Appendix 3.13

Housing Needs Assessment

KEYSER MARSTON ASSOCIATES

HOUSING NEEDS ASSESSMENT

WILLOW VILLAGE MASTER PLAN PROJECT

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City of Menlo Park

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1.0 EXECUTIVE SUMMARY

This Housing Needs Assessment (HNA) provides an analysis of housing supply and housing demand impacts of the proposed Willow Village Master Plan Project (Project) in the City of Menlo Park (City) and evaluates the potential that the proposed Project could contribute to displacement of existing residents within the City of East Palo Alto (East Palo Alto) and the Belle Haven neighborhood of Menlo Park (Belle Haven), two proximate communities identified as having risk factors for displacement. The HNA is part of a range of analyses provided to decision makers and the community to inform and assist in the decision-making and entitlement process for the proposed Project. Preparation of this HNA is required under the terms of a 2017 Settlement Agreement between the cities of Menlo Park and East Palo Alto but is not required by the California Environmental Quality Act (CEQA)[1].

Following is a summary of the key findings of the HNA:

- **Regional Housing Availability[2] Impact** – The proposed Project results in an 815-unit net decrease in housing availability within the region, which is based on the difference between the estimated 2,545-unit regional employee[3] housing demand from new employees and the 1,730 new housing units included in the proposed Project. See Section 1.2 to 1.4 for additional information, including a breakout by affordability level.

- **Housing Availability Increase in Menlo Park** – The net impact on housing availability in Menlo Park is based on an estimated Menlo Park share of the 2,545-unit total regional employee housing demand and the 1,730 new units added by the proposed Project. The Menlo Park share of regional employee housing demand is estimated using two commute share scenarios, based on current commute patterns (7.4% of Meta Platforms, Inc. ("Meta") employees and 5.9% of other employees living in Menlo Park), and based on an increased commute share of 20% that reflects a goal to house a greater share of Menlo Park's workforce in the future.
    - Current Commute Share Estimate – Assuming existing commute patterns hold, there is an estimated net increase in available housing in Menlo Park of 1,553 units, based on the 1,730 new units in the Project, less an estimated Menlo Park share of regional employee housing demand of 177 units.

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[1] In 2016, the City updated its General Plan, specifically the land use and circulation elements, commonly referred to as ConnectMenlo. The City completed and certified a program level EIR for ConnectMenlo, which determined that there would be a less than significant impact on population and housing, except cumulative impacts projected to be reduced to less than significant following an update of the Association of Bay Area Governments' regional forecasts. Pursuant to the terms of the 2017 City of East Palo Alto v. City of Menlo Park Settlement Agreement, preparation of this HNA is required.

[2] See Section 1.2 for a discussion of the term "Housing Availability"

[3] The terms "employee" and "worker" are used interchangeably in this report. Employment figures identified in the HNA are inclusive of both Meta and non-Meta employees within the office, retail, hotel, and multi-family residential components of the proposed Project. Not all employees will be physically present each day.

- Increased Commute Share Estimate – Assuming an increased 20% share of workers are housed in the city, there is an estimated net increase in available housing in Menlo Park of 1,221 units, considering the 1,730 new units in the Project less an estimated Menlo Park share of regional employee housing demand of 509 units.

See Table 1-1 for a summary and Section 1.5 for additional information, including a breakout by affordability level.

Table 1-1. Summary of Housing Availability Impacts

		Menlo Park Share	
	Regional Total	Current Commute Share Estimate	Increased Commute Share Estimate at 20%
A. Added Housing Supply (New Units)	1,730 Units	1,730 Units	1,730 Units
B. Added Employee Housing Demand	2,545 Units	177 Units	509 Units
C. Housing Availability, Net Impact [A. - B.]	(815 Unit) Net Decrease in Available Housing in Region	1,553 Unit Net Increase in Available Housing in Menlo Park	1,221 Units Net Increase in Available Housing in Menlo Park

- **Potential to Contribute to Displacement** – The new jobs, housing, and amenities added by the proposed Project create competing influences on the local housing market and displacement pressures in East Palo Alto and Belle Haven. The large addition to the housing supply from the proposed Project will expand availability of market rate and affordable housing in the local area, which will tend to moderate or counteract displacement pressures to some degree by relieving market pressures on the existing local housing stock. Jobs added by the Project will contribute to regional market pressures on the housing market and may create modest upward pressure on housing costs. However, a comparative analysis of real estate trends in East Palo Alto and Belle Haven to other communities vulnerable to displacement did not find clear evidence of a localized influence on housing costs from the existing Meta campuses. The new parks and shopping opportunities added by the proposed Project offer amenities that may benefit surrounding residential areas and create additional interest in living nearby, which could in turn influence housing costs. While it is challenging to determine which of the competing influences on the housing market and displacement pressures is likely to be most impactful, and a precise prediction of outcomes is not possible, on balance, the analysis suggests the proposed Project would likely, at most, represent a minor contributing factor to the substantial pre-existing displacement pressures in East Palo Alto and Belle Haven. See Section 1.6 for additional information.

1.1 Project Overview

Peninsula Innovation Partners, LLC (Project Sponsor), a subsidiary of Meta, is proposing a multi-phase, mixed-use development that includes up to approximately 1.6 million square feet of office and accessory space (consisting of meeting, collaboration, and conference space), of which a maximum of 1.25 million square feet may be office space, up to approximately 200,000 square feet of non-office commercial/retail uses, a 193-key hotel, up to 1,730 multifamily residential units, parking, and open space improvements. The existing approximately 1,004,000 square feet of office, lab, and warehouse space on the 59-acre main Project Site, currently known as the Menlo Science and Technology Park, would be demolished. In addition, the proposed Project alters two parcels on the west side of Willow Road occupied by retail, restaurants and a service station, known as the Hamilton Avenue North and South parcels, to accommodate realignment of Hamilton Avenue at Willow Road.

A summary of the proposed Project is provided in Table 1-2, below.

Table 1-2. Project Summary

	Building Area	Units / Keys	
	square feet		
Proposed			
Office and Accessory Space (1)	1,600,000		
Dining	23,000		
Grocery	36,000		
Retail Shops	141,000		
Hamilton Ave: Retail / Restaurant (2)	28,162		
Subtotal Office and Commercial	1,828,162		
Residential	1,695,976	1,730	Units
Hotel	172,000	193	Keys
Total New	3,696,138		
Existing			
Office / Lab / Warehouse	1,003,910		
Hamilton Ave: Retail / Restaurant	20,477		
Total Existing	1,024,387		
Net Change	2,671,751	1,730	Units
		193	Keys

Source: Project Description, Willow Village Master Plan Project. ICF International.
Building area excludes parking.
(1) Of the 1.6 million sf of office and accessory space, a maximum of 1.25 million sf may be office and the balance (350,000 sf if the office sf is maximized) is for accessory uses such as meeting and collaboration space, orientation space, training space, and event space.
(2) Includes 15,702 sf of existing space proposed to remain, 4,775 sf to be relocated and rebuilt and 7,685 sf net added sf.

1.2 Housing Availability

The term "housing availability" is used to refer to the combined net housing supply and housing demand impacts of the proposed Project taking into consideration:

a) Construction of new housing units, which adds to housing availability through additions to the housing supply; and

b) Addition of jobs, which reduces housing availability by increasing demand for housing by employees.

HNAs prepared for projects that are exclusively non-residential have not used the term “housing availability” because these projects impact only the demand, or need, for housing. For purposes of a project that includes a residential component, a new term is introduced to describe combined effects on supply and demand for housing.

1.3 Estimated Impacts on Housing Supply and Housing Demand

The proposed Project will have impacts on both the supply and demand for housing. New residential units increase the supply of housing while the non-residential project components increase employment and result in demand for additional housing for workers within commuting distance. The terms “housing need” and “housing demand” are using interchangeably in this report.

- **Added Housing Supply** – The proposed Project would increase housing supply through construction of 1,730 new housing units at full buildout, of which approximately 18 percent (308 units) would be Below Market Rate (BMR) units[4] and the balance would be market rate.

- **Added Housing Demand** – New jobs added by the proposed Project would result in new worker households who need housing somewhere within commuting distance to Menlo Park. The proposed Project creates a demand for an estimated 2,545 additional housing units at full buildout. This includes an estimated need for 2,271 housing units based on the 4,332 jobs[5] added on-site plus an estimated demand for 274 housing units for workers in off-site services to new residents such as restaurants, retail, education, medical care and others. The number of jobs is translated into an estimate of employee housing demand based on an average of 1.91 workers per housing unit.

The proposed Project would result in a net decrease in housing availability of 815 units regionally (within commuting distance of Menlo Park) based on the estimated 1,730 new

[4] The BMR proposal is subject to review and action by the City Council as part of the project entitlements and is subject to change.

[5] For purposes of this analysis, on-site jobs includes both Meta and non-Meta employees who will work within the office, retail, hotel, and multi-family residential components of the proposed Project. Not all employees will be physically present each day.

residential units added to the housing supply minus the 2,545 units of added employee housing demand, as summarized in Table 1-3.

Table 1-3. Summary of Housing Availability Impacts Regionally (Within Commuting Distance)	
A. Added Housing Supply (New Units)	1,730 Units
B. Added Employee Housing Demand Within Commuting Distance	2,545 Units
C. Net Decrease in Housing Availability [A. - B.]	(815 Units)

1.4 Housing Demand and Housing Supply by Income Category

Housing demand and housing supply added by the proposed Project are identified by income category using the following six affordability categories, each expressed in relation to local Area Median Income (AMI):

- Extremely Low Income – households up to 30% of AMI;
- Very Low Income – households from 31% to 50% of AMI;
- Low Income – households from 51% to 80% of AMI;
- Moderate Income – households from 81% to 120% of AMI;
- Above Moderate Income – households from 121% to 150% of AMI; and
- Over 150% of AMI – households over 150% of AMI.

According to the California Department of Housing and Community Development (HCD), the AMI for a family of four in San Mateo County, is $149,600 as of 2021. Section 2 provides income limits applicable to each of the identified income categories. The affordability categories from 0% through 120% AMI reflect those addressed by statewide housing programs such as the Regional Housing Needs Allocation (RHNA) process. In addition, the Above Moderate Income tier is included in the analysis for consistency with HNAs prepared for prior projects in Menlo Park and to provide decision makers with information regarding a broad spectrum of housing affordability levels. Above Moderate Income households also face affordable housing challenges in Menlo Park as well as in the broader Bay Area. In fact, due to the high cost of housing, housing affordability challenges also extend to households earning over 150% of AMI[6], particularly in the for-sale housing market. The Over 150% of AMI category captures households with incomes that exceed 150% AMI and includes all households not included within one of the other income categories.

[6] An income of approximately 221% of AMI is estimated to be needed to afford the median priced home in Menlo Park. The median priced home in Menlo Park is $2.35 million based on home sales from December 2019 through December 2020 from real estate data service provider CoreLogic. Estimates assume a down payment of 30% based on the median down payment for home purchases with a mortgage in Menlo Park estimated from CoreLogic data during this period, 35% of income spent on housing, and a mortgage interest rate of 3.1% based on the average 30-year fixed mortgage rate from January through December 2020 from Freddie Mac Primary Mortgage Market Survey.

The income categories applicable to added employee housing demand are estimated by combining several data sources to estimate the household incomes of employees. Household incomes are then compared to income criteria published by HCD to identify housing demand by income category. Sources include the U.S. Bureau of Labor Statistics Occupational Employment Survey and the U.S. Census. Section 4 provides the supporting analysis for on-site workers and Section 5 provides the analysis for workers within off-site services to new residents such as retail, education, and medical care.

Residential units added by the proposed Project are identified by income category based on the Project Sponsor's proposal for compliance with the City's BMR Program guidelines. For market rate units, affordability level is based on estimated market rate rents and the household income necessary to afford these rents. The supporting analysis is presented in Section 3.

Table 1-4 presents the results of the analysis identifying added housing supply, added employee housing demand regionally (within commuting distance of Menlo Park), and the net decrease in regional housing availability by income category.

Table 1-4. Housing Availability Impacts Regionally (Within Commuting Distance)

	A. Added Housing Supply (New Units)	B. Added Employee Housing Demand Regionally (Within Commuting Distance)	C. Net Decrease in Regional Housing Availability (1) [= A. - B.]
Extremely Low	83	210	(127)
Very Low	37	307	(270)
Low	38	765	(727)
Moderate	496(2)	426	70
Subtotal: 0% to 120% AMI	654	1,708	(1,054)
Above Moderate	1,076	368	708
Subtotal: 0% to 150% AMI	1,730	2,076	(346)
Over 150% AMI	0	469	(469)
Total	1,730	2,545	(815)

(1) Negative figure represents a net decrease in housing availability in the region (added housing demand exceeds added housing supply).
(2) Includes 150 Moderate BMR units and 346 market rate studio units estimated to be affordable to Moderate Income.

As shown in Table 1-4, the 815-unit net decrease in housing availability in the region is comprised of 127 Extremely Low, 270 Very Low, 727 Low, and 469 Over 150% AMI units, partially offset by net increases in available housing within the Moderate and Above Moderate Income categories of 70 and 708 units, respectively. The net increase in available housing in the Moderate and Above Moderate categories results from the number of new housing units exceeding the added employee housing demand within these income categories.

Added housing supply within the Extremely Low, Very Low and Low Income categories identified in Table 1-4 reflect deed-restricted BMR units. Added housing supply within the

Moderate Income category includes 150 proposed Moderate Income deed-restricted BMR units and 346 market rate studio units with estimated rents that fall within a range affordable to Moderate Income households based on the analysis in Section 3. Market rate studio units would not be restricted for occupancy by Moderate Income households and could be occupied by households that have incomes that exceed income criteria for Moderate Income. Market rents are also free to adjust in response to rental market conditions and therefore affordability of the market rate units may adjust as well.

1.5 Menlo Park Share of Housing Supply and Housing Demand Impacts

This section provides an estimate of the share of the proposed Project's impacts on regional housing supply and demand that occur in the City of Menlo Park. All new residential units added by the proposed Project are in the City of Menlo Park; therefore, all 1,730 units are identified as additional housing supply in Menlo Park. The share of the added employee housing demand within Menlo Park is estimated based on commute data identifying the share of those working in Menlo Park who also live in Menlo Park.

Commute Data

According to the U.S. Census 2015-2019 American Community Survey (ACS), 5.9% of those who currently work in the City of Menlo Park also live in the City of Menlo Park. This has declined since the 2000 Census which showed that 7.2% of those who work in Menlo Park live in the city. This share is low compared to most other cities in the Bay Area,[7] attributable to a range of factors such as affordability constraints that already limit workers' ability to find housing within the city and the large number of jobs in Menlo Park relative to the size of the housing stock. Another contributing factor is the location and boundary configuration of the city making many other jurisdictions within a short commute distance.

The share of Meta employees at the company's Menlo Park campuses and leased offices who also live in Menlo Park is approximately 7.4%[8], slightly higher than the overall average of 5.9% of Menlo Park workers that both live and work in the city per the U.S. Census. Many factors influence how people select where to live, including, but not limited to, weather, family, community and cultural factors, housing affordability, quality of schools, access to employment and unit type. The reasons for a somewhat higher than average share of Meta employees living in Menlo Park are not known.

Commute Share Scenarios for Added Employee Housing Demand

To estimate Menlo Park's share of the total regional housing need from the proposed Project, the analysis considers two scenarios, a Current Commute Share Estimate, and an Increased

[7] See Appendix A Table 22 for comparable information for other cities.

[8] Based on data provided by Meta applicable to employees at its existing Menlo Park facilities as of March 2020.

Commute Share Estimate regarding the percentage share of workers who are likely to seek and find housing within Menlo Park:

1. ***Current Commute Share Estimate*** (7.4% for Meta workers / 5.9% for other workers) – The current commute share estimate uses data on existing commute patterns to estimate the number of workers who will live in Menlo Park. The 7.4% existing share of Meta workers who live in Menlo Park is used for workers within the office component of the proposed Project. For all other workers, the 5.9% city-wide average share of Menlo Park's workforce that lives in the city is used.

2. ***Increased Commute Share Estimate at 20%*** *(based on 2000 Nexus Study)* – The City Council has expressed an interest in improving the jobs housing balance and obtaining data to inform the goal of increasing the number of workers who live and work in Menlo Park. Therefore, for informational purposes, the report provides an additional goal-based estimate of housing units in Menlo Park based on a 20% commute share, which was a goal identified in the City's 2000 Commercial Linkage Fee Nexus Study. The possibility that availability and affordability of housing have contributed to a downward trend in Menlo Park's commute share is a primary reason for including this additional goal-based commute share estimate. The goal-based estimate also illustrates a scenario in which the residential units added by the proposed Project encourages a larger share of workers to live in Menlo Park[9].

Menlo Park Share of Regional Housing Supply and Housing Demand Impacts

The percent of workers residing locally with the current and increased commute share estimates are applied to the total regional housing need to calculate the number of workers in the proposed Project that are estimated to seek and find housing in Menlo Park. The two scenarios regarding the Menlo Park share of regional housing demand are then combined with the number of new residential units in Menlo Park to estimate the net impacts on housing availability in Menlo Park.

Current Commute Share Estimate – Results under the Current Commute Share Estimate are presented in Table 1-5, indicating the Menlo Park share of added housing supply, added housing demand, and net impacts on housing availability by income category. As shown, the Menlo Park share of added regional worker housing demand is estimated to total 177 units. The 1,730 new residential units added in Menlo Park by the proposed Project exceed the estimated 177 units of added employee housing demand in Menlo Park by 1,553 units, resulting in a net increase in housing availability in Menlo Park of 1,553 units.

[9] The Project Sponsor has indicated that there will not be any preference or priority for Meta employees to occupy the proposed residential units.

The 1,553-unit estimated net increase in housing availability in Menlo Park with the Current Commute Share Estimate consists of 70 Extremely Low, 15 Very Low, 466 Moderate, and 1,050 Above Moderate units, partially offset by net decreases in housing availability of 14 and 34 units within the Low and Over 150% of AMI categories, respectively. The net decrease in housing availability within the Low and Over 150% AMI categories is a result of added housing demand exceeding added housing supply within these income categories.

Table 1-5. Estimated Menlo Park Share of Regional Housing Availability Impacts - Current Commute Share Estimate

	A. Added Housing Supply in Menlo Park (New Units)	B. Menlo Park Share of Added Regional Worker Housing Demand with Current Commute Share (1)	C. Net Increase in Housing Availability in Menlo Park (2) [= A. - B.]
Extremely Low	83	13	70
Very Low	37	22	15
Low	38	52	(14)
Moderate	496 (3)	30	466
Subtotal: 0% to 120% AMI	654	117	537
Above Moderate	1,076	26	1,050
Subtotal: 0% to 150% AMI	1,730	143	1,587
Over 150% AMI	0	34	(34)
Total	1,730	177	1,553

(1) Current Commute Share is estimated at 7.4% for Meta workers, based on commute data provided by the Project Sponsor and 5.9% for all other workers based on Census data. Assumes distribution by income consistent with total housing need per Table 1-4.
(2) Negative figures represent a net decrease in housing availability (added housing demand exceeds added housing supply).
(3) Includes 150 Moderate BMR units and 346 market rate studio units estimated to be affordable to Moderate Income.

Increased Commute Share Estimate – Results under the Increased Commute Share Estimate (20%) are presented in Table 1-6. Applying an increased commute share of 20% to the total added regional employee housing demand results in an estimated Menlo Park share of regional housing need of 509 units. The 1,730 added residential units exceed the estimated 509 units of added employee housing demand in Menlo Park by 1,221 units with the Increased Commute Share Estimate, resulting in a net increase in housing availability in Menlo Park of 1,221 units.

The 1,221-unit estimated net increase in housing availability in Menlo Park with the Increased Commute Share Estimate consists of 42 Extremely Low, 411 Moderate, and 1,002 Above Moderate units, partially offset by a net decrease in housing availability of 25, 115, and 94 units within the Very Low, Low, and Over 150% of AMI categories, respectively. The net decrease in housing availability within the Very Low, Low, and Over 150% AMI categories is a result of added housing demand exceeding added housing supply within these income categories.

Table 1-6. Estimated Menlo Park Share of Regional Housing Availability Impacts – Increased Commute Share Estimate at 20%			
	A. Housing Supply Added (New Units)	B. Menlo Park Share of Net Increase in Regional Worker Housing Demand with Increased Commute Share (1)	C. Net Increase in Housing Availability in Menlo Park (2) [= A. - B.]
Extremely Low	83	41	42
Very Low	37	62	(25)
Low	38	153	(115)
Moderate	496 (3)	85	411
Subtotal: 0% to 120% AMI	654	341	313
Above Moderate	1,076	74	1,002
Subtotal: 0% to 150% AMI	1,730	415	1,315
Over 150% AMI	0	94	(94)
Total	1,730	509	1,221

(1) Uses 20% Increased commute share as described above. Assumes distribution by income consistent with total housing need per Table 1-3.
(2) Negative figures represent a net decrease in housing availability (added housing demand exceeds added housing supply).
(3) Includes 150 Moderate BMR units and 346 market rate studio units estimated to be affordable to Moderate Income.

The percentage factors used to estimate the Menlo Park share of housing need are applied uniformly across each of the income tiers. The actual distribution by income tier in Menlo Park would likely vary from these estimates based on factors such as the existing housing stock, limited availability of affordable units, and the production of market rate and affordable units in Menlo Park.

1.6 Displacement Analysis

Displacement occurs when housing or neighborhood conditions force existing residents to move, or households feel like their move is involuntary. Displacement can be caused by a range of physical, economic and social factors including but not limited to foreclosure, condominium conversion, building deterioration or condemnation, increased taxes, natural disasters, eminent domain and increases in housing costs[10, 11, 12]. The HNA is focused on economic drivers of displacement, specifically the potential for the proposed Project to affect the local housing market and contribute to increasing housing costs, although these economic drivers may also be associated with physical or social factors.

[10] Center for Community Innovation (2020). Investment and Disinvestment as Neighbors, A Study of Baseline Housing Conditions in the Bay Area Peninsula.

[11] Zuk, M. et. al. 2017. Gentrification, Displacement, and the Role of Public Investment. Journal of Planning Literature. Journal of Planning Literature 1-14.

[12] Bradshaw, K. (2019). Uneven Ground: How unequal land use harms communities in southern San Mateo County. Palo Alto Online. https://paloaltoonline.atavist.com/uneven-ground.

While displacement is not an impact for the purposes of the California Environmental Quality Act (CEQA), displacement has become an increasing regional concern in the Bay Area. A map produced by the Urban Displacement Project, a research and action initiative of UC Berkeley that aims to understand and describe the nature of gentrification and displacement, identifies numerous communities as undergoing displacement or at risk of displacement that extend from San Francisco down the Peninsula to many neighborhoods in San Jose and the East Bay.

The displacement analysis addresses the potential for the proposed Project to contribute to displacement of existing residents in two nearby communities, East Palo Alto and Belle Haven. These communities have risk factors for displacement based on their relatively lower-income existing population that includes a high percentage of households who spend 35% or more of their income on housing. They are identified by the Urban Displacement Project[13] as experiencing on-going gentrification and/or displacement or being at risk of displacement. Another recent study of baseline housing conditions in Belle Haven, East Palo Alto, and North Fair Oaks, prepared by the UC Berkeley Center for Community Innovation and its Y-PLAN initiative, identified similar conclusions[14].

The cost of housing in East Palo Alto and Belle Haven has been increasing rapidly, consistent with trends for the County and the greater Bay Area, which contribute to displacement pressures. These increases in housing costs partly reflect recovery from a decrease in housing prices during the housing market downturn and foreclosure crises during roughly the 2007 to 2012 period. However, during the subsequent economic expansion, the housing market moved well past its prior peak in 2006, although market conditions for some types of housing weakened during the early phases of the global pandemic. The displacement analysis component of the HNA evaluates the potential for the proposed Project to be a contributing factor to displacement pressures in East Palo Alto and Belle Haven by:

1) Evaluating historic relationships between job growth and real estate trends and using historic relationships to estimate the potential indirect influence on housing prices and rents.
2) Quantifying the net housing supply and housing demand impacts from the proposed Project within Menlo Park and East Palo Alto, combined.
3) Reviewing real estate trends in East Palo Alto and Belle Haven since Meta and its affiliates first began occupying its existing campuses in Menlo Park in comparison to other Bay Area communities that are also vulnerable to displacement to evaluate whether there are signs of a localized influence on housing market conditions.

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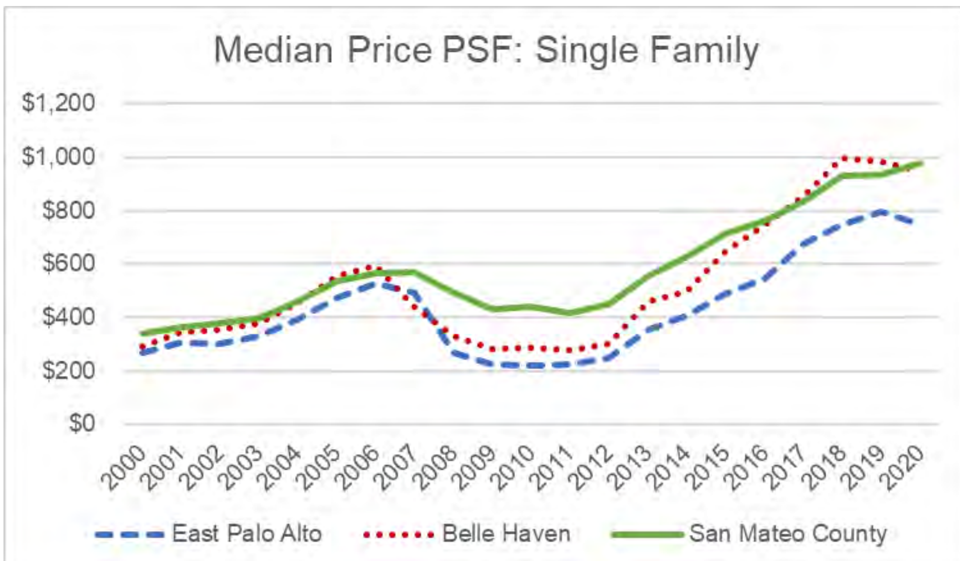
[13] Zuk, M., & Chapple, K. (2019). Urban Displacement Project. http://www.urbandisplacement.org/

[14] Center for Community Innovation (2020). Investment and Disinvestment as Neighbors, A Study of Baseline Housing Conditions in the Bay Area Peninsula.

Home Price Trends

Home prices in East Palo Alto and Belle Haven have generally tracked broader trends in the county housing market, which has experienced significant escalation in prices. During the housing market downturn from 2007 to 2012, prices in the two communities fell further than the county overall but outpaced the county in the subsequent recovery. This pattern likely reflects the impacts of the foreclosure crisis during the housing market downturn, which is reported to have heavily impacted East Palo Alto[15]. Over the entire period from 2000 to 2020 shown in the chart below, escalation in housing prices in East Palo Alto matches that of the county while Belle Haven outpaced the county by an annualized rate of approximately 0.6% per year. Median home prices per square foot (PSF) in 2020 are now nearly 3 times what they were in 2000 in both East Palo Alto and the county overall and are more than 3 times the 2000 price level in Belle Haven.



Source: CoreLogic

Rental Market Trends

Trends in asking rents for available apartments in East Palo Alto were compared to the San Mateo County average for the period from 2000 to 2020. Belle Haven is not presented in the chart due to limited rental market data[16]. Rents increased significantly over the time period

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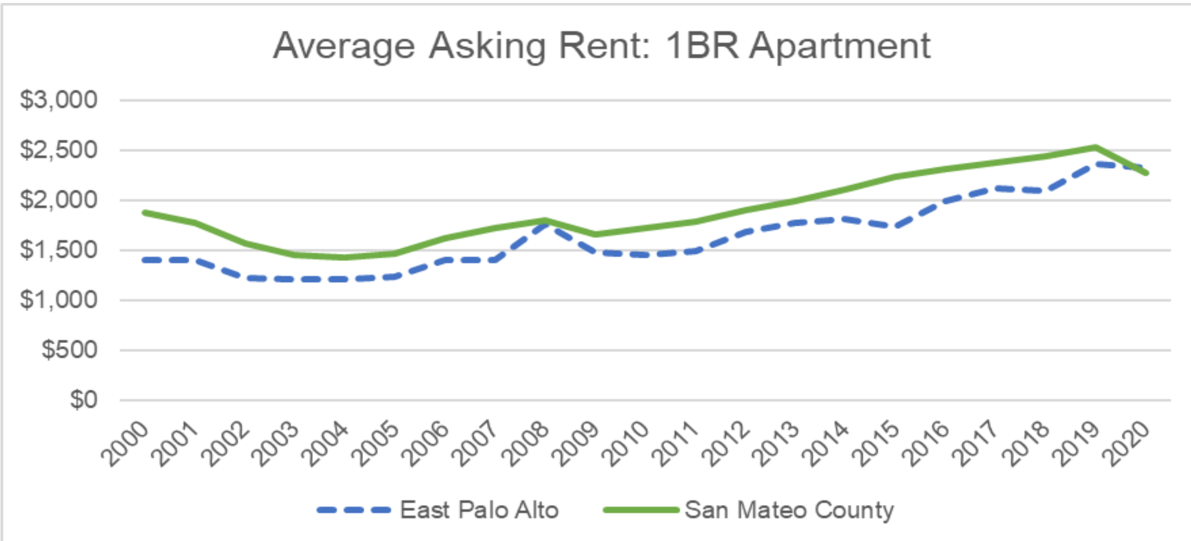
[15] Urban Displacement Project. 2015. East Palo Alto: An Island of Affordability in a Sea of Wealth.

[16] Only approximately 160 units (20%) built before 2016 out of the total 795-unit Belle Haven rental housing stock per the U.S. Census is covered by the historic CoStar data used in the trends analysis. Most rental housing has historically consisted of single-family or small multifamily structures with fewer than five units which are less likely to report rents regularly for purposes of the commercially available data source used in this analysis. Since 2016, two new apartment projects have added approximately 340 units to the rental housing stock, but rents of new apartments tend to command a premium relative to the existing supply and cannot be used for purposes of historic trends at the neighborhood scale. Appendix C Table 13 provides the historic data that is available.

consistent with regional trends. According to CoStar, a commercial provider of multifamily market data, asking rents in East Palo Alto have increased over the period by approximately 67% versus 21% for the county. As indicated in the chart below, rents in East Palo Alto are now similar to the county average.[17]



Source: Mean Asking Rents per CoStar. Includes all one-bedroom apartments regardless of year built.

Indirect Housing Market Effects

Job growth, especially high-income job growth, exerts upward pressure on home prices and rents throughout the region. Potential indirect housing market effects of the proposed Project are analyzed by using a simple linear regression analysis to identify how real estate conditions in San Mateo County and job growth, adjusted for new housing units, have been correlated over the period from 2000 through 2020.[18] The regression analysis findings are then applied to the jobs added by the proposed Project, adjusted for the Project's housing units, to estimate the potential range of effects on the local housing market. Key findings of this analysis are that:

- Rents are highly correlated with job growth; and
- Home prices do correlate with job growth, but the correlation is weaker than for rental housing. Other factors such as interest rates, credit availability, and other economic trends appear to have been more influential for home prices over the 2000 to 2020 period.

[17] Multifamily rental data in this section includes both new and existing buildings. In contrast, the comparison communities analysis excludes new buildings for purposes of the comparison of rental trends in East Palo Alto and eight comparison communities.

[18] Selection of 2000 as the earliest date analyzed was based on availability of rental data from CoStar for 2000 onward. Employment data for 2020 reflects an average of the first three quarters because the Quarterly Census of Employment and Wages had yet to release annual data for 2020.

The potential influence of the proposed Project on housing costs for newly vacated units is estimated to range from a 0.1% increase at the lower end up to a 1.1% increase at the upper end. These findings reflect a range of approaches to the regression analysis designed to provide an estimate of the upper and lower bounds of potential market influence from the proposed Project within East Palo Alto and Belle Haven.

Table 1-7. Analysis of Indirect Housing Market Effects Potential Percentage Influence on Rents and Sales Prices		
	Lower Estimate (3-County Analysis)	Upper Estimate (Single County Analysis)
Correlation with All Job Growth		
Rents	0.12%	0.67%
Sales Prices	0.10%	0.61%
Correlation with High-Wage Job Growth *[to capture potential multiplier effect]*		
Rents	0.18%	1.04%
Sales Prices	0.14%	1.12%

The upper estimate of potential influence on housing costs is based on a “single-county” regression analysis which attributes variation in local rents and home prices to job growth within San Mateo County. The reality is that the San Mateo County economy and housing market are highly integrated with that of the larger Bay Area. Approximately 38% of workers who live in San Mateo County work in San Francisco or Santa Clara counties. Therefore, the upper estimate that attributes changes only to San Mateo County job growth likely overstates the impacts.

The lower estimate is based on a “three-county” analysis that includes San Francisco and Santa Clara counties. A combined 95% of all workers who live in San Mateo County work in one of the three selected counties as shown in Table 7-5. Most San Mateo County workers either work within the county or commute to San Francisco or Santa Clara counties. Job growth in these three counties was anticipated to be most influential on local housing prices and rents. Alameda County was not included because just 3% of workers that live in San Mateo County commute east to jobs in Alameda County. Despite its proximity and accessibility, job growth occurring in Alameda County was assumed to be less influential on the housing market in San Mateo County because few San Mateo County residents commute to jobs located in Alameda County. The three-county analysis may understate the influence of local job growth by treating jobs added anywhere within the three counties as having an equal influence on housing costs in San Mateo County. Since the majority of San Mateo County residents work within the county (57%), job growth within San Mateo County likely has somewhat more of an influence than job growth in Santa Clara County or San Francisco.

The analysis tests how housing costs are correlated with all categories of job growth as well as a separate test of the correlation with high-wage job growth. Technology, bio-tech, and other high-wage sectors help to drive growth in other sectors of the local economy such as retail, food, and transportation supported by spending by these businesses and their workforce. Employment and economic growth generated through subsequent business and employee spending is commonly referred to as the “multiplier effect”. The high-wage jobs analysis is an approach to capturing potential “multiplier effects.” To the extent multiplier effects associated with the high-wage jobs are an influence on local home prices and rents, the effects would be captured in the correlation between high-wage job growth and housing costs. Consistent with this, estimated market effects of the proposed Project are higher for the scenario specifically analyzing high-wage jobs. The high-wage analysis assumes, but does not prove, that high wage jobs are the primary influence on the housing market and that lower wage jobs either have less of an influence on the market or are an indirect result of the high-wage jobs by virtue of the associated multiplier effects.

The analysis of indirect housing market effects has the potential to overstate impacts by not distinguishing the effects of other important contributing factors that are correlated with job growth. Following are examples of factors that are correlated with job growth for which the effects may be ascribed to job growth, overstating the influence of job growth on the housing market:

- *Rising Incomes* – Rising incomes of existing Bay Area households, especially those of higher-income households, enable these households to compete for limited housing supply in the most desirable locations in the Bay Area, contributing to rising housing costs.

- *New Units Coming Online* – Some communities in San Mateo County, such as Redwood City, have seen construction of a significant number of new rental units that offer superior amenities and command premium rental rates. Inclusion of these new units in the data set could bring up averages even if rents for existing units are not increasing, or not increasing at the same pace. Therefore, one contributing factor to rising rents within the county overall may simply be the addition of newer units that can command higher rents.

For rental housing, the midpoint of the upper and lower percentage impact estimates presented in Table 1-7 are 0.39% based on all jobs and 0.61% based on high-wage jobs. With for-sale housing, the midpoints are 0.36% based on all jobs and 0.63% based on high-wage jobs. The percentage findings presented in Table 1-7 may be converted to a potential dollar influence on housing costs. Multiplying the percentages applicable to rental housing by the average effective East Palo Alto rent of $2,766 per month (per CoStar for the year 2020), yields an estimated potential impact in the range of $11 to $17 per month. For for-sale housing, a comparable analysis applying the percentages to current median home prices and mortgage rates translates to a potential monthly mortgage payment increase for potential purchasers of homes available for sale in East Palo Alto and Belle Haven of between $10 and $22 per month.

Menlo Park has already issued building permits for 1,416 housing units during the current RHNA planning cycle for 2015 to 2023 and East Palo Alto has issued building permits for 222 units for a combined 1,638 units[19]. Menlo Park has a RHNA allocation for the 2023 to 2031 planning period of 2,946 units and East Palo Alto has an allocation of 829 units for a combined 3,775 units. In addition to the proposed Project, Menlo Park has over 1,500 additional housing units in the development pipeline in the vicinity and East Palo Alto has a pipeline of nearly 1,000 new units,[20] resulting in a combined 2,500 additional pipeline units in the vicinity, of which approximately 600 units would be below market rate (BMR) affordable units[21]. Estimates of potential impact on rents and home prices are before considering any offsetting effects of this additional new housing construction that is expected to absorb additional housing demand and moderate or offset the potential effects that are estimated.

Increase in Housing Availability in East Palo Alto and Menlo Park Combined

The proposed Project results in a net increase in housing availability of 1,195 units in Menlo Park and East Palo Alto combined. This estimate considers the 1,730 new units added and a 535-unit estimated combined share of employee housing demand within Menlo Park and East Palo Alto, for a net increase in housing availability of 1,195 units. Estimated housing demand in Menlo Park is conservatively based on the Increased Commute Share Estimate while the estimated share of housing demand in East Palo Alto is based on existing commute share data. The net addition in available housing is within the Extremely Low, Moderate and Above Moderate Income categories. The 1,195-unit estimated net increase in available housing in East Palo Alto and Menlo Park is an indication that the proposed Project will help to absorb existing and future housing demand within the two communities, which will help to offset or moderate displacement pressures.

[19] 2020 Housing Element Annual Progress Reports for Menlo Park and East Palo Alto.

[20] October 6, 2020 City of East Palo Alto Staff Report to the City Council RE: Follow-Up on Study Session Related to the Affordable Housing Component of the Euclid Improvements (Woodland Park) Project, Attachment 1. East Palo Alto Housing Breakdown, which indicates approved, planned, proposed or under construction housing units totaling 969 units, not including rebuilt units.

[21] Pipeline total of approximately 600 additional BMR units is summarized from prior HNA's prepared by KMA for projects in the Bayfront Area, the applicant proposals for 123 Independence, the City of Menlo Park summary of pipeline projects in the Bayfront Area, and the staff report referenced in the prior footnote with respect to East Palo Alto pipeline projects.

Comparative Analysis of Real Estate Trends

To inform an understanding of the extent to which localized market trends in East Palo Alto and Belle Haven varied from broader regional trends since Meta and its affiliates began occupying its existing facilities in Menlo Park in 2011, real estate market trends in both communities since 2011 were analyzed in comparison to trends within other Bay Area locations that are also vulnerable to displacement.

For the comparative review of real estate trends, a total of eight comparison geographies were selected. Seven were selected based on comparable demographic, housing market, or displacement risk conditions. In addition, San Mateo County was included to provide a reference point for broader market conditions. The list of comparison geographies is as follows:

- Downtown Redwood City
- Hayward (selected zip codes)
- Bayfair / San Leandro
- Fruitvale/Oakland
- West Berkeley
- North Richmond
- East San Jose
- San Mateo County

The comparative review of real estate trends since Meta and its affiliates first began occupying its existing Menlo Park facilities does not show clear evidence of a localized influence on market conditions distinguishable from regional trends. While East Palo Alto and Belle Haven have experienced significant increases in home prices, the increases are within the range of other comparison communities in the Bay Area. The increase in apartment rents in East Palo Alto, while higher than most comparison communities, is still less than the increase that has occurred in Bayfair / San Leandro and comparable to rent growth in Hayward.

1. *Home Price Trends* – Trends in home prices for East Palo Alto and Belle Haven were compared to eight other communities for the period from 2011 to 2020 since Meta and its affiliates first began occupying its existing Menlo Park facilities. Home prices increased significantly for all the communities consistent with regional trends. East Palo Alto and Belle Haven each experienced an approximately 230% to 240% increase in pricing over the period. This increase was below the 380% increase in North Richmond and the 280% increase in Oakland's Fruitvale neighborhood. The other comparison communities ranged from a 134% to a 214% increase. These across-the-board increases are a reflection of the booming Bay Area economy over most of the past decade as well as recovery from the housing market crash and foreclosure crisis. The data indicates the very significant increases in home prices for East Palo Alto and Belle Haven are within the same range as other comparison communities in the Bay Area.

2. *Rental Market Trends* – Trends in asking rents for available, existing market rate apartments in East Palo Alto were compared to five other communities for the period from 2011 to 2020 since Meta and its affiliates first began occupying its existing campuses. Rents increased significantly for all the communities consistent with regional trends. Rents in East Palo Alto increased by 56% over the period, below the 62% increase in San Leandro, about the same as the increase in Hayward, and above the other comparisons, which ranged from a 34% to a 49% increase. Reliable data for Belle Haven, North Richmond, Fruitvale, and West Berkeley was not available.

Potential for Project to Contribute to Displacement in East Palo Alto and Belle Haven

The new jobs, housing, and amenities added by the proposed Project create competing influences on the local housing market and displacement pressures in East Palo Alto and Belle Haven. New jobs added by the Project may have a minor potential influence on housing costs by contributing to regional market pressures, as detailed in the analysis of the historical relationship between regional job growth and housing costs. While housing costs in East Palo Alto and Belle Haven are susceptible to regional market pressures, the comparative analysis of local real estate trends does not identify clear evidence of an additional, localized influence of job growth at the existing Meta campuses that can be distinguished from what many Bay Area communities experienced during the economic expansion of the prior decade. New residential units added by the Project will help to offset new housing demand generated by new workers. The expansion in the availability of market rate and affordable housing in the local area will tend to moderate or counteract displacement pressures to some degree by relieving market pressures on the existing housing stock, as has been demonstrated in recent research on the localized market effects of new housing development.[22] Finally, the new publicly accessible open spaces and shopping opportunities added by the proposed Project offer amenities that

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[22] Asquith, Brian J., Evan Mast, and Davin Reed. 2019. "Supply Shock Versus Demand Shock: The Local Effects of New Housing in Low-Income Areas." Upjohn Institute Working Paper 19-316. W. E. Upjohn Institute for Employment Research. https://doi.org/10.17848/wp19-316

Damiano, Anthony, Frenier, Chris. 2020. “Build Baby Build?: Housing Submarkets and the Effects of New Construction on Existing Rents” University of Minnesota CURA Center for Urban and Regional Affairs. https://www.tonydamiano.com/project/new-con/bbb-wp.pdf

Li, Xiaodi. 2019. “Do New Housing Units in Your Backyard Raise Your Rents?” NYU Wagner and NYU Furman Center. https://72187189-93c1-48bc-b596-fc36f4606599.filesusr.com/ugd/7fc2bf_2fc84967cfb945a69a4df7baf8a4c387.pdf

Mast, Evan. 2019. “The Effect of New Market-Rate Housing Construction on the Low-Income Housing Market” Upjohn Institute Working Paper 19-307 W. E. Upjohn Institute for Employment Research. https://research.upjohn.org/cgi/viewcontent.cgi?article=1325&context=up_workingpapers

Pennington, Kate. 2021. “Does Building New Housing Cause Displacement?: The Supply and Demand Effects of Construction in San Francisco.” Department of Agricultural and Resource Economics, University of California, Berkeley. https://www.dropbox.com/s/oplls6utgf7z6ih/Pennington_JMP.pdf?dl=0

Phillips, Shane, Manville, Michael, Lens Michael. 2021. “Research Roundup: The Effect of Market-Rate Development on Neighborhood Rents” UCLA Lewis Center for Regional Policy Studies. https://www.lewis.ucla.edu/research/market-rate-development-impacts/

may also benefit surrounding residential areas and may create additional interest in living in nearby areas, which could in turn influence housing costs. While it is challenging to determine which of the competing influences on the housing market and displacement pressures is likely to be most impactful, and a precise prediction of outcomes is not possible, on balance, the analysis suggests the proposed Project would likely, at most, represent a minor contributing factor to the substantial pre-existing displacement pressures in East Palo Alto and Belle Haven.

2.0 INTRODUCTION

This Housing Needs Assessment (HNA) provides an analysis of the proposed Project's impact on housing supply and housing demand and evaluates its potential to contribute to displacement of existing residents of the City of East Palo Alto (East Palo Alto) and the Belle Haven neighborhood of Menlo Park (Belle Haven), two proximate communities identified as having risk factors for displacement. The report has been prepared by Keyser Marston Associates (KMA) for the City of Menlo Park under a subcontract agreement with ICF International, prime consultant responsible for preparation of the Environmental Impact Report (EIR).

In 2016, the City updated its General Plan, specifically the land use and circulation elements, and its Zoning Ordinance (commonly referred to as ConnectMenlo). The City completed and certified a program level EIR for ConnectMenlo, which determined that there would be a less than significant impact on population and housing, except cumulative impacts projected to be reduced to less than significant following an update of ABAG regional forecasts. However, pursuant to the terms of the 2017 City of East Palo Alto v. City of Menlo Park Settlement Agreement (Settlement Agreement), preparation of this HNA is required. This HNA has been prepared consistent with the terms of that settlement agreement.

The following housing-related topics are addressed in this HNA:

1) Net impact on housing availability by income level, considering the combined effects of added housing supply and added employee housing demand;

2) Share of housing availability impacts estimated to occur within the City of Menlo Park; and

3) Potential for the proposed Project to contribute to rising housing costs and displacement of existing residents in East Palo Alto and Belle Haven.

These housing-related impacts are not required to be analyzed under the California Environmental Quality Act (CEQA) since economic or social changes are not considered significant effects on the environment. Nevertheless, this information is required by the settlement agreement and may be of interest to decision-makers and/or the public in evaluating the merits of the proposed Project.

2.1 Project Description

Peninsula Innovation Partners, LLC (Project Sponsor), a subsidiary of Meta, is proposing a multi-phase, mixed-use development that includes up to approximately 1.6 million square feet of office and accessory space (consisting of meeting, collaboration, and conference space), of which a maximum of 1.25 million square feet may be office space, up to approximately 200,000 square feet of non-office commercial/retail uses, a 193-key hotel, up to 1,730 multifamily residential units, parking, and open space improvements. The existing approximately 1,004,000 square feet of office, lab, and warehouse space on the 59-acre Project site currently known as the Menlo Science and Technology Park would be demolished. In addition, the proposed Project also alters two parcels on the west side of Willow Road occupied by retail, restaurants and a service station, known as the Hamilton Avenue North and Hamilton Avenue South parcels, to accommodate realignment of Hamilton Avenue at Willow Road and increase building area by approximately 7,700 square feet. The Project site encompasses the following addresses:

> Main project site: 1350–1390 Willow Road, 925–1098 Hamilton Avenue, 1005–1275 Hamilton Court; and
>
> Hamilton Avenue Parcels North and South: 871–883 Hamilton Avenue, and 1399-1401 Willow Road.

A summary of the proposed Project is provided in Table 2-1, below.

Table 2-1. Project Summary			
	Building Area	Units / Keys	
	square feet		
Proposed			
Office and Accessory Space (1)	1,600,000		
Dining	23,000		
Grocery	36,000		
Retail Shops	141,000		
Hamilton Ave: Retail / Restaurant (2)	28,162		
Subtotal Office and Commercial	1,828,162		
Residential	1,695,976	1,730	Units
Hotel	172,000	193	Keys
Total New	3,696,138		
Existing			
Office / Lab / Warehouse	1,003,910		
Hamilton Ave: Retail / Restaurant	20,477		
Total Existing	1,024,387		
Net Change	2,671,751	1,730	Units
		193	Keys

Source: Project Description, Willow Village Master Plan Project. ICF International.
Building area excludes parking.
(1) Of the 1.6 million sf of office and accessory space, a maximum of 1.25 million sf may be office and the balance (350,000 sf if the office sf is maximized) is for accessory uses such as meeting and collaboration space, orientation space, training space, and event space.
(2) Includes 15,702 sf of existing space proposed to remain, 4,775 sf to be relocated and rebuilt and 7,685 sf net added sf.

The Project is comprised of three distinct districts including a:

- Residential/Shopping District encompassing the proposed residential units, grocery, and a portion of the dining and retail shops;
- Town Square District including the hotel, dining and retail uses; and
- Campus District encompassing the office and accessory space, parking and a portion of the retail space.

See the Draft Environmental Impact Report for the Willow Village Master Plan Project, Project Description for more information regarding the proposed Project.

2.2 Estimated On-Site Employment

The proposed Project is estimated to accommodate a total of approximately 8,128 employees, representing a net increase of 4,332 employees from the 3,796 existing on-site employees, as summarized in Table 2-2. Employment figures identified in Table 2-2 and throughout the HNA are inclusive of both Meta and non-Meta employees within the office, retail, hotel, and multi-family residential components of the proposed Project. Not all employees will be physically present each workday considering remote work, vacations, and other factors.

Table 2-2. Estimated Net Change in On-Site Employment		
New Employment	8,128	Employees
Existing Employment	3,796	Employees
Net Change	4,332	Employees

Source: *Project Description, Willow Village Master Plan Project. ICF International, 2021.*

Table 2-3 provides a breakdown of employment by project component. Within the Campus District, employment in food service and building services such as maintenance, janitorial, and security are broken out separately as these services are often provided by separate contractors. Separately identifying employees of these service providers allows differences in compensation levels to be considered in the analysis. Employment estimates are drawn from the DEIR or provided by the Project Sponsor except as otherwise noted in footnotes to Table 2-3.

Table 2-3. Estimated Net Change in On-Site Employment				
Project Component	Development			Employment
	Square Feet	Units/Keys		
Proposed				
Office and Accessory Space				
Office employment				6,950
Food Service employment				198
Fitness Center employment				17
Building Services employment (1)				189
Campus District Total	1,600,000 (4)			7,354
Retail				
Dining	23,000			160
Grocery	36,000			75
Shops	141,000			130
Subtotal Main Project Site Retail	200,000			365
Hamilton Ave Retail	28,162			164
Retail Total	228,162			529
Hotel	172,000	193	Keys	210
Residential	1,695,976	1,730	Units	35
Total New Employment	3,696,138			8,128
Existing				
Main Project Site				
Meta employees				3,500
Other Existing Tenants (2)				70
Building Services (1) (3)				96
Total Main Project Site	1,003,910			3,666
Hamilton Ave: Retail	20,477			130
Total Existing	1,024,387			3,796
Net Change	2,671,751			4,332

Sources: *DEIR Project Description, Willow Village Master Plan Project. ICF International*.

(1) Includes security, janitorial and maintenance employment. Security and janitorial employment estimated by Project Sponsor based on existing employment levels. Maintenance employment estimated based upon International Facility Management Association (IFMA), Operations and Maintenance Benchmarks Research Report #33. For proposed employment, the estimate is based on one employee per 50,000 square feet, which reflects a 20% increase over indicated averages due to employment density in excess of the typical range for office. For existing, the estimate is based on 60,000 square feet per employee, without the upward adjustment for employment density.
(2) Other existing tenants include a dialysis clinic, a non-profit hub, and other tenants within the existing warehousing and industrial uses.
(3) Estimated based on the ratio between the Project Sponsor estimate of janitorial and security employment in the proposed development and office employment in the proposed development, plus maintenance employment estimated consistent with footnote 1.
(4) Of the 1.6 million sf of office and accessory space, a maximum of 1.25 million sf may be office and the balance (350,000 sf if the office sf is maximized) is for accessory uses such as meeting and collaboration space, orientation space, training space, and event space.

2.3 Multiplier Effects

Technology, bio-tech, and other high-wage sectors of the local economy can drive growth in other sectors such as retail, food, transportation, construction and professional services that are supported by the spending of these businesses and their workforce. Economic growth generated through business and employee spending is commonly referred to as the "multiplier effect." Multiplier effects include indirect effects, which relate to businesses that provide goods and services supporting the operations of the business or project under study, and induced impacts, which relate to economic activity generated as workers spend their incomes in the local economy. The Settlement Agreement requires an evaluation, to the extent possible, of the effect that indirect and induced employment may have on the housing market and displacement. The requirement to analyze the potential impacts associated with "multiplier effects" on the local housing market is addressed in two ways, as described below, consistent with the methodology used by other recent HNAs prepared for the City since the Settlement Agreement was adopted.

For residential uses, indirect and induced jobs located off-site in retail, restaurants, education, medical care and other services to residents are quantified through the analysis presented in Section 5. These off-site jobs are quantified using the IMPLAN (IMpact Analysis for PLANning) model, a model widely used to quantify the impacts of changes in a local economy. Off-site jobs are estimated and included in the analysis of housing availability and displacement impacts.

