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## **ECONOMIC DEVELOPMENT PROGRAM**

### **STRATEGY**

Economic Development is the creation of wealth in which community benefits are realized. The Economic Development Plan provides a strategy for the City of Torrance to make decisions relating to the creation, attraction, retention and expansion of our business community. A balanced economic development portfolio consists of growing businesses, attracting new investment, strengthening our infrastructure, and improving the Torrance community's economic base.

### **PURPOSE**

The City of Torrance Economic Development Program will facilitate and develop the relationship between the City and the Torrance business community. The Program will dedicate City resources to assist business creation, attraction, retention and expansion within the community to increase economic viability and ultimately pursue the following **FOUR GOALS**:

- Goal 1. Enhance Employment Opportunities
- Goal 2. Increase the City's Revenue and Tax Base
- Goal 3. Create a Healthy and Balanced Community and Improve the Quality of Life
- Goal 4. Ensure Economic Stability and long-term Self-Sufficiency

A healthy Economic Development Program benefits the community by securing income, profits and tax revenues. It is a method for improving the fiscal condition of the public infrastructure, improving the quality of life for Torrance residents, and keeping our existing employers profitable. A healthy program will attract and retain private investment and result in substantial investment returns.

The City of Torrance influences business investment and location decisions in a number of ways, including the following:

- ❑ Taxes, spending and investment policies
- ❑ Land Use and Business Regulations - Environmental, Permits, Zoning and Business License
- ❑ Business and economic incentives
- ❑ Public Services - Public Safety, Workforce Development Division providing employment and training services, Customer Service which includes permit streamlining and City point of contact, City services such as Water, Sewer, Transportation, Parks and Recreation
- ❑ Marketing focused on successful attraction and retention of businesses

The Economic Development Program will use these as means to accomplish the outlined goals.

## TORRANCE ECONOMIC DEVELOPMENT GOALS

|               |   |
|---------------|---|
| <b>Goal 1</b> | <b>Enhance Employment Opportunities</b> <ul style="list-style-type: none"><li>✓ Generate and enhance diverse and stable employment opportunities that raise income levels and support a community where residents can live and work.</li><li>✓ Evaluate the quality and number of jobs created by future development projects.</li><li>✓ Seek additional revenues to expand workforce development services that will teach and train a highly skilled, adaptable and creative workforce.</li></ul>  |
| <b>Goal 2</b> | <b>Increase the City's Revenue and Tax Base</b> <ul style="list-style-type: none"><li>✓ Create new wealth through the creation, attraction, retention, expansion, and development of business.</li><li>✓ Increase the City's tax base (property, sales, utility users, transient occupancy.)</li><li>✓ Identify growth-oriented companies in the community and help local businesses expand.</li></ul>  |
| <b>Goal 3</b> | <b>Create a Healthy and Balanced Community and Improve the Quality of Life</b> <ul style="list-style-type: none"><li>✓ Enhance the quality of living for residents by improving the public infrastructure, assessing development impacts, promoting City services, and supporting popular programs.</li><li>✓ Basic Public Infrastructure includes transportation, utilities, telecommunications and public safety.</li><li>✓ Ensure that Torrance is an attractive and pleasant place to live, work and play. Recreation, Library, arts and entertainment must be available for all ages.</li><li>✓ Increase Intellectual capital working with public and private institutions to make training and education available.</li></ul> |
| <b>Goal 4</b> | <b>Ensure Economic Stability and Long-Term Self-Sufficiency</b> <ul style="list-style-type: none"><li>✓ Preserve a balanced community of residential, commercial and industrial/manufacturing sectors.</li><li>✓ Advocate business policies and regional, state and federal issues related to local revenue control.</li><li>✓ Enhance the competitive position of all businesses in the community and attract other complimentary businesses to locate in Torrance.</li><li>✓ Maximize the productivity of property, striving for "highest and best use."</li></ul>  |

## ECONOMIC DEVELOPMENT PROGRAM OBJECTIVES

### Objective 1: Develop Economic Development Team

The Economic Development Team includes professionals from varying backgrounds in order to expand the level of communication and coordination, and ultimately create proactive measures to fully capture the benefits and marketing edge of doing business in Torrance. The Team will evaluate and assist any business expressing interest in relocating to or expanding within the City and is committed to easing the process of conducting business in Torrance. By creating information and referral services, developing marketing and outreach programs and providing economic development assistance the Team will equip new and existing businesses with valuable services and information and help Torrance achieve a strong and healthy business climate.

