

**DDS VENDOR RATE STUDY:**

**ACCOUNTING FOR REGIONAL COST  
DIFFERENCES RELATED TO WAGES,  
TRAVEL, AND REAL ESTATE**

– submitted to –

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## TABLE OF CONTENTS

Introduction.....	1
Part I – Wages.....	3
Part 2 – Travel.....	9
Part 3 – Real Estate.....	14
Appendix A-1: Comparison of BLS MSA Average Wage to Statewide Average Wage.....	A-1
Appendix A-2: Crosswalk of Regional Centers to BLS MSAs and Counties .....	A-2
Appendix A-3: Comparison of Regional Center Average Wage to Statewide Average Wage...A-3	
Appendix B-1: Average Travel Distance (in miles) Between Vendors and Consumers by ..... Service and Regional Center	B-1
Appendix B-2: Average Travel Time (in Minutes) Between Vendors and Consumers by ..... Service and Regional Center	B-7
Appendix C-1: Commercial Real Estate Costs by County and Regional Center.....	C-1

## **INTRODUCTION**

In response to concerns about the adequacy of provider payment rates for home- and community-based services provided to individuals with intellectual and developmental disabilities, Governor Edmund G. Brown, Jr. called for a special legislative session to, amongst other provisions, address “Sufficient funding to provide additional rates increases for providers of Medi-Cal and developmental disability services.” Ultimately, the California Legislature passed ABX2-1 during the Second Extraordinary Session of the 2015-16 Legislature.<sup>1</sup> The legislation appropriated \$244.9 million in state funds for DDS vendor rate increases. Including federal funds, rates were increased by more than \$400 million. The legislation targeted these increases to a number of areas, including direct care workers, agency administrative expenses, and targeted increases for supportive and independent living services, respite, supported employment, and transportation.

In addition to the rate increases, ABX2-1 mandated that DDS undertake a rate study. The legislation mandated several considerations, including whether there is a sufficient supply of providers.

The Department issued a request for proposal for a consultant to conduct the rate study and subsequently awarded a contract to Burns & Associates, Inc. (B&A), a national health policy consulting firm that has completed similar studies in ten other states.

As part of the rate study, B&A has constructed draft rate models that are intended to reflect the costs that providers incur to deliver community-based services. There is a rate model for each service included in the rate study. Most services have multiple rate models to account for differences in staffing ratios, staff qualifications, service setting, and other factors. The rate models include specific assumptions related to direct care workers’ wages, benefits, and billable hours; supervision and other program operation expenses; and agency administration. Other cost factors vary by service and may include mileage, staffing levels, and facility expenses.

Previously published reports, B&A’s analysis of available data, and feedback from providers and other stakeholders demonstrate that the costs associated with several of these factors differ across the State. In particular, wages, travel-related costs, and real estate (facility) costs are subject to substantial variability.

As a result, the draft rate structure is built on a ‘base’ rate model for each service. The base rate models are then adjusted for each Regional Center using ‘regional adjustment factors’ for wages, travel time and distance, and real estate, as applicable. For each of these items, there are three adjustment factors – Categories A, B, and C – that have an assigned value. Regional Centers are assigned to one of these three categories for each of the three cost areas. The categorizations may

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<sup>1</sup> 2015-2016 2<sup>nd</sup> Ex. Sess., Ch. 3, Cal. Stat. 2016.

differ for each of the cost areas; for example, a Regional Center may be assigned to Category A for direct care worker wages and Category C for travel distance and time. Although it is recognized that costs may vary within a Regional Center, in the interest of administrative simplicity, the rate study recommends that there be a single categorization for each Regional Center rather than the establishment of county-specific or locality-specific rate models.

For example, the regional wage adjustment factor for Category A is 95 percent, Category B is 100 percent, and Category C is 115 percent. Thus, if the base rate model assumes an hourly wage of \$14.00, the rate model for a Regional Center assigned to Category A would include a wage assumption of \$13.30 (\$14.00 multiplied by 95 percent), rate models for Category B would include a \$14.00 wage, and models for Category C would include \$16.10.

The remainder of this report details the methodologies employed to establish the regional adjustment factors.

## **PART I – WAGES**

The single largest expense for HCBS providers is typically wages paid to direct care workers. Wage levels can vary significantly across the State, driven by multiple factors, including the cost of living, local minimum wage ordinances, the localized labor pool, the strength of the local job market, and similar factors. The rate model wage assumptions are, therefore, the first component considered for a regional adjustment factor.

The rate models rely upon wage data from the U.S. Department of Labor’s Bureau of Labor Statistics (BLS), which produces employment and wage estimates for more than 800 standard occupational classifications. The annual data is derived from surveys representing 1.2 million establishments and about 57 percent of the employment in the United States across all industries and sectors of the economy. The BLS publishes statewide estimates as well as estimates for local areas that they define as metropolitan statistical areas and nonmetropolitan statistical areas (collectively referred to as MSAs in this report) that are comprised of one or more counties.

As discussed in detail in the DDS vendor rate study report being submitted on March 1, 2019, the most recent BLS data reflects wages in May 2017. Consequently, the rate models first adjust the BLS wage values to account for general wage growth and coming increases in the statewide minimum wage. The wage assumptions in the base rate models are then derived from these adjusted statewide wage values for the BLS occupational classification or classifications that are deemed most representative of the workers delivering each specific service.

In order to measure regional variability in wages, an analysis of the differences in the composite wage – that is, the overall average wage across all occupations – in each MSA was conducted. The composite wages were used rather than wages for individual occupational classifications for two reasons. First, by definition, the wage data for the MSAs will be based on fewer surveys than the statewide data, introducing a higher possibility of survey error. Second, but relatedly, when there are too few surveys covering a given occupation, the BLS does not publish the wage values. This results in a suppression of wage data for certain occupations in various MSAs.

Using the composite wage addresses both issues, minimizing the likelihood that estimates will be skewed based on a limited number of employer surveys and avoiding the need to interpolate values when an estimate was suppressed. However, composite wages are a representation of not only the wages paid within the MSA, but the relative job mix within the MSA. Industries tend to cluster within certain regions of a state based on the natural and human resources that are local to the area. The resulting job mix influences the composite wage across all occupations within a given MSA, especially when there is a heavier saturation of high or low paying jobs within the area. For example, almost 13 percent of the jobs in the San Jose-Sunnyvale-Santa Clara MSA are categorized as computer and mathematical occupations compared to less than one percent of the jobs in the Visalia-Porterville MSA. Because these occupations tend to be higher-paying, the

composite wage will be higher in the San Jose-Sunnyvale-Santa Clara MSA than in the Visalia-Porterville MSA even if the wages for a given occupation are the same in the two areas.

To further illustrate, Figure 1-1 provides a hypothetical scenario where a State is comprised of only two MSAs and residents work in only two occupations.

**Figure 1-1: Illustration of Impact of Job Mix on Average Wage**

Occupation	Statewide		MSA 1		MSA 2	
	Employees	Wage	Employees	Wage	Employees	Wage
<i>Calculation of Average Wage Without Adjusting for Job Mix</i>						
Engineer	100	\$82.00	80	\$80.00	20	\$90.00
Housekeeper	100	\$24.00	20	\$20.00	80	\$25.00
<b>Average</b>	<b>200</b>	<b>\$53.00</b>	<b>100</b>	<b>\$68.00</b>	<b>100</b>	<b>\$38.00</b>
<i>Calculation of Average Wage After Adjusting for Job Mix</i>						
Engineer	100 (50%)	\$82.00	<del>80</del> 50%	\$80.00	<del>20</del> 50%	\$90.00
Housekeeper	100 (50%)	\$24.00	<del>20</del> 50%	\$20.00	<del>80</del> 50%	\$25.00
<b>Adjusted Avg.</b>		<b>\$53.00</b>		<b>\$50.00</b>		<b>\$57.50</b>
<b>% of Statewide</b>				<b>94.3%</b>		<b>108.5%</b>

The top portion of the table shows the ‘actual’ employment and wage data. In MSA 1, most workers are engineers; in MSA 2, most are housekeepers. The average hourly wage across the 100 workers in MSA 1 is \$68.00, which is markedly higher than the \$38.00 average wage in Region 2. These figures, however, are a function of the job mix within each MSA. Although the composite wage in MSA 1 is higher, both engineers and housekeepers in this area earn less than those in the same occupations in MSA 2. It is only because of the job mix – the relative number of workers in the two jobs – that MSA 1 appears to have higher wages.

To control for this effect, the statewide job mix is applied to each MSA while retaining the MSA-specific wage levels for each occupational classification. The result is presented in the bottom portion of the table. Once a constant job mix is applied to the MSAs (a 50/50 mix in this example), it becomes apparent that MSA 2 is actually the higher wage area: both engineers and housekeepers in this area earn more than their counterparts in MSA 1.

A similar methodology was applied to the BLS wage data to measure wage differences across the State.

First, overall average wages were calculated based on the occupational level detail for both the entire State and each MSA. This was performed by multiplying the estimated employment by the

average (mean) hourly wage for each occupation, adding these products, and then dividing the sum by total estimated employment. Figure 1-2 provides an example.

**Figure 1-2: Illustration of Calculation of Weighted Average Wage**

	‘Actual’ Statewide Data	
	# of Employees	Wage
Occupation 1	100	\$20.00
Occupation 2	160	\$15.00
Occupation 3	280	\$25.00
Occupation 4	160	\$35.00
Occupation 5	200	\$12.00
<b>Total / Weighted Avg.</b>	<b>900</b>	<b>\$21.56</b>

Second, an adjusted statewide average wage was calculated individually for each MSA to omit the occupations for which the data was suppressed in that MSA. In other words, if there was no data for an occupation in the MSA, that occupation was removed from the calculation of the adjusted statewide average used as the basis of comparison for that MSA. Figure 1-3 builds on the previous example.

**Figure 1-3: Illustration of Adjustment to Statewide Data Based on Suppressed MSA Data**

	‘Actual’ Statewide Data		‘Actual’ MSA 1 Data		Adjusted Statewide Data	
	# of Employees	Wage	# of Employees	Wage	# of Employees	Wage
Occupation 1	100	\$20.00	-	-	-	-
Occupation 2	160	\$15.00	20	\$16.00	160	\$15.00
Occupation 3	280	\$25.00	10	\$26.00	280	\$25.00
Occupation 4	160	\$35.00	10	\$38.00	160	\$35.00
Occupation 5	200	\$12.00	30	\$15.00	200	\$12.00
<b>Total / Weighted Avg.</b>	<b>900</b>	<b>\$21.56</b>	<b>70</b>	<b>\$20.14</b>	<b>800</b>	<b>\$21.75</b>

As illustrated by the table, the data for occupation 1 in MSA 1 has been suppressed. To ensure a valid comparison that controls for differing job mixes, the statewide average is recalculated to exclude that occupation.

Third, the average wage for each MSA was recalculated based on the statewide distribution of occupations. Figure 1-4 demonstrates this calculation.

**Fig. 1-4: Illustration of Calculation of Adjusted MSA Wage Using Statewide Job Mix**

	'Actual' MSA 1 Data		Adjusted MSA 1 Data	
	# of Employees	Wage	Statewide Distribution	Wage
Occupation 1	-	-	-	-
Occupation 2	20	\$16.00	20%	\$16.00
Occupation 3	10	\$26.00	35%	\$26.00
Occupation 4	10	\$38.00	20%	\$38.00
Occupation 5	30	\$15.00	25%	\$15.00
<b>Total / Weighted Avg.</b>	<b>70</b>	<b>\$20.14</b>		<b>\$23.65</b>

As shown in the table, the actual average wage in MSA 1 is \$20.14. However, this is a function of the mix of occupations in the MSA as well as the average wage for each MSA. Controlling for the job mix by applying the statewide distribution of jobs for those occupations for which there is data for the MSA yields an adjusted average wage of \$23.65. As with Figure 1-1 above, the adjusted wage makes clear what is obvious when reviewing wage data for each individual occupation: MSA 1 is a high-wage area.

