

## MEMORANDUM

To: George Phillips, Phillips Land Law, Inc.

From: Jamie Gomes, Tom Martens, and Peter Cheng

Subject: The Campus/Dixon NEQ 260 Employment Projection and Economic Impacts; EPS #242082

Date: October 28, 2024

### Introduction

Dixon Venture, LLC (Client) retained Economic & Planning Systems, Inc. (EPS) to estimate the potential on-site employment and economic impacts of The Campus, a proposed mixed-use development on approximately 260 acres in the Northeast Quadrant of Dixon, west of Pedrick Road and south of Interstate 80.

This memorandum summarizes the Project's potential capture of the subregion's projected employment growth within the proposed Dixon Opportunity Center (DOC), along with the overall economic impact of the Project. The economic impacts include direct impacts and multiplier effects from the ongoing activity on the site (modeled at buildout), as well as the one-time impacts from construction of the Project.

The proposed land use plan includes approximately 48 acres of DOC development, to accommodate a range of employment uses, such as light manufacturing, R&D, warehousing, and other uses, to build on the growth sectors within the Dixon-Vacaville-Davis subregion of Solano and Yolo Counties. The remainder of the site is proposed for residential development of varying densities, along with a small retail center along Pedrick Road to serve both the on-site population and the larger market.

The proposed development program assumed for the employment and economic impact analysis is summarized in **Table 1**.

*The Economics of Land Use*



*Economic & Planning Systems, Inc.  
455 Capitol Mall, Suite 701  
Sacramento, CA 95814  
916 649 8010 tel  
916 649 2070 fax*

*Oakland  
Sacramento  
Denver  
Los Angeles*

**[www.epsys.com](http://www.epsys.com)**

**Table 1 The Campus Proposed Land Use Development Program**

Land Use	Buildout			
	Acreage	Average Density	Dwelling Units	Nonres. Bldg Sq. Ft.
<b>Residential</b>		<u>DU/Ac.</u>		
Low-Density Residential	104.18	5.1	530	-
Medium-Density Residential	33.04	8.6	285	-
High-Density Residential [1]	10.68	21.1	225	-
<b>Total Residential</b>	<b>147.90</b>		<b>1,040</b>	-
<b>Nonresidential</b>		<u>FAR</u>		
Dixon Opportunity Center	48.03	0.30		620,000
Retail	2.49	0.25	-	27,000
<b>Total Nonresidential</b>	<b>50.52</b>		-	<b>647,000</b>
<b>Total Land Uses [2]</b>	<b>198.42</b>		<b>1,040</b>	<b>647,000</b>

Source: Roach & Campbell Master Plan (September 19, 2024); Morton & Pitalo, Inc.; EPS.

[1] HDR uses assumed to be non-deed restricted.

[2] Reflects residential and commercial land uses only; excludes park/open space/water retention areas.

## Summary of Findings

### Employment

The Project includes the DOC on 48.03 acres that can accommodate 620,000 square feet of employment space in a variety of light industrial/flex/warehouse buildings. To estimate the potential capture of area employment growth and a reasonable timeframe for buildout of the DOC, EPS relied on a variety of detailed sector employment projections for the Dixon-Vacaville-Davis subregion and the overall competitive real estate landscape within the area. Based on the resulting estimate of the Project’s capture of employment growth, EPS estimated a 17-year absorption timeframe for the DOC. Total employment for both the DOC and the on-site retail over a 20-year period is summarized in **Table 2**.

**Table 2 Estimated On-Site Employment**

Site Use	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15	Year 20
Dixon Opportunity Center	83	166	251	337	423	874	1,355	1,374
On-Site Retail	43	43	43	43	43	43	43	43
<b>Total On-Site</b>	<b>125</b>	<b>209</b>	<b>294</b>	<b>379</b>	<b>466</b>	<b>917</b>	<b>1,398</b>	<b>1,417</b>

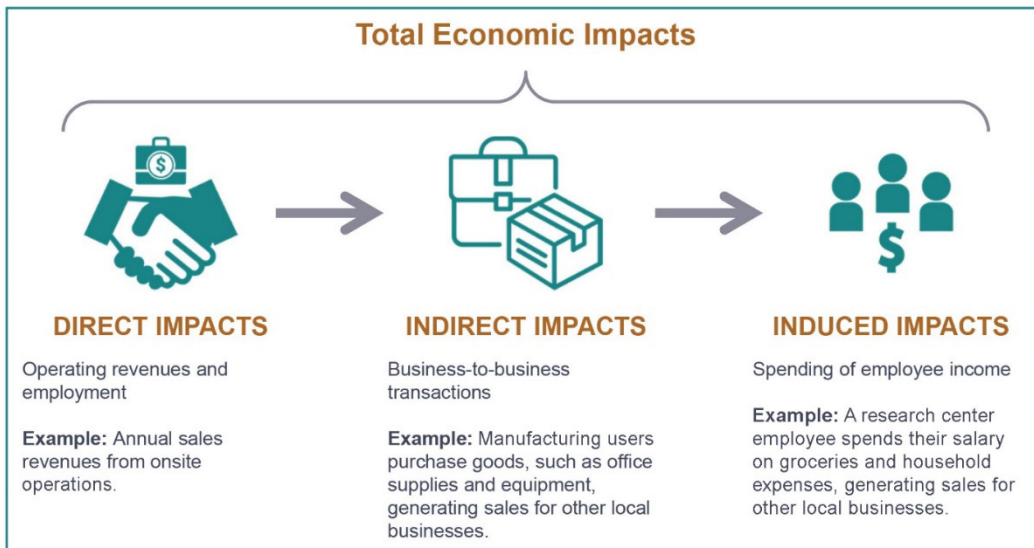
Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

**Multiplier Effects**

The direct economic activity in the DOC and the on-site retail space will generate additional indirect economic effects in the surrounding region through business-to-business activities. In addition, on-site employees and households residing in the residential components will generate induced economic activity in the surrounding region through household spending. For this analysis, the larger region for economic multiplier effects is the combined Solano County-Yolo County region.

**Figure 1** summarizes the definition of direct, indirect, and induced economic multiplier effects.

**Figure 1 Economic Multiplier Effects**



Source: Economic & Planning Systems, Inc.

**Ongoing Operational Impacts**

**Table 3** summarizes the ongoing economic impacts from Project employment and households at buildout.

**Table 3 Ongoing Economic Impacts (at Buildout, 2024\$)**

	Estimated On-Site Employment	Total Direct, Indirect, and Induced Effects [1]		
		Employment	Wages	Economic Output
Dixon Opportunity Center	1,374	2,096	\$152.8 M	\$637.8 M
On-Site Retail	43	52	\$2.4 M	\$7.8 M
On-Site Households	-	503	\$28.0 M	\$57.6 M
<b>Total</b>	<b>1,417</b>	<b>2,652</b>	<b>\$183.3 M</b>	<b>\$703.3 M</b>

Source: Implan; EPS.

[1] Economic impacts for Solano County and Yolo County, combined.

**Construction Impacts**

In addition to the ongoing economic impacts from the occupants of the Project after completion, the Project will generate one-time economic benefits throughout the physical land development and vertical construction phases. **Table 4** summarizes the economic impact of the Project’s construction over the length of buildout, as well as the average annual impact, assuming a 16-year absorption timeframe, based on capture of projected employment growth, as detailed in **Appendix A**.

**Table 4 One-Time Economic Impacts from Construction (2024\$)**

	Estimated Construction Spending [1]	Total Direct, Indirect, and Induced Effects [2]		
		Employment	Wages	Economic Output
Infrastructure and Site Prep	\$41.3 M	267	\$23.4 M	\$55.5 M
Single Family Residential	\$218.2 M	1,445	\$119.6 M	\$299.2 M
Multifamily Residential	\$65.1 M	558	\$47.6 M	\$87.1 M
Dixon Opportunity Center	\$175.5 M	1,536	\$129.8 M	\$243.6 M
On-Site Retail	\$7.7 M	68	\$5.7 M	\$10.7 M
<b>Total</b>	<b>\$507.8 M</b>	<b>3,874</b>	<b>\$326.1 M</b>	<b>\$696.2 M</b>
<b>Annual Average [3]</b>	<b>\$31.7 M</b>	<b>242</b>	<b>\$20.4 M</b>	<b>\$43.5 M</b>

Source: Implan; EPS.

[1] Hard construction costs.

[2] Indirect and induced impacts for Solano County and Yolo County, combined.

[3] Assuming a 16-year buildout.

### Other NEQSP Benefits

Development of The Campus will extend infrastructure into the Northeast Quadrant Specific Plan (NEQSP) area, eliminating a significant hurdle to developing the remainder of the employment-focused parcels within the NEQSP. (In addition, the Milk Farm parcel, which is outside of the NEQSP, will also be served by NEQSP infrastructure, enabling new development on that site.)

**Table 5** applies the average employment per acre indicated in the NEQSP document to the total acreage of the remaining undeveloped/unserved non-The Campus parcels within the NEQSP area to produce an estimate of the potential employment that could be enabled in the plan area’s remaining parcels.

**Table 5 Other NEQSP Employment Enabled by The Campus Infrastructure**

Item	Assumption/ Calculation
Northeast Quadrant Specific Plan Total Acreage	636
The Campus Total Acreage	257
Other Developed or Served Parcels	81
Remaining NEQSP Development Enabled Acreage [1]	297
<b>Net NEQSP Development Enabled Acreage at 75% [2]</b>	<b>220</b>
Estimated Employees per Acre [3]	21.6
<b>Other NEQSP Employment Enabled by The Campus (rounded)</b>	<b>4,750</b>

Source: Northeast Quadrant Specific Plan (January 2020); Morton & Pitalo, Inc.; EPS.

[1] See Appendix Table A-8 for detailed parcel information.

[2] Net developable assumption per Northeast Quadrant Specific Plan Table 2-2.

[3] Average employees per acre calculated from Northeast Quadrant Specific Plan Table 2-2.

## Methodology

### On-Site Employment and Related Ongoing Economic Impacts

The economic impact analysis builds on an analysis of employment growth by sector within the Dixon-Vacaville-Davis subregion of the larger Solano County-Yolo County region. Employment projections from a variety of sources were reviewed for this analysis. For each sector examined as a potential occupant of the DOC, those projections deemed the most reasonable “low” and “high” estimates of job growth for the region were averaged to produce a working sector growth rate estimate.

**Appendix Table A-7** summarizes the growth rates used for the analysis.

Additional employment growth data is provided in **Appendix D**.

The identified growth rates are applied to current sector employment data to generate estimated job growth by sector in **Appendix Table A-6**.

**Appendix Table A-5** translates employment growth to space demand, based on typical assumptions of square feet per employee by sector.

The Project’s estimated potential to capture the built space needed to house the subregion’s sector employment growth, based on its competitive positioning within the subregion, is summarized in **Appendix Table A-4**.

**Appendix Table A-3** translates the potential employment space absorption back into DOC employment estimates, using the same square footage per employee assumptions noted above. Retail center employment is also included.