The City of Torrance Economic Development Team is comprised of staff members from the following City Departments and Divisions:

- ❑ City Manager's Office
- ❑ Cable Division
- ❑ Human Resources/Workforce Development Division
- ❑ Community Development
- ❑ Building and Safety
- ❑ Fire Prevention
- ❑ Finance
- ❑ Transit
- ❑ Community Services

### Objective 2: Provide Businesses Information and Referral Services

The Office of Economic Development will have information readily available to assist the current business community, realtors, brokers, prospective clients and the Torrance community.

**Site Selection Database** will assist brokers and businesses search available properties that are for lease or sale. The software will also include demographic and business cluster information that will help businesses find the perfect location in Torrance.

**Contact Management Tracking Software** will be used by the Economic Development Team to track requests, manage the case file and City's assistance, monitor agreements and report trends.

**Economic Development Webpage** will offer information on City services, amenities, quality of life, Economic Development services, permit process, local resources and links to our site selection database.

### **Objective 3: Expand Marketing and Outreach**

The Economic Development Team will develop a marketing and outreach program that will primarily target our existing business community. The primary focus will be a business visitation program that will give businesses a City point of contact. In addition, tools like Torrance Connections and CitiCABLE's Common Cents program will build communication among the City, business and residential community. Long-term, the Team will focus on our current industry clusters and will target the attraction and creation of businesses.

#### **Business Recognition**

The Economic Development Team will explore methods to highlight accomplishments of Torrance businesses in Torrance Seasons, webpage, CitiCABLE or City Council meetings. Outreach to new businesses will be made to promote City services and participate in grand opening activities.

**Common Cents** CitiCABLE-Channel 3 informs the community about the importance of a successful and supportive relationship of the business community with city government and the community at large. Common Cents explores local business operations, introduces the community to the people behind the scenes, and gives an inside look at the business' operation.

**Torrance Connections** is a new, quarterly e-newsletter that updates the business community on City services, legislation, regulations, Torrance events, construction activity, new developments, grand openings and more. *Connections* will open the lines of communication between City Hall and the business community.

**Business Visitations** will be conducted by the Economic Development Team on an annual basis to commercial, industrial and manufacturing businesses. The goals of these visits are to give each business a City contact and make our business partners aware of the resources that are available to assist them with their success. Businesses whose employee base or revenues have grown or declined substantially or are the City's top employers will be prime candidates for visitation. The South Bay Economic Development Partnership (SBEDP) and the Workforce Development Division (WDD) will make additional outreach based on recommendations.

#### **Outreach for Business Attraction**

The Economic Development Team will assess the industry clusters and target businesses not located within the City or South Bay and initiate aggressive recruitment and encourage relocation to Torrance. The Team will focus on the potential for creating a marketing program that targets international tourism, trade and commerce. Additionally, the Team will develop relationships with local commercial realtors, property management firms, and brokers to entice specific industries to locate in Torrance.

#### **Objective 4: Provide Economic Development Assistance**

Assistance is offered to businesses through the use of economic incentives, permit streamlining, and workforce development. Each business package will be determined on a case-by-case basis after thorough review by Economic Development Team and will be developed to best meet the needs of every client.

**Economic Incentives** may include assistance with recruitment and training of new or existing employees, or a subsidy for City taxes and/or fees through the City's Economic Investment Fund. The Economic Investment Fund (EIF) was established as a mechanism to assist businesses in relocating to or expanding in the City of Torrance. Prospective clients are analyzed on the job base they will create and/or enhance, the types of jobs they will create, as well as their projected utility use.

