San Joaquin County

2014 Comprehensive Economic Development Strategy

SJC
ECONOMIC
DEVELOPMENT
ASSOCIATION

San Joaquin County Board of Supervisors

San Joaquin County Economic Development Association

Workforce Investment Board

CEDS Task Force

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Joseph Chelli, Human Services Agency
Barbara Kauss, Housing Authority
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Introduction

This document provides a Comprehensive Economic Development Strategy (CEDS) for San Joaquin County, California and is a complete update of the previous countywide CEDS prepared in 2010. This document is formatted in accordance with CEDS guidelines and requirements published by the U.S. Department of Commerce, Economic Development Administration (EDA).

The San Joaquin County CEDS update process included the following:

- Community and private sector involvement through participation in the CEDS Task Force, San Joaquin County Business Retention Committee, the San Joaquin County Workforce Investment Board.
- Strategic recommendations from an extensive economic development planning process completed in 2005, 2006, and 2010 which also included substantial public outreach. This earlier planning process was integrated into this 2014 CEDS via a review of progress made to date on the strategies and a refinement of the strategies based on current priorities and opportunities.
- Compilation of current economic and demographic data; an update of the conditions and trends documented in the 2010 CEDS.
- Review of relevant planning documents and current work programs of the San Joaquin economic development partner-agencies, including the San Joaquin Partnership (the countywide economic development corporation) and the San Joaquin Council of Governments.
- Coordination with County municipalities and other agency partners to develop goals, objectives and strategies for economic development in San Joaquin County.
- Coordination with municipalities, agencies, and institutions to compile and prioritize CEDS capital improvement projects and programs.
- Review and concurrence of seven regional industry clusters; and research on target industry trends and forecasts.
- Creation of a CEDS Plan of Action.
- Performance monitoring system including specific factors to be measured to track and measure programs' impact, provide a basis for refining goals, objectives, and strategies over time.

The 2014 San Joaquin County CEDS reflects the fact that a number of existing programs and agencies are addressing economic development in San Joaquin County. The intent of the CEDS is not to replace or redirect these efforts, but to leverage their effectiveness through an enhanced degree of integration, whereby issues that would otherwise limit the success of individual programs can be mitigated through a comprehensive, coordinated strategy.

A critical element of the CEDS is the list of planned infrastructure projects and other investments that will advance economic development in the County pursuant to the CEDS Plan of Action. The listed projects are potential candidates for EDA funding. Within the CEDS update process an evaluation matrix by which individual entities ranked the candidate projects based on the EDA's current finding priorities and criteria.

Goals and Objectives

The goals and objectives outlined here pertain to San Joaquin County's significant economic problems, opportunities, and potential. The San Joaquin County 2014 goals are aligned with the goals and activities of partner organizations and agencies, and in recent planning and strategy documents discussed the *Public Participation* chapter of the CEDS.

Economic Development Goals

- Address the needs of the residents of the County through business development and life-enhancement efforts, resulting in long-term economic prosperity.
- Identify and pursue opportunities to increase goods movement as an essential part of economic development.
- Attract and retain new job opportunities.

Economic Development Marketing Goals

- Create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County and its strategy for business development.
- Strategically position San Joaquin County to compete with other regions throughout the State, the Nation, and the global economy.

Business Climate Goals

- All Cities and agencies working together to nurture and help grow local businesses and attract companies within the target industries that provide higher quality jobs and long-term prosperity.
- Address greenhouse gas initiatives implementation.

Sites and Infrastructure Goals

- Develop sites and provide infrastructure that meets the needs of existing companies and those that want to expand or locate in San Joaquin County.

Entrepreneurship Goals

- Improve the entrepreneurial environment in San Joaquin County through new programs.

Tourism Goals

- Recognize and expand tourism as an economic driver focusing on: the wine industry, agri-tourism, Delta waterways, entertainment, cultural events, authentic venues.

Education and Workforce Development Goals

- Improve the education product and level of student participation and/or achievement through the development of new learning programs throughout the County.

Quality of Life Goals

- Cultivate a robust quality of life with a variety of amenities and entertainment offerings that are promoted internally and externally.

Demographic and Economic Setting

Included in this section is a profile of San Joaquin County's most-recent unemployment and per capita income. This is followed by the 24-month averages of same for each jurisdiction, the county overall, the State of California and the nation.

The remainder of this section is a discussion of the demographic and economic conditions including population statistics, housing, employment and industry base. The data were obtained from the U.S. Census Bureau, American Community Survey, California Department of Finance, and the U.S. Census Bureau of Economic Analysis (BEA), California Economic Development Department for comparison of demographic characteristics in San Joaquin County, County sub-areas, and the State of California.[1]

2008-2012 Five-Year Estimates by Census Tract

Jurisdiction	CT	Unemployment	Per Capita
San Joaquin County		15.7%	$22,696
State of California		11.0%	$29,551
United States		9.3%	$28,051
Escalon	49.01	12.3%	$25,394
	49.02	13.2%	$23,081
Lathrop	51.19	12.2%	$20,977
	51.27	10.2%	$20,604
	51.29	29.1%	$17,560
	51.30	16.6%	$17,673
Lodi	41.02	8.5%	$22,677
	41.04	16.0%	$46,655
	41.05	10.4%	$35,105
	41.06	13.6%	$27,832
	42.01	10.4%	$26,310
	42.02	2.2%	$50,764
	42.03	16.5%	$15,313
	42.04	15.5%	$33,784
	43.02	11.0%	$22,100
	43.03	10.6%	$42,350
	43.05	11.1%	$34,868

[1] Appendix 1: Data tables with detailed figures for each year and data sources.

Jurisdiction	CT	Unemployment	Per Capita
	43.07	12.7%	$27,376
	43.08	8.9%	$14,940
	44.02	13.7%	$19,446
	44.03	17.1%	$8,707
	44.04	19.7%	$11,929
	45.01	17.3%	$17,806
	45.02	27.6%	$9,131
Manteca	51.06	8.2%	$26,521
	51.08	12.4%	$17,185
	51.09	26.8%	$18,987
	51.10	16.9%	$20,698
	51.13	11.2%	$27,527
	51.14	12.0%	$27,748
	51.22	12.8%	$24,780
	51.23	17.1%	$26,459
	51.24	18.4%	$23,958
	51.25	9.7%	$25,431
	51.26	23.0%	$16,890
	51.32	23.8%	$17,545
	51.33	23.0%	$21,935
	51.34	11.8%	$24,465
	51.35	15.8%	$30,153
Ripon	50.01	6.5%	$26,619
	50.03	6.4%	$42,555
	50.04	11.2%	$32,494
Stockton	1	29.4%	$9,638
	3	23.2%	$15,013
	4.01	8.0%	$29,356
	4.02	17.4%	$14,738
	5	24.1%	$11,984
	6	31.1%	$11,855
	7	20.2%	$11,057
	8.01	26.7%	$13,996
	9	20.8%	$17,521
	10	12.2%	$31,851
	11.01	15.2%	$18,580
	11.02	15.5%	$21,144
	12	7.3%	$23,744
	13	13.6%	$18,921
	14	13.0%	$19,084
	15	16.7%	$12,287
	16	12.1%	$14,969
	17	19.2%	$11,829
	18	12.1%	$13,460

Jurisdiction	CT	Unemployment	Per Capita
	19	12.7%	$10,644
	20	27.2%	$12,544
	21	31.0%	$12,589
	22.01	14.7%	$11,163
	22.02	22.3%	$8,752
	23	28.2%	$10,582
	24.01	18.8%	$12,297
	24.02	41.2%	$11,310
	25.03	25.7%	$9,816
	25.04	19.6%	$15,448
	27.01	31.9%	$14,016
	27.02	25.0%	$12,746
	28	23.5%	$14,364
	31.06	9.8%	$36,526
	31.08	16.8%	$32,965
	31.09	19.0%	$25,555
	31.10	27.3%	$20,909
	31.11	16.3%	$25,289
	31.12	17.9%	$27,071
	31.13	20.4%	$17,073
	31.14	6.0%	$46,655
	32.03	10.9%	$34,351
	32.05	13.5%	$27,376
	32.08	12.8%	$27,488
	32.09	13.7%	$28,086
	32.10	13.0%	$27,583
	32.13	20.2%	$21,308
	32.14	18.4%	$28,362
	32.15	8.8%	$33,537
	32.16	27.6%	$21,119
	32.17	18.3%	$14,914
	33.05	16.1%	$22,203
	33.06	14.5%	$16,919
	33.07	19.8%	$14,516
	33.08	14.5%	$19,003
	33.10	19.9%	$16,003
	33.11	21.8%	$18,798
	33.12	36.5%	$9,925
	33.13	29.1%	$12,583
	34.03	14.2%	$16,046
	34.04	18.0%	$13,834
	34.05	15.2%	$12,715
	34.06	27.7%	$13,205

Jurisdiction	CT	Unemployment	Per Capita
	34.07	12.0%	$13,027
	34.09	16.3%	$17,335
	34.10	13.3%	$19,318
	35	14.7%	$24,077
	37	36.4%	$14,914
	38.01	50.5%	$17,033
	38.02	12.2%	$20,193
	38.03	22.5%	$12,715
	40.02	8.4%	$31,559
Tracy	52.02	10.0%	$34,627
	52.06	11.4%	$29,521
	52.07	14.3%	$32,083
	52.08	15.5%	$29,756
	52.09	8.5%	$27,591
	52.10	11.8%	$28,887
	53.02	17.7%	$19,507
	53.03	17.7%	$18,488
	53.05	16.7%	$20,193
	53.07	20.8%	$33,557
	53.08	20.3%	$21,726
	54.03	10.4%	$30,439
	54.05	16.3%	$18,974
	54.06	16.4%	$26,141
	55.02	17.2%	$36,572

Source: U.S. Census Bureau, 2008-2012 American Community Survey;
Table S2301 (Unemployment) and B19301 (Income)

Average Unemployment and Per Capita Income

	Unemployment	Per Capita
United States (1)		
1-Year Estimate (2011)	10.3%	$26,708
1-Year Estimate (2012)	9.4%	$27,319
24-Month Average	9.9%	$27,014
3-Year Estimate (2010-2012)	10.1%	$27,385
5-Year Estimate (2008-2012)	9.3%	$28,051
California (1)		
1-Year Estimate (2011)	12.3%	$27,859
1-Year Estimate (2012)	11.4%	$28,341
24-Month Average	11.9%	$28,100
3-Year Estimate (2010-2012)	12.1%	$28,576
5-Year Estimate (2008-2012)	11.0%	$29,551

San Joaquin County (1)			
Population	704,397		
1-Year Estimate (2011)		18.0%	$21,154
1-Year Estimate (2012)		16.0%	$21,652
24-Month Average		17.0%	$21,403
Escalon (3)			
Population	7,254		
5-Year Estimate (2008-2012)		11.5%	$25,641
Lathrop (3)			
Population	19,626		
5-Year Estimate (2008-2012)		15.8%	$18,257
Lodi (2)			
Population	63,338		
3-Year Estimate (2010-12)		16.0%	$23,691
Manteca (1)			
Population	71,948		
1-Year Estimate (2011)		22.0%	$21,470
1-Year Estimate (2012)		14.9%	$23,549
24-Month Average		18.5%	$22,510
Ripon (3)			
Population	14,754		
5-Year Estimate (2008-2012)		7.8%	$32,029
Stockton (1)			
Population	298,118		
1-Year Estimate (2011)		19.3%	$18,421
1-Year Estimate (2012)		17.4%	$18,477
24-Month Average		18.4%	$18,449
Tracy (1)			
Population	84,691		
1-Year Estimate (2011)		15.4%	$23,789
1-Year Estimate (2012)		12.7%	$25,364
24-Month Average		14.1%	$24,577

Source: U.S. Census Bureau, American Community Survey;

Population: U.S. Census Bureau, 2013 Estimate

(1) 2011 and 2012 ACS 1-year estimates

(2) 2010-2012 ACS 3-year estimates

(3) 2008-2012 ACS 5-year estimates

Table S2301 (Unemployment) and B19301 (Income)

Demographics

This section presents a profile of the County's socioeconomic conditions. Topics address current and historic conditions related to population, race and ethnicity, age, educational attainment, income and poverty levels.

Population

Figure 1 reveals the estimated annual growth rate of each community within San Joaquin County from 2007 to 2013. Based on the Department of Finance data between 2010 and 2013, San Joaquin County's annual population growth is equal to the State's (0.63%).

Within San Joaquin County, the Cities of Lathrop and Manteca grew at significantly higher rates between 2010 and 2013, compared to the County and State. In the previous CEDS report of 2010, these Cities also showed growth rates higher than the County. The City of Tracy showed an annual growth rate of 3.78% between 2000 and 2010 but has slowed to 0.45% between 2010 and 2013.

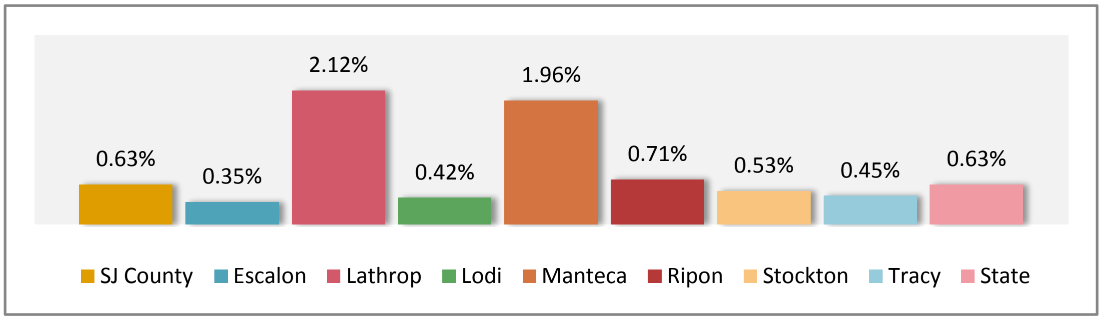

Figure 1 - Estimated Annual Growth Rate 2010-2013, US Census Bureau and California Dept. of Finance

Race and Ethnicity

Figure 2 presents the concentrations of races and ethnicities in the County for 2010. The racial/ethnicity mix in the County is very comparable with the State and much the same as was presented in the 2010 CEDS (2008 data).

While the number of residents in the White Alone category increased in San Joaquin County (from 262,831 in 2008 to 245,919 in 2010), the percentage share of White Alone residents decreased (from 39% in 2008 to 35% in 2010). Continuing the trend from 2008 to 2008, the Hispanic or Latino population in the County increased both in number and percentage share from 2008 to 2010. The proportion of the remaining racial/ethnic groups increased slightly.

The chart below presents the distribution of races and ethnicities in each of the cities in San Joaquin County. The White Alone population appears to be centered in Lodi, Manteca, Ripon and Tracy. The Black and Hispanic/Latino populations are fairly well-distributed throughout the County. Most of the Asian population is in Lathrop, Stockton and Tracy.

