police on child safety
- Mercedes on target to open in September with an additional 100 employees

In a short period, we have brought employment and new tax revenues to the area.





LINCOLN



Mercedes-Benz  
of Fairfield

## Where Do We Need Your Help?

- More reasonable fees.
  - Water connection example



LINCOLN



Mercedes-Benz  
of Fairfield

Thank you

Questions?



Solano County  
Economic Stimulus Forum  
Private Sector Panel Presentation

Brooks B. Pedder, Managing Partner/Director  
Colliers International



# Solano County Economic Forum Stimulating the Local Economy

**BROOKS PEDDER, SIOR**  
Managing Partner/Director  
Colliers International  
360 Campus Lane, Suite 101  
Fairfield, CA 94534  
+1 707 863 0188

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The next slide is an excerpt from a 10/29/2009 presentation to the Solano EDC as part of their Real Estate Roundup. The market has been so depressed we have not had the Real Estate Roundup since.

What can we do to make Solano County stand out for job creating businesses? We can't control the financial market, state and federal hurdles. Since its extremely unlikely any new facilities (not already in the construction processing pipeline) are going to be built in the next 18 – 24 months, *why not reduce or waive impact fees!!!*

- Advantage over competing communities and cities.
- Waiving fees that cities were not likely going to get anyway.
- Creating jobs that cities weren't going to create anyway.

## ➤ WHY NOT???

**Where are we  
two (2) years later:**

### Solano Industrial Market Analysis – Leasing and Sale Velocity Chart

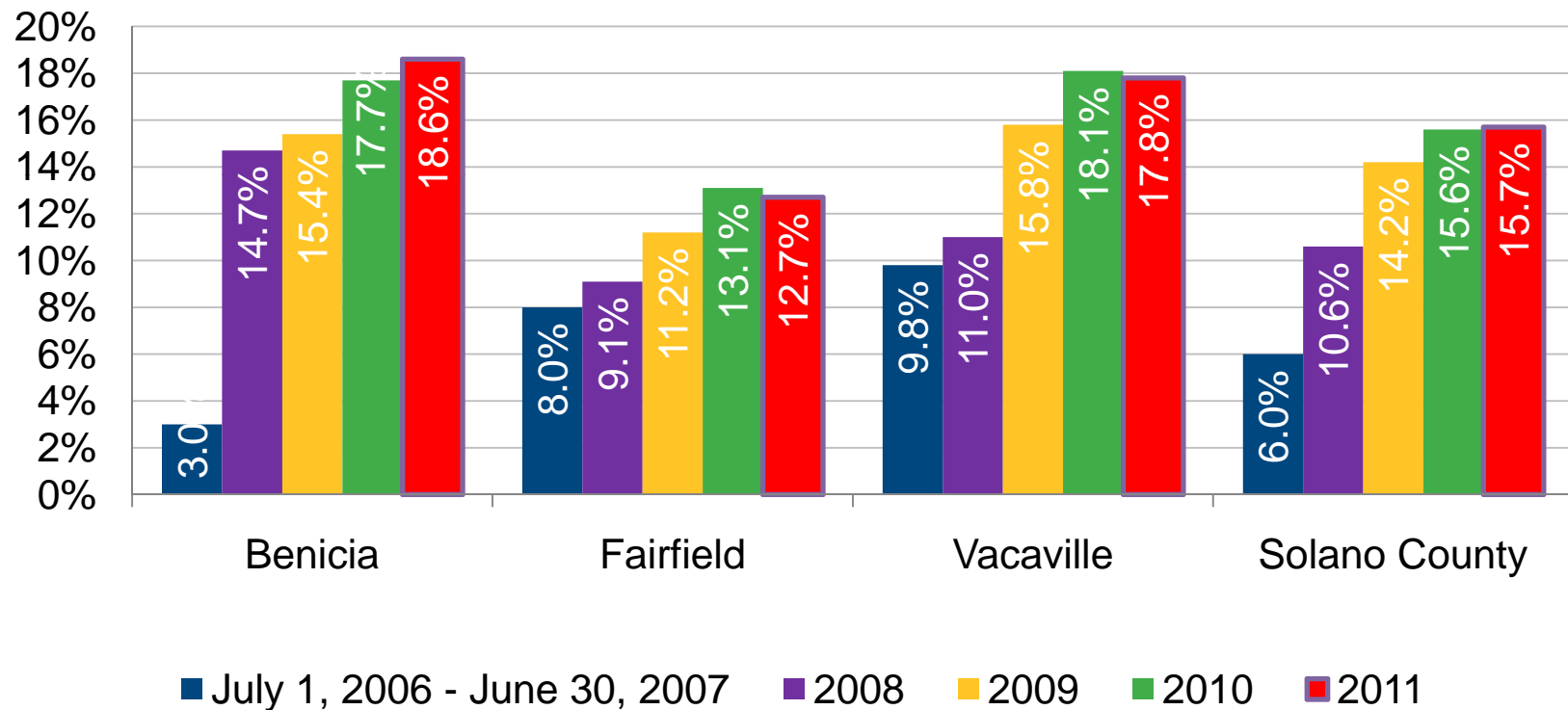
YTD	2011	2010	2009	2008	2006-2007 July 1–June 30
Sq. Ft. Deals	±789,572**	±1,099,674	±1,270,789	±1,734,016	±2,716,664*
Net Absorption	-25,137	-446,933	-519,996	-364,387	±2,000,000
Market Vacancy	15.7%	15.6%	14.2%	10.6%	6%

\* Over 1,309,000 sq. ft. of these deals migrated from Bay Area.

\*\* Much of these deals are at 1985/1986 values!



# Industrial Vacancy Rates



If we had lowered impact and development fees, how much \$\$ would have the reduction cost the cities and counties that participated?

# New Industrial Speculative Development

Since October 29, 2009

Sq. Ft. Built: 0

Fees Generated: 0

Fee Reduction Cost: 0

# User Driven Industrial Development

Since October 29, 2009

Sq. Ft. Built: 0

Fees Generated: 0

Fee Reduction Cost: 0

# Office Speculative Development



Since October 29, 2009

Sq. Ft. Built: 0

Fees Generated: 0

Fee Reduction Cost: 0



# User Driven Office Development

Since October 29, 2009

Sq. Ft. Built: 0

Fees Generated: 0

Fee Reduction Cost: 0

Industrial or Office Land  
Deals Completed in the Last  
24 Months?

**ZERO!**

As a region, Solano has lost almost all positive momentum from the 80's and 90's. We need to differentiate ourselves from the rest of California to our National and California audiences!

# A regional fee reduction platform shows the world we are:



1. Still open for business.
2. Creative.
3. Not part of the problem.
4. Searching for solutions.
5. A better home for business.
6. Unique in this State.
7. We would be the only Region to reduce fees.

What did that  $\pm 2,000,000$  of net absorption (2006)  
provide us using a blended ratio of two (2) jobs per  
1,000 Sq. Ft.?

How about  $\pm 4,000$  new JOBS!!!

# \$\$ All Around

Using a conservative salary average of \$40,000 per  
employee, that's  
\$160 Million Gross multiply at 4X =  
\$640 Million added to the local economy in one year  
from just the Office & Industrial sector.....

That pays a lot of bills!



Any campaign that creates any new jobs – is worth it!

- Otherwise count on same old zero to negative absorption for 2 – 3 more years.
- Nothing is driving the job engine.
- Our fair share of new deals = NO DEALS.

We have to create our own advantage!

# In Closing.....



These fun facts / slides were sent to me from folks outside of California poking fun at us. I just got back from our national conference in Nashville. Attending our industrial market leader forum, everybody was looking at me with sad eyes as if I was terminally ill. That's how California is perceived!!