Fourth, the adjusted weighted average wage for each MSA was compared to the adjusted statewide wage for that MSA. For this comparison, the MSA wage is expressed as a percentage of the statewide wage. For MSA 1, the ratio is 108.7 percent (\$23.65 divided by \$21.75).

The results of the calculations associated with steps one through four are summarized in Appendix A-1 for each MSA in the State.

Fifth, the MSA were assigned to the appropriate Regional Center. Most Regional Centers are comprised of multiple MSAs, as shown in Appendix A-2. Los Angeles County is a single MSA so the same wage data is used for the seven Regional Centers in the County. The ratios calculated in step four are weighted based on the populations in each MSA to construct an overall ratio for the Regional Center. Figure 1-5 demonstrates this calculation.

As illustrated by the table, a wage ratio is calculated for each MSA and then these ratios are averaged based on the population in that MSA in order to construct an overall ratio for the Regional Center. The table also demonstrates that the statewide average wage used to calculate the wage ratio differs for each of the MSA differs, which is due to the adjustments made to account for suppressed data in each MSA as described in the second step above.



**Figure 1-5: Illustration of Calculation of Overall Regional Center Wage Ratio**

	Population	Adj. MSA Avg. Wage	Adj. Statewide Avg. Wage	Wage Ratio
MSA 1	10,000	\$23.65	\$21.75	108.7%
MSA 2	15,000	\$23.10	\$21.00	110.0%
MSA 3	40,000	\$22.50	\$22.10	101.8%
<b>Total / Weighted Avg.</b>	<b>65,000</b>	<b>\$22.82</b>	<b>\$21.79</b>	<b>104.8%</b>

**Figure 1-6: Wage Adjustment Factor Thresholds and Base Model Multipliers**

Category	Range of Wage Ratios in Relation to Adjusted Statewide Average	Adjustment Factor
Category A	83% - 94%	95%
Category B	95% - 98%	100%
Category C	106% - 115%	115%

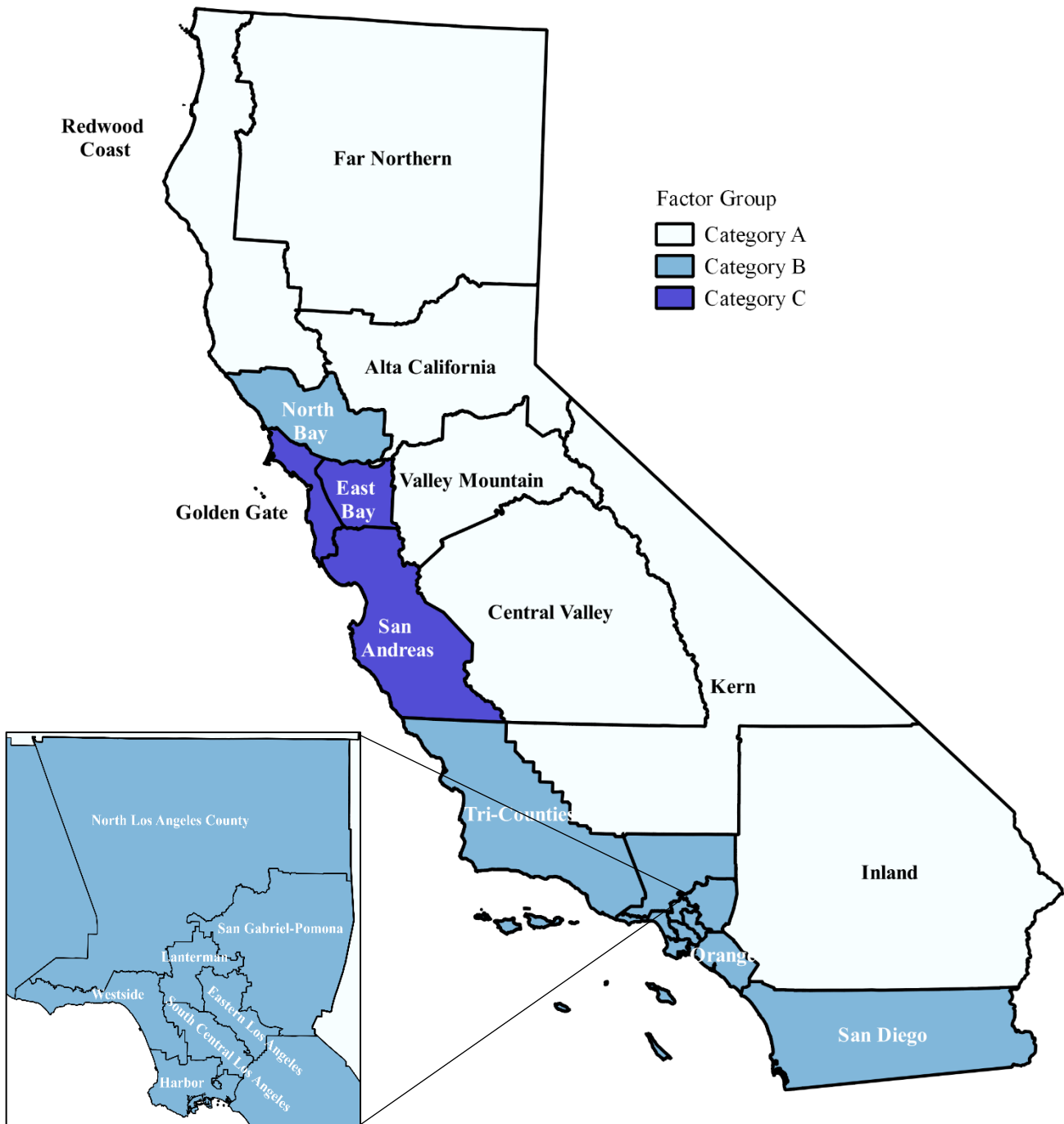
The Regional Center wage ratios based on the build-up of MSA-level ratios are detailed in Appendix A-3. These ratios were used to assign each Regional Center to a regional adjustment category. The groupings and regional adjustment factors are presented in Figure 1-6.

Figure 1-7 lists the wage ratio for each Regional Center and the regional adjustment factor to which they are assigned, while Figure 1-8 shows the mapping of the category assignments.

**Figure 1-7: Regional Center Wage Ratios in Relation to Adjusted Statewide Average, with Assigned Regional Adjustment Factors**

Regional Center	Wage Ratio	Regional Adj. Factor	Regional Center	Wage Ratio	Regional Adj. Factor
Alta	94%	Category A	San Gabriel/ Pomona	98%	Category B
Central Valley	88%	Category A	So. Central Los Angeles	98%	Category B
East Bay	106%	Category C	Westside	98%	Category B
Far Northern	86%	Category A	North Bay	99%	Category B
Golden Gate	115%	Category C	Orange County	98%	Category B
Inland	91%	Category A	Redwood Coast	83%	Category A
Kern	91%	Category A	San Andreas	108%	Category C
Eastern Los Angeles	98%	Category B	San Diego	96%	Category B
Frank D. Lanterman	98%	Category B	Tri-Counties	95%	Category B
Harbor	98%	Category B	Valley Mountain	90%	Category A
North Los Angeles	98%	Category B			

Figure 1-8: Assignment of Wage Adjustment Factors by Regional Center



## PART 2 – TRAVEL

The next component evaluated for regional cost variance is travel.

Providers incur costs associated both with the use of a vehicle and with staff time. Longer trips can have higher vehicle costs due to variable expenses (such as gasoline and vehicle repair and maintenance), but may have more modest staff time requirements if the travel occurs on uncongested highways. Conversely shorter trips may have lower associated vehicle costs, but higher staff costs if workers spend a lot of time in traffic. For this reason, the analysis considered both driving distances and driving times, issues that are influenced by factors that are unique to a region, including population density, local traffic patterns, and travel infrastructure.

To perform this analysis, B&A identified services in the scope of the DDS vendor rate study that commonly require a provider to travel to a consumer to provide services. Figure 2-1 lists the services included in the analysis.

**Figure 2-1: Services Included in Travel Time and Distance Analysis**

028 - Socialization Training Program	525 - Social Recreation Program
048 - Client/ Parent Supp Behavior Inter. Trng	605 - Adaptive Skills Trainer
055 - Community Integration Training Program	612 - Behavior Analyst
062 - Personal Assistance	613 - Associate Behavior Analyst
063 - Community Activities Support Services	615 - Behavior Management Assistant
091- In-Home/Mobile Day Program	616 - Behavior Technician - Paraprofessional
094- Creative Arts Program	620 - Behavior Management Consultant
115 - Specialized Therapeutic Svcs.-Ages 3-20	805- Infant Development Program
116 - Early Start Specialized Therapeutic Svcs.	862- In-Home Respite Services Agency
117 - Specialized Therapeutic Svcs.-Ages 21+	875 - Transportation Company
505 - Activity Center	896 - Supported Living Services
510 - Adult Development Center	950 - Supported Employment-Group
515 - Behavior Management Program	952 - Supported Employment-Individual
520 - Independent Living Program	945 - Rehab Work Activity Program

For each of these service codes, every consumer receiving a service and every provider delivering a service in fiscal year 2016-17 was identified. The addresses for each of these consumers and providers was extracted from the Client Master File and DDS' vendor file. Bing's

API mapping service was used to determine the latitude and longitude coordinates for each of these addresses.

Next, every consumer-vendor pairing with paid claims for the services listed in Figure 2-1 was identified. For each of these pairings, Bing was used to extract the driving distance and time between the consumer and the vendor. The measurements were computed based on the assumptions that all trips occurred Tuesdays at 10:00 A.M in order to approximate a typical weekday route. Trips were omitted in each of the following circumstances: the individual and the vendor had the same address, either the individual or the vendor had an address outside of California, the length of the trip exceeded 100 miles, or when Bing Maps could not identify the address (a likely indication that the address was incorrect).

The results of the travel distance and travel time analysis were aggregated across all services within a Regional Center and weighted based on the number of consumers associated with each service. The average travel distance and times between consumers and their vendors in each Regional Center for each service code are presented in Appendices B-1 and B-2. The Regional Center figures were then expressed as a percentage of the statewide averages. Figure 2-2 presents these comparisons.

These ratios were used to assign Regional Centers to a preliminary adjustment factor category, as illustrated in Figure 2-3.

**Figure 2-2: Travel Distance and Time in Regional Center Area Compared to Statewide Average**

<b>Regional Center</b>	<b>Distance</b>	<b>Time</b>	<b>Average</b>
Alta	138%	127%	133%
Central Valley	93%	91%	92%
East Bay	106%	105%	106%
Eastern Los Angeles	70%	86%	78%
Far Northern	125%	112%	119%
Frank D. Lanterman	81%	88%	85%
Golden Gate	82%	93%	88%
Harbor	99%	102%	101%
Inland	131%	115%	123%
Kern	84%	80%	82%
North Bay	105%	102%	104%
North Los Angeles	112%	106%	109%
Orange County	94%	100%	97%
Redwood Coast	106%	109%	108%
San Andreas	97%	97%	97%
San Diego	103%	96%	100%
San Gabriel/ Pomona	100%	104%	102%
South Central Los Angeles	82%	99%	91%
Tri-Counties	127%	111%	119%
Valley Mountain	123%	117%	120%
Westside	69%	80%	75%

**Figure 2-3: Travel Adjustment Factor Thresholds Based on Claims Analysis**

Category	Range of Travel Distance/ Time in Relation to Statewide Average
Category A	51% - 86%
Category B	97% - 116%
Category C	131% - 136%

The travel time and distance analysis necessarily assumes that addresses on file for consumers and vendors are current and represent the actual locations from which DSPs and consumers travel to and from. It is a certainty that some addresses on file are not current, or do not represent a consumer’s actual address or the actual location from which DSPs deploy to

provide services. For example, the vendor address may represent an administrative office, and a consumer address may represent a representative or guardian’s address where the consumer does not reside. Additionally, the analysis cannot account for scheduling efficiencies. For example, if a vendor delivers services to two individuals who are neighbors, they may send a worker who provides a service to the first individual who then walks next door to provide services to the second consumer. The analysis, however, assumes that the worker travels from the office for each service encounter.