**Appendix Table A-2** summarizes the economic impact multipliers used to calculate ongoing economic impacts. The multipliers are sourced from Implan economic impact modeling software, widely used nationally over the last several decades for calculating economic impacts.

The detailed results of the ongoing economic impact calculations are provided in **Appendix Table A-1**.

### **Ongoing Economic Impacts from On-site Households**

The detailed tables calculating ongoing economic impacts from spending by future households residing in the Project are located in **Appendix B**. Implan economic multipliers based on household income ranges are used. The estimated on-site household incomes by product type are based on the minimum household income needed to purchase or rent residential units in the Project, assuming a maximum of 30 percent of income is spent on housing payments. Assumed for-sale home prices have been provided by the Client. Multifamily rental rates are based on Costar data for comparable newer rental developments in the easternmost portions of Vacaville.

### **One-Time Economic Impacts**

The detailed tables calculating one-time economic impacts from Project construction are located in **Appendix C**. Implan multipliers are applied to the estimated costs of both physical land development and vertical construction over the projected buildout timeframe. The average annual economic impacts are also provided, assuming a Project buildout of 17 years, based on capture of projected employment growth, as detailed in **Appendix A**.

### **Employment Data**

**Appendix D** includes existing and projected sector employment data for Dixon, the Dixon-Vacaville-Davis subregion, and Solano and Yolo Counties. Data is sourced from multiple government agencies and private data sources. Refer to the On-Site Employment discussion above regarding the alternative sector growth rates from different sources.

## **Regional Economic Context**

Dixon is situated in an area that draws from economic activity in both Solano and Yolo Counties. The combined 2-county area had a total of nearly 249,000 jobs in 2023, which represented a 10-year growth of 31,100 jobs with an average annual growth rate of 1.3 percent.

The largest sectors in the 2-county area were health care/social assistance and educational services. Each of those sectors generated more than 33,000 jobs in 2023. Because of the presence of UC Davis, educational services also had the highest employment concentration among the major industry groups. Other sectors with an above-average concentration of employment include retail trade, utilities, agriculture, mining/quarrying, and public administration. All of the professional/administrative sectors that are typically located in office buildings have a comparatively low concentration of jobs.

Nearly all of the major industry groups added employment between 2013 and 2023. The fastest growing sectors over the past decade were transportation and warehousing, and construction. Each of those industry groups grew at an average annual rate of at least 3.7 percent. The sectors that lost jobs during this time were agriculture, mining/quarrying, information services, finance/insurance services, management, and entertainment/recreation.

### **Manufacturing Context**

Overall, manufacturing activity in the Solano-Yolo County area has an average concentration of jobs. In manufacturing, the 2-county area has some notable areas of existing economic strength and growth potential.

#### ***Food and Beverage Manufacturing***

The food manufacturing industries supported about 6,400 of the 18,000 manufacturing jobs in Solano and Yolo Counties. These industries benefit from proximity to agricultural suppliers and the research activity at UC Davis. The average annual growth rates for these industries were over 5.0 percent between 2013 and 2023, with projected positive job growth (per JobsEQ).

#### ***Wood Product Manufacturing***

The job count for wood product manufacturing nearly tripled between 2013 and 2023 to more than 900 jobs, with an average annual growth rate of 10.0 percent. The sector has a very high concentration factor.



### ***Chemical Manufacturing***

This manufacturing sector includes pharmaceuticals industries, as well as agricultural chemicals and other similar manufacturing industries. The concentration of jobs in the Solano-Yolo County area remains high. However, the sector lost more than 1,300 jobs between 2013 and 2023, with an average annual growth rate of -4.7 percent. Despite this recent weakness, chemical manufacturing remains the largest manufacturing industry in the area, with nearly 2,100 jobs.

### ***Plastic and Rubber Product Manufacturing***

This sector more than doubled to nearly 1,000 jobs between 2013 and 2023 and has a high concentration of jobs.

### ***Fabricated Metal Product Manufacturing***

Employment in this sector was virtually unchanged between 2013 and 2023. It employs more than 1,900 workers with an above-average concentration and is the second largest manufacturing industry in the Solano-Yolo County area.

### ***Nonmetallic Mineral Product Manufacturing***

In the Solano-Yolo County area, most of the jobs in the nonmetallic mineral product manufacturing category come from cement and concrete products. This category employed around 1,000 workers in 2023 and declined by about 100 jobs between 2013 and 2023. It has a high concentration of jobs so remains one of the base industries for the area.

### ***Emerging Industries***

Manufacturing sectors that have shown growth but have not yet achieved an above-average concentration of jobs are considered emerging industries. Sectors with at least 500 jobs that grew over the past decade but remain at a low concentration of jobs include machinery manufacturing and transportation equipment manufacturing.



## APPENDICES:

- Appendix A: On-Site Employment Projections, Related Ongoing Economic Impacts, and Parcels Impacted by The Campus Infrastructure
- Appendix B: Ongoing Economic Impacts from On-Site Households
- Appendix C: One-Time Economic Impacts from Project Construction
- Appendix D: Sub-Region Share of Workspace Absorption and Employment Data



## APPENDIX A:

### On-Site Employment Projections, Related Ongoing Economic Impacts, and Parcels Impacted by The Campus Infrastructure

Table A-1	Ongoing Economic Impact from On-Site Employment
Table A-2	Ongoing Economic Impact Multipliers, Per Direct Job
Table A-3	Estimated On-Site Employment
Table A-4	Dixon Opportunity Center Estimated Capture of Dixon-Vacaville-Davis Sub-Region Employment Space Need
Table A-5	Dixon-Vacaville-Davis Sub-Region Estimated Annual Space Need
Table A-6	Dixon-Vacaville-Davis Sub-Region Projected Employment Growth
Table A-7	Dixon-Vacaville-Davis Sub-Region Growth Rates by Sector
Table A-8	NEQSP Development Enabled Parcels Due to The Campus Infrastructure

**Appendix Table A-1**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Ongoing Economic Impact from On-Site Employment (at Buildout, 2024\$)**

Sector Name	Employment			Labor Income (millions)			Output (millions)		
	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total
<b>Dixon Opportunity Center</b>									
Manufacturing	332	265	597	\$30.29 M	\$17.48 M	\$47.77 M	\$266.66 M	\$58.45 M	\$325.11 M
Wholesale Trade	75	55	130	\$7.35 M	\$3.52 M	\$10.88 M	\$34.18 M	\$10.61 M	\$44.79 M
Transportation and Warehousing	0	0	0	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M
Information	46	47	93	\$4.07 M	\$2.82 M	\$6.89 M	\$26.12 M	\$9.12 M	\$35.24 M
Finance and Insurance	44	21	66	\$2.39 M	\$1.26 M	\$3.65 M	\$12.58 M	\$4.63 M	\$17.20 M
Real Estate and Rental and Leasing	11	8	19	\$0.68 M	\$0.49 M	\$1.17 M	\$6.94 M	\$1.61 M	\$8.55 M
Professional, Scientific, and Tech. Svcs.	582	240	823	\$44.04 M	\$14.80 M	\$58.84 M	\$107.76 M	\$45.50 M	\$153.26 M
Management of Companies	35	18	53	\$5.10 M	\$1.09 M	\$6.19 M	\$9.24 M	\$3.55 M	\$12.79 M
Administrative and Support Services	213	63	276	\$11.36 M	\$3.77 M	\$15.13 M	\$25.80 M	\$10.80 M	\$36.59 M
Health Care and Social Assistance	0	0	0	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M
Other Services	34	6	41	\$1.91 M	\$0.39 M	\$2.30 M	\$3.01 M	\$1.28 M	\$4.29 M
<b>Subtotal</b>	<b>1,374</b>	<b>722</b>	<b>2,096</b>	<b>\$107.20 M</b>	<b>\$45.62 M</b>	<b>\$152.82 M</b>	<b>\$492.29 M</b>	<b>\$145.53 M</b>	<b>\$637.82 M</b>
<b>On-Site Retail</b>									
Retail Trade	43	9	52	\$1.83 M	\$0.59 M	\$2.42 M	\$5.96 M	\$1.88 M	\$7.84 M
<b>Total</b>	<b>1,417</b>	<b>732</b>	<b>2,148</b>	<b>\$109.03 M</b>	<b>\$46.21 M</b>	<b>\$155.24 M</b>	<b>\$498.25 M</b>	<b>\$147.41 M</b>	<b>\$645.66 M</b>

Source: Implan; EPS.

**Appendix Table A-2**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Ongoing Economic Impact Multipliers, Per Direct Job**

Sector Name	Direct Economic Impact			Indirect Economic Impact			Induced Economic Impact		
	Employment	Labor Income	Output	Employment	Labor Income	Output	Employment	Labor Income	Output
<b>Dixon Opportunity Center Uses</b>									
Manufacturing	1.0000	\$91,224	\$802,998	0.5536	\$38,392	\$133,016	0.2435	\$14,243	\$42,983
Wholesale Trade	1.0000	\$97,921	\$455,077	0.4818	\$32,275	\$97,074	0.2503	\$14,640	\$44,178
Transportation and Warehousing	1.0000	\$97,921	\$455,077	0.4818	\$32,275	\$97,074	0.2503	\$14,640	\$44,178
Information	1.0000	\$89,089	\$571,632	0.7497	\$45,552	\$150,611	0.2773	\$16,207	\$48,898
Finance and Insurance	1.0000	\$53,752	\$283,073	0.3395	\$20,483	\$80,331	0.1349	\$7,893	\$23,820
Real Estate and Rental and Leasing	1.0000	\$60,073	\$613,720	0.4732	\$31,014	\$105,937	0.2063	\$12,044	\$36,322
Professional, Scientific, and Technical Services	1.0000	\$75,627	\$185,034	0.2311	\$14,808	\$46,159	0.1813	\$10,598	\$31,977
Management of Companies and Enterprises	1.0000	\$146,547	\$265,503	0.2171	\$13,959	\$49,198	0.2981	\$17,442	\$52,640
Administrative and Support Services	1.0000	\$53,215	\$120,892	0.1671	\$10,313	\$28,381	0.1259	\$7,361	\$22,210
Health Care and Social Assistance	1.0000	\$80,294	\$125,535	0.1013	\$6,267	\$21,272	0.1662	\$9,720	\$29,331
Other Services	1.0000	\$55,545	\$87,366	0.0648	\$4,090	\$15,706	0.1212	\$7,083	\$21,370
<b>On-Site Retail</b>									
Retail Trade	1.0000	\$42,657	\$138,995	0.1227	\$8,022	\$26,570	0.0985	\$5,758	\$17,374

Source: Implan; EPS.