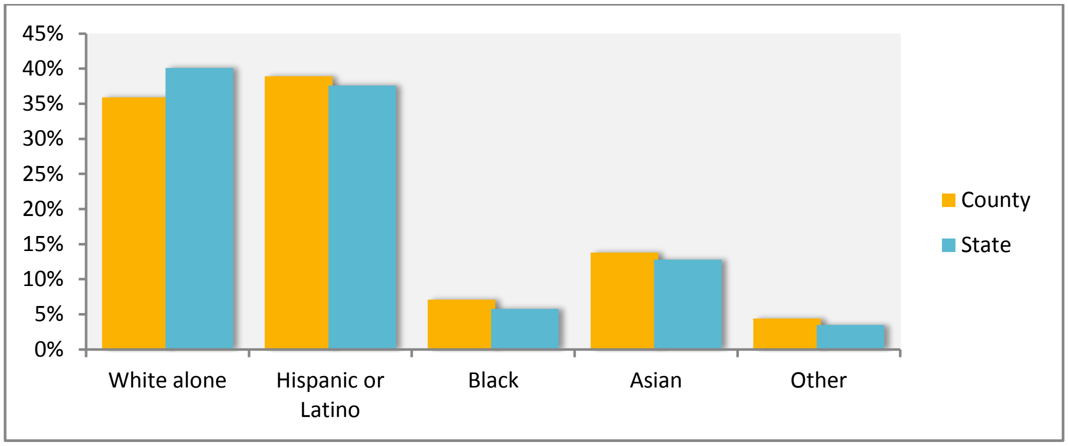

Figure 2 - Race / Ethnicity of San Joaquin County, US Census Bureau 2010

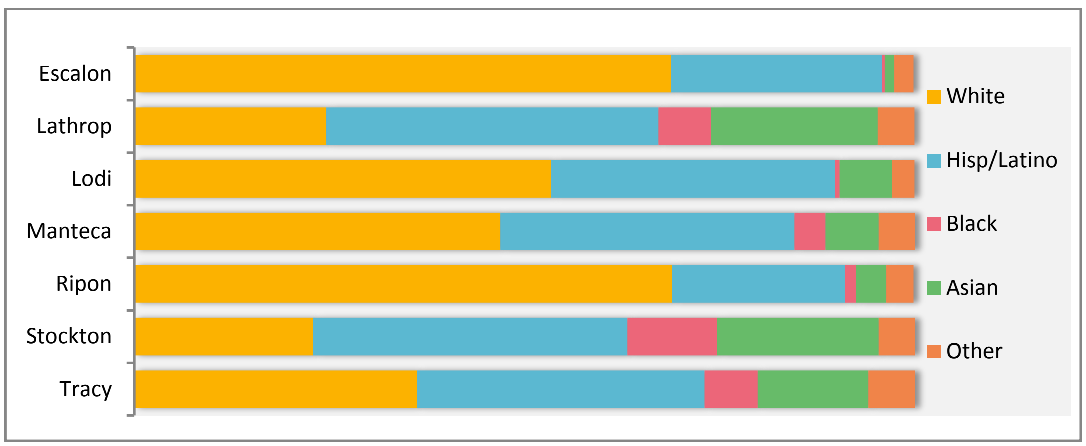

Figure 3 - Race / Ethnicity Distribution within Cities; U.S. Census Bureau 2010

Age Distribution

The age distribution of the County and City populations is shown in the graphic below. The median age of the County and Cities is in the early- to mid-thirties, generally considered a group with good earning potential. Except for Ripon and Escalon, the median ages are younger than the State.

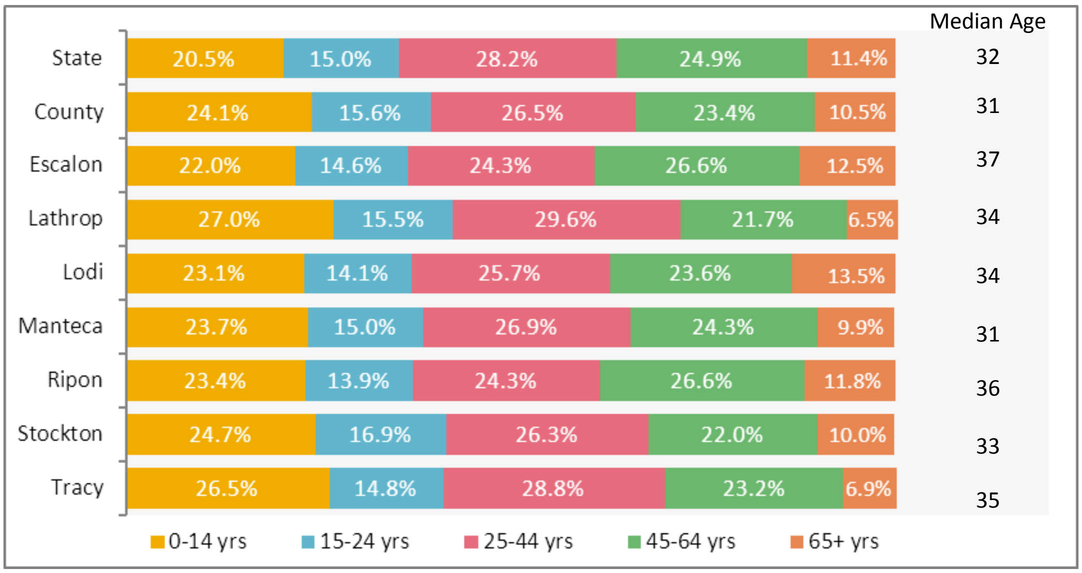

Figure 4- Age Distribution and Median Age by Geography, 2010 U.S. Census

Lathrop has the highest percentage of population under the age of 25 (42%) and the highest percentage of population under the age of 15. The age distributions remained almost the same from 2008 to 2010 County-wide. The only age groups that saw any amount of change were the 25-44 year olds (down two percentage points) and the 45-64 year olds (an increase of just under 2 percentage points).

As was pointed out in the 2010 CEDS, each of the cities within San Joaquin County (where data were available) reveals a higher percentage of residents under the age of 17 when compared to the State. This remains to be the case.

The City of Lodi has the highest overall percentage of residents over 65 (13%) although this is down from the 16% reported in the previous CEDS.

Educational Attainment

Figure 5 presents the distribution of educational attainment for San Joaquin County residents. There was effectively no change from 2008 in the percentage of residents with less than a high school diploma. Additionally the share of the population with high school diplomas decreased by 5.7% (116,310 in 2008 to 109,735 in 2010).

The share of San Joaquin County residents, including each of the Cities, with a high school diploma and some college is larger than the State's share. However, the share of San Joaquin County residents with a Bachelor or more advanced degree is less than the State.

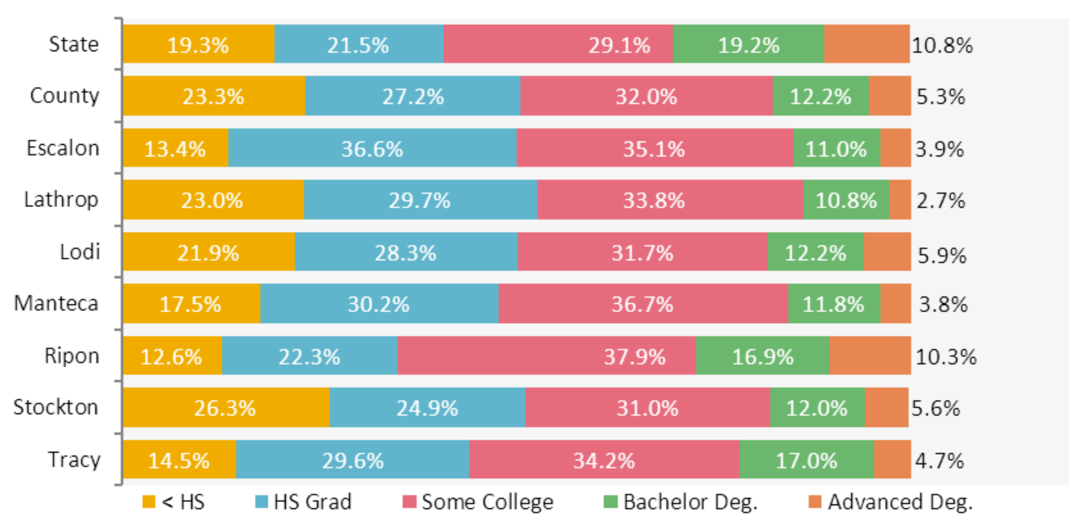

Figure 5 – Educational Attainment of Population over 25 years, US Census Bureau 2010

The percentage change of the number of County residents with a high school diploma decreased by 5.6% from 2008 to 2010; this is double the rate of the State overall (2.7%) (Figure 6). There was a sharp increase (13.8%) from 2008 to 2010 in the number of County residents with advanced degrees.

	Less than High School		High School Grad		Some College		Bachelor Degree		Advanced Degree	
	2008	2010	2008	2010	2008	2010	2008	2010	2008	2010
SJ County	95,029	94,076	116,310	109,735	126,392	128,962	47,101	49,328	18,662	21,241
% Change	-1.0%		-5.6%		2.0%		4.9%		13.8%	
Calif. (mil)	4.588	4.539	5.194	5.049	6.618	6.845	4.379	4.516	2.457	2.546
% Change	-1.0%		-2.7%		3.4%		3.1%		3.6%	

Figure 6 - Percentage Change of Educational Attainment from 2008 to 2010

Income and Poverty

As in the 2008 CEDS, both the County's median household and per capita income levels are below the State's. The Cities of Escalon, Lathrop, Ripon and Tracy all have median household incomes greater than the State's and, with Manteca, greater than the County's. Tracy and Ripon both have median household incomes over $75,000.

When looking at per capita income, only Ripon does better than the State (by just $1,954). Except for Stockton and Lathrop, all other San Joaquin cities' per capita income is greater than the County's.

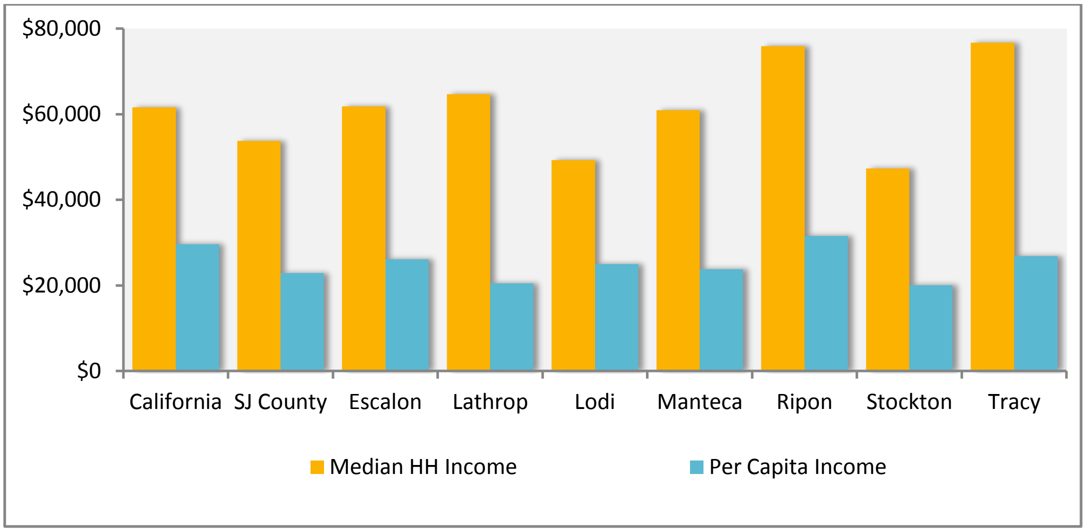

Figure 7 - Median Household and Per Capita Income; 5-Year Estimates 2007-2011 (inflation-adjusted dollars)

The Cities of Escalon, Lathrop, Ripon and Tracy all have median household incomes greater than the State's income level. Manteca is on par with the State (nearly 99%). Only Ripon has a larger share of the State's per capita income.

	2007-2011 Median HH Income	2007-2011 Per Capita Income
San Joaquin County	87.2%	77.1%
Escalon	100.3%	88.0%
Lathrop	105.0%	69.2%
Lodi	80.0%	54.4%
Manteca	98.9%	80.4%
Ripon	123.2%	106.6%
Stockton	76.8%	67.8%
Tracy	124.5%	90.6%

Figure 8 - Income Data as a percent of State income level

San Joaquin County overall has a greater percentage of its population (16.7%) living below the poverty level than the State (14.4%). Except for Lodi and Stockton, all other Cities have a poverty rate lower than the State.

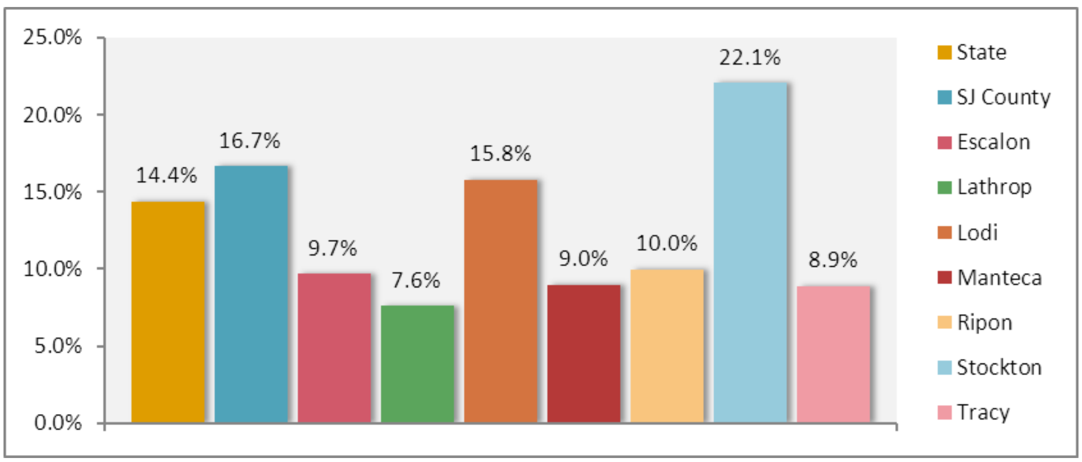

Figure 9 - Percent of Population Living Below Poverty Level, 2010 Census

One can see the correlation of educational attainment and poverty (Figure 10) when the percent of population living in poverty is overlaid with the educational levels of the populations in San Joaquin County.

Both Stockton and Lodi have a lower overall educational attainment and higher percentage of population living in poverty. The fact that the City of Lathrop has a fairly significant amount of the population with less than a high school diploma (23%), yet only 7.6% are living in poverty, could be attributed to the fact that nearly 50% of the population has an associate or higher degree.

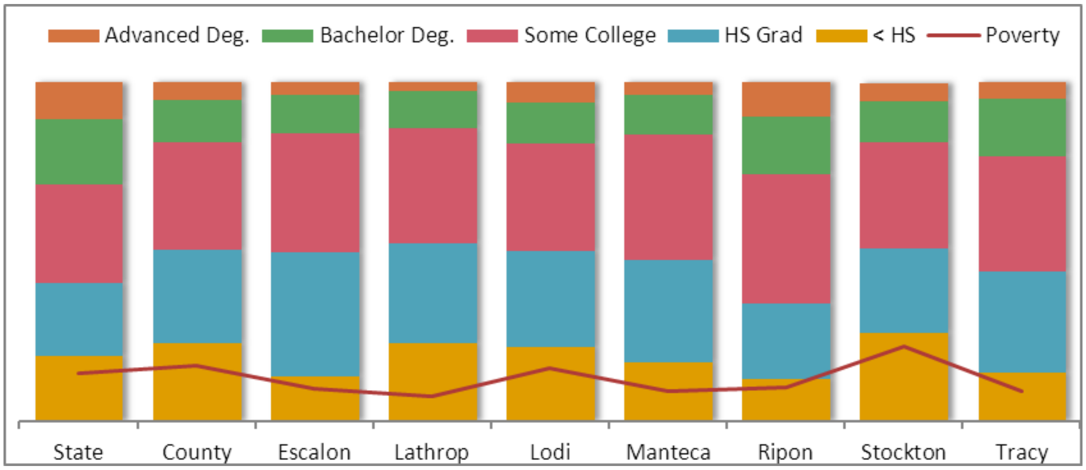

Figure 10 - Educational Attainment and Poverty

Unemployment

The unemployment rates indicated in the graphic below are the annual rates for the given jurisdictions and the rate for October 2013, the most recent data for this year. During the recent economic recession, the unemployment rates peaked in 2010 and have gradually declined. As of October 2013, the unemployment rates for both San Joaquin County (11.6%) and California (8.3%) continue to be higher than the national rate (7.3%).