Due to these limitations, the results of the analysis were not used to establish the travel distance and time assumptions included in the base rate models; these assumptions were informed primarily by data from the provider survey. Rather, the analysis was only utilized to estimate relative differences between Regional Centers, which were translated to the adjustment factors.

Further, a secondary analysis was performed to confirm the findings of the claims-driven analysis. Using data from the 2010 decennial census<sup>2</sup>, the population density – measured as the number of residents per square mile of land area – was calculated for each Regional Center. These figures are presented in Figure 2-4 on the following page.

The Regional Centers were then categorized based on this data as shown in Figure 2-5. The results of the population density-based categorizations were largely consistent with the claims-based analysis, producing the same result in 14 of 21 Regional Centers. When there were inconsistencies, Regional Centers were applied to the higher category. The

**Figure 2-5: Travel Adjustment Factor Thresholds Based on Population Density**

Category	Population Density (People per Square Mile)
Category A	Fewer than 300
Category B	300 – 800
Category C	800 or More

The inclusion of the population density analysis resulted in Central Valley, Kern, and Redwood Coast Regional Centers being moved to Category C as shown in Figure 2-4.

<sup>2</sup> United States Census Bureau. Table GCT-PH1: Population, Housing Units, Area, and Density: 2010 – United States – County by State and for Puerto Rico (2010 Census Summary File 1). Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

**Fig. 2-4: Population Density and Assigned Travel Adjustment Factors, by Regional Center**

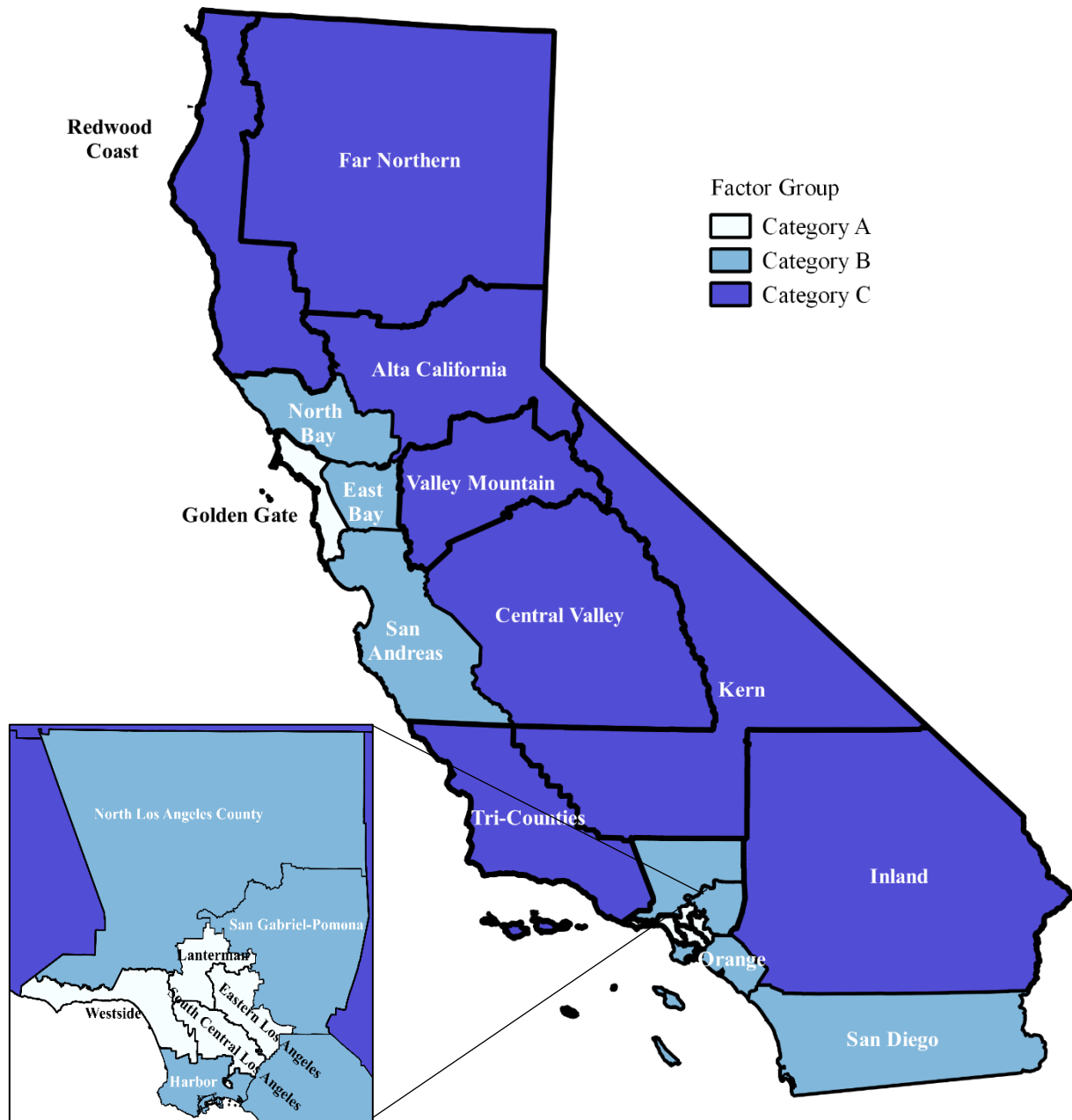
Regional Center	People per Square Mile	Claims-Based Category	Density-Based Category	Final Travel Category
Alta	259	C	C	C
Central Valley	116	A	C	C
East Bay	1,928	B	A	B
Eastern Los Angeles	6,923	A	A	A
Far Northern	20	C	C	C
Frank D. Lanterman	6,051	A	A	A
Golden Gate	1,887	A	A	A
Harbor	4,063	B	A	B
Inland	168	C	C	C
Kern	43	A	C	C
North Bay	345	B	B	B
North Los Angeles	757	B	B	B
Orange County	3,365	B	A	B
Redwood Coast	34	B	C	C
San Andreas	421	B	B	B
San Diego	420	B	B	B
San Gabriel/ Pomona	4,618	B	A	B
South Central Los Angeles	13,005	A	A	A
Tri-Counties	201	C	C	C
Valley Mountain	212	C	C	C
Westside	9,017	A	A	A

The regional adjustment factors associated with each category are shown in Figure 2-6. Figure 2-7 shows the map view of the category assignments.

**Figure 2-6: Regional Adjustment Factors**

Category	Adjustment Factor
Category A	90%
Category B	105%
Category C	125%

Figure 2-7: Assignment of Travel Adjustment Factors by Regional Center



## PART 3 – REAL ESTATE

The final regional adjustment factor relates to real estate costs. This factor only applies to a relative handful of services with space in which direct care is delivered, primarily center-based day programs.

To develop real estate adjustment factors, B&A primarily utilized data produced by LoopNet, a subsidiary of CoStar Group, which publishes *Market Trends* reports that list a variety of data, including average lease costs per square foot for advertised commercial real estate leases, with separate values for industrial, office, and retail space.<sup>3</sup> *Market Trends* reports include data for cities, counties, and metropolitan areas that are comprised of multiple counties.

Data was primarily available for metropolitan areas so the values associated with that area were assigned to each of the counties within that area. In order to construct an estimated cost per square foot for each commercial space type in each Regional Center, the average across the counties within the Regional Center – weighted by the estimated 2017 county populations – was calculated. Figure 3-1 illustrates the methodology for Valley Mountain Regional Center.

**Figure 3-1: Estimation of Average Commercial Real Estate Cost per Square Foot for Valley Mountain Regional Center, with Comparison to Statewide Average**

County	Population Est. with % of Regional Total (2017 Census)		Avg. Annual Lease Cost per Sq. Foot (LoopNet Market Trends, June 2016)		
			Industrial	Retail	All Office
Amador	38,626	2.7%	No data	No data	No data
Calaveras	45,670	3.2%	No data	No data	No data
San Joaquin	745,424	52.1%	\$5.30	\$15.14	\$13.19
Stanislaus	547,899	38.3%	\$5.29	\$13.83	\$14.69
Tuolumne	54,248	3.8%	No data	No data	No data
<b>Weighted Average</b>			<b>\$5.29</b>	<b>\$14.59</b>	<b>\$13.83</b>
Statewide Average			\$10.31	\$20.88	\$23.08
<b>% of Statewide Total</b>			<b>51%</b>	<b>70%</b>	<b>60%</b>

As shown in the table, the Regional Center average was then compared to the statewide average. In Valley Mountain, the data demonstrates that commercial real estate costs were between 51

<sup>3</sup> LoopNet. Market Trends data as of June 2016. Retrieved from <http://www.loopnet.com/markettrends/?linkcode=29370> on September 26, 2018.



percent and 70 percent of the statewide average. The calculations and comparisons for each Regional Center is attached as Appendix C-1.

There are some limitations with LoopNet data. First, data was not available for some counties, primarily those with small populations. Given the population-based weighting that is applied, data from these counties would be unlikely to have a significant impact on the overall average for most Regional Centers. Second, the data was nearly three years old when the analysis was performed, dating to June 2016. As a result, the rate models do not rely on the analysis to establish the square footage costs; rather, the analysis is used only to measure relative cost differences and to assign regional adjustment factors.

To attempt to validate the LoopNet results, data from Colliers International was also considered.<sup>4</sup> This data is more current, reflecting the second quarter of 2018. However, this dataset was available for fewer counties. Additionally, no statewide figures were published so it was not possible to compare Regional Center weighted averages to the State overall. With some exceptions, the Colliers data was directionally similar to the LoopNet data, but because of the number of gaps in this second dataset, the regional adjustment factor assignments were based only on the LoopNet data.

Figure 3-2 on the following page presents the comparison of the weighted average costs to the statewide average for each type of real estate.

As shown in the table, the three comparative percentages were averaged. This average was then used to assign a regional adjustment factor for services in each Regional Center. The range of values grouped within each category and the adjustment factor applied to those categories is displayed in Figure 3-3.

**Figure 3-3: Real Estate Adjustment Factor Thresholds and Base Model Multipliers**

<b>Category</b>	<b>Range of Costs in Relation to Statewide Average</b>	<b>Adjustment Factor</b>
Category A	51% - 86%	80%
Category B	97% - 116%	115%
Category C	131% - 136%	130%