**Appendix Table A-3  
The Campus - Employment Projection and Economic Impact Analysis  
Estimated On-Site Employment**

Sector Name	Functional Vacancy Adjusted Sq Ft Per Job [1]	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13
<b>Dixon Opportunity Center Uses</b>															
Agriculture, Forestry, Fishing and Hunting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mining, Quarrying, and Oil and Gas Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	856	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Manufacturing	856	-	20	40	60	81	102	123	145	166	188	211	234	257	280
Wholesale Trade	856	-	5	9	14	19	23	28	33	38	43	48	53	58	64
Retail Trade	630	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation and Warehousing	2,354	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information	268	-	3	6	9	12	15	18	21	24	27	30	33	36	39
Finance and Insurance	268	-	3	6	8	11	14	17	20	23	26	29	32	35	38
Real Estate and Rental and Leasing	268	-	1	1	2	3	4	4	5	6	7	7	8	9	10
Professional, Scientific, and Technical Services	268	-	34	69	105	140	177	214	252	290	329	368	408	449	490
Management of Companies and Enterprises	268	-	2	4	7	9	11	13	15	18	20	22	25	27	29
Administrative and Support Services	268	-	13	26	40	53	67	81	95	109	123	137	152	166	181
Educational Services	1,391	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health Care and Social Assistance	642	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Arts, Entertainment, and Recreation	642	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Accommodation and Food Service</i>															
Accommodations	2,140	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service	449	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Services (except Public Administration)	642	-	2	4	6	9	11	13	15	17	20	22	24	27	29
Public Administration	696	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal</b>		-	<b>83</b>	<b>166</b>	<b>251</b>	<b>337</b>	<b>423</b>	<b>511</b>	<b>600</b>	<b>691</b>	<b>782</b>	<b>874</b>	<b>968</b>	<b>1,063</b>	<b>1,159</b>
<b>On-Site Retail</b>	<b>630</b>		<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>Total</b>			<b>125</b>	<b>209</b>	<b>294</b>	<b>379</b>	<b>466</b>	<b>554</b>	<b>643</b>	<b>733</b>	<b>825</b>	<b>917</b>	<b>1,011</b>	<b>1,106</b>	<b>1,202</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

[1] On-going average vacancy assumed at 7% for the Opportunity Center; 5% for Retail.

**Appendix Table A-3  
The Campus - Employment Projection and Economic Impact Analysis  
Estimated On-Site Employment**

Sector Name	Functional Vacancy Adjusted Sq Ft Per Job [1]	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
	<b>Dixon Opportunity Center Uses</b>							
Agriculture, Forestry, Fishing and Hunting	-	-	-	-	-	-	-	-
Mining, Quarrying, and Oil and Gas Extraction	-	-	-	-	-	-	-	-
Utilities	856	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Manufacturing	856	304	328	332	332	332	332	332
Wholesale Trade	856	69	74	75	75	75	75	75
Retail Trade	630	-	-	-	-	-	-	-
Transportation and Warehousing	2,354	-	-	-	-	-	-	-
Information	268	42	45	46	46	46	46	46
Finance and Insurance	268	41	44	44	44	44	44	44
Real Estate and Rental and Leasing	268	10	11	11	11	11	11	11
Professional, Scientific, and Technical Services	268	532	575	582	582	582	582	582
Management of Companies and Enterprises	268	32	34	35	35	35	35	35
Administrative and Support Services	268	196	210	213	213	213	213	213
Educational Services	1,391	-	-	-	-	-	-	-
Health Care and Social Assistance	642	-	-	-	-	-	-	-
Arts, Entertainment, and Recreation	642	-	-	-	-	-	-	-
<i>Accommodation and Food Service</i>								
Accommodations	2,140	-	-	-	-	-	-	-
Food Service	449	-	-	-	-	-	-	-
Other Services (except Public Administration)	642	32	34	34	34	34	34	34
Public Administration	696	-	-	-	-	-	-	-
<b>Subtotal</b>		<b>1,256</b>	<b>1,355</b>	<b>1,374</b>	<b>1,374</b>	<b>1,374</b>	<b>1,374</b>	<b>1,374</b>
<b>On-Site Retail</b>	<b>630</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>Total</b>		<b>1,299</b>	<b>1,398</b>	<b>1,417</b>	<b>1,417</b>	<b>1,417</b>	<b>1,417</b>	<b>1,417</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

[1] On-going average vacancy assumed at 7% for the Opportunity Center; 5% for Retail.

**Appendix Table A-4  
The Campus - Employment Projection and Economic Impact Analysis  
Opportunity Center Estimated Annual Capture of Solano-Yolo New  
Employment Space Need**

Sector Name	Space Demand Capture														
	Assumption	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13
Agriculture, Forestry, Fishing and Hunting	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Mining, Quarrying, and Oil and Gas Extraction	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Utilities	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Construction	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Manufacturing	8%	na	16,963	17,196	17,433	17,672	17,915	18,161	18,410	18,663	18,920	19,180	19,443	19,710	19,981
Wholesale Trade	5%	na	3,931	3,971	4,012	4,053	4,095	4,137	4,180	4,223	4,266	4,310	4,354	4,399	4,444
Retail Trade	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Transportation and Warehousing	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Information	25%	na	770	774	779	784	789	793	798	803	808	813	818	823	828
Finance and Insurance	10%	na	741	747	753	758	764	769	775	781	787	792	798	804	810
Real Estate and Rental and Leasing	5%	na	193	194	195	196	196	197	198	199	200	200	201	202	203
Professional, Scientific, and Technical Services	25%	na	9,180	9,322	9,467	9,614	9,763	9,914	10,068	10,225	10,383	10,544	10,708	10,874	11,043
Management of Companies and Enterprises	15%	na	577	582	586	591	596	601	607	612	617	622	627	633	638
Administrative and Support Services	15%	na	3,526	3,557	3,589	3,620	3,652	3,685	3,717	3,750	3,783	3,816	3,850	3,884	3,918
Educational Services	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Health Care and Social Assistance	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Arts, Entertainment, and Recreation	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
<i>Accommodation and Food Service</i>															
Accommodations	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Food Service	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Other Services (except Public Administration)	3%	na	1,355	1,368	1,382	1,396	1,410	1,425	1,439	1,454	1,469	1,483	1,499	1,514	1,529
Public Administration	0%	na	na	na	na	na	na	na	na	na	na	na	na	na	na
<b>Total Annual Capture of Space Demand</b>		<b>na</b>	<b>37,236</b>	<b>37,712</b>	<b>38,195</b>	<b>38,685</b>	<b>39,181</b>	<b>39,683</b>	<b>40,192</b>	<b>40,708</b>	<b>41,231</b>	<b>41,761</b>	<b>42,298</b>	<b>42,843</b>	<b>43,394</b>
<b>Cumulative Capture of Space Demand</b>			<b>37,236</b>	<b>74,948</b>	<b>113,143</b>	<b>151,828</b>	<b>191,008</b>	<b>230,691</b>	<b>270,884</b>	<b>311,592</b>	<b>352,824</b>	<b>394,585</b>	<b>436,883</b>	<b>479,726</b>	<b>523,120</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.



**Appendix Table A-4  
The Campus - Employment Projection and Economic Impact Analysis  
Opportunity Center Estimated Annual Capture of Solano-Yolo New  
Employment Space Need**

Sector Name	Space Demand Capture							
	Assumption	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Agriculture, Forestry, Fishing and Hunting	0%	na	na	na	na	na	na	na
Mining, Quarrying, and Oil and Gas Extraction	0%	na	na	na	na	na	na	na
Utilities	0%	na	na	na	na	na	na	na
Construction	0%	na	na	na	na	na	na	na
Manufacturing	8%	20,255	20,534	3,830	na	na	na	na
Wholesale Trade	5%	4,490	4,536	887	na	na	na	na
Retail Trade	0%	na	na	na	na	na	na	na
Transportation and Warehousing	0%	na	na	na	na	na	na	na
Information	25%	833	838	174	na	na	na	na
Finance and Insurance	10%	816	822	167	na	na	na	na
Real Estate and Rental and Leasing	5%	204	205	44	na	na	na	na
Professional, Scientific, and Technical Services	25%	11,214	11,388	2,073	na	na	na	na
Management of Companies and Enterprises	15%	644	649	130	na	na	na	na
Administrative and Support Services	15%	3,953	3,988	796	na	na	na	na
Educational Services	0%	na	na	na	na	na	na	na
Health Care and Social Assistance	0%	na	na	na	na	na	na	na
Arts, Entertainment, and Recreation	0%	na	na	na	na	na	na	na
<i>Accommodation and Food Service</i>		na	na	na	na	na	na	na
Accommodations	0%	na	na	na	na	na	na	na
Food Service	0%	na	na	na	na	na	na	na
Other Services (except Public Administration)	3%	1,545	1,560	306	na	na	na	na
Public Administration	0%	na	na	na	na	na	na	na
<b>Total Annual Capture of Space Demand</b>		<b>43,953</b>	<b>44,520</b>	<b>8,407</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>na</b>
<b>Cumulative Capture of Space Demand</b>		<b>567,073</b>	<b>611,593</b>	<b>620,000</b>	<b>620,000</b>	<b>620,000</b>	<b>620,000</b>	<b>620,000</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

**Appendix Table A-5**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Solano-Yolo Estimated Annual Space Need**

Sector Name	Square Feet Per Job	Functional Vacancy Adjusted Sq Ft Per Job [1]	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13
			na	na	na	na	na	na	na	na	na	na	na	na	na	na
Agriculture, Forestry, Fishing and Hunting	-	-	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Mining, Quarrying, and Oil and Gas Extraction	-	-	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Utilities	800	856	na	22,464	22,768	23,075	23,387	23,703	24,024	24,349	24,678	25,011	25,350	25,692	26,040	26,392
Construction	-	-	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Manufacturing	800	856	na	212,041	214,954	217,907	220,900	223,935	227,011	230,129	233,291	236,495	239,744	243,037	246,376	249,760
Wholesale Trade	800	856	na	78,615	79,424	80,241	81,067	81,901	82,743	83,594	84,454	85,323	86,201	87,088	87,984	88,889
Retail Trade	600	630	na	63,345	63,590	63,837	64,085	64,333	64,583	64,833	65,085	65,337	65,591	65,845	66,100	66,357
Transportation and Warehousing	2,200	2,354	na	562,844	571,201	579,683	588,290	597,025	605,890	614,886	624,016	633,282	642,685	652,228	661,912	671,740
Information	250	268	na	3,079	3,097	3,116	3,135	3,154	3,173	3,193	3,212	3,232	3,251	3,271	3,291	3,311
Finance and Insurance	250	268	na	7,415	7,470	7,525	7,581	7,637	7,693	7,750	7,808	7,865	7,924	7,982	8,041	8,101
Real Estate and Rental and Leasing	250	268	na	3,862	3,878	3,894	3,910	3,927	3,943	3,960	3,976	3,993	4,010	4,026	4,043	4,060
Professional, Scientific, and Technical Services	250	268	na	36,720	37,289	37,868	38,455	39,052	39,658	40,273	40,898	41,533	42,177	42,832	43,496	44,171
Management of Companies and Enterprises	250	268	na	3,844	3,877	3,910	3,943	3,976	4,010	4,044	4,078	4,113	4,148	4,183	4,218	4,254
Administrative and Support Services	250	268	na	23,509	23,716	23,925	24,136	24,349	24,564	24,780	24,999	25,219	25,442	25,666	25,893	26,121
Educational Services	1,300	1,391	na	680,406	690,313	700,365	710,563	720,909	731,406	742,056	752,861	763,824	774,946	786,230	797,678	809,293
Health Care and Social Assistance	600	642	na	860,765	890,006	920,240	951,501	983,825	1,017,246	1,051,803	1,087,533	1,124,478	1,162,677	1,202,174	1,243,013	1,285,239
Arts, Entertainment, and Recreation	600	642	na	62,563	64,207	65,895	67,626	69,403	71,227	73,098	75,019	76,990	79,013	81,089	83,220	85,407
<i>Accommodation and Food Service</i>																
Accommodations	2,000	2,140	na	118,584	120,463	122,372	124,311	126,282	128,283	130,316	132,381	134,479	136,611	138,776	140,975	143,209
Food Service	420	449	na	136,736	138,903	141,104	143,341	145,612	147,920	150,264	152,646	155,065	157,523	160,019	162,555	165,131
Other Services (except Public Administration)	600	642	na	45,151	45,609	46,072	46,540	47,013	47,490	47,972	48,460	48,952	49,449	49,951	50,458	50,970
Public Administration	650	696	na	141,939	143,556	145,191	146,844	148,517	150,208	151,919	153,649	155,399	157,168	158,958	160,769	162,599
<b>Annual Total</b>			na	<b>3,063,881</b>	<b>3,124,322</b>	<b>3,186,220</b>	<b>3,249,616</b>	<b>3,314,552</b>	<b>3,381,072</b>	<b>3,449,221</b>	<b>3,519,044</b>	<b>3,590,590</b>	<b>3,663,908</b>	<b>3,739,048</b>	<b>3,816,062</b>	<b>3,895,006</b>
<b>Cumulative Total</b>				<b>3,063,881</b>	<b>6,188,202</b>	<b>9,374,422</b>	<b>12,624,038</b>	<b>15,938,591</b>	<b>19,319,663</b>	<b>22,768,884</b>	<b>26,287,928</b>	<b>29,878,518</b>	<b>33,542,426</b>	<b>37,281,473</b>	<b>41,097,535</b>	<b>44,992,541</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