For non-residential uses, potential effects on the housing market and displacement related to multiplier effects are taken into account through the analysis in Section 7. The approach is to capture potential housing market effects by analyzing historical relationships between local rents and sales prices and growth of jobs in high-wage sectors of the local economy that are primary drivers of multiplier effects. This approach allows potential housing market and displacement effects arising from multiplier effects to be assessed directly. Businesses occupying the non-residential project components are likely to utilize services or purchase supplies from off-site businesses that are more widely dispersed relative to the spending patterns of residents. For example, specialized legal or accounting services might be provided by a firm in San Francisco or Washington D.C., or wherever the relevant expertise is identified. Induced jobs supported by the spending of employees within non-residential project components will also be more widely distributed, mirroring the commute patterns of employees as identified in Table 6-5. Given the mixed-use nature of the proposed Project, with on-site retail and restaurant uses, a share of indirect and induced impacts will be internalized and included as part of on-site employment totals. Rather than attempt to quantify the number and location of off-site indirect and induced jobs and then assesses housing market and displacement impacts arising from those jobs, the analysis takes a more direct approach of assessing potential housing market and displacement effects associated with multiplier effects through an analysis of historical data, as described in Section 7. The Section 7 analysis of potential housing market effects from added jobs identifies greater impacts in the scenario designed to capture potential multiplier effects, consistent with the concept that multiplier effects could lead to greater impacts.

2.4 Income Definitions

The income levels or tiers used in the analysis are expressed in relation to local Area Median Income (AMI). For example, Extremely Low Income is defined as households earning up to 30% of AMI. The AMI for each county or group of counties is issued annually by the U.S. Department of Housing and Urban Development (HUD), and released by the California Department of Housing and Community Development. Most housing programs and policies in California and its jurisdictions utilize these income definitions. The City of Menlo Park is covered by and utilizes the AMI information provided for San Mateo County.

Per HCD and statewide programs, the analysis includes households earning less than 120% AMI. In addition, an Above Moderate Income tier covering 120% to 150% AMI is presented in this analysis because this income tier also faces affordable housing challenges in Menlo Park and the greater Bay Area. In fact, due to the high cost of housing in Menlo Park, housing affordability challenges even extend to households earning more than 150% of AMI[23], especially in the for-sale housing market. As with HNAs prepared for prior projects in Menlo Park, the Above Moderate Income tier was included to provide decision makers more information on the housing needs of a broad spectrum of housing affordability levels.

In summary, the income tiers used in the analysis are:

- Extremely Low Income – households up to 30% of AMI;
- Very Low Income – households from 31% to 50% of AMI;
- Low Income – households from 51% to 80% of AMI;
- Moderate Income – households from 81% to 120% of AMI;
- Above Moderate Income – households from 121% to 150% of AMI; and
- Over 150% of AMI – households over 150% of AMI.

The 2021 income limits by household size are presented below in Table 2-4.

[23] An income of approximately 221% of AMI, is estimated to be needed to afford the median priced home in Menlo Park. The median priced home in Menlo Park is $2.35 million based on home sales from December 2019 through December 2020 from real estate data service provider CoreLogic. Estimates assume a down payment of 30% based on the median down payment for home purchases with a mortgage in Menlo Park estimated from CoreLogic data during this period, 35% of income spent on housing, and a mortgage interest rate of 3.1% based on the average 30-year fixed mortgage rate from January through December 2020 from Freddie Mac Primary Mortgage Market Survey.

Table 2-4. 2021 Household Income Limits							
		Income Limit by Household Size					
Income Category	Percent of AMI	1-person	2-person	3-person	4-person	5-person	6-person
Extremely Low	30% of AMI	$38,400	$43,850	$49,350	$54,800	$59,200	$63,600
Very Low Income	50% of AMI	$63,950	$73,100	$82,250	$91,350	$98,700	$106,000
Low Income	80% of AMI	$102,450	$117,100	$131,750	$146,350	$158,100	$169,800
Moderate Income	120% of AMI	$125,650	$143,600	$161,550	$179,500	$193,850	$208,200
Above Moderate	150% of AMI	$157,050	$179,550	$202,000	$224,400	$242,350	$260,350
Median Income	100% of AMI	$104,700	$119,700	$134,650	$149,600	$161,550	$173,550

AMI = Area Median Income, San Mateo County 2021
Source: California Department of Housing and Community Development

2.5 Report Organization

This report is organized into eight sections and three appendices:

- Section 1.0 provides an Executive Summary;
- Section 2.0 provides an Introduction;
- Section 3.0 identifies the income categories applicable to the new residential units;
- Section 4.0 provides an analysis of worker housing needs for added on-site jobs;
- Section 5.0 estimates housing demand by income for off-site workers in services to new residents such as restaurants, retail and health care;
- Section 6.0 combines the findings of Sections 3, 4 and 5 to estimate the net impact on housing availability and the share of net impacts occurring within the City of Menlo Park;
- Section 7.0 provides a discussion of the potential for the proposed Project to contribute to displacement of existing residents in East Palo Alto and Belle Haven;
- Section 8.0 provides an analysis of the Increased Residential Density Variant addressed in the DEIR;
- Appendix A provides supporting tables on worker occupation and incomes;
- Appendix B includes a summary of U.S. Census data for East Palo Alto and Belle Haven; and
- Appendix C provides supporting technical tables for the displacement analysis.

2.6 Data Sources and Qualifications

The analysis in this report has been prepared using the best and most recent data available. Sources include the American Community Survey (ACS) of the U.S. Census[24], the U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages and Occupational Employment Survey, commercial data providers CoStar, CoreLogic, ESRI Business Analyst, and employee commute data from Meta. Local data was used wherever possible. Other sources are noted in the text and footnotes. While KMA believes all sources utilized are sufficiently accurate for the purposes of the analysis, KMA cannot guarantee their accuracy. KMA assumes no liability for information from these or other sources.

[24] Much of the U.S. Census data utilized in this report is from the 2015-2019 American Community Survey (ACS). Data from the 2020 Decennial Census is partially available as of the date of preparation but data relevant to the HNA is yet to be released.

3.0 HOUSING UNITS ADDED BY THE PROJECT BY INCOME CATEGORY

This section estimates how the 1,730 new residential units added by the proposed Project will be distributed by income or affordability category.

3.1 Below Market Rate Housing Units

The City's Below Market Rate (BMR) Housing Program codified in Chapter 16.96 of the City's Zoning Code requires residential development projects with twenty or more units to provide no less than 15% BMR affordable units. Non-residential projects are required to provide BMR units on site or off site or pay an in-lieu fee. The Project Sponsor has proposed to comply with residential and non-residential BMR requirements by including 308 BMR affordable units on-site, representing approximately 17.8% of the total units. Therefore, of the 1,730 total units, 1,422 units would be market rate units and 308 would be BMR affordable units. Up to 120 of the BMR units would be part of a senior housing community. BMR rental units are required by the City's BMR ordinance and guidelines to be affordable to Low Income households. Alternative affordability levels are permitted under the City's BMR guidelines if determined to be roughly equivalent to providing all BMR units at Low Income. The Project Sponsor is proposing to provide a mix of Extremely Low, Very Low, Low and Moderate Income BMR units, as summarized in Table 3-1. In addition, the Project Sponsor is requesting the City remove the requirement established in the City's BMR guidelines that rents for BMR units be no higher than 75% of comparable market rate rents through the conditional development permit (CDP) that would regulate development of the main Project Site.

Table 3-1. Market Rate and BMR Units

		Residential Units	Percent of Units
Market Rate Rental Units		1,422	82.2%
	Proposed % AMI		
BMR Senior - Extremely Low	25% and 30%	83	4.8%
BMR Senior - Very Low	50%	37	2.1%
BMR Inclusionary - Low	80%	38	2.2%
BMR Inclusionary - Moderate	90%, 100%, 110%, 120%	150	8.7%
Subtotal BMR Units		308	17.8%
Total Units		1,730	100.0%

AMI = Area Median Income

3.2 Affordability Level of Market Rate Units

The proposed Project will include 1,422 market rate rental units including a mix of studios, one-, two- and three-bedroom units. The proposed number of units by square footage and bedroom size is summarized in Table 3-2. Market rate studio units are estimated to be affordable to households in the Moderate Income category while market rate one-, two-, and three-bedroom units are estimated to be affordable for households with Above Moderate Income. Estimated affordability levels are based on estimated market rate rents for the units. Market rate units will not be deed restricted; therefore, the affordability level could change over time as market conditions and the income criteria used to determine affordability level change.

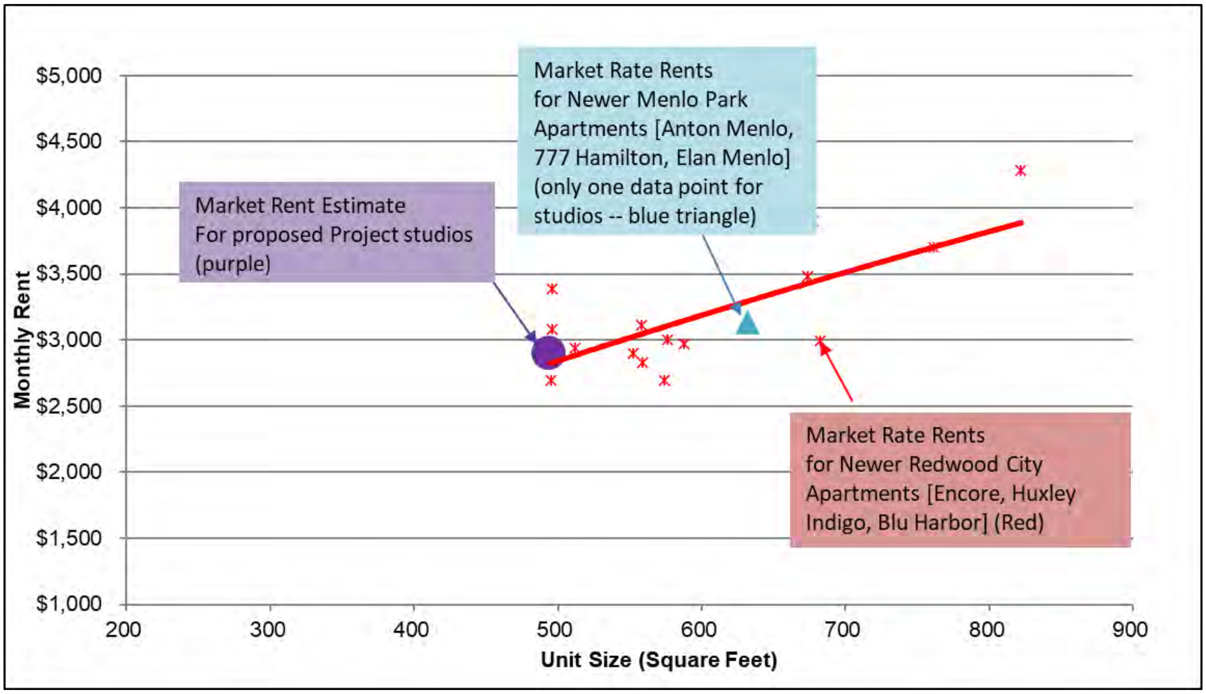
Table 3-2. Proposed Unit Size and Bedroom Mix				
	Unit Size Range (square feet)	Market Rate Units	BMR Units	Total Units
Studio	450 - 538	346	155	501
1-BR	633 - 745	466	95	561
1-BR Plus	800 - 905	158	0	158
2- BR	929 – 1,090	407	52	459
3-Bedroom	1,125 – 1,491	45	6	51
Total		1,422	308	1,730

Source: Project Sponsor.

Market rents were estimated by KMA based on three newer rental properties in Menlo Park located on the north side of U.S. 101, the Anton Menlo at 3639 Haven (built 2017), the Elan Menlo at 3645 Haven (built 2017) and 777 Hamilton (built 2016). Data on rents for newer apartment properties in Menlo Park was supplemented with data for newly built apartments in Redwood City including the Encore at 849 Veterans Blvd (built 2019), Huxley at 1355 El Camino Real (built 2018), Indigo at 675 Bradford (built 2016) and Blu Harbor at 1 Blu Harbor Boulevard (built 2017). Market rents reflect data as of June 2020 that was accessed for prior HNAs. From June 2020 through February 2022, rents for available units in the three Menlo Park properties declined an average of 4%, which represents a partial recovery of rents from more significant declines earlier in the pandemic. Decreases in rents are consistent with trends experienced for newer apartments elsewhere in the Bay Area and are driven by increased flexibility many office workers have had to work remotely during the pandemic. Market rents as of June 2020 are used on the assumption that subsequent decreases in rents are not reflective of longer-term conditions and that rents will continue to rebound from the declines experienced during the pandemic.

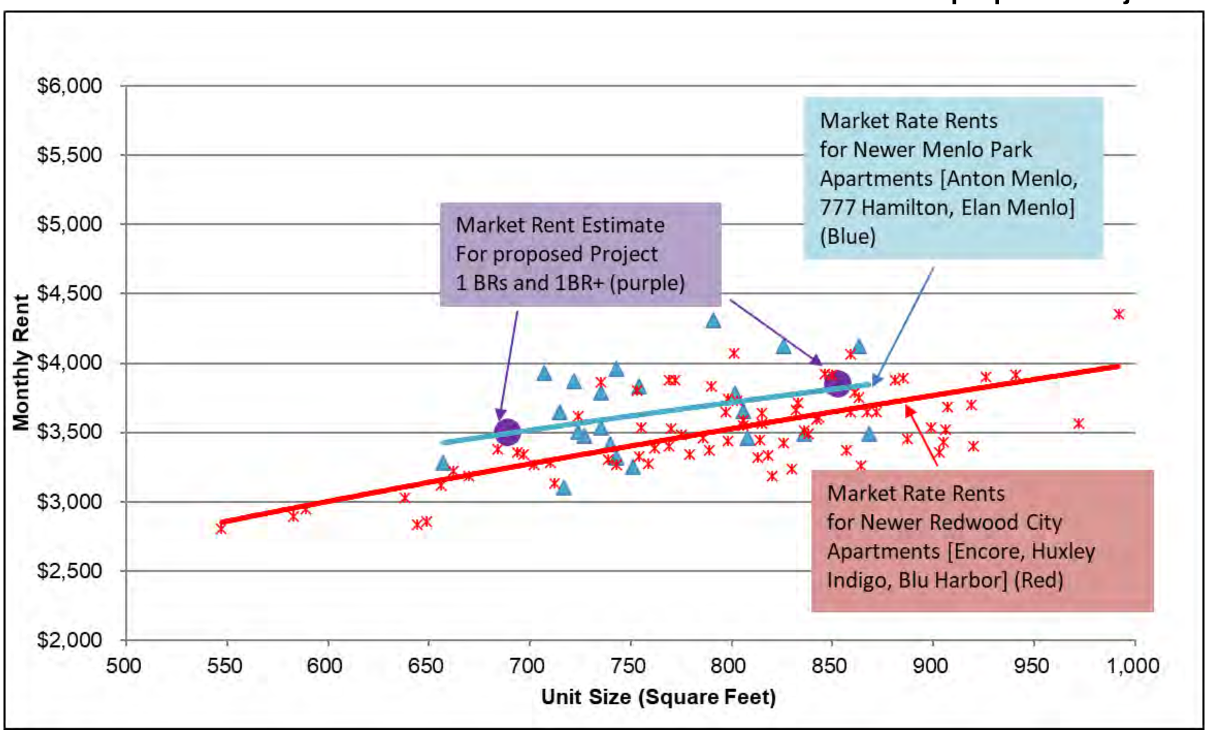
Average rental rates for the comparison properties by bedroom size are shown in Table 3-3 and Charts 1 through 4. Each data point in Charts 1 through 4 represents the average effective market rate rent for units of a specific square footage size. Separate trend lines are fit to actual rents for the Menlo Park comparison properties (blue) and the Redwood City comparison properties (red). Estimated rents for the proposed Project are identified by purple circles. Square footage sizes for units within the proposed Project identified in the charts reflect the midpoint of the ranges provided by the Project Sponsor. Based on the market data and the unit sizes for the proposed Project, studios are estimated to rent for approximately $2,850 per month, one bedrooms for $3,500 per month, the larger one-bedroom “plus” units for $3,850 per month, two bedrooms for $4,200, and three bedrooms for $5,300 per month.

Chart 1 – Newer Studio Apartment Market Rate Rents and Estimated Rents for proposed Project



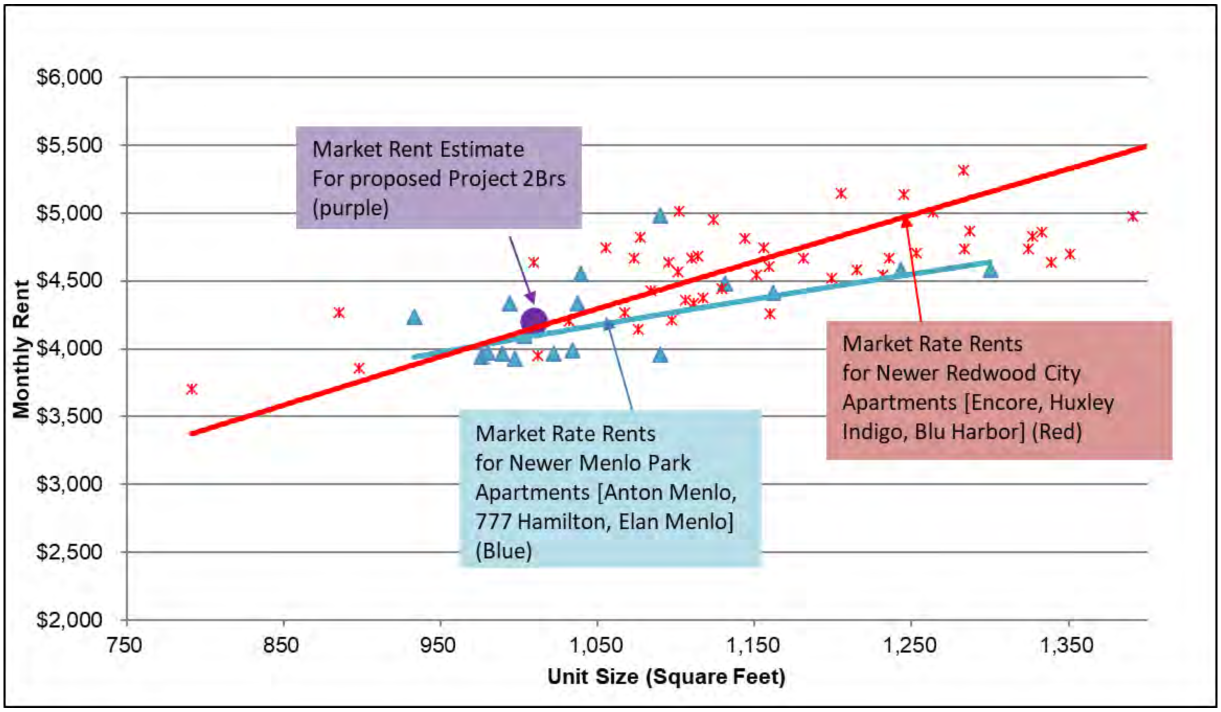
Source: CoStar and KMA

Chart 2 – Newer One Bedroom Market Rate Rents and Estimated Rents for proposed Project



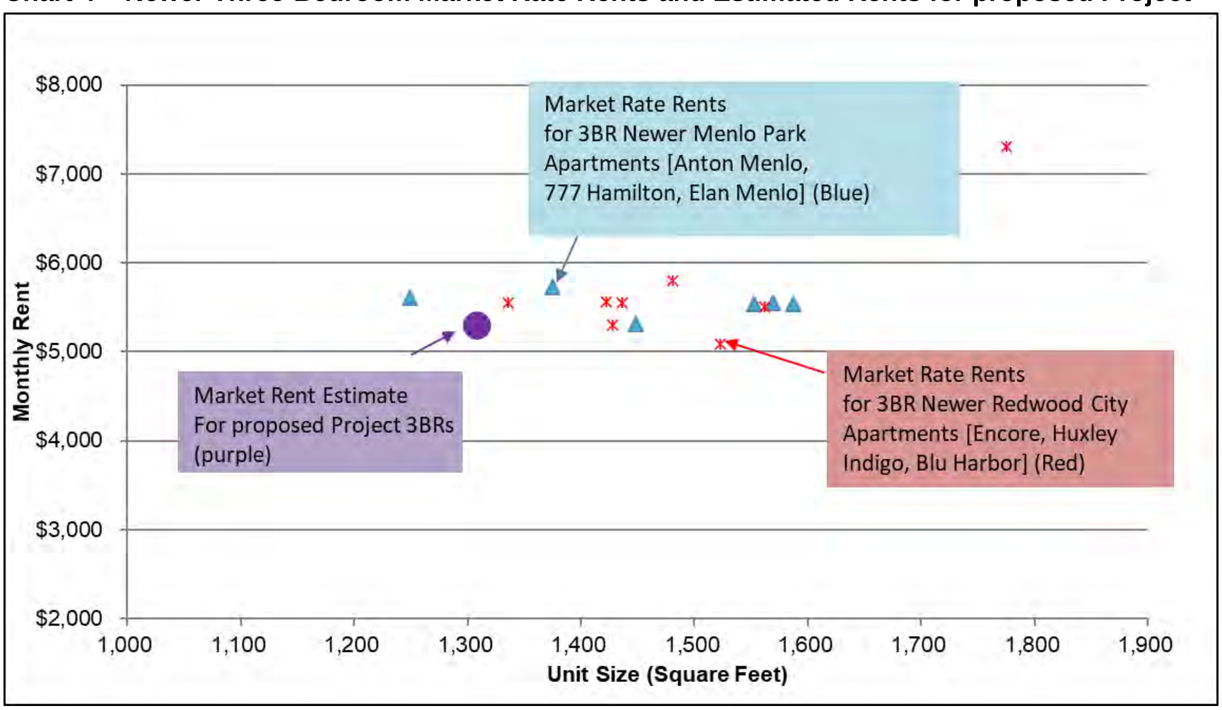
Source: CoStar and KMA

Chart 3 – Newer Two Bedroom Market Rate Rents and Estimated Rents for proposed Project



Source: CoStar and KMA

Chart 4 – Newer Three-Bedroom Market Rate Rents and Estimated Rents for proposed Project



Source: CoStar and KMA. Note: trendlines not shown due to limited data.

Table 3-3. Rents for Comparable Apartments and Estimate for Proposed Project													
	Studios			1-Bedroom				2-Bedrooms			3-Bedrooms		
	Size (SF)	Avg Rent	Avg Rent PSF		Size (SF)	Avg Rent	Avg Rent PSF	Size (SF)	Avg Rent	Avg Rent PSF	Size (SF)	Avg Rent	Avg Rent PSF
Estimate for Project	494	$2,850	$5.77	1-br	689	$3,500	$5.08	1,010	$4,200	$4.16	1,308	$5,300	$4.05
				1-br+	853	$3,850	$4.52						
Comparable Apartments													
Menlo Park North of US101													
Anton Menlo	632	$3,139	$4.97		757	$3,546	$4.69	1,096	$4,413	$4.03	1,554	$5,536	$3.56
777 Hamilton					741	$3,834	$5.17	1,051	$4,590	$4.37	1,391	$5,672	$4.08
Elan Menlo Park					763	$3,550	$4.65	1,017	$3,966	$3.90	1,249	$5,606	$4.49
Redwood City													
Encore	674	$3,478	$5.16		823	$3,769	$4.58	1,128	$4,747	$4.21	1,399	$5,561	$3.97
Huxley	646	$3,561	$5.51		782	$3,436	$4.39	1,159	$4,735	$4.09			
Indigo	547	$2,912	$5.32		759	$3,428	$4.52	1,174	$4,923	$4.19	1,481	$5,799	$3.92
Blu Harbor	588	$2,968	$5.05		836	$3,367	$4.03	1,265	$4,629	$3.66	1,547	$5,653	$3.65

Source: Effective rents per CoStar, Estimate for proposed Project per KMA. Square footage sizes for the Project based on the midpoint of size ranges identified by the Project Sponsor.

Market rate rents were then used to estimate the affordability level of the units. As shown in Table 3-4, the market rate studio units are estimated to be affordable to Moderate Income households and one, two and three-bedroom units are estimated to be affordable to Above Moderate Income households. While studios are estimated to be affordable at the Moderate Income level, units would not be deed-restricted so it is possible occupants would have incomes that exceed income criteria for Moderate Income and affordability of the units could change over time.

Table 3-4. Estimated Affordability Level Applicable to Market Rate Apartments	Studio	1-BR	1-BR plus	2-BR	3-BR
Estimated Monthly Rent (1)	$2,850	$3,500	$3,850	$4,200	$5,300
Utilities (2)	$118	$128	$128	$170	$218
Total Monthly Rent + Utilities	$2,968	$3,628	$3,978	$4,370	$5,518
Annual Housing Cost	$35,616	$43,536	$47,736	$52,440	$66,216
Percent of Income Spent on Housing (3)	30%	30%	30%	30%	30%
Annual Household Income Required	$118,720	$145,120	$159,120	$174,800	$220,720
2021 Median Income (4)	$104,700	$119,700	$119,700	$134,650	$149,600
Percent of AMI Needed to Afford Market Units	113%	121%	133%	130%	148%
Affordability Level of Market Units	Moderate (not deed restricted)	Above Moderate	Above Moderate	Above Moderate	Above Moderate

(1) KMA estimate based on market rents for comparable new apartment properties.
(2) Tenant paid utilities estimated based on County Housing Authority utility allowance schedule.
(3) Per California Health and Safety Code Section 50053.
(4) HCD Income Limits for applicable household size for 2021.

3.3 New Residential Units by Income Level

Table 3-5 provides a summary of the income level applicable to the new residential units, combining the findings of Section 3.1 and 3.2. As shown, the proposed Project includes 83 Extremely Low Income, 37 Very Low Income, 38 Low Income, and 150 Moderate Income BMR units, 346 market rate studio units affordable to Moderate Income, and 1,076 market rate one, two and three-bedroom units affordable to households with Above Moderate Incomes.

Table 3-5. Estimated Affordability Level of New Residential Units

	Below Market Rate (BMR) Units					Market Rate			
Unit Size	Extremely Low	Very Low	Low	Moderate	Total BMR Units	Moderate	Above Moderate	Total Market Rate	Total Residential Units
Studio	75	32	10	38	155	346	0	346	501
1-BR	8	4	17	66	95	0	466	466	561
1-BR Plus	0	0	0	0	0	0	158	158	158
2- BR	0	1	10	41	52	0	407	407	459
3-Bedroom	0	0	1	5	6	0	45	45	51
Total	83	37	38	150	308	346	1,076	1,422	1,730

4.0 ADDED WORKER HOUSING NEEDS FROM INCREASE IN ON-SITE EMPLOYMENT

This section summarizes the analysis of housing needs associated with on-site employment attributable to the proposed Project. The analysis begins by quantifying the change in on-site employment by project component and type. Then, the analysis proceeds through a series of steps to estimate how the changes in on-site jobs translate into a change in worker housing need by income level. A brief overview of the methodology and structure of the analysis is provided, followed by a walk-through of the analysis steps to the output and conclusions.

4.1 Methodology

To estimate the linkages between added employment, worker households, and housing needs by affordability levels, KMA employed the same methodology used for nexus studies in support of jobs housing linkage programs. The KMA jobs housing nexus methodology was developed for analyses supporting housing linkage programs, such as Menlo Park's. The methodology has also been refined and modified for use in quantifying the housing impacts of specific large projects. The analysis inputs are all local data, to the extent possible, and are fully documented.

The analysis estimates the changes in on-site employment by type from removal of existing improvements and development of the office and accessory space, retail, and hotel components. The estimated changes in employment are then translated into an estimated impact on worker housing demand based on relationships between jobs and housing demand derived from the U.S. Census. Finally, the income level associated with the housing demand is estimated using a combination of data sources including the U.S. Bureau of Labor Statistics occupation and wage data and U.S. Census data.

4.2 Analysis Steps

Following is a description of each step in the analysis.

Analysis Step 1 – Net Change in On-Site Employment

A total of 8,128 workers are estimated upon completion of the proposed Project, representing a net increase of 4,332 jobs, as summarized in Table 4-1.

Table 4-1. Estimated Net Change in On-Site Employment by Project Component or Type			
Project Component	Existing Employees	Employees with Proposed Project	Employees Added by Proposed Project (Net Increase)
Meta Offices	3,500	6,950	3,450
Food Service	0	198	198
Fitness Center	0	17	17
Building Services	96	189	93
Dining	0	160	160
Grocery	0	75	75
Shops	0	130	130
Hamilton Ave Retail	130	164	34
Hotel	0	210	210
Residential Property Mgmt	0	35	35
Other Existing Tenants	70	0	(70)
Total	3,796	8,128	4,332

Note: employment figures are summarized from Table 2-3. See notes to Table 2-3 for additional information.

Existing office, lab and R&D space on the project site is primarily occupied by Meta, with an estimated 3,500 existing on-site workers. An estimated 70 additional on-site workers are employed by other existing tenants within the Menlo Science and Technology Park. Building services staff including janitorial and security is estimated proportionate to figures provided by the Project Sponsor upon completion of the proposed Project. Maintenance employment is estimated using ratios derived from data reported by the International Facility Management Association (IFMA). Building services workers are evaluated separately because services are typically provided by separate contract service providers. Finally, there are an estimated 130 employees within the existing retail, restaurant, and service station uses within the Hamilton Avenue North and South parcels.

A total of 8,128 employees are estimated upon completion of the proposed Project. This includes 6,950 employees[25] within the office space and 1,178 employees within the other project components comprised of 198 in food service, 189 in building services, 160 in on-site restaurants, 75 in the grocery store, 130 in the retail shops, 164 in the Hamilton Avenue North and South parcels, 210 in the hotel, 17 in the fitness center, and 35 employees in property management of the residential units.

Employment estimates are from the DEIR Project Description and were originally provided by the Project Sponsor with the exception of the estimated number of maintenance workers included within the building services staffing estimate and the number of workers within the Hamilton Avenue North and South parcels. Maintenance staff are estimated using ratios derived from data reported by the International Facility Management Association (IFMA). The number of workers for the Hamilton Avenue North and South Parcels is estimated using a combination of sources

[25] Corresponds to the 6,950 seated workers in the Meta campus.

including employment densities derived from National Restaurant Association data and the average number of employees per store for the existing Jack in the Box and Starbucks stores calculated from data reported in 10k filings with the U.S. Securities and Exchange Commission.

Step 2 – Adjustment from Employees to Employee Households

Step 2 converts the number of employees to the number of employee households, an adjustment that accounts for multiple-earner households. This step recognizes that there is, on average, more than one worker per household, and thus the number of housing units in demand would be reduced. The workers per worker household ratio eliminates from the equation all non-working households, such as households comprised of retired persons or students. The calculation is shown in Table 4-2.

KMA derived the worker per worker household figure from ACS data for 2015 to 2019. The ACS data provide estimates of the total number of workers in San Mateo County, and the total number of households with at least one working household member. The ratio of the two figures for San Mateo County is 1.91 workers per worker household. The San Mateo County figure is used in the analysis because workers will be more similar to the County as a whole than the smaller City of Menlo Park profile, which has an average of 1.73 workers per worker household. The workers per worker household ratio is used to translate the on-site employment added by the proposed Project to a change in employee households as shown in Table 4-2.

The 4,332 jobs added by the proposed Project is divided by the 1.91 workers per worker household ratio to estimate the net increase of 2,271 employee households. Table 4-2 shows the estimated number of employee households added by each component of the proposed Project.

Table 4-2. Estimated Net Change in On-Site Employee Households

Project Component	Net Change in On-Site Employment (from Table 4-1)	Net Change in Employee Households
		at 1.91 workers per household (1)
Meta Offices	3,450	1,809
Food Service	198	104
Fitness Center	17	9
Building Services	93	49
Dining	160	84
Grocery	75	40
Shops	130	69
Hamilton Ave Retail	34	18
Hotel	210	111
Residential Property Mgmt	35	19
Other Existing Tenants	(70)	(37)
Total	4,332	2,271

(1) Derived from 2015-2019 U.S. Census American Community Survey data for San Mateo County

Multiple-earner households have two or more workers and take a variety of forms, such as roommates and housemates, couples, and multi-generational households. The analysis makes an adjustment to recognize that if an added employee lives in a household with one or more other workers, that added employee is not responsible for creating demand for an entire housing unit, only a portion of a unit.

There is no implicit assumption in the calculation that Project employees would live with one another. Multiple-earner households are a factor that must be recognized in the analysis, irrespective of where the other working member(s) of the household is employed. Were the adjustment for multiple-earner households to be limited to the special case of Project employees living with one another in the same unit, housing needs of Project employees would be overstated by allotting an entire housing unit to one worker, even if that worker shares a housing unit with another worker who is employed elsewhere. Such an approach would result in double counting a portion of the housing demand. The following two examples provide further illustrations as to why an adjustment to account for multiple-earner households is necessary regardless of where the other working member(s) of the household is employed:

- *Example #1* – Consider a Meta worker added by the proposed Project who lives with a worker who has taken a job at another growing tech company. If it were assumed that each new worker (added by expansions at two separate companies) would require their own housing unit, the total housing demand would be overstated as a result of double counting the one unit that is shared by the two workers.

- *Example #2* – Consider two Meta workers added by the Project as well as two workers at long-established local employers. Say the two workers at long-established employers live with one another and the two Meta workers live with one another. There would be a need for two housing units in total. Now, instead say that each of the two Meta workers are in separate units, each with one of the workers at a long-established employer. There is still a need for two housing units in total. There is no difference in housing demand whether the two Meta workers live with one another or live separately with a worker who holds a job elsewhere.

Step 3 – Occupational Distribution

Occupational distribution for employees added by the proposed Project is based on data from a national survey by the Bureau of Labor Statistics (BLS). Occupation refers to job description, such as management, sales clerk, cashier, etc. The survey provides the occupational distribution for various employment "industries." The following industry categories were identified as representative for the proposed Project:

- *Meta Offices* – NAICS code 519100, Other Information Services is used to represent the occupation profile of workers within the Meta office space.

- *Food Service* – NAICS 722500, Restaurants and Other Eating Places is used. Sales occupations are removed from the occupation profile based on Meta's practice of providing food free of charge and delivery-related occupations are removed from the occupation profile as food service would be for on-site workers.

- *Dining* – NACIS 722500, Restaurants and Other Eating Places, 722400 Drinking Paces (Alcoholic Beverages), and 722300 Special Food Services are used to represent the occupation profile of dining uses on the main project site and added jobs on the Hamilton Avenue North parcel, which are assumed to be primarily food-related consistent with existing tenants[26].

- *Retail Shops* – NAICS codes corresponding to a mix of retailers are used including health and personal care (NAICS 445100), home furnishings (NAICS 442200), electronics (443100), personal care services (812100), clothing stores (448100), dry cleaning and laundry services (812300), pharmacies and drug stores (446110), and others.

- *Hotel* – NAICS 721100, Traveler Accommodation, is used with an adjustment to remove casino hotels.

- *Building Services* – NAICS 561700, Services to Buildings and Dwellings, and NAICS 561600, Investigation and Security Services, are used to represent occupations associated with janitorial, maintenance, security and other building services.

- *Other Existing Tenants* – NAICS 621400, Outpatient Care Centers, is used to represent the dialysis clinic, NAICS 813300, Social Advocacy Organizations, and NAICS 541100, Legal Services, are used to represent the non-profit hub (which includes Community Legal Services in East Palo Alto), and NAICS 541710, Research and Development in the Physical, Engineering, and Life Sciences is used to represent other tenants within the existing office, lab and warehouse space.

For on-site property management and maintenance of residential units and the Campus District fitness facility, KMA selected representative occupations from the BLS data as shown in Appendix A Tables 13 and 18.

Table 4-3 provides a summary of worker occupations by major category. Appendix A provides a further breakdown of worker occupations by Standard Occupational Classification (SOC) System codes.

[26] A pharmacy is proposed to be located either within the main Project Site or the Hamilton Avenue Parcel North site. For purposes of the HNA, the pharmacy is assumed to be part of the retail shops located on the main Project Site.

Occupation Category	Office	Food Svc	Fitness Center	Dining	Grocery	Shops	Ham. Ave Retail	Hotel	Res. Prop. Mgmt	Building Services	Other Existing Tenants	Total	% of Total
Management Occupations	234.6	2.6	0.0	2.0	0.7	2.0	0.4	5.1	3.7	1.1	(4.5)	247.8	11%
Business and Financial Operations	243.8	0.3	0.0	0.2	0.2	0.6	0.0	1.8	0.0	0.6	(2.9)	244.6	11%
Computer and Mathematical	383.6	0.0	0.0	0.0	0.0	0.2	0.0	0.1	0.0	0.2	(2.8)	381.4	17%
Architecture and Engineering	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	(2.7)	(0.3)	0%
Life, Physical, and Social Science	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(5.2)	(2.3)	0%
Community and Social Services	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(2.5)	(1.7)	0%
Legal	13.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(1.4)	11.9	1%
Education, Training, and Library	154.5	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	(0.2)	154.4	7%
Arts, Design, Entertainment, Sports, and Media	192.5	0.0	0.5	0.0	0.1	0.8	0.0	0.3	0.0	0.0	(0.4)	193.9	9%
Healthcare Practitioners and Technical	0.0	0.0	0.5	0.0	0.9	7.0	0.0	0.0	0.0	0.0	(5.9)	1.7	0%
Healthcare Support	0.0	0.0	0.0	0.0	0.0	1.2	0.0	0.5	0.0	0.0	(1.7)	0.0	0%
Protective Service	8.3	0.1	0.5	0.1	0.1	0.2	0.0	1.6	0.0	24.9	(0.1)	35.8	2%
Food Preparation and Serving Related	0.4	99.0	0.0	75.0	5.4	0.3	15.9	25.7	0.0	0.0	(0.1)	221.7	10%
Building and Grounds Cleaning and Maint.	14.6	0.3	0.0	0.3	0.3	0.2	0.1	34.4	7.3	16.2	(0.2)	73.5	3%
Personal Care and Service	4.9	0.0	6.8	0.0	0.0	6.1	0.0	4.2	0.0	0.2	(0.3)	22.0	1%
Sales and Related	262.7	0.0	0.0	2.9	15.2	34.6	0.6	2.7	0.0	0.7	(0.4)	319.6	14%
Office and Administrative Support	273.1	0.6	0.5	0.5	2.9	5.1	0.1	23.1	0.0	2.2	(4.5)	303.9	13%
Farming, Fishing, and Forestry	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(0.0)	0.0	0%
Construction and Extraction	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.2	0.0	0.1	(0.1)	0.4	0%
Installation, Maintenance, and Repair	11.0	0.2	0.0	0.2	0.1	1.6	0.0	6.4	7.3	2.2	(0.3)	28.8	1%
Production	0.0	0.6	0.0	0.4	3.0	3.7	0.1	2.8	0.0	0.0	(0.4)	10.3	0%
Transportation and Material Moving	5.6	0.0	0.0	2.2	10.2	4.1	0.5	1.3	0.0	0.1	(0.2)	23.7	1%
Totals (rounded)	1,809	104	9	84	39	68	18	110	18	49	(37)	2,271	100%

Table 4-3. Net Change in On-Site Employee Households by Land Use and Occupation Category

Source: Bureau of Labor Statistics Occupational Employment Survey, 2020.
See Appendix A Tables 2 to 18 for more detailed breakdown of occupation categories.

Step 4 – Estimate of Employee Wage and Salary Distribution

The employee wage and salary distribution is based on the occupational distribution from Step 3 in combination with 2020 wage and salary information for each occupation for the San Francisco-Oakland-Hayward metropolitan statistical area, which includes San Mateo County from the BLS Occupational Employment Survey (OES). In addition to the average compensation levels, the analysis also utilizes BLS data regarding the percentile distribution of wages within individual occupation categories in estimating the distribution of worker compensation levels. The data on employee wages and salaries utilized in the analysis is presented in Appendix A.

Step 5 – Household Size Distribution

In this step, the household size distribution of workers is estimated using U.S. Census 2015-2019 ACS data for San Mateo County. Data for the County is used since workers are more representative of the larger area in which workers live (the County) than the City of Menlo Park. In addition to the distribution in household sizes, the data also accounts for a range in the number of workers in households of various sizes. Table 4-4 indicates the percentage distribution utilized in the analysis.

Table 4-4. Percent of Households by Size and No. of Workers

No. of Persons in Household	No. of Workers in Household	Percent of Total Households
1	1	14.7%
2	1	13.1%
	2	17.4%
3	1	7.3%
	2	10.1%
	3+	3.9%
4	1	4.9%
	2	8.9%
	3+	6.4%
5	1	1.9%
	2	3.4%
	3+	2.5%
6	1	1.3%
	2	2.4%
	3+	1.7%
Total		100%

Source: 2015-2019 American Community Survey data for San Mateo County.

Step 6 – Estimate of Households that meet HCD Size and Income Criteria

This step in the analysis calculates the number of employee households that fall into each income category for each size household. This calculation is based on the employee wage and salary distribution (Step 4), the worker household distribution (Step 5) and the 2021 HCD income limits for San Mateo County, as described above.

Household incomes are estimated based upon ratios between individual employee income and household income derived from U.S. Census data shown in Table 4-5. The ratios adjust employee incomes upward even for households with only one worker in consideration of non-wage/salary income sources such as child support, disability, social security, investment income and others. The resulting household income estimates are shown in Appendix A.

Table 4-5. Ratio of Household Income to Individual Worker Income			
Individual Worker Income	One Worker Households	Two Worker Households	Three or More Workers
$25,000 to $50,000	1.31	2.86	3.50
$50,001 to $75,000	1.15	2.21	2.55
$75,001 to $100,000	1.09	1.97	2.12
$100,001 to $150,000	1.06	1.77	1.84
$150,001 to $200,000	1.04	1.60	1.63
$200,001 to $250,000	1.04	1.54	1.54
$250,001 to $300,000	1.02	1.47	1.47
$300,001 to $500,000	1.04	1.32	1.32
$500,001 and above	1.02	1.25	1.25

Source: KMA analysis of 2015 to 2019 American Community Survey PUMS data for San Francisco Bay Area.

Estimated household incomes are compared to HCD income criteria to determine the percentage that qualify within each income category. The comparison is made for each potential household size/number of workers combination. The result is multiplied by the percentage distribution of household sizes and number of workers per household from Step 5 to calculate the distribution of worker households by income.

Table 4-6 presents the estimated number of households in each income tier by worker occupation category. It represents the output of the analysis, after completing Step 4 (employee compensation levels), Step 5 (household size distribution of worker households), and Step 6 which uses this information to calculate the number of households that fall into each income category.

TABLE 4-6
EMPLOYEE HOUSEHOLDS BY
OCCUPATION AND INCOME (STEPS 4, 5,
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

	Meta Offices							Food Service						
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Step 4, 5, & 6 - Employee Households within Major Occupation Categories														
Management	-	2.1	16.0	17.5	35.4	163.5	234	0.1	0.4	0.9	0.5	0.4	0.5	2.6
Business and Financial Operations	1.6	21.2	55.4	56.2	64.4	44.9	244	-	-	-	-	-	-	-
Computer and Mathematical	0.4	10.8	57.7	59.1	89.9	165.6	384	-	-	-	-	-	-	-
Architecture and Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Life, Physical and Social Science	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education Training and Library	2.9	26.4	48.5	41.4	34.4	0.8	154	-	-	-	-	-	-	-
Arts, Design, Entertainment, Sports, & Media	3.0	22.2	50.5	46.4	43.9	26.4	192	-	-	-	-	-	-	-
Healthcare Practitioners and Technical	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Healthcare Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Preparation and Serving Related	-	-	-	-	-	-	-	27.4	16.0	49.7	5.5	0.4	-	99.0
Building Grounds and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Personal Care and Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales and Related	11.5	37.9	88.5	48.6	44.1	32.1	263	-	-	-	-	-	-	-
Office and Admin	35.9	54.4	107.5	59.5	14.7	0.9	273	-	-	-	-	-	-	-
Farm, Fishing, and Forestry	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction and Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Installation Maintenance and Repair	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Production	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation and Material Moving	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Households: Major Occupations	55.3	175.1	424.2	328.8	326.8	434.1	1,744	27.5	16.4	50.5	6.0	0.8	0.5	101.6
Households: all other occupations(1)	2.0	6.4	15.6	12.1	12.0	16.0	64	0.6	0.4	1.1	0.1	0.0	0.0	2.2
Total Households	**57.3**	**181.5**	**439.8**	**340.9**	**338.9**	**450.1**	**1,808**	**28.1**	**16.7**	**51.6**	**6.1**	**0.8**	**0.5**	**103.8**
Total Households - Rounded	57	182	440	341	339	450	1,809	28	17	52	6	1	-	104

Notes:
(1) Represents occupation categories which have a minor amount of employment and for which detailed compensation analysis was not completed. These worker households are assumed to have a similar income distribution to other employees in the same industry. See Appendix A Tables 1 to 18 for information on major and detailed occupation categories identified for detailed compensation analysis.

TABLE 4-6
EMPLOYEE HOUSEHOLDS BY
OCCUPATION AND INCOME (STEPS 4, 5,
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

	Shops							Building Services						
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Step 4, 5, & 6 - Employee Households within Major Occupation Categories														
Management	-	0.1	0.3	0.2	0.4	1.2	2.0	-	0.0	0.2	0.1	0.2	0.6	1.1
Business and Financial Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Computer and Mathematical	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Architecture and Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Life, Physical and Social Science	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education Training and Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Arts, Design, Entertainment, Sports, & Media	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Healthcare Practitioners and Technical	0.3	0.8	1.5	1.3	1.1	1.9	7.0	-	-	-	-	-	-	-
Healthcare Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Service	-	-	-	-	-	-	-	5.0	3.9	11.0	4.0	1.0	-	24.9
Food Preparation and Serving Related	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building Grounds and Maintenance	-	-	-	-	-	-	-	3.0	3.6	8.1	1.4	0.1	-	16.2
Personal Care and Service	1.6	1.1	2.8	0.5	0.0	-	6.1	-	-	-	-	-	-	-
Sales and Related	8.8	5.6	16.9	2.7	0.4	0.2	34.6	-	-	-	-	-	-	-
Office and Admin	0.7	1.1	2.0	1.1	0.2	0.0	5.1	0.2	0.5	0.9	0.5	0.1	0.0	2.2
Farm, Fishing, and Forestry	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction and Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Installation Maintenance and Repair	0.2	0.3	0.6	0.4	0.2	0.0	1.6	0.2	0.5	0.9	0.5	0.2	0.0	2.2
Production	0.9	0.6	1.7	0.4	0.1	0.0	3.7	-	-	-	-	-	-	-
Transportation and Material Moving	0.9	0.7	1.8	0.6	0.2	0.0	4.1	-	-	-	-	-	-	-
Households: Major Occupations	13.3	10.3	27.5	7.2	2.6	3.3	64.2	8.5	8.5	21.0	6.5	1.6	0.7	46.7
Households: all other occupations[(1)]	0.8	0.6	1.7	0.4	0.2	0.2	3.7	0.4	0.4	0.9	0.3	0.1	0.0	2.0
Total Households	**14.1**	**11.0**	**29.2**	**7.6**	**2.8**	**3.5**	**68.1**	**8.8**	**8.9**	**21.9**	**6.7**	**1.7**	**0.7**	**48.7**
Total Households - Rounded	14	11	29	8	3	3	68	9	9	22	6	2	1	49

Notes:
(1) Represents occupation categories which have a minor amount of employment and for which detailed compensation analysis was not completed. These worker households are assumed to have a similar income distribution to other employees in the same industry. See Appendix A Tables 1 to 18 for information on major and detailed occupation categories identified for detailed compensation analysis.

TABLE 4-6
EMPLOYEE HOUSEHOLDS BY
OCCUPATION AND INCOME (STEPS 4, 5,
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

	Dining							Grocery						
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Step 4, 5, & 6 - Employee Households within Major Occupation Categories														
Management	0.0	0.3	0.6	0.4	0.3	0.4	2.0	-	-	-	-	-	-	-
Business and Financial Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Computer and Mathematical	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Architecture and Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Life, Physical and Social Science	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education Training and Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Arts, Design, Entertainment, Sports, & Media	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Healthcare Practitioners and Technical	-	-	-	-	-	-	-	0.0	0.1	0.2	0.2	0.1	0.3	0.9
Healthcare Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Preparation and Serving Related	20.8	12.1	37.6	4.2	0.3	-	75.0	1.5	0.8	2.9	0.2	0.0	-	5.4
Building Grounds and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Personal Care and Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales and Related	0.8	0.5	1.5	0.1	0.0	-	2.9	4.0	2.6	7.7	0.9	0.1	-	15.2
Office and Admin	-	-	-	-	-	-	-	0.4	0.6	1.2	0.7	0.1	0.0	2.9
Farm, Fishing, and Forestry	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction and Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Installation Maintenance and Repair	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Production	-	-	-	-	-	-	-	0.6	0.5	1.4	0.4	0.1	0.0	3.0
Transportation and Material Moving	0.5	0.4	0.9	0.3	0.1	-	2.2	2.7	1.6	4.9	0.9	0.1	0.0	10.2
Households: Major Occupations	22.1	13.3	40.6	4.9	0.7	0.4	82.1	9.3	6.2	18.2	3.1	0.6	0.3	37.7
Households: all other occupations(1)	0.5	0.3	0.9	0.1	0.0	0.0	1.8	0.4	0.3	0.8	0.1	0.0	0.0	1.6
Total Households	**22.6**	**13.6**	**41.5**	**5.0**	**0.7**	**0.4**	**83.9**	**9.7**	**6.4**	**19.0**	**3.3**	**0.6**	**0.3**	**39.3**
Total Households - Rounded	23	14	41	5	1	-	84	10	6	19	3	1	-	39

Notes:
(1) Represents occupation categories which have a minor amount of employment and for which detailed compensation analysis was not completed. These worker households are assumed to have a similar income distribution to other employees in the same industry. See Appendix A Tables 1 to 18 for information on major and detailed occupation categories identified for detailed compensation analysis.

TABLE 4-6
EMPLOYEE HOUSEHOLDS BY
OCCUPATION AND INCOME (STEPS 4, 5,
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

	Fitness Center							Hamilton Ave Retail						
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Step 4, 5, & 6 - Employee Households within Major Occupation Categories														
Management	-	-	-	-	-	-	-	0.0	0.1	0.1	0.1	0.1	0.1	0.4
Business and Financial Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Computer and Mathematical	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Architecture and Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Life, Physical and Social Science	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education Training and Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Arts, Design, Entertainment, Sports, & Media	0.0	0.1	0.1	0.2	0.0	-	0.5	-	-	-	-	-	-	-
Healthcare Practitioners and Technical	0.0	0.1	0.2	0.1	0.0	-	0.5	-	-	-	-	-	-	-
Healthcare Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Service	0.2	0.1	0.3	0.0	-	-	0.5	-	-	-	-	-	-	-
Food Preparation and Serving Related	-	-	-	-	-	-	-	4.4	2.6	8.0	0.9	0.1	-	15.9
Building Grounds and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Personal Care and Service	0.5	1.5	2.8	1.1	0.8	-	6.8	-	-	-	-	-	-	-
Sales and Related	-	-	-	-	-	-	-	0.2	0.1	0.3	0.0	0.0	-	0.6
Office and Admin	0.1	0.1	0.2	0.1	0.0	-	0.5	-	-	-	-	-	-	-
Farm, Fishing, and Forestry	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction and Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Installation Maintenance and Repair	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Production	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation and Material Moving	-	-	-	-	-	-	-	0.1	0.1	0.2	0.1	0.0	-	0.5
Households: Major Occupations	0.8	2.0	3.7	1.5	0.9	-	8.9	4.7	2.8	8.6	1.0	0.2	0.1	17.4
Households: all other occupations[1]	-	-	-	-	0.0	-	-	0.1	0.1	0.2	0.0	0.0	0.0	0.4
Total Households	**0.8**	**2.0**	**3.7**	**1.5**	**0.9**	**-**	**8.9**	**4.8**	**2.9**	**8.8**	**1.1**	**0.2**	**0.1**	**17.8**
Total Households - Rounded	1	2	4	1	1	-	9	5	3	9	1	-	-	18

Notes:
(1) Represents occupation categories which have a minor amount of employment and for which detailed compensation analysis was not completed. These worker households are assumed to have a similar income distribution to other employees in the same industry. See Appendix A Tables 1 to 18 for information on major and detailed occupation categories identified for detailed compensation analysis.

TABLE 4-6
EMPLOYEE HOUSEHOLDS BY
OCCUPATION AND INCOME (STEPS 4, 5,
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

	Hotel							Residential Property Mgmt						
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Step 4, 5, & 6 - Employee Households within Major Occupation Categories														
Management	0.0	0.3	0.9	0.9	1.2	1.7	5.1	0.0	0.5	0.9	0.9	0.7	0.7	3.7
Business and Financial Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Computer and Mathematical	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Architecture and Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Life, Physical and Social Science	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Education Training and Library	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Arts, Design, Entertainment, Sports, & Media	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Healthcare Practitioners and Technical	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Healthcare Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Preparation and Serving Related	6.7	4.1	12.5	2.1	0.3	0.0	25.7	-	-	-	-	-	-	-
Building Grounds and Maintenance	6.0	7.6	15.3	5.3	0.1	-	34.4	0.9	1.4	3.3	1.2	0.6	-	7.3
Personal Care and Service	1.1	0.7	2.1	0.3	0.0	-	4.2	-	-	-	-	-	-	-
Sales and Related	0.3	0.4	1.1	0.4	0.3	0.2	2.7	-	-	-	-	-	-	-
Office and Admin	4.0	3.9	9.9	4.2	1.2	0.0	23.1	-	-	-	-	-	-	-
Farm, Fishing, and Forestry	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction and Extraction	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Installation Maintenance and Repair	0.6	1.1	2.7	1.1	0.8	0.1	6.4	0.7	1.4	3.3	1.2	0.8	0.0	7.3
Production	0.7	0.5	1.3	0.3	0.0	0.0	2.8	-	-	-	-	-	-	-
Transportation and Material Moving	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Households: Major Occupations	19.4	18.7	45.7	14.5	4.0	2.0	104.3	1.6	3.2	7.5	3.2	2.1	0.7	18.3
Households: all other occupations(1)	1.1	1.0	2.5	0.8	0.2	0.1	5.7	-	-	-	-	-	0.0	-
Total Households	**20.4**	**19.8**	**48.2**	**15.3**	**4.2**	**2.2**	**110.1**	**1.6**	**3.2**	**7.5**	**3.2**	**2.1**	**0.7**	**18.3**
Total Households - Rounded	21	20	48	15	4	2	110	2	3	7	3	2	1	18

Notes:
(1) Represents occupation categories which have a minor amount of employment and for which detailed compensation analysis was not completed. These worker households are assumed to have a similar income distribution to other employees in the same industry. See Appendix A Tables 1 to 18 for information on major and detailed occupation categories identified for detailed compensation analysis.