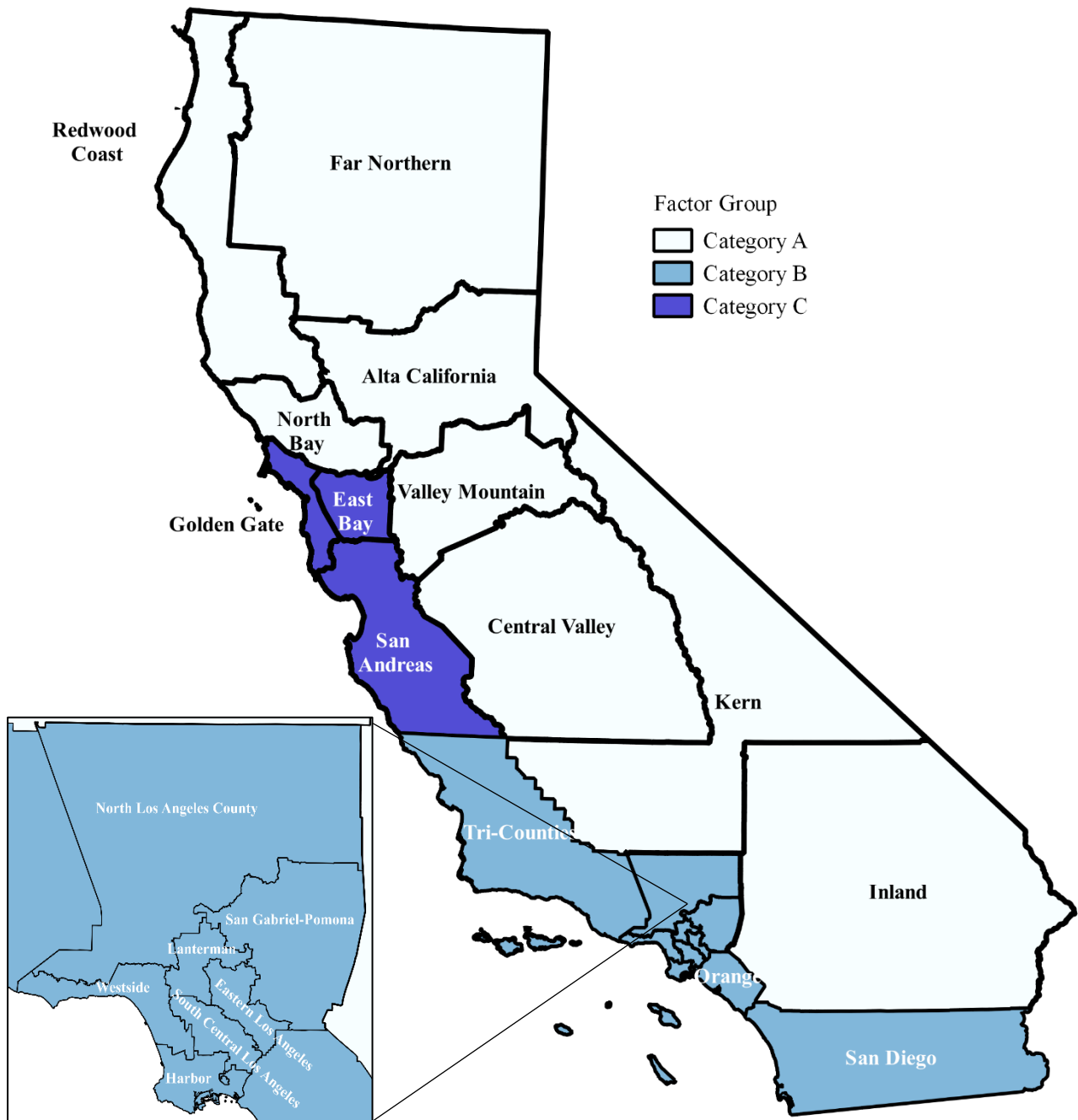
<sup>4</sup> Colliers International. A Snapshot of Greater Los Angeles as of Quarter 2. Retrieved September 28, 2018 from <https://www2.colliers.com/en/United-States/Cities/Los-Angeles>.

**Figure 3-2: Real Estate Costs in Regional Center Area Compared to Statewide Average, with Assigned Regional Adjustment Factors**

	<b>Industrial Space</b>	<b>Retail Space</b>	<b>Office Space</b>	<b>Average</b>	<b>Regional Adjustment Factor</b>
Alta	62%	75%		69%	Category A
Central Valley	58%	73%		66%	Category A
East Bay	125%	137%		131%	Category C
Far Northern	86%	78%		82%	Category A
Golden Gate	125%	137%		131%	Category C
Inland	86%	82%		84%	Category A
Kern	82%	73%		78%	Category A
Eastern Los Angeles	114%		119%	116%	Category B
Frank D. Lanterman	114%		119%	116%	Category B
Harbor	114%		119%	116%	Category B
North Los Angeles	114%		119%	116%	Category B
San Gabriel/ Pomona	114%		119%	116%	Category B
South Central Los Angeles	114%		119%	116%	Category B
Westside	114%		119%	116%	Category B
North Bay	89%	83%		86%	Category A
Orange County	114%	119%		116%	Category B
Redwood Coast		51%		51%	Category A
San Andreas	164%	108%		136%	Category C
San Diego	120%	103%		112%	Category B
Tri-Counties	94%	100%		97%	Category B
Valley Mountain	51%	70%		61%	Category A

The table shows that three Regional Centers – East Bay, Golden Gate, and San Andreas – are assigned to Category C. The Regional Centers on the southern coast and those in the Los Angeles area are included in Category B while the remainder of the State is in Category A. Figure 3-4 shows the map view of the category assignments.

Figure 3-4: Assignment of Real Estate Adjustment Factors by Regional Center



Appendix A-1: Comparison of BLS MSA Average Wage to Statewide Average Wage

Bureau of Labor Statistics Metropolitan Statistical Area	All Occupation Avg. Wage	Comp. of MSA Avg. Wage to Statewide	Occupations w/ Wages, w/o Emp. Count	Adjusted. Statewide Avg. Wage*	Adjusted MSA Avg Wage**	Comp. of Adj. MSA Avg. Wage to Statewide
CA Statewide	\$27.50		18	\$27.40		
Bakersfield	\$22.92	83.3%	6	\$27.21	\$24.72	90.8%
Chico	\$21.62	78.6%	2	\$26.00	\$21.93	84.3%
El Centro	\$21.13	76.8%	2	\$25.23	\$21.81	86.4%
Fresno	\$21.88	79.6%	7	\$27.00	\$23.71	87.8%
Hanford-Corcoran	\$22.36	81.3%	1	\$24.81	\$21.43	86.4%
Anaheim-Santa Ana-Irvine	\$27.22	99.0%	11	\$27.27	\$26.75	98.1%
Los Angeles-Long Beach-Glendale	\$26.84	97.6%	11	\$27.33	\$26.85	98.2%
Madera	\$21.83	79.4%	1	\$23.67	\$21.30	90.0%
Merced	\$22.40	81.5%	1	\$25.45	\$22.72	89.3%
Modesto	\$22.10	80.4%	2	\$26.78	\$23.78	88.8%
Napa	\$25.98	94.5%	1	\$26.18	\$26.82	102.4%
Oxnard-Thousand Oaks-Ventura	\$25.50	92.7%	8	\$26.97	\$25.73	95.4%
Redding	\$22.76	82.8%	1	\$25.79	\$22.35	86.7%
Riverside-San Bernardino-Ontario	\$22.76	82.8%	9	\$27.32	\$24.90	91.1%
Sacramento--Roseville--Arden-Arcade	\$26.45	96.2%	12	\$27.29	\$25.81	94.6%
Salinas	\$23.22	84.4%	4	\$26.67	\$26.31	98.7%
San Diego-Carlsbad	\$27.12	98.6%	16	\$27.30	\$26.27	96.2%
Oakland-Hayward-Berkeley	\$30.20	109.8%	13	\$27.18	\$28.93	106.4%
San Francisco-Redwood City-South San Francisco	\$37.19	135.2%	11	\$27.20	\$31.46	115.7%
San Rafael	\$30.57	111.2%	2	\$26.77	\$29.07	108.6%
San Jose-Sunnyvale-Santa Clara	\$37.11	134.9%	5	\$27.20	\$30.40	111.8%
San Luis Obispo-Paso Robles-Arroyo Grande	\$23.39	85.1%	5	\$26.80	\$24.10	89.9%
Santa Cruz-Watsonville	\$25.24	91.8%	1	\$26.91	\$25.89	96.2%
Santa Maria-Santa Barbara	\$26.11	94.9%	4	\$27.05	\$26.35	97.4%
Santa Rosa	\$25.91	94.2%	5	\$26.93	\$26.80	99.5%
Stockton-Lodi	\$22.49	81.8%	4	\$26.73	\$24.40	91.3%
Vallejo-Fairfield	\$25.73	93.6%	4	\$26.85	\$26.01	96.9%
Visalia-Porterville	\$19.99	72.7%	3	\$26.24	\$22.68	86.4%
Yuba City	\$23.71	86.2%	2	\$24.08	\$21.96	91.2%
Mother Lode Region (non-MSA)	\$22.93	83.4%	3	\$25.10	\$21.97	87.5%
Eastern Sierra Region (non-MSA)	\$21.72	79.0%	0	\$23.63	\$21.32	90.2%
North Coast Region (non-MSA)	\$21.87	79.5%	4	\$26.33	\$21.92	83.3%
North Valley Region (non-MSA)	\$21.24	77.2%	0	\$24.09	\$21.06	87.4%
Northern Mountains Region (non-MSA)	\$23.18	84.3%	3	\$25.76	\$22.97	89.2%

\* Values represent recalculated weighted statewide average wage including only those occupations appearing in the specified MSA.

\*\* Values represent recalculated weighted MSA average wage for those occupations appearing in the specified MSA, weighted by statewide employment figures.

Appendix A-2: Crosswalk of Regional Centers to BLS MSAs and Counties

Regional Center	Bureau of Labor Statistics Metropolitan Statistical Area	Counties Included	Population (2017 Census)	% of Pop. in RC
Alta Regional Center	Sacramento--Roseville--Arden-Arcade	El Dorado; Placer; Sacramento; Yolo	2,324,884	88.6%
	Yuba City	Sutter; Yuba	173,679	6.6%
	Eastern Sierra Region (non-MSA)	Alpine	1,120	0.0%
	North Valley Region (non-MSA)	Colusa	21,805	0.8%
	Northern Mountains Region (non-MSA)	Nevada; Sierra	102,813	3.9%
Central Valley Regional Center	Fresno	Fresno	989,255	48.2%
	Hanford-Corcoran	Kings	150,101	7.3%
	Madera	Madera	156,890	7.6%
	Merced	Merced	272,673	13.3%
	Visalia-Porterville	Tulare	464,493	22.6%
	Mother Lode Region (non-MSA)	Mariposa	17,569	0.9%
Regional Center of the East Bay	Oakland-Hayward-Berkeley	Alameda; Contra Costa	2,810,629	100.0%
Far Northern Regional Center	Chico	Butte	229,294	37.2%
	Redding	Shasta	179,921	29.2%
	North Valley Region (non-MSA)	Glenn; Tehama	92,020	14.9%
	Northern Mountains Region (non-MSA)	Lassen; Modoc; Plumas; Siskiyou; Trinity	115,326	18.7%
Golden Gate Regional Center	San Francisco-Redwood City-South San Francisco	San Francisco; San Mateo	1,655,773	86.4%
	San Rafael	Marin	260,955	13.6%
Inland Regional Center	Riverside-San Bernardino-Ontario	Riverside; San Bernardino	4,580,670	100.0%
Kern Regional Center	Bakersfield	Kern	893,119	96.5%
	Eastern Sierra Region (non-MSA)	Inyo; Mono	32,194	3.5%
LA County Regional Centers	Los Angeles-Long Beach-Glendale	Los Angeles	10,163,507	100.0%
North Bay Regional Center	Napa	Napa	140,973	12.9%
	Santa Rosa	Sonoma	504,217	46.2%
	Vallejo-Fairfield	Solano	445,458	40.8%
Regional Center of Orange County	Anaheim-Santa Ana-Irvine	Orange	3,190,400	100.0%
Redwood Coast Regional Center	North Coast Region (non-MSA)	Del Norte; Humboldt; Lake; Mendocino	316,488	100.0%
San Andreas Regional Center	Salinas	Monterey	437,907	16.1%
	San Jose-Sunnyvale-Santa Clara	San Benito; Santa Clara	1,998,463	73.7%
	Santa Cruz-Watsonville	Santa Cruz	275,897	10.2%
San Diego Regional Center	El Centro	Imperial	182,830	5.2%
	San Diego-Carlsbad	San Diego	3,337,685	94.8%
Tri-Counties Regional Center	Oxnard-Thousand Oaks-Ventura	Ventura	854,223	53.9%
	San Luis Obispo-Paso Robles-Arroyo Grande	San Luis Obispo	283,405	17.9%
	Santa Maria-Santa Barbara	Santa Barbara	448,150	28.3%
Valley Mountain Regional Center	Modesto	Stanislaus	547,899	38.3%
	Stockton-Lodi	San Joaquin	745,424	52.1%
	Mother Lode Region (non-MSA)	Amador; Calaveras; Tuolumne	138,544	9.7%

Appendix A-3: Comparison of Regional Center Average Wage to Statewide Average Wage