[1] On-going average vacancy assumed at 7% for the Opportunity Center; 5% for Retail.

**Appendix Table A-5**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Solano-Yolo Estimated Annual Space Need**

Sector Name	Square Feet Per Job	Functional Vacancy Adjusted Sq Ft Per Job [1]	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Agriculture, Forestry, Fishing and Hunting	-	-	na	na	na	na	na	na	na
Mining, Quarrying, and Oil and Gas Extraction	-	-	na	na	na	na	na	na	na
Utilities	800	856	26,748	27,110	27,476	27,848	28,224	28,606	28,993
Construction	-	-	na	na	na	na	na	na	na
Manufacturing	800	856	253,191	256,669	260,195	263,770	267,393	271,066	274,790
Wholesale Trade	800	856	89,804	90,728	91,661	92,604	93,557	94,519	95,492
Retail Trade	600	630	66,614	66,873	67,132	67,392	67,654	67,916	68,180
Transportation and Warehousing	2,200	2,354	681,714	691,837	702,109	712,534	723,114	733,851	744,747
Information	250	268	3,331	3,351	3,372	3,392	3,413	3,434	3,454
Finance and Insurance	250	268	8,161	8,221	8,282	8,343	8,405	8,467	8,530
Real Estate and Rental and Leasing	250	268	4,077	4,094	4,111	4,129	4,146	4,163	4,181
Professional, Scientific, and Technical Services	250	268	44,856	45,552	46,259	46,977	47,706	48,446	49,198
Management of Companies and Enterprises	250	268	4,290	4,327	4,363	4,400	4,438	4,475	4,513
Administrative and Support Services	250	268	26,351	26,584	26,818	27,055	27,294	27,534	27,777
Educational Services	1,300	1,391	821,077	833,033	845,162	857,469	869,954	882,622	895,473
Health Care and Social Assistance	600	642	1,328,900	1,374,043	1,420,721	1,468,984	1,518,886	1,570,484	1,623,835
Arts, Entertainment, and Recreation	600	642	87,651	89,954	92,318	94,744	97,233	99,788	102,410
<i>Accommodation and Food Service</i>		-							
Accommodations	2,000	2,140	145,479	147,785	150,127	152,506	154,923	157,378	159,873
Food Service	420	449	167,748	170,407	173,108	175,851	178,638	181,469	184,345
Other Services (except Public Administration)	600	642	51,488	52,011	52,539	53,072	53,611	54,155	54,705
Public Administration	650	696	164,451	166,324	168,218	170,134	172,072	174,031	176,013
<b>Annual Total</b>			<b>3,975,933</b>	<b>4,058,902</b>	<b>4,143,972</b>	<b>4,231,204</b>	<b>4,320,660</b>	<b>4,412,406</b>	<b>4,506,509</b>
<b>Cumulative Total</b>			<b>48,968,474</b>	<b>53,027,376</b>	<b>57,171,348</b>	<b>61,402,552</b>	<b>65,723,212</b>	<b>70,135,618</b>	<b>74,642,127</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

[1] On-going average vacancy assumed at 7% for the Opportunity Center; 5% for Retail.

**Appendix Table A-6**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Dixon-Vacaville-Davis Sub-Region Projected Annual Employment Growth**

Sector Name	Solano-Yolo Current Employment	Growth Rate Assumption	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
			na	88.9	90.1	91.3	92.6	93.8	95.1	96.4	97.7	99.0	100.4	101.7	103.1	104.5	105.9
Agriculture, Forestry, Fishing and Hunting	6,538	1.4%	na	88.9	90.1	91.3	92.6	93.8	95.1	96.4	97.7	99.0	100.4	101.7	103.1	104.5	105.9
Mining, Quarrying, and Oil and Gas Extraction	380	1.5%	na	5.8	5.9	6.0	6.1	6.2	6.2	6.3	6.4	6.5	6.6	6.7	6.8	6.9	7.0
Utilities	1,941	1.4%	na	26.2	26.6	27.0	27.3	27.7	28.1	28.4	28.8	29.2	29.6	30.0	30.4	30.8	31.2
Construction	17,052	0.7%	na	124.3	125.2	126.1	127.0	127.9	128.8	129.8	130.7	131.7	132.6	133.6	134.6	135.6	136.6
Manufacturing	18,033	1.4%	na	247.7	251.1	254.6	258.1	261.6	265.2	268.8	272.5	276.3	280.1	283.9	287.8	291.8	295.8
Wholesale Trade	8,927	1.0%	na	91.8	92.8	93.7	94.7	95.7	96.7	97.7	98.7	99.7	100.7	101.7	102.8	103.8	104.9
Retail Trade	25,921	0.4%	na	100.5	100.9	101.3	101.7	102.1	102.5	102.9	103.3	103.7	104.1	104.5	104.9	105.3	105.7
Transportation and Warehousing	16,103	1.5%	na	239.1	242.7	246.3	249.9	253.6	257.4	261.2	265.1	269.0	273.0	277.1	281.2	285.4	289.6
Information	1,893	0.6%	na	11.5	11.6	11.6	11.7	11.8	11.9	11.9	12.0	12.1	12.2	12.2	12.3	12.4	12.5
Finance and Insurance	3,746	0.7%	na	27.7	27.9	28.1	28.3	28.5	28.8	29.0	29.2	29.4	29.6	29.8	30.1	30.3	30.5
Real Estate and Rental and Leasing	3,449	0.4%	na	14.4	14.5	14.6	14.6	14.7	14.7	14.8	14.9	14.9	15.0	15.1	15.1	15.2	15.2
Professional, Scientific, and Technical Services	8,847	1.6%	na	137.3	139.4	141.6	143.8	146.0	148.3	150.6	152.9	155.3	157.7	160.1	162.6	165.1	167.7
Management of Companies and Enterprises	1,695	0.8%	na	14.4	14.5	14.6	14.7	14.9	15.0	15.1	15.2	15.4	15.5	15.6	15.8	15.9	16.0
Administrative and Support Services	9,964	0.9%	na	87.9	88.7	89.4	90.2	91.0	91.8	92.6	93.5	94.3	95.1	95.9	96.8	97.6	98.5
Educational Services	33,593	1.5%	na	489.1	496.3	503.5	510.8	518.3	525.8	533.5	541.2	549.1	557.1	565.2	573.5	581.8	590.3
Health Care and Social Assistance	39,468	3.4%	na	1,340.8	1,386.3	1,433.4	1,482.1	1,532.4	1,584.5	1,638.3	1,694.0	1,751.5	1,811.0	1,872.5	1,936.2	2,001.9	2,069.9
Arts, Entertainment, and Recreation	3,709	2.6%	na	97.5	100.0	102.6	105.3	108.1	110.9	113.9	116.9	119.9	123.1	126.3	129.6	133.0	136.5
<i>Accommodation and Food Service</i>																	
Accommodations	3,496	1.6%	na	55.4	56.3	57.2	58.1	59.0	59.9	60.9	61.9	62.8	63.8	64.8	65.9	66.9	68.0
Food Service	19,198	1.6%	na	304.3	309.1	314.0	319.0	324.0	329.2	334.4	339.7	345.0	350.5	356.1	361.7	367.4	373.3
Other Services (except Public Administration)	6,926	1.0%	na	70.3	71.0	71.8	72.5	73.2	74.0	74.7	75.5	76.2	77.0	77.8	78.6	79.4	80.2
Public Administration	17,920	1.1%	na	204.1	206.4	208.8	211.1	213.5	216.0	218.4	220.9	223.4	226.0	228.6	231.2	233.8	236.5
<b>Annual Total</b>	<b>248,799</b>		<b>na</b>	<b>3,779</b>	<b>3,857</b>	<b>3,937</b>	<b>4,020</b>	<b>4,104</b>	<b>4,191</b>	<b>4,280</b>	<b>4,371</b>	<b>4,465</b>	<b>4,561</b>	<b>4,660</b>	<b>4,761</b>	<b>4,865</b>	<b>4,972</b>
<b>Cumulative Total</b>				<b>3,779</b>	<b>7,636</b>	<b>11,574</b>	<b>15,593</b>	<b>19,697</b>	<b>23,888</b>	<b>28,168</b>	<b>32,539</b>	<b>37,003</b>	<b>41,564</b>	<b>46,224</b>	<b>50,985</b>	<b>55,850</b>	<b>60,821</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

**Appendix Table A-6**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Dixon-Vacaville-Davis Sub-Region Projected Annual Employment Growth**