Before entering an economic investment agreement, the Office of Economic Development will conduct economic impact analysis to monitor investments and retain businesses. The business performance is tracked over a five-year period whereby employment numbers and the Utility Users Tax amount paid on a quarterly basis are tracked. The fund tracking is based on 100% of employee tax generated through new employee growth and 50% of new Utility Users Tax.

The following examples represent the City's economic incentives:

- ✓ Subsidized construction tax
- ✓ Subsidized employee tax
- ✓ Subsidized building permit fees
- ✓ Expedited permitting
- ✓ Credits for new employees

**Streamlined Permit Process:** The Community Development and Building and Safety Departments will work to streamline the permit process and provide customer service to help our businesses quickly become operational.

**Torrance One-Stop Career Center... WiN:** The Workforce Investment Network (WiN) is a "one-stop" employment and training center to assist with businesses and employees. It is WiN's goal to make recruitment and hiring processes easier and more efficient. WiN will assist with Economic Development Services, Recruitment Services, Workforce Development Services, and Workforce Reduction Services.

### **Objective 5: Nurture Local Businesses**

The Economic Development Team will continue to work with local businesses to understand their needs. With that knowledge base, the Team will attempt to guide the following:

- ❖ Initiate or support legislation to increase funding, tax credits or incentives for the business community.
- ❖ Highlight existing programs, create new and/or offer additional resources to meet the identified needs of businesses.
  
- ❖ Connect local businesses to each other and facilitate working relationships.

### **Objective 6: Guidance for Development**

The City's Economic Development Plan must coincide with the City's General, Strategic and Redevelopment Plans as they relate to business creation, attraction, retention and expansion. These Master Plans will serve as a guide to development and will benefit the entire Torrance community. Specifically, the Team will:

- ❖ Determine financial consequences of investment and land use policies.
- ❖ Ensure that growth and development will enhance the quality of life for all residents and businesses.
- ❖ Stimulate development that enhances the City's long-term vision, and:
  - Create and maintain database of identified opportunity areas that are suited for recycling.
  - Identify central locations for retail activity, which will serve local communities.
  - Promote development that supports the public infrastructure and continue to prepare our infrastructure in anticipation of future population growth.

### **Objective 7: Track Trends**

The Economic Development Team will track economic development trends at a local, regional, state and national level that affect our business community. The Team will monitor businesses in the Torrance community, track changes, growth potential, and identify emerging business clusters. Identifying the emerging business clusters will guide the marketing and outreach program to encourage a balance of diverse business. Utilizing gross economic indicators such as business growth or decline in employment rates or income levels will guide the Business Visitation Program.

## **ECONOMIC DEVELOPMENT PROGRAM RESOURCES**

### **AGENCIES**

- ❑ City of Torrance Economic Development Team
- ❑ South Bay Economic Development Partnership
- ❑ South Bay Economic Roundtable
- ❑ South Bay Cities Council of Governments
- ❑ Chamber of Commerce-Torrance/South Bay
- ❑ Workforce Investment Network (WiN)
- ❑ El Camino College
- ❑ California State University, Dominguez Hills
- ❑ Southern California Regional Occupational Center (SCROC)
- ❑ Utilities: Southern California Edison, Gas Company, SBC, City of Torrance Water, California Water Company
- ❑ Small Business Development Center
- ❑ U.S Small Business Administration
- ❑ Los Angeles County
- ❑ California Association of Local Economic Development
- ❑ State of California
- ❑ United States Department of Commerce
- ❑ Los Angeles Economic Development Corporation
- ❑ Site Selection database
- ❑ [www.economicgardening.us](http://www.economicgardening.us)
- ❑ California Manufacturer and Technology Association
- ❑ South Bay Energy Resource Center

## **TORRANCE HIGHLIGHTS FOR BUSINESS RETENTION AND INVESTMENT**

### **City Facts:**

- Median family income in 2002 \$67,098
- Median value of home as of April 2004 is \$527,000
- 21 square miles (12,312 acres)
- 6th largest city in Los Angeles County and 12th largest in California.
- Pleasant climate year-round with warm temperatures, low humidity, average rainfall of 12.55 inches per year.
- Business conscious Mayor and Council