County	HUD Metropolitan Area	Population (2017 Census)	% of RC Pop.	Avg. Wage
<b>Statewide Average</b>		<b>39,536,653</b>		
<i>Alta Regional Center</i>				
<b>Weighted Average</b>		<b>2,624,301</b>		<b>94.1%</b>
Alpine	Eastern Sierra Region (non-MSA)	1,120	0.0%	90.2%
Colusa	North Valley Region (non-MSA)	21,805	0.8%	87.4%
El Dorado	Sacramento--Roseville--Arden-Arcade	188,987	7.2%	94.6%
Nevada	Northern Mountains Region (non-MSA)	99,814	3.8%	89.2%
Placer	Sacramento--Roseville--Arden-Arcade	386,166	14.7%	94.6%
Sacramento	Sacramento--Roseville--Arden-Arcade	1,530,615	58.3%	94.6%
Sierra	Northern Mountains Region (non-MSA)	2,999	0.1%	89.2%
Sutter	Yuba City	96,648	3.7%	91.2%
Yolo	Sacramento--Roseville--Arden-Arcade	219,116	8.3%	94.6%
Yuba	Yuba City	77,031	2.9%	91.2%
<i>Central Valley Regional Center</i>				
<b>Weighted Average</b>		<b>2,050,981</b>		<b>87.8%</b>
Fresno	Fresno	989,255	48.2%	87.8%
Kings	Hanford-Corcoran	150,101	7.3%	86.4%
Madera	Madera	156,890	7.6%	90.0%
Mariposa	Mother Lode Region (non-MSA)	17,569	0.9%	87.5%
Merced	Merced	272,673	13.3%	89.3%
Tulare	Visalia-Porterville	464,493	22.6%	86.4%
<i>Regional Center of the East Bay</i>				
<b>Weighted Average</b>		<b>2,810,629</b>		<b>106.4%</b>
Alameda	Oakland-Hayward-Berkeley	1,663,190	59.2%	106.4%
Contra Costa	Oakland-Hayward-Berkeley	1,147,439	40.8%	106.4%
<i>Far Northern Regional Center</i>				
<b>Weighted Average</b>		<b>616,561</b>		<b>86.4%</b>
Butte	Chico	229,294	37.2%	84.3%
Glenn	North Valley Region (non-MSA)	28,094	4.6%	87.4%
Lassen	Northern Mountains Region (non-MSA)	31,163	5.1%	89.2%
Modoc	Northern Mountains Region (non-MSA)	8,859	1.4%	89.2%
Plumas	Northern Mountains Region (non-MSA)	18,742	3.0%	89.2%
Shasta	Redding	179,921	29.2%	86.7%
Siskiyou	Northern Mountains Region (non-MSA)	43,853	7.1%	89.2%
Tehama	North Valley Region (non-MSA)	63,926	10.4%	87.4%
Trinity	Northern Mountains Region (non-MSA)	12,709	2.1%	89.2%
<i>Golden Gate Regional Center</i>				
<b>Weighted Average</b>		<b>1,916,728</b>		<b>114.7%</b>
Marin	San Rafael	260,955	13.6%	108.6%
San Francisco	San Francisco-Redwood City-South San Francisco	884,363	46.1%	115.7%
San Mateo	San Francisco-Redwood City-South San Francisco	771,410	40.2%	115.7%

Appendix A-3: Comparison of Regional Center Average Wage to Statewide Average Wage

County	HUD Metropolitan Area	Population (2017 Census)	% of RC Pop.	Avg. Wage
<b>Statewide Average</b>		<b>39,536,653</b>		
<i>Inland Regional Center</i>				
<b>Weighted Average</b>		<b>4,580,670</b>		<b>91.1%</b>
Riverside	Riverside-San Bernardino-Ontario	2,423,266	52.9%	91.1%
San Bernardino	Riverside-San Bernardino-Ontario	2,157,404	47.1%	91.1%
<i>Kern Regional Center</i>				
<b>Weighted Average</b>		<b>925,313</b>		<b>90.8%</b>
Inyo	Eastern Sierra Region (non-MSA)	18,026	1.9%	90.2%
Kern	Bakersfield	893,119	96.5%	90.8%
Mono	Eastern Sierra Region (non-MSA)	14,168	1.5%	90.2%
<i>Los Angeles County Regional Centers</i>				
<b>Weighted Average</b>		<b>10,163,507</b>		<b>98.2%</b>
Los Angeles	Los Angeles-Long Beach-Glendale	10,163,507	100.0%	98.2%
<i>North Bay Regional Center</i>				
<b>Weighted Average</b>		<b>1,090,648</b>		<b>98.8%</b>
Napa	Napa	140,973	12.9%	102.4%
Solano	Vallejo-Fairfield	445,458	40.8%	96.9%
Sonoma	Santa Rosa	504,217	46.2%	99.5%
<i>Regional Center of Orange County</i>				
<b>Weighted Average</b>		<b>3,190,400</b>		<b>98.1%</b>
Orange	Anaheim-Santa Ana-Irvine	3,190,400	100.0%	98.1%
<i>Redwood Coast Regional Center</i>				
<b>Weighted Average</b>		<b>316,488</b>		<b>83.3%</b>
Del Norte	North Coast Region (non-MSA)	27,470	8.7%	83.3%
Humboldt	North Coast Region (non-MSA)	136,754	43.2%	83.3%
Lake	North Coast Region (non-MSA)	64,246	20.3%	83.3%
Mendocino	North Coast Region (non-MSA)	88,018	27.8%	83.3%
<i>San Andreas Regional Center</i>				
<b>Weighted Average</b>		<b>2,712,267</b>		<b>108.1%</b>
Monterey	Salinas	437,907	16.1%	98.7%
San Benito	San Jose-Sunnyvale-Santa Clara	60,310	2.2%	111.8%
Santa Clara	San Jose-Sunnyvale-Santa Clara	1,938,153	71.5%	111.8%
Santa Cruz	Santa Cruz-Watsonville	275,897	10.2%	96.2%
<i>San Diego Regional Center</i>				
<b>Weighted Average</b>		<b>3,520,515</b>		<b>95.7%</b>
Imperial	El Centro	182,830	5.2%	86.4%
San Diego	San Diego-Carlsbad	3,337,685	94.8%	96.2%

Appendix A-3: Comparison of Regional Center Average Wage to Statewide Average Wage

County	HUD Metropolitan Area	Population (2017 Census)	% of RC Pop.	Avg. Wage
<b>Statewide Average</b>		<b>39,536,653</b>		
<i>Tri-Counties Regional Center</i>				
<b>Weighted Average</b>		<b>1,585,778</b>		<b>95.0%</b>
San Luis Obispo	San Luis Obispo-Paso Robles-Arroyo Grande	283,405	17.9%	89.9%
Santa Barbara	Santa Maria-Santa Barbara	448,150	28.3%	97.4%
Ventura	Oxnard-Thousand Oaks-Ventura	854,223	53.9%	95.4%
<i>Valley Mountain Regional Center</i>				
<b>Weighted Average</b>		<b>1,431,867</b>		<b>90.0%</b>
Amador	Mother Lode Region (non-MSA)	38,626	2.7%	87.5%
Calaveras	Mother Lode Region (non-MSA)	45,670	3.2%	87.5%
San Joaquin	Stockton-Lodi	745,424	52.1%	91.3%
Stanislaus	Modesto	547,899	38.3%	88.8%
Tuolumne	Mother Lode Region (non-MSA)	54,248	3.8%	87.5%



Appendix B-1: Average Travel Distance (in miles) Between Vendors and Consumers by Service and Regional Center

	28 - Socialization Training Program	48 - Client/Parent Support Behavior Intervention Trng	55 - Community Integration Training Program	62 - Personal Assistance	63 - Community Activities Support Services	91 - In-Home/Mobile Day Program	94 - Creative Arts Program	115 - Specialized Therapeutic Svcs – Consumers 3 to 20	116 - Early Start Specialized Therapeutic Services
<b>Statewide</b>	<b>9</b>	<b>23</b>	<b>16</b>	<b>22</b>	<b>11</b>	<b>19</b>	<b>10</b>	<b>33</b>	<b>14</b>
Alta California Regional Center	18	27	22	76	11	-	96	35	29
Central Valley Regional Center	10	21	9	13	5	12	-	25	14
Regional Center of the East Bay	26	27	18	26	-	30	32	16	13
Eastern Los Angeles Regional Center	9	13	7	23	8	5	39	8	9
Far Northern Regional Center	13	-	10	15	11	23	10	47	40
Frank D. Lanterman Regional Center	8	12	17	22	14	19	13	4	7
Golden Gate Regional Center	18	25	12	9	4	5	7	-	10
Harbor Regional Center	12	76	17	14	20	58	7	-	12
Inland Regional Center	10	29	31	17	22	-	-	-	20
Kern Regional Center	7	16	15	84	9	20	-	15	20
North Bay Regional Center	50	22	19	27	56	2	11	65	13
North Los Angeles County Regional Center	27	23	14	23	53	10	22	36	32
Regional Center of Orange County	30	48	17	16	13	-	33	-	28
Redwood Coast Regional Center	-	60	18	36	6	2	6	24	16
San Andreas Regional Center	9	17	19	15	2	6	-	-	39
San Diego Regional Center	14	-	24	11	43	-	12	-	22
San Gabriel/Pomona Regional Center	11	11	14	29	25	12	53	22	10
South Central Los Angeles Regional Center	8	48	16	19	10	11	8	13	12
Tri-Counties Regional Center	32	28	25	32	25	25	10	11	12
Valley Mountain Regional Center	77	19	21	4	66	23	83	61	17
Westside Regional Center	7	-	10	12	8	46	9	8	11

Appendix B-1: Average Travel Distance (in miles) Between Vendors and Consumers by Service and Regional Center

	117 - Specialized Therapeutic Svcs – Consumers 21 and Older	505 - Activity Center	510 - Adult Development Center	515 - Behavior Management Program	520 - Independent Living Program	525 - Social Recreation Program	605 - Adaptive Skills Trainer	612 - Behavior Analyst	613 - Associate Behavior Analyst	615 - Behavior Management Assistant
<b>Statewide</b>	<b>20</b>	<b>10</b>	<b>17</b>	<b>16</b>	<b>15</b>	<b>7</b>	<b>18</b>	<b>25</b>	<b>8</b>	<b>23</b>
Alta California Regional Center	26	10	23	21	12	-	21	45	-	19
Central Valley Regional Center	11	12	13	18	14	37	99	43	-	-
Regional Center of the East Bay	17	11	17	18	14	7	14	33	-	-
Eastern Los Angeles Regional Center	3	6	11	15	12	6	15	17	-	18
Far Northern Regional Center	-	20	13	11	18	10	40	18	-	-
Frank D. Lanterman Regional Center	11	7	29	14	13	7	15	14	-	17
Golden Gate Regional Center	35	8	10	13	12	7	21	20	-	-
Harbor Regional Center	31	12	19	13	23	21	25	20	-	31
Inland Regional Center	70	14	15	27	32	-	31	66	-	27
Kern Regional Center	8	7	8	10	9	-	16	29	-	31
North Bay Regional Center	57	8	14	15	14	-	32	12	-	-
North Los Angeles County Regional Center	9	7	30	15	22	20	19	22	-	23
Regional Center of Orange County	-	8	9	13	11	12	17	24	-	-
Redwood Coast Regional Center	71	-	12	2	10	-	7	26	-	-
San Andreas Regional Center	25	11	14	12	15	-	13	14	8	12
San Diego Regional Center	14	14	14	20	13	-	-	28	-	87
San Gabriel/Pomona Regional Center	38	8	27	17	13	12	19	23	-	16
South Central Los Angeles Regional Center	10	9	15	11	14	9	16	20	-	29
Tri-Counties Regional Center	25	11	19	25	24	-	16	26	-	17
Valley Mountain Regional Center	77	16	8	17	40	10	15	12	-	29
Westside Regional Center	14	11	15	10	30	7	15	13	-	18

Appendix B-1: Average Travel Distance (in miles) Between Vendors and Consumers by Service and Regional Center