TABLE 4-6
EMPLOYEE HOUSEHOLDS BY
OCCUPATION AND INCOME (STEPS 4, 5,
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

	Other Existing Tenants						
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Step 4, 5, & 6 - Employee Households within Major Occupation Categories							
Management	(0.0)	(0.1)	(0.3)	(0.4)	(0.8)	(3.0)	(4.5)
Business and Financial Operations	(0.0)	(0.3)	(0.7)	(0.7)	(0.8)	(0.5)	(2.9)
Computer and Mathematical	(0.0)	(0.1)	(0.4)	(0.4)	(0.7)	(1.2)	(2.8)
Architecture and Engineering	(0.0)	(0.1)	(0.5)	(0.5)	(0.8)	(0.8)	(2.7)
Life, Physical and Social Science	(0.0)	(0.2)	(0.9)	(1.0)	(1.4)	(1.7)	(5.2)
Community and Social Services	(0.2)	(0.4)	(0.9)	(0.6)	(0.3)	(0.1)	(2.5)
Legal	(0.0)	(0.1)	(0.2)	(0.2)	(0.2)	(0.7)	(1.4)
Education Training and Library	-	-	-	-	-	-	-
Arts, Design, Entertainment, Sports, & Media	-	-	-	-	-	-	-
Healthcare Practitioners and Technical	(0.0)	(0.3)	(0.9)	(1.0)	(1.4)	(2.3)	(5.9)
Healthcare Support	(0.2)	(0.4)	(0.6)	(0.4)	(0.1)	-	(1.7)
Protective Service	-	-	-	-	-	-	-
Food Preparation and Serving Related	-	-	-	-	-	-	-
Building Grounds and Maintenance	-	-	-	-	-	-	-
Personal Care and Service	-	-	-	-	-	-	-
Sales and Related	-	-	-	-	-	-	-
Office and Admin	(0.4)	(0.9)	(1.7)	(1.1)	(0.4)	(0.0)	(4.5)
Farm, Fishing, and Forestry	-	-	-	-	-	-	-
Construction and Extraction	-	-	-	-	-	-	-
Installation Maintenance and Repair	-	-	-	-	-	-	-
Production	-	-	-	-	-	-	-
Transportation and Material Moving	-	-	-	-	-	-	-
Households: Major Occupations	(0.9)	(2.8)	(7.1)	(6.2)	(6.8)	(10.3)	(34.1)
Households: all other occupations(1)	(0.1)	(0.2)	(0.5)	(0.5)	(0.5)	(0.8)	(2.6)
Total Households	**(1.0)**	**(3.0)**	**(7.7)**	**(6.7)**	**(7.3)**	**(11.0)**	**(36.7)**
Total Households - Rounded	(1)	(3)	(8)	(7)	(7)	(11)	(37)

Notes:
(1) Represents occupation categories which have a minor amount of employment and for which detailed compensation analysis was not completed. These worker households are assumed to have a similar income distribution to other employees in the same industry. See Appendix A Tables 1 to 18 for information on major and detailed occupation categories identified for detailed compensation analysis.

4.3 Summary by Income Level

Table 4-7 summarizes estimates of the additional on-site worker housing demand within commuting distance of Menlo Park by affordability level as a result of increased on-site employment from the proposed Project.

Table 4-7. Added On-Site Employee Households by Income							
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Meta Offices	57	182	440	341	339	450	1,809
Food Service	28	17	52	6	1	0	104
Fitness Center	1	2	4	1	1	0	9
Building Services	9	9	22	6	2	1	49
Dining	23	14	41	5	1	0	84
Grocery	10	6	19	3	1	0	39
Shops	14	11	29	8	3	3	68
Hamilton Ave Retail	5	3	9	1	0	0	18
Hotel	21	20	48	15	4	2	110
Residential Property Mgmt	2	3	7	3	2	1	18
Other Existing Tenants to be removed	(1)	(3)	(8)	(7)	(7)	(11)	(37)
Subtotal Other On-Site Employee Households	112	82	223	41	8	(4)	462
Added On-site Employee Households	169	264	663	382	347	446	2,271

The net increase in on-site employment with the proposed Project is estimated to result in demand for an additional 2,271 housing units consisting of an estimated 169 Extremely Low, 264 Very Low, 663 Low, 382 Moderate, 347 Above Moderate Income and 446 Over 150% AMI units.

5.0 HOUSING DEMAND OF OFF-SITE WORKERS IN SERVICES TO NEW RESIDENTS

The following section provides an analysis of the linkages between development of the new residential units on the Project site, jobs generated in off-site services such as retail and restaurants, and the housing needs of the workers who hold these off-site jobs. As described in Section 2, off-site jobs addressed in this section are incorporated into the analysis consistent with the terms of the Settlement Agreement which requires, to the extent possible, consideration of multiplier effects.

The analysis of housing demands for off-site workers starts with the estimated rental rate for the new units and moves through a series of linkages from the estimated income of the household that rents the unit, the portion of income available for expenditures on goods and services, jobs associated with the purchase and delivery of those services, the income of the workers doing those jobs and, ultimately, the affordability level of the housing needed by the workers.

The number of jobs by industry that are generated from the household spending of residents living in the proposed Project is estimated using the IMPLAN (IMpact Analysis for PLANning) model, a model widely used to quantify the impacts of changes in a local economy. The number of jobs by industry is then used to estimate worker housing need by income level using the same approach as in Section 4.

5.1 Estimated Household Incomes of New Residents

The estimated household incomes of residents in the new market rate residential units are drawn from the analysis provided in Section 3.2. For BMR units, household income is estimated based on the mid-point of the income range that would qualify for a BMR unit. Household income figures are then multiplied by the number of units to estimate the aggregate household income for all residents of the proposed Project as shown in Table 5-1. Aggregate household income is used to estimate household spending, the input to the IMPLAN model that is used to quantify the number of off-site jobs associated with household spending of new residents.

Table 5-1. Aggregate Household Income of New Residents

	Estimated Household Income (1)					Number of Units					
	Ext. Low	Very Low	Low	BMR Moderate	Market Rate	Ext. Low	Very Low	Low	BMR Mod	Market Rate	Aggregate Income
Studio	$34,219	$51,175	$83,200	$114,050	$118,720	75	32	10	38	346	$50,447,020
1-BR	$40,196	$58,475	$95,100	$130,350	$145,120	8	4	17	66	466	$78,401,187
1-BR Plus	$40,196	$58,475	$95,100	$130,350	$159,120	0	0	0	0	158	$25,140,960
2- BR	n/a	$65,800	$107,000	$146,650	$174,800	0	1	10	41	407	$78,292,050
3-Bedroom	n/a	n/a	$118,850	$162,925	$220,720	0	0	1	5	45	$10,865,875
Total						83	37	38	150	1,422	$243,147,092
Average Per Household											$140,547

(1) For market rate units, see Table 3-4. For BMR units, figures are based on the mid-point of the qualifying income range. For BMR Moderate and Extremely Low units, the distribution of income levels within these categories proposed by the Project Sponsor is reflected as a weighted average.

Income Available for Expenditures

The input into the IMPLAN model used in this analysis is the net income available for expenditures. To arrive at income available for expenditures, gross income must be adjusted for Federal and State income taxes, contributions to Social Security and Medicare, savings, and payments on household debt. Per KMA correspondence with the producers of the IMPLAN model (IMPLAN Group LLC), other taxes including sales tax and property tax are handled internally within the model as part of the analysis of expenditures. Payroll deductions for medical benefits and pre-tax medical expenditures are also handled internally within the model. Table 5-2 shows the calculation of the percentage of household income available for expenditures.

Table 5-2. Percent of Income Available for Expenditures (1)	
Gross Income	100%
Less:	
Federal Income Taxes (2)	11.1%
State Income Taxes (3)	5%
FICA Tax Rate (4)	7.65%
Savings & other deductions (5)	6%
Subtotal deductions	30%
Percent of Income Available for Expenditures (6)	*70%*

(1) Calculated as gross income after deduction of taxes and savings. Income available for expenditures is the input to the IMPLAN model which is used to estimate the resulting employment impacts. Housing costs are not deducted as part of this adjustment step because they are addressed separately as expenditures within the IMPLAN model.
(2) Reflects average tax rates (as opposed to marginal) based on U.S. Internal Revenue Services, Tax Statistics, Tables 1.2 and 2.1 for 2018.Tax rates reflect averages for applicable income range. Assumes the standard deduction.
(3) Average tax rate estimated by KMA based on marginal rates per the California Franchise Tax Board and ratios of taxable income to gross income estimated based on U.S. Internal Revenue Service data.
(4) For Social Security and Medicare.
(5) Household savings including retirement accounts like 401k / IRA and other deductions such as interest costs on credit cards, auto loans, etc., necessary to determine the amount of income available for expenditures. The 6% rate used in the analysis is based on and average for the 2001 to 2020 period computed from U.S. Bureau of Economic Analysis data, specifically the National Income and Product Accounts, Table 2.1 Personal Income and Its Disposition.
(6) Deductions from gross income to arrive at the income available for expenditures are consistent with the way the IMPLAN model and National Income and Product Accounts (NIPA) defines income available for personal consumption expenditures. Income taxes, contributions to Social Security and Medicare, and savings are deducted; however, property taxes and sales taxes are not. Housing costs are not deducted as part of the adjustment because they are addressed separately as expenditures within the IMPLAN model.

Income available for expenditures is estimated at approximately 70% of gross income. Federal tax rates are estimated at 11% of gross income based upon Internal Revenue Service data. State taxes are estimated to average 5% of gross income based on tax rates per the California Franchise Tax Board. The employee share of FICA payroll taxes for Social Security and Medicare is 7.65% of gross income. A ceiling of $147,000 per employee applies to the 6.3% Social Security portion of this tax rate.

Savings and repayment of household debt represent another necessary adjustment to gross income. Savings includes various IRA and 401 K type programs as well as non-retirement household savings and investments. Debt repayment includes auto loans, credit cards, and all other non-mortgage debt. Savings and repayment of debt are estimated to represent a combined 6% of gross income based on the average for the 2001 to 2020 period derived from United States Bureau of Economic Analysis data.

The percentage of income available for expenditure for input into the IMPLAN model is prior to deducting housing costs. The reason is for consistency with the IMPLAN model which defines housing costs as expenditures. The IMPLAN model addresses the fact that expenditures on housing do not generate employment to the degree other expenditures such as retail or restaurants do, but there is some maintenance and property management employment generated.

After deducting income taxes, Social Security, Medicare, savings, and repayment of debt, the estimated income available for expenditures is 70% of gross household.

Another adjustment made to spending is to account for standard operational vacancy in rental units of 5%, a level of vacancy considered average for rental units in a healthy market.

Table 5-3 presents the estimate of household income available for expenditures in the local economy after adjustments to income available for expenditures and vacancy:

Table 5-3. Income Available for Expenditures	
Aggregate Annual Household Income, New Residents (Table 5-1)	$243,147,092
Percent Available for Expenditure (Table 5-2)	70%
Adjustment for 5% rental vacancy	95%
Aggregate Household Income Available	$161,693,000

The estimated household income available for expenditure associated with the up to 1,730 new residential units is the input into the IMPLAN model.

5.2 The IMPLAN Model

Consumer spending by residents of new housing units will create jobs, particularly in sectors such as restaurants, health care, and retail, which are closely connected to the expenditures of residents. The widely used economic analysis tool, IMPLAN, was used to quantify these new jobs by industry sector.

5.2.1 IMPLAN Model Description

The IMPLAN model is an economic analysis software package now commercially available through the IMPLAN Group, LLC. IMPLAN was originally developed by the U.S. Forest Service, the Federal Emergency Management Agency, and the U.S. Department of the Interior Bureau of Land Management and has been in use since 1979 and refined over time. It has become a widely used tool for analyzing economic impacts for a broad range of applications from major construction projects to natural resource programs.

IMPLAN is based on an input-output accounting of commodity flows within an economy from producers to intermediate and final consumers. The model establishes a matrix of supply chain relationships between industries and also between households and the producers of household goods and services. Assumptions about the portion of inputs or supplies for a given industry likely to be met by local suppliers, and the portion supplied from outside the region or study area are derived internally within the model using data on the industrial structure of the region.

The output or result of the model is generated by tracking changes in purchases for final use (final demand) as they filter through the supply chain. Industries that produce goods and services for final demand or consumption must purchase inputs from other producers, which in turn, purchase goods and services. The model tracks these relationships through the economy to the point where leakages from the region stop the cycle. This allows the user to identify how a change in demand for one industry will affect a list of over 500 other industry sectors. The projected response of an economy to a change in final demand can be viewed in terms of economic output, employment, or income.

Data sets are available for each county and state, so the model can be tailored to the specific economic conditions of the region being analyzed. This analysis utilizes the data set for San Mateo County. As will be discussed, much of the employment impact is in local-serving sectors, such as retail, eating and drinking establishments, and medical services. It is likely that many off-site employment impacts will occur in Menlo Park and other nearby jurisdictions; however, employment impacts will also extend throughout the county and beyond based on where residents of the proposed Project will shop, dine, seek medical care and other services. Consistent with the approach taken in most residential affordable housing nexus analyses, the analysis includes job impacts throughout the county.

The Covid-19 pandemic has modified consumer spending patterns due to shelter-in-place orders, business closures, and altered consumer preferences and shopping patterns in response to the virus. It is assumed that the pandemic is a temporary condition which is not representative of future conditions when the proposed Project would be completed and occupied. Spending may mostly revert to pre-pandemic patterns as the pandemic subsides. However, it is possible that some changes in response to the virus, such as an accelerated shift toward online retail, could endure to some degree post-pandemic. Since there is no data on post-pandemic spending patterns, the analysis uses the most recent IMPLAN data set available, which is representative of the pre-pandemic pattern.

5.2.2 Application of the IMPLAN Model to Estimate Job Growth

The IMPLAN model was applied to link income to household expenditures to job growth. The estimated annual household spending of the residents of the up to 1,730 new housing units is the input to the IMPLAN model. The IMPLAN model then distributes spending among various types of goods and services (industry sectors) based on data from the Consumer Expenditure Survey and the Bureau of Economic Analysis Benchmark input-output study, to estimate the number of off-site jobs.

Job creation, driven by increased demand for products and services, was projected for each of the industries that will serve the new households. A total of 644 jobs are estimated to be generated by spending of the residents, as summarized in Table 5-4. Of the estimated 644 jobs, 121 are estimated to be captured as part of on-site employment totals for grocery, retail, and dining uses, based on the analysis in Appendix A Table 21, which are already considered as part of the Section 4 analysis addressing on-site jobs. While residents are anticipated to meet a significant share of needs within the on-site uses, not all retail categories will be available on-site and services like medical care and schools will be located off-site. On-site retail and dining will also likely serve a wider customer base that includes local residents, workers, and hotel guests, in addition to new residents of the proposed Project.

Table 5-4. Jobs Generated from Household Spending of 1,730 Residential Units	
Aggregate Household Expenditures, 1,730 units	$161,693,000
Estimated Number of Jobs Generated	644.5
Less: Estimated Portion Included in On-Site Employment Totals [(1)]	(121.4)
Estimated Number of Off-site Jobs	523.1

[(1)] See Appendix A Table 21 for supporting analysis.

The proposed Project would add new residential units to Menlo Park, increasing the population and creating net new demand for products and services, the jobs associated with delivery of these products and services are also estimated to be net new jobs. A portion of household needs will be met through the mix of retail and restaurant uses proposed to be included on-site as part of the Project while others needs such as health care are anticipated to be met off-site. While there may be an ability for existing off-site health care facilities, schools and other services to absorb a share of new demand to some extent, existing establishments will still require additional employees in many cases. For example, individual health care providers are only able to see so many patients in a day. Employment in sectors that serve residents tends to expand with population. As indicated in Section 5.2.3, the ratio between employment in resident-serving sectors of the economy and the number of housing units is relatively consistent at the city and county geographic scales, indicating resident-serving jobs tend to be proportionate to the number of housing units and population.

Table 5-5 provides a detailed breakdown of the employment by industry sorted by projected employment. The Consumer Expenditure Survey published by the Bureau of Labor Statistics tracks expenditure patterns by income level. IMPLAN utilizes this data to reflect the pattern by income bracket. Estimated employment is shown for each IMPLAN industry sector representing 1% or more of total employment. The jobs that are generated are heavily retail jobs, jobs in restaurants and other eating establishments, and in services that are provided locally such as health care.

Table 5-5. Off-Site Jobs Generated by Industry from Housing Spending		
Industry Category	Off-Site Jobs Total [1]	Percent
Full-service restaurants	25.5	5%
Limited-service restaurants	14.8	3%
All other food and drinking places	8.9	2%
Subtotal Restaurant	48.6	9%
Retail - Building material and garden equipment and supplies stores	4.6	1%
Retail - Clothing and clothing accessories stores	9.9	2%
Retail - Electronics and appliance stores	4.7	1%
Retail - Food and beverage stores	11.7	2%
Retail - Furniture and home furnishings stores	5.0	1%
Retail - General merchandise stores	16.0	3%
Retail - Health and personal care stores	5.2	1%
Retail - Miscellaneous store retailers	9.1	2%
Retail - Motor vehicle and parts dealers	4.9	1%
Retail – Non-store retailers	9.6	2%
Retail - Sporting goods, hobby, musical instrument and bookstores	3.9	1%
Personal care services	8.4	2%
Subtotal Retail and Service	93.0	18%
Offices of dentists	13.5	3%
Offices of other health practitioners	8.5	2%
Outpatient care centers	11.6	2%
Offices of physicians	16.8	3%
Medical and diagnostic laboratories	1.6	0%
Other ambulatory health care services	2.3	0%
Home health care services	8.7	2%
Hospitals	18.0	3%
Subtotal Healthcare	81.0	15%
Elementary and secondary schools	7.2	1%
Junior colleges, colleges, universities, and professional schools	10.5	2%
Other educational services	5.3	1%
Subtotal Education	22.9	4%
Individual and family services	32.9	6.3%
Automotive repair and maintenance, except car washes	15.2	2.9%
Child day care services	9.8	1.9%
Religious organizations	7.5	1.4%
Other personal services	7.4	1.4%
Transit and ground passenger transportation	6.6	1.3%
Car washes	6.4	1.2%
Other financial investment activities	11.1	2.1%
Non-depository credit intermediation and related activities	5.6	1.1%
Transit and ground passenger transportation	6.6	1.3%
All Other	168.6	32%
Total Number of Off-Site Jobs Generated	523.1	100%

(1) Estimated off-site employment generated by household expenditures of Project residents for industries representing more than 1% of total employment. Employment estimates are based on the IMPLAN Group's economic model, IMPLAN, for San Mateo County (uses 2019 IMPLAN data set, the most recent available as of June 2020). See Appendix A Table 21 for supporting analysis of the portion of total jobs generated by household spending that are located off-site. Includes both full- and part-time jobs.

5.2.3 Cross-Check Based on Existing Number of Resident-Serving Jobs

As context for the estimated number of off-site jobs and a secondary cross-check for reasonableness, Table 5-6 provides comparisons to the existing ratio of resident-serving jobs in sectors such as health care, retail, food service and education and the number of residential units within Menlo Park and San Mateo County. In Menlo Park, there are 9,072 existing jobs in resident-serving sectors based on data from the U.S. Census and 14,124 residential units based on data from the California Department of Finance. These figures translate to a ratio of approximately 1,111 resident-serving jobs for every 1,730 residential units[27]. The ratio for San Mateo County is similar at 984 resident-serving jobs for every 1,730 residential units. Based on existing relationships between resident-serving jobs and residential units for both the city and the county, estimates for the proposed Project appear reasonable.

Estimates for the proposed Project reflect a lower ratio of resident serving jobs to housing units than overall averages based on the characteristics of the proposed Project which consists of 71% studio and one-bedroom units. Households occupying the proposed Project are estimated to average 2.03 persons[28], which is smaller than the average household size for the city of 2.64 persons per household and 2.88 persons per household for the county per the California Department of Finance. Smaller household sizes will correspond to lower demand for services compared to overall averages, particularly for services like health care and education that are driven by population. In addition, the proposed Project includes 17.8% BMR units. Residents of BMR units will have lower household incomes and will drive a lower level of demand for services, particularly in sectors like restaurants that are driven more by discretionary spending. Finally, the City and County averages include employment within the identified sectors associated with serving the business and visitor population as well as residents, resulting in higher ratios than would be the case for jobs associated with residents alone. Therefore, the ratio between the estimated number of resident-serving jobs and the number of residential units for the proposed Project is appropriately less than citywide or countywide averages.

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[27] Calculated as 9,072 jobs divided by 14,124 residential units and multiplied by 1,730 units. This 1,730-unit figure is selected for ready comparison to the proposed Project. Since Menlo Park residents will additionally use retail and services located in other nearby communities, the relationship for San Mateo County as a whole is also provided.

[28] Based on the unit mix of the standard for relating unit size to household size specified in California Health and Safety Code Section 50052.5, the proposed Project is estimated to correspond to an average household size of approximately 2.03 persons.

Table 5-6. Comparison to Existing City and County Relationships Between Number of Residential Units and Number of Jobs in Key Resident Serving Sectors					
	Existing Jobs (1)		Jobs Per 1,730 Residential Units		
	City of Menlo Park	San Mateo County	Actual: City of Menlo Park (4)	Actual: San Mateo County (4)	Estimate for Proposed Project (5)
Key Resident-Serving Sectors					
Health Care	3,065	41,812	375.4	256.2	151.3
Retail Trade	1,564	33,825	191.6	207.3	113.5
Food Service	2,005	39,255	245.6	240.6	99.6
Education	1,123	24,010	137.6	147.1	22.7
Other Services (2)	1,040	15,264	127.4	93.5	75.1
Arts, Entertainment, and Recreation	275	6,469	33.7	39.6	18.8
Subtotal Resident-Serving	9,072	160,635	1,111	984	481
Other Sectors	39,476	257,325	4,835	1,577	163
Total All Sectors	48,548	417,960	5,946	2,561	645
Number of Residential Units (3)	14,124	282,299			

(1) U.S. Census Longitudinal Employer-Household Dynamics, 2018 data for workplace geography.
(2) Includes a broad range of services from auto repair to dry cleaning, to religious organizations.
(3) Number of housing units as of January 1, 2021, per California Department of Finance Table E-5, Population and Housing Estimates for Cities, Counties, and the State, 2011-2021 with 2010 Census Benchmark.
(4) Calculated by dividing the total number of jobs by the number of residential units and multiplying by 1,730 units.
(5) For comparison purposes, figures from Appendix A Table 21, prior to the adjustment to remove jobs included in on-site employment totals, are used
Note: The number of jobs by industry from the HNA have been aggregated by major industry category to allow ready comparison to actual existing jobs in the City of Menlo Park and in San Mateo County.

5.3 Analysis of Housing Need by Income

This section presents a summary of the analysis linking the number of off-site jobs associated with the new residential units to the estimated number of housing units required in each of six income categories. The analysis is based on the same methodology as Section 4 and consists of the following analysis steps.

Step 1 – Adjustment from Employees to Employee Households

This step (Table 5-7) converts the number of employees identified in Table 5-5 to the number of employee households, recognizing that there is, on average, more than one worker per household, and thus the number of housing units in demand for new workers is reduced. The workers-per-worker-household ratio eliminates from the equation all non-working households, such as retired persons and students. The San Mateo County average of 1.91 workers per worker household derived from the U. S. Census Bureau 2015-2019 American Community Survey is used for this step in the analysis, consistent with Section 4. The estimated 523 off-site jobs is divided by 1.91 to estimate the number of worker households of 274.

Table 5-7. Estimated Net Change in On-Site Employee Households	
Off-Site Jobs in Services to New Residents	523.1
Number of Employee Households - Off-site workers (at 1.91 workers per household) (1)	274.2

(1) Derived from 2015-2019 U.S. Census American Community Survey data for San Mateo County

Step 2 – Occupational Distribution of Employees

The occupational breakdown of employees is the first step to arrive at income level. The output from the IMPLAN model provides the number of employees by industry sector, shown in Table 5-5. The IMPLAN output is then paired with data from the Department of Labor, Bureau of Labor Statistics Occupational Employment Survey (OES) to estimate the occupational composition of employees for each industry sector. As shown in Table 5-8, new jobs will be distributed across a variety of occupational categories. The three largest occupational categories are sales and related (12.4%), office and administrative support (13.1%), and healthcare support (10%). Table 5-8 indicates the percentage and number of employee households by occupation for off-site workers.

Table 5-8. Worker Households by Occupation – Jobs in Off-Site Services to New Residential Units

Occupation Category	Number of Worker Households	% of Jobs
Management Occupations	14.0	5.1%
Business and Financial	13.8	5.0%
Computer and Mathematical	5.6	2.0%
Architecture and Engineering	0.6	0.2%
Sciences	1.1	0.4%
Community & Social Services	6.7	2.5%
Legal	1.8	0.6%
Education, and Library	9.7	3.5%
Arts, Design, Entertainment	3.9	1.4%
Healthcare Practitioners	21.6	7.9%
Healthcare Support	27.3	10.0%
Protective Service	3.2	1.2%
Food Prep and Serving	26.4	9.6%
Building and Grounds.	10.6	3.9%
Personal Care and Service	12.7	4.6%
Sales and Related	34.0	12.4%
Office and Admin Support	35.8	13.1%
Farming, Fishing, Forestry	0.2	0.1%
Construction and Extraction	2.4	0.9%
Installation, Maint. and Repair	12.8	4.7%
Production	4.4	1.6%
Transportation	25.7	9.4%
Totals	274.2	100.0%

See Appendix A Tables 19 and 20 for additional detail.

Step 3 – Estimates of Employee Households by Income

In this step, occupations are translated to employee incomes based on recent wage and salary information for workers in San Mateo County from the BLS Occupational Employment Survey. The wage and salary information summarized in Appendix A Table 20 provided the income inputs to the analysis.

For each occupational category shown in Table 5-8, the OES data provides a distribution of specific occupations within the category. For example, within the Food Preparation and Serving Category, there are Supervisors, Cooks, Bartenders, Waiters and Waitresses, Dishwashers, etc. In total, there are approximately 100 detailed occupation categories included in the analysis, as shown in the Appendix A Table 20. Each of these occupation categories has a different distribution of wages, which was obtained from BLS and is specific to workers in the County as of 2020.

Household incomes are estimated from employee incomes using ratios between individual employee income and household income derived from 2015-2019 ACS data for the San Francisco Bay Area. Ratios used in this section are the same as those used in Section 4 and presented in Table 4-5.

Estimated household incomes are compared to the income criteria shown in Table 2-4 to determine the percentage that qualify within each income category for each potential household size/number of workers combination.

Step 4 – Distribution of Household Size and Number of Workers

In this step, we account for the distribution in household sizes and number of workers using local data obtained from the U.S. Census. 2015-2019 ACS data is used to develop a set of percentage factors representing the distribution of household sizes and number of workers within working households. The percentage factors are the same as used in Section 4 and presented in Table 4-4. Application of these percentage factors accounts for the following:

- Households have a range in size and a range in the number of workers.
- Large households generally have more workers than smaller households.

The result of this step is a distribution of working households by number of workers and household size.

Step 5 – Estimate of Number of Households that Meet Size and Income Criteria

Step 5 is the final step to calculate the number of worker households meeting the size and income criteria for the six income tiers. The calculation combines the results from Step 3 on percentage of worker households that would meet the income criteria at each potential household size / number of workers combination, with Step 4, the percentage of worker household having a given household size / number of workers combination. The result is the percent of households that fall into each income tier. The percentages are then multiplied by the number of households from Step 1 to arrive at number of households in each income tier.

Table 5-9 presents the resulting estimates of the number of households within each income category by worker occupation category.

Table 5-9. Employee Households by Occupation and Income (Steps 3, 4, and 5) for Workers in Off-Site Services to New Residents

Major Occupation Category [1]	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Management	0.1	0.5	1.9	1.8	2.5	7.2	14.0
Business and Financial Operations	0.0	1.1	2.7	2.9	3.7	3.4	13.8
Computer and Mathematical	-	-	-	-	-	-	-
Architecture and Engineering	-	-	-	-	-	-	-
Life, Physical and Social Science	-	-	-	-	-	-	-
Community and Social Services	0.5	1.1	2.2	1.8	0.9	0.3	6.7
Legal	-	-	-	-	-	-	-
Education Training and Library	1.1	1.8	3.3	2.8	0.6	0.1	9.7
Arts, Design, Entertainment, Sports, & Media	-	-	-	-	-	-	-
Healthcare Practitioners and Technical	0.1	0.8	2.8	3.8	4.8	9.2	21.6
Healthcare Support	6.5	5.1	12.1	3.1	0.5	-	27.3
Protective Service	-	-	-	-	-	-	-
Food Preparation and Serving Related	7.1	4.4	12.7	2.0	0.2	-	26.4
Building Grounds and Maintenance	2.3	1.9	5.3	0.9	0.1	0.0	10.6
Personal Care and Service	2.9	2.1	5.7	1.5	0.4	-	12.7
Sales and Related	7.6	5.6	15.9	3.3	1.0	0.6	34.0
Office and Admin	4.0	7.3	13.1	9.2	2.1	0.1	35.8
Farm, Fishing, and Forestry	-	-	-	-	-	-	-
Construction and Extraction	-	-	-	-	-	-	-
Installation Maintenance and Repair	0.8	2.3	4.1	3.6	1.8	0.1	12.8
Production	-	-	-	-	-	-	-
Transportation and Material Moving	4.9	5.1	11.5	3.4	0.7	-	25.7
Households: Major Occupations	37.9	39.2	93.6	40.1	19.5	21.0	251.1
Households: all other occupations [2]	3.5	3.6	8.6	3.7	1.8	1.9	23.1
Total Households	**41.4**	**42.8**	**102.2**	**43.7**	**21.2**	**22.9**	**274.2**
Rounded	**41.0**	**43.0**	**102.0**	**44.0**	**21.0**	**23.0**	**274.0**

[1] See Appendix A Tables 19- 20 for information on major and detailed occupation categories identified for detailed compensation analysis.
[2] Represents occupation categories which have a minor amount of employment, and for which detailed compensation analysis was not completed. These worker households are assumed to have a similar income distribution to other employees.

5.4 Summary of Housing Need by Income, Off-site Workers

Table 5-10 summarizes the demand for housing by workers in off-site services to the up to 1,730 new residential units by income category.

Table 5-10. Estimated Off-Site Employee Households by Income

	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Worker Households by Income	41	43	102	44	21	23	274

As shown in Table 5-10, the up to 1,730 residential units are estimated to create a demand for an additional 274 housing units for off-site workers in services such as retail, restaurants, and education. Housing demand for new off-site workers is distributed across the income tiers with the greatest number of households in the Low Income category. The finding that the jobs associated with consumer spending tend to be low-paying jobs where the workers will require housing affordable at the lower income levels is not surprising. As noted above, consumer spending results in employment that is concentrated in lower paid occupations including food preparation, administrative, and retail sales.

6.0 NET IMPACT ON HOUSING AVAILABILITY

This section combines the findings of the prior three sections to estimate the net impact on housing availability from the proposed Project by income. Net impacts on housing availability represent the combined housing supply and demand effects of the proposed Project including from:

- Added housing supply from construction of new residential units, from Section 3; and
- Added housing demand from added jobs, including on-site jobs, drawn from the analysis in Section 4 and off-site jobs in services to residents, drawn from the Section 5 analysis.

Additions to housing supply increase housing availability while increases in housing demand reduce housing availability.

Section 6.1 addresses total housing availability impacts regardless of location. Section 6.2 provides an estimate specific to impacts occurring within Menlo Park.

6.1 Net Impact on Housing Availability Regionally

The proposed Project is estimated to result in net decrease in available housing units of 815 units regionally, as shown in Table 6-1. This estimate reflects the combined effect of:

- Addition of up to 1,730 new residential units to the housing supply; and
- 2,545 units of added housing demand from new on-site and off-site workers.

Table 6-1. Estimated Net Impact of Project on Housing Availability Regionally	
A. Added Housing Supply (Section 3)	1,730 Units
B. Added Worker Housing Demand	
Housing Demand for On-site workers (Section 4)	2,271 Units
Housing Demand for Off-site workers in services to new residents (Section 5)	274 Units
Subtotal Added Worker Housing Demand	2,545 Units
C. Net Decrease in Housing Availability [A. - B.]	(815 Units)

The 815-unit net decrease in regional housing availability represents an increase in housing demand that exceeds the number of new residential units added to the housing supply.

Table 6-2 provides a breakout of the findings by income category. As shown, the 815-unit net decrease in available housing throughout the region consists of 127 Extremely Low, 270 Very Low, 727 Low and 469 Over 150% AMI units. The decrease in housing availability in the Extremely Low, Very Low, Low and Over 150% AMI categories is partially offset by increases in available housing in the Moderate and Above Moderate categories of 70 and 708 units, respectively, resulting from added housing supply that exceeds added housing demand in these income categories.

Table 6-2. Net Impacts on Regional Housing Availability by Income Level	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
A. Housing Supply Added (New Units)	83	37	38	496	1,076	0	1,730
B. Added Worker Housing Demand							
On-site workers: Meta Offices	57	182	440	341	339	450	1,809
On-site workers: Other Uses	112	82	223	41	8	(4)	462
Off-site workers in services to new residents	41	43	102	44	21	23	274
Subtotal Added Worker Housing Demand	210	307	765	426	368	469	2,545
C. Net Decrease in Available Housing (1) [= A. - B.]	(127)	(270)	(727)	70	708	(469)	(815)

(1) Negative figure represents a net decrease in housing availability resulting from housing demand that exceeds added housing supply.

6.2 Menlo Park Share of Impact on Housing Supply and Housing Demand

KMA estimated the share of housing supply and housing demand that would occur within the City of Menlo Park. Estimates represent an allocation of the total housing availability impacts presented in Table 6-2 based on where housing units included in the proposed Project will be constructed (in Menlo Park) and where workers will live (a share in Menlo Park and a share outside of Menlo Park). Two scenarios are presented regarding the share of workers who will seek and find housing within the City of Menlo Park:

A. ***Current Commute Share Estimate*** (7.4% for Meta workers / 5.9% for other workers) – The current commute share estimate uses data on existing commute patterns to estimate the number of workers who will live in Menlo Park. For Meta workers, the 7.4% existing share of Meta workers who live in Menlo Park is used. For all other workers, the 5.9% city-wide average share of Menlo Park's workforce that lives in the city is used.

B. ***Increased Commute Share Estimate at 20%*** (based on 2000 Nexus Study) – The City Council has expressed an interest in improving the jobs housing balance and obtaining data to inform the goal of increasing the number of workers who live and work in Menlo Park. Therefore, for informational purposes, the report provides an additional goal-based estimate of housing units in Menlo Park based on a 20% commute share, which was a goal identified in the City's 2000 Commercial Linkage Fee Nexus Study. The possibility that availability and affordability of housing have contributed to a downward trend in Menlo Park's commute share is a primary reason for including this additional goal-based commute share estimate. The goal-based estimate also illustrates a scenario in which the residential units added by the proposed Project encourage a larger share of workers to live in Menlo Park[29].

The current (7.4% for Meta and 5.9% for other workers) and 20% commute shares, described above, are applied to estimate the number of employees that will live in Menlo Park.

The analysis under the two commute share scenarios is described below and is followed by additional discussion of the commute shares.

A. Current Commute Share Estimate

The analysis of housing availability impacts within Menlo Park under the Current Commute Share reflects the following allocation of total regional impacts identified in Section 6.1:

(1) **Menlo Park Share of Added Housing Supply –** All residential units added by the proposed Project are in the City of Menlo Park; therefore, all 1,730 units are identified as additional housing supply in Menlo Park.

(2) **Menlo Park Share of Added Housing Demand –** 177 units of 2,545 total units of housing need from added jobs are estimated to be within Menlo Park based on the existing share of Menlo Park workers who live in the city. This result is based on combining the findings on worker housing need by income level summarized in Table 6-2 with a 7.4% commute share factor for Meta workers and a 5.9% commute share factor for other workers, as shown in Table 6-3.

With the Current Commute Share Estimate, the 1,730 units of added housing supply exceed the 177-units of added housing demand in Menlo Park by 1,553 units resulting in a 1,553-unit net increase in housing availability in Menlo Park. As shown in Table 6-3, the estimated 1,553-unit increase in housing availability is comprised of 70 Extremely Low, 15 Very Low, 466 Moderate, and 1,050 Above Moderate Income units, partially offset by a net decrease in housing availability within the Low and Over 150% AMI categories of 14 and 34 units, respectively, as a result of added employee housing demand exceed the added housing supply within these income categories.

[29] The Project Sponsor has indicated that there will not be any preference or priority for Meta employees to occupy the proposed residential units.

Table 6-3. Estimated Menlo Park Share of Net Impacts on Housing Availability by Income Level – Current Commute Share Estimate								
	Basis for Allocation to Menlo Park	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
A. Added Housing Supply (New Units)	*all units are in Menlo Park*	83	37	38	496	1,076	-	1,730
B. Menlo Park Share of Added Worker Housing Demand								
Meta Offices	*7.4% Menlo Park commute share for Meta workers*	4	14	33	25	25	33	134
Other Uses	*5.9% Menlo Park commute share from Census*	7	5	13	2	-	-	27
Off-site workers		2	3	6	3	1	1	16
Subtotal Demand		13	22	52	30	26	34	177
C. Net Increase in Housing Availability [(1)] [= A. - B.]		70	15	(14)	466	1,050	(34)	1,553

(1) Negative figures represent a net increase in housing demand that exceeds added housing supply within the particular income category.

The commute share factors are applied uniformly across each of the household income tiers to arrive at estimates of Menlo Park's "share" of the worker housing demand for each income tier. The actual distribution by income tier in Menlo Park would likely vary from these estimates based on factors, such as the existing housing stock in Menlo Park, limited availability of affordable units, and the future production of market rate and affordable units in Menlo Park.

B. Increased Commute Share Estimate

The Increased Commute Share Estimate is based on the City's 2000 Nexus Study which incorporated a commute share assumption of 20%. This 20% commute share assumption reflects a goal to house a larger share of the city's workforce locally that was approximately double the 10% commute share for Menlo Park as of the time the Nexus Study was prepared[30]. As stated in the 2000 Nexus Study:

[30] Per the 1990 Census, Menlo Park's commute share was 10% based on a total number working in Menlo Park of 26,048 of which 2,662 lived in Menlo Park. Figures do not include those who work out of their homes rather than commute to a separate workplace. The 1990 Census was the most recent data available at the time the 2000 Nexus Study was prepared as the 2000 Census data was not yet released. The 2000 Nexus Study references a separate factor of 23%, also as of 1990, which is not comparable to the 10% commute share in 1990. This 23% factor represents the share of Menlo Park *employed residents* (residents who are employed) who work in Menlo Park versus commute out of Menlo Park to a job located in another city.

Using a relatively higher number provides a goal for the City to achieve. Although inflated housing prices in the 1990's have resulted in a decrease in the percentage of Menlo Park workers who can afford to live in Menlo Park, the City's goal is to encourage local workers to live in Menlo Park in order to achieve a better jobs/housing balance.

This Increased Commute Share Estimate provides additional information regarding how analysis findings would vary were the City to seek to house 20% of the added workforce locally consistent with the goal identified in the 2000 Nexus Study.

With the Increased Commute Share Estimate, application of the 20% goal-based commute share results in allocation of 509 out of 2,545 units of added housing demand from new jobs. The 1,730 units of added housing supply exceed the 509-units of added housing demand in Menlo Park by 1,221 units, resulting in a 1,221-unit net increase in housing availability in Menlo Park.

Table 6-4 presents the findings by income level with the Increased Commute Share Estimate. As shown, the estimated 1,221-unit net increase in available housing units in Menlo Park consists of 42 Extremely Low, 411 Moderate, and 1,002 Above Moderate units, offset by a net decrease in housing availability within the Very Low, Low, and Over 150% AMI categories of 25, 115, and 94 units, respectively.

Table 6-4. Estimated Menlo Park Share of Net Impacts on Housing Availability by Income Level – Increased Commute Share Estimate

	Basis for Allocation to Menlo Park	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
A. Added Housing Supply (New Units)	*all units are in Menlo Park*	83	37	38	496	1,076	-	1,730
B. Menlo Park Share of Added Worker Housing Demand								
Meta Offices	*7.4% Menlo Park commute share for Meta workers*	11	37	88	68	68	90	362
Other Uses	*5.9% Menlo Park commute share from Census*	22	16	45	8	2	(1)	92
Off-site workers		8	9	20	9	4	5	55
Subtotal Demand		41	62	153	85	74	94	509
C. Net Increase in Housing Availability [(1)] [= A. - B.]		42	(25)	(115)	411	1,002	(94)	1,221

(1) Negative figures represent a net increase in housing demand that exceeds added housing supply within the particular income category.

6.3 Additional Discussion of Commute Share

According to the U.S. Census 2015-2019 American Community Survey (ACS), 5.9% of those who currently work in the City of Menlo Park also live in the City of Menlo Park. The remaining 94.1% of the workforce commutes in from outside of the city. The existing percentage of workers commuting in from other jurisdictions is attributable to a number of factors including the supply of housing relative to the number of jobs and the high cost of housing in Menlo Park. Nevertheless, 5.9% does provide a benchmark for the propensity of Menlo Park workers to seek and find housing within the city.

The percentage of workers in Menlo Park who also live in the city has been generally decreasing over the decades with 10% of workers living in the city as of the 1990 Census, decreasing to 7.2% with the 2000 Census to 5.9% in the most recent ACS data. Workers most everywhere tend to commute more in recent years than in the past and, in addition, Menlo Park has become less affordable over time. The relationship between job growth in Menlo Park relative to the amount and affordability level of housing that has been added over time is likely a significant factor in this trend. However, in any metropolitan region such as the Bay Area, there are numerous individual factors that influence how workers, in general, select their neighborhoods or communities to live in beyond basic housing supply, price/rent, and proximity to work considerations. Examples listed below are by no means exhaustive and no hierarchy is implied by the order:

- Type of unit; people tend to be looking for a specific kind of housing – an apartment, a condo, a detached home. These choices are tied to stage of life as well as affordability and other factors.
- Commute to work – Travel time to work and commute options are important to those with a regular commute. In many households, more than one household member works, so a residential location may be a compromise to make commuting in multiple directions acceptable.
- Proximity to social, ethnic and religious communities.
- Accessibility to recreational resources. This can be general like proximity to parks and playgrounds, or specific to certain recreational interests ranging from jogging trails, to golf, to just about any recreational pursuit.
- Quality of schools – either indicated by specific measures or purely perception. This is mainly a factor of concern for those with children or seeking housing with future children in mind.
- Accessibility to culture and entertainment.
- Public safety – like schools either based on hard data or simply perceptions and reputation which may not be supported by hard data.

- Air quality is a commonly cited factor in the Los Angeles basin, but far less so in the Bay Area.
- Weather and microclimates in the Bay Area dictate communities of choice for many. People tend to either hate the cool fog near the ocean or love it.

Although many factors influence housing decisions, because the number of workers that both live and work in Menlo Park is so low and the cost of housing is so high, it is possible that the 5.9% existing commute share does not reflect the proportion of workers who would live in Menlo Park if they could find housing and could afford it. The possibility that availability and affordability of housing have contributed to a downward trend in Menlo Park's commute share is a primary reason for including a separate Increased Commute Share Estimate, described above.

Meta provided data on commute patterns for its existing Menlo Park workforce. The data provided by Meta indicates that approximately 7.4% of Meta's Menlo Park workforce lives in Menlo Park, somewhat higher than the percentage for Menlo Park workers overall per the ACS data. The reasons for Meta worker's slightly higher propensity to live in Menlo Park are not known. This Meta-specific commute data is applied for purposes of estimating the share of Meta workers who would seek and find housing in Menlo Park with the Current Commute Share Estimate.

The current commute shares of 5.9% for all Menlo Park workers and 7.4% for Meta workers are applied for purposes of the Current Commute Share Estimate as these factors represent the best and most current data available on the share of workers likely to seek and find housing in Menlo Park. Following is a discussion of factors that suggest a higher commute share could be possible in the future as well as opposing factors that suggest the current commute share likely provides a good indicator.

Factors that Suggest Potential for Increased Commute Share

There are several factors that suggest that an increase in the share of workers who live in Menlo Park might be possible:

1. The 1,730-unit size of the proposed Project represents an approximately 12% increase in the size of the existing Menlo Park housing stock of 14,124 units[31]. Given the large number of units being added, which would represent a material expansion of the city's existing housing stock, the proposed Project could potentially contribute to an increase in the percentage share of workers living locally.

[31] Number of housing units as of January 1, 2021 per California Department of Finance Table E-5, Population and Housing Estimates for Cities, Counties, and the State, 2011-2021 with 2010 Census Benchmark.

2. The number of housing units added by the proposed Project exceeds added housing demand in Menlo Park based on existing commute shares, resulting in an increase in housing availability that could accommodate a potential increase in the share of workers that live locally.

3. New housing added by the proposed Project would be very accessible to jobs within the Project as well as Meta's other nearby facilities. This could make the new housing uniquely desirable for Meta workers, attracting a larger share to live locally. Although, Meta workers would not receive any preference or priority to lease the units according to the Project Sponsor and, as discussed above, many factors affect choices about where to live.

4. In addition to the residential units within the proposed Project, several housing developments are currently going through the entitlement process or were recently approved in the vicinity of the proposed Project including the Menlo Uptown Project with 483 units, Menlo Portal Project with 335 units, 111 Independence Drive with 105 units, Menlo Flats with 158 units, and 123 Independence with 432 units. Combined with the 1,730 units included in the proposed Project, a total of over 3,000 new units are proposed in the vicinity. These proposed units will increase the opportunities for workers to live in Menlo Park and create the potential for an increase in the percentage share of workers who live locally. Construction of new housing can be expected to contribute toward increasing the number of workers that live locally by providing additional housing opportunities in Menlo Park.

Factors That Suggest Current Commute Share Provides Good Indicator

While the factors described previously suggest an increase in commute share could be possible, following are opposing factors that suggest that the Current Commute Share Estimate likely provides a good indicator of the share of workers who would live in Menlo Park, or that any increase in commute share is likely to be modest:

1. Census data for Menlo Park since 1990 do not show a correlation between job growth and number of Menlo Park workers residing locally. The number of jobs in Menlo Park increased by 17,478 or 67% from the 1990 Census to the 2015 - 2019 ACS. During the same period, the number who both live and work in Menlo Park, excluding those who work out of their homes, decreased from 2,662 to 2,589 (a 3% decrease). An analysis of compensation levels for jobs added since 1990 was not prepared; however, anecdotally one can observe that the employment growth during this period probably included a number of highly compensated jobs. Despite the addition of over 17,000 jobs during this period, of which at least a portion were likely highly compensated, the number of workers who both live and work in Menlo Park declined.

2. The expanding size of the Bay Area's job and housing markets combined with an increase in multiple-earner households has created more options for where to live and work and more households who must take locations of multiple jobs into account in selecting a residential location.

3. The proposed Project is very accessible to freeways including US-101 and SR-84 / the Dumbarton Bridge. It is arguably one of the most conducive locations in Menlo Park for commuting from other jurisdictions.

4. Menlo Park is viewed as a highly desirable place to live. Workers in the proposed Project who wish to live in Menlo Park would be competing for a limited amount of available housing with many other households in the Peninsula / Silicon Valley housing market who may also be seeking to live in Menlo Park.

5. Some jobs in off-site services such as retail, medical care, and restaurants may be in nearby cities rather than in Menlo Park. For those who work in nearby cities, the propensity to live in Menlo Park is expected to be less than the 5.9% commute share for Menlo Park workers[32].

6. The experience of remote work during the coronavirus pandemic has led several high-profile tech companies, including Meta, to announce plans to provide additional flexibility to work remotely on a more permanent basis. For employees that split their time between remote and in-person work, this additional flexibility may encourage employees to explore housing options further from the office, which could become an additional contributing factor to a declining share of workers who live in Menlo Park.

7. The focus of the commute shares described in this report are on the percentage share of those who work in Menlo Park that also live in Menlo Park. However, it is also possible to look at commuting from the opposite direction: considering residents of Menlo Park who are in the workforce, what share work in Menlo Park and what share commute out of the city to a job located elsewhere? Data from the ACS indicates that, 17% of working residents of Menlo Park work in Menlo Park while the remaining 83% commute out to jobs in other cities. The fact that many residents commute out to jobs elsewhere suggests a limit to how much Menlo Park's commute share could be increased by adding additional housing.

[32] For example, around 3.9% of those who work in Palo Alto live in Menlo Park based on data from the American Community Survey, lower than the 5.9% share for Menlo Park workers.

6.4 Estimated Commute Shed for Proposed Project

It is anticipated that workers at the proposed Project would commute to the Project site from throughout the region. Table 6-5 presents data on commuting by jurisdiction. The estimates reflect the same data sources as used for the Current Commute Share Estimate described above. Based on the data in Table 6-5, it is anticipated that approximately two thirds of workers would live in Santa Clara and San Mateo counties. Remaining workers are estimated to commute primarily from San Francisco and Alameda counties. Approximately 4% are estimated to commute from other counties.

The Increased Commute Share Estimate is not presented in Table 6-5 because the 20% goal is focused on Menlo Park's commute share and does not identify targets for any other specific jurisdiction. Progress toward the 20% commute share goal would tend to reduce commuting from other jurisdictions relative to levels indicated in Table 6-5 by increasing the share of workers that live in Menlo Park.

TABLE 6-5
ESTIMATED COMMUTE SHED FOR PROJECT
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Place of Residence:	Place of Residence for All Menlo Park Workers [3]	Place of Residence for Meta Workers [1]	Weighted Average for Project Employees [4]
San Mateo County	**38.7%**	**27.2%**	**29.6%**
Atherton	0.9%	0.1%	0.3%
Belmont	0.9%	1.3%	1.2%
Broadmoor	0.1%	0.0%	0.0%
Burlingame	0.7%	0.6%	0.6%
Colma	0.0%	0.0%	0.0%
Daly City	1.5%	0.3%	0.5%
East Palo Alto	3.1%	0.5%	1.0%
El Granada	0.3%	0.0%	0.1%
Emerald Lake Hills	0.2%	0.0%	0.0%
Foster City	1.2%	1.8%	1.7%
Half Moon Bay	0.5%	0.1%	0.2%
Highlands-Baywood Park	0.2%	0.0%	0.0%
Hillsborough	0.5%	0.1%	0.2%
La Honda CDP, California	0.1%	0.0%	0.0%
Ladera CDP, California	0.1%	0.0%	0.0%
Menlo Park	**5.9%**	**7.4%**	**7.1%**
Millbrae	0.4%	0.2%	0.2%
North Fair Oaks	1.3%	0.0%	0.3%
Pacifica	0.6%	0.2%	0.3%
Portola Valley	0.5%	0.1%	0.2%
Redwood City	9.1%	8.0%	8.3%
San Bruno	1.1%	0.3%	0.4%
San Carlos	1.6%	1.9%	1.8%
San Mateo	3.7%	3.4%	3.4%
South San Francisco	1.0%	0.3%	0.4%
West Menlo Park	0.5%	0.0%	0.1%
Woodside	0.5%	0.1%	0.2%
Balance of County [2]	2.1%	0.5%	0.9%

TABLE 6-5
ESTIMATED COMMUTE SHED FOR PROJECT
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Place of Residence:	Place of Residence for All Menlo Park Workers (3)	Place of Residence for Meta Workers (1)	Weighted Average for Project Employees (4)
Santa Clara County	**30.4%**	**37.5%**	**36.1%**
Alum Rock	0.0%	0.0%	0.0%
Cambrian Park	0.0%	0.0%	0.0%
Campbell	0.7%	0.6%	0.6%
Cupertino	1.1%	1.5%	1.4%
Gilroy	0.2%	0.1%	0.1%
Lexington Hills	0.0%	0.0%	0.0%
Los Altos	1.1%	1.3%	1.3%
Los Altos Hills	0.4%	0.1%	0.2%
Los Gatos	0.3%	0.6%	0.5%
Loyola	0.1%	0.0%	0.0%
Milpitas	0.4%	0.9%	0.8%
Monte Sereno	0.0%	0.0%	0.0%
Morgan Hill	0.1%	0.2%	0.2%
Mountain View	4.9%	7.8%	7.2%
Palo Alto	4.0%	4.0%	4.0%
San Jose	8.8%	7.9%	8.1%
San Martin	0.1%	0.0%	0.0%
Santa Clara	1.7%	2.9%	2.6%
Saratoga	0.5%	0.7%	0.6%
Stanford	0.3%	0.1%	0.1%
Sunnyvale	5.3%	8.8%	8.1%
Balance of County (2)	0.4%	0.0%	0.1%

TABLE 6-5
ESTIMATED COMMUTE SHED FOR PROJECT
WILLOW VILLAGE MASTER PLAN PROJECT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Place of Residence:	Place of Residence for All Menlo Park Workers [3]	Place of Residence for Meta Workers [1]	Weighted Average for Project Employees [4]
Alameda County	**12.2%**	**18.4%**	**17.1%**
Alameda	0.2%	0.4%	0.3%
Albany	0.1%	0.1%	0.1%
Ashland	0.4%	0.0%	0.1%
Berkeley	0.3%	0.4%	0.4%
Castro Valley	0.5%	0.3%	0.3%
Cherryland	0.1%	0.0%	0.0%
Dublin	0.5%	0.6%	0.5%
Emeryville	0.1%	0.1%	0.1%
Fairview	0.1%	0.0%	0.0%
Fremont	3.8%	8.4%	7.5%
Hayward	1.6%	0.6%	0.8%
Livermore	0.3%	0.2%	0.2%
Newark	1.0%	2.4%	2.2%
Oakland	1.3%	2.2%	2.0%
Pleasanton	0.5%	0.6%	0.6%
San Leandro	0.4%	0.2%	0.2%
San Lorenzo	0.2%	0.1%	0.1%
Union City	0.9%	1.7%	1.6%
Balance of County [2]	0.0%	0.1%	0.1%
San Francisco	**12.0%**	**13.2%**	**13.0%**
Contra Costa County	**2.1%**	**1.3%**	**1.4%**
Santa Cruz County	**0.5%**	**0.5%**	**0.5%**
Marin, Napa, Sonoma	**0.7%**	**0.3%**	**0.4%**
Other Counties	**3.5%**	**1.6%**	**2.0%**
	100.0%	100.0%	100.0%

Notes:

(1) Based on data provided by Meta for its Menlo Park employees as of March 2020.