### **Amenities**

- Full-service City-Water, Sewer, Refuse, Recycling, Transportation, Parks and Recreation, Library, Public Safety.
- Class-1 Fire Department with 6 stations
- 1 Police Department with 1 station and 3 police community centers ensuring low levels of crime and poverty.
- Health care: Kaiser Permanente Torrance Medical Offices, Torrance Memorial Hospital, Little Company of Mary Hospital
- Quality, mixed-use housing developments and senior housing
- Retail Districts: Del Amo Fashion Center-largest shopping mall in the Western United States with 3 million square feet of shopping space and 350 stores, Rolling Hills Shopping Center, Torrance Towne Center, Promenade Shopping Center, and Historic Downtown Torrance.

### **Recreation, Cultural and Library Opportunities:**

- 40 parks and recreational facilities, including 44-acre Wilson Park, 52-acre Columbia Park, Madrona Marsh Preserve, golf course, swimming pool, gym, tennis courts. Cultural facilities including the James Armstrong and Stage Two theatres, Japanese Garden and Joslyn Center.
- Cultural and recreational activities, including community art, dance and exercise classes, Armed Forces Day Parade, annual Exxon Mobil 10k run, the Torrance Beach Cities Team Triathlon, and Arts Alive Festival.
- Main Library and 5 branch libraries.
- 1.5 miles of lifeguard patrolled beach with newly renovated public facilities.

### **Transportation:**

- The City of Torrance is the largest City between the two largest international trade centers: Los Angeles International Airport and the Ports of Los Angeles and Long Beach.
- Transportation Network: Torrance Transit, Senior Ride, Gardena Transit, Municipal Area Express, Metropolitan Transit Authority, Interstate Freeways 405 and 110, State Highways 91, Pacific Coast Highway, Hawthorne and Western Avenues, Los Angeles International Airport, Ports of Los Angeles and Long Beach, Alameda Corridor.
- Service by Burlington Northern Santa Fe and Southern Pacific railroads.
- 500-acre General Aviation Airport

**Educated Work Force:**

- 87.6% high school graduates and 31.2% college graduates, 32.7% some college and 10.1% post graduate degrees.
- One of the largest pools of skilled, professional, technical and production workers in the world.
- Job training and placement services through the City's Workforce Investment Network (WiN).
- Partner with El Camino Community College Business Training Center.

**Schools:**

- Independent Torrance Unified School District with 30 schools which have received California Distinguished School and Blue Ribbon awards.
- 25 Universities and Colleges within 20 mile radius including USC & UCLA

## **INFORMATION AND REFERRAL**

The following information will be readily available to those businesses that are interested in learning more about the City of Torrance.

- ❑ City Council profiles
- ❑ Torrance demographics
- ❑ City's annual capital investments
- ❑ Identify routes of access to the freeways and the proximity of Torrance to Los Angeles International Airport and Ports of Los Angeles and Long Beach
- ❑ Torrance utilities
- ❑ Vacant property listings
- ❑ Ratings of local schools
- ❑ List of top 50 employers
- ❑ New development projects
- ❑ Location of retail hot spots, restaurants, cultural and entertainment venues
- ❑ Flowchart of starting a business in Torrance
- ❑ Crime Statistics
- ❑ Bus to Work Program: Provide new employees with one-month pass to try Torrance Transit. Transit Department will provide an individual trip planner, comparative analysis of commute time and maintenance/gas costs.
- ❑ Inventory of City's community services and programs.