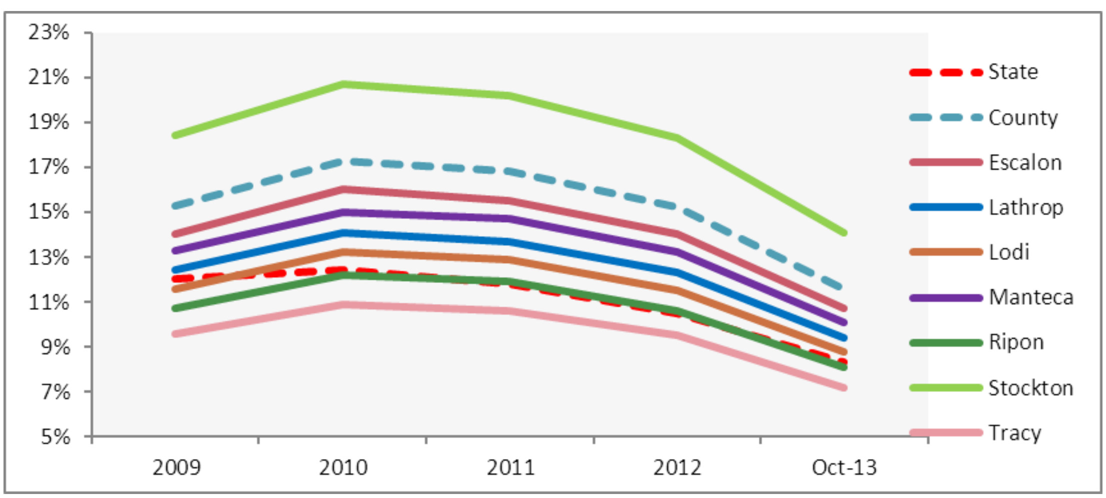

Figure 11 - Unemployment Rate 2009 to October 2013 (most recent), California EDD LMI

Since 2010 each of the Cities has had a lower unemployment rate compared to the County with the exception of the City of Stockton which has been consistently above both the County and State rates. The City of Tracy has maintained the lowest unemployment rate amongst the Cities in San Joaquin County and currently has an unemployment rate of 7.2% which is on par with the national rate. Since 2010 Ripon has been at or below the State unemployment level.

Within the State, San Joaquin County's unemployment rates have been 8th highest in 2010 and 2011, 11th highest in 2012, and 13th highest with the most recent 2013 data.

Labor Force

Labor Force data in the table below are the annual civilian labor force counts for the State, County and Cities of San Joaquin from 2010 to the most recent, October 2013. The Cities within San Joaquin County showed lower growth rates than California. Only the City of Tracy showed any net growth in labor force from 2010 to 2013. The City of Tracy also recorded the lowest unemployment rate.

Jurisdiction	2010	2011	2012	Oct 2013	Percent Change 2010-2013
California	18,292,500	18,404,500	18,494,900	18,574,100	1.54%
SJ County	298,500	299,800	301,100	295,900	-1.00%
Escalon	3,500	3,500	3,500	3,500	0.00%
Lathrop	5,700	5,700	5,700	5,700	0.00%
Lodi	31,800	31,800	31,800	31,800	0.00%
Manteca	27,700	27,600	27,500	27,400	-1.08%
Ripon	6,000	6,000	6,000	6,000	0.00%
Stockton	127,700	127,000	125,900	123,800	-3.05%
Tracy	32,700	32,600	32,700	33,000	0.91%

Figure 12 - San Joaquin County Labor Force, California EDD, October 2013

Commute Habits

Approximately 260,000 San Joaquin County residents commute to work each day. As evidence in the pie chart on the next page, a large majority of workers drive alone. The mean travel time is just under 30 minutes.

A recent study completed for a three-county area included a survey of workers and commuters.

A conclusion of the study is that those workers who travel out of the County for employment are much more likely to carpool or use some type of public transit.[2]

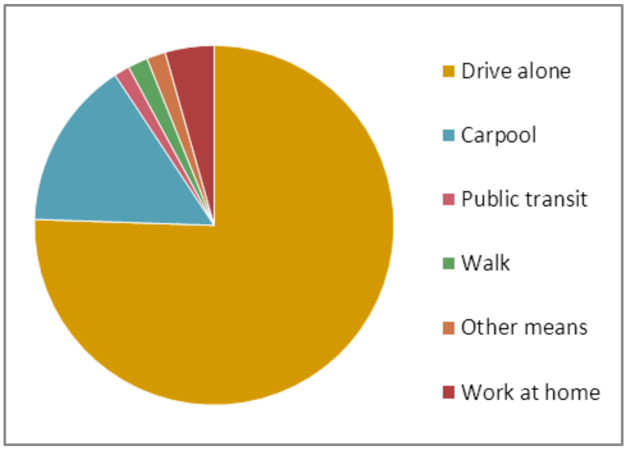

Figure 13 - Commuters' Means of Transportation, 2007-2011 American Community Survey 5-Year Estimates

Industry Trends

This section provides an overview of employment growth and retraction by major industry groups. A detailed spreadsheet of San Joaquin County industries and sources for employment growth/decline, number of firms, average wages, national employment and growth projections, and manufacturing capacity utilization is included in the Appendix.[3]

Employment Growth / Decline

The distribution of the 16,441 firms in San Joaquin County is heavily concentrated in the services and retail industry (63% and 8.7% respectively) which experienced a decline in employment over the 5-year period 2006 to 2011 as did seven other industry sectors. There was employment growth in only three industry sectors – agriculture, wholesale, and transportation.

The manufacturing sector experienced an 18% decline in jobs (from 21,821 in 2006 to 17,938 in 2011). Job losses were in textiles, wood products, paper and printing, primary metals, fabricated metals, computer and electronic products, transportation equipment,

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[2] Kittelson & Associates, Inc. for San Joaquin Council of Governments. *Interregional Multi-Modal Commute Trip Planning Study*. June 2013.
[3] Appendix 2: Detailed San Joaquin County Historical Industry Trends.

and furniture and fixtures. The NUMMI auto plant closure in Fremont resulted in a significant employment loss in San Joaquin County. Approximately 900 NUMMI workers were residents of San Joaquin County; and ten of the company's primary suppliers were located in San Joaquin. [4]

A total of 397 industries (at the 6-digit NAICS level) added jobs from 2006 to 2011. The industries with the most absolute employment growth were: HMO medical centers, nursing care facilities, banking, freight trucking, and agricultural support services.

Job losses were recorded in the following industries: new car dealers, call centers, general medical hospitals, paper product manufacturing, cabinet and countertop manufacturing, several retail and service industries.

Industry	Number Firms (2011)		Employment (2011)		Employment Growth (2006-11)	Average Wage 2011
Ag, Forestry, Fishing	1,050	6.4%	14,481	8.8%	7%	$25,551
Mining	9	0.1%	77	0.0%	- 67%	$79,502
Utilities	17	0.1%	1,177	0.7%	- 04%	$98,527
Construction	947	5.8%	7,432	4.5%	- 53%	$48,481
Manufacturing	507	3.1%	17,938	10.8%	- 18%	$48,434
Wholesale Trade	536	3.3%	10,226	6.2%	6%	$50,882
Retail Trade	1,428	8.7%	24,002	14.5%	- 12%	$26,805
Transportation	446	2.7%	12,643	7.6%	6%	$44,433
Information	93	0.6%	1,885	1.1%	- 24%	$59,788
Finance, Insurance	494	3.0%	4,958	3.0%	- 26%	$50,540
Real Estate	476	2.9%	2,468	1.5%	- 25%	$38,623
Services	10,438	63.5%	68,069	41.2%	- 03%	$34,932
Total Industries	16,441		166,422		- 10%	$37,917

Figure 14 - Historical Industry Trends, San Joaquin County; Source: IMPLAN ES202 data

[4] *NUMMI points up the state's loss of manufacturing jobs.* Modesto Bee. March 20, 2010. George Avalos, Contra Costa Times.

National Industry Growth Projections

Except for three industries—ag, utilities and manufacturing—all industry sectors are expected to experience employment growth in the 10 years between 2010 and 2020. All industries are expected to report output growth in that same time period. The anticipated level of output growth is greater than employment growth, no doubt due to innovations and efficiencies which allow companies to do more with fewer employees.

Based on the national employment projections San Joaquin County can expect to regain only a small amount of the job losses experienced from 2006 to 2011 (Figure 15).

Industry	San Joaquin Employment Growth (2006-2011)	Projected Annual U.S. Growth 2010-2020	
		Employment	Output
Ag, Forestry, Fishing	7%	- 0.6%	1.9%
Mining	- 67%	0.4%	1.3%
Utilities	- 04%	- 0.7%	2.0%
Construction	- 53%	2.9%	3.8%
Manufacturing	- 18%	- 0.1%	2.8%
Wholesale Trade	6%	1.3%	3.4%
Retail Trade	- 12%	1.2%	3.7%
Transportation	6%	1.9%	3.3%
Information	- 24%	0.5%	4.7%
Finance, Insurance	- 26%	0.9%	3.3%
Real Estate	- 25%	1.3%	3.1%
Services	- 03%	1.9%	2.7%
Total Industries	-10%	1.3%	2.9%

Figure 15 - Comparison of San Joaquin Historic Industry Trends and Projected U.S. Growth; Source: IMPLAN ES202 data

Factors Affecting Economic Development

This section contains an analysis of San Joaquin County's economic development issues and challenges. It is the basis for the programs and strategies presented in the Action Plan.

Economic Conditions

During the recent economic recession, the unemployment rates peaked in 2010 and have gradually declined. As of October 2013, the unemployment rates for both San Joaquin County (11.6%) and California (8.3%) continue to be higher than the national rate (7.3%). Since 2010 each of the Cities in the County has had a lower unemployment rate compared to the County with the exception of the City of Stockton which has been consistently above both the County and State rates.

Economic Development Programs

Redevelopment

In 2012 the California Legislature approved the dissolution of the state's 400 plus Redevelopment Agencies (RDA). Dissolution involved forming successor agencies to manage redevelopment projects currently underway, make payments on enforceable obligations, and dispose of redevelopment assets and properties. The loss of RDAs means that communities are less able to make investment and improvements to the business districts that most need it. Communities are also finding it challenging to fund affordable housing.

Enterprise Zone Program

Enterprise zones have long been the primary economic development tool and were the last development incentive available. The enterprise zone program came under criticism and those calling for its elimination were successful in 2013.

The loss of enterprise zones has made it especially difficult for the most economically challenged communities, which includes those in San Joaquin County, to be competitive in economic development. The enterprise zone program encourages businesses to open and invest in disadvantaged areas, hire local residents who suffer from chronic unemployment, including veterans. Eliminating the hiring tax credits and other program incentives is and will continue to make it difficult to retain and expand local business as well as to attract new businesses.

Bankruptcy

The City of Stockton's efforts to avoid bankruptcy failed. In 2012 attorneys for the City argued that the City had cut its budget and services to the bone and had no choice but to ask for bankruptcy protection. The City based its salaries, benefits and borrowing on long-term anticipated developer fees and increasing property tax revenue. But this revenue was not realized in the property value crash. A federal judge accepted the City's Chapter 9 application while noting that the City had done what it could to avoid the designation. The people of Stockton have long felt the effects of budget tightening and it is expected they will continue to feel the impact for years to come.

Transportation

State Route 99 is the primary transportation corridor of the San Joaquin Valley. The high growth rate experienced in San Joaquin County and the region is expected to continue to some degree. This increased commuting traffic and trucking activity will exceed the highway's capacity. To help ensure successful job-creating development occurs and to sustain an efficient goods movement system, substantial infrastructure investment is needed to maintain and improve SR 99.

Air Quality

The San Joaquin Valley is designated by the EPA as an Extreme Air Quality Non-attainment Area. San Joaquin Valley Air Pollution Control District is requiring larger employers to participate in a commute management program that promotes alternatives to driving alone (i.e., transit, carpools, vanpools) in an effort to reduce vehicle miles traveled by employees to and from work and ultimately limit emissions. This ruling requires San Joaquin County employers (among others) to implement employee trip reduction programs by 2014.

Workforce

In October 2013, the San Joaquin Workforce Investment Board (WIB) commissioned a study of the growing industry clusters in San Joaquin County and the related business demand for selected occupational skills. The report describes characteristics of the labor force and focuses on the skills and employment needs of key population segments such as unemployed and underemployed workers, veterans, the disabled and workers in major ethnic groups.[5]

A conclusion of the study is that the educational profile of the County's underutilized labor force matches the educational and training requirements of future jobs. However, most of these expected new jobs will require minimal to moderate education or training and, consequently, have a lower earning potential.

Skills Analysis

The WIB Plan focused on analyzing the unemployed labor force who had previously worked in any one of four industry clusters: Agriculture, Energy, Health and Wellness, Logistics, Manufacturing, and Water Technology. A goal of the analysis was to identify matches and mismatches between the work force and the projected jobs and occupation growth.

Agriculture. The unemployed labor force with previous experience in agricultural industries matches the educational and training requirements of jobs within the cluster. Both are in the lower- and lower-middle rungs of educational/training ladder.

Health and Wellness. Some jobs in this sector require only a moderate amount of education or training (high school diploma or some college). Most of the underutilized labor force who have experience in this cluster match this educational attainment. For the more skilled occupations, there are currently less than 200 unemployed persons with an AA and industry experience.

Logistics. These jobs are primarily in the lowest educational and training categories and may require only short-term OJT. There are slightly over 350 persons who are unemployed and previously worked in Logistics-related industries and have achieved high school diplomas or some college.

Training Programs. The study also identified whether training programs exist for the occupations in the three growing industry clusters.

- Agriculture Sector – 44 growth occupations, 33 have no related training programs
- Health and Wellness Sector – 19 growth occupations, 7 have no related training programs
- Logistics Sector – 20 growth occupations, 15 have no related training programs

[5] The data presented in this section is derived from the *Administrative Draft Local WIB Plan Labor Force Analysis*. October 4, 2013. San Joaquin Workforce Investment Board.

Business Activity

The San Joaquin Partnership, primary organization for marketing and business attraction, reports the following activity between 2010 and 2013:

- total of 311 project files opened
- 55 project won
- 4,910 new jobs created
- 1,402 jobs retained

The new/retained jobs are primarily in the manufacturing sector, followed by logistics, and some service and R&D jobs.

Continuing Services

The 2014 Action Plan, which is presented later in this report, provides a listing and description of the ongoing programs and activities available to businesses, entrepreneurs, employees and job-seekers.

The majority of these programs and services are a result of and provided through a partnership of government(s), nonprofit, and other agencies.

Public Participation

As presented at the beginning of this document, the CEDS Task Force and the CEDS Committee include considerable private sector representation as well as broad industry and agency representation. The County, Cities, local and regional agencies, business, and several public-private sector organizations work together to improve the region's economic future and ensure there are well-paying jobs for the local workforce.