(2) Includes workers residing in jurisdictions for which the relevant commute data has been suppressed by the U.S. Census.

(3) Data is derived from the 2012-2016 American Community Survey, the most recent available complete commute distribution data at the jurisdiction level. The share of Menlo Park's worker-force living in Menlo Park is an exception for which more recent data is available from the 2015-2019 American Community Survey. A reconciliation adjustment to the Balance of San Mateo County was made to account for the 0.6% reduction in the Menlo Park Share since the prior data.

(4) Weighted based on the share of total employment within the office component of the project, anticipated to be occupied by Meta.

Sources: U.S. Census Bureau, American Community Survey 2012-2016 Five-year estimates. Special Tabulation: Census Transportation Planning; American Community Survey 2015-2019; Project Sponsor.

7.0 DISPLACEMENT ANALYSIS

This section provides an evaluation of the potential for the proposed Project to contribute to displacement of existing residents and neighborhood change in two proximate communities known to be vulnerable to displacement, East Palo Alto and Belle Haven. As noted above, displacement is not an environmental impact for purposes of CEQA, but this analysis is provided for informational purposes and consistent with the requirements of the 2017 Settlement Agreement.

Displacement occurs when housing or neighborhood conditions force existing residents to move, or households feel like their move is involuntary. Displacement can be caused by a range of physical, economic and social factors including but not limited to foreclosure, condominium conversion, building deterioration or condemnation, increased taxes, natural disasters, eminent domain, and increases in housing costs[33, 34, 35]. The HNA is focused on economic drivers of displacement, specifically the potential for the proposed Project to affect the local housing market and housing costs.

Lower income communities in the Bay Area have become increasingly vulnerable to displacement of existing residents. Employment growth, constrained housing production, and rising income inequality are among the factors that have contributed to increased displacement pressures, especially within lower income communities in locations accessible to employment centers where many households are housing-cost burdened.

Location of Proposed Project Relative to Belle Haven and East Palo Alto

The aerial image below shows the location of the proposed Project relative to Belle Haven and East Palo Alto. The Project site is located on the site of the existing Menlo Science and Technology Park in Menlo Park and is bounded by Willow Road, the currently inactive Dumbarton Rail Corridor, and the Menlo Park Labs business park to the south and east. Belle Haven is a residential neighborhood located across Willow Road to the east of the Project site generally bounded by U.S. 101, Willow Road and the Dumbarton Rail Corridor, outlined in red on the aerial image below. East Palo Alto is located west and south of the Project site beyond the Menlo Park Labs business park, outlined in green on the aerial image below.

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[33] Zuk, M. et. al. 2017. Gentrification, Displacement, and the Role of Public Investment. Journal of Planning Literature. Journal of Planning Literature 1-14.

[34] Center for Community Innovation (2020). Investment and Disinvestment as Neighbors, A Study of Baseline Housing Conditions in the Bay Area Peninsula.

[35] Bradshaw, K. (2019). Uneven Ground: How unequal land use harms communities in southern San Mateo County. Palo Alto Online. https://paloaltoonline.atavist.com/uneven-ground

Map 1 - Proposed Project, Belle Haven and East Palo Alto Location

Source: Google Maps

7.1 Analysis Approach

Given the complex array of factors that influence housing markets and neighborhood change, precise estimates or projections of outcomes are not feasible; rather, the analysis provides information and context that will be useful in gauging the potential range of impacts. The following analyses were completed to provide this context:

1. *Estimated Impact on Housing Availability* – Similar to the analysis of housing availability impacts in Section 6.2, net impacts on housing availability are estimated for Menlo Park and East Palo Alto combined. This is useful for understanding whether the proposed Project will add to existing demand for housing in the two communities or help to absorb it.

2. *Comparison to countywide real estate trends* – Real estate market trends in East Palo Alto and Belle Haven since 2000 were analyzed in comparison to countywide trends. The purpose is to help understand how localized trends relate to the broader county housing market.

3. *Review of employment trends* – Employment trends were reviewed for San Mateo County and adjacent counties. Employment data is delineated by compensation level so that growth in higher-income and lower-income jobs can be separately understood.

4. *Historical Relationship Between Job Growth and Housing Costs* – The extent to which employment growth and housing costs have been correlated with one another was analyzed using linear regression. Findings are used to identify the potential range of impacts on rents and home prices that could be experienced as a result of the proposed Project.

5. *Comparison of real estate trends to other Bay Area communities vulnerable to displacement* – Real estate market trends in East Palo Alto and Belle Haven since Meta and its affiliates first began occupying its existing Menlo Park facilities are analyzed in comparison to trends in other Bay Area communities identified as vulnerable to displacement. The objective is to examine whether there are indications that Meta's existing campuses have a localized influence on the housing market.

The above analyses all contribute to understanding the potential for the proposed Project to contribute to increases in home prices, rents and displacement pressures in East Palo Alto and Belle Haven.

7.2 Risk of Displacement

East Palo Alto and Belle Haven both have risk factors for displacement. Both have a relatively lower-income existing population that includes a high percentage of households who spend 35% or more of their income on housing. A review of demographics and displacement risk factors specific to the two communities is provided in Appendix B. East Palo Alto's rent control and just cause eviction ordinance provides significant protection to existing renters within multi-family buildings built prior to 1988 but does not preclude the potential for longer-term neighborhood change. The Urban Displacement Project,[36] an initiative of UC Berkeley "aimed at understanding the nature of gentrification and displacement in the Bay Area" has identified the Belle Haven census tract and census tracts within East Palo Alto as areas experiencing "ongoing gentrification and/or displacement" or "at risk of displacement." A separate analysis by the Urban Displacement Project[37] indicates that, despite risk factors for displacement, East Palo Alto had not experienced significant gentrification during the 2000 to 2013 period, potentially due to policies aimed at preventing displacement including rent control and just cause eviction protections. For additional background, see also the Urban Displacement Project report, "East Palo Alto: An Island of Affordability in a Sea of Wealth"[38].

A recent study by UC Berkeley's Center for Community Innovation and its Y-PLAN initiative, titled *Investment and Disinvestment as Neighbors: A Study of Baseline Housing Conditions in the Bay Area Peninsula*, provided an assessment of the baseline housing conditions in Belle

[36] Zuk, M., & Chapple, K. (2019). Urban Displacement Project. http://www.urbandisplacement.org/

[37] Crispell, M, Harris L.R., and Cespedes S. March 2016. San Mateo County's East Palo Alto. Urban Displacement Project.

[38] Zuk, M., & Chapple, K. (2015). East Palo Alto: An Island of Affordability in a Sea of Wealth. Urban Displacement Project.

Haven, East Palo Alto, and North Fair Oaks neighborhood (unincorporated San Mateo County). The study found indications of recent changes including increased population turnover, declining school age population, and an increase in homelessness. The study also identified a high incidence of rent burdened households and disproportionate pressure on the local housing market compared to the rest of San Mateo County. The study found more signs of disinvestment in East Palo Alto and more indications of real estate speculation in Belle Haven[39].

East Palo Alto has been described as an "island" of affordability within the higher-priced Silicon Valley / Peninsula housing market. Belle Haven is also historically affordable relative to other neighborhoods in Menlo Park as well as many high-priced communities in San Mateo County and Silicon Valley. However, over the past two decades, home prices in East Palo Alto have increased at the same rapid pace as the county median, while home prices in Belle Haven are now slightly greater than the county median on a per square foot basis. Market rents for available one-bedroom apartments in East Palo Alto average approximately $2,337 per month which is approximately the same as the county average of around $2,305, based on CoStar data as of April 2021. While many existing residents in East Palo Alto are shielded from escalating housing costs through rent control or having purchased homes when prices were lower, the comparatively high cost of entering East Palo Alto's housing market relative to other more affordable locations in the Bay Area suggests that longer-term neighborhood change is likely.

The City of East Palo Alto has adopted policies focused on protecting affordability in the face of displacement pressures, including a rent control and just cause eviction policy described below.

East Palo Alto's Rent Control Ordinance

The City of East Palo Alto regulates rent increases and eviction procedures through the Rent Stabilization and Just Cause for Eviction Ordinance (East Palo Alto Municipal Code Chapter 14.04). The ordinance limits annual rent increases to 80% of the increase in the Consumer Price Index over the prior year. Just cause provisions of the ordinance require landlords to present a valid for-cause basis for terminating a tenancy. Tenants are also protected from retaliation and harassment. Rent control applies to all rental units except single family homes, units in owner-occupied properties of three units or less, new units built after 1988 (other than replacement units), and certain non-profit / group-quarters living arrangements. As required by state law, rents are free to reset to market rate upon turnover. The rent control ordinance shields existing renters from increases in market rents and economic displacement. Because rents reset to market upon vacancy, the ordinance does not preclude neighborhood change over the longer term.

[39] Center for Community Innovation. (2020). Investment and Disinvestment as Neighbors, A Study of Baseline Housing Conditions in the Bay Area Peninsula.

7.3 Net Increase in Available Housing in Menlo Park and East Palo Alto Combined

The net impact of the proposed Project on housing supply and housing demand in Menlo Park is illustrated in Section 6.2. Here, findings are broadened to include East Palo Alto. Demand for housing by income in Menlo Park and East Palo Alto, combined, is estimated using data on commute patterns. Then, estimated demand is compared to added housing supply to calculate the net impact on housing availability.

Commute Data for East Palo Alto, Belle Haven and Balance of Menlo Park

Commute data provided by Meta indicates that approximately 0.5% of Meta's Menlo Park employees reside in East Palo Alto, while another 0.4% reside in Belle Haven. Data from the U.S. Census indicates approximately 3.1% of those who work in Menlo Park commute from East Palo Alto. For Belle Haven, an allocation of the citywide commute share for Menlo Park is necessary as data specific to Belle Haven is not available from the U.S. Census. This allocation is made in proportion to the number of occupied housing units and results in an estimated commute share for Belle Haven of 0.7%. Combined, approximately 7.9% of Meta workers and 9% of all Menlo Park workers reside in Menlo Park and East Palo Alto. The two data sources are combined to estimate a weighted average commute share of 8.1% for East Palo Alto and Menlo Park combined. Commute share figures are summarized in Table 7-1.

Table 7-1. Estimated Percent of Employees Residing in East Palo Alto, Belle Haven, and Balance of Menlo Park

	Based on Meta Employee Commute Flows[1]	Based on Census Average [2]	Weighted Average [3]
Live in East Palo Alto	0.5%	3.1%	1.0%
Live in Belle Haven	0.4%	0.7%	0.5%
Live in Other Menlo Park Neighborhoods	7.0%	5.2%	6.6%
Subtotal East Palo Alto + Menlo Park	7.9%	9.0%	8.1%
Live Elsewhere	92.1%	91.0%	91.9%
Total	100%	100%	100.0%

[1] Based on data provided by Meta for its existing Menlo Park employees in March 2020.
[2] Data for East Palo Alto per U.S. Census Bureau, American Community Survey 2012-2016 Five-year estimates. Special Tabulation: Census Transportation Planning. Figure for Belle Haven based on American Community Survey 2015-2019 for City of Menlo Park allocated to Belle Haven in proportionate to the number of occupied housing units.
[3] Weighted based on employment within the office component, anticipated to be occupied by Meta, as a share of the total employment within the proposed Project.

The substantial housing component of the proposed Project creates a potential for an increase in Menlo Park's commute share, as described in Section 6.3. In recognition of this possibility, and to provide a more conservative analysis, the 20% goal-based Increased Commute Share Estimate is used to illustrate the combined Menlo Park and East Palo Alto share of housing demand. The combined commute share for the two communities would be 21% assuming the 20% commute goal for Menlo Park and using the 1% weighted average existing commute share for East Palo Alto from Table 7-1. The calculation is shown in Table 7-2.

Table 7-2. Estimated Percent of Workers Residing in East Palo Alto and Menlo Park, with 20% Increased Commute Share Goal for Menlo Park	
Live in East Palo Alto	1.0%
Live in Menlo Park	20% Goal
Total East Palo Alto + Menlo Park	21%

Estimated Housing Availability Impacts for East Palo Alto and Menlo Park Combined

The commute shares described above are applied to the total housing demand figures in Section 6.1 to estimate the share of housing demand within East Palo Alto and Menlo Park combined. Applying a 21% combined commute share to the total regional housing need of 2,545 units, results in an estimated demand for 535 total units in East Palo Alto and Menlo Park. Based on the 1,730 new units added to the housing supply minus the estimated demand for 535 units in East Palo Alto and Menlo Park combined, there is an estimated net increase in available housing of 1,195 units. This 1,195-unit estimated net increase in available housing consists of 40 Extremely Low, 407 Moderate, and 998 Above Moderate Income units, partially offset by net decreases in available housing in the Very Low, Low and Over 150% AMI categories of 28, 123, and 99 units, respectively. As in Section 6, housing demand by income category is allocated proportionate to total demand; however, the actual distribution by income category will vary based on the housing units that become available through new construction or turnover of existing units.

Table 7-3. Estimate of Net Impact on Housing Availability in Menlo Park and East Palo Alto Combined

	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
A. Added Housing Supply (New Units)	83	37	38	496	1,076	-	1,730
B. Added Housing Demand in East Palo Alto and Menlo Park Combined (based on 21% Combined Commute Share)	43	65	161	89	78	99	535
C. Net Increase in Available Housing Units (1) [= A. - B.]	40	(28)	(123)	407	998	(99)	1,195

(1) Negative figures represent a net increase in housing demand that exceeds added housing supply.

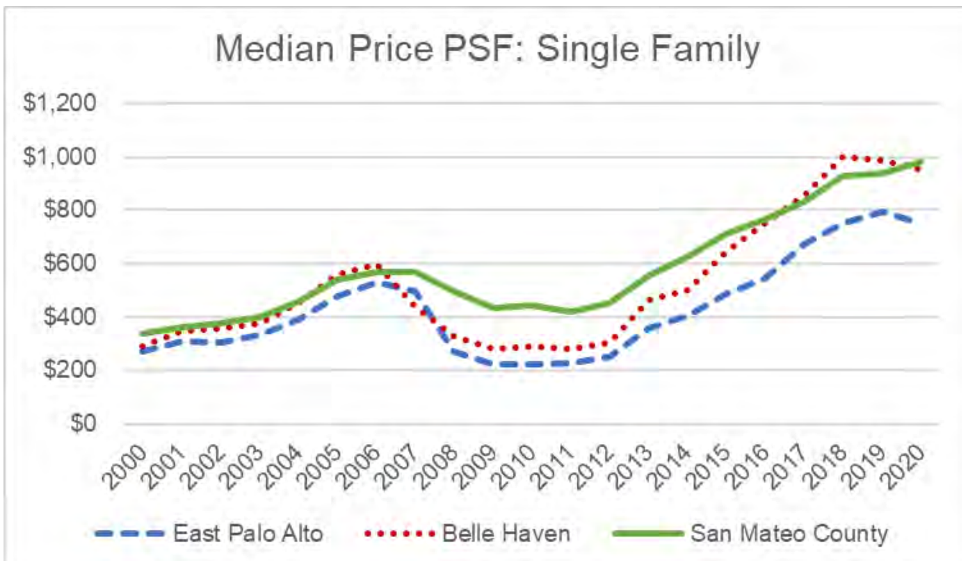
The 1,195-unit estimated net increase in housing availability in East Palo Alto and Menlo Park, inclusive of Belle Haven, is an indication that the proposed Project will help to absorb existing and future housing demand within the two communities, which will tend to moderate or reduce displacement pressures to some degree.

7.4 Real Estate Trends Since 2000

This section reviews data on real estate market trends for East Palo Alto, Belle Haven, and San Mateo County since 2000.

1. Home Prices

The chart below shows trends in median home price over the period from 2000 to 2020. In 2000, the median sales price per square foot in East Palo Alto of $270/SF represented approximately 80% of the county median of $338/SF, while the median price in Belle Haven of $291 per square foot represented 86% of the county median. In both East Palo Alto and Belle Haven, home prices decreased significantly during the housing market downturn and foreclosure crisis, reaching a low of 50% and 65% of the county median, respectively, in 2010. However, prices in both communities have escalated more rapidly than the county median over the subsequent decade. As of 2020, the median sales price in East Palo Alto of $748 per square foot is once again roughly 80% of the county median of $980 per square foot, while the price per square foot in Belle Haven has approached or exceeded the county median for the past five years and was $951 per square foot in 2020.



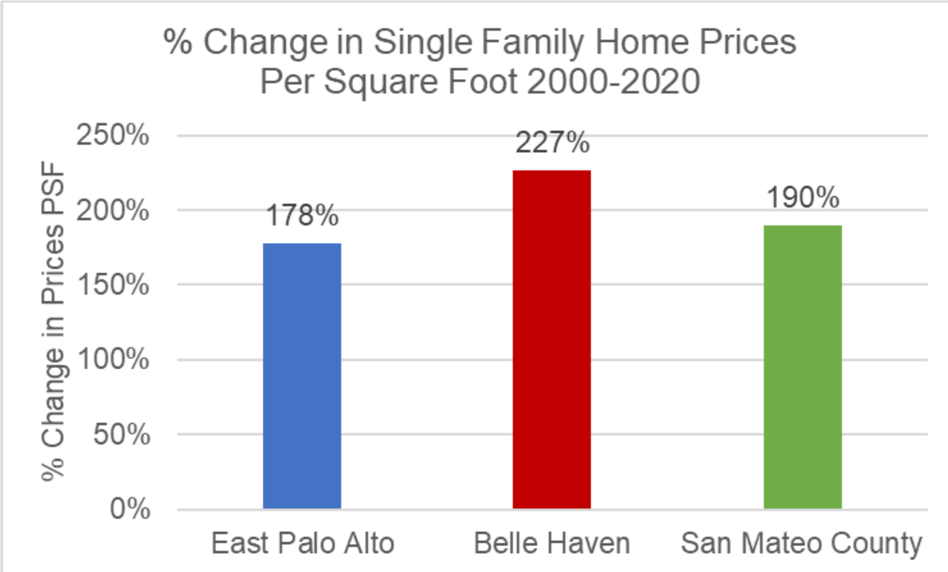
Source: CoreLogic

Table 7-4 shows how single family home prices per square foot in East Palo Alto and Belle Haven have changed over time relative to the county median.

Table 7-4. East Palo Alto and Belle Haven Median Price PSF as Percent of County		
	East Palo Alto as % of County Median Price PSF*	**Belle Haven as % of County Median Price PSF***
2000	80%	86%
2001	84%	96%
2002	80%	94%
2003	83%	94%
2004	85%	99%
2005	89%	104%
2006	93%	105%
2007	87%	77%
2008	54%	66%
2009	52%	65%
2010	50%	65%
2011	54%	67%
2012	55%	67%
2013	64%	83%
2014	65%	80%
2015	68%	90%
2016	71%	98%
2017	81%	103%
2018	81%	108%
2019	85%	105%
2020	76%	97%

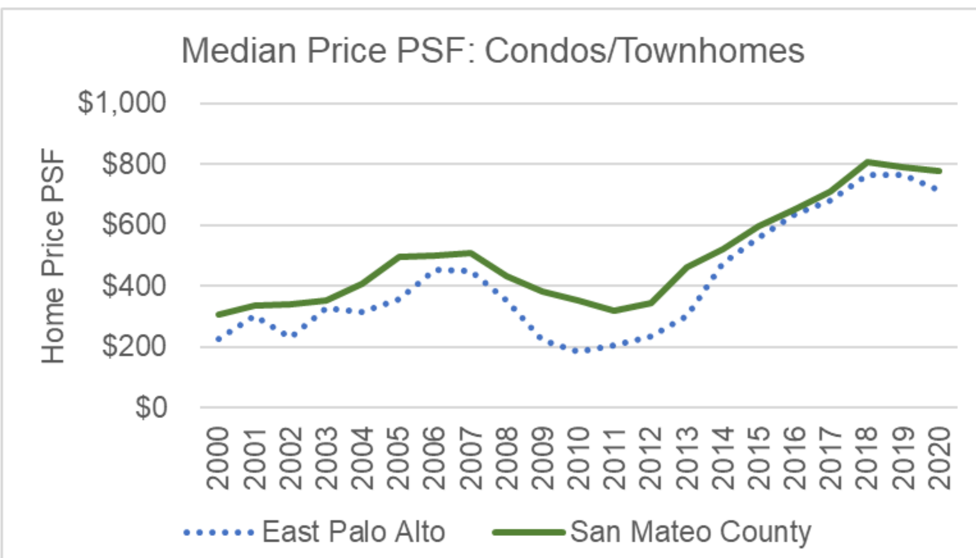
*for single family detached units

Overall, single family median home prices in East Palo Alto have increased by approximately 180% since 2000, approaching the cumulative percent increase in the county median home price of 190% over the same time period. Median single family home prices in Belle Haven increased 227%, outpacing the county. Some of the factors that likely contributed to rising home prices over the period include strong economic growth and housing demand, limited construction of new housing, favorable interest rates and credit terms, and confidence in the Bay Area economy and housing market.



Source: CoreLogic

For condos and townhomes, the median price per square foot in East Palo Alto grew from 74% of the county median in 2000 to nearly match the county median over the past seven years. Condos and townhomes represent a smaller share of the market in East Palo Alto than do single family units (20 condo/townhome sales per year on average as compared to an average of approximately 160 single family sales per year). No condo/townhome sales were recorded in Belle Haven.



Source: CoreLogic

Home prices in East Palo Alto and Belle Haven have experienced more rapid escalation in the period from 2010 to 2020, in part, due to a recovery from the housing / foreclosure crisis. Belle Haven and East Palo Alto have both experienced a steep decline in the *number* of home sales from 2010. The number of sales in East Palo Alto fell from 260 units in 2010 to an average of 180 units per year from 2015 to 2020. In Belle Haven, the number of sales fell from 70 units in 2010 to an average of 36 units per year from 2015 to 2020. In contrast, the average number of home sales countywide from 2015 to 2020 is roughly unchanged from 2010.[40] This trend is consistent with a higher incidence of distressed sales activity in 2010 as reportedly occurred in East Palo Alto.[41] Distressed and foreclosure sales were prevalent nationally during this period and disproportionately impacted lower-income communities. Homeowners unable to sustain mortgage payments would fall into foreclosure, forcing a foreclosure sale, in some cases after an extended foreclosure process where the property was not being properly maintained. Distressed sales would drive home values in the area down and had the effect of inducing additional homeowners to go "underwater" (market value less than the mortgage debt) and let homes go to foreclosure, further exacerbating the condition, driving up the number of sales and driving down values. In some cases, homes were purchased out of foreclosure by investors who converted them to rental units. With recovery from the foreclosure crisis, the number of sales has now been reduced from the elevated levels that occurred during the foreclosure crises. Additional details on home price and sale trends are included in Appendix C Table 12. While it could be interpreted that existing homeowners will benefit from home price increases, in communities such as East Palo Alto and Belle Haven where more than a third of single-family homes are renter-occupied, rapid growth in home prices may present a heightened risk of renter displacement to the extent it encourages the sale of single family rental properties to new owner-occupants.

2. Apartment Rents

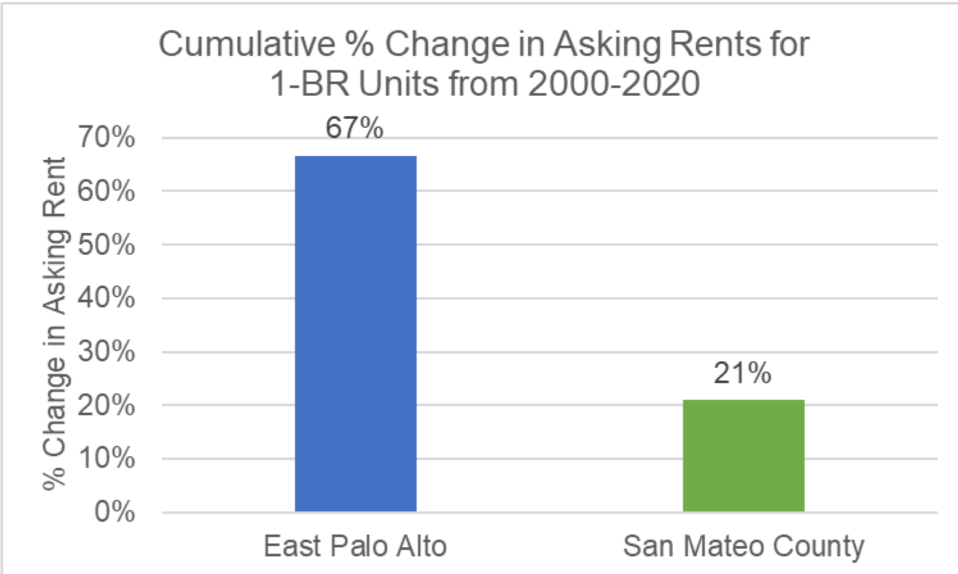
According to data from CoStar Group, which surveys multifamily buildings, apartment rents in San Mateo County increased by approximately 21% from 2000 to 2020. Rent growth in East Palo Alto outpaced the county with a 67% increase, as shown in the charts below. These rental rates reflect asking rents for one-bedroom units that have been vacated and are available for rent. For communities that have rent control, existing tenants in multifamily buildings are shielded from increases in market rents in excess of a predetermined rate (80% of CPI, in the case of East Palo Alto) as long as they remain in their current unit.

Rental market data for Belle Haven is not presented in the chart below as the data appears too limited to be reliable. CoStar data for Belle Haven is limited because three-quarters of rental units built prior to 2016 are for buildings with 10 or fewer units, less likely to be covered by published market surveys. Only approximately 160 (20%) of the 795-unit Belle Haven rental housing stock built before 2016 per the U.S. Census is covered by the historic CoStar data used in the trends analysis. While Costar data also covers two large apartment projects completed

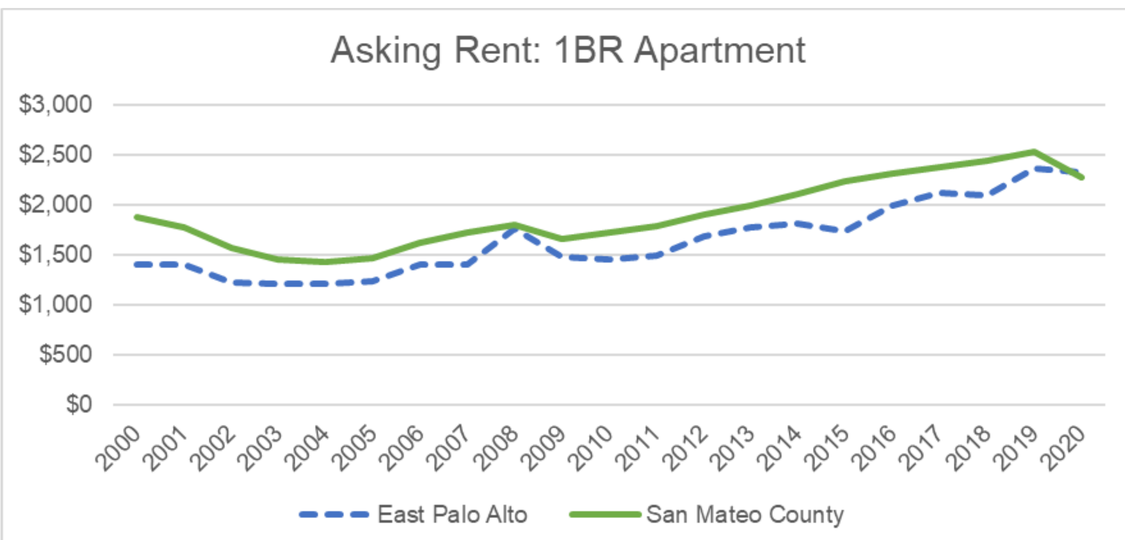
[40] All communities experienced a drop in sales volumes in 2020, likely a result of the coronavirus pandemic.

[41] KQED News. 2013. Can East Palo Alto Weather the Tech Boom and Increasing Gentrification? http://ww2.kqed.org/news/2013/07/18/104008/. The article indicates that from 2008 to 2013, 1,422 of approximately 4,000 single family homes in East Palo Alto had entered some stage of the foreclosure process.

since 2016, rents at these projects reflect a premium for new construction which does not apply to the broader rental market in Belle Haven. Appendix C Table 13 provides the historical data that is available, excluding these recently built projects.



Source: CoStar. Includes all one-bedroom apartments regardless of year built.



Source: CoStar. Includes all one-bedroom apartments regardless of year built.

Following a period of robust job growth and limited housing production, home prices and rents have been rising throughout the Bay Area. The historically affordable communities of East Palo Alto and Belle Haven have either kept pace with or exceeded the significant increases that have been occurring in the county as a whole.

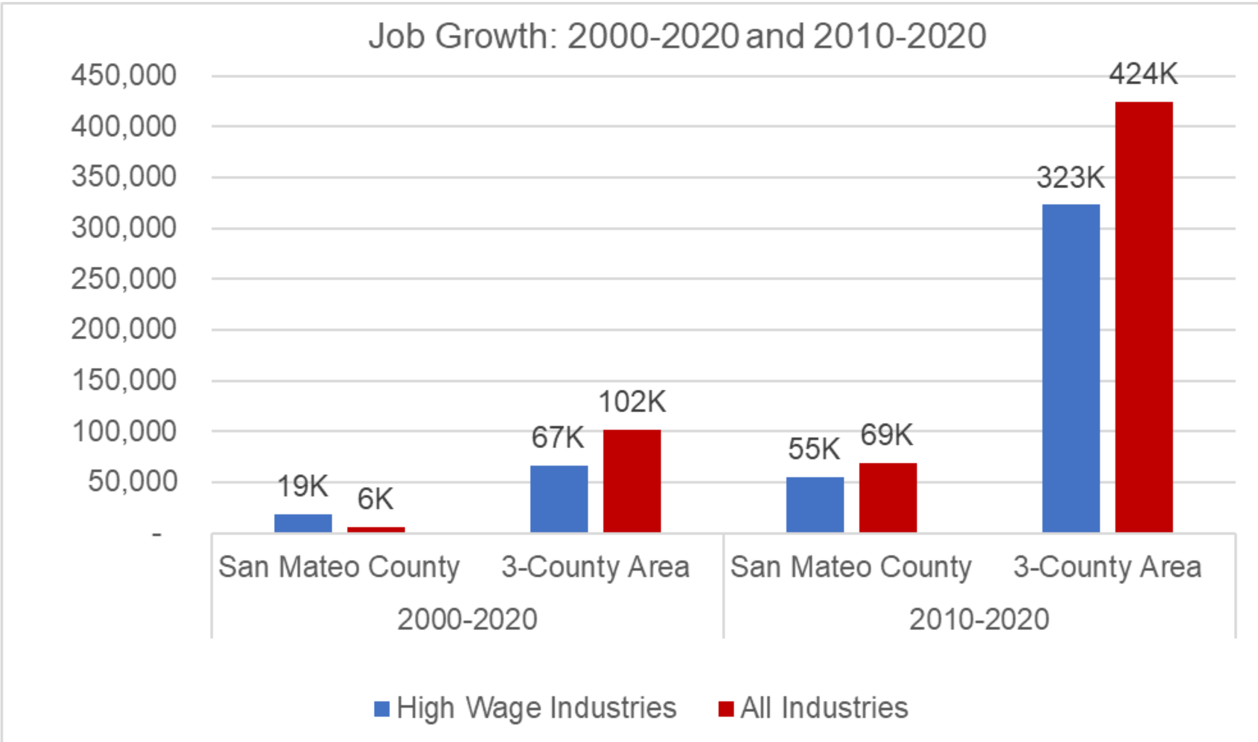
7.5 Employment Trends

Employment growth is an important driver of housing demand both at the local level and regionally. Employment growth over the past decade has likely contributed to significant upward pressure on the housing market as evidenced in the rent and price increases documented above. This section assembles data on historical employment trends since 2000 for San Mateo as well as Santa Clara and San Francisco counties. Approximately 95% of workers living in San Mateo County commute to jobs located in one of these three counties based on U.S. Census data.

According to the Quarterly Census of Employment and Wages, over the period from 2010 to 2019, a total of approximately 591,000 jobs were added in San Mateo, Santa Clara, and San Francisco counties (referred to in the chart below as the "three-county area").[42] More than half of the total job growth occurred in high-wage sectors. For purposes of this analysis, high-wage industry sectors are defined as those with average annual employee compensation above $100,000 as of 2016. From 2010 to 2019, high-wage industries posted annual job growth of 4.6% versus 3.4% annual growth for all industries. Job growth for the longer period from the peak of a previous boom cycle in 2000 to 2019 is less due to significant job losses from 2000 to 2004, offsetting more recent job growth.

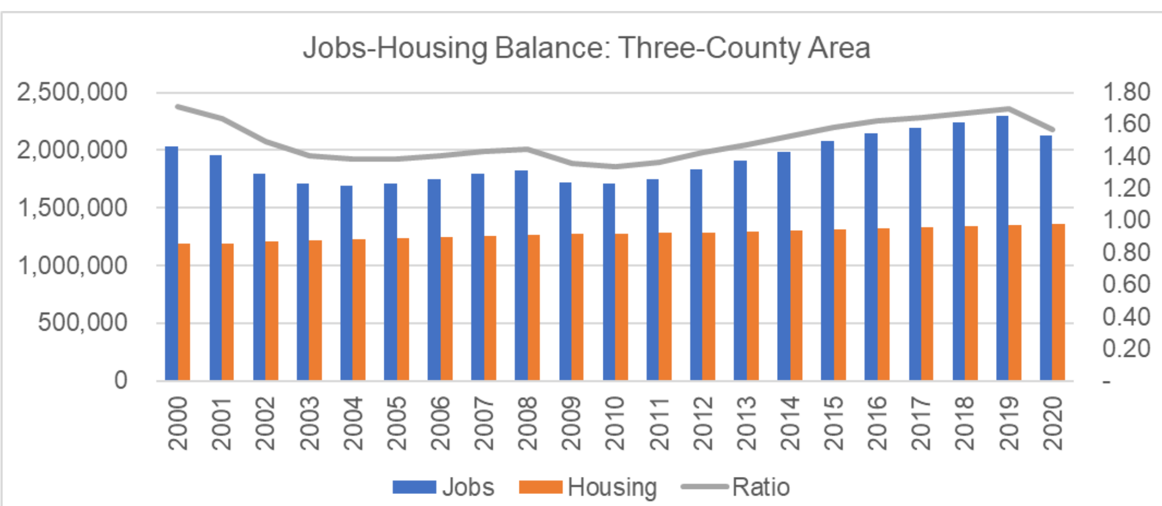
The 2020 economic recession caused by the coronavirus pandemic eliminated a portion of the jobs added over the past decade. Data for the first three quarters of 2020 shows a significant decline in total employment in the three-county area. In the second quarter of 2020, total employment in the three-county area declined by 12% in all sectors and by 3% in high-wage sectors compared to the prior quarter. While some jobs were recovered in the third quarter of the year, total employment was still 6% below the first quarter in all sectors and 1% below the first quarter in high-wage sectors.

[42] Employment data for last quarter of 2020 was not yet available from the Quarterly Census of Employment and Wages as of mid-2021 when this analysis was prepared.



Source: Quarterly Census of Employment and Wages. Note: 2020 job estimate reflects first three quarters of calendar year.

Housing production has not kept pace with job growth in San Mateo County and adjacent counties. As illustrated in the chart below, the ratio of jobs to housing units steadily increased in San Mateo, Santa Clara and San Francisco counties over the prior decade. The jobs-housing ratio in 2019 neared the peak of the previous boom cycle, an imbalance that has undoubtedly contributed to increasing prices and rents. In 2020, the jobs-housing ratio declined as a result of job losses associated with the coronavirus pandemic.



Sources: Quarterly Census of Employment and Wages and California Department of Finance

7.6 Analysis of Historical Relationship Between Housing Costs and Job Growth

The following section analyzes the extent to which employment growth and real estate trends have been correlated with one another to provide context for understanding the degree of indirect influence the proposed Project may have on local home prices and rents. Simple linear regression is used to quantify the potential change in rents or home prices associated with a given change in jobs based on annual data from 2000 to 2020. Simple linear regression shows whether two variables are correlated with one another but does not prove that there is a causal relationship.

Geographic Scale

The regression analyses are performed for two geographic scales with respect to job growth:

a) San Mateo County ("single county"); and

b) San Mateo, Santa Clara, and San Francisco counties combined ("three-county").

The single-county analysis likely provides an upper-end estimate of the indirect influence of employment growth on local real estate trends, since it attributes all variation in local rents and home prices to job growth within the county. In reality, job growth in other counties would also have an influence, along with separate factors that may be correlated with job growth such as growth in incomes. Therefore, the single county analysis likely overstates the impacts.

The three-county analysis provides a lower estimate of the influence of employment growth on local real estate trends, at least for purposes of understanding the proposed Project's influence, since the analysis assumes that job growth across the three counties has a uniform influence on rents and home prices within San Mateo County. For workers who live in San Mateo County, 95% work in San Francisco, San Mateo, or Santa Clara counties as shown in Table 7-5. Comparatively few workers who live in San Mateo County commute east into Alameda County (3%). Therefore, job growth within the three selected counties is anticipated to have the greatest influence on housing prices and rents within San Mateo County. The three-county analysis may understate the influence of local job growth by treating jobs added anywhere within the three counties as having an equal influence on rents in San Mateo County. Since the majority of San Mateo County residents work within the county (57%), as shown in Table 7-5, job growth within San Mateo County likely has somewhat more of an influence than job growth in Santa Clara County or San Francisco.

Table 7-5. County of Work, Workers Residing in San Mateo County		
Workplace	Number Workers	Percent
San Mateo County	222,355	57%
San Francisco	84,195	22%
Santa Clara County	61,165	16%
Subtotal	367,715	95%
Alameda County	12,940	3%
Other Counties	6,936	2%
Grand Total	387,591	100%

U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates, County-to-County Commuting Flows.

Approach to Capturing Multiplier Effects: High-Wage Jobs Analysis

The regression analysis evaluated the relationship of home prices and rents to both total job growth and high-wage job growth. High-wage job growth is defined for purposes of the analysis as employment within industries that have average pay above $100,000 per year as of 2016.

The high-wage analysis is an approach to capturing the impact of "multiplier effects." Technology, bio-tech, and other high-wage sectors help drive growth in other sectors of the local economy such as retail, food, and transportation through spending by these businesses and their workforce. Employment and economic growth stimulated through this spending is commonly referred to as the "multiplier effect". Examining the relationship between housing costs and jobs in high-wage industries, specifically, enables the impact that potential multiplier effects have on housing costs to be captured. To the extent high-wage jobs are responsible for additional job creation through multiplier effects, potential impacts would be captured in the market data on home prices and rents and reflected as part of the correlative relationship identified by the analysis.

Adjustments for Inflation and Added Housing

Two adjustments were made to the real estate and employment data used in the regression analysis:

1. *Inflation adjustment* – Rent and sales price data for San Mateo County is expressed in constant 2020 dollars, adjusting for inflation based upon the Bureau of Labor Statistics Consumer Price Index for All Urban Consumers (CPI-U).

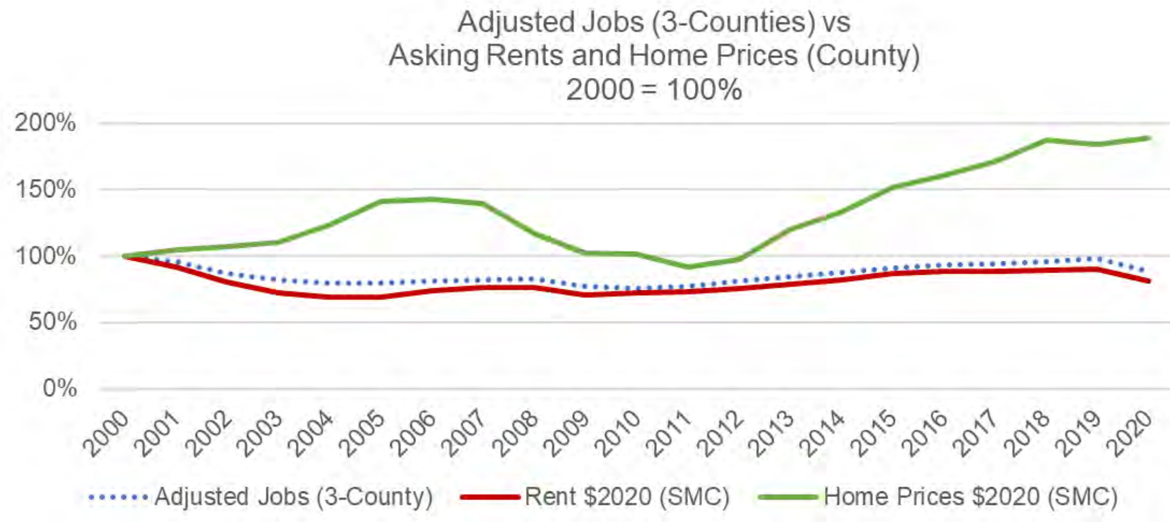
2. *Adjusted Jobs (net of housing growth)* – Employment data was adjusted to reflect the portion of job growth since 2000 that can be accommodated by housing construction since that time, using the same 1.91 workers per household factor applied in Sections 4 and 5 as detailed in Appendix C Tables 10 and 11. For example, as of 2010, there were

approximately 317,600 jobs in San Mateo County and 271,000 housing units, of which 10,400 units were built since 2000. The number of jobs accommodated by housing units built from 2000 to 2010 (10,400 housing units x 1.91 workers per household = approximately 19,900) is subtracted from total 2010 employment (317,600 jobs) to arrive at the adjusted estimate of 297,700 jobs as of 2010. In the case of the three-county analysis, employment within the three-county area is similarly adjusted by housing growth within the three-county area. Thus, the linear regression analyses estimate the relationship between inflation-adjusted rents and home prices and employment growth, net of the offsetting influence of housing growth.

Summary of the Data

The following two charts compare historical inflation-adjusted rents and home prices with changes in employment for San Mateo County and the three-county area including San Francisco and Santa Clara counties, respectively. The charts present the trends as an index relative to 2000 levels. Rents have generally trended down when the number of jobs was decreasing and up when jobs were added, suggesting a relatively strong correlation between rents and jobs. Rents decreased further than the number of jobs, in percentage terms, following the “dot com crash” around 2000 and were still below 2000 levels in inflation-adjusted terms as of 2020. Real home prices, on the other hand, grew from 2000 to 2006 by over 40% even as employment fell by approximately 15%. Jobs and home prices were positively correlated over the past decade; however, it is likely that interest rates and mortgage credit availability are as important, if not more important, than employment growth in explaining historical variation in home prices.

Sources: Quarterly Census of Employment and Wages, California Department of Finance, CoStar, CoreLogic, Bureau of Labor Statistics Consumer Price Index.



Sources: Quarterly Census of Employment and Wages, California Department of Finance, CoStar, CoreLogic, Bureau of Labor Statistics Consumer Price Index.

Regression Analysis Findings

Table 7-6 presents the results of the regression analysis for the eight separate scenarios tested. Additional supporting information is included in Appendix C. The primary findings of the analysis are:

- Rents have a positive, statistically significant correlation with job growth in all scenarios.
- Job growth was found to have a weak positive correlation to home prices in all scenarios tested.
- Each 10,000 total jobs added to the county (net of offsetting housing growth) is correlated with a 3.9% increase in rents and 3.6% increase in home prices and each 10,000 jobs within the three-county area is correlated with a 0.7% increase in rents and a 0.6% increase in home prices. As discussed below, the single-county and three-county findings are used to bracket an upper and lower estimate of the impacts.
- Each 10,000 high-wage jobs (net of offsetting housing growth) added to the county is correlated with a 6.1% increase in rents and 6.5% increase in home prices and each 10,000 high-wage jobs within the three-county area is correlated with a 1.0% increase in rents and a 0.8% increase in home prices.

Table 7-6. Summary of Regression Analysis Results				
	Scenario	Percent increase per 10,000 adjusted jobs	P-Value (statistically significant values = <0.05)	Adjusted R-Squared (1= perfect correlation; 0= no correlation)
	Single County Analysis [Upper Estimate]			
1	Correlation with All Job Growth			
	Rents	3.9%	<.05	0.90
	Sales Prices	3.6%	<.05	0.28
2	Correlation with High-Wage Job Growth *[proxy for inclusion of multiplier-effect]*			
	Rents	6.1%	<.05	0.76
	Sales Prices	6.5%	<.05	0.34
	Three-County Analysis [Lower Estimate]			
3	Correlation with All Job Growth			
	Rents	0.7%	<.05	0.92
	Sales Prices	0.6%	<.05	0.22
4	Correlation with High-Wage Job Growth *[proxy for inclusion of multiplier-effect]*			
	Rents	1.0%	<.05	0.85
	Sales Prices	0.8%	<.05	0.17

Regression Analysis Metrics

The following provides additional information regarding the regression analysis metrics identified in Table 7-6:

Adjusted R-squared – The adjusted R-squared is an indicator of the model's ability to explain historical variation in the dependent variable (rents or home prices) in relation to employment. An adjusted R-squared of 1 indicates a perfect correlation. An adjusted R-squared of 0 indicates no correlation. As would be expected based on the trends described above, the regression model explains most of the variation in rents but no more than one third of the variation in home prices.

P-Value – The p-value indicates the probability of no relationship between the independent and dependent variables. P-values of 0.05 and less indicate there is less than a 5% chance that the observed relationship can be explained by random chance and is a common threshold used to identify statistical significance. P-values for all of the scenarios are below the .05 threshold and are thus identified as significant.

Single-County Versus Three-County Results

The single-county analysis provides a more conservative estimate of the response of local housing costs to a given change in employment compared to the single-county analysis. The estimated change in asking rents and sale prices per 10,000 jobs is approximately six times larger under the single-county analysis versus the three-county analysis. The three-county analysis assumes jobs created anywhere in the three-county area have an equal influence on rents as jobs within San Mateo County. While regional employment dynamics are important, jobs added within San Mateo County probably have a more pronounced influence on local real estate conditions within the county. Thus, the change in rents and sales prices for a given change in jobs is likely to fall somewhere in between the value suggested by the single-county and three-county analysis.

The single-county regression model appears to explain most of the variation in local rents; however, it is important to recognize that job growth within San Mateo County is highly correlated with regional job growth. The single-county analysis will not distinguish the effects of county versus regional job growth and, as a result, will tend to overstate the relationship between job growth in the county and rents.

Analysis Limitations and Potential to Overstate Influence of Job Growth

The analysis relies on a very simple statistical technique to test for correlation but does not prove that the identified relationship between job growth and housing costs is causal. The approach likely overstates the importance of job growth by not distinguishing the effects of other important contributing factors that are correlated with job growth. For example, rising incomes, especially those of higher-income households, enable these households to compete for limited housing supply in the most desirable locations, contributing to rising housing costs. Some communities in San Mateo County, such as Redwood City, have seen construction of a significant number of new rental units that offer superior amenities and command a premium in the market. The inclusion of these newer units in the data set will tend to bring up averages due to higher rents being charged for the new units; however, this does not necessarily mean costs for existing units are increasing. The analysis technique will tend to attribute effects of other factors that are correlated with job growth to the job growth itself, which results in overstating the influence of job growth.

Application of Findings to Estimate Potential Project-Related Impacts

This section examines the potential for the proposed Project to contribute to displacement through an indirect influence on housing market conditions in East Palo Alto and Belle Haven. To the extent the proposed Project generates upward pressure on the housing market, effects are also likely to be experienced locally within the subject communities.

Findings from the regression analysis were applied to the jobs added by the proposed Project to estimate the potential range of impacts. The number of jobs is adjusted for the number of housing units added by the proposed Project consistent with the adjusted jobs independent variable used in the regression analysis, as described above, and shown in Appendix C Tables 1 and 5. Findings regarding the potential influence of the Project on rents and sales prices are shown in Table 7-7. As shown, a wide range of potential influence is found, from a 0.12% and 0.10% increase in rents and sales prices, respectively, based on the finding of the three-county analysis for all jobs, up to a 1.04% and 1.12% increase in rents and sales prices, respectively, based on the single-county results for high-wage jobs. As discussed earlier, the high-wage jobs analysis is an approach to capturing potential multiplier effects in the analysis.

Table 7-7. Potential Percentage Influence on Rents and Sales Prices

	Lower Estimate (3-County Analysis)	Upper Estimate (SM County Analysis)	Midpoint (of Upper & Lower)
Correlation with All Job Growth			
Rents	0.12%	0.67%	0.39%
Sales Prices	0.10%	0.61%	0.36%
Correlation with High-Wage Job Growth *[captures potential multiplier effect]*			
Rents	0.18%	1.04%	0.61%
Sales Prices	0.14%	1.12%	0.63%

Since the upper and lower percentage impact estimates presented in Table 7-7 likely bracket the range, for purposes of the rental analysis, the midpoints of 0.39% based on all jobs and 0.61% based on high-wage jobs are used. For purposes of the for-sale analysis, the midpoints are 0.36% based on all jobs and 0.63% based on high-wage jobs. The percentage findings presented in Table 7-7 may be converted to a potential dollar influence on rents and home prices. Applying the percentages from the rental analysis to the $2,766 average effective monthly rent in East Palo Alto as of 2020 per CoStar yields an estimated dollar impact of $11 and $17, respectively. Applying the percentages from the for-sale analysis to the 2020 median home prices in East Palo Alto of $870,000[43] yields a potential dollar influence on home prices of $3,100 and $5,500, which translates to a monthly mortgage payment difference of $10 and $19 per month[44], respectively. For Belle Haven, based on the 2020 median home price of $1,010,000[45] and applying the same percentage factors, the impact to home prices is estimated between $3,600 and $6,400, which translates into an estimated monthly mortgage payment difference of between $12 and $22 per month[46]. These estimated dollar impacts on rents and

[43] Price based on CoreLogic home sales data for 2020.

[44] This estimate is based on a mortgage interest rate of 3% as of June 2021 based on the average for 30-year mortgages per the Freddie Mac Primary Mortgage Market Survey and assumes a 20% down payment.

[45] Price based on CoreLogic home sales data for 2020.

[46] This estimate is based on a mortgage interest rate of 3% as of June 2021 based on the average for 30-year mortgages per the Freddie Mac Primary Mortgage Market Survey and assumes a 20% down payment.

sales prices could have a minor influence on residential location decisions; however, estimates are likely overstated for the following reasons:

- **Analysis Approach Will Tend to Overstate Importance of Job Growth** – the analysis will tend to overstate the influence of job growth by omitting other important variables that also affect housing costs. Two such variables include rising household incomes, which can influence housing costs through increased price competition, and addition of new rental and for-sale housing with modern finishes and amenities and higher prices and rents, which can bring up averages but does not necessarily mean costs for existing units are increasing. Both factors are correlated with job growth. The analysis approach will tend to ascribe the impact of these factors to job growth alone, overstating the potential effects of the proposed Project.