# California Agencies



California Academic Performance Index (API) \* California Access for Infants and Mothers \* California Acupuncture Board \* California Administrative Office of the Courts \* California Adoptions Branch \* California African American Museum \* California Agricultural Export Program \* California Agricultural Labor Relations Board \* California Agricultural Statistics Service \* California Air Resources Board (CARB) \* California Allocation Board \* California Alternative Energy and Advanced Transportation Financing Authority \* California Animal Health and Food Safety Services \* California Anti-Terrorism Information Center \* California Apprenticeship Council \* California Arbitration Certification Program \* California Architects Board \* California Area VI Developmental Disabilities Board \* California Arts Council \* California Asian Pacific Islander Legislative Caucus \* California Assembly Democratic Caucus \* California Assembly Republican Caucus \* California Athletic Commission \* California Attorney General \* California Bay Conservation and Development Commission \* California Bay-Delta Authority \* California Bay-Delta Office \* California Biodiversity Council \* California Board for Geologists and Geophysicists \* California Board for Professional Engineers and Land Surveyors \* California Board of Accountancy \* California Board of Barbering and Cosmetology \* California Board of Behavioral Sciences \* California Board of Chiropractic Examiners \* California Board of Equalization (BOE) \* California Board of Forestry and Fire Protection \* California Board of Guide Dogs for the Blind \* California Board of Occupational Therapy \* California Board of Optometry \* California Board of Pharmacy \* California Board of Podiatric Medicine \* California Board of Prison Terms \* California Board of Psychology \* California Board of Registered Nursing \* California Board of Trustees \* California Board of Vocational Nursing and Psychiatric Technicians \* California Braille and Talking Book Library \* California Building Standards Commission \* California Bureau for Private Postsecondary and Vocational Education \* California Bureau of Automotive Repair \* California Bureau of Electronic and Appliance Repair \* California Bureau of Home Furnishings and Thermal Insulation \* California Bureau of Naturopathic Medicine \* California Bureau of Security and Investigative Services \* California Bureau of State Audits \* California Business Agency \* California Business Investment Services (CalBIS) \* California Business Permit Information (CalGOLD) \* California Business Portal \* California Business, Transportation and Housing Agency \* California Cal Grants \* California CalJobs \* California Cal-Learn Program \* California CalVet Home Loan Program \* California Career Resource Network \* California Cemetery and Funeral Bureau \* California Center for Analytical Chemistry \* California Center for Distributed Learning \* California Center for Teaching Careers (Teach California) \* California Chancellors Office \* California Charter Schools \* California Children and Families Commission \* California Children and Family Services Division \* California Citizens Compensation Commission \* California Civil Rights Bureau \* California Coastal Commission \* California Coastal Conservancy \* California Code of Regulations \* California Collaborative Projects with UC Davis \* California Commission for Jobs and Economic Growth \* California Commission on Health and Safety and Workers Compensation \* California Commission on Judicial Performance \* California Commission on State Mandates \* California Commission on Status of Women \* California Commission on Teacher Credentialing \* California Commission on the Status of Women \* California Committee on Dental Auxiliaries \* California Community Colleges Chancellors Office, Junior Colleges \* California Community Colleges Chancellors Office \* California Complaint Mediation Program \* California Conservation Corps \* California Constitution Revision Commission \* California Consumer Hotline \* California Consumer Information Center \* California Consumer Information \* California Consumer Services Division \* California Consumers and Families Agency \* California Contractors State License Board \* California Corrections Standards Authority \* California Council for the Humanities \* California Council on Criminal Justice \* California Council on Developmental Disabilities \* California Court Reporters Board \* California Courts of Appeal \* California Crime and Violence Prevention Center \* California Criminal Justice Statistics Center \* California Criminalist Institute Forensic Library \* California CSGenet Network Management \* California Cultural and Historical Endowment \* California Cultural Resources Division \* California Curriculum and Instructional Leadership Branch \* California Data Exchange Center \* California Data Management Division \* California Debt and Investment Advisory Commission \* California Delta Protection Commission \* California Democratic Caucus \* California Demographic Research Unit \* California Dental Auxiliaries \* California Department of Aging \* California Department of Alcohol and Drug Programs \* California Department of Alcoholic Beverage Control \* California Department of Boating and Waterways (Cal Boating) \* California Department of Child Support Services (DCSS) \* California Department of Community Services and Development \* California Department of Conservation \* California Department of Consumer Affairs \* California Department of Corporations \* California Department of Corrections and Rehabilitation \* California Department of Developmental Services \* California Department of Education \* California Department of Fair Employment and Housing \* California Department of Finance \* California Department of Financial Institutions \* California Department of Fish and Game \* California Department of Forestry and Fire Protection (CDF) \* California Department of General Services \* California Department of General Services, Office of State Publishing \* California Department of Health Care Services \* California Department of Housing and Community Development \* California Department of Industrial Relations (DIR) \* California Department of Insurance \* California Department of Justice Firearms Division \* California Department of Justice Opinion Unit \* California Department of Justice, Consumer Information, Public Inquiry Unit \* California Department of Justice \* California Department of Managed Health Care \* California Department of Mental Health \* California Department of Motor Vehicles (DMV) \* California Department of Personnel Administration \* California Department of Pesticide Regulation \* California Department of Public Health \* California Department of Real Estate \* California Department of Rehabilitation \* California Department of Social Services Adoptions Branch \* California Department of Social Services \* California Department of Technology Services Training Center (DTSTC) \* California Department of Technology Services (DTS) \* California Department of Toxic Substances Control \* California Department of Transportation (Caltrans) \* California Department of Veterans Affairs (CalVets) \* California Department of Water Resources \* California Departamento de Vehiculos Motorizados \* California Digital Library \* California Disabled Veteran Business Enterprise Certification Program \* California Division of Apprenticeship Standards \* California Division of Codes and Standards \* California Division of Communicable Disease Control \* California Division of Engineering \* California Division of Environmental and Occupational Disease Control \* California Division of Gambling Control \* California Division of Housing Policy Development \* California Division of Labor Standards Enforcement \* California Division of Labor Statistics and Research \* California Division of Land and Right of Way \* California Division of Land Resource Protection \* California Division of Law Enforcement General Library \* California Division of Measurement Standards \* California Division of Mines and Geology \* California Division of Occupational Safety and Health (Cal/OSHA) \* California Division of Oil, Gas and Geothermal Resources \* California Division of Planning and Local Assistance \* California Division of Recycling \* California Division of Safety of Dams \* California Division of the State Architect \* California Division of Tourism \* California Division of Workers Compensation Medical Unit \* California Division of Workers Compensation \* California Economic Assistance, Business and Community Resources \* California Economic Strategy Panel \* California Education and Training Agency \* California Education Audit Appeals Panel \* California Educational Facilities Authority \* California Elections Division \* California Electricity Oversight Board \* California Emergency Management Agency \* California Employment Development Department (EDD) \* California Employment Information State Jobs \* California Employment Training Panel \* California Energy Commission \* California Environment and Natural Resources Agency \* California Environmental Protection Agency (Cal/EPA) \* California Environmental Resources Evaluation System (CERES) \* California Export Laboratory Services \* California Exposition and State Fair (Cal Expo) \* California Fair Political Practices Commission \* California Fairs and Expositions Division \* California Film Commission \* California Fire and Resource Assessment Program \* California Firearms Division \* California Fiscal Services \* California Fish and Game Commission \* California Fisheries Program Branch \* California Floodplain Management \* California Foster Youth Help \* California Franchise Tax Board (FTB) \* California Fraud Division \* California Gambling Control Commission \* California Geographic Information Systems Council (GIS) \* California Geological Survey \* California Government Claims and Victim Compensation Board \* California Governors Committee for Employment of Disabled Persons \* California Governors Mentoring Partnership \* California Governor's Office of Emergency Services \* California Governor's Office of Homeland Security \* California Governor's Office of Planning and Research \* California Governor's Office \* California Grant and Enterprise Zone Programs HCD Loan \* California Health and Human Services Agency \* California Health and Safety Agency \* California Healthy Families Program \* California Hearing Aid Dispensers Program \* California High-Speed Rail Authority \* California Highway Patrol (CHP) \* California History and Culture Agency \* California Horse Racing Board \* California Housing Finance Agency \* California Indoor Air Quality Program \* California Industrial Development Financing Advisory Commission \* California Industrial Welfare Commission \* California Information Center for the Environment \* California Infrastructure and Economic Development Bank (I-Bank) \* California Inspection Services \* California Institute for County Government \* California Institute for Education Reform \* California Integrated Waste Management Board \* California Integrated Ecology Program \* California Job Service \* California Junta Estatal de Personal \* California Labor and Employment Agency \* California Labor