On behalf of and with the City jurisdictions, the County economic development staff has frequent communications and participates in economic development planning, programs, and efforts with the following organizations and agencies.

- California Association for Local Economic Development www.caled.org
- California Association of Enterprise Zones www.caez.org
- California Department of Housing and Community Development www.hcd.ca.gov
- California Partnership for the San Joaquin Valley www.sjvpartnership.org
- CalTrans www.dot.ca.gov
- San Joaquin Council of Governments www.sjcog.org
- San Joaquin Partnership www.sanjoaquinusa.org
- U.S. Department of Agriculture www.usda.gov
- U.S. Small Business Administration www.sba.gov

Shared Goals

Recognizing the importance of public/private sector partnerships to the area's economic success, the CEDS Committee aligned the CEDS programs and projects and incorporated the initiatives of a variety of recently completed studies and plans into the action plan.

San Joaquin Valley Interregional Goods Movement Plan (Aug 2013)[6]

Goals:

- Develop a plan of prioritized projects, strategic programs, and policies that will guide goods movement planning in the region in the future.
- Create strategies for improving the environmental performance of goods movement in the Valley and mitigating impact on communities.

[6] Prepared by Cambridge Systematics, Inc. for San Joaquin Valley Regional Transportation Planning Agencies

Recommendations:

- Integrate projects with regional, state and federal planning efforts to improve funding chances.
- Areas for future study:
  - Potential for short line or short haul rail
  - Use of natural gas or other alternative, cleaner fuels for goods movement purposes
  - Potential of zero-emission or near-zero emission technologies
  - Truck routing and parking
  - Future air cargo needs and role that multiple airports can play in meeting the needs
  - Identify "last mile" connectors to understand role in regional goods movement

Interregional Multi-Modal Commute Trip Planning Study (June 2013)[7]

Goal:

- Assist the San Joaquin Council of Governments (SJCOG) and its partner agencies to identify the best course of action to implement a 21st century multimodal trip planner.

Recommendations:

- Modernize the existing structure of commuter information services currently provided.
- Integrate inter-jurisdictional transit trip planning, bicycle and pedestrian routing, and ridesharing options and services.
- Provide commuters and residents with transportation options within the tri-county area (San Joaquin, Stanislaus, and Merced), Bay Area, Sacramento, and Fresno.
- Provide environmental, fiscal and economic development benefits to the region.
- Provide a single clearinghouse for commuter assistance services and provide employers with tools and resources to assist in meeting the requirements of Rule 9410.[8]
- Establish a method to track and measure the region's progress towards air quality attainment.
- To best serve the unique interregional travel information needs of the region in the most cost effective way, implement a new Multi-Modal Trip Planning (MMTP) with the desired features documented as part of the study.
- Examine Caltrans' PATH2Go system for adaptability and ultimately implementation.

Route 99 Corridor Enhancement Master Plan (Feb 2013)[9]

Goals:

- Adopt a Route 99 Corridor Enhancement Master Plan that is universally accepted and guides public and private sector decisions along the corridor.
- Create a San Joaquin Valley Route 99 Corridor identity.

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[7] Prepared by Kittelson & Associates, Inc. for San Joaquin Council of Governments

[8] San Joaquin Valley Air Pollution Control District's Rule 9410, adopted December 2009 is also known as the Employer-Based Trip Reduction or e-TRIP rule. It requires large employers to promote and participate in commute management activities.

[9] Prepared by CalTrans District 6

- Establish a plan that improves operations, maximizes safety, fosters economic vitality and protects environmental resources.

Recommended Next Steps:

- Obtain local agency consent of the themes identified and begin incorporating as opportunities arise.
- Clearly identify and prioritize needed improvements to the route.
- Pursue additional state and federal funding for corridor improvements.
- Identify potential public private partnerships to assist in government's efforts to improve the route.
- Obtain consensus on Interstate designation, identify and mitigate potential consequences.
- Pursue and facilitate local efforts to improve the corridor.

SR 99 Updated Business Plan (Feb 2013)[10]

Purpose:

- Provide a guide for decision makers as they address the needs of this critical transportation corridor.

Business Plan Goals:

- Establish a mutually agreed upon financial program for completion of project improvements.
- Update, enhance and apply corridor performance measures.
- Establish mutually agreed upon management plan policies.
- Establish strategies that maximize the effectiveness of State Transportation Improvement Program (STIP) and State Highway Operation and Protection Program (SHOPP) type projects.
- Support and apply the adopted principles/outcomes of the Regional Blueprint as appropriate.
- Establish a corridor Right of Way preservation strategy that is universally accepted.
- Identify the economic benefit associated with an improved transportation corridor.

San Joaquin Valley Regional Industry Cluster Analysis and Action Plan (Sept 2012)[11]

Goals:

- Prepare a valley-wide industry cluster analysis and regional strategy that will serve to catalyze the growth of priority clusters.
- Support improved regional economic performance, sustainability and shared opportunity for Valley residents, businesses and communities.

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[10] Prepared by CalTrans District 6 and 10 Business Plan Development Team

[11] Prepared by Applied Development Economics for the Office of Community and Economic Development California State University, Fresno on behalf of California Partnership for the San Joaquin Valley

Recommendations / Ag Cluster:

- Designate champions for each action.

Recommendations / Energy Cluster:

- SJV Clean Energy Organization lead the cluster development action plan.
- Expand networking to connect more stakeholders.
- Advocate for funding for SJV Regional Energy Plan Roadmap.
- Coordinate with County Planners (CSAC) and other organizations and agencies.
- Provide input to PUC on energy facilities siting.

Recommendations / Health and Wellness Cluster:

- Convene high level cluster meetings.
- Advocate for transfers within regional network of accredited courses.
- Collaborate with hospitals to unify employee competencies, translate to college curriculum.
- Expand nursing residencies in Valley; coordinate with hospitals, community colleges, universities.
- Advocate for funding.
- Expand mentoring programs.
- Coordinate with networks for e-health.
- Collaborate with cluster partners to develop more regional, coordinated transportation systems.
- Expand Patient Navigator and other model programs.
- Coordinate with UC Merced Health Sciences Research Institute, CVBI, entrepreneurship centers.

Recommendations / Logistics Cluster:

- Ensure coordination among cluster partners on planning/projects.

Recommendations / Manufacturing Cluster:

- Coordinate with cluster partners for increased training.
- Match resources of the universities to the manufacturers; connect internships with employers.
- Develop a strategy to close supplier gaps.
- Advocate for policy on increasing markets for recycling in California.

Recommendations / Water Technology Cluster:

- Broaden focus of R&D to address diverse water supply and quality issues.
- Focus on growth of specific technologies.

Recommendations / Public Sector Infrastructure Cluster:

- Implement CCWC Regional Plan as Cluster Strategy for workforce.
- Coordinate with Partnership to advocate for public sector investment/local hiring.
- Identify lead to update project inventory and schedule.
- Coordinate with cluster partners to link project priorities with possible funding sources.

San Joaquin Valley Regional Economic Summit (March 2012)[12]

Goal:

- Help determine what policies, strategies and actions must be pursued to support the development of vibrant, globally competitive economic regions that attract investment, create jobs.

Recommendations:

- Identify sites for consolidation centers that will allow access and connectivity to Class I rail services.
- Develop partnerships to invest in transportation modes (e.g. short-haul rail and air cargo).
- Capitalize on existing assets and investigate potential opportunities for exports.
- Upgrade SR-99 as planned in the 2009 business plan.
- Create criteria to fairly evaluate local connector roads, east/west corridors, and port connectivity.
- Build air quality conformity and safety goals into regional planning efforts.
- Integrate freight into land use planning.
- Investigate multimodal options to connect international and domestic markets.
- Launch educational campaign about the connection between water infrastructure, conservation, and Valley's economic livelihood.
- Develop an energy conservation grant program.

I-580 Interregional Multi-Modal Corridor Study (August 2011)[13]

Study Purpose / Goal:

- Analyze the contribution to I-580 traffic from the counties of San Francisco, San Mateo, Santa Clara, Alameda, Contra Costa, San Joaquin, and Stanislaus and how multi-modal strategies applied in these counties can help preserve and improve the operational integrity of the Interstate 580-205 Altamont Pass.

Policy Recommendations and Next Steps:

- Support Transportation Demand Management (TDM) programs as a CEQA mitigation.
- Support implementation of San Joaquin Valley Air Pollution Control District's e-TRIP.
- Support local, regional, and statewide commute benefit ordinance initiatives.
- Support greater coordination between regional transportation and air quality planning agencies in development of commute benefit ordinances.
- Support employer-based pricing incentives as a potential employee benefit.
- Support implementation of parking pricing where feasible.
- Develop a toolbox of interregional TDM strategies with guidelines for employers.
- Continue supporting regional traveler information websites.

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[12] Prepared by the California Partnership for the San Joaquin Valley
[13] Prepared by Dowling Associates, Inc. and The Tioga Group for San Joaquin Council of Governments

- Support development of the BART extension to Livermore.
- Support enhancements to ACE passenger rail right-of-way over the Altamont Pass.
- Support the Altamont Corridor Rail Project, which will connect the Cities of Stockton and San Jose.
- Support the expansion and enhancement of regional transit services.
- Support state and federal transportation funds to implement capacity and system improvements.
- Support projects and programs that improve efficiencies of short-haul rail between the Port of Oakland and the Port of Stockton and projects that develop or enhance short-haul intermodal service in San Joaquin Valley.
- Support intermodal container manufacturing in Northern San Joaquin County.
- Support, where applicable, upgrades to sections of the State Route system between the San Joaquin Valley and the Port of Oakland to STAA Standards.
- Consider supporting dredging operations to facilitate larger container ship services between the San Francisco Bay Area and the Port of Stockton.

San Joaquin County Regional Blueprint (March 2010)[14]

Goals:

- Establish a coordinated long-range regional vision between transportation, land use, and the environment from an overall quality of life perspective.

Recommendations:

- Advocate for and seek funding opportunities for the region.
- Develop planning tools and information.
- Identify implementation incentive opportunities through existing SJCOG plans and programs.
- Identify and extinguish physical, procedural, and political barriers that inhibit realization of goals and vision.
- Continue educational outreach and seek educational opportunities for professional planning staff.
- Improve the land use and traffic models as tools for planning and evaluation.
- Develop additional regional incentives and minimizing disincentives.
- Establish a tool kit of strategies that can be used at the local level.
- Assess dynamics regarding the fiscalization of land use and ensure land use planning and other policy direction is compatible with economic development strategies.
- Work with key stakeholders and partner agencies on implementation and development of a Sustainable Community Strategy (SCS).
- Develop on-going evaluation and monitoring of progress toward realization of goals.

[14] Prepared by San Joaquin Council of Governments in collaboration with a broad representation of public and private organizations and agencies

- Monitor overall development policy and activity, and promote policies and results that support the repayment of infrastructure debt.
- In the preparation of economic development marketing materials, include elements that clearly tie the region's inherent advantages and opportunities to its challenges and its strategic direction.
- Improve the strategic jobs to housing balance.
- Monitor development market conditions, especially housing development generated by both internal and external forces (e.g. the County serving as bedroom community to neighboring metro areas), to ensure that economic development interests are served, for example:
  - Matching housing supply with the evolving (including the target-industry-serving) locally employed labor force.
  - Preserving land for economic activity, including agricultural land and prime sites for office/industrial use, all in balance with environmental and other land use goals.

I-205 / I-5 Corridor System Management Plan (May 2010)[15]

Purpose:

- Analyze existing and future traffic conditions, propose traffic management strategies and capital improvements to maintain and enhance mobility within each corridor.

Recommendations Short-Term (2014) and Near-Term (2017)

- Deploy programmed ITS elements along I-205 and I-5 per SHOPP list.
- Install additional PeMS detector stations along I-205 and I-5.
- Auxiliary lanes from Mountain House Parkway to Eleventh Street.
- Extend acceleration and deceleration lanes from Grant Line Road to Tracy Boulevard.
- I-5 HOV lanes Country Club Blvd to Hammer Lane.
- Interchange improvements: I-5 and French Camp Road, Hammer Lane, Eight Mile Road, Otto Drive, Mathews Road, Roth Road; SR-120 and Airport, McKinley Avenue; I-205 Tracy Blvd.
- Arterial Improvements: Sperry Road extension, Lathrop Road widening, Airport Way widening.
- Intersection improvements: Mathews and Manthey Roads; Pershing Ave and March Lane; Pacific Ave and March Lane; Thornton Road and Hammer Lane; Thornton and Eight Mile Roads.

Recommendations Near-Term (2017)

- Deploy planned ITS elements along I-205 and I-5, including RM infrastructure.
- Implement ramp metering.
- I-5 HOV lanes.

[15] Prepared by DKS Associates for California Department of Transportation, San Joaquin Council of Governments

- Freeway improvements: SR-120 Widening to 6 lanes, SR-4 Extension.
- Interchange improvements: I-205 and Lammers Rd, MacArthur Drive; I-5 and Gateway Road, Louise Avenue, Lathrop Road.
- Arterial improvements: Widening of Lammers Road, Eight Mile Road, Airport Way.

Coordination with State of California Economic Development Priorities

The *San Joaquin County Regional Blueprint* (January 2010) referenced elsewhere in this CEDS, has a role in coordinating with State Economic Development Priorities. As stated in the *Blueprint* (p. 18-19) "many of the planning processes and tools developed during the four-year *Blueprint* planning process will provide a reference point to begin developing a Sustainable Communities Strategy (SCS) required by State of California SB 375."

The San Joaquin Partnership, a key economic development agency in the County, works closely with the California Business and Investment Services (CalBIS) division of the Governor's Office of Business and Economic Development to market the State and its economic development incentive programs.

In addition to its overall programmatic focus on business assistance, the San Joaquin County Economic Development Association (SJCEDA) has specific programmatic roles involving state and multi-county sub-state coordination, including the Rapid Response Program.

The SJCEDA Rapid Response Team continues to be a member of the Bay Area Rapid Response Roundtable and was instrumental in the development of the Central Valley Rapid Response Roundtable. These groups respond to major business issues or closures that affect the entire Central Valley and the Bay Area. In 2009, the Rapid Response Team provided assistance to 57 area businesses, which were either downsizing or closing, resulting in 109 rapid response orientations to bring dislocated services to approximately 5,793 affected employees.