Sector Name	Solano-Yolo Current Employment	Growth Rate Assumption	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Agriculture, Forestry, Fishing and Hunting	6,538	1.4%	107.4	108.8	110.3	111.8	113.3	114.9
Mining, Quarrying, and Oil and Gas Extraction	380	1.5%	7.2	7.3	7.4	7.5	7.6	7.7
Utilities	1,941	1.4%	31.7	32.1	32.5	33.0	33.4	33.9
Construction	17,052	0.7%	137.5	138.6	139.6	140.6	141.6	142.6
Manufacturing	18,033	1.4%	299.8	304.0	308.1	312.4	316.7	321.0
Wholesale Trade	8,927	1.0%	106.0	107.1	108.2	109.3	110.4	111.6
Retail Trade	25,921	0.4%	106.1	106.6	107.0	107.4	107.8	108.2
Transportation and Warehousing	16,103	1.5%	293.9	298.3	302.7	307.2	311.7	316.4
Information	1,893	0.6%	12.5	12.6	12.7	12.8	12.8	12.9
Finance and Insurance	3,746	0.7%	30.7	31.0	31.2	31.4	31.7	31.9
Real Estate and Rental and Leasing	3,449	0.4%	15.3	15.4	15.4	15.5	15.6	15.6
Professional, Scientific, and Technical Services	8,847	1.6%	170.3	172.9	175.6	178.3	181.1	183.9
Management of Companies and Enterprises	1,695	0.8%	16.2	16.3	16.4	16.6	16.7	16.9
Administrative and Support Services	9,964	0.9%	99.4	100.3	101.1	102.0	102.9	103.8
Educational Services	33,593	1.5%	598.9	607.6	616.4	625.4	634.5	643.8
Health Care and Social Assistance	39,468	3.4%	2,140.3	2,213.0	2,288.1	2,365.9	2,446.2	2,529.3
Arts, Entertainment, and Recreation	3,709	2.6%	140.1	143.8	147.6	151.5	155.4	159.5
<i>Accommodation and Food Service</i>								
Accommodations	3,496	1.6%	69.1	70.2	71.3	72.4	73.5	74.7
Food Service	19,198	1.6%	379.2	385.2	391.3	397.5	403.8	410.2
Other Services (except Public Administration)	6,926	1.0%	81.0	81.8	82.7	83.5	84.4	85.2
Public Administration	17,920	1.1%	239.1	241.9	244.6	247.4	250.2	253.1
<b>Annual Total</b>	<b>248,799</b>		<b>5,082</b>	<b>5,194</b>	<b>5,310</b>	<b>5,429</b>	<b>5,552</b>	<b>5,677</b>
<b>Cumulative Total</b>			<b>65,903</b>	<b>71,098</b>	<b>76,408</b>	<b>81,837</b>	<b>87,389</b>	<b>93,066</b>

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

**Appendix Table A-7**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Dixon-Vacaville-Davis Sub-Region Growth Rates by Sector**

Sector Name	Sector Code	Growth Projection by Source				Growth Range Projection				High Growth Rate Used
		Historic	JobsEQ	Caltrans	Woods & Poole	Low Scenario		High Scenario		
						Rate	Source	Rate	Source	
Agriculture, Forestry, Fishing and Hunting	11	-0.7%	0.3%	0.1%	1.4%	0.1%	Caltrans	1.4%	Woods & Poole	1.4%
Mining, Quarrying, and Oil and Gas Extraction	21	-0.4%	-0.2%	1.4%	1.5%	1.4%	Caltrans	1.5%	Woods & Poole	1.5%
Utilities	22	2.0%	-0.5%	1.4%	0.9%	0.9%	Woods & Poole	1.4%	Caltrans	1.4%
Construction	23	3.8%	-0.2%	0.0%	0.7%	0.0%	Caltrans	0.7%	Woods & Poole	0.7%
Manufacturing	31	1.5%	0.0%	0.0%	1.4%	0.0%	Caltrans	1.4%	Woods & Poole	1.4%
Wholesale Trade	42	0.2%	-0.3%	0.2%	1.0%	0.2%	Caltrans	1.0%	Woods & Poole	1.0%
Retail Trade	44	0.1%	-0.6%	0.2%	0.4%	0.2%	Caltrans	0.4%	Woods & Poole	0.4%
Transportation and Warehousing	48	3.7%	0.6%	1.4%	1.5%	1.4%	Caltrans	1.5%	Woods & Poole	1.5%
Information	51	-2.7%	0.3%	0.6%	-0.6%	0.3%	JobsEQ	0.6%	Caltrans	0.6%
Finance and Insurance	52	-3.4%	-0.1%	0.3%	0.7%	0.3%	Caltrans	0.7%	Woods & Poole	0.7%
Real Estate and Rental and Leasing	53	2.2%	0.2%	0.3%	0.4%	0.3%	Caltrans	0.4%	Woods & Poole	0.4%
Professional, Scientific, and Technical Services	54	1.2%	0.7%	0.9%	1.6%	0.9%	Caltrans	1.6%	Woods & Poole	1.6%
Management of Companies and Enterprises	55	-1.0%	0.8%	0.9%	-1.2%	0.9%	Caltrans	0.8%	JobsEQ	0.8%
Administrative and Support Services	56	2.9%	0.0%	0.9%	0.8%	0.8%	Woods & Poole	0.9%	Caltrans	0.9%
Educational Services	61	0.0%	0.1%	0.4%	1.5%	0.4%	Caltrans	1.5%	Woods & Poole	1.5%
Health Care and Social Assistance	62	2.8%	1.0%	3.4%	2.2%	1.0%	JobsEQ	3.4%	Caltrans	3.4%
Arts, Entertainment, and Recreation	71	-1.5%	0.4%	0.6%	2.6%	0.6%	Caltrans	2.6%	Woods & Poole	2.6%
Accommodation and Food Service										
Accommodations	721	0.4%	0.2%	0.6%	1.6%	0.6%	Caltrans	1.6%	Woods & Poole	1.6%
Food Service	722	2.0%	-0.2%	0.6%	1.6%	0.6%	Caltrans	1.6%	Woods & Poole	1.6%
Other Services (except Public Administration)	81	1.7%	0.1%	0.6%	1.0%	0.6%	Caltrans	1.0%	Woods & Poole	1.0%
Public Administration	92	1.9%	-0.2%	0.4%	1.1%	0.4%	Caltrans	1.1%	Woods & Poole	1.1%

Source: US Census; Caltrans; Woods & Poole; JobsEQ; EPS.

**Appendix Table A-8**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**NEQSP Development Enabled Parcels Due to The Campus Infrastructure**

<b>Parcel</b>	<b>APN</b>	<b>Acreage</b>	<b>Status</b>
P1	0111-010-070	21.58	Included; served by new improvements
P2	0111-010-080	37.57	Included; served by new improvements
P3	0111-040-010	39.1	The Campus Site
P4	0111-040-020	31.68	The Campus Site
P5	0111-040-030	32.31	The Campus Site
P6	0111-040-040	52.73	The Campus Site
P7	0111-080-050	101.33	The Campus Site
P8	0111-080-070	12.29	Included; served by new improvements
P9	0111-080-080	6.55	Included; served by new improvements
P10	0111-080-090	10	Included; served by new improvements
P11	0111-080-100	9.07	Included; served by new improvements
P12	0111-080-170	2.21	Excluded; served by improvements
P13	0111-080-180	2.19	Excluded; served by improvements
P14	0111-080-190	9.85	Excluded; served by improvements
P15	0111-080-200	37.14	Included; served by new improvements
P16	0111-080-220	4.56	Included; served by new improvements
P17	0111-080-230	7.5	Included; served by new improvements
P18	0111-190-010	35.78	Excluded; served by improvements
P19	0111-190-020	8.24	Excluded; served by improvements
P20	0111-190-030	88.96	Included; served by new improvements
P21	0111-190-040	2.16	Included; served by new improvements
P22	0111-190-070	20.56	Excluded; served by improvements
P23	0111-190-080	1.27	Excluded; served by improvements
P24	0111-190-090	1.39	Excluded; served by improvements
P25	0111-050-190	59.56	Included; served by new improvements
<b>Total</b>		<b>635.58</b>	
<b>Impact Area:</b>		<b>296.94</b>	

Source: Northeast Quadrant Specific Plan (January 2020); Morton & Pitalo, Inc.; EPS.



## APPENDIX B:

### Ongoing Economic Impacts from On-Site Households

Table B-1	Ongoing Economic Impacts from Households
Table B-2	Household Economic Impact Multipliers, Per \$1,000 in Household Income
Table B-3	Ongoing Household Impact Project Assumptions



**Appendix Table B-1**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Ongoing Economic Impacts from Households (at Buildout, 2024\$)**

Project Element	Employment			Labor Income (millions)			Output (millions)		
	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total
LDR Units	na	270	270	na	\$14.96 M	\$14.96 M	na	\$31.34 M	\$31.34 M
MDR Units	na	78	78	na	\$4.40 M	\$4.40 M	na	\$8.61 M	\$8.61 M
MDR-C Units	na	61	61	na	\$3.42 M	\$3.42 M	na	\$6.71 M	\$6.71 M
HDR Units	na	94	94	na	\$5.24 M	\$5.24 M	na	\$10.98 M	\$10.98 M
<b>Total</b>	<b>na</b>	<b>503</b>	<b>503</b>	<b>na</b>	<b>\$28.03 M</b>	<b>\$28.03 M</b>	<b>na</b>	<b>\$57.64 M</b>	<b>\$57.64 M</b>

Source: Implan; EPS.

**Appendix Table B-2**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Household Economic Impact Multpliers, Per \$1,000 in Household Income**

Project Element	Implan Sector Used	Direct Economic Impact			Indirect Economic Impact			Induced Economic Impact		
		Employment	Labor Income	Output	Employment	Labor Income	Output	Employment	Labor Income	Output
LDR Units	HHs Income \$100-150k	na	na	na	na	na	na	0.0031	\$170	\$356
MDR Units	HHs Income \$70-100k	na	na	na	na	na	na	0.0034	\$191	\$373
MDR-C Units	HHs Income \$70-100k	na	na	na	na	na	na	0.0034	\$191	\$373
HDR Units	HHs Income \$100-150k	na	na	na	na	na	na	0.0031	\$170	\$356

Source: Implan; EPS.

**Appendix Table B-3  
The Campus - Employment Projection and Economic Impact Analysis  
Ongoing Household Impact Project Assumptions**

<b>Project Element</b>	<b>Units</b>	<b>Average Unit Sales Price or Monthly Rent</b>	<b>Required Household Income [1]</b>	<b>Total Minimum Household Income (Rounded, 2024\$)</b>
LDR Units	530	\$671,000	\$166,000	\$87,980,000
MDR Units	166	\$559,000	\$139,000	\$23,074,000
MDR-C Units	119	\$606,000	\$151,000	\$17,969,000
HDR Units	225	\$2,860	\$137,000	\$30,825,000
<b>Total</b>	<b>1,040</b>			<b>\$159,848,000</b>

Source: EPS.

[1] Market Rate household income assumes that annual mortgage payments, plus property taxes and insurance are 30% of income. Mortgage payments assume a 20% down payment, 30-yr term, 5% fixed interest. Taxes and insurance are assumed to equal 2% of home value. Includes a \$150/month estimate for HOA dues. Rental units assume average monthly rent of \$2,860 plus 20% utilities and expenses and maximum of 30% of income spent on housing.