- **Offsetting Effects of Nearby Housing Construction Not Reflected** – New housing construction can absorb new demand and moderate or offset the minor potential rent and home price effects estimated. The City has already issued building permits for 1,416 housing units during the current RHNA planning cycle and has over 1,500 housing units proposed in the vicinity of the proposed Project, within the Bayfront Area, in addition to the 1,730 units included within the proposed Project. East Palo Alto has issued building permits for 222 units during the current RHNA planning cycle[47] and has nearly 1,000 new housing units in the development pipeline[48]. Combined, there are over 2,500 housing units currently in the development pipeline in Menlo Park and East Palo Alto, beyond the 1,730 units included in the proposed Project, including approximately 600 below market rate (BMR) affordable units[49] in addition to the 308 below market rate units included in the proposed Project. These 2,500 additional market rate and affordable units currently in the development pipeline in East Palo Alto and Menlo Park will tend to moderate or offset the potential rent and price effects described above; however, moderating effects are not taken into account in the analysis. Therefore, estimates of potential rent and price effects are likely overstated.

7.7 Comparison Communities Analysis

To assist in evaluating whether there are indications that Meta's existing Menlo Park campuses have contributed to recent escalation in home prices and rents in East Palo Alto and Belle

[47] East Palo Alto 2020 Housing Element Annual Progress Report.

[48] October 6, 2020 City of East Palo Alto Staff Report to the City Council RE: Follow-Up on Study Session Related to the Affordable Housing Component of the Euclid Improvements (Woodland Park) Project, Attachment 1. East Palo Alto Housing Breakdown, which indicates approved, planned, proposed or under construction housing units totaling 969 units, not including 108 rebuilt units.

[49] Pipeline total of 600 BMR units summarized from prior HNA's prepared by KMA for projects in the Bayfront Area and the applicant proposal for 123 Independence, the City of Menlo Park summary of pipeline projects in the Bayfront Area and the staff report referenced in the prior footnote with respect to East Palo Alto pipeline projects.

Haven, market trends for East Palo Alto and Belle Haven since initial occupancy of Meta's existing campuses were reviewed in comparison to eight other comparison geographies summarized in Table 7-8.

Table 7-8. Areas Selected for Comparative Review of Real Estate Trends	
Areas	Boundaries
Downtown Redwood City	Zip Code 94063
Hayward (selected zip codes)	Zip Codes 94544, 94541
Bayfair / San Leandro	Zip Code 94578
Fruitvale/ Oakland	Zip Code 94601
West Berkeley	Zip Code 94710
North Richmond	Zip Code 94801
East San Jose	Zip Code 95116
San Mateo County	County

The comparison areas were selected in part based on information from the Urban Displacement Project,[50] an initiative of U.C. Berkeley "aimed at understanding the nature of gentrification and displacement in the Bay Area." Most of the selected areas are identified as vulnerable to displacement of existing residents based on market and demographic conditions, according to the classification system used by the Urban Displacement Project. Five including, Hayward, Fruitvale, West Berkeley, North Richmond, and East San Jose, are in cities that also have some level of rent control beyond what State law requires (maximum limits on rent increases vary). Table 7-9 identifies the "Displacement Typology" for each of the comparison geographies per the Urban Displacement Project.

[50] Source: Zuk, M., & Chapple, K. (2015). Urban Displacement Project.

Table 7-9. Displacement Risk Per Urban Displacement Project

Geography	Boundaries			Primary Displacement Typology[1]	Local Rent Control?
East Palo Alto	City			LISD	yes
Belle Haven	Census Tract:	6117		LISD	no
DT Redwood City	Zip:	94063		LISD	no
Hayward	Zip:	94544,	94541	SMMI	yes
Bayfair/ San Leandro	Zip:	94578		LISD	no[2]
Fruitvale	Zip:	94601		ARG	yes
West Berkeley	Zip:	94710		LISD	yes
North Richmond	Zip:	94801		ARG	yes
East San Jose	Zip:	95116		LISD	yes
San Mateo County	County			SMMI	varies

Displacement Typology Key	LISD	Low -Income/Susceptible To Displacement
	ARG	At Risk Of Gentrification
	SMMI	Stable Moderate/Mixed Income

[1] Primary Displacement Typology within area, weighted by population, from Chapple, K. & Thomas, T. (2020). Urban Displacement Project. Displacement typologies indicate risk/stage of displacement at the Census tract level, based on a variety of indicators including loss of affordable units, out-migration of low-income households, and real estate market trends.
[2] In San Leandro, tenants may request an independent review of rent increases above 7%.

The comparison areas were also selected in part based on shared demographic characteristics with East Palo Alto and Belle Haven, including racial/ethnic composition, household income, household size, median age, home values, and housing tenure, as summarized in Table 7-10. San Mateo County is included as an additional point of comparison and indicator of broader housing market conditions, although countywide demographics and market conditions differ from East Palo Alto and Belle Haven.

Table 7-10. Demographics: East Palo Alto, Belle Haven & Comparison Geographies (2020)

Geography [1]	Population	Avg. HH Size	Owner Occ'd % Units	Median Income	Median Home Value	Latino % Pop.	Black % Pop.
East Palo Alto	28,561	4.1	38%	$72,208	$880,910	65%	17%
Belle Haven	8,157	3.7	35%	$79,938	$949,905	69%	19%
DT Redwood City	36,984	3.1	30%	$59,118	$844,940	65%	3%
Hayward	143,743	3.2	48%	$80,767	$613,853	46%	10%
Bayfair/ San Leandro	40,604	2.7	42%	$64,628	$613,173	34%	15%
Fruitvale	53,379	3.4	32%	$52,747	$506,069	53%	14%
West Berkeley	8,452	2.4	35%	$84,537	$854,221	26%	18%
North Richmond	32,640	3.2	43%	$52,761	$351,186	60%	21%
East San Jose	53,028	3.9	38%	$60,887	$653,869	61%	2%
San Mateo County	746,752	2.8	56%	$127,547	$1,212,130	25%	3%

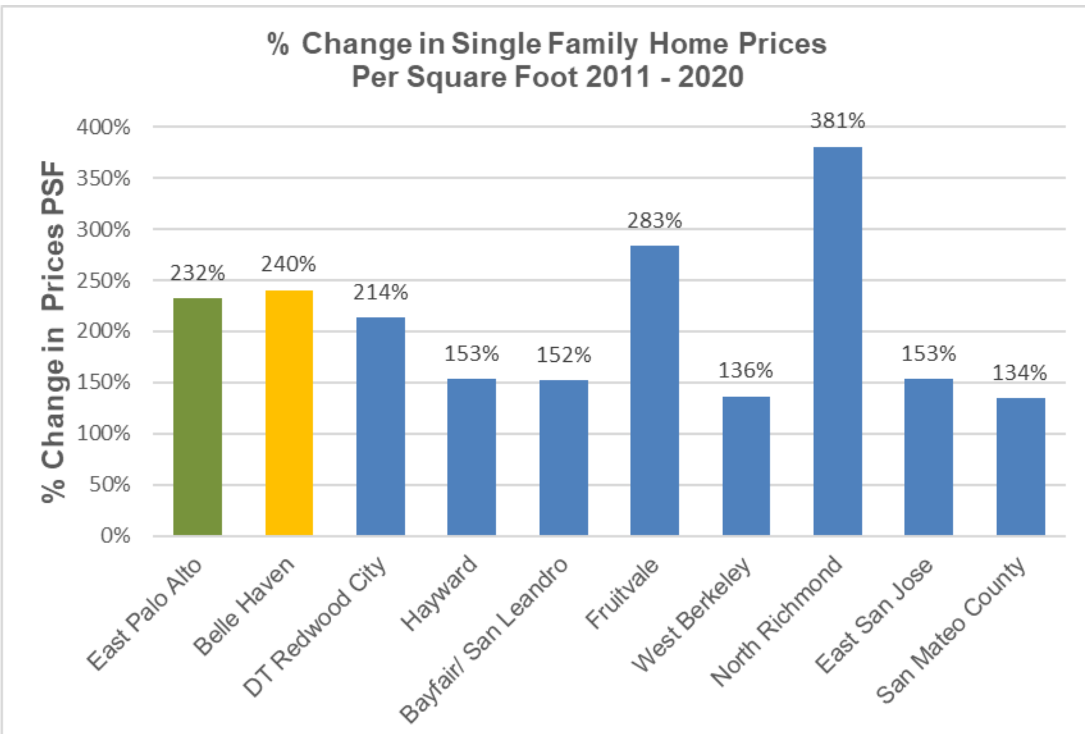
[1] See Table 7-8 for boundary definitions of comparison geographies.
Source: ESRI Business Analyst 2021.

7.8 Real Estate Trends in Comparison Communities, 2011 to 2020

The following summarizes real estate trends in East Palo Alto, Belle Haven, and the eight comparison geographies for the period 2011 to 2020:

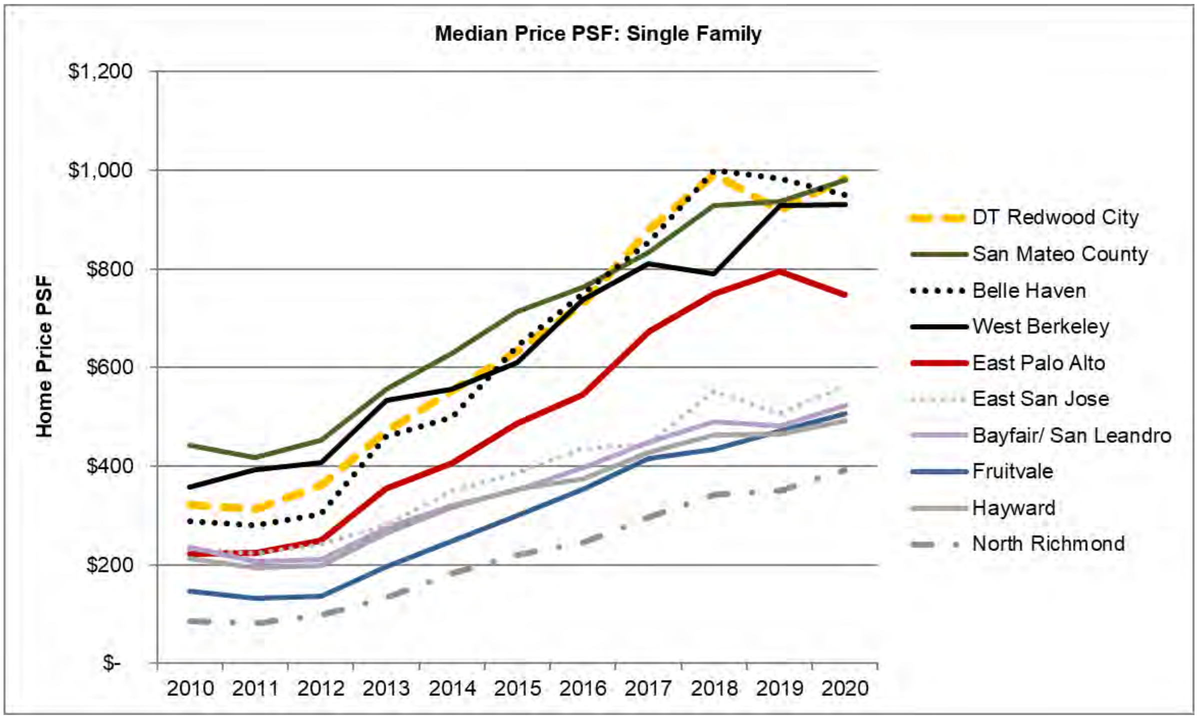
1. Single family Home Prices

Growth in single family home prices in East Palo Alto and Belle Haven has outpaced most selected comparison areas. From 2011 to 2020, the median sales price per square foot for single family homes in East Palo Alto and Belle Haven increased by 232% and 240%, respectively, trailing only Fruitvale and North Richmond. Downtown Redwood City experienced a 214% increase in home prices, while growth in remaining communities ranged from 134% to 153%.



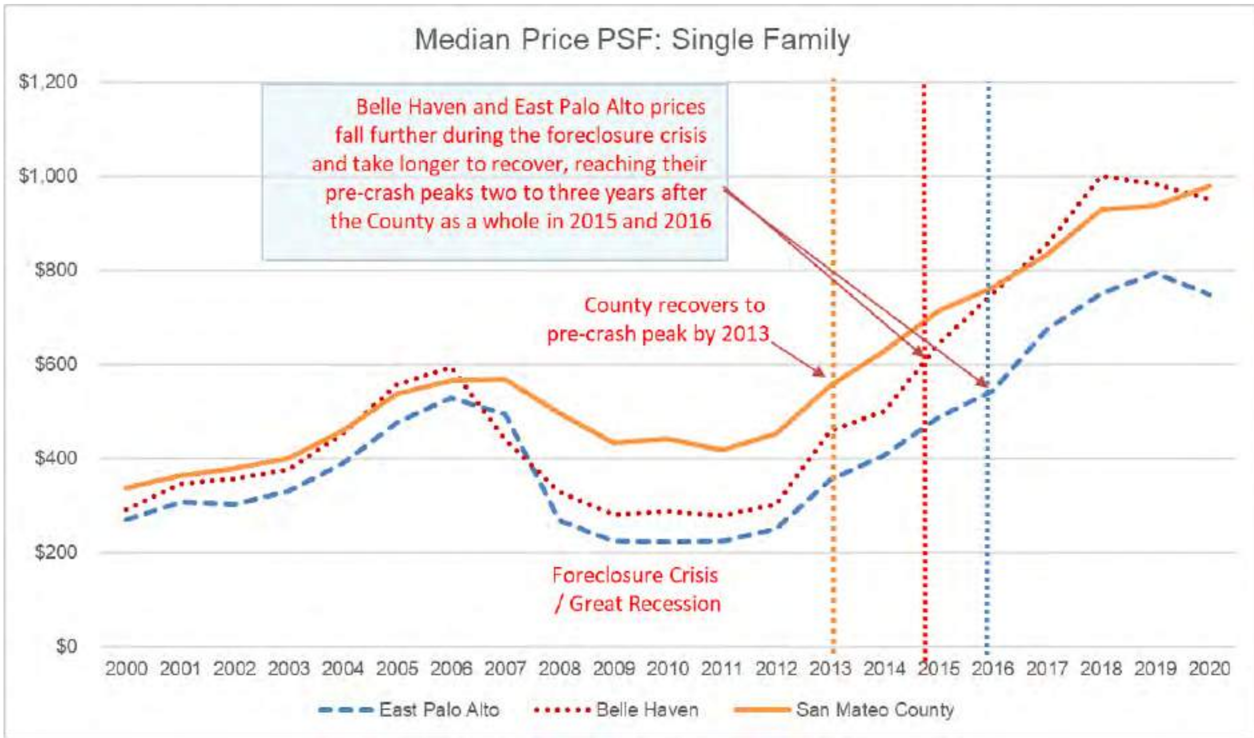
Source: CoreLogic

In 2011, the median sales price per square foot in East Palo Alto of $225/SF represented approximately one-half of the County median of $418/SF. By 2020, the median sales price in East Palo Alto at $748 per square foot was roughly 80% of the County median of $980. Appendix C Table 16 provides the supporting data.

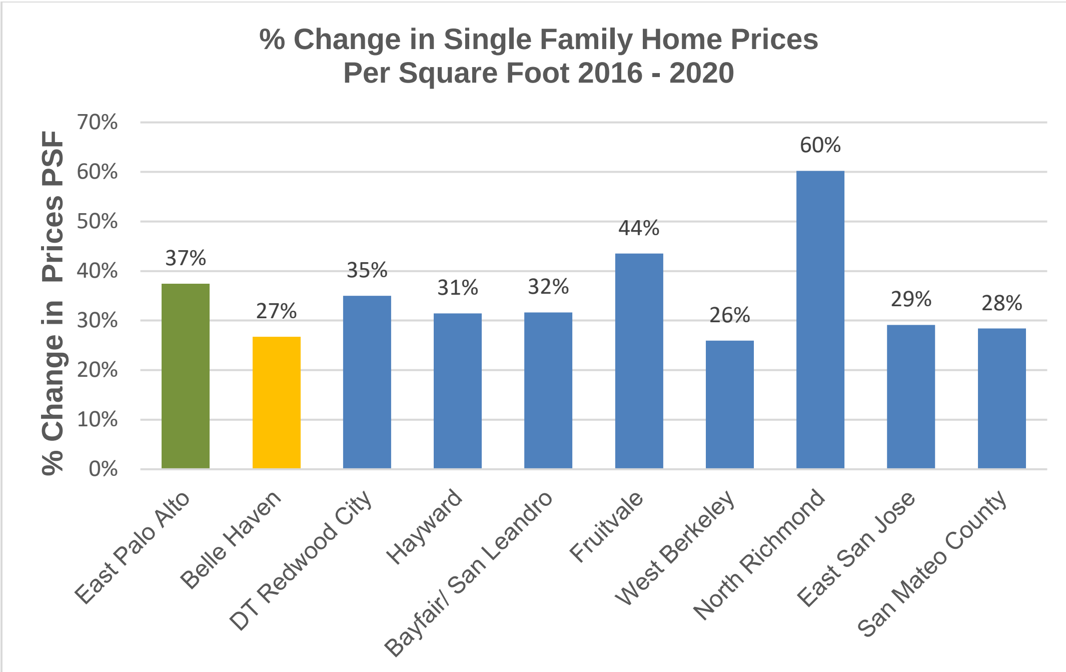


Source: CoreLogic

The percentage increase in single family home prices in East Palo Alto and Belle Haven relative to the county over the 2011 to 2020 period is partly driven by the impacts of the foreclosure crisis that began in 2008. Declines in prices during the crisis were deeper and the recovery took longer in East Palo Alto and Belle Haven than in the county as a whole. Home prices in the county had recovered to their pre-2008 peak by 2013, while prices in Belle Haven took until 2015 to recover and prices in East Palo Alto took until 2016 to reach their prior peak. The chart below provides an illustration of price trends over the longer period since 2000 to illustrate.

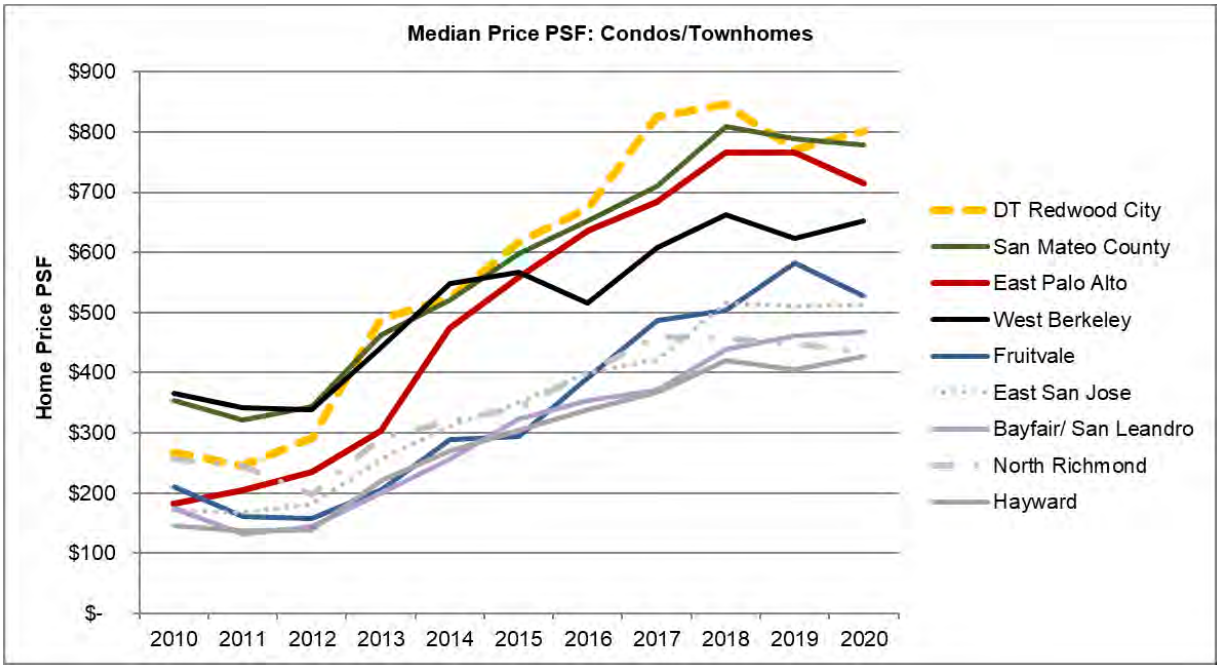


Focusing on trends from 2016 onward, once East Palo Alto had recovered to its pre-2008 peak, yields a different picture of the comparison, as illustrated in the chart below. Since 2016, prices in East Palo Alto increased by 37% and prices in Belle Haven increased 27%, more in line with the County and the other comparison communities, except Fruitvale and North Richmond which experienced greater price increases of 44% and 60%, respectively, as in the longer 2011-2020 period.



2. Condominium and Townhome Prices

For condos and townhomes, the median price per square foot in East Palo Alto grew faster from 2011 to 2020 than all comparison areas except Bayfair/San Leandro, which started from a very low median price in 2011. Condos and townhomes represent a smaller share of the market in East Palo Alto than do single family units (20 condo/townhome sales per year on average as compared to an average of 160 single family sales per year). No condo/townhome sales were recorded in Belle Haven. Appendix C Tables 16 and 17 provide the supporting data.



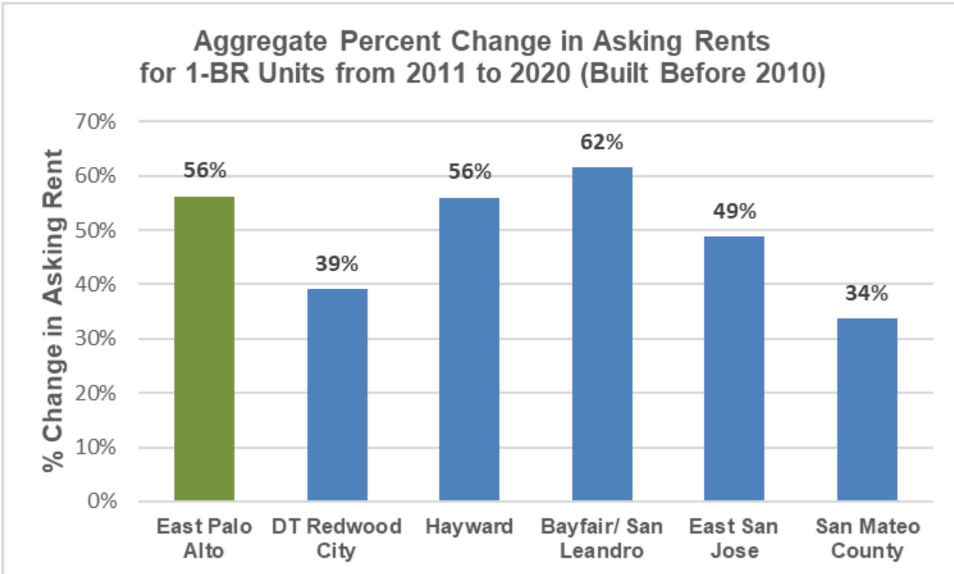
Source: CoreLogic

3. Apartment Rents

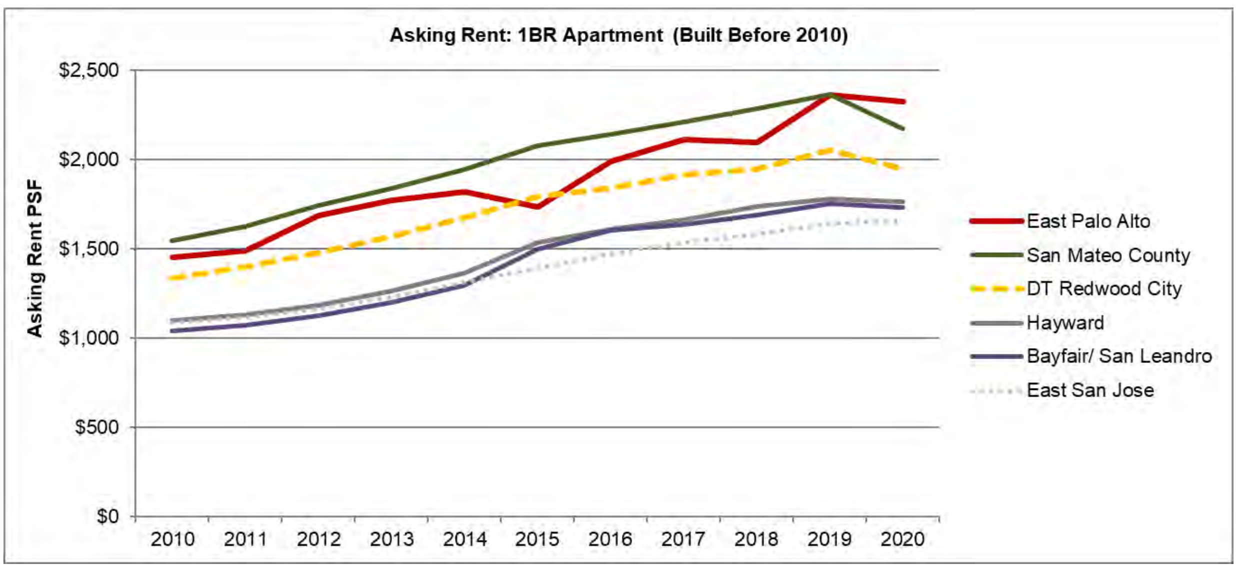
From 2011 to 2020, apartment rents across all comparison areas increased significantly. According to data from CoStar, which surveys multifamily buildings, East Palo Alto experienced one of the greatest increases in rents among the comparison areas. The average asking rent for a one-bedroom apartment grew by 62% in Bayfair / San Leandro, 56% in East Palo Alto[51] and Hayward, and 34% to 49% in the remaining communities. The average asking rent for a 1-bedroom in East Palo Alto, previously 10% less than the County average, has exceeded the County average for the past three years. These trends are presented in the charts below with additional details provided in Appendix C Table 18.

The rental trend data excludes apartments built since 2010, which tend to command higher rents than existing buildings. Reliable data on rents was not available for Belle Haven, Oakland / Fruitvale, North Richmond, and West Berkeley as the rental housing stock in these areas consists primarily of small buildings with less than 20 units that are less likely to report asking rents to CoStar.

[51] While East Palo Alto has rent control, rents reset to market upon vacancy. The 56% increase pertains to rents for units which have been vacated and are available for lease.



Source: CoStar



Source: CoStar

These rental rates reflect asking rents for units that have been vacated and available for rent. Pursuant to State law, existing tenants in multifamily buildings are shielded from annual increases in market rents in excess of 5% plus a local cost of living adjustment, as long as they remain in their current unit. For communities that have a local rent control ordinance, including East Palo Alto, the limit on market rent increases is less than the State threshold, usually no more than the rate of inflation.

Summary of Comparison Communities Analysis

Over the course of a decade-long economic expansion that concluded in early 2020, robust job growth and limited housing production caused housing market conditions to tighten across the

Bay Area with reduced vacancy and rising pricing/rents. Rent and home price trends indicate that the historically affordable communities of East Palo Alto and Belle Haven have experienced among the largest increases in housing prices for both rental and ownership housing types relative to comparable areas elsewhere in the South Bay and East Bay, as well as San Mateo County. Home price increases in East Palo Alto and Belle Haven during the first half of the last decade represented a recovery from the great recession and foreclosure crises, which resulted in a more pronounced decline in home prices in Belle Haven and East Palo Alto than in the County as a whole. Home price increases in the second half of the last decade (2016-2020) were more in line with countywide and comparison community trends, with the exception of North Richmond and Fruitvale, which experienced more pronounced price escalation than Belle Haven or East Palo Alto.

The 2020 economic recession caused by the coronavirus pandemic eliminated a portion of the jobs added over the past decade, which led to temporarily weaker demand for some types of housing. Apartment rents and attached home prices declined in 2020 in nearly all communities analyzed, including East Palo Alto. In contrast, single family home prices increased in 2020 in all areas except East Palo Alto and Belle Haven.

While East Palo Alto and Belle Haven have experienced significant increases in housing costs since Meta first began occupying its existing Menlo Park facilities, increases are within the range of the other comparison communities that are not adjacent to a major tech campus but which are vulnerable to displacement. Therefore, the comparison communities analysis does not indicate clear evidence of a localized influence on market prices and rents based on proximity to the existing Meta campuses that can be distinguished from broader regional trends.

7.9 Displacement Analysis Conclusion

Belle Haven and all areas of East Palo Alto are identified by the Urban Displacement Project as either at risk of or undergoing displacement. East Palo Alto's rent control ordinance shields existing renters in eligible units from rent increases; however, protections do not extend to the more than one third of single-family homes in East Palo Alto that are renter-occupied or to rentals in Belle Haven. Escalating rents and home prices have made these communities far less affordable than they once were. This makes longer term neighborhood change likely as units come available through rental unit turnover or sale of owner-occupied housing because newcomers will generally need to have higher incomes than existing residents to afford the cost of available units.

The proposed Project is likely to create competing influences on displacement pressures in East Palo Alto and Belle Haven, with the large addition to the housing supply pointing toward a moderating influence that could reduce pre-existing displacement pressures while other factors suggest the potential for a modest incremental increase in pre-existing displacement pressures. These competing factors are summarized as follows:

1. ***Added Housing Supply Likely to Have Moderating Influence on Displacement Pressures:***

- The 1,730 new units in the proposed Project equate to an approximately 12% increase in the existing 14,124-unit Menlo Park housing stock and a 0.6% increase in the 282,299-unit housing stock of San Mateo County[52]. After taking into consideration additional housing demand in Menlo Park and East Palo Alto added by the proposed Project, there is an estimated 1,195-unit net increase in housing availability in Menlo Park and East Palo Alto combined at rents affordable to Extremely Low, Moderate and Above Moderate Income households. This 1,195-unit increase in housing availability will substantially increase housing opportunities in a very competitive market.

- Several recent studies have explored the effects of new market rate housing development on housing costs and displacement pressures within the immediate vicinity of new housing development[53]. The studies found that new residential development has moderating effects on rents and displacement pressures at the local level. New residential developments were found to decrease rents in the area surrounding the new housing either in absolute terms or relative to market trend. The research suggests the 1,730-unit residential component of the proposed Project is likely to have a moderating influence that will tend to reduce pre-existing displacement pressures in East Palo Alto and Belle Haven.

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[52] Number of housing units as of January 1, 2020 per California Department of Finance Table E-5, Population and Housing Estimates for Cities, Counties, and the State, 2011-2020 with 2010 Census Benchmark.

[53] Asquith, Brian J., Evan Mast, and Davin Reed. 2019. "Supply Shock Versus Demand Shock: The Local Effects of New Housing in Low-Income Areas." Upjohn Institute Working Paper 19-316. W. E. Upjohn Institute for Employment Research. https://doi.org/10.17848/wp19-316

Damiano, Anthony, Frenier, Chris. 2020. “Build Baby Build?: Housing Submarkets and the Effects of New Construction on Existing Rents” University of Minnesota CURA Center for Urban and Regional Affairs. https://www.tonydamiano.com/project/new-con/bbb-wp.pdf

Li, Xiaodi. 2019. “Do New Housing Units in Your Backyard Raise Your Rents?” NYU Wagner and NYU Furman Center. https://72187189-93c1-48bc-b596-fc36f4606599.filesusr.com/ugd/7fc2bf_2fc84967cfb945a69a4df7baf8a4c387.pdf

Mast, Evan. 2019. “The Effect of New Market-Rate Housing Construction on the Low-Income Housing Market” Upjohn Institute Working Paper 19-307 W. E. Upjohn Institute for Employment Research. https://research.upjohn.org/cgi/viewcontent.cgi?article=1325&context=up_workingpapers

Pennington, Kate. 2021. “Does Building New Housing Cause Displacement?: The Supply and Demand Effects of Construction in San Francisco.” Department of Agricultural and Resource Economics, University of California, Berkeley. https://www.dropbox.com/s/oplls6utgf7z6ih/Pennington_JMP.pdf?dl=0

Phillips, Shane, Manville, Michael, Lens Michael. 2021. “Research Roundup: The Effect of Market-Rate Development on Neighborhood Rents” UCLA Lewis Center for Regional Policy Studies. https://www.lewis.ucla.edu/research/market-rate-development-impacts/

2. *Comparative Analysis of Real Estate Trends Does Not Show Clear Evidence of Localized Influence on East Palo Alto and Belle Haven Housing Market:*

- The comparative analysis of real estate trends over the past decade since Meta first began to occupy its campuses in Menlo Park does not show clear evidence of a localized influence on market prices and rents based on proximity to the existing Meta campuses distinguishable from broader market trends. The analysis suggests that market trends in East Palo Alto and Belle Haven are within the same range as the other comparison communities reviewed.

- The proposed Project is located in an existing commercial area separate from Belle Haven and East Palo Alto, and will not physically alter either community.

3. *Added Employment and Amenities May Create Modest Upward Pressure on Housing Costs:*

- The analysis of the potential influence of added jobs on housing costs suggests a potential impact on monthly housing costs of up to \$10 to \$22 for newly vacated units, depending on the analysis approach. Were an impact of this magnitude to occur, it would likely represent a minor influence on residents' decisions regarding where to live. Residents of rent control housing and existing homeowners would be protected from any increase. Further, even though a minor amount, the estimated impact is likely overstated because it is based on a methodology that does not isolate the effects of job growth from other contributing factors. In addition, while the analysis approach accounts for the new housing units proposed within the Project itself, it does not account for the significant pipeline of new housing proposed as part of nearby developments in the vicinity.

- The proposed Project creates a new mixed-use environment that adds shopping, dining, and an elevated park that will connect Belle Haven to the Project site. Studies examining the impact of proximity to parks, open space and retail show a connection between convenient access to these amenities and higher home values.[54] Convenient access to the new park and retail amenities could potentially increase interest in living in nearby

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[54] Wiley, Jonathan. 2015. "The Impact of Commercial Development on Surrounding Residential Property Values." Georgia State University. https://www.gamls.com/images/jonwiley.pdf

Matthews, John. 2007. "Retail Proximity and Residential Values or Do Nearby Stores Really Run Down Property Values?" Working Paper 07-21. Georgia State University. https://www.issuelab.org/resources/4941/4941.pdf

Crompton, John. L. April 2020. "How Much Impact Do Parks Have on Property Values?" Parks and Recreation Magazine. https://www.nrpa.org/parks-recreation-magazine/2020/april/how-much-impact-do-parks-have-on-property-values/

areas of East Palo Alto and Belle Haven, which may contribute to upward pressure on rents and sales prices for available units.

The added housing, added jobs, and new amenities with the proposed Project create competing influences on the local housing market and displacement pressures in East Palo Alto and Belle Haven. While precise outcomes are not possible to predict, on balance, the analysis suggests the proposed Project would likely, at most, represent a minor contributing factor to the substantial pre-existing displacement pressures in East Palo Alto and Belle Haven.

8.0 INCREASED RESIDENTIAL DENSITY VARIANT

The DEIR evaluates an Increased Residential Density Variant with a total of up to 1,930 residential units, an increase of 200 units over the up to 1,730 units included in the proposed Project. The 200 additional residential units in the Increased Residential Density Variant are accommodated through an increase in building height and do not reduce or modify non-residential components of the proposed Project. All 200 additional units are market rate units available through utilization of either the density bonus provision of the City's BMR Program Guidelines, which allow one additional market rate unit for each BMR Unit that is provided, up to a maximum of 15% above the maximum density (100 du/ac) that is otherwise allowed by R-MU zoning, or the State Density Bonus Law.

Housing Availability Impacts with Increased Residential Density Variant

KMA modified the analyses described in Sections 3, 4, 5 and 6 to reflect the 200 additional market rate units with the Increased Residential Density Variant. The resulting modified findings regarding net impact on housing availability with the Increased Residential Density Variant are summarized below:

- **Regional Housing Availability Impact with Increased Residential Density Variant** – The Increased Residential Density Variant results in a 651-unit net decrease in housing availability within the region, which is based on the difference between the estimated 2,581-unit regional employee housing demand from new employees and the 1,930 new housing units.

- **Housing Availability Increase in Menlo Park with Increased Residential Density Variant** – The net impact on housing availability in Menlo Park is based on an estimated Menlo Park share of the 2,581-unit total regional employee housing demand and the 1,930 new units added. The Menlo Park share of regional employee housing demand is estimated under the same two commute share scenarios described previously.
  - Current Commute Share Estimate – Assuming existing commute patterns hold, there is an estimated net increase in available housing in Menlo Park of 1,750 units, based on the 1,930 new units in the Increased Residential Density Variant, less an estimated Menlo Park share of regional employee housing demand of 180 units.
  - Increased Commute Share Estimate – Assuming an increased 20% share of workers are housed in the city, there is an estimated net increase in available housing in Menlo Park of 1,414 units, considering the 1,930 new units in the Increased Residential Density Variant, less an estimated Menlo Park share of regional employee housing demand of 516 units.

  Table 8-1 provides a summary of housing availability impact findings for the Increased Residential Density Variant.

Table 8-1. Summary of Housing Availability Impacts, Increased Residential Density Variant			
		Menlo Park Share	
	Regional Total	Current Commute Share Estimate	Increased Commute Share Estimate at 20%
Increased Residential Density Variant Findings (with 1,930 residential units)			
A. Added Housing Supply (New Units)	1,930 Units	1,930 Units	1,930 Units
B. Added Employee Housing Demand	2,581 Units	180 Units	516 Units
C. Housing Availability, Net Impact [A. - B.]	(651 Unit) Net Decrease in Available Housing in Region	1,750 Unit Net Increase in Available Housing in Menlo Park	1,414 Units Net Increase in Available Housing in Menlo Park
Comparison to Findings for Proposed Project (with 1,730 residential units)			
D. Findings for proposed Project at 1,730 units (from Table 1-1)	(815 Unit) Net Decrease in Available Housing in Region	1,553 Unit Net Increase in Available Housing in Menlo Park	1,221 Units Net Increase in Available Housing in Menlo Park
E. Net Difference in Findings with Increased Residential Density Variant [C. – D.]	(+) 164 Units of Available Housing in Region	(+) 197 Units of Available Housing in Menlo Park	(+) 193 Units of Available Housing in Menlo Park

The net differences in housing availability impacts with the Increased Residential Density Variant, compared to the proposed Project with 1,730 units, are shown in Row E of Table 8-1. The 200 added units do not translate into a one-to-one increase in housing availability because on-site and off-site employee housing demand associated with the residential units also increase and partially offset the 200-unit incremental increase in housing supply.

Table 8-2 provides a breakout of the estimated net impacts on housing availability by income level with the Increased Residential Density Variant.

Table 8-2. Net Impacts on Housing Demand and Housing Supply by Income Level, Increased Residential Density Variant	Extremely Low	Very Low	Low	Moderate	Above Moderate	Over 150% AMI	Total
Regional Total	(132)	(275)	(741)	113	856	(472)	(651)
Menlo Park Share							
Current Commute Share Estimate	69	15	(15)	515	1,201	(35)	1,750
Increased Commute Share Estimate (20%)	41	(26)	(118)	459	1,152	(94)	1,414

Note: Negative figure represents a net decrease in housing availability resulting from housing demand that exceeds added housing supply.

Regional Housing Availability Impact with Increased Residential Density Variant – The 651-unit estimated net decrease in housing availability in the region with the Increased Residential Density Variant is comprised of 132 Extremely Low, 275 Very Low, 741 Low, and 472 Over 150% AMI units, partially offset by net increases in available housing within the Moderate and Above Moderate Income categories of 113 and 856 units, respectively.

Menlo Park Housing Availability Increase with Current Commute Share Estimate and Increased Residential Density Variant – The 1,750-unit estimated net increase in housing availability in Menlo Park with the Current Commute Share Estimate and the Increased Residential Density Variant consists of 69 Extremely Low, 15 Very Low, 515 Moderate, and 1,201 Above Moderate units, partially offset by net decreases in housing availability of 15 and 35 units within the Low and Over 150% of AMI categories, respectively.

Menlo Park Housing Availability Increase by Income with Increased Commute Share Estimate and Increased Residential Density Variant – The 1,414-unit estimated net increase in housing availability in Menlo Park with the Increased Commute Share Estimate and the Increased Residential Density Variant consists of 41 Extremely Low, 459 Moderate, and 1,152 Above Moderate units, partially offset by a net decrease in housing availability of 26, 118, and 94 units within the Very Low, Low, and Over 150% of AMI categories, respectively.

Displacement Impacts with Increased Residential Density Variant

The substantial addition to the housing supply with the proposed Project is one of several competing influences on displacement pressures, as described in Sections 1.6 and 7.9. Expansion in the availability of market rate and affordable housing in the local area is a factor that would tend to moderate or counteract displacement pressures to some degree by relieving market pressures on the existing local housing stock. The Increased Residential Density Variant results in a greater expansion in the availability of housing than the proposed Project, with respect to market rate housing. Accordingly, the counteractive effect on displacement pressures from increased availability of housing would be incrementally greater with the Increased Residential Density Variant, and the potential for displacement impacts incrementally less. The overall displacement analysis conclusion, that on balance, the proposed Project would likely, at most, represent a minor contributing factor to the substantial pre-existing displacement pressures in East Palo Alto and Belle Haven, which conclusion considers the addition to housing supply alongside other competing influences on displacement pressures, continues to hold with the Increased Residential Density Variant.

APPENDIX A – WORKER OCCUPATIONS AND COMPENSATION LEVELS

APPENDIX A TABLE 1
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
OFFICE WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Major Occupations (2% or more)	Worker Occupation Distribution Office
Management Occupations	*13.0%*
Business and Financial Operations Occupations	*13.5%*
Computer and Mathematical Occupations	*21.2%*
Educational Instruction and Library Occupations	*8.5%*
Arts, Design, Entertainment, Sports, and Media Occupations	*10.6%*
Sales and Related Occupations	*14.5%*
Office and Administrative Support Occupations	*15.1%*
All Other Worker Occupations - Office	*3.5%*
TOTAL	100.0%

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 2
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
OFFICE WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Office Workers
Page 1 of 4						
Management Occupations						
Chief Executives	$234,200	$243,000	$360,000	$360,000	2.0%	0.3%
General and Operations Managers	$162,300	$169,000	$260,000	$264,000	22.1%	2.9%
Marketing Managers	$196,300	$205,000	$315,000	$320,000	15.9%	2.1%
Sales Managers	$173,500	$181,000	$278,000	$282,000	12.5%	1.6%
Administrative Services and Facilities Managers	$130,900	$139,000	$232,000	$241,000	2.8%	0.4%
Computer and Information Systems Managers	$212,500	$220,000	$327,000	$327,000	20.4%	2.6%
Financial Managers	$191,400	$200,000	$307,000	$312,000	7.0%	0.9%
Human Resources Managers	$174,700	$182,000	$280,000	$284,000	3.1%	0.4%
Personal Service Managers, All Other; Entertainment and Recreation Managers,	$173,900	$181,000	$279,000	$283,000	7.5%	1.0%
Other Management Occupations	$184,700	$193,000	$296,000	$301,000	6.8%	0.9%
Weighted Mean Annual Wage	***$184,700***	**$192,000**	**$294,000**	**$297,000**	**100.0%**	**13.0%**
Business and Financial Operations Occupations						
Buyers and Purchasing Agents	$82,100	$90,000	$162,000	$174,000	2.5%	0.3%
Human Resources Specialists	$93,700	$102,000	$185,000	$198,000	8.3%	1.1%
Management Analysts	$115,200	$122,000	$204,000	$212,000	6.2%	0.8%
Training and Development Specialists	$89,100	$97,000	$176,000	$189,000	4.8%	0.6%
Market Research Analysts and Marketing Specialists	$96,200	$105,000	$190,000	$204,000	39.9%	5.4%
Project Management Specialists and Business Operations Specialists, All Other	$97,700	$107,000	$192,000	$207,000	15.9%	2.1%
Accountants and Auditors	$101,100	$107,000	$179,000	$186,000	10.0%	1.3%
Financial and Investment Analysts, Financial Risk Specialists, and Financial Spe	$120,400	$127,000	$214,000	$222,000	4.8%	0.6%
Other Business and Financial Operations Occupations	$98,500	$108,000	$194,000	$208,000	7.7%	1.0%
Weighted Mean Annual Wage	***$98,500***	**$107,000**	**$190,000**	**$202,000**	**100.0%**	**13.5%**
Computer and Mathematical Occupations						
Computer Systems Analysts	$125,400	$133,000	$223,000	$231,000	4.6%	1.0%
Computer User Support Specialists	$78,700	$86,000	$155,000	$167,000	8.3%	1.8%
Computer Network Architects	$148,300	$157,000	$263,000	$273,000	2.3%	0.5%
Network and Computer Systems Administrators	$106,700	$113,000	$189,000	$197,000	4.1%	0.9%
Database Administrators and Architects	$114,700	$121,000	$204,000	$211,000	2.9%	0.6%
Computer Programmers	$125,400	$133,000	$223,000	$231,000	2.5%	0.5%
Software Developers and Software Quality Assurance Analysts and Testers	$144,700	$153,000	$257,000	$267,000	52.2%	11.1%
Web Developers and Digital Interface Designers	$113,900	$121,000	$202,000	$210,000	11.2%	2.4%
Computer Occupations, All Other	$125,500	$133,000	$223,000	$231,000	4.6%	1.0%
Data Scientists and Mathematical Science Occupations, All Other	$148,700	$157,000	$264,000	$274,000	2.9%	0.6%
Other Computer and Mathematical Occupations	$130,700	$138,000	$232,000	$241,000	4.6%	1.0%
Weighted Mean Annual Wage	***$130,700***	**$139,000**	**$233,000**	**$243,000**	**100.0%**	**21.2%**

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 2
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
OFFICE WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Office Workers
Educational Instruction and Library Occupations						
Adult Basic Education, Adult Secondary Education, and English as a Second Lai	$95,500	$104,000	$188,000	$202,000	2.5%	0.2%
Tutors and Teachers and Instructors, All Other	$50,000	$58,000	$111,000	$127,000	7.9%	0.7%
Archivists	$93,500	$102,000	$184,000	$198,000	2.2%	0.2%
Curators	$81,000	$88,000	$160,000	$171,000	2.1%	0.2%
Librarians and Media Collections Specialists	$79,500	$87,000	$157,000	$168,000	38.8%	3.3%
Other Educational Instruction and Library Occupations	$76,500	$84,000	$151,000	$162,000	46.6%	4.0%
Weighted Mean Annual Wage	***$76,500***	**$84,000**	**$152,000**	**$164,000**	**100.0%**	**8.5%**
Arts, Design, Entertainment, Sports, and Media Occupations						
Art Directors	$144,700	$153,000	$257,000	$267,000	3.4%	0.4%
Special Effects Artists and Animators	$102,600	$109,000	$182,000	$189,000	3.4%	0.4%
Graphic Designers	$80,800	$88,000	$159,000	$171,000	6.6%	0.7%
Producers and Directors	$106,900	$113,000	$190,000	$197,000	11.0%	1.2%
News Analysts, Reporters, and Journalists	$82,500	$90,000	$163,000	$175,000	13.1%	1.4%
Public Relations Specialists	$88,600	$97,000	$175,000	$187,000	8.6%	0.9%
Editors	$93,000	$102,000	$183,000	$197,000	31.8%	3.4%
Writers and Authors	$104,300	$110,000	$185,000	$192,000	7.8%	0.8%
Other Arts, Design, Entertainment, Sports, and Media Occupations	$95,300	$104,000	$188,000	$202,000	14.3%	1.5%
Weighted Mean Annual Wage	***$95,300***	**$103,000**	**$182,000**	**$194,000**	**100.0%**	**10.6%**
Sales and Related Occupations						
First-Line Supervisors of Non-Retail Sales Workers	$85,400	$93,000	$168,000	$181,000	3.2%	0.5%
Advertising Sales Agents	$112,900	$120,000	$200,000	$208,000	14.6%	2.1%
Sales Representatives of Services, Except Advertising, Insurance, Financial Ser	$88,400	$97,000	$174,000	$187,000	57.0%	8.3%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Sci	$84,600	$92,000	$167,000	$179,000	7.8%	1.1%
Real Estate Sales Agents	$73,000	$84,000	$162,000	$186,000	3.3%	0.5%
Other Sales and Related Occupations	$91,500	$100,000	$180,000	$194,000	14.1%	2.0%
Weighted Mean Annual Wage	***$91,500***	**$100,000**	**$177,000**	**$190,000**	**100.0%**	**14.5%**

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 2
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
OFFICE WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Office Workers
Page 3 of 4						
Office and Administrative Support Occupations						
First-Line Supervisors of Office and Administrative Support Workers	$75,800	$83,000	$149,000	$160,000	10.3%	1.6%
Bookkeeping, Accounting, and Auditing Clerks	$55,400	$64,000	$123,000	$141,000	4.8%	0.7%
Customer Service Representatives	$49,900	$65,000	$143,000	$175,000	31.7%	4.8%
Library Assistants, Clerical	$39,600	$52,000	$113,000	$139,000	15.8%	2.4%
Production, Planning, and Expediting Clerks	$65,300	$75,000	$145,000	$166,000	2.0%	0.3%
Executive Secretaries and Executive Administrative Assistants	$86,200	$94,000	$170,000	$182,000	4.9%	0.7%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$52,500	$60,000	$116,000	$134,000	6.1%	0.9%
Data Entry Keyers	$42,800	$56,000	$122,000	$150,000	2.2%	0.3%
Office Clerks, General	$49,600	$65,000	$142,000	$174,000	11.5%	1.7%
Other Office and Administrative Support Occupations	$53,700	$62,000	$119,000	$137,000	10.7%	1.6%
Weighted Mean Annual Wage	***$53,700***	**$66,000**	**$135,000**	**$159,000**	**100.0%**	**15.1%**
						96.5%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

[3] Including occupations representing 2% or more of the major occupation group.

[4] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 3
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
FOOD SERVICE WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Major Occupations (2% or more)	**Worker Occupation Distribution Food Service**
Management Occupations	*2.5%*
Food Preparation and Serving Related Occupations	*95.4%*
Sales and Related Occupations	*not included based on practice of providing food free of charge.*
Transportation and Material Moving Occupations	not included as serve on-site rather than delivery
All Other Worker Occupations - Food Service	*2.1%*
TOTAL	100.0%

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 4
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
FOOD SERVICE WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total ood Service Workers
Management Occupations						
General and Operations Managers	$162,300	$169,000	$260,000	$264,000	31.6%	0.8%
Food Service Managers	$67,200	$77,000	$149,000	$171,000	66.3%	1.7%
Other Management Occupations	$97,900	$107,000	$193,000	$207,000	2.1%	0.1%
Weighted Mean Annual Wage	***$97,900***	**$107,000**	**$185,000**	**$201,000**	**100.0%**	**2.5%**
Food Preparation and Serving Related Occupations						
First-Line Supervisors of Food Preparation and Serving Workers	$50,000	$58,000	$111,000	$127,000	8.3%	7.9%
Cooks, Fast Food	$31,700	$42,000	$91,000	$111,000	6.5%	6.2%
Cooks, Restaurant	$40,000	$52,000	$114,000	$140,000	11.6%	11.1%
Food Preparation Workers	$34,800	$46,000	$99,000	$122,000	4.8%	4.6%
Bartenders	$38,900	$51,000	$111,000	$136,000	2.7%	2.6%
Fast Food and Counter Workers	$34,000	$45,000	$97,000	$119,000	34.2%	32.6%
Waiters and Waitresses	$40,900	$54,000	$117,000	$143,000	19.6%	18.7%
Dining Room and Cafeteria Attendants and Bartender Helpers	$37,700	$49,000	$108,000	$132,000	2.8%	2.7%
Dishwashers	$34,400	$45,000	$98,000	$120,000	3.6%	3.4%
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$37,000	$49,000	$106,000	$129,000	3.4%	3.3%
Other Food Preparation and Serving Related Occupations	$37,700	$49,000	$108,000	$132,000	2.3%	2.2%
Weighted Mean Annual Wage	***$37,700***	**$49,000**	**$105,000**	**$128,000**	**100.0%**	**95.4%**
Sales and Related Occupations		*Assumes food service continues to be provided free of charge. Therefore, no sales staff.*				
Transportation and Material Moving Occupations		*not included given on-site food service not delivery.*				
						97.9%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

[3] Including occupations representing 2% or more of the major occupation group.