and Workforce Development Agency \* California Labor Market Information Division \* California Land Use Planning Information Network (LUPIN) \* California Lands Commission \* California Landscape Architects Technical Committee \* California Latino Legislative Caucus \* California Law Enforcement General Library \* California Law Revision Commission \* California Legislative Analyst's Office \* California Legislative Black Caucus \* California Legislative Counsel \* California Legislative Division \* California Legislative Information \* California Legislative Lesbian, Gay, Bisexual, and Transgender (LGBT) Caucus \* California Legislative Internet Caucus \* California Library Development Services \* California License and Revenue Branch \* California Major Risk Medical Insurance Program \* California Managed Risk Legislative Insurance Board \* California Maritime Counsel \* California Marketing Services \* California Measurement Standards \* California Medical Assistance Commission \* California Military Department \* California Mining and Geology Board \* California Museum for History, Women, and the Arts \* California Museum Resource Center \* California National Guard \* California Native American Heritage Commission \* California Natural Community Conservation Planning Program \* California New Motor Vehicle Board \* California Nursing Home Administrator Program \* California Occupational Safety and Health Appeals Board \* California Occupational Safety and Health Standards Board \* California Ocean Resources Management Program \* California Office of Administrative Hearings \* California Office of Administrative Law \* California Office of AIDS \* California Office of Binational Border Health \* California Office of Child Abuse Prevention \* California Office of Deaf Access \* California Office of Emergency Services (OES) \* California Office of Environmental Health Hazard Assessment \* California Office of Fiscal Services \* California Office of Fleet Administration \* California Office of Health Insurance Portability and Accountability Act (HIPAA) Implementation (CalOHI) \* California Office of Historic Preservation \* California Office of Homeland Security \* California Office of Human Resources \* California Office of Legal Services \* California Office of Legislation \* California Office of Lieutenant Governor \* California Office of Military and Aerospace Support \* California Office of Mine Reclamation \* California Office of Natural Resource Education \* California Office of Privacy Protection \* California Office of Public School Construction \* California Office of Real Estate Appraisers \* California Office of Risk and Insurance Management \* California Office of Services to the Blind \* California Office of Spill Prevention and Response \* California Office of State Publishing (OSP) \* California Office of Statewide Health Planning and Development \* California Office of Systems Integration \* California Office of the Inspector General \* California Office of the Ombudsman \* California Office of the Patient Advocate \* California Office of the President \* California Office of the Secretary for Education \* California Office of the State Fire Marshal \* California Office of the State Public Defender \* California Office of Traffic Safety \* California Office of Vital Records \* California Online Directory \* California Operations Control Office \* California Opinion Unit \* California Outreach and Technical Assistance Network (OTAN) \* California Park and Recreation Commission \* California Peace Officer Standards and Training (POST) \* California Performance Review (PR) \* California Permit Information for Business (CalGOLD) \* California Physical Therapy Board \* California Physician Assistant Committee \* California Plant Health and Pest Prevention Services \* California Policy and Evaluation Division \* California Political Reform Division \* California Pollution Control Financing Authority \* California Polytechnic State University, San Luis Obispo \* California Postsecondary Education Commission \* California Prevention Services \* California Primary Care and Family Health \* California Prison Industry Authority \* California Procurement Division \* California Public Employees Retirement System (CalPERS) \* California Public Employment Relations Board (PERB) \* California Public Utilities Commission (PUC) \* California Real Estate Services Division \* California Refugee Programs Branch \* California Regional Water Quality Control Boards \* California Registered Veterinary Technician Committee \* California Registrar of Charitable Trusts \* California Republican Caucus \* California Research and Development Division \* California Research Bureau \* California Resources Agency \* California Respiratory Care Board \* California Rivers Assessment \* California Rural Health Policy Council \* California Safe Schools \* California San Francisco Bay Conservation and Development Commission \* California San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy \* California San Joaquin River Conservancy \* California School to Career \* California Science Center \* California Scripps Institution of Oceanography \* California Secretary of State Business Portal \* California Secretary of State \* California Seismic Safety Commission \* California Self Insurance Plans (SIP) \* California Senate Office of Research \* California Small Business and Disabled Veteran Business Enterprise Certification Program \* California Small Business Development Center Program \* California Smart Growth Caucus \* California Smog Check Information Center \* California Spatial Information Library \* California Special Education Division \* California Speech-Language Pathology and Audiology Board \* California Standardized Testing and Reporting (STAR) \* California Standards and Assessment Division \* California State Administrative Manual (SAM) \* California State and Consumer Services Agency \* California State Architect \* California State Archives \* California State Assembly \* California State Association of Counties (CSAC) \* California State Board of Education \* California State Board of Food and Agriculture \* California State Board of the Chief Information Officer (CIO) \* California State Children's Trust Fund \* California State Compensation Insurance Fund \* California State Contracts Register Program \* California State Contracts Register \* California State Controller \* California State Council on Developmental Disabilities (SCDD) \* California State Disability Insurance (SDI) \* California State Fair (Cal Expo) \* California State Jobs Employment Information \* California State Lands Commission \* California State Legislative Portal \* California State Legislature \* California State Library Catalog \* California State Library Services Bureau \* California State Library \* California State Lottery \* California State Mediation and Conciliation Service \* California State Mining and Geology Board \* California State Park and Recreation Commission \* California State Parks \* California State Personnel Board \* California State Polytechnic Center, Pomona \* California State Railroad Museum \* California State Science Fair \* California State Senate \* California State Summer School for Mathematics and Science (COSMOS) \* California State Summer School for the Arts \* California State Superintendent of Public Instruction \* California State Teachers Retirement System (CalSTRS) \* California State Treasurer \* California State University Center for Distributed Learning \* California State University, Bakersfield \* California State University, Channel Islands \* California State University, Chico \* California State University, Dominguez Hills \* California State University, East Bay \* California State University, Fresno \* California State University, Fullerton \* California State University, Long Beach \* California State University, Los Angeles \* California State University, Monterey Bay \* California State University, Northridge \* California State University, Sacramento \* California State University, San Bernardino \* California State University, San Marcos \* California State University, Stanislaus \* California State University (CSU) \* California State Water Project Analysis Office \* California State Water Project \* California State Water Resources Control Board \* California Structural Pest Control Board \* California Student Aid Commission \* California Superintendent of Public Instruction \* California Superior Courts \* California Tahoe Conservancy \* California Task Force on Culturally and Linguistically Competent Physicians and Dentists \* California Tax Information Center \* California Technology and Administration Branch Finance \* California Telecommunications Division \* California Telephone Medical Advice Services (TAMS) \* California Transportation Commission \* California Travel and Transportation Agency \* California Unclaimed Property Program \* California Unemployment Insurance Appeals Board \* California Unemployment Insurance Program \* California Uniform Construction Cost Accounting Commission \* California Veterans Board \* California Veterans Memorial \* California Veterinary Medical Board and Registered Veterinary Technician Examining Committee \* California Veterinary Medical Board \* California Victim Compensation and Government Claims Board \* California Volunteers \* California Voter Registration \* California Water Commission \* California Water Environment Association (COWPEA) \* California Water Resources Control Board \* California Welfare to Work Division \* California Wetlands Information System \* California Wildlife and Habitat Data Analysis Branch \* California Wildlife Conservation Board \* California Wildlife Programs Branch \* California Work Opportunity and Responsibility to Kids (CalWORKS) \* California Workers Compensation Appeals Board \* California Workforce and Labor Development Agency \* California Workforce Investment Board \* California Youth Authority (CYA) \* Central Valley Flood Protection Board \* Center for California Studies \* Colorado River Board of California \* Counting California \* Dental Board of California \* Health Insurance Plan of California (PackAdvantage) \* Humboldt State University \* Jobs with the State of California \* Judicial Council of California \* Learn California \* Library of California \* Lieutenant Governors Commission for One California \* Little Hoover Commission (on California State Government Organization and Economy) \* Medical Board of California \* Medi-Cal \* Osteopathic Medical Board of California \* Physical Therapy Board of California \* Regents of the University of California \* San Diego State University \* San Francisco State University \* San Jose State University \* Santa Monica Mountains Conservancy \* State Bar of California \* Supreme Court of California \* Teach California \* University of California \* University of California, Berkeley \* University of California, Davis \* University of California, Hastings College of the Law \* University of California, Irvine \* University of California, Los Angeles \* University of California, Merced \* University of California, Riverside \* University of California, San Diego \* University of California, San Francisco \* University of California, Santa Barbara \* University of California, Santa Cruz \* Veterans Home of California