## APPENDIX C: One-Time Economic Impacts from Project Construction

Table C-1	One-time Economic Impacts from Construction
Table C-2	One-Time Economic Impact Multipliers, Per \$1.0 Million in Expenditures
Table C-3	One-Time Construction Impact Project Assumptions

**Appendix Table C-1  
The Campus - Employment Projection and Economic Impact Analysis  
One-time Economic Impacts from Construction (Cumulative, 2024\$)**

Project Element	Employment [1]			Labor Income (millions)			Output (millions)		
	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total
Backbone Infrastructure	201	65	267	\$19.26 M	\$4.12 M	\$23.39 M	\$41.31 M	\$14.22 M	\$55.53 M
Development Site Prep	0	0	0	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M	\$0.00 M
LDR Units	732	298	1,030	\$67.84 M	\$17.36 M	\$85.19 M	\$155.46 M	\$57.77 M	\$213.23 M
MDR Units	158	64	222	\$14.62 M	\$3.74 M	\$18.36 M	\$33.51 M	\$12.45 M	\$45.96 M
MDR-C Units	137	56	193	\$12.74 M	\$3.26 M	\$16.00 M	\$29.19 M	\$10.85 M	\$40.04 M
HDR Units	441	118	558	\$40.93 M	\$6.69 M	\$47.63 M	\$65.08 M	\$22.05 M	\$87.13 M
Retail	53	15	68	\$4.81 M	\$0.90 M	\$5.71 M	\$7.72 M	\$2.99 M	\$10.71 M
Light Industrial/Flex	1,202	335	1,536	\$109.42 M	\$20.41 M	\$129.83 M	\$175.51 M	\$68.08 M	\$243.59 M
<b>Total</b>	<b>2,923</b>	<b>951</b>	<b>3,874</b>	<b>\$269.62 M</b>	<b>\$56.48 M</b>	<b>\$326.10 M</b>	<b>\$507.78 M</b>	<b>\$188.40 M</b>	<b>\$696.18 M</b>
<b>Average Annual (10-Year Buildout)</b>	<b>292</b>	<b>95</b>	<b>387</b>	<b>\$26.96 M</b>	<b>\$5.65 M</b>	<b>\$32.61 M</b>	<b>\$50.78 M</b>	<b>\$18.84 M</b>	<b>\$69.62 M</b>

Source: Implan; EPS.

[1] Person-year jobs.

**Appendix Table C-2**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**One-Time Economic Impact Multitpliers, Per \$1.0 Million in Expenditures**

Project Element	Implan Construction Sub-Sector Used	Direct Economic Impact			Indirect Economic Impact			Induced Economic Impact		
		Employment	Labor Income	Output	Employment	Labor Income	Output	Employment	Labor Income	Output
Backbone Infrastructure	Roads	4.8768	\$466,262	\$1,000,000	0.5684	\$44,369	\$164,071	1.0126	\$55,473	\$180,156
LDR Units	Single Family Residential	4.7060	\$436,352	\$1,000,000	0.9349	\$57,734	\$196,509	0.9843	\$53,907	\$175,081
MDR Units	Single Family Residential	4.7060	\$436,352	\$1,000,000	0.9349	\$57,734	\$196,509	0.9843	\$53,907	\$175,081
MDR-C Units	Single Family Residential	4.7060	\$436,352	\$1,000,000	0.9349	\$57,734	\$196,509	0.9843	\$53,907	\$175,081
HDR Units	Multifamily Residential	6.7692	\$628,976	\$1,000,000	0.4917	\$30,633	\$104,258	1.3184	\$72,202	\$234,504
Retail	Commercial Structures	6.8468	\$623,454	\$1,000,000	0.5752	\$43,339	\$151,009	1.3317	\$72,933	\$236,876
Light Industrial/Flex	Commercial Structures	6.8468	\$623,454	\$1,000,000	0.5752	\$43,339	\$151,009	1.3317	\$72,933	\$236,876

Source: Implan; EPS.

**Appendix Table C-3**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**One-Time Construction Impact Project Assumptions**

<b>Project Element</b>	<b>Units/Sq Ft</b>	<b>Per Unit/Sq Ft Hard Construction Cost (Average)</b>	<b>Total Hard Construction Cost (Rounded, 2024\$)</b>
Backbone Infrastructure	1	\$41,309,000	\$41,309,000
LDR Units	530	\$293,000	\$155,464,000
MDR Units	166	\$202,000	\$33,509,000
MDR-C Units	119	\$245,000	\$29,189,000
HDR Units	225	\$289,000	\$65,080,000
<b>Total Units</b>	<b>1,040</b>		<b>\$283,242,000</b>
Retail	27,000	\$290	\$7,718,000
Opportunity Center	620,000	\$280	\$175,509,000
<b>Total Hard Construction Cost</b>			<b>\$507,778,000</b>

Source: Morton & Pitalo, Inc.; EPS.



## APPENDIX D:

### Sub-Region Share of Workspace Absorption and Employment Data

Table D-1	Vacaville-Dixon-Davis Subregion Share of Solano-Yolo Space Absorption
Table D-2	Employment Trend and Projection, 2013 to 2033—Historic/JobsEQ—Dixon-Davis-Vacaville Subregion
Table D-3	Employment Trend and Projection, 2013 to 2033—Woods & Poole/Caltrans—Dixon-Davis-Vacaville Subregion
Table D-4	Employment Trend and Projection, 2013 to 2033—Historic/JobsEQ—Solano and Yolo Counties
Table D-5	Employment Trend and Projection, 2013 to 2033—Woods & Poole/Caltrans—Solano and Yolo Counties
Table D-6	Employment Trend and Projection, 2013 to 2033—Historic/JobsEQ—City of Dixon



**Appendix Table D-1**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Vacaville-Dixon-Davis Sub-Region Share of Solano-Yolo Space Absorption**

Year	<i>Office-Flex</i>			<i>Industrial-Flex</i>		
	Gross Direct Absorption - Sq Ft		Sub-Region Share of 2- County Region	Gross Direct Absorption - Sq Ft		Sub-Region Share of 2- County Region
	Solano-Yolo	Vacaville-Dixon- Davis		Solano-Yolo	Vacaville-Dixon- Davis	
2024 YTD	604,587	86,070	14%	2,930,787	1,408,140	48%
2023	740,935	168,837	23%	3,359,021	584,868	17%
2022	631,735	214,403	34%	4,122,040	1,841,222	45%
2021	714,846	154,641	22%	6,262,615	1,597,977	26%
2020	634,255	135,590	21%	3,385,108	492,489	15%
2019	924,267	183,067	20%	3,237,792	1,046,791	32%
2018	774,307	106,754	14%	4,185,015	360,611	9%
2017	1,043,931	158,619	15%	5,343,506	831,839	16%
2016	1,018,198	238,302	23%	4,206,306	1,226,173	29%
2015	631,518	154,161	24%	3,374,472	863,709	26%
2014	1,207,111	129,240	11%	5,003,630	485,749	10%
2013	612,105	184,782	30%	4,185,404	551,756	13%
2012	591,265	153,420	26%	3,117,245	632,642	20%
2011	497,262	132,793	27%	4,043,068	666,471	16%
2010	921,570	182,393	20%	1,619,371	250,317	15%

Source: Costar; EPS.

**Appendix Table D-2**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Employment Trend and Projection, 2013 to 2033 - Historic/JobsEQ - Solano and Yolo Counties**

Industry	NAICS	Solano Yolo Counties								Projected Growth				
		2013 Jobs [1]	2023 Jobs	2033 Forecast (Historical Trend)	2033 Forecast (JobsEQ) [2]	2013 to 2023 Growth	2013 to 2023 CAGR	CAGR (JobsEQ Forecast)	2023 Location Quotient [3]	2023 to 2033 Growth (Historical Trend)	2023 to 2033 Growth (JobsEQ Forecast)	SF Per Job [4]	Building Area Demand (High)	Building Area Demand (Low)
<b>Total - All Industries</b>	<b>Total</b>	217,796	248,936	291,550	254,384	31,139	1.3%	0.2%	1.00	42,614	5,448		32,442,247	6,234,178
<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>11</b>	7,041	6,538	6,070	6,784	(503)	-0.7%	0.3%	1.17	(467)	246			
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	<b>21</b>	396	380	365	360	(16)	-0.4%	-0.2%	1.60	(15)	(20)			
<b>Utilities</b>	<b>22</b>	1,600	1,941	2,355	1,857	341	2.0%	-0.5%	1.23	414	(84)	800	331,191	0
<b>Construction</b>	<b>23</b>	11,757	17,052	24,734	16,939	5,296	3.8%	-0.2%	1.34	7,681	(113)			
<b>Manufacturing</b>	<b>31</b>	15,518	18,033	20,954	17,814	2,514	1.5%	0.0%	0.98	2,922	(219)	800	2,337,421	0
<b>Wholesale Trade</b>	<b>42</b>	8,789	8,927	9,066	8,655	137	0.2%	-0.3%	0.97	140	(272)	800	111,616	0
<b>Retail Trade</b>	<b>44</b>	25,603	25,921	26,243	24,221	318	0.1%	-0.6%	1.16	322	(1,700)	600	193,317	0
<b>Transportation and Warehousing</b>	<b>48</b>	11,229	16,103	23,093	16,826	4,874	3.7%	0.6%	1.34	6,990	723	2,200	15,378,766	1,590,554
<b>Information</b>	<b>51</b>	2,480	1,893	1,444	1,933	(587)	-2.7%	0.3%	0.24	(448)	40	250	0	10,101
<b>Finance and Insurance</b>	<b>52</b>	5,280	3,746	2,658	3,726	(1,534)	-3.4%	-0.1%	0.53	(1,088)	(20)	250	0	0
<b>Real Estate and Rental and Leasing</b>	<b>53</b>	2,764	3,449	4,302	3,557	684	2.2%	0.2%	0.81	853	108	250	213,368	27,106
<b>Professional, Scientific, and Technical Services</b>	<b>54</b>	7,864	8,847	9,953	9,497	983	1.2%	0.7%	0.45	1,106	650	250	276,376	162,457
<b>Management of Companies and Enterprises</b>	<b>55</b>	1,871	1,695	1,535	1,840	(176)	-1.0%	0.8%	0.50	(160)	145	250	0	36,359
<b>Administrative and Support Services</b>	<b>56</b>	7,518	9,964	13,204	10,102	2,445	2.9%	0.0%	0.64	3,240	138	250	810,096	34,588
<b>Educational Services</b>	<b>61</b>	33,490	33,593	33,697	34,335	103	0.0%	0.1%	1.64	104	742	1,300	134,679	964,335
<b>Health Care and Social Assistance</b>	<b>62</b>	30,036	39,468	51,861	44,471	9,431	2.8%	1.0%	1.00	12,393	5,003	600	7,435,801	3,001,886
<b>Arts, Entertainment, and Recreation</b>	<b>71</b>	4,326	3,709	3,179	4,008	(617)	-1.5%	0.4%	0.69	(529)	299	600	0	179,584
<b>Accommodation and Food Service</b>	<b>72</b>	19,181	22,695	26,853	22,476	3,514	1.7%	-0.1%	0.96	4,243	(219)		1,998,400	0
<b>Accommodations</b>	<b>721</b>	3,365	3,496	3,633	3,584	132	0.4%	0.2%		137	88	2,000	274,078	175,158
<b>Food Service</b>	<b>722</b>	15,816	19,198	23,304	18,892	3,382	2.0%	-0.2%		4,106	(306)	420	1,724,322	0
<b>Other Services (except Public Administration)</b>	<b>81</b>	5,877	6,926	8,162	7,013	1,049	1.7%	0.1%	0.88	1,236	87	600	741,625	52,053
<b>Public Administration</b>	<b>92</b>	14,775	17,920	21,735	17,802	3,145	1.9%	-0.2%	1.50	3,815	(118)	650	2,479,590	0

Source: JobsEQ (sourced from Quarterly Census of Employment and Wages)

Note: Figures may not sum because of rounding, and exclusion of unclassified sectors.