[4] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 5
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
RETAIL SHOP WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Major Occupations (2% or more)	Worker Occupation Distribution Retail Shop
Management Occupations	*3.0%*
Healthcare Practitioners and Technical Occupations	*10.2%*
Personal Care and Service Occupations	*8.9%*
Sales and Related Occupations	*50.7%*
Office and Administrative Support Occupations	*7.5%*
Installation, Maintenance, and Repair Occupations	*2.4%*
Production Occupations	*5.5%*
Transportation and Material Moving Occupations	*6.1%*
All Other Worker Occupations - Retail Shop	*5.7%*
TOTAL	100.0%

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 6
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
RETAIL SHOP WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Retail Shop Workers
Page 1 of 2						
Management Occupations						
General and Operations Managers	$162,300	$169,000	$260,000	$264,000	75.7%	2.3%
Sales Managers	$173,500	$181,000	$278,000	$282,000	12.1%	0.4%
Other Management Occupations	$163,800	$171,000	$263,000	$267,000	12.2%	0.4%
Weighted Mean Annual Wage	***$163,800***	**$171,000**	**$263,000**	**$267,000**	**100.0%**	**3.0%**
Healthcare Practitioners and Technical Occupations						
Pharmacists	$154,600	$161,000	$248,000	$252,000	36.7%	3.8%
Pharmacy Technicians	$56,000	$65,000	$124,000	$143,000	57.1%	5.8%
Opticians, Dispensing	$54,200	$62,000	$120,000	$138,000	2.4%	0.2%
Other Healthcare Practitioners and Technical Occupations	$93,500	$102,000	$184,000	$198,000	3.8%	0.4%
Weighted Mean Annual Wage	***$93,500***	**$102,000**	**$172,000**	**$185,000**	**100.0%**	**10.2%**
Personal Care and Service Occupations						
Supervisors of Personal Service and Entertainment and Rec Workers	$59,000	$68,000	$131,000	$150,000	4.4%	0.4%
Barbers	$34,600	$45,000	$99,000	$121,000	3.6%	0.3%
Hairdressers, Hairstylists, and Cosmetologists	$38,600	$51,000	$110,000	$135,000	61.3%	5.5%
Manicurists and Pedicurists	$32,000	$42,000	$91,000	$112,000	17.6%	1.6%
Skincare Specialists	$43,900	$58,000	$126,000	$154,000	8.1%	0.7%
Other Personal Care and Service Occupations	$38,600	$51,000	$110,000	$135,000	5.0%	0.4%
Weighted Mean Annual Wage	***$38,600***	**$51,000**	**$108,000**	**$133,000**	**100.0%**	**8.9%**
Sales and Related Occupations						
First-Line Supervisors of Retail Sales Workers	$50,400	$58,000	$112,000	$128,000	11.4%	5.8%
Cashiers	$34,500	$45,000	$99,000	$121,000	16.9%	8.6%
Counter and Rental Clerks	$41,100	$54,000	$118,000	$144,000	2.3%	1.2%
Retail Salespersons	$37,800	$50,000	$108,000	$132,000	61.0%	31.0%
Sales Representatives of Services	$88,400	$97,000	$174,000	$187,000	5.7%	2.9%
Other Sales and Related Occupations	$41,800	$55,000	$120,000	$146,000	2.7%	1.4%
Weighted Mean Annual Wage	***$41,800***	**$53,000**	**$111,000**	**$134,000**	**100.0%**	**50.7%**

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 6
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
RETAIL SHOP WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Retail Shop Workers
Page 2 of 2						
Office and Administrative Support Occupations						
First-Line Supervisors of Office and Admin Support Workers	$75,800	$83,000	$149,000	$160,000	6.2%	0.5%
Billing and Posting Clerks	$57,200	$66,000	$127,000	$146,000	2.1%	0.2%
Bookkeeping, Accounting, and Auditing Clerks	$55,400	$64,000	$123,000	$141,000	10.9%	0.8%
Customer Service Representatives	$49,900	$65,000	$143,000	$175,000	21.5%	1.6%
Receptionists and Information Clerks	$42,200	$55,000	$121,000	$148,000	17.8%	1.3%
Shipping, Receiving, and Inventory Clerks	$44,700	$59,000	$128,000	$156,000	10.3%	0.8%
Secretaries and Administrative Assistants, Except Legal, Medical, and Exec	$52,500	$60,000	$116,000	$134,000	5.6%	0.4%
Office Clerks, General	$49,600	$65,000	$142,000	$174,000	16.3%	1.2%
Other Office and Administrative Support Occupations	$50,500	$58,000	$112,000	$129,000	9.3%	0.7%
Weighted Mean Annual Wage	***$50,500***	**$63,000**	**$131,000**	**$156,000**	**100.0%**	**7.5%**
Installation, Maintenance, and Repair Occupations						
First-Line Supervisors of Mechanics, Installers, and Repairers	$92,800	$101,000	$183,000	$196,000	4.9%	0.1%
Computer, Automated Teller, and Office Machine Repairers	$47,200	$62,000	$135,000	$165,000	27.1%	0.6%
Electronic Equipment Installers and Repairers, Motor Vehicles	$48,500	$64,000	$139,000	$170,000	2.6%	0.1%
Audiovisual Equipment Installers and Repairers	$63,200	$73,000	$140,000	$161,000	10.8%	0.3%
Home Appliance Repairers	$59,100	$68,000	$131,000	$150,000	12.5%	0.3%
Maintenance and Repair Workers, General	$58,100	$67,000	$129,000	$148,000	8.8%	0.2%
Installation, Maintenance, and Repair Workers, All Other	$58,400	$67,000	$129,000	$149,000	5.7%	0.1%
Other Installation, Maintenance, and Repair Occupations	$57,000	$66,000	$126,000	$145,000	27.4%	0.7%
Weighted Mean Annual Wage	***$57,000***	**$68,000**	**$134,000**	**$156,000**	**100.0%**	**2.4%**
Production Occupations						
First-Line Supervisors of Production and Operating Workers	$78,100	$85,000	$154,000	$165,000	6.5%	0.4%
Miscellaneous Assemblers and Fabricators	$44,400	$58,000	$127,000	$155,000	3.6%	0.2%
Laundry and Dry-Cleaning Workers	$38,800	$51,000	$111,000	$136,000	52.4%	2.9%
Pressers, Textile, Garment, and Related Materials	$32,900	$43,000	$94,000	$115,000	16.3%	0.9%
Sewing Machine Operators	$35,400	$46,000	$101,000	$124,000	2.5%	0.1%
Tailors, Dressmakers, and Custom Sewers	$55,200	$64,000	$122,000	$141,000	4.6%	0.2%
Inspectors, Testers, Sorters, Samplers, and Weighers	$50,100	$58,000	$111,000	$128,000	2.4%	0.1%
Jewelers and Precious Stone and Metal Workers	$37,300	$49,000	$107,000	$131,000	4.1%	0.2%
Other Production Occupations	$41,700	$55,000	$119,000	$146,000	7.7%	0.4%
Weighted Mean Annual Wage	***$41,700***	**$53,000**	**$112,000**	**$135,000**	**100.0%**	**5.5%**
Transportation and Material Moving Occupations						
First-Line Supervisors of Transportation & Material Moving Workers	$70,400	$81,000	$156,000	$179,000	3.4%	0.2%
Driver/Sales Workers	$37,800	$50,000	$108,000	$132,000	10.4%	0.6%
Light Truck Drivers	$52,400	$60,000	$116,000	$133,000	24.9%	1.5%
Laborers and Freight, Stock, and Material Movers, Hand	$41,800	$55,000	$120,000	$146,000	15.6%	0.9%
Stockers and Order Fillers	$38,000	$50,000	$109,000	$133,000	41.2%	2.5%
Other Transportation and Material Moving Occupations	$43,500	$57,000	$124,000	$152,000	4.5%	0.3%
Weighted Mean Annual Wage	***$43,500***	**$55,000**	**$115,000**	**$137,000**	**100.0%**	**6.1%**
						94.3%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

[3] Including occupations representing 2% or more of the major occupation group.

[4] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 7
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
HOTEL WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Major Occupations (2% or more)	Worker Occupation Distribution Hotel
Management Occupations	*4.6%*
Food Preparation and Serving Related Occupations	*23.4%*
Building and Grounds Cleaning and Maintenance Occupations	*31.2%*
Personal Care and Service Occupations	*3.8%*
Sales and Related Occupations	*2.4%*
Office and Administrative Support Occupations	*21.0%*
Installation, Maintenance, and Repair Occupations	*5.8%*
Production Occupations	*2.5%*
All Other Worker Occupations - Hotel	*5.2%*
TOTAL	100.0%

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
\\SF-FS2\wp\12\12095\011\Willow Village Non-Res Land Use File 3.1.22.xlsm; 2/25/2022; dd

APPENDIX A TABLE 8
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
HOTEL WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Hotel Workers
Page 1 of 2						
Management Occupations						
General and Operations Managers	$162,300	$169,000	$260,000	$264,000	21.2%	1.0%
Sales Managers	$173,500	$181,000	$278,000	$282,000	7.4%	0.3%
Administrative Services and Facilities Managers	$130,900	$139,000	$232,000	$241,000	4.3%	0.2%
Financial Managers	$191,400	$200,000	$307,000	$312,000	4.2%	0.2%
Human Resources Managers	$174,700	$182,000	$280,000	$284,000	2.1%	0.1%
Food Service Managers	$67,200	$77,000	$149,000	$171,000	8.5%	0.4%
Lodging Managers	$105,600	$112,000	$187,000	$195,000	45.5%	2.1%
Personal Service Managers, All Other; Entertainment and Recreatic	$173,900	$181,000	$279,000	$283,000	3.1%	0.1%
Other Management Occupations	$128,400	$136,000	$228,000	$237,000	3.8%	0.2%
Weighted Mean Annual Wage	***$128,400***	**$136,000**	**$219,000**	**$227,000**	**100.0%**	**4.6%**
Food Preparation and Serving Related Occupations						
Chefs and Head Cooks	$71,500	$82,000	$158,000	$182,000	2.9%	0.7%
First-Line Supervisors of Food Preparation and Serving Workers	$50,000	$58,000	$111,000	$127,000	6.0%	1.4%
Cooks, Restaurant	$40,000	$52,000	$114,000	$140,000	16.1%	3.8%
Food Preparation Workers	$34,800	$46,000	$99,000	$122,000	2.1%	0.5%
Bartenders	$38,900	$51,000	$111,000	$136,000	8.0%	1.9%
Fast Food and Counter Workers	$34,000	$45,000	$97,000	$119,000	4.5%	1.1%
Waiters and Waitresses	$40,900	$54,000	$117,000	$143,000	30.2%	7.1%
Food Servers, Nonrestaurant	$36,800	$48,000	$105,000	$129,000	6.1%	1.4%
Dining Room and Cafeteria Attendants and Bartender Helpers	$37,700	$49,000	$108,000	$132,000	12.1%	2.8%
Dishwashers	$34,400	$45,000	$98,000	$120,000	6.0%	1.4%
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$37,000	$49,000	$106,000	$129,000	3.6%	0.8%
Other Food Preparation and Serving Related Occupations	$40,400	$53,000	$116,000	$141,000	2.3%	0.5%
Weighted Mean Annual Wage	***$40,400***	**$52,000**	**$112,000**	**$136,000**	**100.0%**	**23.4%**
Building and Grounds Cleaning and Maintenance Occupations						
First-Line Supervisors of Housekeeping and Janitorial Workers	$54,600	$63,000	$121,000	$139,000	6.5%	2.0%
Janitors and Cleaners, Except Maids and Housekeeping	$42,300	$55,000	$121,000	$148,000	5.3%	1.7%
Maids and Housekeeping Cleaners	$44,600	$58,000	$128,000	$156,000	85.9%	26.8%
Other Building and Grounds Cleaning and Maintenance Occupation	$45,100	$59,000	$129,000	$158,000	2.3%	0.7%
Weighted Mean Annual Wage	***$45,100***	**$58,000**	**$127,000**	**$155,000**	**100.0%**	**31.2%**
Personal Care and Service Occupations						
Supervisors of Personal Service, Entertainment and Recr Workers	$59,000	$68,000	$131,000	$150,000	6.0%	0.2%
Ushers, Lobby Attendants, and Ticket Takers	$34,600	$45,000	$99,000	$121,000	2.0%	0.1%
Amusement and Recreation Attendants	$32,900	$43,000	$94,000	$115,000	18.1%	0.7%
Locker Room, Coatroom, and Dressing Room Attendants	$37,400	$49,000	$107,000	$131,000	4.0%	0.2%
Skincare Specialists	$43,900	$58,000	$126,000	$154,000	3.4%	0.1%
Baggage Porters and Bellhops	$34,800	$46,000	$99,000	$122,000	28.8%	1.1%
Concierges	$46,100	$60,000	$132,000	$161,000	16.5%	0.6%
Recreation Workers	$37,900	$50,000	$108,000	$133,000	8.0%	0.3%
Other Personal Care and Service Occupations	$39,000	$51,000	$112,000	$136,000	13.1%	0.5%
Weighted Mean Annual Wage	***$39,000***	**$51,000**	**$109,000**	**$133,000**	**100.0%**	**3.8%**

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 8
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
HOTEL WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Hotel Workers
Page 2 of 2						
Sales and Related Occupations						
First-Line Supervisors of Retail Sales Workers	$50,400	$58,000	$112,000	$128,000	3.9%	0.1%
First-Line Supervisors of Non-Retail Sales Workers	$85,400	$93,000	$168,000	$181,000	4.0%	0.1%
Cashiers	$34,500	$45,000	$99,000	$121,000	18.6%	0.5%
Retail Salespersons	$37,800	$50,000	$108,000	$132,000	11.1%	0.3%
Sales Reps of Services, Except Advertising, Insurance, Financial	$88,400	$97,000	$174,000	$187,000	54.3%	1.3%
Sales Reps, Wholesale & Manufacturing, Except Tech & Scientific	$84,600	$92,000	$167,000	$179,000	2.6%	0.1%
Other Sales and Related Occupations	$70,000	$81,000	$155,000	$178,000	5.5%	0.1%
Weighted Mean Annual Wage	***$70,000***	**$79,000**	**$149,000**	**$165,000**	**100.0%**	**2.4%**
Office and Administrative Support Occupations						
Supervisors of Office and Admin Support Workers	$75,800	$83,000	$149,000	$160,000	9.4%	2.0%
Bookkeeping, Accounting, and Auditing Clerks	$55,400	$64,000	$123,000	$141,000	5.1%	1.1%
Hotel, Motel, and Resort Desk Clerks	$42,200	$55,000	$121,000	$148,000	74.4%	15.6%
Secretaries & Admin Assistants, Except Legal, Medical, Executive	$52,500	$60,000	$116,000	$134,000	2.0%	0.4%
Other Office and Administrative Support Occupations	$46,600	$61,000	$133,000	$163,000	9.1%	1.9%
Weighted Mean Annual Wage	***$46,600***	**$59,000**	**$125,000**	**$150,000**	**100.0%**	**21.0%**
Installation, Maintenance, and Repair Occupations						
First-Line Supervisors of Mechanics, Installers, and Repairers	$92,800	$101,000	$183,000	$196,000	7.5%	0.4%
Maintenance and Repair Workers, General	$58,100	$67,000	$129,000	$148,000	89.6%	5.2%
Other Installation, Maintenance, and Repair Occupations	$60,800	$70,000	$135,000	$155,000	2.9%	0.2%
Weighted Mean Annual Wage	***$60,800***	**$70,000**	**$133,000**	**$152,000**	**100.0%**	**5.8%**
Production Occupations						
First-Line Supervisors of Production and Operating Workers	$78,100	$85,000	$154,000	$165,000	2.0%	0.1%
Bakers	$38,600	$51,000	$110,000	$135,000	5.0%	0.1%
Laundry and Dry-Cleaning Workers	$38,800	$51,000	$111,000	$136,000	87.6%	2.2%
Other Production Occupations	$39,600	$52,000	$113,000	$139,000	5.4%	0.1%
Weighted Mean Annual Wage	***$39,600***	**$52,000**	**$112,000**	**$137,000**	**100.0%**	**2.5%**
						94.8%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

[3] Including occupations representing 2% or more of the major occupation group.

[4] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

APPENDIX A TABLE 9
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
RESTAURANT WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

	Worker Occupation Distribution Restaurant
Major Occupations (2% or more)	
Management Occupations	*2.4%*
Food Preparation and Serving Related Occupations	*89.5%*
Sales and Related Occupations	*3.4%*
Transportation and Material Moving Occupations	*2.6%*
All Other Worker Occupations - Restaurant	*2.1%*
TOTAL	100.0%

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 10
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
RESTAURANT WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Restaurant Workers
Management Occupations						
General and Operations Managers	$162,300	$169,000	$260,000	$264,000	32.1%	0.8%
Food Service Managers	$67,200	$77,000	$149,000	$171,000	65.7%	1.6%
Other Management Occupations	$98,400	$107,000	$194,000	$208,000	2.1%	0.1%
Weighted Mean Annual Wage	***$98,400***	**$107,000**	**$186,000**	**$202,000**	**100.0%**	**2.4%**
Food Preparation and Serving Related Occupations						
First-Line Supervisors of Food Preparation and Serving Worker:	$50,000	$58,000	$111,000	$127,000	8.3%	7.4%
Cooks, Fast Food	$31,700	$42,000	$91,000	$111,000	6.4%	5.8%
Cooks, Restaurant	$40,000	$52,000	$114,000	$140,000	11.6%	10.4%
Food Preparation Workers	$34,800	$46,000	$99,000	$122,000	4.7%	4.2%
Bartenders	$38,900	$51,000	$111,000	$136,000	3.6%	3.2%
Fast Food and Counter Workers	$34,000	$45,000	$97,000	$119,000	33.6%	30.1%
Waiters and Waitresses	$40,900	$54,000	$117,000	$143,000	19.6%	17.5%
Dining Room and Cafeteria Attendants and Bartender Helpers	$37,700	$49,000	$108,000	$132,000	2.8%	2.5%
Dishwashers	$34,400	$45,000	$98,000	$120,000	3.6%	3.2%
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$37,000	$49,000	$106,000	$129,000	3.4%	3.1%
Other Food Preparation and Serving Related Occupations	$37,700	$49,000	$108,000	$132,000	2.4%	2.1%
Weighted Mean Annual Wage	***$37,700***	**$49,000**	**$105,000**	**$128,000**	**100.0%**	**89.5%**
Sales and Related Occupations						
Cashiers	$34,500	$45,000	$99,000	$121,000	93.8%	3.2%
Retail Salespersons	$37,800	$50,000	$108,000	$132,000	3.4%	0.1%
Other Sales and Related Occupations	$34,600	$45,000	$99,000	$121,000	2.8%	0.1%
Weighted Mean Annual Wage	***$34,600***	**$45,000**	**$99,000**	**$121,000**	**100.0%**	**3.4%**
Transportation and Material Moving Occupations						
Driver/Sales Workers	$37,800	$50,000	$108,000	$132,000	87.4%	2.3%
Light Truck Drivers	$52,400	$60,000	$116,000	$133,000	9.4%	0.2%
Other Transportation and Material Moving Occupations	$39,200	$51,000	$112,000	$137,000	3.1%	0.1%
Weighted Mean Annual Wage	***$39,200***	**$51,000**	**$109,000**	**$132,000**	**100.0%**	**2.6%**
						97.9%

1 The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

2 Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

3 Including occupations representing 2% or more of the major occupation group.

4 Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 11
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
GROCERY WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Major Occupations (2% or more)	Worker Occupation Distribution Grocery
Healthcare Practitioners and Technical Occupations	*2.3%*
Food Preparation and Serving Related Occupations	*13.8%*
Sales and Related Occupations	*38.7%*
Office and Administrative Support Occupations	*7.5%*
Production Occupations	*7.7%*
Transportation and Material Moving Occupations	*25.9%*
All Other Worker Occupations - Grocery	*4.1%*
TOTAL	100.0%

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 12
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
GROCERY WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Grocery Workers
Page 1 of 2						
Healthcare Practitioners and Technical Occupations						
Pharmacists	$154,600	$161,000	$248,000	$252,000	37.6%	0.9%
Pharmacy Technicians	$56,000	$65,000	$124,000	$143,000	61.9%	1.4%
Other Healthcare Practitioners and Technical Occupations	$93,300	$102,000	$184,000	$197,000	0.5%	0.0%
Weighted Mean Annual Wage	***$93,300***	**$101,000**	**$171,000**	**$184,000**	**100.0%**	**2.3%**
Food Preparation and Serving Related Occupations						
First-Line Supervisors of Food Preparation and Serving Workers	$50,000	$58,000	$111,000	$127,000	7.6%	1.1%
Cooks, Restaurant	$40,000	$52,000	$114,000	$140,000	2.0%	0.3%
Cooks, Short Order	$35,300	$46,000	$101,000	$124,000	3.0%	0.4%
Food Preparation Workers	$34,800	$46,000	$99,000	$122,000	47.5%	6.6%
Fast Food and Counter Workers	$34,000	$45,000	$97,000	$119,000	32.5%	4.5%
Other Food Preparation and Serving Related Occupations	$35,900	$47,000	$103,000	$126,000	7.2%	1.0%
Weighted Mean Annual Wage	***$35,900***	**$47,000**	**$100,000**	**$122,000**	**100.0%**	**13.8%**
Sales and Related Occupations						
First-Line Supervisors of Retail Sales Workers	$50,400	$58,000	$112,000	$128,000	13.6%	5.3%
Cashiers	$34,500	$45,000	$99,000	$121,000	73.7%	28.5%
Retail Salespersons	$37,800	$50,000	$108,000	$132,000	10.9%	4.2%
Other Sales and Related Occupations	$37,100	$49,000	$106,000	$130,000	1.9%	0.7%
Weighted Mean Annual Wage	***$37,100***	**$47,000**	**$102,000**	**$123,000**	**100.0%**	**38.7%**
Office and Administrative Support Occupations						
First-Line Supervisors of Office and Administrative Support Workers	$75,800	$83,000	$149,000	$160,000	18.1%	1.4%
Bookkeeping, Accounting, and Auditing Clerks	$55,400	$64,000	$123,000	$141,000	7.2%	0.5%
Customer Service Representatives	$49,900	$65,000	$143,000	$175,000	45.9%	3.4%
Shipping, Receiving, and Inventory Clerks	$44,700	$59,000	$128,000	$156,000	11.8%	0.9%
Secretaries and Administrative Assistants, Except Legal, Medical, and	$52,500	$60,000	$116,000	$134,000	2.8%	0.2%
Office Clerks, General	$49,600	$65,000	$142,000	$174,000	7.1%	0.5%
Other Office and Administrative Support Occupations	$54,800	$63,000	$121,000	$140,000	6.9%	0.5%
Weighted Mean Annual Wage	***$54,800***	**$67,000**	**$139,000**	**$164,000**	**100.0%**	**7.5%**
Production Occupations						
First-Line Supervisors of Production and Operating Workers	$78,100	$85,000	$154,000	$165,000	9.5%	0.7%
Bakers	$38,600	$51,000	$110,000	$135,000	23.9%	1.8%
Butchers and Meat Cutters	$41,200	$54,000	$118,000	$144,000	51.9%	4.0%
Meat, Poultry, and Fish Cutters and Trimmers	$37,100	$49,000	$106,000	$130,000	7.5%	0.6%
Food Batchmakers	$37,100	$49,000	$106,000	$130,000	3.5%	0.3%
Other Production Occupations	$43,700	$57,000	$125,000	$153,000	3.8%	0.3%
Weighted Mean Annual Wage	***$43,700***	**$56,000**	**$118,000**	**$143,000**	**100.0%**	**7.7%**

APPENDIX A TABLE 12
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
GROCERY WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Grocery Workers
Page 2 of 2						
Transportation and Material Moving Occupations						
First-Line Supervisors of Transportation and Material Moving Workers	$70,400	$81,000	$156,000	$179,000	4.0%	1.0%
Laborers and Freight, Stock, and Material Movers, Hand	$41,800	$55,000	$120,000	$146,000	4.5%	1.2%
Packers and Packagers, Hand	$35,900	$47,000	$103,000	$126,000	14.7%	3.8%
Stockers and Order Fillers	$38,000	$50,000	$109,000	$133,000	74.3%	19.2%
Other Transportation and Material Moving Occupations	$39,200	$51,000	$112,000	$137,000	2.5%	0.7%
Weighted Mean Annual Wage	***$39,200***	**$51,000**	**$111,000**	**$134,000**	**100.0%**	**25.9%**
						95.9%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

[3] Including occupations representing 2% or more of the major occupation group.

[4] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Sources: U.S. Bureau of Labor Statistics, California Employment Development Department
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 13
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
FITNESS CENTER WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Representative Occupations [2]	Estimated Number[2]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group	% of Total Fitness Ctr Workers
Coaches and Scouts	1	$55,500	$64,000	$123,000	$141,000	5.9%	5.9%
Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	1	$34,200	$45,000	$98,000	$120,000	5.9%	5.9%
Athletic Trainers	1	$61,100	$70,000	$135,000	$156,000	5.9%	5.9%
First-Line Supervisors of Personal Service and Entertainment and Recreation	1	$59,000	$68,000	$131,000	$150,000	7.7%	5.9%
Amusement and Recreation Attendants	2	$32,900	$43,000	$94,000	$115,000	15.4%	11.8%
Exercise Trainers and Group Fitness Instructors	10	$62,900	$72,000	$139,000	$160,000	76.9%	58.8%
Receptionists and Information Clerks	1	$42,200	$55,000	$121,000	$148,000	5.9%	5.9%
	17						
							100.0%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Representative employee occupations selected by KMA from OES data.

[3] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

APPENDIX A TABLE 14
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
BUILDING SERVICES WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Major Occupations (2% or more)	Worker Occupation Distribution (1) Building Services
Management Occupations	*2.3%*
Protective Service Occupations	*51.2%*
Building and Grounds Cleaning and Maintenance Occupations	*33.2%*
Office and Administrative Support Occupations	*4.6%*
Installation, Maintenance, and Repair Occupations	*4.5%*
All Other Worker Occupations - Building Services	*4.2%*
TOTAL	100.0%

Notes:
(1) Reflects blended average of Services to Buildings and Dwellings (NAICS 561600) and Investigation and Security Services (NAICS 561700). Figures reflect application of weighting factor to adjust to expected percentage of maintenance and janitorial versus security staff in the Project.

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 15
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
BUILDING SERVICES WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Bldg Svcs Workers
Page 1 of 2						
Management Occupations						
General and Operations Managers	$162,300	$169,000	$260,000	$264,000	74.7%	1.7%
Administrative Services and Facilities Managers	$130,900	$139,000	$232,000	$241,000	4.9%	0.1%
Other Management Occupations	$160,400	$167,000	$257,000	$261,000	20.4%	0.5%
Weighted Mean Annual Wage	***$160,400***	**$167,000**	**$258,000**	**$262,000**	**100.0%**	**2.3%**
Protective Service Occupations						
Miscellaneous First-Line Supervisors, Protective Service Workers	$68,900	$79,000	$153,000	$175,000	4.7%	2.4%
Security Guards	$42,100	$55,000	$120,000	$147,000	91.9%	47.0%
Other Protective Service Occupations	$43,400	$57,000	$124,000	$152,000	3.5%	1.8%
Weighted Mean Annual Wage	***$43,400***	**$56,000**	**$122,000**	**$148,000**	**100.0%**	**51.2%**
Building and Grounds Cleaning and Maintenance Occupations						
First-Line Supervisors of Housekeeping and Janitorial Workers	$54,600	$63,000	$121,000	$139,000	3.0%	1.0%
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Worke	$69,500	$80,000	$154,000	$177,000	4.1%	1.4%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$42,300	$55,000	$121,000	$148,000	47.2%	15.7%
Maids and Housekeeping Cleaners	$44,600	$58,000	$128,000	$156,000	5.4%	1.8%
Other Building and Grounds Cleaning and Maintenance Occupations	$45,000	$59,000	$129,000	$157,000	40.3%	13.4%
Weighted Mean Annual Wage	***$45,000***	**$58,000**	**$126,000**	**$153,000**	**100.0%**	**33.2%**
Office and Administrative Support Occupations						
First-Line Supervisors of Office and Administrative Support Workers	$75,800	$83,000	$149,000	$160,000	6.6%	0.3%
Bookkeeping, Accounting, and Auditing Clerks	$55,400	$64,000	$123,000	$141,000	7.0%	0.3%
Tellers	$37,200	$49,000	$106,000	$130,000	2.6%	0.1%
Customer Service Representatives	$49,900	$65,000	$143,000	$175,000	23.8%	1.1%
Interviewers, Except Eligibility and Loan	$56,800	$65,000	$126,000	$145,000	2.2%	0.1%
Couriers and Messengers	$44,100	$58,000	$126,000	$154,000	2.6%	0.1%
Dispatchers, Except Police, Fire, and Ambulance	$57,400	$66,000	$127,000	$146,000	11.1%	0.5%
Production, Planning, and Expediting Clerks	$65,300	$75,000	$145,000	$166,000	2.2%	0.1%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$52,500	$60,000	$116,000	$134,000	9.2%	0.4%
Office Clerks, General	$49,600	$65,000	$142,000	$174,000	16.5%	0.8%
Other Office and Administrative Support Occupations	$53,600	$62,000	$119,000	$136,000	16.1%	0.7%
Weighted Mean Annual Wage	***$53,600***	**$65,000**	**$132,000**	**$156,000**	**100.0%**	**4.6%**
Installation, Maintenance, and Repair Occupations						
First-Line Supervisors of Mechanics, Installers, and Repairers	$92,800	$101,000	$183,000	$196,000	8.2%	0.4%
Security and Fire Alarm Systems Installers	$52,200	$60,000	$116,000	$133,000	66.2%	3.0%
Locksmiths and Safe Repairers	$65,300	$75,000	$145,000	$166,000	17.7%	0.8%
Other Installation, Maintenance, and Repair Occupations	$58,300	$67,000	$129,000	$148,000	7.8%	0.4%
Weighted Mean Annual Wage	***$58,300***	**$67,000**	**$128,000**	**$145,000**	**100.0%**	**4.5%**
						95.8%

1 The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

2 Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

3 Including occupations representing 2% or more of the major occupation group.

4 Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 16
ESTIMATED WORKER OCCUPATION DISTRIBUTION, 2020
OTHER EXISTING TENANT WORKERS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Major Occupations (2% or more)	Worker Occupation Distribution Other Existing Tenant
Management Occupations	*12.3%*
Business and Financial Operations Occupations	*7.8%*
Computer and Mathematical Occupations	*7.5%*
Architecture and Engineering Occupations	*7.5%*
Life, Physical, and Social Science Occupations	*14.2%*
Community and Social Service Occupations	*6.9%*
Legal Occupations	*3.9%*
Healthcare Practitioners and Technical Occupations	*16.0%*
Healthcare Support Occupations	*4.5%*
Office and Administrative Support Occupations	*12.4%*
All Other Worker Occupations - Other Existing Tenant	*7.0%*
TOTAL	100.0%

Source: Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 17
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
OTHER EXISTING TENANT WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Existing Tenant Workers
Page 1 of 3						
Management Occupations						
Chief Executives	$234,200	$243,000	$360,000	$360,000	2.4%	0.3%
General and Operations Managers	$162,300	$169,000	$260,000	$264,000	16.9%	2.1%
Marketing Managers	$196,300	$205,000	$315,000	$320,000	4.0%	0.5%
Sales Managers	$173,500	$181,000	$278,000	$282,000	2.2%	0.3%
Administrative Services and Facilities Managers	$130,900	$139,000	$232,000	$241,000	3.9%	0.5%
Computer and Information Systems Managers	$212,500	$220,000	$327,000	$327,000	7.3%	0.9%
Financial Managers	$191,400	$200,000	$307,000	$312,000	5.8%	0.7%
Industrial Production Managers	$153,900	$161,000	$247,000	$251,000	2.6%	0.3%
Human Resources Managers	$174,700	$182,000	$280,000	$284,000	2.1%	0.3%
Architectural and Engineering Managers	$193,100	$201,000	$310,000	$314,000	6.8%	0.8%
Medical and Health Services Managers	$156,100	$163,000	$250,000	$254,000	12.3%	1.5%
Natural Sciences Managers	$221,500	$229,000	$341,000	$341,000	16.5%	2.0%
Social and Community Service Managers	$71,100	$82,000	$157,000	$181,000	3.0%	0.4%
Personal Service Managers, All Other; Entertainment and Recreation	$173,900	$181,000	$279,000	$283,000	8.7%	1.1%
Other Management Occupations	$180,200	$188,000	$289,000	$293,000	5.5%	0.7%
Weighted Mean Annual Wage	***$180,200***	**$188,000**	**$287,000**	**$291,000**	**100.0%**	**12.3%**
Business and Financial Operations Occupations						
Buyers and Purchasing Agents	$82,100	$90,000	$162,000	$174,000	5.3%	0.4%
Compliance Officers	$98,000	$107,000	$193,000	$207,000	8.4%	0.7%
Human Resources Specialists	$93,700	$102,000	$185,000	$198,000	8.1%	0.6%
Logisticians	$84,500	$92,000	$166,000	$179,000	3.2%	0.2%
Management Analysts	$115,200	$122,000	$204,000	$212,000	6.9%	0.5%
Fundraisers	$83,300	$91,000	$164,000	$176,000	3.5%	0.3%
Training and Development Specialists	$89,100	$97,000	$176,000	$189,000	4.8%	0.4%
Market Research Analysts and Marketing Specialists	$96,200	$105,000	$190,000	$204,000	7.7%	0.6%
Project Management Specialists and Business Operations Specialists	$97,700	$107,000	$192,000	$207,000	31.6%	2.5%
Accountants and Auditors	$101,100	$107,000	$179,000	$186,000	11.6%	0.9%
Financial and Investment Analysts, Financial Risk Specialists, and Fir	$120,400	$127,000	$214,000	$222,000	3.8%	0.3%
Other Business and Financial Operations Occupations	$97,600	$107,000	$192,000	$207,000	5.1%	0.4%
Weighted Mean Annual Wage	***$97,600***	**$106,000**	**$187,000**	**$200,000**	**100.0%**	**7.8%**
Computer and Mathematical Occupations						
Computer Systems Analysts	$125,400	$133,000	$223,000	$231,000	11.5%	0.9%
Information Security Analysts	$136,900	$145,000	$243,000	$252,000	4.4%	0.3%
Computer and Information Research Scientists	$163,300	$170,000	$262,000	$266,000	5.5%	0.4%
Computer User Support Specialists	$78,700	$86,000	$155,000	$167,000	5.7%	0.4%
Computer Network Architects	$148,300	$157,000	$263,000	$273,000	4.3%	0.3%
Network and Computer Systems Administrators	$106,700	$113,000	$189,000	$197,000	6.5%	0.5%
Database Administrators and Architects	$114,700	$121,000	$204,000	$211,000	3.0%	0.2%
Computer Programmers	$125,400	$133,000	$223,000	$231,000	3.9%	0.3%
Software Developers and Software Quality Assurance Analysts and T	$144,700	$153,000	$257,000	$267,000	33.8%	2.5%
Computer Occupations, All Other	$125,500	$133,000	$223,000	$231,000	5.9%	0.4%
Operations Research Analysts	$113,800	$120,000	$202,000	$210,000	3.1%	0.2%
Statisticians	$127,100	$135,000	$226,000	$234,000	5.9%	0.4%
Data Scientists and Mathematical Science Occupations, All Other	$148,700	$157,000	$264,000	$274,000	3.0%	0.2%
Other Computer and Mathematical Occupations	$132,000	$140,000	$234,000	$243,000	3.5%	0.3%
Weighted Mean Annual Wage	***$132,000***	**$140,000**	**$234,000**	**$243,000**	**100.0%**	**7.5%**

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 17
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
OTHER EXISTING TENANT WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Existing Tenant Workers
Page 2 of 3						
Architecture and Engineering Occupations						
Aerospace Engineers	$127,900	$135,000	$227,000	$236,000	4.9%	0.4%
Bioengineers and Biomedical Engineers	$122,900	$130,000	$218,000	$226,000	3.2%	0.2%
Chemical Engineers	$107,700	$114,000	$191,000	$198,000	2.7%	0.2%
Computer Hardware Engineers	$135,000	$143,000	$240,000	$249,000	6.2%	0.5%
Electrical Engineers	$122,700	$130,000	$218,000	$226,000	8.7%	0.6%
Electronics Engineers, Except Computer	$118,900	$126,000	$211,000	$219,000	6.4%	0.5%
Industrial Engineers	$116,100	$123,000	$206,000	$214,000	8.5%	0.6%
Mechanical Engineers	$124,200	$131,000	$220,000	$229,000	16.2%	1.2%
Engineers, All Other	$116,200	$123,000	$206,000	$214,000	12.4%	0.9%
Electrical and Electronic Engineering Technologists and Technicians	$72,700	$84,000	$161,000	$185,000	4.3%	0.3%
Mechanical Engineering Technologists and Technicians	$69,200	$80,000	$153,000	$176,000	2.6%	0.2%
Calibration Technologists and Technicians and Engineering Technolo	$65,400	$75,000	$145,000	$167,000	7.4%	0.6%
Other Architecture and Engineering Occupations	$112,400	$119,000	$199,000	$207,000	16.5%	1.2%
Weighted Mean Annual Wage	***$112,400***	**$120,000**	**$204,000**	**$214,000**	**100.0%**	**7.5%**
Life, Physical, and Social Science Occupations						
Biochemists and Biophysicists	$128,800	$136,000	$229,000	$237,000	10.3%	1.5%
Biological Scientists, All Other	$107,400	$114,000	$191,000	$198,000	6.3%	0.9%
Medical Scientists, Except Epidemiologists	$130,300	$138,000	$231,000	$240,000	27.9%	4.0%
Physicists	$164,400	$171,000	$264,000	$268,000	2.9%	0.4%
Chemists	$100,900	$107,000	$179,000	$186,000	6.4%	0.9%
Social Science Research Assistants	$55,700	$64,000	$123,000	$142,000	3.0%	0.4%
Life, Physical, and Social Science Technicians, All Other	$71,300	$82,000	$158,000	$182,000	4.5%	0.6%
Other Life, Physical, and Social Science Occupations	$118,300	$125,000	$210,000	$218,000	38.7%	5.5%
Weighted Mean Annual Wage	***$118,300***	**$126,000**	**$211,000**	**$220,000**	**100.0%**	**14.2%**
Community and Social Service Occupations						
Marriage and Family Therapists	$69,600	$80,000	$154,000	$177,000	4.1%	0.3%
Rehabilitation Counselors	$52,200	$60,000	$116,000	$133,000	2.2%	0.2%
Substance Abuse, Behavioral Disorder, and Mental Health Counselor	$63,600	$73,000	$141,000	$162,000	34.4%	2.4%
Child, Family, and School Social Workers	$63,500	$73,000	$141,000	$162,000	5.3%	0.4%
Healthcare Social Workers	$100,400	$106,000	$178,000	$185,000	7.8%	0.5%
Mental Health and Substance Abuse Social Workers	$85,700	$94,000	$169,000	$181,000	15.3%	1.1%
Health Education Specialists	$77,600	$85,000	$153,000	$164,000	3.0%	0.2%
Social and Human Service Assistants	$48,400	$63,000	$138,000	$169,000	18.2%	1.3%
Community Health Workers	$57,900	$67,000	$128,000	$147,000	4.0%	0.3%
Community and Social Service Specialists, All Other	$60,500	$70,000	$134,000	$154,000	2.7%	0.2%
Other Community and Social Service Occupations	$67,300	$78,000	$149,000	$171,000	2.9%	0.2%
Weighted Mean Annual Wage	***$67,300***	**$77,000**	**$148,000**	**$167,000**	**100.0%**	**6.9%**
Legal Occupations						
Lawyers	$201,900	$209,000	$311,000	$311,000	59.9%	2.3%
Paralegals and Legal Assistants	$75,800	$83,000	$149,000	$160,000	34.6%	1.3%
Other Legal Occupations	$155,700	$162,000	$250,000	$254,000	5.6%	0.2%
Weighted Mean Annual Wage	***$155,700***	**$163,000**	**$252,000**	**$256,000**	**100.0%**	**3.9%**

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 17
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
OTHER EXISTING TENANT WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Occupation [3]	2020 Avg. Worker Compensation[1]	Household Income Estimate [4] One Worker	Two Workers	Three+ Workers	% of Total Occupation Group [2]	% of Total Existing Tenant Workers
Page 3 of 3						
Healthcare Practitioners and Technical Occupations						
Physician Assistants	$143,800	$152,000	$255,000	$265,000	2.5%	0.4%
Registered Nurses	$149,200	$158,000	$265,000	$275,000	36.1%	5.8%
Nurse Practitioners	$177,800	$185,000	$285,000	$289,000	4.6%	0.7%
Physicians, All Other; and Ophthalmologists, Except Pediatric	$187,400	$195,000	$301,000	$305,000	2.9%	0.5%
Clinical Laboratory Technologists and Technicians	$74,500	$86,000	$165,000	$190,000	6.0%	1.0%
Radiologic Technologists and Technicians	$116,300	$123,000	$206,000	$214,000	3.4%	0.5%
Surgical Technologists	$79,200	$86,000	$156,000	$168,000	2.5%	0.4%
Licensed Practical and Licensed Vocational Nurses	$74,500	$86,000	$165,000	$190,000	7.8%	1.3%
Medical Dosimetrists, Medical Records Specialists, and Health Techn	$63,500	$73,000	$141,000	$162,000	12.3%	2.0%
Other Healthcare Practitioners and Technical Occupations	$121,700	$129,000	$216,000	$224,000	21.7%	3.5%
Weighted Mean Annual Wage	***$121,700***	**$130,000**	**$222,000**	**$235,000**	**100.0%**	**16.0%**
Healthcare Support Occupations						
Home Health and Personal Care Aides	$34,500	$45,000	$99,000	$121,000	12.6%	0.6%
Nursing Assistants	$48,400	$63,000	$138,000	$169,000	11.6%	0.5%
Dental Assistants	$53,500	$62,000	$118,000	$136,000	4.5%	0.2%
Medical Assistants	$54,000	$62,000	$120,000	$137,000	49.3%	2.2%
Medical Equipment Preparers	$65,300	$75,000	$145,000	$166,000	3.3%	0.1%
Phlebotomists	$50,300	$58,000	$111,000	$128,000	3.2%	0.1%
Healthcare Support Workers, All Other	$55,200	$64,000	$122,000	$141,000	2.5%	0.1%
Other Healthcare Support Occupations	$50,700	$58,000	$112,000	$129,000	13.0%	0.6%
Weighted Mean Annual Wage	***$50,700***	**$60,000**	**$119,000**	**$138,000**	**100.0%**	**4.5%**
Office and Administrative Support Occupations						
First-Line Supervisors of Office and Administrative Support Workers	$75,800	$83,000	$149,000	$160,000	7.1%	0.9%
Billing and Posting Clerks	$57,200	$66,000	$127,000	$146,000	4.4%	0.5%
Bookkeeping, Accounting, and Auditing Clerks	$55,400	$64,000	$123,000	$141,000	5.4%	0.7%
Customer Service Representatives	$49,900	$65,000	$143,000	$175,000	7.5%	0.9%
Receptionists and Information Clerks	$42,200	$55,000	$121,000	$148,000	8.5%	1.1%
Production, Planning, and Expediting Clerks	$65,300	$75,000	$145,000	$166,000	2.2%	0.3%
Executive Secretaries and Executive Administrative Assistants	$86,200	$94,000	$170,000	$182,000	7.3%	0.9%
Legal Secretaries and Administrative Assistants	$76,400	$83,000	$150,000	$162,000	5.4%	0.7%
Medical Secretaries and Administrative Assistants	$52,000	$60,000	$115,000	$132,000	13.3%	1.6%
Secretaries and Administrative Assistants, Except Legal, Medical, and	$52,500	$60,000	$116,000	$134,000	12.7%	1.6%
Office Clerks, General	$49,600	$65,000	$142,000	$174,000	14.2%	1.8%
Other Office and Administrative Support Occupations	$57,600	$66,000	$128,000	$147,000	11.9%	1.5%
Weighted Mean Annual Wage	***$57,600***	**$68,000**	**$133,000**	**$154,000**	**100.0%**	**12.4%**
						93.0%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Occupation percentages are based on the 2020 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of 2020.

[3] Including occupations representing 2% or more of the major occupation group.

[4] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Source: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
\\SF-FS2\wp\12\12095\011\Willow Village Non-Res Land Use File 3.1.22.xlsm; 2/25/2022; dd

APPENDIX A TABLE 18
AVERAGE ANNUAL WORKER COMPENSATION AND ESTIMATED HOUSEHOLD INCOME, 2020
APARTMENT PROPERTY MANAGEMENT WORKER OCCUPATIONS
HOUSING NEEDS ASSESSMENT: WILLOW VILLAGE
CITY OF MENLO PARK, CA

Representative Occupations [2]	2020 Avg. Worker Compensation[1]	Household Income Estimate [3] One Worker	Two Workers	Three+ Workers	% of Total Prop Mgmt Workers
Property, Real Estate, and Community Association Managers	$103,800	$110,000	$184,000	$191,000	20.0%
Maintenance and Repair Workers, General	$58,100	$67,000	$129,000	$148,000	40.0%
Grounds Maintenance Workers, All Other	$52,500	$60,000	$116,000	$134,000	40.0%
					100.0%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. BLS data is adjusted by KMA to reflect the local minimum wage. Annual compensation is calculated by BLS by multiplying hourly wages by 40 hours per work week and by 52 weeks.

[2] Representative employee occupations selected by KMA from OES data.
[3] Household income estimated based average worker compensation and ratios between employee income and household income identified in Table 4-5.

Sources: U.S. Bureau of Labor Statistics
Keyser Marston Associates, Inc.
\\SF-FS2\wp\12\12095\011\Willow Village Non-Res Land Use File 3.1.22.xlsm; 2/25/2022; dd

APPENDIX A TABLE 19
WORKER OCCUPATION DISTRIBUTION, 2020
SERVICES TO NEW RESIDENTS
WILLOW VILLAGE MASTER PLAN PROJECT HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Major Occupations (2% or more)	**Worker Occupation Distribution[1] Services to New Residents**
Management Occupations	*5.0%*
Business and Financial Operations Occupations	*4.9%*
Community and Social Service Occupations	*2.4%*
Educational Instruction and Library Occupations	*3.4%*
Healthcare Practitioners and Technical Occupations	*7.6%*
Healthcare Support Occupations	*9.6%*
Food Preparation and Serving Related Occupations	*9.3%*
Building and Grounds Cleaning and Maintenance Occupation:	*3.7%*
Personal Care and Service Occupations	*4.5%*
Sales and Related Occupations	*12.0%*
Office and Administrative Support Occupations	*12.7%*
Installation, Maintenance, and Repair Occupations	*4.5%*
Transportation and Material Moving Occupations	*9.1%*
All Other Worker Occupations - Services to New Residents	*11.3%*
INDUSTRY TOTAL	100.0%

[1] Distribution of employment by industry is per the IMPLAN model and the distribution of occupational employment within those industries is based on the Bureau of Labor Statistics Occupational Employment Survey.

Source: Bureau of Labor Statistics, IMPLAN
Keyser Marston Associates, Inc.
\\SF-FS2\wp\12\12095\011\HNA - Willow Village 3-1-22.xlsm; 2/25/2022; dd

APPENDIX A TABLE 20
AVERAGE ANNUAL WORKER COMPENSATION, 2020
SERVICES TO NEW RESIDENTS
WILLOW VILLAGE MASTER PLAN PROJECT HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Occupation [3]	2020 Avg. Compensation [1]	% of Total Occupation Group [2]	% of Total No. of Service Workers
Page 1 of 4			
Management Occupations			
General and Operations Managers	$170,200	32.6%	1.6%
Sales Managers	$165,500	4.4%	0.2%
Administrative Services and Facilities Managers	$138,200	3.4%	0.2%
Computer and Information Systems Managers	$209,500	4.2%	0.2%
Financial Managers	$195,300	8.6%	0.4%
Food Service Managers	$73,200	3.1%	0.2%
Medical and Health Services Managers	$159,500	7.1%	0.4%
Property, Real Estate, and Community Association Managers	$88,900	8.4%	0.4%
Social and Community Service Managers	$67,000	3.8%	0.2%
Personal Service Managers, All Other; Entertainment and Recreation Mana	$180,900	4.0%	0.2%
All other Management Occupations (Avg. All Categories)	$155,600	20.4%	1.0%
Weighted Mean Annual Wage	***$155,600***	**100.0%**	**5.0%**
Business and Financial Operations Occupations			
Human Resources Specialists	$94,900	6.5%	0.3%
Management Analysts	$118,500	5.3%	0.3%
Training and Development Specialists	$87,000	3.6%	0.2%
Market Research Analysts and Marketing Specialists	$99,900	8.6%	0.4%
Project Management Specialists and Business Operations Specialists, All (	$99,300	12.9%	0.6%
Accountants and Auditors	$96,500	15.8%	0.8%
Personal Financial Advisors	$168,200	9.5%	0.5%
Financial and Investment Analysts, Financial Risk Specialists, and Financia	$128,200	10.5%	0.5%
All Other Business and Financial Operations Occupations (Avg. All Catego	$112,300	27.4%	1.3%
Weighted Mean Annual Wage	***$112,300***	**100.0%**	**4.9%**
Community and Social Service Occupations			
Educational, Guidance, and Career Counselors and Advisors	$75,800	5.2%	0.1%
Marriage and Family Therapists	$65,500	3.9%	0.1%
Rehabilitation Counselors	$49,500	4.7%	0.1%
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	$62,000	17.9%	0.4%
Child, Family, and School Social Workers	$68,500	8.8%	0.2%
Healthcare Social Workers	$92,800	7.7%	0.2%
Mental Health and Substance Abuse Social Workers	$89,100	6.6%	0.2%
Social and Human Service Assistants	$51,400	19.6%	0.5%
Clergy	$82,300	8.0%	0.2%
Directors, Religious Activities and Education	$72,600	4.8%	0.1%
All Other Community and Social Service Occupations (Avg. All Categories)	$67,800	12.7%	0.3%
Weighted Mean Annual Wage	***$67,800***	**100.0%**	**2.4%**

Sources: Bureau of Labor Statistics, IMPLAN
Keyser Marston Associates, Inc.
\\SF-FS2\wp\12\12095\011\HNA - Willow Village 3-1-22.xlsm; 2/25/2022; dd

APPENDIX A TABLE 20
AVERAGE ANNUAL WORKER COMPENSATION, 2020
SERVICES TO NEW RESIDENTS
WILLOW VILLAGE MASTER PLAN PROJECT HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Occupation [3]	2020 Avg. Compensation [1]	% of Total Occupation Group [2]	% of Total No. of Service Workers
Educational Instruction and Library Occupations			
Preschool Teachers, Except Special Education	$48,800	19.1%	0.7%
Elementary School Teachers, Except Special Education	$90,800	6.6%	0.2%
Secondary School Teachers, Except Special and Career/Technical Educati	$99,800	4.9%	0.2%
Self-Enrichment Teachers	$55,400	8.6%	0.3%
Substitute Teachers, Short-Term	$47,500	3.1%	0.1%
Tutors and Teachers and Instructors, All Other	$47,000	5.7%	0.2%
Teaching Assistants, Except Postsecondary	$41,800	15.2%	0.5%
All Other Educational Instruction and Library Occupations (Avg. All Categoı	$56,100	36.8%	1.3%
Weighted Mean Annual Wage	***$56,100***	**100.0%**	**3.4%**
Healthcare Practitioners and Technical Occupations			
Dentists, General	$221,000	3.3%	0.3%
Pharmacists	$145,100	3.4%	0.3%
Physical Therapists	$110,800	3.2%	0.2%
Registered Nurses	$151,200	27.6%	2.1%
Physicians, All Other; and Ophthalmologists, Except Pediatric	$180,700	4.0%	0.3%
Dental Hygienists	$119,400	6.9%	0.5%
Pharmacy Technicians	$56,000	4.7%	0.4%
Licensed Practical and Licensed Vocational Nurses	$74,600	9.9%	0.8%
Medical Dosimetrists, Medical Records Specialists, and Health Technologis	$66,300	3.5%	0.3%
All Other Healthcare Practitioners and Technical Occupations (Avg. All Cat	$128,400	33.5%	2.5%
Weighted Mean Annual Wage	***$128,400***	**100.0%**	**7.6%**
Healthcare Support Occupations			
Home Health and Personal Care Aides	$31,900	57.6%	5.5%
Nursing Assistants	$52,700	15.8%	1.5%
Dental Assistants	$58,100	8.5%	0.8%
Medical Assistants	$54,800	8.3%	0.8%
All Other Healthcare Support Occupations (Avg. All Categories)	$40,100	9.9%	1.0%
Weighted Mean Annual Wage	***$40,100***	**100.0%**	**9.6%**
Food Preparation and Serving Related Occupations			
First-Line Supervisors of Food Preparation and Serving Workers	$50,600	7.6%	0.7%
Cooks, Fast Food	$29,600	4.6%	0.4%
Cooks, Institution and Cafeteria	$42,900	3.9%	0.4%
Cooks, Restaurant	$42,300	9.2%	0.9%
Food Preparation Workers	$34,700	6.8%	0.6%
Bartenders	$42,300	5.7%	0.5%
Fast Food and Counter Workers	$34,200	29.4%	2.7%
Waiters and Waitresses	$44,500	16.9%	1.6%
Dishwashers	$35,600	3.6%	0.3%
All Other Food Preparation and Serving Related Occupations (Avg. All Cat	$39,200	12.3%	1.2%
Weighted Mean Annual Wage	***$39,200***	**100.0%**	**9.3%**

Sources: Bureau of Labor Statistics, IMPLAN

APPENDIX A TABLE 20
AVERAGE ANNUAL WORKER COMPENSATION, 2020
SERVICES TO NEW RESIDENTS
WILLOW VILLAGE MASTER PLAN PROJECT HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Occupation [3]	2020 Avg. Compensation [1]	% of Total Occupation Group [2]	% of Total No. of Service Workers
Page 3 of 4			
Building and Grounds Cleaning and Maintenance Occupations			
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping	$71,700	3.7%	0.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,900	42.7%	1.6%
Maids and Housekeeping Cleaners	$43,300	12.7%	0.5%
Pest Control Workers	$49,900	4.2%	0.2%
Landscaping and Groundskeeping Workers	$45,400	30.9%	1.2%
All Other Building and Grounds Cleaning and Maintenance Occupations (A	$43,400	5.8%	0.2%
Weighted Mean Annual Wage	***$43,400***	**100.0%**	**3.7%**
Personal Care and Service Occupations			
First-Line Supervisors of Personal Service and Entertainment and Recreati	$57,500	5.7%	0.3%
Animal Caretakers	$37,400	11.0%	0.5%
Amusement and Recreation Attendants	$32,600	3.4%	0.2%
Funeral Attendants	$44,600	4.9%	0.2%
Morticians, Undertakers, and Funeral Arrangers	$67,900	3.7%	0.2%
Hairdressers, Hairstylists, and Cosmetologists	$35,200	16.2%	0.7%
Manicurists and Pedicurists	$31,200	4.4%	0.2%
Childcare Workers	$39,900	17.5%	0.8%
Exercise Trainers and Group Fitness Instructors	$59,700	8.4%	0.4%
Recreation Workers	$41,300	6.5%	0.3%
All Other Personal Care and Service Occupations (Avg. All Categories)	$42,800	18.4%	0.8%
Weighted Mean Annual Wage	***$42,800***	**100.0%**	**4.5%**
Sales and Related Occupations			
First-Line Supervisors of Retail Sales Workers	$50,300	9.0%	1.1%
Cashiers	$35,700	23.1%	2.8%
Counter and Rental Clerks	$41,900	5.2%	0.6%
Retail Salespersons	$38,600	36.9%	4.4%
Securities, Commodities, and Financial Services Sales Agents	$110,500	4.4%	0.5%
Sales Representatives of Services, Except Advertising, Insurance, Financia	$86,400	5.8%	0.7%
Sales Representatives, Wholesale and Manufacturing, Except Technical ar	$84,400	4.1%	0.5%
All Other Sales and Related Occupations (Avg. All Categories)	$48,000	11.6%	1.4%
Weighted Mean Annual Wage	***$48,000***	**100.0%**	**12.0%**

Sources: Bureau of Labor Statistics, IMPLAN
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 20
AVERAGE ANNUAL WORKER COMPENSATION, 2020
SERVICES TO NEW RESIDENTS
WILLOW VILLAGE MASTER PLAN PROJECT HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Occupation [3]	2020 Avg. Compensation [1]	% of Total Occupation Group [2]	% of Total No. of Service Workers
Office and Administrative Support Occupations			
First-Line Supervisors of Office and Administrative Support Workers	$75,800	7.5%	0.9%
Bookkeeping, Accounting, and Auditing Clerks	$59,100	8.0%	1.0%
Customer Service Representatives	$53,000	14.4%	1.8%
Receptionists and Information Clerks	$45,400	9.8%	1.2%
Medical Secretaries and Administrative Assistants	$53,900	5.7%	0.7%
Secretaries and Administrative Assistants, Except Legal, Medical, and Exe	$55,900	10.5%	1.3%
Office Clerks, General	$49,700	17.1%	2.2%
All Other Office and Administrative Support Occupations (Avg. All Categori	$54,700	27.0%	3.4%
Weighted Mean Annual Wage	***$54,700***	**100.0%**	**12.7%**
Installation, Maintenance, and Repair Occupations			
First-Line Supervisors of Mechanics, Installers, and Repairers	$91,200	8.3%	0.4%
Automotive Body and Related Repairers	$59,900	9.8%	0.4%
Automotive Service Technicians and Mechanics	$67,800	25.8%	1.2%
Bus and Truck Mechanics and Diesel Engine Specialists	$69,800	5.5%	0.2%
Maintenance and Repair Workers, General	$57,700	26.5%	1.2%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Cate	$66,000	24.0%	1.1%
Weighted Mean Annual Wage	***$66,000***	**100.0%**	**4.5%**
Transportation and Material Moving Occupations			
First-Line Supervisors of Transportation and Material Moving Workers, Exc	$64,400	4.3%	0.4%
Driver/Sales Workers	$38,400	4.5%	0.4%
Heavy and Tractor-Trailer Truck Drivers	$58,200	11.6%	1.1%
Light Truck Drivers	$53,400	7.1%	0.6%
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$42,700	9.6%	0.9%
Parking Attendants	$37,900	3.6%	0.3%
Cleaners of Vehicles and Equipment	$35,800	7.9%	0.7%
Laborers and Freight, Stock, and Material Movers, Hand	$43,700	16.5%	1.5%
Stockers and Order Fillers	$40,000	18.1%	1.6%
All Other Transportation and Material Moving Occupations (Avg. All Catego	$45,400	16.9%	1.5%
Weighted Mean Annual Wage	***$45,400***	**100.0%**	**9.1%**
			88.7%

[1] The methodology utilized by the Bureau of Labor Statistics (BLS) assumes hourly paid employees are employed full-time. Annual compensation is calculated by multiplying hourly wages by 40 hours per work week by 52 weeks.