	616 - Behavior Technician - Paraprofessional	620 - Behavior Management Consultant	805 - Infant Development Program	862 - In-Home Respite Services Agency	875 - Transportation Company	896 - Supported Living Services	950 - Supported Employment-Group	952 - Supported Employment-Individual	954 - Rehab Work Activity Program
<b>Statewide</b>	<b>27</b>	<b>19</b>	<b>18</b>	<b>20</b>	<b>14</b>	<b>15</b>	<b>11</b>	<b>15</b>	<b>15</b>
Alta California Regional Center	-	27	16	27	12	17	-	19	71
Central Valley Regional Center	-	10	19	27	7	11	49	10	13
Regional Center of the East Bay	-	7	16	25	14	19	-	14	12
Eastern Los Angeles Regional Center	-	14	15	11	9	9	7	15	11
Far Northern Regional Center	16	-	71	15	9	12	-	14	13
Frank D. Lanterman Regional Center	-	24	11	19	8	15	-	22	6
Golden Gate Regional Center	-	66	23	20	27	11	-	9	6
Harbor Regional Center	-	11	7	10	24	20	-	12	7
Inland Regional Center	-	27	25	26	19	23	10	24	8
Kern Regional Center	-	12	10	18	76	7	-	8	8
North Bay Regional Center	-	9	16	26	11	17	12	11	30
North Los Angeles County Regional Center	-	32	17	22	57	19	-	10	7
Regional Center of Orange County	-	59	23	20	11	15	6	11	8
Redwood Coast Regional Center	-	17	32	20	12	15	-	3	-
San Andreas Regional Center	15	17	19	13	21	11	93	25	19
San Diego Regional Center	-	21	21	14	14	15	-	15	16
San Gabriel/Pomona Regional Center	-	24	17	24	9	17	-	19	8
South Central Los Angeles Regional Center	-	23	10	16	11	12	-	12	10
Tri-Counties Regional Center	44	50	20	27	9	26	1	23	12
Valley Mountain Regional Center	80	89	16	32	12	25	8	12	9
Westside Regional Center	-	14	8	11	10	10	-	13	6

Appendix B-1: Comparison of Regional Center Average Distance to Statewide Average by Service

	Service Mix; Weighted by Users	28 - Socialization Training Program	48 - Client/Parent Support Behavior Intervention Trng	55 - Community Integration Training Program	62 - Personal Assistance	63 - Community Activities Support Services	91 - In-Home/Mobile Day Program	94 - Creative Arts Program	115 - Specialized Therapeutic Svcs – Consumers 3 to 20	116 - Early Start Specialized Therapeutic Services
Alta California Regional Center	138%	205%	117%	136%	349%	93%	-	949%	103%	201%
Central Valley Regional Center	93%	115%	93%	56%	61%	44%	66%	-	75%	96%
Regional Center of the East Bay	106%	287%	117%	111%	121%	-	158%	322%	48%	94%
Eastern Los Angeles Regional Center	70%	101%	56%	43%	107%	67%	25%	391%	24%	62%
Far Northern Regional Center	125%	148%	-	61%	68%	97%	124%	96%	141%	280%
Frank D. Lanterman Regional Center	81%	87%	51%	105%	102%	123%	103%	127%	13%	49%
Golden Gate Regional Center	82%	203%	109%	74%	39%	38%	28%	73%	-	73%
Harbor Regional Center	99%	132%	332%	107%	66%	173%	310%	65%	-	82%
Inland Regional Center	131%	111%	126%	195%	77%	193%	-	-	-	142%
Kern Regional Center	84%	75%	68%	92%	385%	81%	105%	-	44%	144%
North Bay Regional Center	105%	552%	95%	121%	121%	488%	13%	108%	195%	88%
North Los Angeles County Regional Center	112%	302%	99%	89%	104%	466%	55%	222%	106%	225%
Regional Center of Orange County	94%	338%	208%	105%	71%	113%	-	332%	-	197%
Redwood Coast Regional Center	106%	-	262%	111%	167%	53%	13%	60%	72%	109%
San Andreas Regional Center	97%	105%	72%	118%	68%	20%	32%	-	-	276%
San Diego Regional Center	103%	151%	-	153%	49%	375%	-	122%	-	153%
San Gabriel/Pomona Regional Center	100%	125%	50%	90%	132%	222%	65%	529%	64%	69%
South Central Los Angeles Regional Center	82%	91%	209%	98%	87%	86%	59%	80%	39%	86%
Tri-Counties Regional Center	127%	362%	122%	155%	145%	217%	132%	96%	34%	86%
Valley Mountain Regional Center	123%	857%	85%	132%	17%	574%	122%	823%	184%	122%
Westside Regional Center	69%	82%	-	62%	54%	73%	248%	88%	24%	76%

Appendix B-1: Comparison of Regional Center Average Distance to Statewide Average by Service

	117 - Specialized Therapeutic Svcs – Consumers 21 and Older	505 - Activity Center	510 - Adult Development Center	515 - Behavior Management Program	520 - Independent Living Program	525 - Social Recreation Program	605 - Adaptive Skills Trainer	612 - Behavior Analyst	613 - Associate Behavior Analyst	615 - Behavior Management Assistant
Alta California Regional Center	129%	95%	138%	133%	81%	-	117%	177%	-	83%
Central Valley Regional Center	56%	118%	75%	112%	93%	500%	538%	171%	-	-
Regional Center of the East Bay	88%	104%	101%	109%	92%	96%	76%	132%	-	-
Eastern Los Angeles Regional Center	17%	60%	67%	92%	77%	75%	83%	67%	-	81%
Far Northern Regional Center	-	194%	76%	65%	115%	138%	220%	73%	-	-
Frank D. Lanterman Regional Center	55%	67%	171%	87%	85%	97%	81%	54%	-	75%
Golden Gate Regional Center	176%	72%	62%	83%	80%	90%	114%	79%	-	-
Harbor Regional Center	154%	113%	111%	78%	153%	283%	136%	80%	-	139%
Inland Regional Center	353%	138%	91%	168%	212%	-	167%	263%	-	120%
Kern Regional Center	42%	68%	49%	61%	59%	-	89%	114%	-	137%
North Bay Regional Center	284%	73%	83%	93%	90%	-	171%	49%	-	-
North Los Angeles County Regional Center	46%	69%	180%	91%	147%	269%	104%	89%	-	103%
Regional Center of Orange County	-	74%	56%	78%	72%	160%	94%	96%	-	-
Redwood Coast Regional Center	359%	-	74%	9%	63%	-	39%	105%	-	-
San Andreas Regional Center	127%	102%	83%	75%	101%	-	71%	55%	100%	54%
San Diego Regional Center	68%	133%	84%	124%	87%	-	-	110%	-	385%
San Gabriel/Pomona Regional Center	191%	74%	159%	104%	88%	157%	102%	91%	-	72%
South Central Los Angeles Regional Center	49%	86%	91%	67%	91%	125%	89%	80%	-	130%
Tri-Counties Regional Center	127%	107%	112%	152%	155%	-	87%	103%	-	76%
Valley Mountain Regional Center	384%	157%	51%	103%	264%	127%	82%	47%	-	130%
Westside Regional Center	72%	103%	92%	63%	194%	93%	84%	50%	-	80%

Appendix B-1: Comparison of Regional Center Average Distance to Statewide Average by Service

	616 - Behavior Technician - Paraprofessional	620 - Behavior Management Consultant	805 - Infant Development Program	862 - In-Home Respite Services Agency	875 - Transportation Company	896 - Supported Living Services	950 - Supported Employment-Group	952 - Supported Employment-Individual	954 - Rehab Work Activity Program
Alta California Regional Center	-	138%	92%	135%	83%	113%	-	126%	480%
Central Valley Regional Center	-	53%	110%	137%	48%	72%	443%	66%	91%
Regional Center of the East Bay	-	34%	89%	125%	98%	123%	-	94%	84%
Eastern Los Angeles Regional Center	-	74%	85%	57%	63%	55%	67%	100%	76%
Far Northern Regional Center	61%	-	405%	75%	66%	75%	-	91%	85%
Frank D. Lanterman Regional Center	-	127%	63%	95%	58%	98%	-	148%	39%
Golden Gate Regional Center	-	344%	131%	99%	195%	74%	-	60%	42%
Harbor Regional Center	-	59%	40%	52%	172%	127%	-	76%	47%
Inland Regional Center	-	142%	140%	131%	138%	149%	93%	155%	51%
Kern Regional Center	-	62%	59%	90%	548%	42%	-	51%	57%
North Bay Regional Center	-	49%	93%	128%	83%	111%	110%	75%	204%
North Los Angeles County Regional Center	-	167%	99%	112%	411%	124%	-	67%	48%
Regional Center of Orange County	-	306%	132%	100%	77%	99%	51%	72%	51%
Redwood Coast Regional Center	-	90%	181%	101%	83%	96%	-	21%	-
San Andreas Regional Center	57%	87%	108%	64%	151%	72%	839%	164%	130%
San Diego Regional Center	-	109%	122%	68%	102%	99%	-	100%	111%
San Gabriel/Pomona Regional Center	-	123%	96%	118%	65%	110%	-	124%	52%
South Central Los Angeles Regional Center	-	117%	56%	80%	79%	79%	-	82%	69%
Tri-Counties Regional Center	165%	262%	113%	136%	67%	170%	12%	154%	82%
Valley Mountain Regional Center	302%	460%	92%	158%	88%	161%	69%	77%	63%
Westside Regional Center	-	73%	48%	53%	70%	63%	-	88%	39%

Appendix B-2: Average Travel Time (in Minutes) Between Vendors and Consumers by Service and Regional Center

	28 - Socialization Training Program	48 - Client/Parent Support Behavior Intervention Trng	55 - Community Integration Training Program	62 - Personal Assistance	63 - Community Activities Support Services	91 - In-Home/Mobile Day Program	94 - Creative Arts Program	115 - Specialized Therapeutic Svcs – Consumers 3 to 20	116 - Early Start Specialized Therapeutic Services
<b>Statewide</b>	<b>17</b>	<b>33</b>	<b>25</b>	<b>32</b>	<b>20</b>	<b>27</b>	<b>19</b>	<b>44</b>	<b>23</b>
Alta California Regional Center	26	36	32	92	18	-	113	46	38
Central Valley Regional Center	17	31	16	18	11	20	-	36	22
Regional Center of the East Bay	39	39	27	36	-	39	50	28	24
Eastern Los Angeles Regional Center	18	25	15	38	17	12	58	20	19
Far Northern Regional Center	22	-	17	22	20	33	18	57	50
Frank D. Lanterman Regional Center	16	19	29	31	25	27	28	11	15
Golden Gate Regional Center	33	40	21	18	10	11	17	-	21
Harbor Regional Center	24	93	26	25	36	72	14	-	22
Inland Regional Center	15	41	42	26	29	-	-	-	28
Kern Regional Center	13	19	23	91	16	29	-	22	27
North Bay Regional Center	66	34	29	37	62	8	19	85	21
North Los Angeles County Regional Center	37	29	22	31	69	18	40	57	46
Regional Center of Orange County	45	76	26	28	23	-	48	-	46
Redwood Coast Regional Center	-	78	27	52	13	6	13	36	24
San Andreas Regional Center	17	25	27	21	8	12	-	-	52
San Diego Regional Center	20	-	33	16	54	-	22	-	30
San Gabriel/Pomona Regional Center	20	22	25	43	36	20	66	36	18
South Central Los Angeles Regional Center	18	75	24	32	22	21	18	30	26
Tri-Counties Regional Center	45	35	31	40	33	35	17	18	20
Valley Mountain Regional Center	92	30	31	12	86	31	103	70	27
Westside Regional Center	16	-	18	22	18	60	16	19	20

Appendix B-2: Average Travel Time (in Minutes) Between Vendors and Consumers by Service and Regional Center