[1] The job data reflects the annual employment from covered jobs, and does not include self-employment and non-covered jobs.

[2] The JobsEQ projection is a 10-year forecast to 2034 Q1. The 2034 Q1 data represents a four-quarter rolling average.

[3] Location quotient is a measure of relative employment concentration, comparing the region with California.

[4] The estimated square feet of building area per job have been compiled by EPS from a variety of sources over the years and are continually refined.

Appendix Table D-3  
The Campus - Employment Projection and Economic Impact Analysis  
Employment Trend and Projection, 2013 to 2033 - Woods & Poole/Caltrans - Solano and Yolo Counties

Industry	NAICS	Solano Yolo Counties									Projected Growth				
		2013 Jobs [1]	2023 Jobs	2023 Forecast (Woods & Poole) [2]	2023 Forecast (Caltrans) [3]	2013 to 2023 Growth	2013 to 2023 CAGR	CAGR (Woods & Poole Growth Rates)	CAGR (Caltrans Growth Rates)	2023 Location Quotient [3]	2023 to 2033 Growth (Woods & Poole)	2023 to 2033 Growth (Caltrans)	SF Per Job [4]	Building Area Demand (Woods & Poole)	Building Area Demand (Caltrans)
<b>Total - All Industries</b>	<b>Total</b>	217,796	248,936	283,734	274,184	31,139	1.3%	1.3%	1.0%	1.00	34,798	25,249		27,655,240	19,173,890
<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>11</b>	7,041	6,538	7,483	6,630	(503)	-0.7%	1.4%	0.1%	1.17	945	92			
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	<b>21</b>	396	380	442	435	(16)	-0.4%	1.5%	1.4%	1.60	62	55			
<b>Utilities</b>	<b>22</b>	1,600	1,941	2,127	2,220	341	2.0%	0.9%	1.4%	1.23	186	279	800	148,814	223,186
<b>Construction</b>	<b>23</b>	11,757	17,052	18,336	17,052	5,296	3.8%	0.7%	0.0%	1.34	1,284	0			
<b>Manufacturing</b>	<b>31</b>	15,518	18,033	20,669	18,033	2,514	1.5%	1.4%	0.0%	0.98	2,636	0	800	2,108,793	0
<b>Wholesale Trade</b>	<b>42</b>	8,789	8,927	9,889	9,131	137	0.2%	1.0%	0.2%	0.97	962	204	800	769,686	163,232
<b>Retail Trade</b>	<b>44</b>	25,603	25,921	26,944	26,513	318	0.1%	0.4%	0.2%	1.16	1,023	592	600	613,922	355,487
<b>Transportation and Warehousing</b>	<b>48</b>	11,229	16,103	18,660	18,417	4,874	3.7%	1.5%	1.4%	1.34	2,557	2,314	2,200	5,625,983	5,091,255
<b>Information</b>	<b>51</b>	2,480	1,893	1,780	2,011	(587)	-2.7%	-0.6%	0.6%	0.24	(113)	118	250	0	29,572
<b>Finance and Insurance</b>	<b>52</b>	5,280	3,746	4,033	3,849	(1,534)	-3.4%	0.7%	0.3%	0.53	287	103	250	71,652	25,658
<b>Real Estate and Rental and Leasing</b>	<b>53</b>	2,764	3,449	3,596	3,543	684	2.2%	0.4%	0.3%	0.81	147	94	250	36,778	23,620
<b>Professional, Scientific, and Technical Services</b>	<b>54</b>	7,864	8,847	10,320	9,659	983	1.2%	1.6%	0.9%	0.45	1,473	812	250	368,153	203,015
<b>Management of Companies and Enterprises</b>	<b>55</b>	1,871	1,695	1,504	1,850	(176)	-1.0%	-1.2%	0.9%	0.50	(191)	156	250	0	38,885
<b>Administrative and Support Services</b>	<b>56</b>	7,518	9,964	10,833	10,878	2,445	2.9%	0.8%	0.9%	0.64	869	915	250	217,237	228,634
<b>Educational Services</b>	<b>61</b>	33,490	33,593	38,818	34,847	103	0.0%	1.5%	0.4%	1.64	5,225	1,253	1,300	6,792,196	1,629,521
<b>Health Care and Social Assistance</b>	<b>62</b>	30,036	39,468	49,203	55,122	9,431	2.8%	2.2%	3.4%	1.00	9,735	15,654	600	5,840,965	9,392,591
<b>Arts, Entertainment, and Recreation</b>	<b>71</b>	4,326	3,709	4,807	3,940	(617)	-1.5%	2.6%	0.6%	0.69	1,098	231	600	658,917	138,535
<b>Accommodation and Food Service</b>	<b>72</b>	19,181	22,695	26,559	24,108	3,514	1.7%	1.6%	0.6%	0.96	3,864	1,413		2,563,735	937,346
<b>Accommodations</b>	<b>721</b>	3,365	3,496	4,092	3,714	132	0.4%	1.6%	0.6%	1.07	595	218	2,000	1,190,731	435,352
<b>Food Service</b>	<b>722</b>	15,816	19,198	22,467	20,394	3,382	2.0%	1.6%	0.6%	0.95	3,269	1,195	420	1,373,004	501,994
<b>Other Services (except Public Administration)</b>	<b>81</b>	5,877	6,926	7,663	7,357	1,049	1.7%	1.0%	0.6%	0.88	736	431	600	441,783	258,724
<b>Public Administration</b>	<b>92</b>	14,775	17,920	20,069	18,589	3,145	1.9%	1.1%	0.4%	1.50	2,149	669	650	1,396,626	434,628

Source: JobsEQ (sourced from Quarterly Census of Employment and Wages), Woods & Poole Economics 2024 Forecast, Caltrans 2023 Socioeconomic Projection

Note: Figures may not sum because of rounding, and exclusion of unclassified sectors.

- [1] The job data reflects the annual employment from covered jobs, and does not include self-employment and non-covered jobs.
- [2] The projection uses Woods & Poole growth rates for Solano and Yolo counties combined. For educational services, the growth rate is based on the state and local government sector.
- [3] The projection uses Caltrans growth rates for Solano and Yolo counties combined for the closest matching industry sector. For educational services, the growth rate is based on the government sector.
- [4] The estimated square feet of building area per job have been compiled by EPS from a variety of sources over the years and are continually refined.

**Appendix Table D-4**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Employment Trend and Projection, 2013 to 2033 - Historic/JobsEQ - Dixon-Davis-Vacaville Subregion**

Industry	NAICS	Dixon-Davis-Vacaville Subregion								Projected Growth				
		2013 Jobs [1]	2023 Jobs	2033 Forecast (Historical Trend)	2033 Forecast (JobsEQ) [2]	2013 to 2023 Growth	2013 to 2023 CAGR	CAGR (JobsEQ Forecast)	2023 Location Quotient [3]	2023 to 2033 Growth (Historical Trend)	2023 to 2033 Growth (JobsEQ Forecast)	SF Per Job [4]	Building Area Demand (High)	Building Area Demand (Low)
<b>Total - All Industries</b>	<b>Total</b>	70,280	75,839	85,890	77,747	5,559	0.8%	0.2%	1.00	10,051	1,908		6,756,802	2,514,763
<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>11</b>	1,250	892	637	893	(358)	-3.3%	-0.2%	0.52	(255)	1			
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	<b>21</b>	3	18	117	16	15	20.6%	-0.6%	0.25	99	(2)			
<b>Utilities</b>	<b>22</b>	371	362	354	333	(8)	-0.2%	-0.9%	0.75	(8)	(29)	800	0	0
<b>Construction</b>	<b>23</b>	2,589	4,008	6,204	3,915	1,419	4.5%	-0.4%	1.03	2,196	(93)			
<b>Manufacturing</b>	<b>31</b>	4,615	4,111	3,662	3,963	(504)	-1.1%	-0.2%	0.73	(449)	(148)	800	0	0
<b>Wholesale Trade</b>	<b>42</b>	1,265	1,150	1,045	1,081	(115)	-1.0%	-0.6%	0.41	(105)	(69)	800	0	0
<b>Retail Trade</b>	<b>44</b>	9,047	8,964	8,881	8,328	(84)	-0.1%	-0.7%	1.32	(83)	(636)	600	0	0
<b>Transportation and Warehousing</b>	<b>48</b>	1,865	2,391	3,066	2,396	526	2.5%	-0.1%	0.66	675	5	2,200	1,484,802	11,294
<b>Information</b>	<b>51</b>	640	454	322	465	(186)	-3.4%	0.4%	0.19	(132)	11	250	0	2,828
<b>Finance and Insurance</b>	<b>52</b>	1,377	1,181	1,014	1,162	(195)	-1.5%	-0.1%	0.55	(168)	(19)	250	0	0
<b>Real Estate and Rental and Leasing</b>	<b>53</b>	1,015	1,099	1,189	1,139	84	0.8%	0.3%	0.85	91	40	250	22,644	10,105
<b>Professional, Scientific, and Technical Services</b>	<b>54</b>	2,912	2,742	2,582	2,983	(170)	-0.6%	0.8%	0.45	(160)	241	250	0	60,233
<b>Management of Companies and Enterprises</b>	<b>55</b>	135	376	1,051	411	242	10.8%	0.9%	0.37	675	35	250	168,655	8,635
<b>Administrative and Support Services</b>	<b>56</b>	1,521	1,894	2,359	1,904	373	2.2%	-0.2%	0.40	465	10	250	116,152	2,384
<b>Educational Services</b>	<b>61</b>	20,226	19,624	19,040	20,714	(602)	-0.3%	0.4%	3.15	(584)	1,090	1,300	0	1,416,800
<b>Health Care and Social Assistance</b>	<b>62</b>	7,879	11,896	17,961	13,432	4,017	4.2%	1.0%	0.99	6,065	1,536	600	3,639,235	921,739
<b>Arts, Entertainment, and Recreation</b>	<b>71</b>	711	1,013	1,443	1,116	302	3.6%	0.7%	0.61	430	103	600	257,903	61,643
<b>Accommodation and Food Service</b>	<b>72</b>	6,580	7,329	8,162	7,238	748	1.1%	-0.1%	1.02	834	(91)		464,955	0
<b>Accommodations</b>	<b>721</b>	405	468	540	472	63	1.5%	0.0%	0.47	72	4	2,000	144,993	8,599
<b>Food Service</b>	<b>722</b>	6,176	6,861	7,623	6,766	686	1.1%	-0.1%	1.11	762	(95)	420	319,962	0
<b>Other Services (except Public Administration)</b>	<b>81</b>	1,573	2,269	3,274	2,287	696	3.7%	0.0%	0.95	1,004	18	600	602,457	10,504
<b>Public Administration</b>	<b>92</b>	4,602	4,029	3,527	3,921	(573)	-1.3%	-0.4%	1.10	(502)	(108)	650	0	0

Source: JobsEQ (sourced from Quarterly Census of Employment and Wages)

Note: Figures may not sum because of rounding, and exclusion of unclassified sectors.