[2] Occupation percentages are based on the 2019 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on Occupational Employment Survey data applicable to San Mateo County as of First Quarter 2020.

[3] Including occupations representing 3% or more of the major occupation group

Sources: Bureau of Labor Statistics, IMPLAN
Keyser Marston Associates, Inc.
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APPENDIX A TABLE 21
JOBS GENERATED BY INDUSTRY FROM HOUSEHOLD SPENDING [IMPLAN OUTPUT] AND ESTIMATED PORTION
WILLOW VILLAGE MASTER PLAN PROJECT HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

Industry Category	Total Jobs	for in On-Site Employment Totals (2)		Off-Site Total	Percent
Full-service restaurants	42.5	40%	(17.0)	25.5	5%
Limited-service restaurants	37.0	60%	(22.2)	14.8	3%
All other food and drinking places	20.8	60%	(12.5)	8.9	2%
Retail - Building material and garden equipment and s	4.6	0%	0.0	4.6	1%
Retail - Clothing and clothing accessories stores	12.4	20%	(2.5)	9.9	2%
Retail - Electronics and appliance stores	5.8	20%	(1.2)	4.7	1%
Retail - Food and beverage stores	23.5	50%	(11.7)	11.7	2%
Retail - Furniture and home furnishings stores	5.5	10%	(0.6)	5.0	1%
Retail - Gasoline stores	3.5	50%	(1.8)	1.8	0%
Retail - General merchandise stores	16.0	0%	0.0	16.0	3%
Retail - Health and personal care stores	10.4	50%	(5.2)	5.2	1%
Retail - Miscellaneous store retailers	11.4	20%	(2.3)	9.1	2%
Retail - Motor vehicle and parts dealers	6.1	20%	(1.2)	4.9	1%
Retail - Nonstore retailers	9.6	0%	0.0	9.6	2%
Retail - Sporting goods, hobby, musical instrument an	5.6	30%	(1.7)	3.9	1%
Personal care services	12.0	30%	(3.6)	8.4	2%
Offices of dentists	13.5	0%	0.0	13.5	3%
Offices of other health practitioners	8.5	0%	0.0	8.5	2%
Outpatient care centers	11.6	0%	0.0	11.6	2%
Offices of physicians	16.8	0%	0.0	16.8	3%
Nursing and community care facilities	21.1	0%	0.0	21.1	4%
Medical and diagnostic laboratories	1.6	0%	0.0	1.6	0%
Mental health, substance abuse and other facilities	4.3	0%	0.0	4.3	1%
Other ambulatory health care services	2.3	0%	0.0	2.3	0%
Home health care services	8.7	0%	0.0	8.7	2%
Hospitals	18.0	0%	0.0	18.0	3%
Elementary and secondary schools	7.2	0%	0.0	7.2	1%
Junior colleges, colleges, universities, and professiona	10.5	0%	0.0	10.5	2%
Other educational services	5.3	0%	0.0	5.3	1%
Individual and family services	32.9	0%	0.0	32.9	6%
Automotive repair and maintenance, except car washe	15.2	0%	0.0	15.2	3%
Child day care services	9.8	0%	0.0	9.8	2%
Religious organizations	7.5	0%	0.0	7.5	1%
Other personal services	7.4	0%	0.0	7.4	1%
Transit and ground passenger transportation	6.6	0%	0.0	6.6	1%
Car washes	6.4	0%	0.0	6.4	1%
Fitness and recreational sports centers	6.0	50%	(3.0)	3.0	1%
Other financial investment activities	11.1	0%	0.0	11.1	2%
Nondepository credit intermediation and related activit	5.6	0%	0.0	5.6	1%
Legal services	4.5	0%	0.0	4.5	1%
Wholesale - Grocery and related product wholesalers	4.4	0%	0.0	4.4	1%
Dry-cleaning and laundry services	3.8	0%	0.0	3.8	1%
Labor and civic organizations	3.5	0%	0.0	3.5	1%
Performing arts companies	3.3	0%	0.0	3.3	1%
Transit and ground passenger transportation	6.6	0%	0.0	6.6	1%
All Other	153.8	23%	(35.0)	118.8	23%
Total Number of Jobs Generated	644.5		(121.4)	523.1	100%

(1) Estimated employment generated by household expenditures of Project residents for Industries representing more than 1% of total employment. Employment estimates are based on the IMPLAN Group's economic model, IMPLAN, for San Mateo County (uses 2018 IMPLAN data set, the most recent available as of April 2020). Includes both full- and part-time jobs.

(2) Estimate of the share of new jobs associated with residents' household spending that would be located on-site as part of the project. Estimate is based on the proposed mix of on-site, dining, grocery, retail shops, and the existing gas station. It is expected that the actual portion of residents' needs met by on-site businesses will vary depending on the actual mix of retailers.

APPENDIX A TABLE 22
COMMUTE PATTERNS FOR OTHER SAN MATEO COUNTY JURISDICTIONS
WILLOW VILLAGE MASTER PLAN PROJECT HOUSING NEEDS ASSESSMENT
HOUSING NEEDS ASSESSMENT
MENLO PARK, CA

	Pct. of All Workers who Live & Work in City
	ACS 2015-19
San Mateo County [1]	
Burlingame	9.1%
Daly City	35.1%
Foster City	10.4%
Menlo Park	5.9%
Redwood City	17.7%
San Bruno	15.9%
San Carlos	12.7%
San Mateo	22.2%
South San Francisco	12.7%
Select Cities in Santa Clara County	
Mountain View	13.4%
Palo Alto	7.4%

Notes:
1. Percentages computed excluding those workers who worked from home.

Sources:
US Census Bureau, ACS 2015-2019 5yr estimate.

APPENDIX B – CENSUS DATA FOR EAST PALO ALTO AND BELLE HAVEN

The following Appendix section summarizes U.S. Census data on housing conditions and demographics for East Palo Alto and Belle Haven. In addition, data for San Mateo County as a whole is provided as a point of comparison. East Palo Alto and Belle Haven differ in several respects from San Mateo County averages including: a higher share of renter households, a concentration of households overspending on housing, a higher percentage living in overcrowded conditions, larger household sizes, a younger population, lower incomes, and an above average percentage of households below the poverty level.

1. Number of Housing Units and Tenure

East Palo Alto has an estimated 8,342 housing units. Approximately 60% of occupied units are rental and 40% are owner-occupied. Approximately 1,800 units of the rental units in East Palo Alto (39%) are part of the multi-building Woodland Park Apartments property acquired by Sand Hill Property Company in 2016 and located along the boundary with the City of Palo Alto on the West side of U.S. 101.

Belle Haven has approximately 1,670 housing units. Approximately 55% of the occupied units are rental and 45% are owner-occupied.

Housing Units by Tenure

	East Palo Alto		Belle Haven[1]		San Mateo County	
Housing Units by Tenure	**Number**	**% of Occupied Units**	**Number**	**% of Occupied Units**	**Number**	**% of Occupied Units**
Renter Occupied	4,648	60%	795	55%	105,000	40%
Owner Occupied	3,076	40%	656	45%	158,543	60%
Total Occupied Housing Units	*7,724*	100%	*1,451*	100%	*263,543*	100%
Vacant	618		219		14,230	
Total Housing Units	*8,342*		*1,670*		*277,773*	
Percent of County-wide Housing Stock	3.0%		0.6%			

(1) Reflects data for Census Tract 6117 which includes the Belle Haven neighborhood.

Source: 2015-2019 American Community Survey estimates, Table DP04

East Palo Alto represents about 3% of the total housing stock in San Mateo County and less than 1% of the more than 950,000 housing units in San Mateo and Santa Clara counties combined. Belle Haven represents approximately 0.6% of the total housing stock in San Mateo County and a fraction of the combined housing stock in the two counties.

2. *Housing Units by Type*

Approximately 58% of units in East Palo Alto are single family compared to 68% in Belle Haven and 65% county-wide. The balance of units are in multi-family and other structures.

Housing Units by Type

	East Palo Alto		Belle Haven(1)		San Mateo	
	Housing Units	% of Total	Housing Units	% of Total	Housing Units	% of Total
Single Family	4,848	58%	1,137	68%	179,731	65%
2- 4 unit buildings	250	3%	184	11%	19,743	7%
Five+ unit buildings	3,081	37%	331	20%	75,096	27%
Mobile Home, Boat, RV, etc.	163	2%	18	1%	3,203	1%
Total Housing Units	8,342	100%	1,670	100%	277,773	100%

(1) Reflects data for Census Tract 6117 corresponding to the Belle Haven neighborhood.
Source: 2015-2019 American Community Survey 5-Year Estimates.

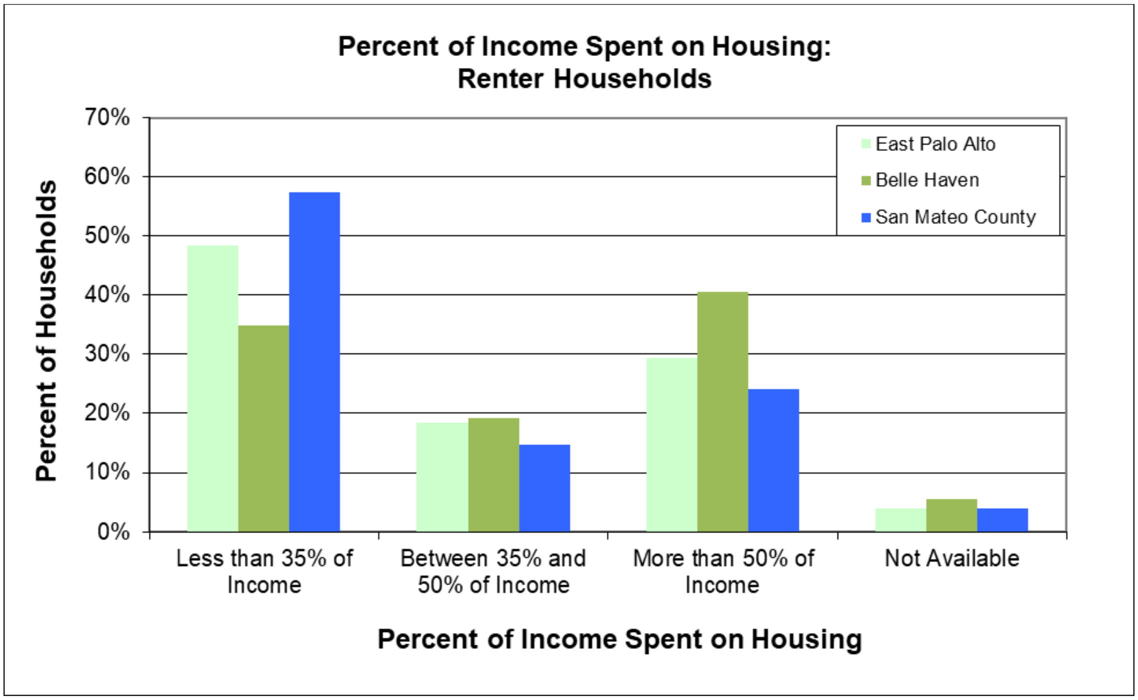
3. *Percent of Income Spent on Housing*

In East Palo Alto, approximately 48% of renter households and 35% of homeowner households spend more than 35% of their income on housing, a general criterion for overspending, particularly for renters. In Belle Haven, the share spending more than 35% of their income on housing is 60% for renter households and 27% for homeowners. The percent spending more than 35% of their income on housing exceeds county averages in both communities.

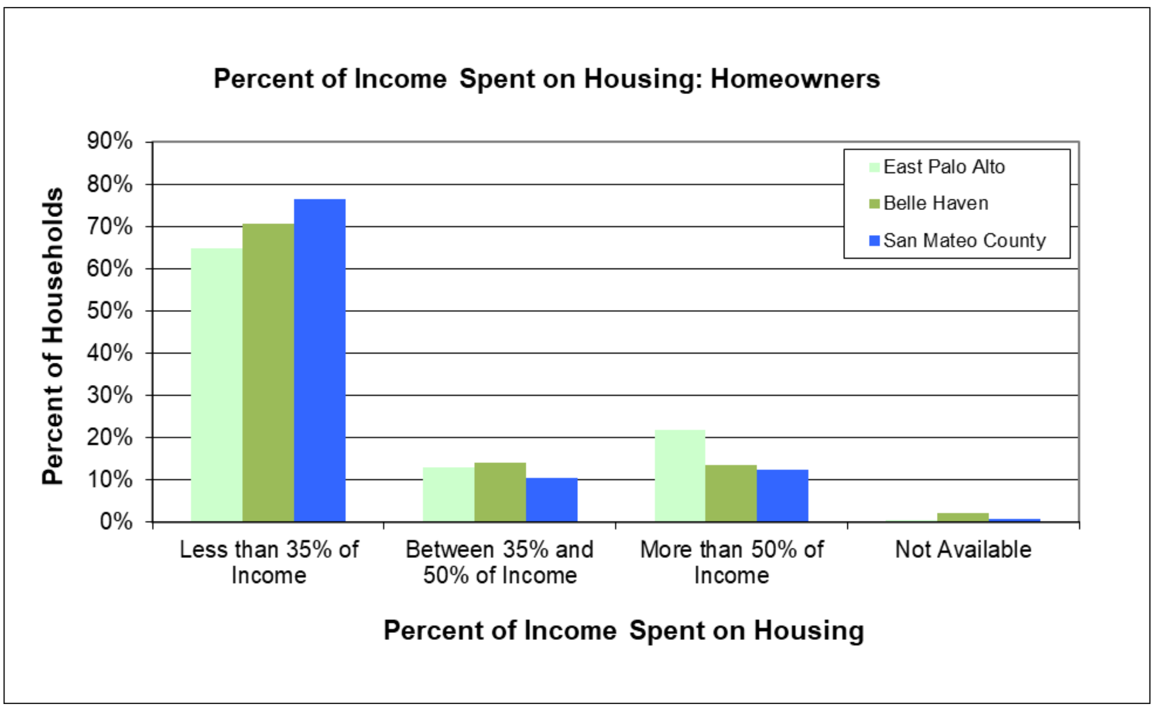
Percent of Income Spent on Housing

	East Palo Alto		Belle Haven(1)		San Mateo County	
	Renter	Homeowner	Renter	Homeowner	Renter	Homeowner
Less than 35% of Income	48%	65%	35%	71%	57%	76%
Between 35% and 50% of Income	18%	13%	19%	14%	15%	10%
More than 50% of Income	29%	22%	41%	13%	24%	12%
Subtotal Over 35% of Income	48%	35%	60%	27%	39%	23%
Not Available	4%	0%	6%	2%	4%	1%

(1) Reflects data for Census Tract 6117 corresponding to the Belle Haven neighborhood.
Source: 2015-2019 American Community Survey 5-Year Estimates.



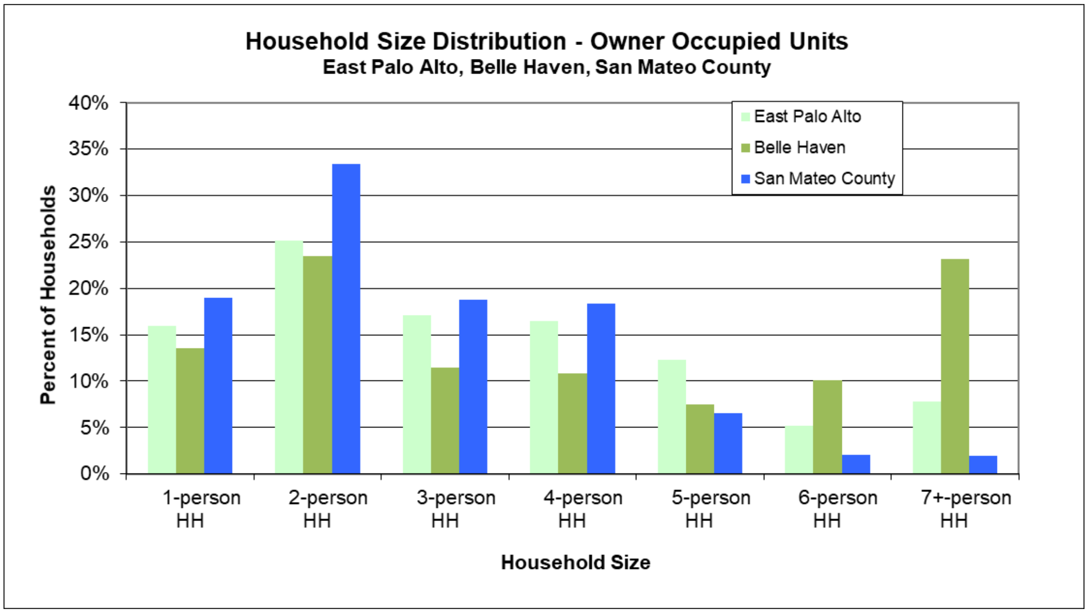
Source: 2015-2019 American Community Survey 5-Year Estimates.

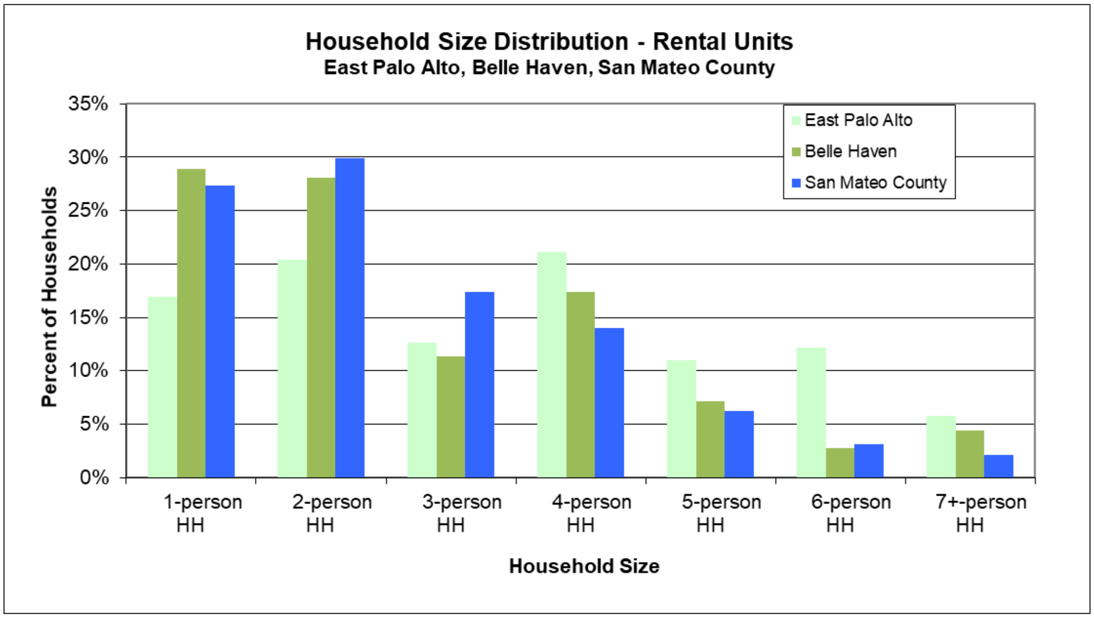


Source: 2015-2019 American Community Survey 5-Year Estimates.

4. Household Size

Household sizes in East Palo Alto and Belle Haven are larger than county averages as shown in the charts below:

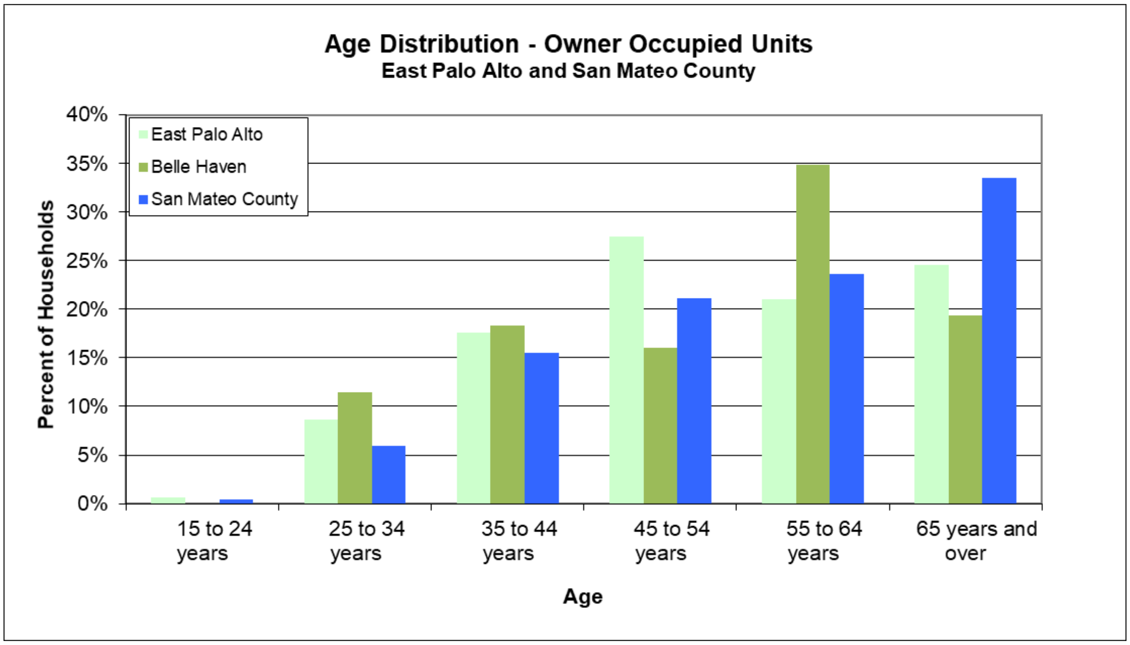


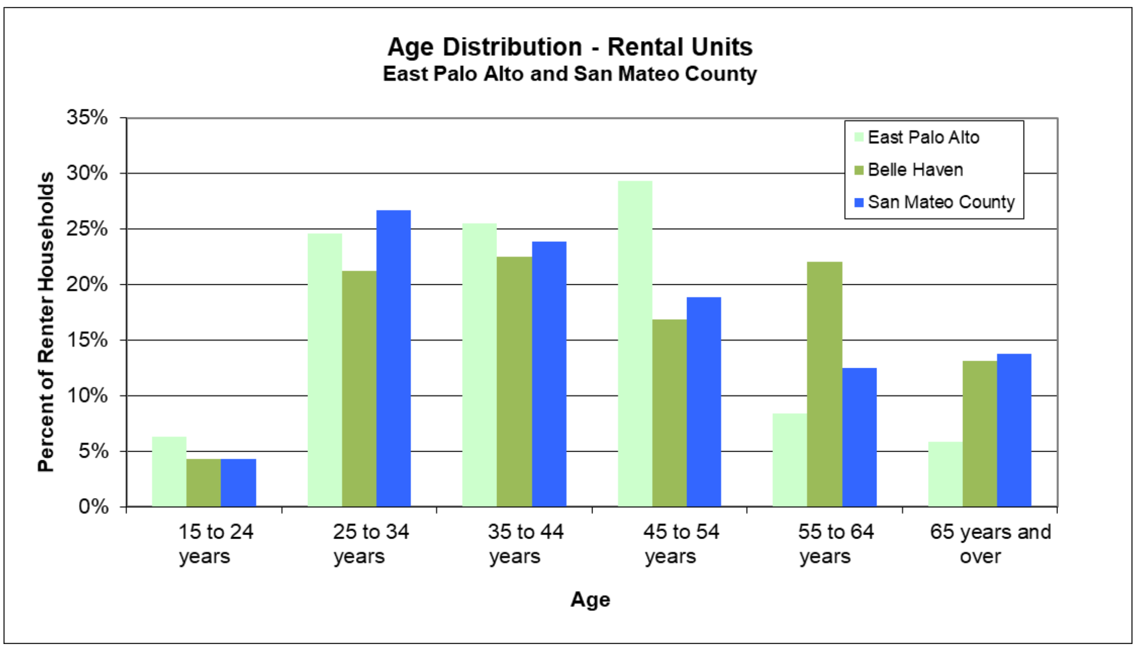


Source: American Community Survey, 2015-2019, Table B25009

5. Age

The population of East Palo Alto and Belle Haven is younger than for the county as a whole:

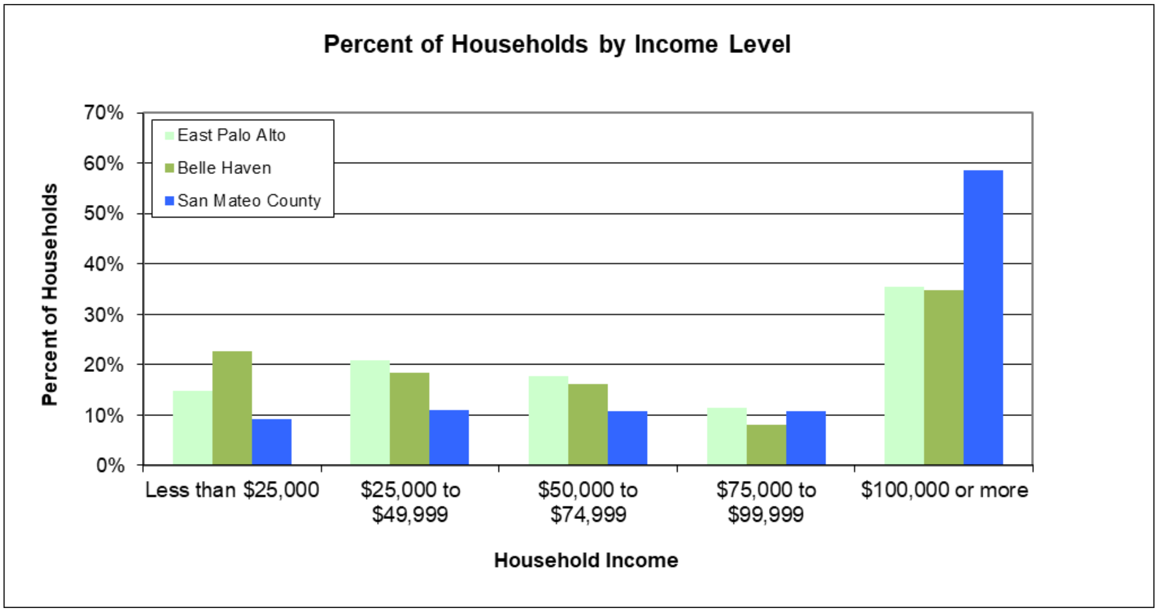




Source: American Community Survey, 2015-2019, Table B25007

6. Income and Employment status

East Palo Alto and Belle Haven households have lower incomes than county averages and a higher percentage of families below the poverty line. Unemployment levels in East Palo Alto and Belle Haven are similar to the county average.



Source: 2015-2019 American Community Survey 5-Year Estimates

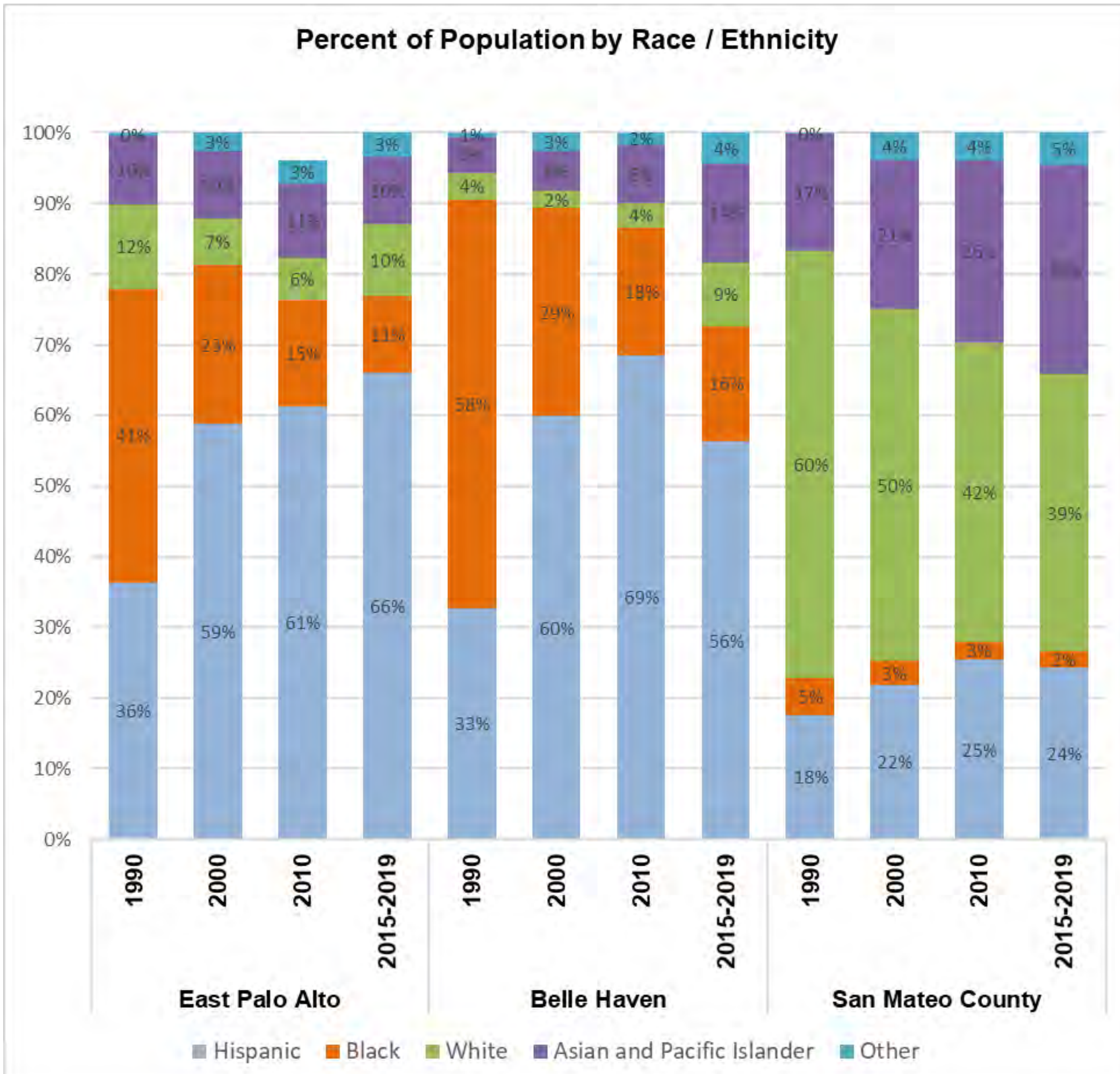
Employment Status, Median Income, Poverty

	East Palo Alto		Belle Haven		San Mateo County	
	Number	Percent	Number	Percent	Number	Percent
Employment Status						
Employed	15,507	69%	3,139	69%	414,747	66%
Unemployed	712	3%	145	3%	16,104	3%
Not in Labor Force	6,170	28%	1,252	28%	194,832	31%
Total Population Over 16 Years	22,413	100%	4,536	100%	625,917	100%
Median Household Income (2019 dollars)		$67,087		$65,613		$122,641
Percent of Families Below Poverty Level		10.60%		12.10%		4.00%

Source: 2015-2019 American Community Survey 5-Year Estimates

7. Race and Ethnicity

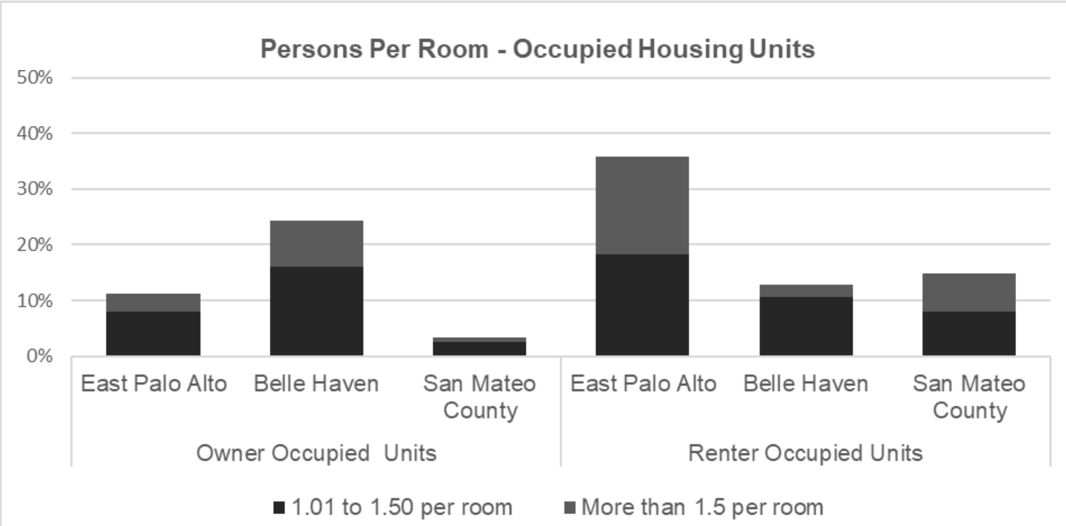
Approximately two-thirds of East Palo Alto and 56% of Belle Haven residents are Hispanic, compared to the county average of 24%. African American residents represent 11% and 16% of the population in East Palo Alto and Belle Haven, respectively. The Hispanic population of both communities has increased since 1990 while the African American population has declined, as shown in the chart below. The most recent ACS data suggests a shift in longer-term trends within Belle Haven including a reversal of the trend toward increasing Hispanic population and an increase in the white and Asian populations.



Sources: 1990, 2000, 2010 Census; 2015-2019 American Community Survey

8. Overcrowding

Overcrowding is generally defined as an occupancy level above one person per room. In East Palo Alto, about 11% of owner-occupied units and 36% of renter-occupied units have more than one person per room. The incidence of over-crowding in East Palo Alto is significantly greater than San Mateo County as a whole, especially in the rental stock. In Belle Haven, overcrowding in owner occupied housing is also above the county average while crowding in the rental housing stock is similar to the county average.



Source: 2015-2019 American Community Survey 5-Year Estimates.

Occupants Per Room

	Owner Occupied			Renter Occupied		
Occupants Per Room	East Palo Alto	Belle Haven	San Mateo County	East Palo Alto	Belle Haven	San Mateo County
1 Person or fewer per room	89%	76%	97%	64%	87%	85%
1.01 to 1.50 per room	8%	16%	3%	18%	11%	8%
1.51 to 2.00 per room	2%	5%	1%	11%	2%	5%
2.01 or more per room	1%	3%	0%	6%	0%	2%
1.01 Per Room or more[1]	**11%**	**24%**	**3%**	**36%**	**13%**	**15%**
Total	100%	100%	100%	100%	100%	100%

(1) The Census has no official definition of over-crowding but it is sometimes defined as more than one person per room.
Source: 2015-2019 American Community Survey 5-Year Estimates.

Both conditions of overspending and overcrowding are directly linked to the high cost of housing relative to residents' incomes. Households are forced to spend a high percentage of their income on housing if lower cost housing is not available. Overcrowding is a direct response to high housing costs, as households make do with smaller units or double up with other family members, roommates, etc.

APPENDIX C – DISPLACEMENT ANALYSIS SUPPORTING TABLES

APPENDIX C TABLE 1
REGRESSION ANALYSIS (SINGLE-COUNTY)
ESTIMATED PROJECT IMPACT ON LOCAL RENTS/ HOME PRICES
BASED ON RELATIONSHIP BETWEEN LOCAL JOBS AND LOCAL HOUSING MARKET
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK, CA

San Mateo County Analysis	Total Jobs Analysis		High-Wage Jobs Analysis	
	Impact on Rents	Impact on Home Prices	Impact on Rents	Impact on Home Prices
Linear Regression				
X (Independent) Variable	Total Adjusted Jobs (1)		Adjusted High-Wage Jobs (1)	
Y (Dependent) Variable[2]	Asking Rent/ SF (One-Bedroom)	Home Price/SF	Asking Rent/ SF (One-Bedroom)	Home Price/SF
Correlation (Adjusted R-Square) (0 = no correlation, 1 = perfect correlation)	0.90 (strong)	0.28 (weak)	0.76 (strong)	0.34 (weak)
P-Value (<.05 = significant)	<.05 significant	<.05 significant	<.05 significant	<.05 significant
Estimated % Increase per 10,000 adjusted jobs[1]	3.9%	3.6%	6.1%	6.5%
Estimated Project Impact				
Added Jobs[3]	4,332	4,332	4,332	4,332
(less) Employees Housed[4]	2,612	2,612	2,612	2,612
Adjusted Jobs[1]	1,720	1,720	1,720	1,720
Upper Estimate of Potential % Increase in County Rents / Sales Prices Due to Project	0.67%	0.61%	1.04%	1.12%

[1] Jobs figures reflect an adjustment for the number of jobs that can be accommodated by housing growth since 2000. See Appendix C Table 10 for calculation.

[2] Asking rents and home prices are adjusted for inflation in linear regression analysis. See Appendix C Table 9.

[3] Reflects on-site jobs. Potential rent and price effects associated with multiplier effects are captured through the high-wage jobs analysis as described in the report text.

[4] Based on 1,730 units and a workers per worker household ratio of 1.51, modified from the 1.91 countywide average used elsewhere based on the unit mix of the proposed Project. Modified ratio calculated from Public Use Microdata for Alameda, San Mateo, San Francisco and San Mateo counties for multifamily buildings with 50+ units and based on the specific bedroom mix in the Project.

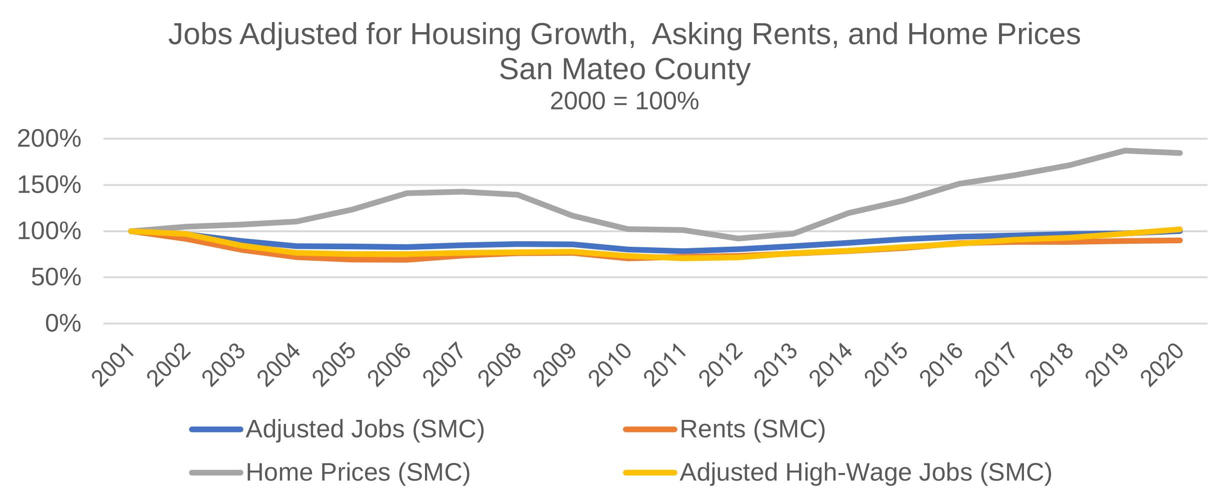
APPENDIX C TABLE 2
REGRESSION ANALYSIS (SINGLE-COUNTY)
REGRESSION ANALYSIS INPUTS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

	x-variables		y-variables (dependent)	
	Adjusted[1] Total Jobs San Mateo Cty.	Adjusted[1, 2] High-Wage Jobs San Mateo Cty.	Asking Rent/SF[3] All Units San Mateo Cty.	Home Price/SF[3] All Units San Mateo Cty.
2000	380,137	146,968	$4.01	$498
2001	367,626	142,197	$3.68	$522
2002	339,584	123,802	$3.21	$533
2003	318,566	112,328	$2.88	$549
2004	316,782	110,240	$2.78	$614
2005	314,000	110,632	$2.77	$702
2006	321,539	112,251	$2.95	$711
2007	326,479	113,526	$3.06	$694
2008	325,625	114,122	$3.07	$581
2009	304,788	107,415	$2.83	$509
2010	297,701	103,778	$2.90	$504
2011	305,337	105,362	$2.93	$458
2012	317,984	111,964	$3.04	$484
2013	332,191	115,938	$3.16	$596
2014	347,480	121,514	$3.28	$662
2015	356,895	126,783	$3.49	$754
2016	362,151	133,391	$3.55	$799
2017	368,822	136,599	$3.55	$853
2018	370,922	142,679	$3.59	$932
2019	380,382	149,793	$3.61	$918
2020	347,720	149,195	$3.24	$939

[1] Adjusted jobs defined as total employment less the number of jobs that can be accommodated by housing growth since 2000, based on a factor of 1.91 workers per household. Housing growth adjustment for high-wage jobs reflects a lesser adjustment based on high-wage job share of overall jobs. See Appendix C Table 10 and 11 for calculations.

[2] High wage jobs defined as industries with $100k or more average annual wages in 2016.

[3] Asking rents and home prices are adjusted for inflation in linear regression analysis. See Appendix C Table 9.



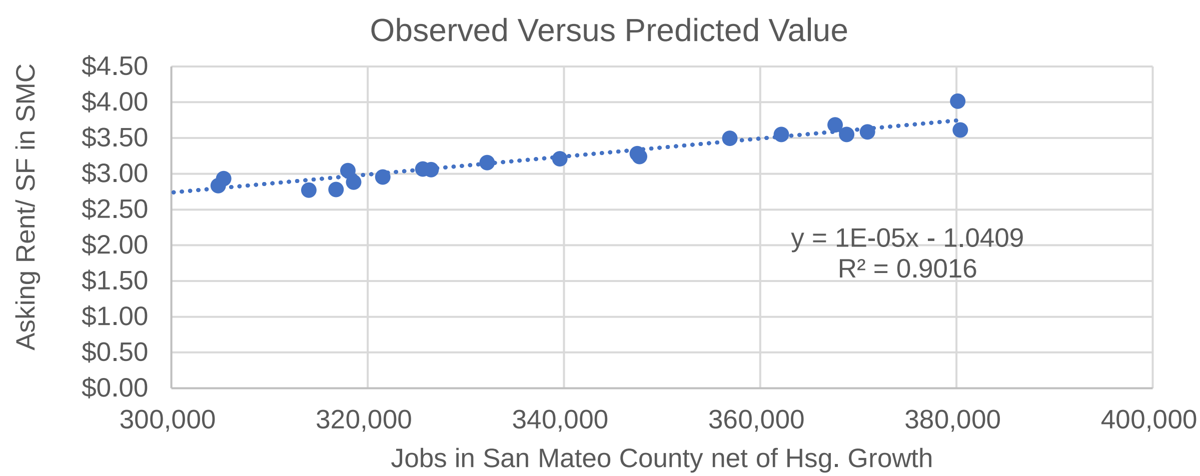
APPENDIX C TABLE 3A
REGRESSION ANALYSIS (SINGLE-COUNTY)
RELATIONSHIP OF MULTIFAMILY ASKING RENTS AND JOBS IN SAN MATEO COUNTY
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Variables	
Y Variable:	*Asking Rents/SF (San Mateo County)*
X Variable	*Adjusted Jobs (San Mateo County)*

Implied Impact	
2020 Rent/SF (All Units)	$3.24
% Increase/ 10,000 Unhoused Jobs	3.9%

Regression Statistics

Multiple R	0.94954
R Square	0.90163
Adjusted R Square	0.89645
Standard Error	0.11210
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	2.188313	2.18831	174.15111	5.11967E-11
Residual	19	0.238746	0.01257		
Total	20	2.427059			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	-1.04087	0.32369	-3.21566	0.00455	-1.71835	-0.36338
X Variable 1	1.25933E-05	9.54282E-07	13.19663242	5.11967E-11	1.0596E-05	1.45906E-05

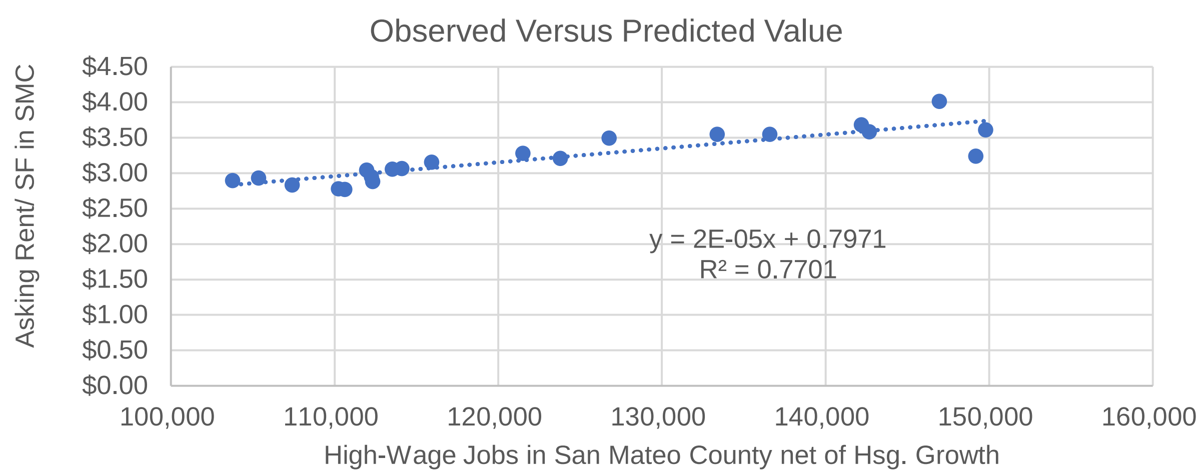
APPENDIX C TABLE 3B
REGRESSION ANALYSIS (SINGLE-COUNTY)
RELATIONSHIP OF MULTIFAMILY ASKING RENTS AND HIGH-WAGE JOBS IN SAN MATEO COUNTY
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

	Variables
Y Variable:	*Asking Rents/SF (San Mateo County)*
X Variable	*Adjusted High-Wage Jobs (San Mateo County)*

Implied Impact	
2020 Rent/SF (All Units)	$3.24
% Increase/ 10,000 Adj High-Wage Jobs	6.1%

Regression Statistics

Multiple R	0.87753
R Square	0.77006
Adjusted R Square	0.75796
Standard Error	0.17138
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	1.86898	1.86898	63.62960	1.74973E-07
Residual	19	0.55808	0.02937		
Total	20	2.42706			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	0.79712	0.30585	2.60627	0.01735	0.15697	1.43726
X Variable 1	1.963E-05	2.461E-06	7.977E+00	1.750E-07	1.448E-05	2.478E-05

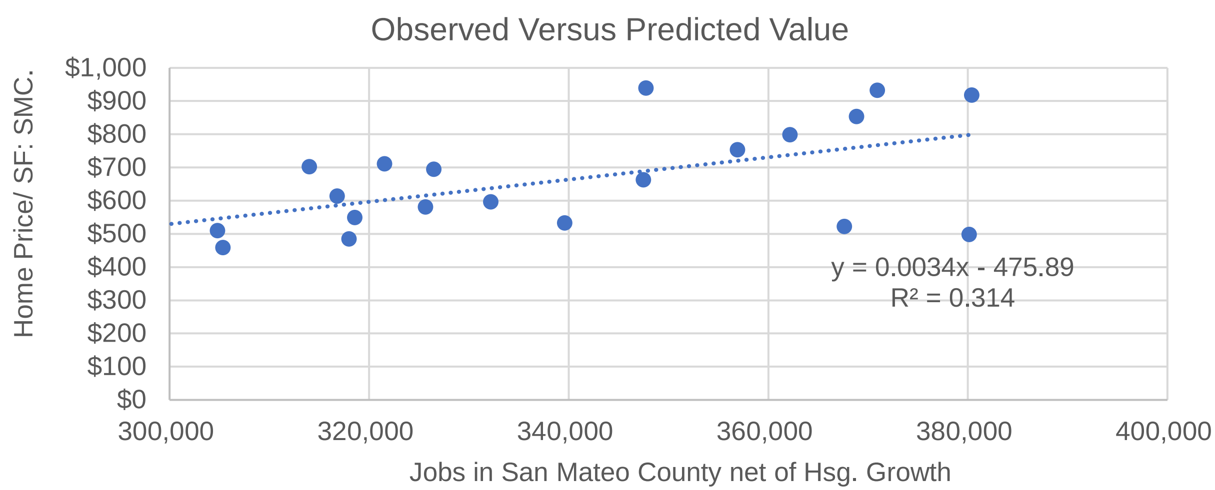
APPENDIX C TABLE 4A
REGRESSION ANALYSIS (SINGLE-COUNTY)
RELATIONSHIP OF HOME PRICES AND JOBS IN SAN MATEO COUNTY
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Variables	
Y Variable:	*Sale Price/SF (San Mateo County)*
X Variable	*Adjusted Jobs (San Mateo County)*

Implied Impact	
2020 Price/SF	$939
% Increase/ 10,000 Adjusted Jobs	3.6%

Regression Statistics

Multiple R	0.56037
R Square	0.31402
Adj R Square	0.27791
Standard Error	133.49459
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	154,996	154,996	8.6975	0.0082
Residual	19	338,595	17,821		
Total	20	493,592			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	-475.88586	385.47587	-1.23454	0.23205	-1282.70	330.92
X Variable 1	0.00335	0.00114	2.94915	0.00824	0.00097	0.00573

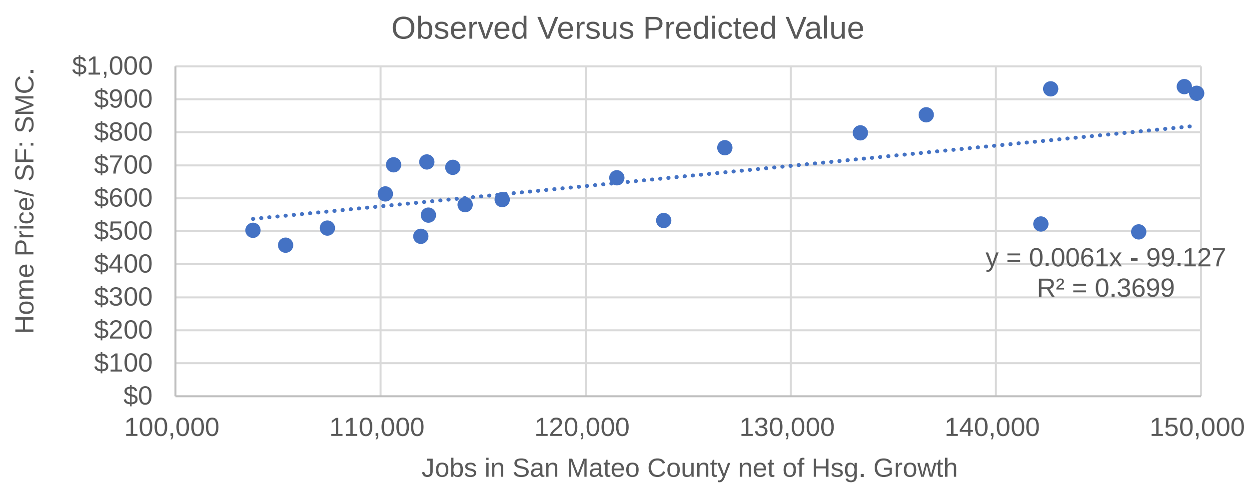
APPENDIX C TABLE 4B
REGRESSION ANALYSIS (SINGLE-COUNTY)
RELATIONSHIP OF HOME PRICES AND JOBS IN SAN MATEO COUNTY
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Variables	
Y Variable:	*Sale Price/SF (San Mateo County)*
X Variable	*Adjusted High Wage Jobs (San Mateo County)*

Implied Impact	
2020 Price/SF	$939
% Increase/ 10,000 Adjusted HW Jobs	6.5%

Regression Statistics

Multiple R	0.60820
R Square	0.36991
Adj R Square	0.33675
Standard Error	127.94080
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	182,584	182,584	11.15433	0.00344
Residual	19	311,008	16,369		
Total	20	493,592			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	-99.1275	228.3183	-0.4342	0.6691	-577.0033	378.7483
X Variable 1	0.006135	0.001837	3.339810	0.00344	0.002290	0.009980

APPENDIX C TABLE 5
REGRESSION ANALYSIS (THREE-COUNTY)
ESTIMATED PROJECT IMPACT ON LOCAL RENTS / HOME PRICES
BASED ON RELATIONSHIP BETWEEN REGIONAL JOBS & LOCAL HOUSING MARKET
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Three-County Analysis [3]	Total Jobs Analysis		High-Wage Jobs Analysis	
	Impact on Rents	Impact on Home Prices	Impact on Rents	Impact on Home Prices
Linear Regression				
X (Independent) Variable	Total Adjusted Jobs (1)		Adjusted High-Wage Jobs (1)	
Y (Dependent) Variable[2]	Asking Rent/ SF (One-Bedroom)	Home Price/SF	Asking Rent/ SF (One-Bedroom)	Home Price/SF
Correlation (Adjusted R-Square) (0 = no correlation, 1 = perfect correlation)	0.92 (strong)	0.22 (weak)	0.85 (strong)	0.17 (very weak)
P-Value	<.05 significant	<.05 significant	<.05 significant	<.05 significant
Estimated % Increase per 10,000 adjusted jobs[1]	0.7%	0.6%	1.0%	0.8%
Estimated Project Impact				
Added Jobs[4]	4,332	4,332	4,332	4,332
(less) Employees Housed[5]	2,612	2,612	2,612	2,612
Adjusted Jobs[1]	1,720	1,720	1,720	1,720
Lower Estimate of Potential % Increase in County Rents / Sales Prices Due to Project	0.12%	0.10%	0.18%	0.14%

1 Adjusted jobs defined as total employment less the number of jobs that can be accommodated by housing growth since 2000, based on a factor of 1.91 workers per household. Housing growth adjustment for high-wage jobs reflects a lesser adjustment based on high-wage job share of overall jobs. See Appendix C Table 10 and 11 for calculations.