Public Review

In addition to the CEDS Task Force, the Workforce Investment Board and the Board of Supervisors, the general public was given an opportunity to review and comment on the San Joaquin County 2014 CEDS. A notice was posted January 23, 2014 notifying the public that the CEDS document was available for review for 30 days. The CEDS document was available at the office of San Joaquin County Economic Development Association, 56 S. Lincoln Street, Stockton, CA, and on the SJEDA's website, www.sjcworknet.org

2014 Action Plan

This section presents the capital improvement and economic development projects of the Cities and County of San Joaquin. A more thorough description of the projects and programs is included in the Appendix.[16]

Capital Improvement Projects and Economic Development Programs and Services Organized by Jurisdiction and Agencies

City of Escalon	
• Sewer Master Plan Alternative Alignment	• Water Supply Tank and Pump Station
City of Lathrop	
• Lathrop Road Westerly Grade Separation • Lathrop Generations Center	• Lathrop Road & I-5 Interchange Improvements • Louise Avenue & I-5 Interchange Improvements
City of Lodi	
• Green Business Incubator	• Harney Lane Project
City of Manteca	
• South Manteca Storm Drain	• North/Central Trunk Sewer
• McKinley Avenue Interchange	• Austin Road Interchange and Business Park
City of Ripon	
• Mistlin Sports Park Water Tower Tenant Improvements	• SSJID Water Project • Stockton Avenue Phase II Improvements
City of Stockton	
• North Stockton Widening and Interchanges • Airport Way Streetscape Beautification Phase V • Global Climate Change Mitigation Incentive Fund • RWCF Headworks Rehabilitation & Energy Mgmt Plan • Arch Road Widening • Arch Road Sanitary Trunk Line • Waterfront Connection Project, Phase 2 • Miner Ave Complete Street and Revitalization Ph 2 • California Street Rehabilitation Project	• Thornton Road Widening • STAA Terminal Access Route Improvements • Church Street Sewer and Lift Station • Tuxedo Avenue Sewer Rehabilitation Project • Channel (Smith Canal) Storm Drain Pump Station • Northeast Reservoir No. 1 and Pump Station • Hammer Lane Widening • French Camp Reservoir and Pump Station • Newcastle Loop Phase II
City of Tracy	
• I-205/MacArthur Rd Interchange Improvements • I-205 / Lammers Road Interchange	• Holly Sugar Recycled Water Line

[16] Appendix 3: San Joaquin County and Cities Capital Projects

Port of Stockton	
• San Joaquin International Gateway Project • Port of Stockton West Complex Fyffe Ave Grade Separation	• Port of Stockton Overweight Corridor • East Complex Goods Movement Corridor Improvements
San Joaquin County	
• iHUB Development • Terminal improvements • Rehabilitate runway lighting and signage • Airport layout plan • Wildlife management assessment • Reconstruct terminal apron • Pavement maintenance management plan • Replace security access control per TSA/1542 • Acquire ARFF vehicle	• Upgrade airfield home run duct bank • Reconstruct general aviation airport • Rehabilitate runway 11R-29L and TWS B,D,D9,F,G,L,M,N • Rehab/Replace baggage movement system • Terminal improvements/Holdroom expansion/FIS Facility • Parking improvements • Equipment and capital outlays
San Joaquin Delta College / Small Business Development Center	
• Technical assistance, consulting, training • Kitchen Incubator Planning Grant	• Kitchen Incubator Development
San Joaquin Partnership	
• San Joaquin County Strategic Plan update	
Ongoing Programs and Services — San Joaquin County Economic Development Association (EDA)	
• Services for employers, including business planning, loan packaging, exporting and importing, government procurement, accounting systems, identifying local customers and suppliers, and employee training and hiring	
Ongoing Programs and Services — San Joaquin County Partnerships	
• San Joaquin County Revolving Loan Fund (RLF), offering loans up to $1 million for job-generating businesses in San Joaquin County, for working capital, inventory purchase, machinery and equipment, furniture & fixtures, leasehold improvements, and gap financing. — San Joaquin County Employment and Economic Development Department, San Joaquin County WorkNet, EDA • Women Entrepreneurs, a program dedicated to increasing the economic independence of women, which provides in-depth training in each step of starting and operating a business, and offers ongoing business consulting and support — Northeastern California SBDC, San Joaquin Delta College • Business Incubator Loan Program, offering loans to businesses below the RLF minimum of $25,000 — SJC Economic Development Association, SBDC	
Ongoing Programs and Services — Northeastern California SBDC	
• Mystery Shopper Program, to help business owners provide appropriate customer service • Business Incubator, a (mostly) virtual business location also providing business management consulting and other support for entrepreneurs • Entrepreneur Challenge, an annual competition for aspiring entrepreneurs offering cash prizes and public exposure • Business workshops on various topics, including franchising, workers' compensation issues, government contracting, web design, marketing, pricing, and others	
Ongoing Programs and Services — San Joaquin County WorkNet	
• Employee Outreach and Recruitment Program, and WorkNet Assessment Center, which help employers recruit and screen job applicants • Job Training, custom-tailored if necessary to employers' needs • Rapid Response Program, providing assistance to employers facing layoffs, downsizing, changing skill needs, etc. • One-Stop employment services	

Capital Improvement Projects Organized by Priority[17]

Immediate	
2) Sewer Master Plan Alternative Alignment 3) Lathrop Road Westerly Grade Separation 6) Lathrop Generations Center 7) Green Business Incubator 8) Harney Lane Project 12) Austin Road Interchange and Business Park Phase 1 13) Mistlin Sports Park Water Tower Tenant Improvements 14) SSJID Water Project 15) Stockton Avenue Phase II Improvements 16) North Stockton Widening and Interchanges 18) Airport Way Streetscape Beautification Phase V 30) Global Climate Change Mitigation Incentive Fund 36) I-205/MacArthur Rd Interchange Improvements 38) Terminal Improvements 39) Rehabilitate Runway Lighting and Signage System	40) Airport Layout Plan 41) Wildlife Management Assessment 42) Reconstruct Terminal Apron 43) Pavement Maintenance Management Plan 46) Upgrade Airfield Home Run Duct Bank 48) Rehabilitate Runway 11R-29L, and Tws B, D, D9, F, G, L, M, N 49) Rehab/Replace Baggage Movement System 53) San Joaquin International Gateway Project 54) Port of Stockton West Complex Fyffe Avenue Grade Separation 55) Port of Stockton Overweight Corridor 56) East Complex Goods Movement Corridor Improvements 59) Technical assistance, consulting, and training 60) San Joaquin County Strategic Plan update
Highest	
9) South Manteca Storm Drain 11) McKinley Avenue Interchange 12) Austin Road Interchange and Business Park Phase 2 17) RWCF Headworks Rehabilitation & Energy Mgt Plan 19) Arch Road Widening	20) Arch Road Sanitary Trunk Line 21) Waterfront Connection Project, Phase 2 22) Miner Avenue Complete St & Revitalization Phase 2 23) California Street Rehabilitation Project 58) Kitchen Incubator Planning Grant
High	
1) Water Supply Tank and Pump Station 4) Lathrop Road & I-5 Interchange Improvements 5) Louise Avenue & I-5 Interchange Improvements 10) North/Central Trunk Sewer 12) Austin Road Interchange and Business Park Phase 3 24) Thornton Road Widening 25) STAA Terminal Access Route Improvements 26) Church Street Sewer and Lift Station 27) Tuxedo Avenue Sewer Rehabilitation Project 28) Channel (Smith Canal) Storm Drain Pump Station 29) Northeast Reservoir No. 1 and Pump Station 31) Hammer Lane Widening 32) French Camp Reservoir and Pump Station	33) Newcastle Loop Phase II 34) I-205 / Lammers Road Interchange 35) Holly Sugar Recycled Water Line 37) iHUB Development 44) Replace Security Access Control 45) Acquire ARFF Vehicle 47) Reconstruct General Aviation Apron 50) Terminal Improvements, Holdroom Expansion, and FIS Facility 51) Parking Improvements 52) Equipment and Capital Outlays 57) Kitchen Incubator Development

[17] Bracketed number corresponds to the Project Identifier in the Capital Projects 2013-2018 matrix found in Appendix 3

Ongoing Programs and Services — San Joaquin County Economic Development Association (EDA)
61) Services for employers, including business planning, loan packaging, exporting and importing, government procurement, accounting systems, identifying local customers and suppliers, and employee training and hiring
Ongoing Programs and Services — San Joaquin County Partnerships
62) San Joaquin County Revolving Loan Fund (RLF), offering loans up to $1 million for job-generating businesses in San Joaquin County, for working capital, inventory purchase, machinery and equipment, furniture & fixtures, leasehold improvements, and gap financing. — San Joaquin County Employment and Economic Development Department, San Joaquin County WorkNet, EDA 63) Women Entrepreneurs, a program dedicated to increasing the economic independence of women, which provides in-depth training in each step of starting and operating a business, and offers ongoing business consulting and support — Northeastern California SBDC, San Joaquin Delta College 64) Business Incubator Loan Program, offering loans to businesses below the RLF minimum of $25,000 — SJC Economic Development Association, SBDC
Ongoing Programs and Services — Northeastern California SBDC
65) Mystery Shopper Program, to help business owners provide appropriate customer service 66) Business Incubator, a (mostly) virtual business location also providing business management consulting and other support for entrepreneurs 67) Entrepreneur Challenge, an annual competition for aspiring entrepreneurs offering cash prizes and public exposure 68) Business workshops on various topics, including franchising, workers' compensation issues, government contracting, web design, marketing, pricing, and others
Ongoing Programs and Services — San Joaquin County WorkNet
69) Employee Outreach and Recruitment Program, and WorkNet Assessment Center, which help employers recruit and screen job applicants 70) Job Training, custom-tailored if necessary to employers' needs 71) Rapid Response, providing assistance to employers facing layoffs, downsizing, changing skill needs, etc. 72) One-Stop employment services

Capital Improvement Projects and Economic Development Programs Organized by Goals

The following table shows the capital improvements, economic development programs and projects, and action items in the context of corresponding goals, programs, and recommended five-year objectives. Existing programs are indicated in the last column.

Date Goal Established	Goals, Related Strategies and Action Items	Program Operators
Economic Development		
2006	Economic development is broad-based, addressing the needs of the residents of the County through business development and life enhancement efforts, all resulting in long-term economic prosperity. ▪ Agree on the County's economic development vision ▪ Establish economic development focused review panel and consolidate comprehensive set of goals from multiple sources making their relationship to economic development explicit. ▪ Develop a marketing campaign appropriate to the new vision, a broad E.D. approach and (most importantly) target industries. ▪ Review existing marketing materials and outline status, alternatives for updating, costs, etc.	n/a
2010	Identify and pursue opportunities to increase goods movement as an essential part of economic development (*Blueprint* Goal B5). ▪ Review this *Blueprint* goal in terms of coordinating it with target industries.	n/a
2014 Projects	1) Water supply tank and pump station[18] 2) Sewer master plan alternative alignment 9) South Manteca storm drain 10) North/Central trunk sewer 14) South San Joaquin Irrigation District water project 17) Regional Wastewater Control Facility headworks rehabilitation and energy management plan 20) Arch Road sanitary trunk lines 26) Church Street sewer and lift station 27) Tuxedo Avenue sewer rehabilitation project 28) Channel (Smith Canal) storm drain pump station 29) Northeast reservoir #1 and pump station 30) Global climate change mitigation incentive fund 32) French Camp reservoir and pump station 33) Newcastle loop phase II 35) Holly Sugar recycled water line 37) iHUB Development 49) Rehab/replace baggage movement system 53) San Joaquin international gateway 56) East Complex goods movement corridor improvements 60) San Joaquin County strategic plan update	n/a

[18] Numbers correspond to the Project Identifier in the Capital Projects 2014-2018 matrix found in Appendix 3

Date Goal Established	Goals, Related Strategies and Action Items	Program Operators
Ongoing	Services for employers, including business planning, loan packaging, exporting and importing, government procurement, accounting systems, identifying local customers and suppliers, and employee training and hiring.	SJC Economic Development Association (EDA)
Ongoing	San Joaquin County Revolving Loan Fund (RLF), offering loans up to $1 million for job-generating businesses in San Joaquin County, for working capital, inventory purchase, machinery and equipment, furniture & fixtures, leasehold improvements, and gap financing.	San Joaquin County Employment and Economic Development Department, San Joaquin County WorkNet, EDA
Ongoing	Mystery Shopper Program, to help business owners provide appropriate customer service.	Northeastern California SBDC
Economic Development Marketing		
2006	To create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County and its strategy for business development. Review County's position relative to recession related problems. Conduct research to index recession related problems to some benchmark. Include neighboring, competing counties in study. ▪ Review County's position relative to progress made in last 5 years. ▪ For education, typically problematic to track progress, coordinate specification of meaningful measures with school officials, establish measurement database and maintain. ▪ Review County's position relative to specific strategic recommendations from 2005 Angelou studies. ▪ Determine status of specific strategic recommendations from 2005 reports, including levels of resolution, current relevancy and follow-up needed (actions, institutional programming, etc.).	n/a
2010	Address Greenhouse Gas initiatives implementation ▪ Continue programs of monitoring fee issues, agricultural land mitigation and other greenhouse initiatives.	Industrial Investors and Developers Coalition. SJC Agriculture Mitigation
Sites and Infrastructure		
2006	Sites and infrastructure meet the needs of companies that are targeted and want to expand or locate in San Joaquin County. ▪ Downtown redevelopment. ▪ Support implementation of downtown revitalization in CEDS project list (under Quality of Life heading).	n/a
2014 Projects	3) Lathrop Road westerly grade separation 4) Lathrop Road and I-5 interchange improvements 5) Louise Avenue and I-5 interchange improvements 8) Harney Lane project	n/a

Date Goal Established	Goals, Related Strategies and Action Items	Program Operators
	11) McKinley Avenue interchange 12) Austin Road interchange and business park 15) Stockton Avenue Phase II improvements 16) North Stockton widening and interchanges 19) Arch Road widening 24) Thornton Road widening 25) STAA terminal access route improvements 31) Hammer Lane widening 34) I-205 and Lammers Road interchange improvements 36) I-205 and MacArthur Road interchange improvements 38) Terminal improvements 39) Rehabilitate runway lighting and signage program 40) Airport layout plan 41) Wildlife management assessment 42) Reconstruct terminal apron 43) Pavement maintenance management plan 44) Replace security access control 45) Acquire ARFF vehicle 46) Upgrade airfield home run duct 47) Reconstruct general aviation apron 48) Rehabilitate runways 50) Terminal improvements, holdroom expansion, FIS facility 51) Parking improvements 52) Equipment and capital outlays 54) West Complex Fyffe Avenue grade separation 55) Overweight corridor	
Entrepreneurship		
2006	To improve the entrepreneurial environment in San Joaquin County through new programming. ▪ Create incubators in the County. ▪ Support efforts to develop incubator facilities (in CEDS list).	n/a
2010	Business Plan Competition ▪ Establish system for publicizing and institutionalizing program.	Entrepreneur-ship
2009	Seek out more San Joaquin County entrepreneurs and expand the education program. ▪ Coordinate efforts with planned incubator facilities (in CEDS project list).	Entrepreneur-ship
2008	To attract Angel Investors and to support entrepreneurs in San Joaquin County. ▪ Monitor and report on activity, successes, etc.	Entrepreneur-ship
2014 Projects	7) Lodi Green Business Incubator 57) Kitchen incubator development 58) Kitchen incubator planning grant 59) Technical assistance, consulting, training	n/a

Date Goal Established	Goals, Related Strategies and Action Items	Program Operators
Tourism		
2006	San Joaquin County to recognize and expand tourism as an economic driver focused on areas such as the wine industry, agritourism, Delta waterways, entertainment, cultural events and authentic venues.	n/a
2010	Support agritourism development through SJC General Plan and development of a quarterly or seasonal events card. ▪ Continue to monitor General Plan issues. ▪ Coordinate with economic development practitioners on best ways to integrate this tourism focus into target industry efforts, given the amenity aspects of agritourism and its employment generation.	Chambers and Allied Orgs.
Ongoing	Women Entrepreneurs, a program dedicated to increasing the economic independence of women, which provides in-depth training in each step of starting and operating a business, and offers ongoing business consulting and support.	Northeastern California SBDC, San Joaquin Delta College
Ongoing	Business Incubator Loan Program, offering loans to businesses below the RLF minimum of $25,000.	SJC Economic Development Association (EDA), SBDC
Ongoing	Business Incubator, a (mostly) virtual business location also providing business management consulting and other support for entrepreneurs.	Northeastern California SBDC
Ongoing	Entrepreneur Challenge, an annual competition for aspiring entrepreneurs offering cash prizes and public exposure.	Northeastern California SBDC
Ongoing	Business workshops on various topics, including franchising, workers' compensation issues, government contracting, web design, marketing, pricing, and others.	Northeastern California SBDC
Education and Workforce Development		
2006	Improve the education product and level of student participation and achievement through the development of new learning programs throughout the County.	n/a
2010	Develop health careers Career Path Program. ▪ Continue current efforts directed to these programs and include review of best practices nationwide.	n/a
Ongoing	Employee Outreach and Recruitment Program, and WorkNet Assessment Center, which help employers recruit and screen job applicants	San Joaquin Co. WorkNet
Ongoing	Job Training, custom-tailored if necessary to employers' needs.	San Joaquin Co. WorkNet
Ongoing	Rapid Response Program, providing assistance to employers facing layoffs, downsizing, changing skill needs, etc.	San Joaquin Co. WorkNet
Ongoing	One-Stop employment services	San Joaquin Co. WorkNet