	117 - Specialized Therapeutic Svcs – Consumers 21 and Older	505 - Activity Center	510 - Adult Development Center	515 - Behavior Management Program	520 - Independent Living Program	525 - Social Recreation Program	605 - Adaptive Skills Trainer	612 - Behavior Analyst	613 - Associate Behavior Analyst	615 - Behavior Management Assistant
<b>Statewide</b>	<b>31</b>	<b>18</b>	<b>25</b>	<b>25</b>	<b>24</b>	<b>16</b>	<b>28</b>	<b>36</b>	<b>16</b>	<b>32</b>
Alta California Regional Center	35	18	33	31	21	-	31	57	-	38
Central Valley Regional Center	18	20	20	26	22	53	108	56	-	-
Regional Center of the East Bay	30	19	25	27	23	14	23	44	-	-
Eastern Los Angeles Regional Center	11	15	20	23	22	13	28	30	-	31
Far Northern Regional Center	-	27	21	19	24	18	46	27	-	-
Frank D. Lanterman Regional Center	25	15	41	23	23	17	23	24	-	30
Golden Gate Regional Center	48	21	19	22	22	15	32	28	-	-
Harbor Regional Center	50	19	31	22	37	37	38	33	-	51
Inland Regional Center	77	23	22	35	41	-	40	79	-	36
Kern Regional Center	16	13	15	17	15	-	23	36	-	37
North Bay Regional Center	65	14	21	22	21	-	46	24	-	-
North Los Angeles County Regional Center	16	14	41	23	32	34	27	30	-	32
Regional Center of Orange County	-	15	18	22	20	19	37	36	-	-
Redwood Coast Regional Center	101	-	21	5	18	-	15	39	-	-
San Andreas Regional Center	35	17	22	20	24	-	21	22	16	20
San Diego Regional Center	21	21	21	28	20	-	-	36	-	97
San Gabriel/Pomona Regional Center	68	16	38	27	22	20	29	36	-	26
South Central Los Angeles Regional Center	26	18	27	19	23	22	31	34	-	48
Tri-Counties Regional Center	30	21	26	32	32	-	23	31	-	23
Valley Mountain Regional Center	93	25	16	26	53	18	27	21	-	46
Westside Regional Center	28	20	25	18	40	15	25	24	-	33



Appendix B-2: Average Travel Time (in Minutes) Between Vendors and Consumers by Service and Regional Center

	616 - Behavior Technician - Paraprofessional	620 - Behavior Management Consultant	805 - Infant Development Program	862 - In-Home Respite Services Agency	875 - Transportation Company	896 - Supported Living Services	950 - Supported Employment-Group	952 - Supported Employment-Individual	954 - Rehab Work Activity Program
<b>Statewide</b>	<b>38</b>	<b>29</b>	<b>27</b>	<b>29</b>	<b>23</b>	<b>24</b>	<b>18</b>	<b>24</b>	<b>23</b>
Alta California Regional Center	-	36	26	35	19	27	-	29	88
Central Valley Regional Center	-	18	27	36	13	21	60	17	21
Regional Center of the East Bay	-	15	24	35	23	30	-	23	20
Eastern Los Angeles Regional Center	-	24	26	23	18	18	20	27	22
Far Northern Regional Center	23	-	81	24	17	19	-	23	20
Frank D. Lanterman Regional Center	-	35	21	27	17	27	-	35	13
Golden Gate Regional Center	-	88	34	32	38	20	-	19	15
Harbor Regional Center	-	23	15	19	34	30	-	19	13
Inland Regional Center	-	37	32	34	27	30	18	33	14
Kern Regional Center	-	17	18	24	94	13	-	15	23
North Bay Regional Center	-	19	25	36	19	25	19	17	47
North Los Angeles County Regional Center	-	40	27	30	73	27	-	17	13
Regional Center of Orange County	-	82	34	32	17	25	15	20	15
Redwood Coast Regional Center	-	29	50	31	20	25	-	8	-
San Andreas Regional Center	23	27	29	22	28	18	108	35	27
San Diego Regional Center	-	29	29	21	22	22	-	22	23
San Gabriel/Pomona Regional Center	-	38	26	38	16	26	-	29	15
South Central Los Angeles Regional Center	-	36	22	29	21	22	-	23	20
Tri-Counties Regional Center	64	71	27	34	15	33	3	31	24
Valley Mountain Regional Center	96	115	24	40	22	34	14	20	17
Westside Regional Center	-	24	18	20	19	18	-	22	12

Appendix B-2: Comparison of Regional Center Average Time to Statewide Average by Service

	Service Mix; Weighted by Users	28 - Socialization Training Program	48 - Client/Parent Support Behavior Intervention Trng	55 - Community Integration Training Program	62 - Personal Assistance	63 - Community Activities Support Services	91 - In-Home/Mobile Day Program	94 - Creative Arts Program	115 - Specialized Therapeutic Svcs – Consumers 3 to 20	116 - Early Start Specialized Therapeutic Services
Alta California Regional Center	127%	150%	109%	129%	290%	88%	-	580%	105%	163%
Central Valley Regional Center	91%	99%	93%	62%	57%	53%	72%	-	82%	92%
Regional Center of the East Bay	105%	224%	117%	106%	112%	-	143%	258%	64%	102%
Eastern Los Angeles Regional Center	86%	105%	76%	61%	119%	84%	44%	296%	45%	80%
Far Northern Regional Center	112%	128%	-	69%	71%	96%	119%	91%	130%	213%
Frank D. Lanterman Regional Center	88%	90%	58%	114%	99%	122%	98%	145%	24%	63%
Golden Gate Regional Center	93%	191%	120%	86%	56%	49%	41%	86%	-	89%
Harbor Regional Center	102%	140%	281%	104%	78%	175%	262%	71%	-	93%
Inland Regional Center	115%	89%	123%	170%	82%	142%	-	-	-	121%
Kern Regional Center	80%	78%	59%	90%	288%	78%	108%	-	51%	114%
North Bay Regional Center	102%	383%	101%	114%	115%	304%	31%	95%	195%	91%
North Los Angeles County Regional Center	106%	212%	89%	89%	99%	339%	64%	208%	130%	196%
Regional Center of Orange County	100%	259%	229%	105%	88%	114%	-	249%	-	197%
Redwood Coast Regional Center	109%	-	235%	107%	164%	61%	23%	65%	83%	102%
San Andreas Regional Center	97%	98%	75%	108%	66%	38%	44%	-	-	222%
San Diego Regional Center	96%	113%	-	132%	51%	266%	-	113%	-	128%
San Gabriel/Pomona Regional Center	104%	113%	65%	101%	134%	179%	72%	339%	83%	76%
South Central Los Angeles Regional Center	99%	107%	227%	97%	101%	107%	77%	91%	69%	110%
Tri-Counties Regional Center	111%	262%	106%	125%	126%	161%	129%	85%	41%	84%
Valley Mountain Regional Center	117%	533%	92%	123%	38%	424%	112%	529%	161%	115%
Westside Regional Center	80%	90%	-	73%	69%	87%	219%	84%	42%	86%

Appendix B-2: Comparison of Regional Center Average Time to Statewide Average by Service

	117 - Specialized Therapeutic Svcs – Consumers 21 and Older	505 - Activity Center	510 - Adult Development Center	515 - Behavior Management Program	520 - Independent Living Program	525 - Social Recreation Program	605 - Adaptive Skills Trainer	612 - Behavior Analyst	613 - Associate Behavior Analyst	615 - Behavior Management Assistant
Alta California Regional Center	113%	100%	129%	126%	87%	-	109%	158%	-	118%
Central Valley Regional Center	56%	108%	79%	105%	93%	330%	387%	157%	-	-
Regional Center of the East Bay	94%	104%	99%	109%	96%	91%	83%	122%	-	-
Eastern Los Angeles Regional Center	34%	82%	80%	95%	91%	85%	99%	83%	-	98%
Far Northern Regional Center	-	146%	83%	79%	104%	114%	165%	74%	-	-
Frank D. Lanterman Regional Center	81%	85%	160%	94%	97%	107%	83%	67%	-	93%
Golden Gate Regional Center	152%	114%	75%	90%	94%	92%	114%	78%	-	-
Harbor Regional Center	159%	106%	121%	91%	155%	232%	135%	93%	-	160%
Inland Regional Center	245%	125%	88%	143%	175%	-	144%	220%	-	112%
Kern Regional Center	49%	72%	58%	67%	63%	-	82%	99%	-	116%
North Bay Regional Center	207%	78%	81%	90%	87%	-	164%	68%	-	-
North Los Angeles County Regional Center	52%	75%	161%	93%	134%	214%	98%	84%	-	99%
Regional Center of Orange County	-	85%	70%	88%	83%	122%	131%	100%	-	-
Redwood Coast Regional Center	321%	-	82%	19%	78%	-	54%	109%	-	-
San Andreas Regional Center	112%	96%	88%	82%	103%	-	76%	61%	100%	64%
San Diego Regional Center	65%	117%	84%	112%	85%	-	-	100%	-	303%
San Gabriel/Pomona Regional Center	217%	87%	151%	108%	94%	128%	103%	99%	-	80%
South Central Los Angeles Regional Center	82%	100%	107%	79%	97%	139%	109%	95%	-	150%
Tri-Counties Regional Center	96%	115%	104%	130%	134%	-	84%	87%	-	71%
Valley Mountain Regional Center	297%	137%	65%	106%	223%	116%	95%	58%	-	143%
Westside Regional Center	89%	110%	99%	74%	169%	95%	90%	67%	-	102%

Appendix B-2: Comparison of Regional Center Average Time to Statewide Average by Service

	616 - Behavior Technician - Paraprofessional	620 - Behavior Management Consultant	805 - Infant Development Program	862 - In-Home Respite Services Agency	875 - Transportation Company	896 - Supported Living Services	950 - Supported Employment-Group	952 - Supported Employment-Individual	954 - Rehab Work Activity Program
Alta California Regional Center	-	124%	96%	120%	84%	113%	-	120%	380%
Central Valley Regional Center	-	62%	100%	122%	58%	86%	331%	71%	89%
Regional Center of the East Bay	-	50%	89%	118%	101%	123%	-	95%	84%
Eastern Los Angeles Regional Center	-	81%	97%	80%	77%	73%	110%	113%	95%
Far Northern Regional Center	60%	-	303%	81%	76%	77%	-	96%	88%
Frank D. Lanterman Regional Center	-	119%	78%	92%	74%	112%	-	147%	55%
Golden Gate Regional Center	-	300%	128%	108%	168%	84%	-	79%	65%
Harbor Regional Center	-	78%	56%	64%	149%	126%	-	81%	54%
Inland Regional Center	-	125%	119%	116%	118%	123%	99%	138%	62%
Kern Regional Center	-	59%	66%	83%	413%	53%	-	64%	101%
North Bay Regional Center	-	64%	94%	122%	82%	105%	107%	72%	201%
North Los Angeles County Regional Center	-	137%	102%	103%	319%	113%	-	70%	57%
Regional Center of Orange County	-	279%	126%	109%	76%	106%	81%	85%	67%
Redwood Coast Regional Center	-	99%	186%	104%	87%	106%	-	35%	-
San Andreas Regional Center	59%	93%	108%	75%	124%	76%	597%	149%	116%
San Diego Regional Center	-	99%	110%	72%	98%	91%	-	92%	101%
San Gabriel/Pomona Regional Center	-	129%	96%	130%	70%	106%	-	124%	63%
South Central Los Angeles Regional Center	-	124%	81%	99%	92%	90%	-	96%	84%
Tri-Counties Regional Center	166%	242%	101%	116%	67%	137%	17%	132%	102%
Valley Mountain Regional Center	251%	391%	91%	137%	96%	143%	79%	84%	73%
Westside Regional Center	-	82%	66%	69%	82%	74%	-	92%	52%