Colliers International • Accelerating Success

# Companies Relocating out of California



Abraxis Health, a unit of Los Angeles-based Abraxis BioScience Inc, opened a new plant that will create 200 jobs in 2010 -- in Phoenix. This follows the company's Phoenix expansions that occurred in 2007 and 2008.

Alza Corp. In 2007 eliminated about 600 jobs in drug R&D while also exiting its Mountain View, Calif., HQ. At the time the company said that its 1,200-person Vacaville facility will continue to operate. But the Vacaville Reporter on Oct. 23, 2009 revealed that the plant is being offered for sale by J&J, its parent company. It's unclear if more layoffs are in the facility's future.

American AVK, a producer of fire hydrants and other water-related products, moved from Fresno to Minden, Nevada.

American Racing moved its auto-wheel production to Mexico, ending most of its 47-year operation in California.

Apple Computer has expanded in other states, most recently with a \$1 billion facility planned for North Carolina.

Audix Corporation relocated from Redwood City, Calif., and to accommodate growth moved to a 78,000-square-foot facility in Wilson, Oregon. Apria Health care Group of Lake Forest is shifting jobs from California to Overland Park, Kansas, a K.C. suburb.

Assurant Inc. Cut 325 jobs in Orange County and consolidated positions in Georgia, Ohio and South Carolina.

Automobile Club of Southern California placed 1,100 jobs in Texas.

Barefoot Motors, a small "green" manufacturer, moved from Sonoma and will grow in Ashland, Oregon.

Bazz Houston Co., located in Garden Grove, has slowly been building a workforce of about 35 people in Tijuana. In early 2010, the company said it expects to move more jobs to Mexico, citing cost and regulatory difficulties in Southern California.

Beckman Coulter, a biomedical test equipment manufacturer headquartered in Brea, relocated part of its Palo Alto facilities to Indianapolis, Indiana, two years ago. In early 2010, it's making a multimillion-dollar investment to expand and create up to 100 new jobs in Indiana. The company said the area offers a "favorable business environment and lower total cost of operations, plus a local work force with strong skills in both engineering and manufacturing."

Bild Industries Inc., which specializes in business news, directories and market reports, moved to Post Falls, Idaho, from Van Nuys, a part of the San Fernando Valley in Los Angeles.

Bill Miller Engineering, Ltd., suffering under the "hostile business climate" in California and Los Angeles County, moved from Harbor City to Carson City, Nevada.

BMC Select has conducted an unusual relocation. The company, which had shifted its headquarters from Idaho to San Francisco, relocated its H.Q. back to Boise in January 2010. The building materials distributor said that regaining its footing in Boise retained access to high-quality employees while reducing wage and occupancy costs.

BPI Labs, which formulates, manufactures, and fills personal care products for the health and beauty industry, relocated from Sacramento to Evanston, Wyoming, a move the company's owner called "very successful . . . It felt good and we've never looked back.

Buck Knives after 62 years in San Diego moved to Post Falls, Idaho. CalPortland Cement has announced in late 2009 closure of its Riverside County plant because of new environmental regulations from a state law (AB 32). The company's CEO wrote, "A cement plant cannot be picked up and moved, but the next new plant probably won't be built in California meaning more good, high paying manufacturing jobs will be lost to Nevada or China or somewhere."

California Casualty Group left San Mateo for Colorado, cutting operating costs to remain competitive.

CalStar Products Inc., headquartered in Newark, Calif., in the San Francisco Bay Area, in January 2010 was awarded \$2.44 million in federal clean energy tax credits. The company said in the future it expects to build additional plants in the Mississippi Valley and the East Coast. In late 2009 CalStar opened a plant in Caledonia, Wisconsin.

Checks-To-Go moved to Utah where workers' comp rates helped make the troubled company healthier.

Chivaroli & Associates, a health care-related insurance service based in Westlake Village, Calif., moved a regional office to Spokane, Washington.

CoreSite, A Carlyle Company, is delaying a Santa Clara project while it expands its data center in Reston, Virginia.

Creators Syndicate may flee L.A. because it operates like a Banana Republic.

Creel Printing Left Costa Mesa for Las Vegas and So Cal loses 60 more jobs.

Dassault Falcon looked at building an aircraft services facility in Riverside County but instead located in Reno.

DaVita inc., moved its HQ from Los Angeles to Denver; expects to see millions of dollars in savings over time.

Denny's Corp., the large restaurant chain once had its headquarters in La Mirada, later in Irvine, Calif, and then moved to Spartanburg, South Carolina. In fairness, I note the move occurred in the early 1990's. However it's noteworthy because the company was founded in California and its growth over time created HQ jobs in another state.

Digital Domain, the Academy-Award-winning visual effects studio based in Venice, Calif., placed new studios in Vancouver, British Columbia, and Port St. Lucie, Florida, which combined will have about 500 employees. The facilities will allow the company to reduce costs while continuing to deliver cutting-edge work.

Ditech, headquartered in Costa Mesa, announced in January 2010 a 269-job cut and is moving most activities to the GMAC Financial Services (parent company) headquarters in Fort Washington, Pennsylvania. In 2007, Ditech relocated some workers from Costa Mesa to Phoenix. A once robust Costa Mesa facility employing hundreds will be down to 20 or 30 workers.

DuPont Fabros Technology suspended a \$270 million Santa Clara data center project in favor of one in Ashburn, Virginia.

eBay, based in San Jose, will create 450 jobs in Draper, Utah, in a new \$334 million operations, customer support and data center.

EDMO Distributors, Inc., a world-wide wholesaler of aircraft avionics, test equipment, and pilot supplies, moved its HQ from Valencia, Calif., to Spokane Valley, Wash. Since, it has built a larger headquarters in the city's Mirabeau Point community complex.

Edwards Life Sciences based in Irvine will expand with 1,000 employees not in California but in Draper, Utah.

RISE Corp. completed its HQ move from Rancho Cucamonga to Eatontown, NJ, in May 2009. The company said the move "will result in additional annualized cost savings of approximately \$1 million and facilitate improvements in operating efficiency". . . . The cost savings associated with relocating our corporate headquarters will start immediately. . . The aggregate total of these expense reductions will increase our profitability and cash flow in this and succeeding years and, over time, substantially improve our ability to further reduce our long term debt.

# Companies Relocating out of California



Facebook, based in Palo Alto, will expand in a major way in Oregon by locating a custom data center in Prineville. It will be a 147,000-square-foot facility costing \$180 million and will employ 200 workers during construction and another 35 full-time once operating in 2011.

FallLine Corporation Left Huntington Beach, where they were being "hammered" with multiple governmental regulatory fees, for Reno, Nevada.

Fidelity National Financial left Santa Barbara for Florida, spurred by California's "oppressive" business environment.

First American Corp., based in Santa Ana, will open a call center in March 2010 not in California but in Phoenix, where it expects to employ about 400 people within two years.

Fluor Corp. moved its global headquarters from Aliso Viejo to Irving, Texas, with about 100 employees asked to relocate while the company planned to hire the same number there. In 2006, when Fluor moved into its new headquarters building, a company statement said: "The official dedication had a decidedly Texas theme" as a horseshoe was raised on the building, a time-honored Texas tradition.

Foxconn Electronics, a large contract electronics maker, moved some of its Fullerton operations to Dallas.

Fox Family moved its farming operations to Cookeville, TN. All employees moved with the firm.

Fuel System Solutions moved its headquarters from Santa Ana to New York.

Gregg Industries, owned by Neenah Enterprises Inc., in Wisconsin, closed a 300-employee foundry in El Monte foundry under pressure from the South Coast Air Quality Management District to make \$5 million in upgrades. The company didn't want to make the investment in the difficult economic climate so it decided instead to leave the state.

Helix Wind Inc. may move its research and development, engineering, and testing departments from San Diego to "more supportive" Oregon.

Hewlett-Packard, HQ'd in Palo Alto, at various times has moved jobs to Tennessee and Texas.

Hilton Hotels Corp. in 2009 is moving from its longtime corporate H.Q. in Beverly Hills to a new office in Tysons Corner, Virginia.

Hino Motor Manufacturing USA moved from California to Williamstown, West Virginia, in 2007, where it now employs about 100 workers. The company has growth plans to "Raise Hino's presence from medium-heavy/heavy-duty trucks to all ranges of trucks" and an aggressive program to improve fuel economy and emissions. The company builds trucks under its own brand and also manufactures Toyota-branded vehicles.

Intel Corporation, HQ'd in Santa Clara, has chosen to expand operations in neighboring states

Intuit of Mountain View created a customer support office (110 people) not in California but in Colorado because of lower operating costs.

Intuit placed a data center near Quincy, Washington.

Intuit also located Innovative Merchant Solutions LLC in Las Vegas as part of a \$1.8 million investment in Nevada.

J.C. Penney closed its Sacramento call center and moved the work to five out-of-state centers. Kimmie Candy Co., a manufacturer that was started in 1999, moved from Sacramento to Nevada in 2005. "I really don't have a lot of regrets about moving up to Reno," said owner Joe Dutra.

Klaussner Home Furnishings in closing its La Mirada manufacturing plant will maintain its NC and Iowa operations.

Knight Protective Industries moved to Oregon "where 4-day work weeks were permitted by the state" and wanted by the employees.

Kulicke & Soffa Industries Inc. announced in February 2010 that it is closing its Irvine plant, laying off 56 people, and will shift the work to Malaysia and Singapore. The facility had been owned by Orthodyne Electronics Corp., which Kulicke & Soffa bought in 2008.

LCF Enterprises, which makes specialized high-end amplifiers used by researchers, medical professionals and others, moved from Camarillo, Calif., to Post Falls, Idaho.