## **Marketing Detail: Communication/Outreach**

- ❑ Send welcome letter to businesses and advertise available City services such as Workforce Development Division, Police Department's Community Lead and Area Traffic Officers, Torrance Transit New Employee Bus Pass, annual Fire Inspection and Business License Renewal.
- ❑ Facilitate grand opening and/or ribbon cutting ceremony
- ❑ Develop an Economic Development e-newsletter Torrance Connections which will feature stories on capital projects, legislation, regulations, City news and events, new and closing businesses.
- ❑ Highlight new or expanding businesses in Torrance Seasons-a residential quarterly newsletter, Torrance CitiCABLE-Channel 3, on the Time Warner Cable system, Torrance Connections-an Economic Development e-newsletter.
- ❑ Send press releases to Daily Breeze
- ❑ Host a "Broker Recognition Event" for local commercial/industrial real estate brokers. Utilize meeting to update on City events, site selection database, Economic Development office introduction
- ❑ Develop public/private partnerships to promote the City of Torrance.

## **TORRANCE COLLATERAL PIECES FOR BUSINESS RETENTION AND INVESTMENT**

- ❑ Economic Development Quarterly Newsletter
- ❑ City Map
- ❑ City Services card
- ❑ Workforce Development Brochure
- ❑ Economic Development Brochure
- ❑ “About the City of Torrance”-guide from the City Clerk
- ❑ Budget at a Glance
- ❑ Capital Budget Gazette
- ❑ Parks and Recreation Amenities
- ❑ Location of Choice/Top 50 Employers
- ❑ Strategic Plan Summary
- ❑ A Galaxy of Youth Services
- ❑ Torrance Public Library
- ❑ Torrance Transit New Employee Free Monthly Bus Pass Program
- ❑ Department Highlights

## **PUBLIC/PRIVATE DONATION PROGRAM**

### **Torrance Community Services:**

- ❑ Youth Sports Programs: flag football, basketball, volleyball, roller hockey, softball or baseball
- ❑ Torrance ATTIC Teen Center
- ❑ After School Clubs located at 13 Torrance Schools
- ❑ City Youth Cultural Programs: drama, dance, music, fine arts programs
- ❑ Adopt-A-Park
- ❑ Torrance Library Foundation

### **Torrance Cultural Arts Center**

- ❑ Torrance Cultural Arts Center Foundation—Lynn Bramhall youth education programs
- ❑ Torrance Symphony Association-John Bramhall Young Musician scholarships

### **Torrance Unified School District**

- ❑ Torrance Council of Parent Teacher Association - Scholarship Fund
- ❑ Adopt-A-School
- ❑ Torrance Education Foundation

### **Torrance Police Department**

- ❑ Juvenile Diversion Program
- ❑ Teens in Policing
- ❑ Explorers Program

## **ECONOMIC IMPACT ANALYSIS**

### **Economic Impact Analysis is based on the following criteria:**

- Business revenue
- Payroll
- Employment Information: increase/decrease of jobs; creation of jobs; education
- Utility User's Tax

### **The control criteria for business projections:**

- Expansion of existing businesses
- Attraction of new businesses
- Location
- Timeframe

### **What are the windfalls?**

- Estimated annual spending by business at local businesses
- Addition or retention of additional jobs, increased earnings
- Estimated annual spending by employees at local businesses
- Addition or retention of additional jobs, increased earnings by employee spending

### **What are the total outcomes?**

- Jobs
- Personal income
- Increased business
- Industrial revenue

### **Important Factors to Businesses**

|   |                                      |
|---|--------------------------------------|
| Proximity to customers or clients                                 | Reasonable wage rates                |
| Access to interstate highways                                     | Reasonable/stable utility rates      |
| Reasonable real estate costs                                      | Reasonable costs of living           |
| Availability of skilled workers                                   | Reasonable business taxes            |
| Government officials who want to work with businesses in Torrance | Cultural and recreational activities |