2 Asking rents and home prices are for San Mateo County and are adjusted for inflation in linear regression analysis. See Appendix C Table 9.

3 San Mateo, Santa Clara, and San Francisco counties.

4 Reflects on-site jobs. Potential rent and price effects associated with multiplier effects are captured through the high-wage jobs analysis as described in the report text.

5 Based on 1,730 units and a workers per worker household ratio of 1.51, modified from the 1.91 countywide average used elsewhere based on the unit mix of the proposed Project. Modified ratio calculated from Public Use Microdata for Alameda, San Mateo, San Francisco and San Mateo counties for multifamily buildings with 50+ units and based on the specific bedroom mix in the Project.

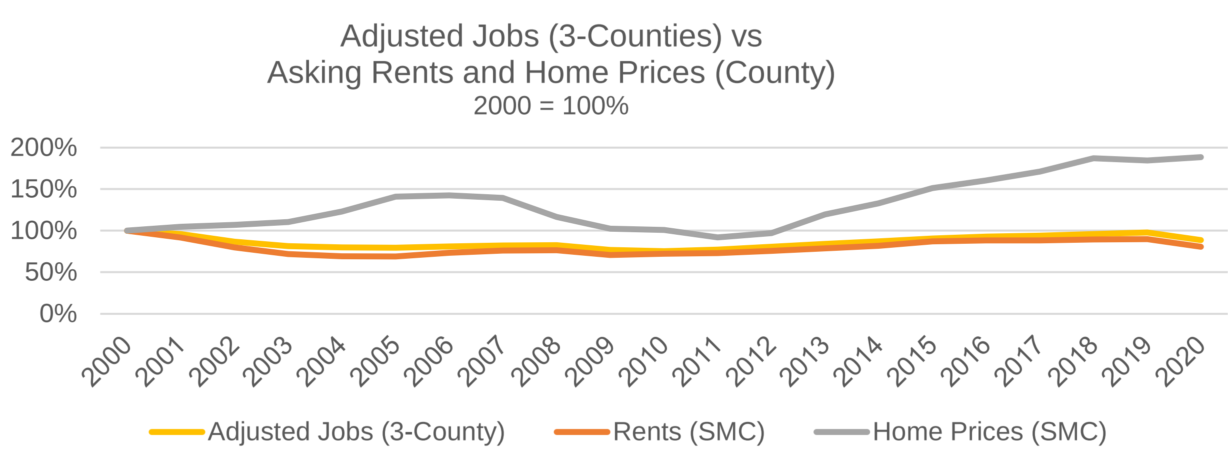
APPENDIX C TABLE 6
REGRESSION ANALYSIS (THREE-COUNTY)
REGRESSION ANALYSIS INPUTS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

	x-variable		y-variables (dependent)	
	Adjusted [1] Total Jobs	Adjusted [1] High-Wage Jobs	Asking Rent/SF[2] All Units	Home Price/SF[2] All Units
	3-County Area[3]		San Mateo Cty.	San Mateo Cty.
2000	2,028,395	915,210	$4.01	$498
2001	1,943,792	871,789	$3.68	$522
2002	1,762,584	739,323	$3.21	$533
2003	1,655,461	666,344	$2.88	$549
2004	1,620,207	639,007	$2.78	$614
2005	1,615,110	637,263	$2.77	$702
2006	1,641,486	648,744	$2.95	$711
2007	1,669,794	657,641	$3.06	$694
2008	1,677,613	659,165	$3.07	$581
2009	1,560,325	606,861	$2.83	$509
2010	1,529,354	590,842	$2.90	$504
2011	1,569,715	616,987	$2.93	$458
2012	1,638,973	644,341	$3.04	$484
2013	1,706,534	673,336	$3.16	$596
2014	1,770,797	706,888	$3.28	$662
2015	1,837,223	741,905	$3.49	$754
2016	1,884,353	771,508	$3.55	$799
2017	1,911,783	790,030	$3.55	$853
2018	1,944,343	823,623	$3.59	$932
2019	1,984,264	854,658	$3.61	$918
2020	1,799,843	829,621	$3.24	$939

[1] Adjusted jobs defined as total employment less the number of jobs that can be accommodated by housing growth since 2000, based on a factor of 1.91 workers per household. See Appendix 2 for calculation.

[2] Asking rents and home prices are adjusted for inflation in linear regression analysis. See Appendix 1.

[3] San Mateo, Santa Clara, and San Francisco counties.



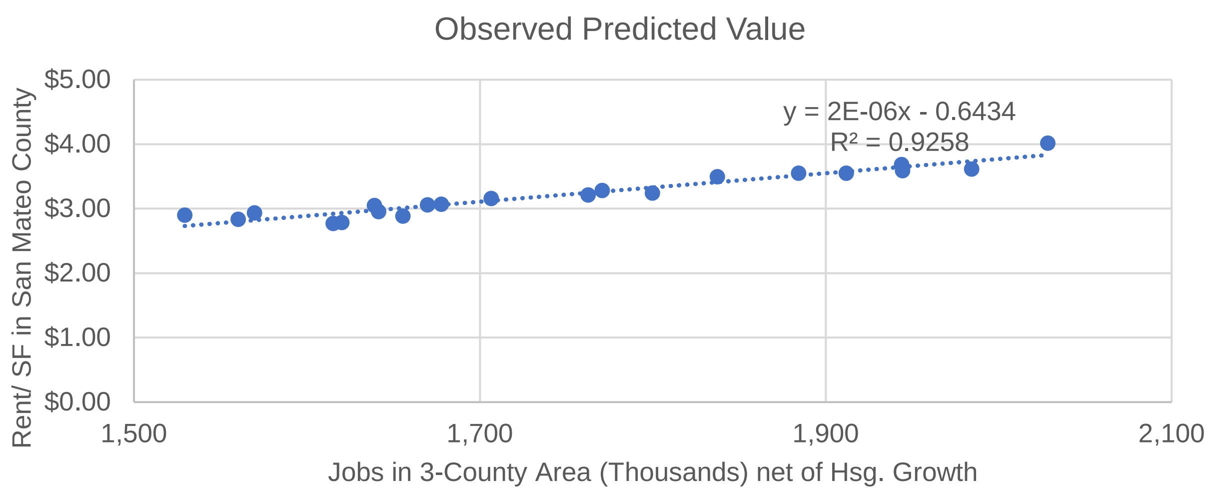
APPENDIX C TABLE 7A
REGRESSION ANALYSIS (THREE-COUNTY)
RELATIONSHIP OF MULTIFAMILY ASKING RENTS IN SAN MATEO COUNTY AND JOBS IN THREE-COUNTY AREA
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Variables	
Y Variable:	*Asking Rent/SF (San Mateo County)*
X Variable:	*Adjusted Jobs (Three-County Area)*

Implied Impact	
2020 Rent/SF (All Units)	$3.24
% Increase/ 10,000 Adjusted Jobs	0.7%

Regression Statistics

Multiple R	0.962173
R Square	0.925777
Adjusted R Square	0.921870
Standard Error	0
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	2.246915	2.246915	236.9841	3.48409E-12
Residual	19	0.180144	0.009481		
Total	20	2.427059			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	-0.64344	0.25177	-2.55570	0.01932	-1.17039	-0.11649
X Variable 1	2.207E-06	1.433E-07	1.539E+01	3.484E-12	1.907E-06	2.507E-06

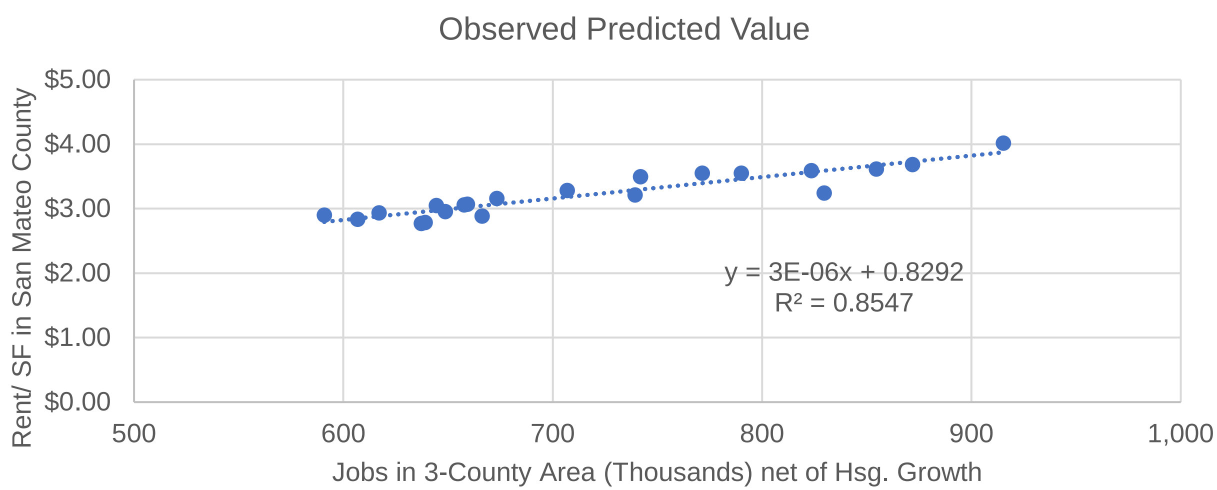
APPENDIX C TABLE 7B
REGRESSION ANALYSIS (THREE-COUNTY)
RELATIONSHIP OF MULTIFAMILY ASKING RENTS IN SAN MATEO COUNTY AND HIGH-WAGE JOBS IN THREE-COUNTY AREA
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Variables	
Y Variable:	*Asking Rent/SF (San Mateo County)*
X Variable:	*Adjusted High-Wage Jobs (Three-County Area)*

Implied Impact	
2020 Rent/SF (All Units)	$3.24
% Increase/ 10,000 Adjusted HW Jobs	1.0%

Regression Statistics

Multiple R	0.92452
R Square	0.85474
Adjusted R Square	0.84709
Standard Error	0.13622
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	2.07450	2.07450	111.79915	2.128E-09
Residual	19	0.35256	0.01856		
Total	20	2.42706			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	0.82915	0.22792	3.63789	0.00175	0.35211	1.30620
X Variable 1	3.3262E-06	3.1458E-07	1.0574E+01	2.1276E-09	2.6678E-06	3.9846E-06

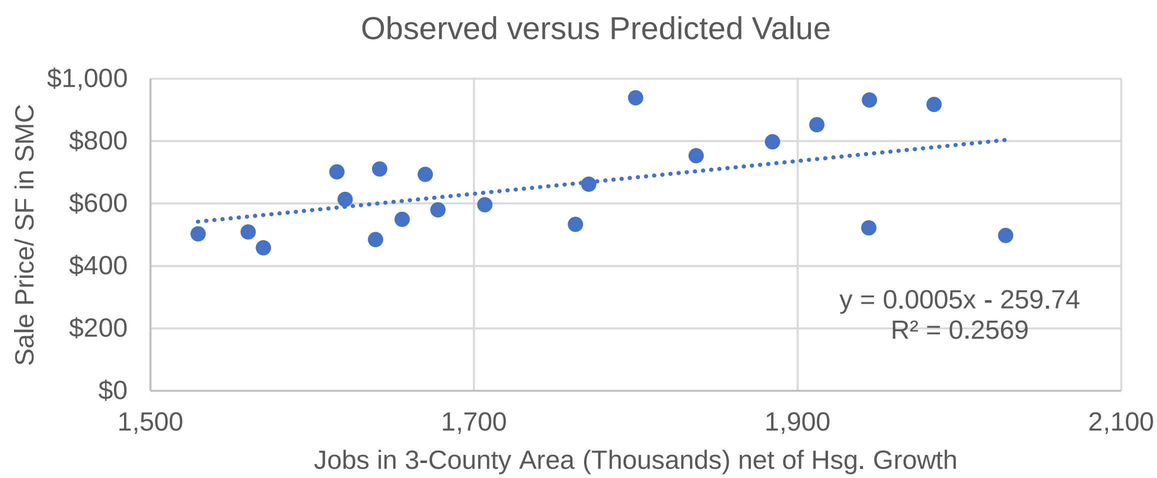
APPENDIX C TABLE 8A
REGRESSION ANALYSIS (THREE-COUNTY)
RELATIONSHIP OF HOME PRICES IN SAN MATEO COUNTY AND JOBS IN THREE-COUNTY AREA
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

	Variables
Y Variable:	*Sale Price/SF (San Mateo County)*
X Variable:	*Adjusted Jobs (Three-County Area)*

Implied Impact	
2020 Price/SF	$939
% Increase/ 10,000 Adjusted Jobs	0.6%

Regression Statistics

Multiple R	0.506850
R Square	0.256897
Adjusted R Square	0.217786
Standard Error	138.941413
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	126,802.10	126,802.10	6.5684516	0.0190307
Residual	19	366,789.61	19,304.72		
Total	20	493,591.71			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	-259.74356	359.24885	-0.72302	0.47848	-1011.66003	492.17292
X Variable 1	0.000524	0.000205	2.56290	0.01903	0.00010	0.00095

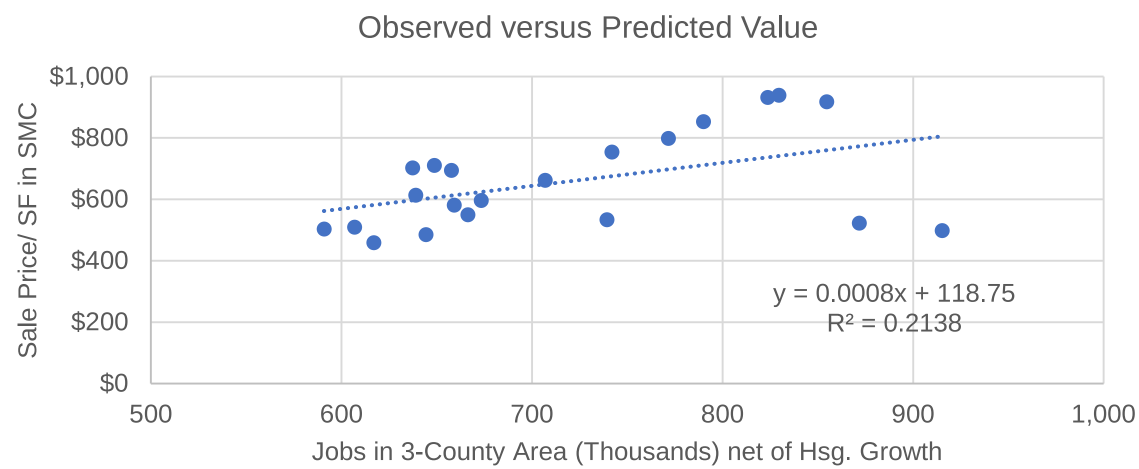
APPENDIX C TABLE 8B
REGRESSION ANALYSIS (THREE-COUNTY)
RELATIONSHIP OF HOME PRICES IN SAN MATEO COUNTY AND HIGH-WAGE JOBS IN THREE-COUNTY AREA
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Variables	
Y Variable:	*Sale Price/SF (San Mateo County)*
X Variable:	*Adjusted High-Wage Jobs (Three-County Area)*

Implied Impact	
2020 Price/SF	$939
% Increase/ 10,000 Adjusted HW Jobs	0.8%

Regression Statistics

Multiple R	0.4624
R Square	0.2138
Adjusted R Square	0.1725
Standard Error	142.9105
Observations	21



ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	105,546.72	105,546.72	5.16793	0.034801
Residual	19	388,044.99	20,423.42		
Total	20	493,591.71			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	118.745615	239.117388	0.496600	0.62517	-381.732831	619.224060
X Variable 1	0.0007503	0.0003300	2.2733072	0.03480	0.0000595	0.0014410

Prepared by Keyser Marston Associates, Inc.
Filename: \\SF-FS2\wp\12\12095\011\Displacement Analysis 3-1-22.xlsx8b.PricesHW

APPENDIX C TABLE 9
BASELINE DATA
INFLATION-ADJUSTED RENTAL AND SALES PRICING
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: CoreLogic, Costar, Bureau of Labor Statistics

page 1 of 2

A. Inflation-Adjusted Sales Price Per Square Foot - San Mateo County (All Units)

	Attached 21%	Detached 79%	Weighted Average	Inflation Adjust.*	Inflation Adjusted $
	App.C, Tab. 12	App.C, Tab. 12		BLS-CPI	
2000	$305	$338	$331	1.50	$498
2001	$335	$363	$357	1.46	$522
2002	$342	$378	$371	1.44	$533
2003	$355	$400	$391	1.41	$549
2004	$408	$458	$448	1.37	$614
2005	$497	$538	$530	1.33	$702
2006	$502	$567	$554	1.28	$711
2007	$508	$568	$556	1.25	$694
2008	$435	$496	$483	1.20	$581
2009	$381	$433	$422	1.21	$509
2010	$354	$442	$424	1.19	$504
2011	$321	$418	$398	1.15	$458
2012	$344	$452	$430	1.13	$484
2013	$463	$556	$536	1.11	$596
2014	$520	$628	$606	1.09	$662
2015	$597	$714	$690	1.09	$754
2016	$652	$764	$741	1.08	$799
2017	$711	$833	$808	1.06	$853
2018	$809	$929	$904	1.03	$932
2019	$789	$938	$907	1.01	$918
2020	$778	$980	$939	1.00	$939

APPENDIX C TABLE 9
BASELINE DATA
INFLATION-ADJUSTED RENTAL AND SALES PRICING
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: CoreLogic, Costar, Bureau of Labor Statistics

B. Inflation-Adjusted Asking Rent Per Square Foot - San Mateo County (All Units)

	Nominal Rent	CPI Factor	Adjusted $
	App.C, Tab. 13	BLS-CPI	
2000	$2.67	1.50	$4.01
2001	$2.52	1.46	$3.68
2002	$2.23	1.44	$3.21
2003	$2.05	1.41	$2.88
2004	$2.03	1.37	$2.78
2005	$2.09	1.33	$2.77
2006	$2.30	1.28	$2.95
2007	$2.45	1.25	$3.06
2008	$2.55	1.20	$3.07
2009	$2.35	1.21	$2.83
2010	$2.44	1.19	$2.90
2011	$2.55	1.15	$2.93
2012	$2.70	1.13	$3.04
2013	$2.84	1.11	$3.16
2014	$3.00	1.09	$3.28
2015	$3.20	1.09	$3.49
2016	$3.29	1.08	$3.55
2017	$3.36	1.06	$3.55
2018	$3.48	1.03	$3.59
2019	$3.57	1.01	$3.61
2020	$3.24	1.00	$3.24

APPENDIX C TABLE 10
BASELINE DATA
JOBS ADJUSTED FOR HOUSNG GROWTH - ALL JOBS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Quarterly Census of Employment and Wages & California Department of Finance

page 1 of 2

A. San Mateo County

	Total Jobs	Housing Units	Hsg Growth Since 2000	Jobs Adjusted for Housing Growth
	App.C, Tab. 14	App.C, Tab. 15		1.91 jobs/unit
2000	380,137	260,578	0	380,137
2001	369,868	261,753	1,175	367,626
2002	345,137	263,489	2,911	339,584
2003	327,080	265,041	4,463	318,566
2004	327,152	266,014	5,436	316,782
2005	326,536	267,149	6,571	314,000
2006	334,910	267,587	7,009	321,539
2007	340,640	268,001	7,423	326,479
2008	342,361	269,351	8,773	325,625
2009	323,195	270,227	9,649	304,788
2010	317,576	270,996	10,418	297,701
2011	326,055	271,438	10,860	305,337
2012	340,075	272,158	11,580	317,984
2013	354,891	272,477	11,899	332,191
2014	372,192	273,532	12,954	347,480
2015	383,668	274,612	14,034	356,895
2016	391,640	276,036	15,458	362,151
2017	400,511	277,189	16,611	368,822
2018	404,242	278,044	17,466	370,922
2019	415,999	279,248	18,670	380,382
2020*	386,449	280,879	20,301	347,720

APPENDIX C TABLE 10
BASELINE DATA
JOBS ADJUSTED FOR HOUSNG GROWTH - ALL JOBS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Quarterly Census of Employment and Wages & California Department of Finance

B. San Mateo, Santa Clara, and San Francisco counties	Total Jobs	Housing Units	Hsg Growth Since 2000	Jobs Adjusted for Housing Growth
	App.C, Tab. 14	App.C, Tab. 15		1.91 jobs/unit
2000	2,028,395	1,186,434	0	2,028,395
2001	1,958,590	1,194,191	7,757	1,943,792
2002	1,797,930	1,204,962	18,528	1,762,584
2003	1,712,501	1,216,334	29,900	1,655,461
2004	1,692,626	1,224,395	37,961	1,620,207
2005	1,706,403	1,234,289	47,855	1,615,110
2006	1,748,924	1,242,752	56,318	1,641,486
2007	1,793,726	1,251,398	64,964	1,669,794
2008	1,821,874	1,262,054	75,620	1,677,613
2009	1,721,849	1,271,103	84,669	1,560,325
2010	1,705,878	1,278,966	92,532	1,529,354
2011	1,751,586	1,281,769	95,335	1,569,715
2012	1,829,666	1,286,393	99,959	1,638,973
2013	1,905,422	1,290,689	104,255	1,706,534
2014	1,986,238	1,299,366	112,932	1,770,797
2015	2,075,385	1,311,276	124,842	1,837,223
2016	2,140,877	1,320,901	134,467	1,884,353
2017	2,188,876	1,331,683	145,249	1,911,783
2018	2,243,210	1,343,097	156,663	1,944,343
2019	2,296,413	1,350,059	163,625	1,984,264
2020*	2,130,195	1,359,601	173,167	1,799,843

* Jobs total reflects average of first three quarters.

APPENDIX C TABLE 11
BASELINE DATA
JOBS ADJUSTED FOR HOUSING GROWTH - HIGH WAGE JOBS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Quarterly Census of Employment and Wages & California Department of Finance

A. San Mateo County

	Total Jobs High-Wage	Housing Units	Hsg Growth Since 2000	Ratio: High Wage Jobs to Total Jobs	Jobs Adjusted for Housing Growth
	App.C, Tab. 14	App.C, Tab. 15			1.91 jobs/unit X HW/total job ratio
2000	146,968	260,578	0	0.387	146,968
2001	143,064	261,753	1,175	0.387	142,197
2002	125,827	263,489	2,911	0.365	123,802
2003	115,330	265,041	4,463	0.353	112,328
2004	113,849	266,014	5,436	0.348	110,240
2005	115,049	267,149	6,571	0.352	110,632
2006	116,919	267,587	7,009	0.349	112,251
2007	118,450	268,001	7,423	0.348	113,526
2008	119,988	269,351	8,773	0.350	114,122
2009	113,902	270,227	9,649	0.352	107,415
2010	110,706	270,996	10,418	0.349	103,778
2011	112,511	271,438	10,860	0.345	105,362
2012	119,743	272,158	11,580	0.352	111,964
2013	123,860	272,477	11,899	0.349	115,938
2014	130,156	273,532	12,954	0.350	121,514
2015	136,294	274,612	14,034	0.355	126,783
2016	144,253	276,036	15,458	0.368	133,391
2017	148,336	277,189	16,611	0.370	136,599
2018	155,496	278,044	17,466	0.385	142,679
2019	163,819	279,248	18,670	0.394	149,793
2020*	165,812	280,879	20,301	0.429	149,195

APPENDIX C TABLE 11
BASELINE DATA
JOBS ADJUSTED FOR HOUSING GROWTH - HIGH WAGE JOBS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Quarterly Census of Employment and Wages & California Department of Finance

B. San Mateo, Santa Clara, and San Francisco counties

	Total Jobs	Housing Units	Hsg Growth Since 2000	Ratio: High Wage Jobs to Total Jobs	Jobs Adjusted for Housing Growth
	App.C, Tab. 14	App.C, Tab. 15			1.91 jobs/unit X HW/total job ratio
2000	915,210	1,186,434	0	0.451	915,210
2001	878,426	1,194,191	7,757	0.448	871,789
2002	754,149	1,204,962	18,528	0.419	739,323
2003	689,304	1,216,334	29,900	0.403	666,344
2004	667,569	1,224,395	37,961	0.394	639,007
2005	673,284	1,234,289	47,855	0.395	637,263
2006	691,205	1,242,752	56,318	0.395	648,744
2007	706,451	1,251,398	64,964	0.394	657,641
2008	715,848	1,262,054	75,620	0.393	659,165
2009	669,683	1,271,103	84,669	0.389	606,861
2010	659,039	1,278,966	92,532	0.386	590,842
2011	688,473	1,281,769	95,335	0.393	616,987
2012	719,309	1,286,393	99,959	0.393	644,341
2013	751,810	1,290,689	104,255	0.395	673,336
2014	792,890	1,299,366	112,932	0.399	706,888
2015	838,079	1,311,276	124,842	0.404	741,905
2016	876,536	1,320,901	134,467	0.409	771,508
2017	904,536	1,331,683	145,249	0.413	790,030
2018	950,223	1,343,097	156,663	0.424	823,623
2019	989,106	1,350,059	163,625	0.431	854,658
2020*	981,894	1,359,601	173,167	0.461	829,621

* Jobs total reflects average of first three quarters.

APPENDIX C TABLE 12
BASELINE DATA
HOME SALES TRENDS IN SELECTED SUBMARKETS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: CoreLogic

A. Home Sales

Attached

	East Palo Alto	Belle Haven	San Mateo Cnty
2000	11		2,263
2001	5		1,719
2002	8		2,292
2003	23		2,363
2004	35		2,790
2005	22		2,293
2006	83		2,023
2007	64		1,681
2008	40		1,206
2009	14		1,362
2010	12		1,242
2011	18		1,335
2012	25		1,495
2013	20		1,655
2014	34		1,581
2015	33		1,520
2016	22		1,433
2017	16		1,443
2018	19		1,243
2019	18		1,268
2020	22		1,207

No attached sales reported in Belle Haven

Detached

	East Palo Alto	Belle Haven	San Mateo Cnty
2000	343	47	8,894
2001	295	69	7,042
2002	271	44	8,787
2003	324	84	9,490
2004	395	67	9,750
2005	384	77	8,601
2006	306	66	7,120
2007	166	95	5,801
2008	231	39	5,059
2009	276	60	5,265
2010	248	71	5,442
2011	262	63	5,669
2012	221	52	6,484
2013	140	44	6,264
2014	169	51	5,905
2015	168	39	5,565
2016	205	47	5,371
2017	167	41	5,439
2018	157	42	5,108
2019	140	29	4,795
2020	108	20	4,999

APPENDIX C TABLE 12
BASELINE DATA
HOME SALES TRENDS IN SELECTED SUBMARKETS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: CoreLogic

B. Median Price PSF

Attached

	East Palo Alto	Belle Haven	San Mateo Cnty	
2000	$225		$305	*No attached sales*
2001	$302		$335	*reported in Belle Haven*
2002	$233		$342	
2003	$327		$355	
2004	$317		$408	
2005	$357		$497	
2006	$456		$502	
2007	$449		$508	
2008	$353		$435	
2009	$221		$381	
2010	$183		$354	
2011	$205		$321	
2012	$235		$344	
2013	$304		$463	
2014	$474		$520	
2015	$560		$597	
2016	$636		$652	
2017	$683		$711	
2018	$765		$809	
2019	$766		$789	
2020	$714		$778	
CAGR 00-20	5.9%		4.8%	
CAGR 10-20	14.6%		8.2%	

APPENDIX C TABLE 12
BASELINE DATA
HOME SALES TRENDS IN SELECTED SUBMARKETS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: CoreLogic

B. Median Price PSF (continued)

Detached

	East Palo Alto	Belle Haven	San Mateo Cnty
2000	$270	$291	$338
2001	$306	$347	$363
2002	$302	$357	$378
2003	$332	$376	$400
2004	$391	$453	$458
2005	$477	$557	$538
2006	$529	$595	$567
2007	$495	$439	$568
2008	$268	$329	$496
2009	$224	$281	$433
2010	$221	$288	$442
2011	$225	$279	$418
2012	$250	$302	$452
2013	$356	$460	$556
2014	$406	$500	$628
2015	$488	$645	$714
2016	$545	$750	$764
2017	$674	$856	$833
2018	$750	$1,000	$929
2019	$794	$984	$938
2020	$748	$951	$980
CAGR 00-20	5.2%	6.1%	5.5%
CAGR 10-20	12.9%	12.7%	8.3%

APPENDIX C TABLE 13
BASELINE DATA
MULTIFAMILY RENTAL TRENDS IN SELECTED SUBMARKETS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Costar for market rate multifamily properties

Page 1 of 2

A. Average Asking Rent Per SF (All Bedrooms)

	East Palo Alto	Belle Haven*	San Mateo County
2000	$2.07	$1.68	$2.67
2001	$2.09	$1.70	$2.52
2002	$1.82	$1.48	$2.23
2003	$1.80	$1.33	$2.05
2004	$1.79	$1.31	$2.03
2005	$1.83	$1.35	$2.09
2006	$2.06	$1.51	$2.30
2007	$2.07	$1.62	$2.45
2008	$2.59	$1.67	$2.55
2009	$2.17	$1.59	$2.35
2010	$2.13	$1.58	$2.44
2011	$2.19	$1.58	$2.55
2012	$2.50	$1.63	$2.70
2013	$2.62	$1.69	$2.84
2014	$2.70	$1.75	$3.00
2015	$2.75	$1.83	$3.20
2016	$3.09	$1.86	$3.29
2017	$3.30	$1.89	$3.36
2018	$3.21	$1.93	$3.48
2019	$3.63	$1.95	$3.57
2020	$3.59	$1.96	$3.24

B. Occupancy

Year	East Palo Alto	Belle Haven*	San Mateo County
2000	99.4%	93.4%	97.1%
2001	97.8%	91.8%	94.7%
2002	94.1%	90.2%	94.1%
2003	91.8%	89.7%	93.9%
2004	95.3%	90.5%	94.2%
2005	99.1%	92.3%	95.9%
2006	98.1%	92.3%	96.3%
2007	96.2%	91.8%	96.4%
2008	96.0%	91.4%	95.8%
2009	93.8%	90.2%	94.9%
2010	85.0%	88.6%	94.5%
2011	96.2%	91.1%	95.6%

* Excluding additions to the inventory since 2010 which command higher rents vs. existing product.

APPENDIX C TABLE 13
BASELINE DATA
MULTIFAMILY RENTAL TRENDS IN SELECTED SUBMARKETS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Costar for market rate multifamily properties

Occupancy Continued

Year	East Palo Alto	Belle Haven*	San Mateo County
2012	95.4%	90.9%	95.2%
2013	94.5%	91.1%	95.5%
2014	96.5%	91.7%	95.8%
2015	96.9%	91.4%	95.1%
2016	95.6%	91.1%	95.0%
2017	93.9%	90.1%	94.6%
2018	92.5%	90.3%	94.0%
2019	93.2%	90.3%	94.3%
2020	88.6%	85.7%	90.5%

C. Inventory

Year	East Palo Alto	Belle Haven	San Mateo County
2000	2,301	160	54,754
2001	2,301	160	55,571
2002	2,301	160	55,601
2003	2,301	160	55,580
2004	2,301	160	55,591
2005	2,301	160	55,596
2006	2,301	160	55,598
2007	2,301	160	55,650
2008	2,301	160	55,878
2009	2,301	160	55,890
2010	2,289	160	56,091
2011	2,289	160	55,943
2012	2,289	160	55,973
2013	2,289	160	55,933
2014	2,289	160	56,214
2015	2,289	160	56,828
2016	2,289	355	57,459
2017	2,289	501	58,344
2018	2,289	501	59,250
2019	2,289	501	59,615
2020	2,289	501	59,799

* Excluding additions to the inventory since 2010 which command higher rents vs. existing product.

APPENDIX C TABLE 14
BASELINE DATA
JOBS AND EARNINGS IN SAN MATEO COUNTY AND ADJACENT COUNTIES
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Quarterly Census of Employment and Wages

1/2	Jobs in High-Wage[1] Industries				Jobs in All Industries			
	San Mateo	Santa Clara	San Francisco	Total	San Mateo	Santa Clara	San Francisco	Total
2000	146,968	506,070	262,172	915,210	380,137	1,036,582	611,676	2,028,395
2001	143,064	490,253	245,109	878,426	369,868	1,002,637	586,085	1,958,590
2002	125,827	415,977	212,345	754,149	345,137	905,489	547,304	1,797,930
2003	115,330	375,626	198,348	689,304	327,080	852,513	532,908	1,712,501
2004	113,849	366,703	187,017	667,569	327,152	845,040	520,434	1,692,626
2005	115,049	369,430	188,805	673,284	326,536	854,927	524,940	1,706,403
2006	116,919	379,296	194,990	691,205	334,910	877,710	536,304	1,748,924
2007	118,450	385,785	202,216	706,451	340,640	896,685	556,401	1,793,726
2008	119,988	390,464	205,396	715,848	342,361	906,502	573,011	1,821,874
2009	113,902	364,423	191,358	669,683	323,195	848,938	549,716	1,721,849
2010	110,706	361,704	186,629	659,039	317,576	842,581	545,721	1,705,878
2011	112,511	378,714	197,248	688,473	326,055	866,541	558,990	1,751,586
2012	119,743	387,238	212,328	719,309	340,075	903,053	586,538	1,829,666
2013	123,860	403,468	224,482	751,810	354,891	937,924	612,607	1,905,422
2014	130,156	421,188	241,546	792,890	372,192	973,668	640,378	1,986,238
2015	136,294	441,959	259,826	838,079	383,668	1,017,071	674,646	2,075,385
2016	144,253	450,064	282,219	876,536	391,640	1,046,049	703,188	2,140,877
2017	148,336	463,456	292,744	904,536	400,511	1,071,448	716,917	2,188,876
2018	155,496	484,241	310,486	950,223	404,242	1,098,089	740,879	2,243,210
2019	163,819	498,284	327,003	989,106	415,999	1,119,639	760,775	2,296,413
2020P[2]	165,812	496,642	319,440	981,894	386,449	1,051,518	692,228	2,130,195
CAGR								
00-20	0.6%	-0.1%	1.0%	0.4%	0.1%	0.1%	0.6%	0.2%
10-20	4.1%	3.2%	5.5%	4.1%	2.0%	2.2%	2.4%	2.2%

(1) Defined as industries with an average wage above $100K as of 2016. Industries included vary by county.
(2) Average for 3 quarters of 2020.

APPENDIX C TABLE 14
BASELINE DATA
JOBS AND EARNINGS IN SAN MATEO COUNTY AND ADJACENT COUNTIES
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: Quarterly Census of Employment and Wages

2/2	Earnings in High-Wage[1] Industries				Earnings in All Industries			
	San Mateo	Santa Clara	San Francisco	Total	San Mateo	Santa Clara	San Francisco	Total
2000	$16,727M	$59,775M	$21,988M	$98,490M	$25,501M	$79,147M	$35,308M	$139,956M
2001	$13,916M	$46,416M	$22,045M	$82,377M	$23,038M	$66,104M	$35,791M	$124,934M
2002	$10,795M	$38,046M	$18,364M	$67,205M	$19,759M	$57,096M	$32,023M	$108,878M
2003	$10,936M	$37,222M	$17,331M	$65,490M	$19,499M	$56,088M	$31,354M	$106,941M
2004	$11,538M	$39,829M	$18,065M	$69,431M	$20,438M	$59,435M	$32,459M	$112,332M
2005	$12,740M	$41,768M	$19,914M	$74,422M	$21,739M	$62,147M	$34,956M	$118,842M
2006	$12,995M	$45,960M	$21,840M	$80,795M	$22,773M	$67,912M	$37,932M	$128,617M
2007	$14,340M	$50,094M	$24,328M	$88,762M	$24,628M	$74,336M	$41,800M	$140,764M
2008	$14,193M	$48,170M	$24,569M	$86,931M	$24,686M	$73,247M	$43,270M	$141,203M
2009	$14,906M	$44,222M	$22,267M	$81,395M	$24,725M	$68,192M	$40,459M	$133,375M
2010	$13,567M	$50,764M	$23,039M	$87,370M	$23,581M	$75,328M	$41,672M	$140,581M
2011	$14,277M	$56,684M	$25,667M	$96,628M	$24,861M	$82,170M	$45,096M	$152,128M
2012	$23,930M	$59,222M	$28,459M	$111,611M	$35,110M	$86,622M	$48,948M	$170,681M
2013	$24,804M	$64,107M	$30,854M	$119,765M	$36,595M	$92,442M	$52,521M	$181,559M
2014	$24,934M	$72,206M	$36,206M	$133,346M	$37,770M	$102,607M	$58,836M	$199,213M
2015	$25,567M	$82,072M	$40,762M	$148,401M	$39,432M	$115,325M	$65,486M	$220,243M
2016	$27,611M	$88,157M	$45,649M	$161,417M	$42,089M	$123,484M	$71,483M	$237,057M
2017	$31,031M	$97,854M	$51,007M	$179,893M	$46,547M	$135,760M	$78,217M	$260,524M
2018	$35,664M	$108,909M	$58,784M	$203,357M	$51,100M	$147,873M	$87,751M	$286,725M
2019	$37,499M	$114,071M	$67,537M	$219,107M	$54,003M	$154,816M	$98,760M	$307,578M
2020P[2]	$42,577M	$121,615M	$68,046M	$232,237M	$57,946M	$160,712M	$98,054M	$316,712M
CAGR								
00-20	4.8%	3.6%	5.8%	4.4%	4.2%	3.6%	5.2%	4.2%
10-20	12.1%	9.1%	11.4%	10.3%	9.4%	7.9%	8.9%	8.5%

[1] Defined as industries with an average wage above $100K as of 2016. Industries included vary by county.
[2] Average for 3 quarters of 2020.

APPENDIX C TABLE 15
BASELINE DATA
HOUSING GROWTH BY COUNTY
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Source: California Department of Finance, E-5 and E-8 Housing Estimates

Year	San Mateo	San Francisco	Santa Clara	Total
2000	260,578	346,527	579,329	1,186,434
2001	261,753	348,119	584,319	1,194,191
2002	263,489	350,971	590,502	1,204,962
2003	265,041	354,811	596,482	1,216,334
2004	266,014	356,866	601,515	1,224,395
2005	267,149	359,090	608,050	1,234,289
2006	267,587	361,813	613,352	1,242,752
2007	268,001	364,789	618,608	1,251,398
2008	269,351	368,285	624,418	1,262,054
2009	270,227	372,397	628,479	1,271,103
2010 (1)	270,996	376,243	631,728	1,278,966
2011	271,438	377,188	633,143	1,281,769
2012	272,158	377,487	636,748	1,286,393
2013	272,477	378,766	639,446	1,290,689
2014	273,532	381,143	644,691	1,299,366
2015	274,612	384,657	652,007	1,311,276
2016	276,036	387,505	657,360	1,320,901
2017	277,189	392,619	661,875	1,331,683
2018	278,044	397,083	667,970	1,343,097
2019	279,248	399,372	671,439	1,350,059
2020	280,879	404,164	674,558	1,359,601
Total New Units				
2000-2019	18,670	52,845	92,110	163,625
2000-2020	20,301	57,637	95,229	173,167

(1) Average of 2000 and 2010 series estimates.

APPENDIX C TABLE 16
HOME PRICES: EAST PALO ALTO AND COMPARISON JURISDICTIONS
HOUSING DISPLACEMENT ANALYSIS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Median Sales Price Per Square Foot By Geography [1]	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	YTD 2021	% Change [2] 2010-20	2011-20	2016-20
A. Condos/Town Homes															
East Palo Alto	$183	$205	$235	$304	$474	$560	$636	$683	$765	$766	$714	$728	291%	248%	12%
Belle Haven	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
DT Redwood City	$268	$246	$292	$489	$523	$617	$674	$826	$846	$770	$802	$730	199%	226%	19%
Hayward	$145	$137	$139	$222	$270	$305	$338	$368	$421	$404	$427	$463	194%	211%	26%
Bayfair/ San Leandro	$176	$132	$144	$201	$257	$323	$354	$371	$439	$461	$469	$470	167%	256%	33%
Fruitvale	$211	$161	$158	$205	$288	$294	$391	$486	$504	$582	$528	$544	150%	229%	35%
West Berkeley	$366	$342	$338	$442	$549	$566	$516	$608	$662	$624	$652	$667	78%	91%	26%
North Richmond	$256	$246	$198	$292	$320	$343	$402	$460	$458	$449	$433	$483	69%	76%	8%
East San Jose	$172	$168	$181	$257	$311	$351	$400	$422	$516	$512	$513	$534	198%	205%	28%
San Mateo County	$354	$321	$344	$463	$520	$597	$652	$711	$809	$789	$778	$756	120%	143%	19%
B. Single Family															
East Palo Alto	$221	$225	$250	$356	$406	$488	$545	$674	$750	$794	$748	$782	238%	232%	37%
Belle Haven	$288	$279	$302	$460	$500	$645	$750	$856	$1,000	$984	$951	$973	230%	240%	27%
DT Redwood City	$321	$314	$362	$471	$553	$635	$729	$879	$993	$920	$985	$954	207%	214%	35%
Hayward	$214	$195	$199	$265	$315	$353	$375	$429	$464	$465	$493	$537	131%	153%	31%
Bayfair/ San Leandro	$237	$207	$211	$274	$320	$352	$397	$449	$490	$481	$522	$576	121%	152%	32%
Fruitvale	$146	$132	$137	$196	$248	$301	$353	$416	$434	$472	$507	$604	247%	283%	44%
West Berkeley	$358	$393	$408	$533	$556	$610	$739	$811	$791	$928	$931	$1,164	160%	136%	26%
North Richmond	$86	$82	$97	$134	$183	$221	$245	$298	$342	$351	$392	$380	357%	381%	60%
East San Jose	$232	$223	$243	$282	$349	$386	$436	$445	$552	$507	$564	$567	143%	153%	29%
San Mateo County	$442	$418	$452	$556	$628	$714	$764	$833	$929	$938	$980	$990	122%	134%	28%

Source: CoreLogic

Notes
[1] See Section 7 for boundary definitions of comparison geographies.
[2] Percent change in home prices in Belle Haven, EPA, and North Richmond may be partly attributable to fewer sales of foreclosed properties. Per Table 2, these locations experienced the largest decline in average annual single family home sales from 2015 to 2020 compared to 2010, when bank repossessions were at their peak.

APPENDIX C TABLE 17
HOME SALES: EAST PALO ALTO AND COMPARISON JURISDICTIONS
HOUSING DISPLACEMENT ANALYSIS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

Home Sales By Geography [1]	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	YTD 2021	Avg. 2015-20	2015-20 vs. 2010
A. Condos/Townhomes														
East Palo Alto	12	18	25	20	34	33	22	16	19	18	22	2	22	45%
Belle Haven	0	0	0	0	0	0	0	0	0	0	0	0		
DT Redwood City	9	6	11	12	22	24	17	17	20	23	26	6	21	57%
Hayward	151	222	247	191	212	213	196	194	210	163	155	27	189	20%
Bayfair/ San Leandro	88	82	79	48	59	51	57	63	58	56	36	11	54	-64%
Fruitvale	18	39	36	21	22	14	38	54	44	30	32	11	35	49%
West Berkeley	17	20	13	17	19	11	16	10	14	7	19	1	13	-32%
North Richmond	17	24	30	16	26	43	34	27	32	38	43	16	36	53%
East San Jose	176	168	127	119	110	125	119	128	86	72	103	31	106	-67%
San Mateo County	1,242	1,335	1,495	1,655	1,581	1,520	1,433	1,443	1,243	1,268	1,207	276	1,352	8%
B. Single Family														
East Palo Alto	248	262	221	140	169	168	205	167	157	140	108	16	158	-57%
Belle Haven	71	63	52	44	51	39	47	41	42	29	20	9	36	-95%
DT Redwood City	140	142	129	100	112	99	98	115	89	103	102	19	101	-39%
Hayward	446	511	487	426	436	434	445	458	404	385	410	87	423	-6%
Bayfair/ San Leandro	286	279	316	265	226	230	257	270	265	227	207	43	243	-18%
Fruitvale	323	266	291	265	268	242	238	234	211	211	206	58	224	-44%
West Berkeley	27	30	43	33	42	32	40	36	30	42	28	6	35	22%
North Richmond	434	351	294	251	219	244	262	281	227	168	194	51	229	-89%
East San Jose	300	301	244	213	209	231	227	217	188	195	145	58	201	-50%
San Mateo County	5,442	5,669	6,484	6,264	5,905	5,565	5,371	5,439	5,108	4,795	4,999	817	5,213	-4%

Source: CoreLogic

Notes
[1] See Section 7 for boundary definitions of comparison geographies.

APPENDIX C TABLE 18
ASKING RENTS AND BUILDING OCCUPANCY (MULTIFAMILY): EAST PALO ALTO AND COMPARISON JURISDICTIONS
HOUSING DISPLACEMENT ANALYSIS
WILLOW VILLAGE MASTER PLAN PROJECT
MENLO PARK CA

											YTD	% Change	
Geography [(1)]	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2010-20**	**2011-20**
I. Monthly Asking Rent (One-Bedroom Units in Buildings Constructed Before 2010) [(2)]														
East Palo Alto	$1,450	$1,489	$1,689	$1,771	$1,818	$1,732	$1,992	$2,114	$2,097	$2,365	$2,326	$2,337	60%	56%
DT Redwood City	$1,334	$1,398	$1,478	$1,567	$1,676	$1,794	$1,842	$1,917	$1,946	$2,055	$1,946	$1,862	46%	39%
Hayward	$1,096	$1,130	$1,186	$1,265	$1,365	$1,535	$1,607	$1,663	$1,735	$1,781	$1,763	$1,737	61%	56%
Bayfair/ San Leandro	$1,040	$1,073	$1,125	$1,198	$1,296	$1,498	$1,602	$1,635	$1,690	$1,752	$1,734	$1,731	67%	62%
East San Jose	$1,087	$1,115	$1,160	$1,232	$1,310	$1,392	$1,473	$1,534	$1,585	$1,640	$1,660	$1,662	53%	49%
San Mateo County	$1,548	$1,626	$1,742	$1,840	$1,947	$2,076	$2,143	$2,211	$2,288	$2,365	$2,174	$2,216	40%	34%
II. Average Occupancy Rate (All Units in Buildings Constructed Before 2010) [(2)]														
East Palo Alto	85%	96%	95%	95%	97%	97%	96%	94%	93%	93%	89%	89%	4%	-8%
DT Redwood City	93%	96%	96%	96%	97%	96%	96%	95%	95%	95%	91%	92%	-2%	-5%
Hayward	96%	96%	96%	97%	97%	97%	97%	96%	97%	96%	96%	96%	0%	-1%
Bayfair/ San Leandro	96%	96%	96%	97%	97%	97%	96%	96%	97%	96%	96%	96%	0%	-1%
East San Jose	97%	96%	97%	97%	97%	97%	97%	97%	97%	98%	96%	96%	-1%	-1%
San Mateo County	94%	96%	95%	95%	96%	96%	95%	95%	95%	95%	91%	91%	-4%	-5%

Source: Costar

Notes
[(1)] See Section 7 for boundary definitions of comparison geographies.

[(2)] Rental data not shown for Belle Haven, Fruitvale, West Berkeley, and North Richmond as the data appears to be too limited to be reliable. In these areas, the rental housing stock primarily consists of small multifamily buildings with less than 20 units that are less likely to report asking rents to Costar.