Date Goal Established	Goals, Related Strategies and Action Items	Program Operators
Quality of Life		
2006	San Joaquin County cultivates a robust quality of life with a variety of amenities and entertainment offerings promoted both internally and externally – and directly to owners of businesses and their families. Use economic development tools and improvement projects to comprehensively deter blight and add amenities. Support implementation of amenity generating projects in CEDS project list (under Quality of Life heading).	n/a
2014 Projects	6) Lathrop Generations Center 13) Mistlin Sports Park Water Tower tenant improvements 18) Airport Way streetscape beautification Phase V 21) Waterfront Connection project Phase II 22) Miner Avenue complete street and revitalization Phase II 23) California Street rehabilitation	n/a

Performance Measurements

Performance Metric	Data Source	Responsible	Frequency
Extent to which the number of new and/or retained employees – in firms new to the area or involved in economic development retention expansion activities – increases faster in higher-wage categories (R&D, manufacturing, etc.) than other categories, compared to the baseline of existing employment by sector for: • R&D, Professional / Technical • Call Center • Manufacturing • Distribution / Wholesale • Retail	Reporting by client firms; baseline from SJP	SJC ED Assoc.	Annual
A decrease in the per capita income lag with the state average.	Census ACS data	SJC ED Assoc.	Annual Multi-year as available
Comparison of new firms and employees to private development expectations as reported in *Understanding the Jobs Potential for San Joaquin County 2010-2012, Public and Private Sectors*.	Reporting by client firms	SJC ED Assoc.	Annual
Lowered overall unemployment rates relative to the State, especially in Cities with rates above the County average.	Calif. EDD	SJC ED Assoc.	Annual; latest annual average and months available
Increases in non-residential building permits by number and value, above community averages, for areas where development capacity was increased because of infrastructure improvements for private investment.	Cities and County building dept	Building Departments and SJC ED Assoc.	Annual
New public facility investment, by type and dollars.	Relevant agencies	Relevant agencies and SJC ED Assoc.	Annual
Private capital investments in production, service capacity.	Reporting by client firms, as available	SJC ED Assoc.	Annual
Worker out-commuting decreases as a proportion of total employment.	Census ACS data	SJC ED Assoc.	Annual Multi-year as available

Appendix

1. Data tables with detailed figures for each year and data sources.

2. San Joaquin County Historical Industry Trends.

3. San Joaquin County and Cities Capital Projects

Appendix 1

Population Estimates by Source and Geography

	2007 (1)	2008 (1)	2009 (1)	2010 (2)	2011 (3)	2012 (4)	2013 (4)	Percentage Change 2010-2013	Estimated Annual Growth Rate 2010-2013
San Joaquin Co.	665,304	672,492	677,833	685,306	689,160	692,997	698,414	1.91%	0.63%
Escalon	6,964	7,027	7,086	7,132	7,151	7,177	7,208	1.07%	0.35%
Lathrop	16,271	17,282	17,589	18,023	18,599	18,831	19,209	6.58%	2.12%
Lodi	61,648	61,749	61,796	62,134	62,344	62,574	62,930	1.28%	0.42%
Manteca	62,875	64,316	65,652	67,096	68,265	69,536	71,164	6.06%	1.96%
Ripon	13,588	13,869	14,146	14,297	14,356	14,477	14,606	2.16%	0.71%
Stockton	285,750	287,093	288,591	291,707	292,897	294,537	296,344	1.59%	0.53%
Tracy	80,700	81,490	82,040	82,922	83,242	83,562	84,060	1.37%	0.45%
California	36399676	36704375	36966713	37253956	37427946	37,668,804	37,966,471	1.91%	0.63%

(1) California Department of Finance, Demographic Research Unit, Historical Population and Housing Estimates, 2000-2010 Report, by Year
(2) U.S. Census Bureau, 2010 Demographic Profile SF
(3) California Department of Finance, Demographic Research Unit, Population and Housing Estimates for Cities, Counties, and the State, January 1, 2011-2013
(4) California Department of Finance, Demographic Research Unit, City/County/State Population Estimates with Annual Percent Change January 1, 2012-2013

Race and Ethnicity by Geography, 2010

	Total	White alone	% of total	Hispanic or Latino	% of total	Black or African American	% of total	Asian	% of total	Other	% of total
San Joaquin County	685,306	245,919	35.9%	266,341	38.9%	48,540	7.1%	94,547	13.8%	29,959	4.4%
Escalon	7,132	4,907	68.8%	1,928	27%	29	0.4%	86	1.2%	182	2.5%
Lathrop	18,023	4,430	24.6%	7,674	42.6%	1,214	6.7%	3,863	21.4%	842	4.7%
Lodi	62,134	33,194	53.4%	22,613	36.4%	388	0.6%	4,167	6.7%	1,772	2.9%
Manteca	67,096	31,476	46.9%	25,317	37.7%	2,669	4.0%	4,549	6.8%	3,085	4.7%
Ripon	14,297	9,855	68.9%	3,177	22.2%	199	1.4%	564	3.9%	502	3.5%
Stockton	291,707	66,836	22.9%	117,590	40.3%	33,507	11.5%	60,323	20.7%	13,451	4.7%
Tracy	82,922	30,005	36.2%	30,557	36.9%	5,636	6.8%	11,803	14.2%	4,921	6.0%
California	37,253,956	14,956,253	40.1%	14,013,719	37.6%	2,163,804	5.8%	4,775,070	12.8%	1,345,110	3.5%

U.S. Census Bureau, Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data

Age Distribution by Geography

	Total	0-14 years	% of total	15-24 years	% of total	25-44 years	% of total	45-64 years	% of total	65+ years	% of total	Median Age
San Joaquin County	685,306	165,203	24.1%	106,833	15.6%	181,553	26.5%	160,536	23.4%	71,181	10.5%	32.7
Escalon	7,132	1,568	22.0%	1,040	14.6%	1,736	24.3%	1,898	26.6%	890	12.5%	36
Lathrop	18,023	4,830	27.0%	2,803	15.5%	5,324	29.6%	3,897	21.7%	1,169	6.5%	30.5
Lodi	62,134	14,357	23.1%	8,788	14.1%	15,931	25.7%	14,681	23.6%	8,377	13.5%	34.3
Manteca	67,096	15,928	23.7%	10,073	15.0%	18,072	26.9%	16,367	24.3%	6,653	9.9%	33.6
Ripon	14,297	3,332	23.4%	1,997	13.9%	3,469	24.3%	3,811	26.6%	1,688	11.8%	37.1
Stockton	291,707	72,206	24.7%	49,258	16.9%	76,691	26.3%	64,300	22.0%	29,252	10.0%	30.8
Tracy	82,922	21,878	26.5%	12,266	14.8%	23,826	28.8%	19,202	23.2%	5,750	6.9%	32.3
California	37,253,956	7,628,102	20.5%	5,589,889	15.0%	10,500,587	28.2%	9,288,864	24.9%	4,246,514	11.4%	35.2

U.S. Census Bureau, Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data

Educational Attainment of Population over age of 25 years

	Less than High School	% of total	High school grad, GED, or alternative	% of total	Some College/ Associate's Degree	% of total	Bachelor's degree	% of total	Advanced Degree	% of total
San Joaquin County	94,076	23.3%	109,735	27.2%	128,962	32.0%	49,328	12.2%	21,241	5.3%
Escalon	643	13.4%	1755	36.6%	1681	35.1%	527	11.0%	185	3.9%
Lathrop	2255	23.0%	2910	29.7%	3304	33.8%	1054	10.8%	262	2.7%
Lodi	8520	21.9%	10991	28.3%	12323	31.7%	4745	12.2%	2302	5.9%
Manteca	6845	17.5%	11804	30.2%	14327	36.7%	4593	11.8%	1504	3.8%
Ripon	1033	12.6%	1827	22.3%	3112	37.9%	1390	16.9%	844	10.3%
Stockton	43,899	26.3%	41,571	24.9%	51,709	31.0%	20,073	12.0%	9,385	5.6%
Tracy	6631	14.5%	13569	29.6%	15644	34.2%	7780	17.0%	2160	4.7%
California	4,539,748	19.3%	5,049,169	21.5%	6,845,338	29.1%	4,516,776	19.2%	2,546,914	10.8%

U.S. Census Bureau, Sex by Educational attainment for the population 25 years and over, 2006-2010 American Community survey 5-year estimates

Median Household and Per Capita Income

	2006-2008 Median HH Income (1)	**2007-2011 Median HH Income (2)**	2006-2008 Per Capita Income (1)	**2007-2011 Per Capita Income (2)**
San Joaquin County	$54,711	**$53,764**	$23,020	**$22,857**
Escalon	n/a	**$61,855**	n/a	**$26,092**
Lathrop	n/a	**$64,732**	n/a	**$20,506**
Lodi	$48,634	**$49,318**	$23,342	**$25,011**
Manteca	$60,113	**$60,963**	$24,408	**$23,823**
Ripon	n/a	**$75,934**	n/a	**$31,588**
Stockton	$49,090	**$47,365**	$20,497	**$20,082**
Tracy	$79,667	**$76,739**	$26,937	**$26,846**
California	$61,154	**$61,632**	$29,405	**$29,634**
U.S. (1)	$52,175	**$52,762**	$27,466	**$27,915**

(1) Source: U.S. Census Bureau, 2007-2011 American Community Survey 3-Year Estimates

(2) Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates (2011 inflation-adjusted dollars)

http://factfinder2.census.gov/faces/nav/jsf/pages/community_facts.xhtml#none

Median HH and Per Capita Income as a percent of State income figures

	2006-2008 Median HH Income (1)	**2007-2011 Median HH Income (2)**	2006-2008 Per Capita Income (1)	**2007-2011 Per Capita Income (2)**
San Joaquin County	89.5%	**87.2%**	78.3%	**77.1%**
Escalon	n/a	**100.3%**	n/a	**88.0%**
Lathrop	n/a	**105.0%**	n/a	**69.2%**
Lodi	79.5%	**80.0%**	79.4%	**54.4%**
Manteca	98.3%	**98.9%**	83.0%	**80.4%**
Ripon	n/a	**123.2%**	n/a	**106.6%**
Stockton	80.3%	**76.8%**	69.7%	**67.8%**
Tracy	130.3%	**124.5%**	91.6%	**90.6%**

(1) Source: U.S. Census Bureau, 2007-2011 American Community Survey 3-Year Estimates

(2) Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates (2011 inflation-adjusted dollars)

Unemployment Rates

	2009	2010	2011	2012	2013 October	Percentage Change 2010-2013
San Joaquin County	15.3%	17.3%	16.8%	15.2%	11.6%	30.6%
Escalon	14.0%	16.0%	15.5%	14.0%	10.7%	31.3%
Lathrop	12.4%	14.1%	13.7%	12.3%	9.4%	31.2%
Lodi	11.6%	13.2%	12.9%	11.5%	8.8%	31.8%
Manteca	13.3%	15.0%	14.7%	13.2%	10.1%	30.7%
Ripon	10.7%	12.2%	11.9%	10.6%	8.1%	32.0%
Stockton	18.4%	20.7%	20.2%	18.3%	14.1%	29.5%
Tracy	9.6%	10.9%	10.6%	9.5%	7.2%	32.1%
California	12.0%	12.4%	11.8%	10.5%	7.3%	29.0%

Source: California Employment Development Department

(1) Bureau of Labor Statistics

Labor Force Data

	2010	2011	2012	2013 October	Percentage Change 2010-2013
San Joaquin County	298,500	299,800	301,100	295,900	-0.16%
Escalon	3,500	3,500	3,500	3,500	0.00%
Lathrop	5,700	5,700	5,700	5,700	0.00%
Lodi	31,800	31,800	31,800	31,800	0.62%
Manteca	27,700	27,600	27,500	27,400	-0.3%
Ripon	6,000	6,000	6,000	6,000	0.00%
Stockton	127,700	127,000	125,900	123,800	0.07%
Tracy	32,700	32,600	32,700	33,000	1.22%
California	18,292,500	18,404,500	18,494,900	18,574,100	1.98%