Lennox Hearth Products Inc., in Orange, Calif., will lay off 71 workers and by March 2010 will transfer the jobs to Nashville and Union City, Tennessee, "to reduce costs and increase operating efficiencies."

Lyn-Tron, Inc., a supplier of electronic hardware, moved from Los Angeles to Spokane, Wash. Their website has a rather California(ish) statement: "Our commitment is to maintain a manufacturing environment that is progressive and safe, where our employees are able to achieve their personal objectives, thereby adding to their quality of life and to the community in which they live."

Mariah Power, a "green" manufacturer of small wind turbines, moved from California to Nevada and in 2009 teamed up with another company to begin production in Manistee, Michigan.

Maxwell America, a boating equipment maker, in February 2010 closed its Santa Ana offices and moved them to Hanover, Md. One reason given was the indirect impact of California environmental regulations. A company official said over the years many California boat builders relocated to the Midwest and East where they don't face the same restrictions.

MiaSolé, based in the Silicon Valley, was reported in January 2010 to be planning a 500,000-square-foot plant, which could be one of the largest solar factories in the United States. The location is not near its in Santa Clara headquarters but in the Atlanta, Georgia, area where its workforce eventually could exceed 1,000. The news came one week after MiaSolé received \$101.8 million in federal tax credits.

MotorVac Technologies announced in February 2010 that it's leaving Santa Ana Ontario, Canada. MotorVac's CEO said he "really fought hard to keep MotorVac here, but unfortunately the numbers didn't support it." "The move cuts costs because it's new owner, UView, has its own plant with excess capacity in Canada. And the general cost of doing business in California is much more expensive.

Nissan North America moved its Los Angeles headquarters to Nashville, Tenn.

Northrop Grumman by 2011 will relocate its Los Angeles H.Q. to the Washington, DC metro area. It's the last major aerospace company to leave Southern California, the birthplace of the aerospace industry.

One2Believe, a specialty religious-toy maker, left California for East Aurora, New York.

# Companies Relocating out of California



Patmont Motor Werks, Inc., (GoPed manufacturer), after being hit by California regulators for hundreds of thousands of dollars in small fines even though his company has a stellar safety record, moved to Nevada.

Paragon Relocation Resources moved from Rancho Santa Margarita to Irving, Texas.

Pixel Magic, headquartered in Toluca Lake, Calif., (Los Angeles metro area), is locating a studio in Lafayette, Louisiana, where it will create 40 new jobs between 2010 and 2013. The company, which provides digital effects for motion pictures and television, said the Louisiana people they were in contact with have an immediate understanding of technology and data handling.

Plastic Model Engineering, Inc., a custom plastic injection molder and mold manufacturer, moved from Sylmar, Calif., to the "Inland Northwest," notably Post Falls, Idaho.

Precor will stop manufacturing fitness machines in California and re-open in North Carolina.

Premier Inc., the largest health care alliance in the nation, will move its HQ from San Diego to Charlotte, involving an investment of \$17.7 million and adding 300 jobs in North Carolina. The announcement was made Oct. 14, 2009.

Pro Cal of South Gate, in Los Angeles County, a unit of Myers Industries, expanded its Sparks, Nev., operations to become the company's primary West Coast production and distribution facility. Pro Cal is a plastics manufacturer of nursery containers and a big recycler.

Race Track Chaplaincy of America started 2010 by shifting its headquarters from Los Angeles to Lexington, Kentucky. The non-profit group said it had wanted to relocate from the Hollywood Park Race Track for several reasons, one of which is the significant cost of doing business on the West Coast.

Red Truck Fire & Safety Company left Fresno for Minden, Nevada in 2007 because of California's myriad fees and regulations that meant "death by thousand cuts."

SAIC will move its headquarters east, from San Diego to McLean, Virginia, which the Washington Post called "Another Coup for Area." The announcement was made Sept. 24, 2009; it is unclear how many employees will move east in 2009 and 2010.

Scale Computing, a data-storage developer and manufacturer, is leaving Silicon Valley for Indiana.

Schott Solar Inc. will close its sales and customer service office in Roseville and will relocate the office to Albuquerque, NM.

Simple Tech transferred its manufacturing work from Santa Ana to Asia more than a year ago.

Smiley Industries, an aerospace manufacturer, moved to Phoenix, where productivity improved.

Solaicx, based in the Silicon Valley, said in early 2010 that it will expand its manufacturing plant in Portland, Oregon. Solaicx received \$18.2 million in federal tax credits as part of Washington's efforts to advance green energy.

SolarWorld, a maker of solar technology founded in Camarillo, consolidated manufacturing in Oregon after that state offered property tax abatement and business energy tax credits. The company will employ about 1,000 in Oregon by 2011.

Special Devices Inc., brought 250 jobs to Mesa, Arizona, from Moorpark, Calif.

Starkist headquarters is leaving San Francisco for Pittsburgh, Pa. (Pelosi's Husband's Company)

Stasis Engineering moved from Sonoma County to West Virginia, a "friendlier business climate."

Stata Corp., which specializes in data analysis and statistical software, moved from Santa Monica, California to College Station, Texas.

Tapmatic, a metalworking firm whose owners were "fed up with the onerous business environment," moved from Orange County, California to Post Falls in northern Idaho.

Teledesic moved to Washington state in anticipation of better capital gains.

Telmar Network Technology Inc., moved from Irvine to Plano, Texas, consolidating some 150 workers there.

Terremark postponed a Santa Clara project earlier this year to invest \$50 million in a Culpeper, Va., project.

Terumo Cardiovascular Systems is moving R&D from Orange County to Ann Arbor, Michigan, involving 65 jobs and \$3.5 million in investments.

Toyota will stop making cars in Fremont, will idle 4,700 workers, and move work to Canada and San Antonio, Texas.

True Games Interactive Inc., will its H.Q. from Irvine to Austin, Texas, where it expects to have about 60 workers by the middle of 2010.

TTM Technologies will leave L.A. & Hayward and move to other states and China to achieve big cost savings.

Twentieth Century Props of L.A. has gone out of business as film-making has moved to lower-cost states

[Understand.com](http://understand.com) <<http://understand.com>> moved from the San Francisco Bay Area to Reno, a loss for California in that the company is a leader in web-based patient education content and shows strong growth. The company was named 2007 Innovator of the Year by a Northern publication and the company's founder and received a media and Reno-Tahoe Young Professionals Network 20 Under 40 award and was selected as a 20/20 Business Visionary by Nevada Business Magazine.

US Airways is realigning operations and California is no longer considered part of its "core." The airline is closing its John Wayne Airport maintenance station and in early 2010 will redistribute the mechanics across its system.

US Press shifted work from Los Angeles and San Diego to Portland, "where union rules were almost rational."

USAA Insurance closed its 625-person Sacramento campus in favor of other states.

Yahoo opened a data center in Quincy, Washington, a community that now hopes to land high-tech manufacturing.

The list will grow as Sacramento considers more measures that will increase corporate taxes, increase workers' comp costs, increase regulatory reporting requirements, increase gasoline and diesel-fuel taxes, increase water rates, increase electric-power rates, and increase assorted fees that will cause services to become more e



# Local Jobs That Have Left or Are Leaving



## *Recent Closures (2010 – 2011) – Partial List*

1. Copart, Fairfield – Over 300 Employees
2. Applied Materials, Fairfield – 120 Employees
3. Krage, Dixon – 300 Employees
4. Bio-Rad / Moving Blood Work Division, Benicia – 50 Employees
5. Western Container/Coca-Cola, Benicia – 100 Employees
6. Home Depot Benicia Warehouse, Benicia - ±120,000 Sq. Ft.
7. CSAA, Fairfield – 100 Employees
8. Genentech, Vacaville – Partially Moth Balled Facility
9. Pilgrim Fireplace, Benicia – Down Sized by ±100 Employees
10. West Coast Beauty Supply, Benicia - ±220,000 Sf. Ft. – 250 Employees
11. Transbay, Fairfield – 150 Employees
12. Hanson Roofing Materials, Dixon – 100 Employees
13. Insituform, Benicia – 50 Employees
14. 7-Up, Vallejo – 50 Employees
15. West Coast Construction, Fairfield - ±50 Employees

**TOTAL JOBS LOST: ±2,000**

**Thank you!**

For additional information, contact:  
Brooks Pedder, SIOR  
Colliers International – Fairfield Office  
@ 707-863-0188