## **INCENTIVES**

- ❖ Incentives are provided to have a project move forward that might not otherwise proceed. Incentives can be categorized as follows:
  - As an inducement
  - Unavailability of capital
  - Cost of capital
  - Rate of return
- ❖ Actual incentive provided can vary and will depend on purpose of incentive. Incentives can include:
  - Financing
  - Land/Land Write Downs
  - Tax Rebates/Tax Credits
  - Paying/Waiving of Fees
  - Workforce Training/Retraining Funds
  - Streamlined Process
  - Infrastructure Support
- ❖ Understand whether incentives are critical to make project go forward and determine public benefit from providing incentives
- ❖ Understand that inducement type of incentives are not key factors in determining a location, but incentives based on real needs can be critical
- ❖ Incentives need to be carefully evaluated prior to utilizing
- ❖ Maintain equitable distribution of incentives to new and existing businesses
- ❖ Tie incentives to business performance i.e. investment, jobs
- ❖ Design incentives to implement economic development strategy
- ❖ Incentives require a binding contract, accountability and oversight
- ❖ Evaluate incentives up-front to measure community's return on investment by analyzing the following:
  - Creation of jobs
  - Raising incomes
  - Expanding local business
  - Increasing the tax base
  - Revitalizing the community
- ❖ Measure incentives after implementation to see if projected benefits were achieved
  - How many jobs were created/retained?
  - How much revenue has been generated to local government?
  - Has this project created additional return on investment?

## **DEFINITIONS**

### **Rapid Response**

The Worker Readjustment Assistant Notification (WARN) Act is a federal law in which employers are required to notify State and local elected officials of the company closure and/or reduction in force. Upon notification of such a notice WiN Staff will meet with the business to coordinate layoff/outplacement services. Usually on-site orientations are provided to the affected employees informing them of the WorkSource Centers and the services available to assist with re-employment opportunities.

When providing these orientations the following is presented to the affected employees:

- ❖ Unemployment Insurance information (UI) , a brochure, toll free telephone numbers website addressees, and CalJobs information
- ❖ Address and telephone numbers of all WorkSource California/One Stops as well as information for WiN's three offices
- ❖ Calendar of free workshops including job search techniques and basic computer classes that are offered by WiN
- ❖ Use of computers, including Internet access as well as usage of copiers, telephones and faxes
- ❖ Job Listings and Job Fair information
- ❖ Recruitment Information from local businesses
- ❖ Staff Assisted Job Searching
- ❖ Career Exploration and Career Assessment

|   |                             |                            |
|---|-----------------------------|----------------------------|
| <b>City of Torrance</b><br><b>3031 Torrance Boulevard</b><br><b>Torrance, CA 90503</b><br><b>310-618-5807</b><br><a href="http://www.tornet.com">www.tornet.com</a> | <b>Population (2002)</b>    | <b>142,100</b>             |
|   | <b>Crime Index Total</b>    | <b>4,392</b>               |
|   | <b>Taxable Retail Sales</b> | <b>\$2,691,073</b>         |
|   | <b>Median Family Income</b> | <b>(2000)<br/>\$67,098</b> |

### **Business Taxes**

The calculation formula for General/Professional, Office, Retail, Manufacturing, Personal Service:

\$161.00 base fee, plus \$49.00 per employee  
Maximum = 2,500 employee count

Commercial Property:  
0-4,999 sq. ft. no license tax  
5,000 sq. ft. or more = \$0.61 per sq. ft.

Apartment House Rental:  
\$16.00 per unit for 3 units or more

|                                       |  |
|---------------------------------------|--|
| <b><u>Utility User's Tax Rate</u></b> | <b><u>Property and Other Tax Rates</u></b> |
| Electric 6.5%                         | Sales Tax Rate 8.25%                       |
| Telephone 6.5%                        | Transient Occupancy Tax Rate 11.0%         |
| Cellular 6.5%                         | Property Tax Rate 1.0%                     |
| Gas 6.5%                              | (1% of the assessed property value)        |
| Water 6%                              |  |
| Cable 6.5%                            |  |

### **Median Home Price**

2002 360,000  
2003 401,500

### **Employment by Industry**

|  |      |
|--|------|
| Construction                                   | 4    |
| Manufacturing                                  | 17.5 |
| Wholesale Trade                                | 5    |
| Retail Trade                                   | 11.4 |
| Transportation and warehousing                 | 6.7  |
| Finance, insurance, real estate                | 7.1  |
| Professional, management, administrative       | 12.1 |
| Educational, health and social services        | 17.8 |
| Arts, entertainment, recreation, food services | 6.4  |
| Public Administration                          | 3.6  |
| Other  | 8.4  |