Source: California Employment Development Department

Appendix 2

HISTORICAL INDUSTRY TRENDS
SAN JOAQUIN COUNTY

NAICS	Description	San Joaquin County Employment 2006	San Joaquin County Employment 2011	Historic Growth 2006-11 Absolute	Historic Growth 2006-11 Percent	San Joaquin County-2011 Firms	San Joaquin County-2011 Avg Wage	San Joaquin County-2011 Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Projected Annual U.S. Growth 2010-2020 Output	Manufg Capacity Utilization
	TOTAL	**184,797**	**166,422**	**-18,375**	**-10%**	**16,441**	**$37,917**		**1.3%**	**2.9%**	
11	**AGRICULTURE, FORESTRY, FISHING**	**14,481**	**15,547**	**1,066**	**7%**	**1,050**	**$25,551**	**9.07**	**-0.6%**	**1.9%**	
	Agricultural production										
111000	Crop production	6,868	6,812	-56	-1%	689	$27,570	8.53	-0.7%	1.5%	
112000	Animal production	1,377	1,424	47	3%	153	$29,042	4.48	-0.6%	2.4%	
113	Forestry and logging										
113100	Timber tract operations	0	0	0	0%	0	$0	0.00	2.7%	2.5%	
113200	Forest nursery and gathering forest products	10	134	124	1236%	3	$17,308	36.61	2.7%	2.5%	
113300	Logging	0	0	0	0%	0	$0	0.00	0.5%	2.3%	
114	Fishing, hunting and trapping										
114100	Fishing	0	0	0	0%	0	$0	0.00	-1.8%	-0.3%	
114200	Hunting and trapping	0	0	0	0%	0	$0	0.00	-1.8%	-0.3%	
115000	Agriculture and forestry support activities	6,227	7,177	950	15%	205	$23,096	14.86	-0.8%	2.0%	
21	**MINING**	**235**	**77**	**-158**	**-67%**	**9**	**$79,502**	**0.08**	**0.4%**	**1.3%**	
211	Oil and gas extraction										
211111	Crude petroleum and natural gas	0	4	4	369%	1	$133,345	0.02	1.4%	0.4%	
211112	Natural gas liquids	3	0	-3	-100%	0	$0	0.00	1.4%	0.4%	
212	Metal Mining										
212111	Bituminous coal and lignite surface mining	0	0	0	0%	0	$0	0.00	-0.4%	2.9%	
212112	Bituminous coal underground mining	0	0	0	0%	0	$0	0.00	-0.4%	2.9%	
212113	Anthracite mining	0	0	0	0%	0	$0	0.00	-0.4%	2.9%	
212210	Iron ore mining	0	0	0	0%	0	$0	0.00	-2.5%	3.0%	
212221	Gold ore mining	0	0	0	0%	0	$0	0.00	-2.5%	3.0%	
212222	Silver ore mining	0	0	0	0%	0	$0	0.00	-2.5%	3.0%	
212231	Lead ore and zinc ore mining	0	0	0	0%	0	$0	0.00	-2.5%	3.0%	
212234	Copper ore and nickel ore mining	0	0	0	0%	0	$0	0.00	-2.5%	3.0%	
212291	Uranium-radium-vanadium ore mining	0	0	0	0%	0	$0	0.00	-2.5%	3.0%	
212299	All other metal ore mining	0	0	0	0%	0	$0	0.00	-2.5%	3.0%	
2123	Nonmetallic mineral mining and quarrying										
212311	Dimension stone mining and quarrying	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212312	Crushed and broken limestone mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212313	Crushed and broken granite mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212319	Other crushed and broken stone mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212321	Construction sand and gravel mining	211	63	-148	-70%	5	$81,455	1.28	1.3%	3.0%	
212322	Industrial sand mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212324	Kaolin and ball clay mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212325	Clay, ceramic, and refractory minerals mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212391	Potash, soda, and borate mineral mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
212392	Phosphate rock mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212393	Other chemical and fertilizer mineral mining	0	0	0	0%	0	$0	0.00	1.3%	3.0%	
212399	All other nonmetallic mineral mining	1	0	-1	-100%	0	$0	0.00	1.3%	3.0%	
213	Support activities for mining										
213111	Drilling oil and gas wells	16	5	-11	-67%	1	$52,020	0.04	0.0%	2.8%	
213112	Support activities for oil and gas operations	4	5	1	27%	2	$44,509	0.02	0.0%	2.8%	
213113	Support activities for coal mining	0	0	0	0%	0	$0	0.00	0.0%	2.8%	
213114	Support activities for metal mining	0	0	0	0%	0	$0	0.00	0.0%	2.8%	
213115	Support activities for nonmetallic minerals	0	0	0	0%	0	$0	0.00	0.0%	2.8%	
22	**UTILITIES**	**1,223**	**1,177**	**-46**	**-4%**	**17**	**$98,527**	**1.46**	**-0.7%**	**2.0%**	
221111	Hydroelectric power generation	0	0	0	0%	0	$0	0.00	-0.9%	2.4%	
221112	Fossil fuel electric power generation	0	30	30	3000%	2	$93,265	0.15	-0.9%	2.4%	
221113	Nuclear electric power generation	0	0	0	0%	0	$0	0.00	-0.9%	2.4%	
221119	Other electric power generation	122	105	-17	-14%	2	$82,948	8.00	-0.9%	2.4%	
221121	Electric bulk power transmission and control	893	0	-893	-100%	0	$0	0.00	-0.9%	2.4%	
221122	Electric power distribution	24	0	-24	-100%	0	$0	0.00	-0.9%	2.4%	
221210	Natural gas distribution	8	296	288	3595%	1	$147,656	1.88	-1.2%	1.1%	
221310	Water supply and irrigation systems	176	746	570	324%	12	$81,475	14.08	2.3%	2.5%	
221320	Sewage treatment facilities	0	0	0	0%	0	$0	0.00	2.3%	2.5%	
221330	Steam and air-conditioning supply	0	0	0	0%	0	$0	0.00	2.3%	2.5%	
23	**CONSTRUCTION**	**15,821**	**7,432**	**-8,389**	**-53%**	**947**	**$48,481**	**0.66**	**2.9%**	**3.8%**	
31	**MANUFACTURING**	**21,821**	**17,938**	**-3,883**	**-18%**	**507**	**$48,434**	**0.86**	**-0.1%**	**2.8%**	
311	Food and Kindred Products										
311111	Dog and cat food manufacturing	98	187	89	91%	4	$52,532	6.81	-0.8%	1.9%	69%
311119	Other animal food manufacturing	247	187	-60	-24%	9	$50,382	4.14	-0.8%	1.9%	69%
311211	Flour milling	0	0	0	0%	0	$0	0.00	-0.4%	1.9%	79%
311212	Rice milling	53	42	-11	-22%	1	$56,322	6.74	-0.4%	1.9%	79%
311213	Malt manufacturing	0	0	0	0%	0	$0	0.00	-0.4%	1.9%	79%
311221	Wet corn milling	113	107	-6	-5%	2	$65,692	8.86	-0.4%	1.9%	79%
311222	Soybean processing	3	0	-3	-100%	0	$0	0.00	-0.4%	1.9%	79%
311223	Other oilseed processing	0	0	0	0%	0	$0	0.00	-0.4%	1.9%	79%
311225	Fats and oils refining and blending	0	0	0	0%	0	$0	0.00	-0.4%	1.9%	79%
311230	Breakfast cereal manufacturing	567	668	101	18%	1	$79,518	29.69	-0.4%	1.9%	79%
311311	Sugarcane mills	0	0	0	0%	0	$0	0.00	-0.3%	0.9%	65%
311312	Cane sugar refining	0	0	0	0%	0	$0	0.00	-0.3%	0.9%	65%
311313	Beet sugar manufacturing	69	0	-69	-100%	0	$0	0.00	-0.3%	0.9%	65%
311320	Confectionery manufacturing from cacao beans	0	0	0	0%	0	$0	0.00	-0.3%	0.9%	65%
311330	Confectionery mfg. from purchased chocolate	6	0	-6	-100%	0	$0	0.00	-0.3%	0.9%	65%
311340	Nonchocolate confectionery manufacturing	28	5	-23	-83%	1	$47,180	0.18	-0.3%	0.9%	65%
311411	Frozen fruit and vegetable manufacturing	558	356	-202	-36%	2	$35,734	7.71	-0.7%	1.1%	65%
311412	Frozen specialty food manufacturing	0	0	0	0%	0	$0	0.00	-0.7%	1.1%	65%
311421	Fruit and vegetable canning	1,148	1,253	105	9%	14	$42,799	12.83	-0.7%	1.1%	65%

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
311422	Specialty canning	9	0	-9	-100%	0	$0	0.00	-0.7%	1.1%	65%
311423	Dried and dehydrated food manufacturing	15	126	111	737%	2	$38,472	7.57	-0.7%	1.1%	65%
311511	Fluid milk manufacturing	0	21	21	2092%	1	$82,499	0.26	-0.5%	1.6%	79%
311512	Creamery butter manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.6%	79%
311513	Cheese manufacturing	281	304	23	8%	1	$56,252	5.42	-0.5%	1.6%	79%
311514	Dry, condensed, and evaporated dairy products	26	69	43	165%	1	$72,099	3.36	-0.5%	1.6%	79%
311520	Ice cream and frozen dessert manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.6%	79%
311611	Animal, except poultry, slaughtering	0	0	0	0%	0	$0	0.00	0.9%	1.6%	79%
311612	Meat processed from carcasses	443	887	444	100%	9	$40,660	5.42	0.9%	1.6%	79%
311613	Rendering and meat byproduct processing	0	0	0	0%	0	$0	0.00	0.9%	1.6%	79%
311615	Poultry processing	481	105	-376	-78%	5	$25,568	0.30	0.9%	1.6%	79%
311711	Seafood canning	0	0	0	0%	0	$0	0.00	0.7%	1.3%	69%
311712	Fresh and frozen seafood processing	0	0	0	0%	0	$0	0.00	0.7%	1.3%	69%
311811	Retail bakeries	90	33	-57	-63%	4	$22,708	0.33	-0.1%	1.3%	69%
311812	Commercial bakeries	873	790	-83	-10%	4	$44,222	4.07	-0.1%	1.3%	69%
311813	Frozen cakes and other pastries manufacturing	0	0	0	0%	0	$0	0.00	-0.1%	1.3%	69%
311821	Cookie and cracker manufacturing	0	0	0	0%	0	$0	0.00	-0.1%	1.3%	69%
311822	Mixes and dough made from purchased flour	0	10	10	973%	1	$30,896	0.45	-0.1%	1.3%	69%
311823	Dry pasta manufacturing	0	0	0	0%	0	$0	0.00	-0.1%	1.3%	69%
311830	Tortilla manufacturing	42	97	55	132%	2	$29,827	3.92	-0.1%	1.3%	69%
311911	Roasted nuts and peanut butter manufacturing	760	546	-214	-28%	2	$51,317	32.55	0.1%	1.0%	70%
311919	Other snack food manufacturing	29	11	-18	-62%	1	$61,790	0.23	0.1%	1.0%	70%
311920	Coffee and tea manufacturing	0	0	0	0%	0	$0	0.00	0.1%	1.0%	67%
311930	Flavoring syrup and concentrate manufacturing	145	0	-145	-100%	0	$0	0.00	0.1%	1.0%	67%
311941	Mayonnaise, dressing, and sauce manufacturing	29	0	-29	-100%	0	$0	0.00	0.1%	1.0%	67%
311942	Spice and extract manufacturing	0	0	0	0%	0	$0	0.00	0.1%	1.0%	67%
311991	Perishable prepared food manufacturing	41	484	443	1081%	1	$37,373	10.49	0.1%	1.0%	67%
311999	All other miscellaneous food manufacturing	0	75	75	7482%	1	$53,253	1.84	0.1%	1.0%	67%
312111	Soft drink manufacturing	38	100	62	164%	2	$54,552	0.84	0.0%	0.8%	72%
312112	Bottled water manufacturing	0	0	0	0%	0	$0	0.00	0.0%	0.8%	72%
312113	Ice manufacturing	38	14	-24	-64%	1	$43,694	1.15	0.0%	0.8%	72%
312120	Breweries	38	0	-38	-100%	0	$0	0.00	0.0%	0.8%	72%
312130	Wineries	1,126	1,336	210	19%	44	$44,910	25.21	0.0%	0.8%	72%
312140	Distilleries	0	0	0	0%	0	$0	0.00	0.0%	0.8%	72%
312210	Tobacco stemming and redrying	0	0	0	0%	0	$0	0.00	-1.0%	-0.4%	62%
312221	Cigarette manufacturing	0	0	0	0%	0	$0	0.00	-1.0%	-0.4%	62%
312229	Other tobacco product manufacturing	0	0	0	0%	0	$0	0.00	-1.0%	-0.4%	62%
313	Textiles										
313111	Yarn spinning mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	78%
313112	Yarn texturizing and twisting mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	78%
313113	Thread mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	78%
313210	Broadwoven fabric mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	71%
313221	Narrow fabric mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	71%

		San Joaquin County Employment		Historic Growth 2006-11		San Joaquin County-2011			Projected Annual U.S. Growth 2010-2020		Manufg Capacity
NAICS	Description	2006	2011	Absolute	Percent	Firms	Avg Wage	Location Quotient	Employment	Output	Utilization
313222	Schiffli machine embroidery	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	71%
313230	Nonwoven fabric mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	71%
313241	Weft knit fabric mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	71%
313249	Other knit fabric and lace mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	71%
313311	Broadwoven fabric finishing mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	69%
313312	Other textile and fabric finishing mills	2	5	3	168%	1	$13,823	0.17	-1.4%	-1.0%	69%
313320	Fabric coating mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	69%
314110	Carpet and rug mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	63%
314121	Curtain and drapery mills	31	5	-26	-85%	1	$36,386	0.21	-1.4%	-1.0%	63%
314129	Other household textile product mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	63%
314911	Textile bag mills	2	5	3	148%	1	$36,482	0.41	-1.4%	-1.0%	63%
314912	Canvas and related product mills	107	2	-105	-98%	1	$42,356	0.08	-1.4%	-1.0%	63%
314991	Rope, cordage, and twine mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	63%
314992	Tire cord and tire fabric mills	0	0	0	0%	0	$0	0.00	-1.4%	-1.0%	63%
314999	All other miscellaneous textile product mills	2	11	9	450%	4	$46,596	0.24	-1.4%	-1.0%	63%
315	Apparel and related products										
315111	Sheer hosiery mills	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	51%
315119	Other hosiery and sock mills	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	51%
315191	Outerwear knitting mills	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	55%
315192	Underwear and nightwear knitting mills	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	55%
315211	Men's cut and sew apparel contractors	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	64%
315212	Women's cut and sew apparel contractors	5	0	-5	-100%	0	$0	0.00	-8.3%	-7.1%	64%
315221	Men's underwear and nightwear manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	64%
315222	Men's suit, coat, and overcoat manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	64%
315223	Men's shirt, except work shirt, manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	64%
315224	Men's pants, except work pants, manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	64%
315225	Men's work clothing manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	64%
315228	Other men's outerwear manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	64%
315231	Women's lingerie and nightwear manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	79%
315232	Women's blouse and shirt manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	79%
315233	Women's dress manufacturing	0	2	2	221%	1	$12,821	0.17	-8.3%	-7.1%	79%
315234	Women's suit, coat, jacket, and skirt mfg.	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	79%
315239	Other women's outerwear manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	79%
315291	Infants' cut and sew apparel manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	76%
315292	Fur and leather apparel manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	76%
315299	All other cut and sew apparel manufacturing	0	2	2	247%	1	$16,283	0.11	-8.3%	-7.1%	76%
315991	Hat, cap, and millinery manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	74%
315992	Glove and mitten manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	74%
315993	Men's and boys' neckwear manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	74%
315999	All other accessory and apparel manufacturing	0	0	0	0%	0	$0	0.00	-8.3%	-7.1%	74%
316	Leather and allied product manufacturing										
316110	Leather and hide tanning and finishing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	81%
316211	Rubber and plastics footwear manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	74%

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
316212	House slipper manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	74%
316213	Men's nonathletic footwear manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	74%
316214	Women's nonathletic footwear manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	74%
316219	Other footwear manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	74%
316991	Luggage manufacturing	1	5	4	405%	1	$15,004	0.85	-7.6%	-3.3%	43%
316992	Women's handbag and purse manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	43%
316993	Other personal leather good manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	43%
316999	All other leather good manufacturing	0	0	0	0%	0	$0	0.00	-7.6%	-3.3%	43%
321	Wood product manufacturing										
321113	Sawmills	107	0	-107	-100%	0	$0	0.00	2.6%	3.1%	61%
321114	Wood preservation	0	0	0	0%	0	$0	0.00	2.6%	3.1%	61%
321211	Hardwood veneer and plywood manufacturing	10	0	-10	-100%	0	$0	0.00	3.9%	2.9%	62%
321212	Softwood veneer and plywood manufacturing	0	0	0	0%	0	$0	0.00	3.9%	2.9%	62%
321213	Engineered wood member manufacturing	0	0	0	0%	0	$0	0.00	3.9%	2.9%	62%
321214	Truss manufacturing	327	86	-241	-74%	4	$34,771	1.16	3.9%	2.9%	62%
321219	Reconstituted wood product manufacturing	0	4	4	434%	1	$57,453	0.15	3.9%	2.9%	62%
321911	Wood window and door manufacturing	144	238	94	65%	3	$40,695	2.04	1.4%	2.8%	58%
321912	Cut stock, resawing lumber, and planing	79	216	137	173%	3	$30,066	7.52	1.4%	2.8%	58%
321918	Other millwork, including flooring	678	41	-637	-94%	4	$38,893	0.46	1.4%	2.8%	58%
321920	Wood container and pallet manufacturing	135	160	25	19%	7	$24,128	1.84	1.4%	2.8%	58%
321991	Manufactured home, mobile home, manufacturing	134	34	-100	-75%	3	$60,242	0.49	1.4%	2.8%	58%
321992	Prefabricated wood building manufacturing	44	29	-15	-34%	1	$60,513	0.73	1.4%	2.8%	58%
321999	Miscellaneous wood product manufacturing	82	68	-14	-17%	2	$63,749	1.76	1.4%	2.8%	58%
322	Paper and Allied Products										
322110	Pulp mills	0	0	0	0%	0	$0	0.00	-1.4%	1.8%	79%
322121	Paper, except newsprint, mills	196	6	-190	-97%	1	$40,618	0.05	-1.4%	1.8%	83%
322122	Newsprint mills	0	0	0	0%	0	$0	0.00	-1.4%	1.8%	83%
322130	Paperboard mills	1	0	-1	-100%	0	$0	0.00	-1.4%	1.8%	89%
322211	Corrugated and solid fiber box manufacturing	357	278	-79	-22%	4	$75,900	1.67	-0.5%	1.7%	71%
322212	Folding paperboard box manufacturing	7	358	351	5017%	2	$53,550	7.20	-0.5%	1.7%	71%
322213	Setup paperboard box manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322214	Fiber can, tube, and drum manufacturing	503	7	-496	-99%	1	$50,356	0.43	-0.5%	1.7%	71%
322215	Nonfolding sanitary food container mfg.	7	29	22	313%	1	$36,792	1.33	-0.5%	1.7%	71%
322221	Coated and laminated packaging materials mfg.	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322222	Coated and laminated paper manufacturing	27	14	-13	-49%	1	$31,452	0.29	-0.5%	1.7%	71%
322223	Plastics, foil, and coated paper bag mfg.	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322224	Uncoated paper and multiwall bag mfg.	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322225	Flexible packaging foil manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322226	Surface-coated paperboard manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322231	Die-cut paper office supplies manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322232	Envelope manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322233	Stationery and related product manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%
322291	Sanitary paper product manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	1.7%	71%