Solano County  
Economic Stimulus Forum  
Private Sector Panel Presentation

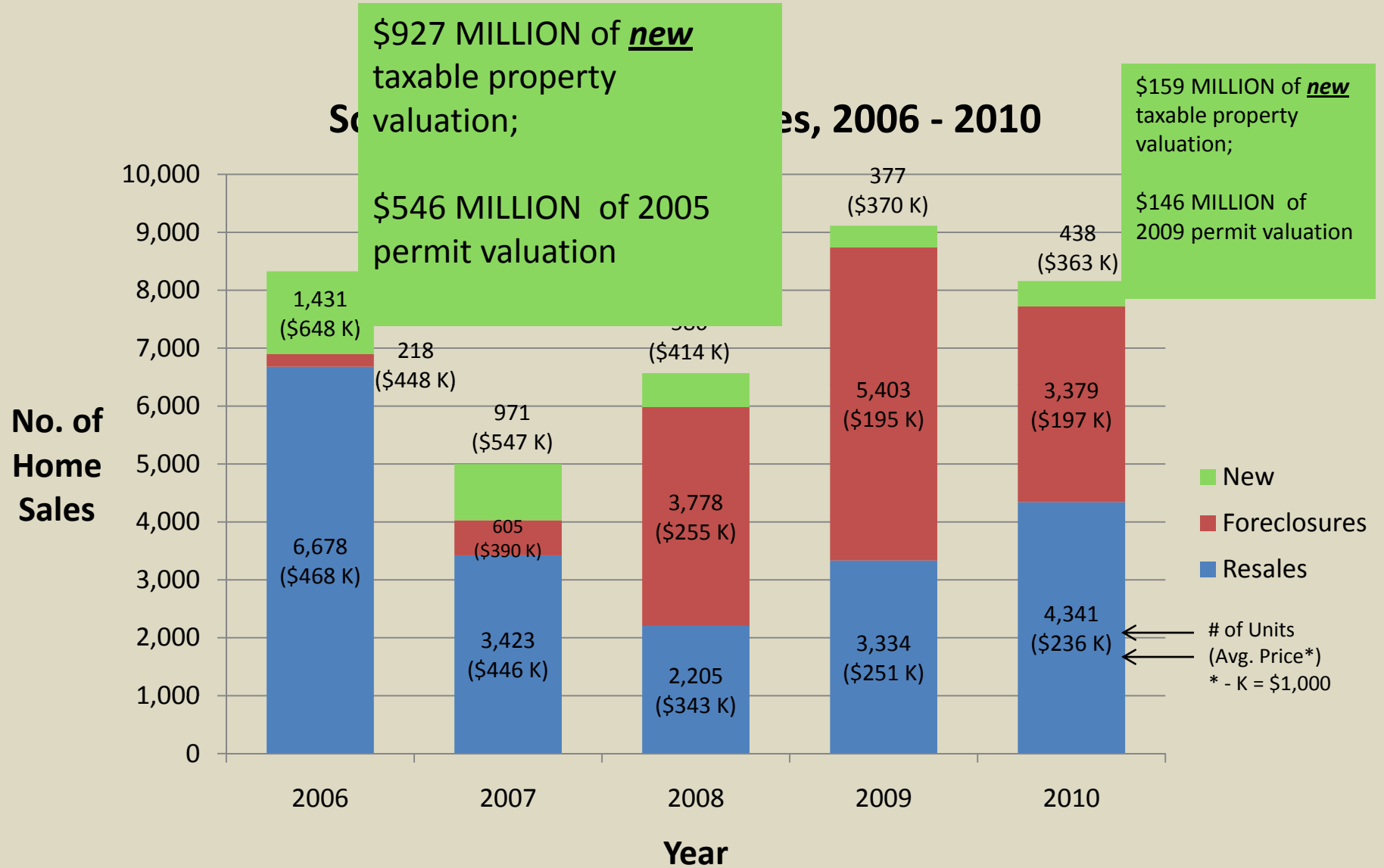
Nicholas A. Arenson,  
VP Land Acquisition & Forward Planning  
D. R. Horton



# *The Best of Solano County!*

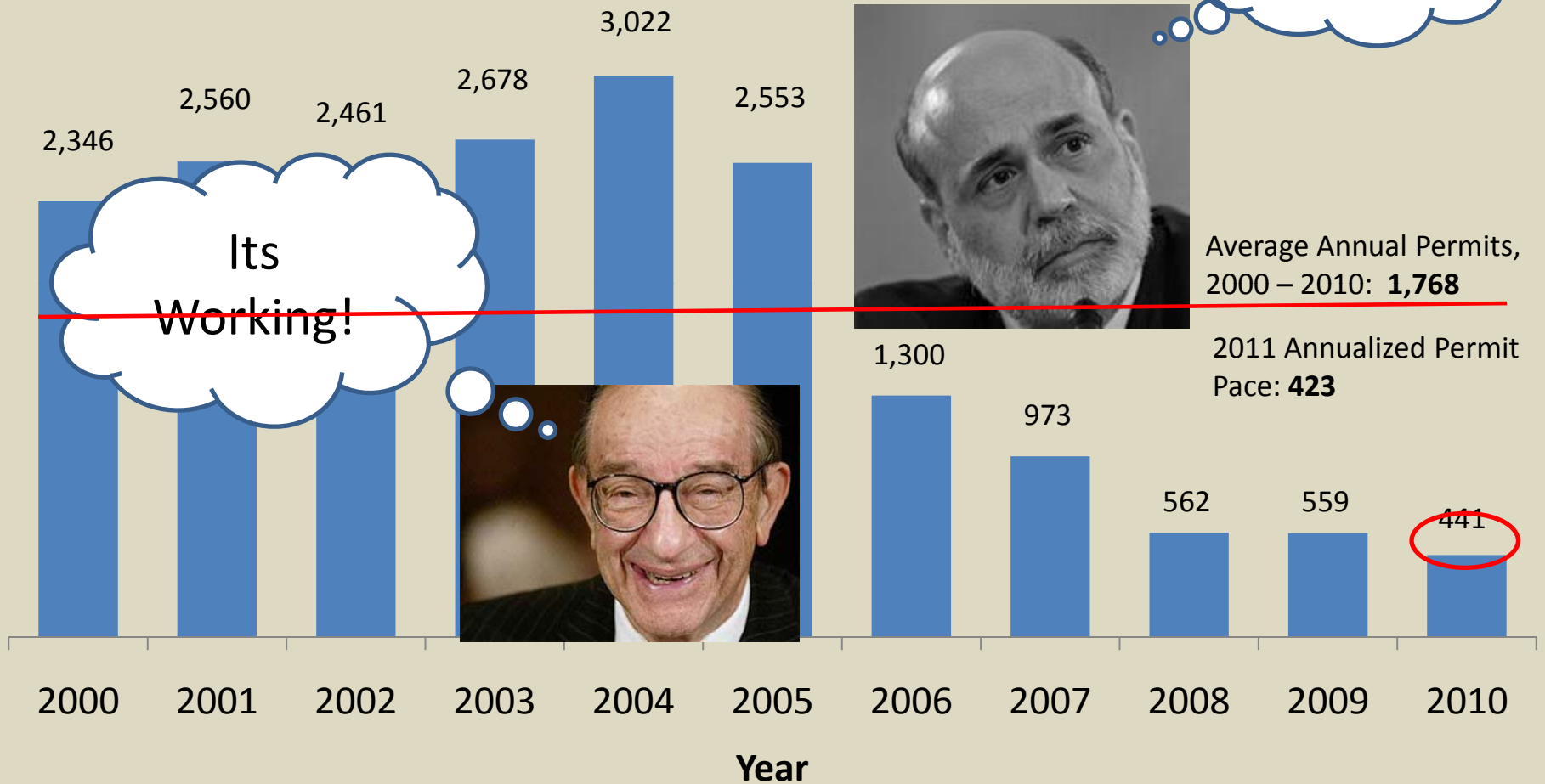
**Solano County Economic Stimulus Forum  
June 9, 2011**

# Solano County Home Sales, 2006 - 2010



Source – Real Estate Economics

# Annual Permits in Solano County\*



Source – Construction Industry Research Board



## RUNNING OUT OF BUILDABLE LOTS



It will take 18 to 24 months to create new lots. Without an improved cost structure and process, **there may be no new homes built between 2013-2015.**

No Permits

No Fees

-----  
No New Property Tax

No New Residents to Patronize area Businesses

No Carpenters, Roofers or Tradespeople

No Inspectors or Planners

The list can go on and on.