## CENSUS DATA

|                            | 1980    |       | 1990    |       | 2000                             |            |
|----------------------------|---------|-------|---------|-------|----------------------------------|------------|
| <b>TOTAL POPULATION</b>    | 129,881 |       | 133,107 |       | 137,946                          |            |
| <b>SEX</b>                 |         |       |         |       |                                  |            |
| Male                       | 63,155  | 48.6% | 65,799  | 49.4% | 67,087                           | 48.6%      |
| Female                     | 66,726  | 51.4% | 67,308  | 50.6% | 70,859                           | 51.4%      |
| <b>AGE</b>                 |         |       |         |       |                                  |            |
| Under 18 years             | 30,942  | 23.8% | 27,076  | 20.3% | 31,740                           | 23.0%      |
| 65 years and older         | 11,050  | 8.5%  | 15,934  | 12.0% | 19,427                           | 14.0%      |
| Median Age                 | 33      |       | 35.6    |       | 38.7                             | (x)        |
| <b>RACE/ORIGIN</b>         |         |       |         |       |                                  |            |
| White                      | 109,002 | 83.9% | 97,538  | 73.3% | 72,234                           | 52.4%      |
| Black                      | 887     | 0.7%  | 1,684   | 1.3%  | 2,911                            | 2.1%       |
| Asian/Pacific Islander     | 13,663  | 10.5% | 29,105  | 21.9% | 39,644                           | 28.7%      |
| American Indian            | 633     | 0.5%  | 506     | 0.4%  | 360                              | 0.3%       |
| Other                      | 5,696   | 4.4%  | 4,274   | 3.2%  | 383                              | 0.3%       |
| Hispanic                   | 10,839  | 8.3%  | 13,179  | 9.9%  | 17,637                           | 12.8%      |
| Two or more races          |         |       |         |       | 4,777                            | 3.5%       |
| <b>TOTAL HOUSING UNITS</b> |         |       |         |       |                                  |            |
|                            | 50,944  |       | 54,927  |       | 55,967                           | 100%       |
| <b>UNITS IN STRUCTURE</b>  |         |       |         |       |                                  |            |
| 1-unit                     | 29,818  | 58.5% | 32,414  | 59.0% | 33,822                           | 60.4       |
| 2-4 units                  | 2,703   | 5.3%  | 3,199   | 5.8%  | 3,241                            | 5.8        |
| 5 or more units            | 17,399  | 34.2% | 17,581  | 32.0% | 17,718                           | 31.6       |
| Mobile home, other         | 1,074   | 2.1%  | 1,733   | 3.2%  | 1,183                            | 2.1        |
| <b>TOTAL HOUSEHOLDS</b>    |         |       |         |       |                                  |            |
|                            | 49,613  |       | 52,831  |       | 54,542                           | 100%       |
| Family                     | 34,685  | 69.9% | 35,696  | 67.6% | 36,276                           | 66.5%      |
| Non-Family                 | 14,928  | 30.1% | 17,135  | 32.4% | 18,266                           | 33.5%      |
| Householder Living Alone   | 12,131  | 24.5% | 13,295  | 25.2% | 15,005                           | 27.5%      |
| Persons per Household      | 3       |       | 2.5     |       | 2.51                             | (x)        |
| Owner Occupied             | 27,650  | 55.7% | 29,616  | 56.1% | 30,533                           | 56.0%      |
| Renter Occupied            | 21,963  | 44.3% | 22,999  | 43.5% | 24,009                           | 44.0%      |
| Vacancy Rate               | 2.7     |       | 4.2     |       | Homeowner:<br>1.0<br>Rental: 2.4 | (x)<br>(x) |

| VALUE/RENT                    |           |  |           |  |           |  |
|-------------------------------|-----------|--|-----------|--|-----------|--|
| Median Value (owner-occupied) | \$123,100 |  | \$338,700 |  | \$320,700 |  |
| Median Rent (renter-occupied) | \$ 332    |  | \$ 795    |  | \$903     |  |

(x) = not applicable