Appendix C-1: Commercial Real Estate Costs by County and Regional Center

County	Population (2017 Census)	% of RC Pop.	Average Annual Lease Cost per Square Foot							
			Industrial		Retail		Office B	Office C	All Office	
			Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	Colliers (Q2, 2018)	LoopNet (6/ 2016)	
<b>Statewide Average</b>	<b>39,536,653</b>			<b>\$10.31</b>		<b>\$20.88</b>			<b>\$23.08</b>	
<b>Alta Regional Center</b>										
<b>Weighted Average</b>	<b>2,624,301</b>		<b>\$6.70</b>	<b>\$6.38</b>	--	<b>\$15.71</b>		<b>\$22.56</b>	<b>\$18.96</b>	<b>\$17.88</b>
<b>% of Statewide Total</b>				<b>62%</b>		<b>75%</b>				<b>77%</b>
Alpine	1,120	0.0%	--	--	--	--	--	--	--	--
Colusa	21,805	0.8%	--	--	--	--	--	--	--	--
El Dorado	188,987	7.2%	--	\$6.54	--	\$15.71	--	--	--	\$18.25
Nevada	99,814	3.8%	--	--	--	--	--	--	--	--
Placer	386,166	14.7%	\$6.06	\$6.54	--	\$15.71	--	--	--	\$18.25
Sacramento	1,530,615	58.3%	\$7.32	\$6.54	--	\$15.71	\$22.56	\$18.96	--	\$18.25
Sierra	2,999	0.1%	--	--	--	--	--	--	--	--
Sutter	96,648	3.7%	--	\$4.26	--	--	--	--	--	\$12.94
Yolo	219,116	8.3%	\$4.08	\$6.54	--	\$15.71	--	--	--	\$18.25
Yuba	77,031	2.9%	\$4.92	\$4.26	--	--	--	--	--	\$12.94
<b>Central Valley Regional Center</b>										
<b>Weighted Average</b>	<b>2,050,981</b>		<b>\$7.08</b>	<b>\$6.00</b>	--	<b>\$15.28</b>		--	--	<b>\$15.15</b>
<b>% of Statewide Total</b>				<b>58%</b>		<b>73%</b>				<b>66%</b>
Fresno	989,255	48.2%	\$8.04	\$6.77	--	\$15.01	--	--	--	\$15.32
Kings	150,101	7.3%	--	\$1.32	--	--	--	--	--	--
Madera	156,890	7.6%	--	--	--	\$15.57	--	--	--	\$13.18
Mariposa	17,569	0.9%	--	--	--	--	--	--	--	--
Merced	272,673	13.3%	--	--	--	--	--	--	--	--
Tulare	464,493	22.6%	\$5.04	\$5.86	--	\$15.75	--	--	--	\$15.46
<b>Regional Center of the East Bay</b>										
<b>Weighted Average</b>	<b>2,810,629</b>		<b>\$11.83</b>	<b>\$12.84</b>	<b>\$36.48</b>	<b>\$28.68</b>		<b>\$29.03</b>	<b>\$20.37</b>	<b>\$34.95</b>
<b>% of Statewide Total</b>				<b>125%</b>		<b>137%</b>				<b>151%</b>
Alameda	1,663,190	59.2%	\$11.79	\$12.84	\$36.48	\$28.68	\$29.19	--	--	\$34.95
Contra Costa	1,147,439	40.8%	\$11.88	\$12.84	--	\$28.68	\$28.81	\$20.37	--	\$34.95

Appendix C-1: Commercial Real Estate Costs by County and Regional Center

County	Population (2017 Census)	% of RC Pop.	Average Annual Lease Cost per Square Foot						
			Industrial		Retail		Office B	Office C	All Office
			Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	Colliers (Q2, 2018)	LoopNet (6/ 2016)
<b>Statewide Average</b>	<b>39,536,653</b>			<b>\$10.31</b>		<b>\$20.88</b>			<b>\$23.08</b>
<i>Far Northern Regional Center</i>									
<b>Weighted Average</b>	<b>616,561</b>		--	<b>\$8.90</b>	--	<b>\$16.28</b>	--	--	<b>\$14.83</b>
<b>% of Statewide Total</b>				<b>86%</b>		<b>78%</b>			<b>64%</b>
Butte	229,294	37.2%	--	\$8.90	--	\$17.15	--	--	\$16.84
Glenn	28,094	4.6%	--	--	--	--	--	--	--
Lassen	31,163	5.1%	--	--	--	--	--	--	--
Modoc	8,859	1.4%	--	--	--	--	--	--	--
Plumas	18,742	3.0%	--	--	--	--	--	--	--
Shasta	179,921	29.2%	--	--	--	\$15.18	--	--	\$12.26
Siskiyou	43,853	7.1%	--	--	--	--	--	--	--
Tehama	63,926	10.4%	--	--	--	--	--	--	--
Trinity	12,709	2.1%	--	--	--	--	--	--	--
<i>Golden Gate Regional Center</i>									
<b>Weighted Average</b>	<b>1,916,728</b>		<b>\$17.76</b>	<b>\$12.84</b>	--	<b>\$28.68</b>	<b>\$67.33</b>	--	<b>\$34.95</b>
<b>% of Statewide Total</b>				<b>125%</b>		<b>137%</b>			<b>151%</b>
Marin	260,955	13.6%	--	\$12.84	--	\$28.68	--	--	\$34.95
San Francisco	884,363	46.1%	\$17.76	\$12.84	--	\$28.68	\$72.26	--	\$34.95
San Mateo	771,410	40.2%	\$17.76	\$12.84	--	\$28.68	\$61.68	--	\$34.95
<i>Inland Regional Center</i>									
<b>Weighted Average</b>	<b>4,580,670</b>		<b>\$6.74</b>	<b>\$8.90</b>	<b>\$18.84</b>	<b>\$17.15</b>	--	--	<b>\$16.84</b>
<b>% of Statewide Total</b>				<b>86%</b>		<b>82%</b>			<b>73%</b>
Riverside	2,423,266	52.9%	\$6.92	\$8.90	--	\$17.15	--	--	\$16.84
San Bernardino	2,157,404	47.1%	\$6.54	\$8.90	\$18.84	\$17.15	--	--	\$16.84
<i>Kern Regional Center</i>									
<b>Weighted Average</b>	<b>925,313</b>		--	<b>\$8.47</b>	--	<b>\$15.22</b>	--	--	<b>\$18.29</b>
<b>% of Statewide Total</b>				<b>82%</b>		<b>73%</b>			<b>79%</b>
Inyo	18,026	1.9%	--	--	--	--	--	--	--
Kern	893,119	96.5%	--	\$8.47	--	\$15.22	--	--	\$18.29
Mono	14,168	1.5%	--	--	--	--	--	--	--

Appendix C-1: Commercial Real Estate Costs by County and Regional Center

County	Population (2017 Census)	% of RC Pop.	Average Annual Lease Cost per Square Foot						
			Industrial		Retail		Office B	Office C	All Office
			Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	Colliers (Q2, 2018)	LoopNet (6/ 2016)
<b>Statewide Average</b>	<b>39,536,653</b>			<b>\$10.31</b>		<b>\$20.88</b>			<b>\$23.08</b>
<i>Los Angeles County Regional Centers</i>									
<b>Weighted Average</b>	<b>10,163,507</b>		<b>\$9.31</b>	<b>\$11.75</b>	<b>\$30.72</b>	<b>\$24.83</b>	<b>\$25.68</b>	<b>\$19.84</b>	<b>\$25.41</b>
<b>% of Statewide Total</b>				<b>114%</b>		<b>119%</b>			<b>110%</b>
Los Angeles	10,163,507	100.0%	\$9.31	\$11.75	\$30.72	\$24.83	\$25.68	\$19.84	\$25.41
<i>North Bay Regional Center</i>									
<b>Weighted Average</b>	<b>1,090,648</b>		<b>\$9.18</b>	<b>\$9.18</b>	--	<b>\$17.28</b>	<b>\$22.98</b>	--	<b>\$19.17</b>
<b>% of Statewide Total</b>				<b>89%</b>		<b>83%</b>			<b>83%</b>
Napa	140,973	12.9%	\$10.26	--	--	--	\$27.84	--	\$26.85
Solano	445,458	40.8%	\$8.83	\$7.68	--	\$16.10	\$21.44	--	\$16.23
Sonoma	504,217	46.2%	--	\$10.50	--	\$18.32	--	--	\$19.62
<i>Regional Center of Orange County</i>									
<b>Weighted Average</b>	<b>3,190,400</b>		<b>\$11.04</b>	<b>\$11.75</b>	<b>\$25.20</b>	<b>\$24.83</b>	<b>\$34.32</b>	--	<b>\$25.41</b>
<b>% of Statewide Total</b>				<b>114%</b>		<b>119%</b>			<b>110%</b>
Orange	3,190,400	100.0%	\$11.04	\$11.75	\$25.20	\$24.83	\$34.32	--	\$25.41
<i>Redwood Coast Regional Center</i>									
<b>Weighted Average</b>	<b>316,488</b>		--	--	--	<b>\$10.75</b>	--	--	<b>\$11.50</b>
<b>% of Statewide Total</b>						<b>51%</b>			<b>50%</b>
Del Norte	27,470	8.7%	--	--	--	--	--	--	--
Humboldt	136,754	43.2%	--	--	--	\$10.75	--	--	\$11.50
Lake	64,246	20.3%	--	--	--	--	--	--	--
Mendocino	88,018	27.8%	--	--	--	--	--	--	--
<i>San Andreas Regional Center</i>									
<b>Weighted Average</b>	<b>2,712,267</b>		<b>\$15.72</b>	<b>\$16.87</b>	<b>\$51.96</b>	<b>\$22.45</b>	<b>\$46.47</b>	--	<b>\$23.55</b>
<b>% of Statewide Total</b>				<b>164%</b>		<b>108%</b>			<b>102%</b>
Monterey	437,907	16.1%	--	--	--	\$17.34	--	--	\$18.89
San Benito	60,310	2.2%	--	--	--	--	--	--	--
Santa Clara	1,938,153	71.5%	\$15.72	\$16.87	\$51.96	\$31.62	\$46.47	--	\$32.42
Santa Cruz	275,897	10.2%	--	--	--	\$18.38	--	--	\$19.34
<i>San Diego Regional Center</i>									
<b>Weighted Average</b>	<b>3,520,515</b>		<b>\$11.98</b>	<b>\$12.40</b>	--	<b>\$21.59</b>	--	--	<b>\$23.34</b>
<b>% of Statewide Total</b>				<b>120%</b>		<b>103%</b>			<b>101%</b>
Imperial	182,830	5.2%	--	\$7.30	--	--	--	--	\$12.12
San Diego	3,337,685	94.8%	\$11.98	\$12.68	--	\$21.59	--	--	\$23.95

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County	Population (2017 Census)	% of RC Pop.	Average Annual Lease Cost per Square Foot						
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			Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	LoopNet (6/ 2016)	Colliers (Q2, 2018)	Colliers (Q2, 2018)	LoopNet (6/ 2016)
<b>Statewide Average</b>	<b>39,536,653</b>			<b>\$10.31</b>		<b>\$20.88</b>			<b>\$23.08</b>
<i>Tri-Counties Regional Center</i>									
<b>Weighted Average</b>	<b>1,585,778</b>		<b>\$7.74</b>	<b>\$9.74</b>	--	<b>\$20.87</b>	<b>\$27.04</b>	<b>\$19.26</b>	<b>\$22.33</b>
<b>% of Statewide Total</b>				<b>94%</b>		<b>100%</b>			<b>97%</b>
San Luis Obispo	283,405	17.9%	--	<b>\$10.89</b>	--	\$18.76	\$21.74	\$19.26	--
Santa Barbara	448,150	28.3%	--	\$9.56	--	--	--	--	\$21.16
Ventura	854,223	53.9%	\$7.74	\$9.45	--	\$21.57	\$28.80	--	\$22.94
<i>Valley Mountain Regional Center</i>									
<b>Weighted Average</b>	<b>1,431,867</b>		<b>\$5.92</b>	<b>\$5.29</b>	--	<b>\$14.59</b>	--	--	<b>\$13.83</b>
<b>% of Statewide Total</b>				<b>51%</b>		<b>70%</b>			<b>60%</b>
Amador	38,626	2.7%	--	--	--	--	--	--	--
Calaveras	45,670	3.2%	--	--	--	--	--	--	--
San Joaquin	745,424	52.1%	\$5.92	\$5.30	--	\$15.14	--	--	\$13.19
Stanislaus	547,899	38.3%	--	\$5.29	--	\$13.83	--	--	\$14.69
Tuolumne	54,248	3.8%	--	--	--	--	--	--	--

Weighting based on 2017 population estimates from the U.S. Census



Indicates county average (metro data not reported). Note that in all cases where county and metro data are reported, the figures are identical



Indicates city average (county/ metro data not reported)