\* Source – Metrostudy Q4, 2010 Market Update



Solano County  
Economic Stimulus Forum  
Private Sector Panel Presentation

“The Need”  
Public / Private Partnerships  
Develop and Build in the Future

William B. Mellerup, Vice President  
Lewis Planned Communities

**Lewis Planned Communities**  
A Member of the Lewis Group of Companies



Solano County  
Economic Stimulus Forum  
Private Sector Panel Presentation

Outline of Discussion Points

- Perspective on Today vs. Where We Have Been
- Planned Communities Create Value
- Community Development & Construction Creates Economic Output

## A History of Accomplishment From 1955

Privately held and operated for over 55 years, the **Lewis Group of Companies** continues today as one of the nation's largest privately held real estate development companies.

The Lewis Group focuses on developing premier mixed-use communities and residential neighborhoods in California and Nevada, as well as building and owning apartment rental communities, retail shopping centers, office parks, and industrial buildings.

Our Sacramento office was established over 30 years ago.

### Lewis Group Of Companies

DEVELOPERS OF THE WEST'S PREMIER MASTER-PLANNED COMMUNITIES AND RESIDENTIAL SUBDIVISIONS. BUILDERS AND OWNERS OF RENTAL COMMUNITIES, SHOPPING CENTERS, OFFICE BUILDINGS AND INDUSTRIAL PARKS OF DISTINCTION.



TRUSTED PERFORMANCE

To Date 1955 - 2010	
For sale homes built	56,773
Apartments built	10,250
Retail, Office, Industrial developed	14,000,000 sq. ft.
Land developed	25,000 acres
Lots developed and sold to others	11,000
Today	
Apartments Owned and Managed	7,850 units
Investment Property Owned and Managed	5,000,000 sq. ft.
Residential Land Owned or Controlled (development potential)	22,000 acres (approx. 77,000 dwelling units)
Retail Land Owned or Controlled (development potential)	600 acres (approx. 6,000,000 sq. ft.)
Office and Industrial Land Owned or Controlled (development potential)	500 acres (7,000,000 sq. ft.)
Apartment Land Owned or Controlled (development potential)	500 acres (10,000 units)
Employees	425

All numbers are approximate as of date of publication and include joint ventures.

2007

2008

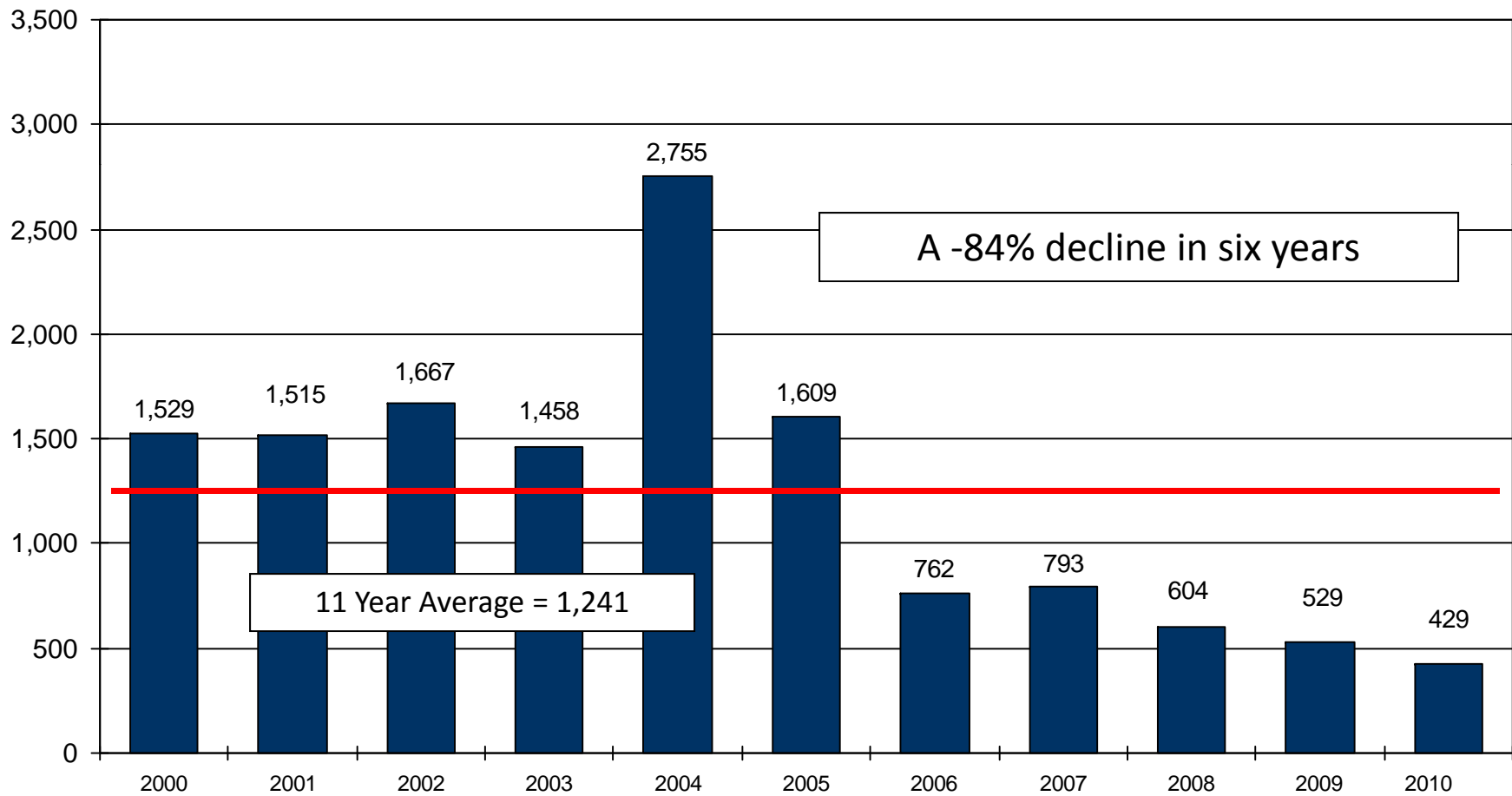
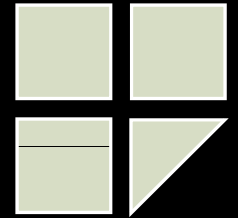
2009

2010

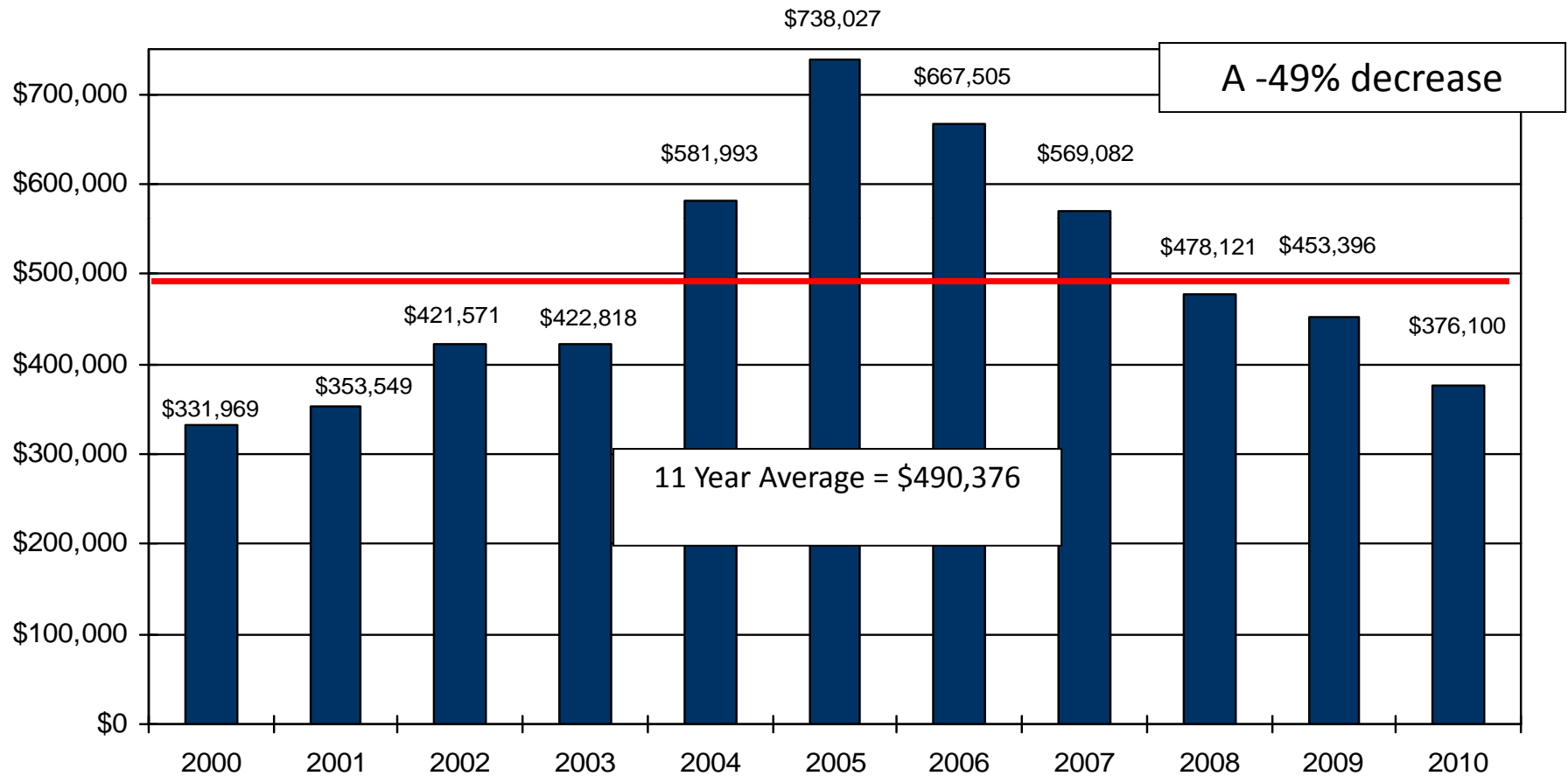
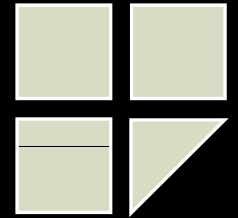
2011