[1] The job data reflects the annual employment from covered jobs, and does not include self-employment and non-covered jobs.

[2] The JobsEQ projection is a 10-year forecast to 2034 Q1. The 2034 Q1 data represents a four-quarter rolling average.

[3] Location quotient is a measure of relative employment concentration, comparing the region with California.

[4] The estimated square feet of building area per job have been compiled by EPS from a variety of sources over the years and are continually refined.

Appendix Table D-5  
The Campus - Employment Projection and Economic Impact Analysis  
Employment Trend and Projection, 2013 to 2033 - Woods & Poole/Caltrans - Dixon-Davis-Vacaville Subregion

Industry	NAICS	Dixon-Davis-Vacaville Subregion									Projected Growth				
		2013 Jobs [1]	2023 Jobs	2033 Forecast (Woods & Poole) [2]	2033 Forecast (Caltrans) [3]	2013 to 2023 Growth	2013 to 2023 CAGR	CAGR (Woods & Poole Growth Rates)	CAGR (Caltrans Growth Rates)	2023 Location Quotient [3]	2023 to 2033 Growth (Woods & Poole)	2023 to 2033 Growth (Caltrans)	SF Per Job [4]	Building Area Demand (Woods & Poole)	Building Area Demand (Caltrans)
<b>Total - All Industries</b>	<b>Total</b>	70,280	75,839	86,678	83,257	5,559	0.8%	1.3%	1.0%	1.00	10,839	7,418		8,862,079	5,320,136
Agriculture, Forestry, Fishing and Hunting	11	1,250	892	1,021	905	(358)	-3.3%	1.4%	0.1%	0.52	129	13			
Mining, Quarrying, and Oil and Gas Extraction	21	3	18	21	21	15	20.6%	1.5%	1.4%	0.25	3	3			
Utilities	22	371	362	397	414	(8)	-0.2%	0.9%	1.4%	0.75	35	52	800	27,780	41,663
Construction	23	2,589	4,008	4,309	4,008	1,419	4.5%	0.7%	0.0%	1.03	302	0			
Manufacturing	31	4,615	4,111	4,712	4,111	(504)	-1.1%	1.4%	0.0%	0.73	601	0	800	480,782	0
Wholesale Trade	42	1,265	1,150	1,274	1,176	(115)	-1.0%	1.0%	0.2%	0.41	124	26	800	99,147	21,027
Retail Trade	44	9,047	8,964	9,317	9,169	(84)	-0.1%	0.4%	0.2%	1.32	354	205	600	212,299	122,930
Transportation and Warehousing	48	1,865	2,391	2,771	2,734	526	2.5%	1.5%	1.4%	0.66	380	344	2,200	835,308	755,915
Information	51	640	454	427	482	(186)	-3.4%	-0.6%	0.6%	0.19	(27)	28	250	0	7,089
Finance and Insurance	52	1,377	1,181	1,272	1,214	(195)	-1.5%	0.7%	0.3%	0.55	90	32	250	22,598	8,092
Real Estate and Rental and Leasing	53	1,015	1,099	1,145	1,129	84	0.8%	0.4%	0.3%	0.85	47	30	250	11,716	7,525
Professional, Scientific, and Technical Services	54	2,912	2,742	3,198	2,994	(170)	-0.6%	1.6%	0.9%	0.45	456	252	250	114,104	62,922
Management of Companies and Enterprises	55	135	376	334	411	242	10.8%	-1.2%	0.9%	0.37	(42)	35	250	0	8,639
Administrative and Support Services	56	1,521	1,894	2,060	2,068	373	2.2%	0.8%	0.9%	0.40	165	174	250	41,305	43,472
Educational Services	61	20,226	19,624	22,676	20,356	(602)	-0.3%	1.5%	0.4%	3.15	3,052	732	1,300	3,967,800	951,918
Health Care and Social Assistance	62	7,879	11,896	14,830	16,614	4,017	4.2%	2.2%	3.4%	0.99	2,934	4,718	600	1,760,490	2,830,964
Arts, Entertainment, and Recreation	71	711	1,013	1,313	1,076	302	3.6%	2.6%	0.6%	0.61	300	63	600	180,024	37,849
Accommodation and Food Service	72	6,580	7,329	8,577	7,785	748	1.1%	1.6%	0.6%	1.02	1,248	456		649,972	0
Accommodations	721	405	468	547	497	63	1.5%	1.6%	0.6%	0.47	80	29	2,000	159,279	58,235
Food Service	722	6,176	6,861	8,030	7,288	686	1.1%	1.6%	0.6%	1.11	1,168	427	420	490,694	179,406
Other Services (except Public Administration)	81	1,573	2,269	2,511	2,411	696	3.7%	1.0%	0.6%	0.95	241	141	600	144,757	84,775
Public Administration	92	4,602	4,029	4,512	4,179	(573)	-1.3%	1.1%	0.4%	1.10	483	150	650	313,998	97,716

Source: JobsEQ (sourced from Quarterly Census of Employment and Wages)

Note: Figures may not sum because of rounding, and exclusion of unclassified sectors.

[1] The job data reflects the annual employment from covered jobs, and does not include self-employment and non-covered jobs.

[2] The projection uses Woods & Poole growth rates for Solano and Yolo counties combined. For educational services, the growth rate is based on the state and local government sector.

[3] The projection uses Caltrans growth rates for Solano and Yolo counties combined for the closest matching industry sector. For educational services, the growth rate is based on the government sector.

[4] The estimated square feet of building area per job have been compiled by EPS from a variety of sources over the years and are continually refined.

**Appendix Table D-6**  
**The Campus - Employment Projection and Economic Impact Analysis**  
**Employment Trend and Projection, 2013 to 2033 - Historic/JobsEQ - City of Dixon**

Industry	NAICS	City of Dixon								Projected Growth				
		2013 Jobs [1]	2023 Jobs	2033 Forecast (Historical Trend)	2033 Forecast (JobsEQ) [2]	2013 to 2023 Growth	2013 to 2023 CAGR	CAGR (JobsEQ Forecast)	2023 Location Quotient [3]	2023 to 2033 Growth (Historical Trend)	2023 to 2033 Growth (JobsEQ Forecast)	SF Per Job [4]	Building Area Demand (High)	Building Area Demand (Low)
<b>Total - All Industries</b>	<b>Total</b>	5,040	5,908	8,434	5,685	868	1.6%	0.2%	1.00	2,526	(223)		2,172,360	21,639
<b>Agriculture, Forestry, Fishing and Hunting</b>	<b>11</b>	301	186	114	183	(116)	-4.7%	0.3%	1.40	(71)	(3)			
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	<b>21</b>	0	12	12	12	12	na	-0.2%	2.18	(0)	(0)			
<b>Utilities</b>	<b>22</b>	30	10	3	9	(21)	-10.9%	-0.5%	0.25	(6)	(1)	800	0	0
<b>Construction</b>	<b>23</b>	594	422	299	409	(173)	-3.4%	-0.2%	1.39	(123)	(13)			
<b>Manufacturing</b>	<b>31</b>	358	539	812	509	181	4.2%	0.0%	1.24	273	(30)	800	218,100	0
<b>Wholesale Trade</b>	<b>42</b>	339	365	393	338	26	0.7%	-0.3%	1.67	28	(27)	800	22,475	0
<b>Retail Trade</b>	<b>44</b>	1,121	1,056	995	961	(65)	-0.6%	-0.6%	1.99	(61)	(95)	600	0	0
<b>Transportation and Warehousing</b>	<b>48</b>	161	323	651	313	163	7.2%	0.6%	1.14	327	(10)	2,200	720,384	0
<b>Information</b>	<b>51</b>	25	13	7	12	(12)	-6.5%	0.3%	0.07	(6)	(1)	250	0	0
<b>Finance and Insurance</b>	<b>52</b>	115	99	86	94	(16)	-1.5%	-0.1%	0.59	(14)	(5)	250	0	0
<b>Real Estate and Rental and Leasing</b>	<b>53</b>	42	51	63	50	9	2.0%	0.2%	0.51	11	(1)	250	2,804	0
<b>Professional, Scientific, and Technical Services</b>	<b>54</b>	162	199	244	208	37	2.1%	0.7%	0.42	45	9	250	11,324	2,274
<b>Management of Companies and Enterprises</b>	<b>55</b>	31	36	42	38	5	1.5%	0.8%	0.45	6	2	250	1,483	436
<b>Administrative and Support Services</b>	<b>56</b>	108	179	298	179	71	5.2%	0.0%	0.49	118	(0)	250	29,590	0
<b>Educational Services</b>	<b>61</b>	482	488	494	458	6	0.1%	0.1%	1.01	6	(30)	1,300	8,249	0
<b>Health Care and Social Assistance</b>	<b>62</b>	252	343	465	372	90	3.1%	1.0%	0.37	123	29	600	73,604	17,542
<b>Arts, Entertainment, and Recreation</b>	<b>71</b>	33	30	27	32	(3)	-1.0%	0.4%	0.23	(3)	2	600	0	1,361
<b>Accommodation and Food Service</b>	<b>72</b>	556	793	1,131	760	237	3.6%	-0.1%	1.42	339	(33)		159,040	0
<b>Accommodations</b>	<b>721</b>	30	38	49	38	8	2.5%	0.2%		11	0	2,000	21,096	26
<b>Food Service</b>	<b>722</b>	526	755	1,083	722	229	3.7%	-0.2%		328	(33)	420	137,944	0
<b>Other Services (except Public Administration)</b>	<b>81</b>	134	515	1,977	509	381	14.4%	0.1%	2.77	1,462	(6)	600	877,026	0
<b>Public Administration</b>	<b>92</b>	190	247	321	236	57	2.7%	-0.2%	0.87	74	(11)	650	48,281	0

Source: JobsEQ (sourced from Quarterly Census of Employment and Wages)

Note: Figures may not sum because of rounding, and exclusion of unclassified sectors.

[1] The job data reflects the annual employment from covered jobs, and does not include self-employment and non-covered jobs.

[2] The JobsEQ projection is a 10-year forecast to 2034 Q1. The 2034 Q1 data represents a four-quarter rolling average.

[3] Location quotient is a measure of relative employment concentration, comparing the region with California.

[4] The estimated square feet of building area per job have been compiled by EPS from a variety of sources over the years and are continually refined.