# Solano County New Home Sales

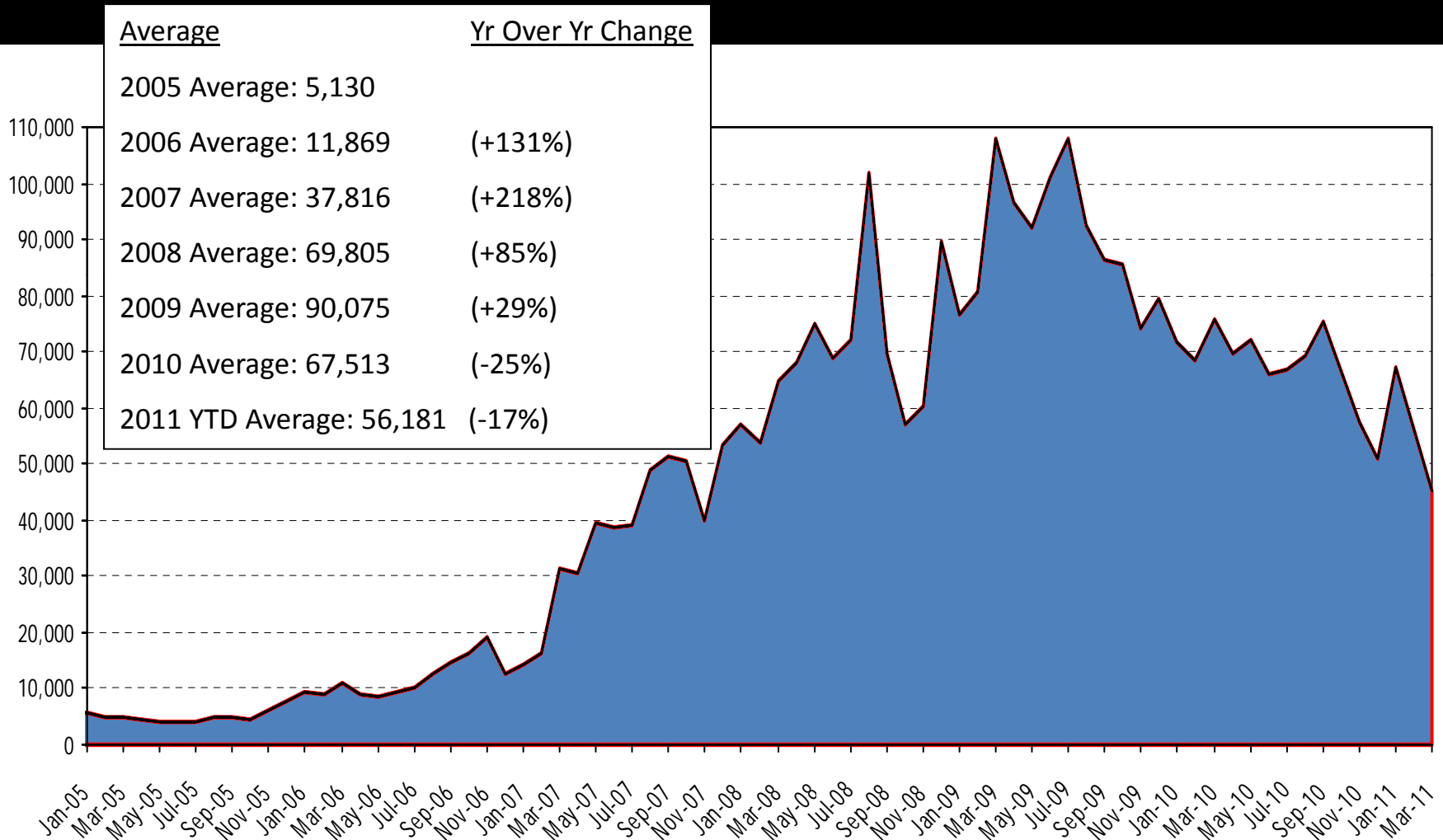
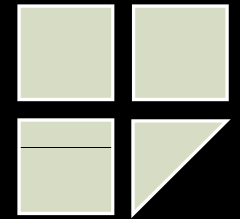


# Solano County Average Net New Home Price





# California Foreclosures



# Home Ownership Percentage – United States

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
<b>All Households</b>	64.7	65.4	65.7	66.3	66.8	67.4	67.8	67.9	68.3	69.0	68.9	68.8	68.1	67.8	67.4	66.9
<b>Age of Householder</b>																
Under 35	38.6	39.1	38.7	39.3	39.7	40.8	41.2	41.3	42.2	43.1	43.0	42.6	41.7	41.0	39.7	39.1
35–44	65.2	65.5	66.1	66.9	67.2	67.9	68.2	68.6	68.3	69.2	69.3	68.9	67.8	67.0	66.2	65.0
45–54	75.2	75.6	75.8	75.7	76.0	76.5	76.7	76.3	76.6	77.2	76.6	76.2	75.4	75.0	74.4	73.5
55–64	79.5	80.0	80.1	80.9	81.0	80.3	81.3	81.1	81.4	81.7	81.2	80.9	80.6	80.1	79.5	79.0
65 and Over	78.1	78.9	79.1	79.3	80.1	80.4	80.3	80.6	80.5	81.1	80.6	80.9	80.4	80.1	80.5	80.5
<b>Race/Ethnicity of Householder</b>																
White	70.9	71.7	72.0	72.6	73.2	74.0	74.3	74.7	75.4	76.0	75.8	75.8	75.2	75.0	74.8	74.4
Hispanic	42.0	42.8	43.3	44.7	45.5	46.0	47.3	47.0	46.7	48.1	49.5	49.7	49.7	49.1	48.4	47.5
Black	42.9	44.5	45.4	46.1	46.7	47.2	48.4	48.2	48.8	49.7	48.8	48.4	47.8	47.9	46.6	45.9
Asian/Other	51.5	51.5	53.3	53.7	54.1	54.3	54.7	55.0	56.9	59.7	60.3	60.8	60.1	59.5	59.0	58.2
All Minority	43.7	44.9	45.8	46.8	47.4	47.9	49.0	48.9	49.5	51.0	51.3	51.3	50.9	50.6	49.7	48.9
<b>Region</b>																
Northeast	62.0	62.2	62.4	62.6	63.1	63.5	63.7	64.3	64.4	65.0	65.2	65.2	65.0	64.6	64.0	64.1
Midwest	69.2	70.6	70.5	71.1	71.7	72.6	73.1	73.1	73.2	73.8	73.1	72.7	71.9	71.7	71.0	70.8
South	66.7	67.5	68.0	68.6	69.1	69.6	69.8	69.7	70.1	70.9	70.8	70.5	70.1	69.9	69.6	69.0
West	59.2	59.2	59.6	60.5	60.9	61.7	62.6	62.5	63.4	64.2	64.4	64.7	63.5	63.0	62.6	61.4

Notes: White, black and Asian/other are non-Hispanic. Hispanic householders may be of any race. After 2002, Asian/other also includes householders of more than one race. Caution should be used in interpreting changes before and after 2002 because of rebenchmarking.

Source: US Census Bureau, Housing Vacancy Survey.

# The Road to Economic Growth



# Helping Hands – Moving Forward