		San Joaquin County Employment		Historic Growth 2006-11		San Joaquin County-2011			Projected Annual U.S. Growth 2010-2020		Manufg Capacity
NAICS	Description	2006	2011	Absolute	Percent	Firms	Avg Wage	Location Quotient	Employment	Output	Utilization
322299	All other converted paper product mfg.	59	137	78	132%	2	$35,903	5.13	-0.5%	1.7%	71%
323	Printing and related support activities										
323110	Commercial lithographic printing	101	113	12	12%	8	$34,333	0.31	-0.7%	2.7%	59%
323111	Commercial gravure printing	0	0	0	0%	0	$0	0.00	-0.7%	2.7%	59%
323112	Commercial flexographic printing	131	34	-97	-74%	2	$35,744	0.59	-0.7%	2.7%	59%
323113	Commercial screen printing	15	32	17	112%	2	$25,934	0.32	-0.7%	2.7%	59%
323114	Quick printing	44	47	3	8%	11	$27,576	0.48	-0.7%	2.7%	59%
323115	Digital printing	32	7	-25	-79%	1	$34,842	0.21	-0.7%	2.7%	59%
323116	Manifold business forms printing	0	0	0	0%	0	$0	0.00	-0.7%	2.7%	59%
323117	Books printing	5	2	-3	-66%	1	$39,982	0.04	-0.7%	2.7%	59%
323118	Blankbook and looseleaf binder manufacturing	0	0	0	0%	0	$0	0.00	-0.7%	2.7%	59%
323119	Other commercial printing	23	33	10	43%	4	$33,282	0.45	-0.7%	2.7%	59%
323121	Tradebinding and related work	0	0	0	0%	0	$0	0.00	-0.7%	2.7%	59%
323122	Prepress services	10	0	-10	-95%	1	$26,780	0.01	-0.7%	2.7%	59%
324	Petroleum and coal products manufacturing										
324110	Petroleum refineries	15	14	-1	-7%	1	$65,803	0.14	-1.3%	2.1%	86%
324121	Asphalt paving mixture and block mfg.	0	0	0	0%	0	$0	0.00	-1.3%	2.1%	48%
324122	Asphalt shingle and coating materials mfg.	0	0	0	0%	0	$0	0.00	-1.3%	2.1%	48%
324191	Petroleum lubricating oil and grease mfg.	0	0	0	0%	0	$0	0.00	-1.3%	2.1%	48%
324199	All other petroleum and coal products mfg.	0	0	0	0%	0	$0	0.00	-1.3%	2.1%	48%
325110	Petrochemical manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	75%
325120	Industrial gas manufacturing	1	9	8	763%	1	$46,062	0.33	-1.6%	3.2%	71%
325131	Inorganic dye and pigment manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	71%
325132	Synthetic organic dye and pigment mfg.	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	71%
325181	Alkalies and chlorine manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	71%
325182	Carbon black manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	71%
325188	All other basic inorganic chemical mfg.	2	65	63	3137%	1	$42,788	1.37	-1.6%	3.2%	71%
325191	Gum and wood chemical manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	77%
325192	Cyclic crude and intermediate manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	77%
325193	Ethyl alcohol manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.2%	82%
325199	All other basic organic chemical mfg.	1	0	-1	-100%	0	$0	0.00	-1.6%	3.2%	77%
325211	Plastics material and resin manufacturing	21	14	-7	-33%	4	$51,130	0.16	-0.6%	2.9%	70%
325212	Synthetic rubber manufacturing	0	0	0	0%	0	$0	0.00	-0.6%	2.9%	63%
325221	Cellulosic organic fiber manufacturing	0	0	0	0%	0	$0	0.00	-0.6%	2.9%	72%
325222	Noncellulosic organic fiber manufacturing	0	0	0	0%	0	$0	0.00	-0.6%	2.9%	72%
325311	Nitrogenous fertilizer manufacturing	38	0	-38	-100%	0	$0	0.00	-2.5%	2.0%	78%
325312	Phosphatic fertilizer manufacturing	188	52	-136	-72%	2	$90,492	4.79	-2.5%	2.0%	78%
325314	Fertilizer, mixing only, manufacturing	118	169	51	43%	2	$54,377	14.30	-2.5%	2.0%	78%
325320	Pesticide and other ag. chemical mfg.	0	0	0	0%	0	$0	0.00	-2.5%	2.0%	55%
325411	Medicinal and botanical manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.6%	66%
325412	Pharmaceutical preparation manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.6%	66%
325413	In-vitro diagnostic substance manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.6%	66%
325414	Other biological product manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.6%	66%

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
325510	Paint and coating manufacturing	34	3	-31	-92%	1	$33,016	0.04	-1.2%	2.7%	64%
325520	Adhesive manufacturing	0	1	1	73%	1	$40,531	0.02	-1.2%	2.7%	64%
325611	Soap and other detergent manufacturing	2	62	60	3011%	3	$33,411	1.73	-0.6%	2.5%	58%
325612	Polish and other sanitation good mfg.	114	49	-65	-57%	2	$47,180	1.27	-0.6%	2.5%	58%
325613	Surface active agent manufacturing	0	0	0	0%	0	$0	0.00	-0.6%	2.5%	58%
325620	Toilet preparation manufacturing	0	0	0	0%	0	$0	0.00	-0.6%	2.5%	58%
325910	Printing ink manufacturing	0	0	0	0%	0	$0	0.00	-1.9%	3.8%	64%
325920	Explosives manufacturing	0	0	0	0%	0	$0	0.00	-1.9%	3.8%	64%
325991	Custom compounding of purchased resins	19	0	-19	-100%	0	$0	0.00	-1.9%	3.8%	64%
325992	Photographic film and chemical manufacturing	0	0	0	0%	0	$0	0.00	-1.9%	3.8%	64%
325998	Other miscellaneous chemical product mfg.	0	15	15	1533%	1	$37,472	0.29	-1.9%	3.8%	64%
326	Plastics and rubber products manufacturing										
326111	Plastics bag manufacturing	23	67	44	189%	1	$46,929	1.61	1.8%	3.0%	71%
326112	Plastics packaging film and sheet mfg.	0	0	0	0%	0	$0	0.00	1.8%	3.0%	71%
326113	Nonpackaging plastics film and sheet mfg.	0	0	0	0%	0	$0	0.00	1.8%	3.0%	71%
326121	Unlaminated plastics profile shape mfg.	0	0	0	0%	0	$0	0.00	1.8%	3.0%	71%
326122	Plastics pipe and pipe fitting manufacturing	272	131	-141	-52%	4	$49,356	2.64	1.8%	3.0%	71%
326130	Laminated plastics plate, sheet, and shapes	0	10	10	995%	2	$49,990	0.35	1.8%	3.0%	71%
326140	Polystyrene foam product manufacturing	115	173	58	50%	3	$39,417	3.82	1.8%	3.0%	71%
326150	Urethane and other foam product manufacturing	150	193	43	29%	3	$39,457	3.96	1.8%	3.0%	71%
326160	Plastics bottle manufacturing	175	316	141	80%	3	$47,739	6.34	1.8%	3.0%	71%
326191	Plastics plumbing fixture manufacturing	0	0	0	0%	0	$0	0.00	1.8%	3.0%	71%
326192	Resilient floor covering manufacturing	0	0	0	0%	0	$0	0.00	1.8%	3.0%	71%
326199	All other plastics product manufacturing	133	112	-21	-16%	7	$53,052	0.22	1.8%	3.0%	71%
326211	Tire manufacturing, except retreading	0	0	0	0%	0	$0	0.00	-0.8%	2.7%	89%
326212	Tire retreading	17	12	-5	-27%	2	$37,196	1.09	-0.8%	2.7%	89%
326220	Rubber and plastics hose and belting mfg.	0	0	0	0%	0	$0	0.00	-0.8%	2.7%	70%
326291	Rubber product mfg. for mechanical use	67	208	141	210%	2	$37,637	3.31	-0.8%	2.7%	70%
326299	All other rubber product manufacturing	184	47	-137	-75%	3	$37,829	1.16	-0.8%	2.7%	70%
327	Nonmetallic mineral product manufacturing										
327111	Vitreous china plumbing fixture manufacturing	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327112	Vitreous china and earthenware articles mfg.	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327113	Porcelain electrical supply manufacturing	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327121	Brick and structural clay tile manufacturing	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327122	Ceramic wall and floor tile manufacturing	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327123	Other structural clay product manufacturing	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327124	Clay refractory manufacturing	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327125	Nonclay refractory manufacturing	0	0	0	0%	0	$0	0.00	0.8%	2.6%	52%
327211	Flat glass manufacturing	191	174	-17	-9%	1	$64,652	9.13	-1.6%	2.5%	73%
327212	Other pressed and blown glass and glassware	0	0	0	0%	0	$0	0.00	-1.6%	2.5%	73%
327213	Glass container manufacturing	410	374	-36	-9%	2	$67,789	14.90	-1.6%	2.5%	73%
327215	Glass product mfg. made of purchased glass	75	75	0	0%	1	$44,530	0.99	-1.6%	2.5%	73%
327310	Cement manufacturing	0	0	0	0%	0	$0	0.00	3.2%	3.4%	48%

		San Joaquin County Employment		Historic Growth 2006-11		San Joaquin County-2011			Projected Annual U.S. Growth 2010-2020		Manufg Capacity
NAICS	Description	2006	2011	Absolute	Percent	Firms	Avg Wage	Location Quotient	Employment	Output	Utilization
327320	Ready-mix concrete manufacturing	227	119	-108	-48%	5	$50,563	0.63	3.2%	3.4%	30%
327331	Concrete block and brick manufacturing	163	15	-148	-91%	2	$46,127	0.41	3.2%	3.4%	30%
327332	Concrete pipe manufacturing	221	211	-10	-4%	2	$48,503	11.39	3.2%	3.4%	30%
327390	Other concrete product manufacturing	458	247	-211	-46%	10	$49,602	2.47	3.2%	3.4%	30%
327410	Lime manufacturing	0	0	0	0%	0	$0	0.00	0.5%	2.6%	55%
327420	Gypsum product manufacturing	0	0	0	0%	0	$0	0.00	0.5%	2.6%	55%
327910	Abrasive product manufacturing	0	0	0	0%	0	$0	0.00	0.5%	2.6%	52%
327991	Cut stone and stone product manufacturing	13	35	22	171%	2	$41,036	0.79	0.5%	2.6%	52%
327992	Ground or treated minerals and earths mfg.	0	18	18	1812%	1	$57,165	2.71	0.5%	2.6%	52%
327993	Mineral wool manufacturing	0	0	0	0%	0	$0	0.00	0.5%	2.6%	52%
327999	Miscellaneous nonmetallic mineral products	341	42	-299	-88%	1	$62,872	2.20	0.5%	2.6%	52%
331	Primary metals										
331111	Iron and steel mills	3	12	9	301%	1	$65,188	0.09	-1.4%	2.9%	75%
331112	Ferroalloy and related product manufacturing	0	0	0	0%	0	$0	0.00	-1.4%	2.9%	75%
331210	Iron, steel pipe and tube from purchase steel	0	0	0	0%	0	$0	0.00	0.7%	2.1%	75%
331221	Rolled steel shape manufacturing	1	7	6	630%	1	$61,321	0.21	0.7%	2.1%	75%
331222	Steel wire drawing	51	38	-13	-26%	1	$64,290	2.65	0.7%	2.1%	75%
331311	Alumina refining	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	81%
331312	Primary aluminum production	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	81%
331314	Secondary smelting and alloying of aluminum	123	81	-42	-34%	2	$71,241	8.24	-0.5%	3.3%	81%
331315	Aluminum sheet, plate, and foil manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	81%
331316	Aluminum extruded product manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	81%
331319	Other aluminum rolling and drawing	1	0	-1	-100%	0	$0	0.00	-0.5%	3.3%	81%
331411	Primary smelting and refining of copper	0	0	0	0%	0	$0	0.00	-0.7%	2.0%	56%
331419	Primary nonferrous metal, except CU and AL	0	0	0	0%	0	$0	0.00	-0.7%	2.0%	56%
331421	Copper rolling, drawing, and extruding	0	0	0	0%	0	$0	0.00	-0.7%	2.0%	56%
331422	Copper wire, except mechanical, drawing	0	0	0	0%	0	$0	0.00	-0.7%	2.0%	56%
331423	Secondary processing of copper	0	0	0	0%	0	$0	0.00	-0.7%	2.0%	56%
331491	Nonferrous metal, except CU and AL, shaping	0	0	0	0%	0	$0	0.00	-0.7%	2.0%	56%
331492	Secondary processing of other nonferrous	22	16	-6	-26%	0	$56,611	1.18	-0.7%	2.0%	56%
331511	Iron foundries	55	26	-29	-53%	2	$39,510	0.30	1.7%	3.5%	74%
331512	Steel investment foundries	0	0	0	0%	0	$0	0.00	1.7%	3.5%	74%
331513	Steel foundries, except investment	55	80	25	45%	4	$31,357	2.58	1.7%	3.5%	74%
331521	Aluminum die-casting foundries	0	0	0	0%	0	$0	0.00	1.7%	3.5%	74%
331522	Nonferrous, except aluminum, die-casting foundries	0	0	0	0%	0	$0	0.00	1.7%	3.5%	74%
331524	Aluminum foundries, except die-casting	14	27	13	95%	1	$49,606	0.82	1.7%	3.5%	74%
331525	Copper foundries, except die-casting	0	0	0	0%	0	$0	0.00	1.7%	3.5%	74%
331528	Other nonferrous foundries, exc. die-casting	0	0	0	0%	0	$0	0.00	1.7%	3.5%	74%
332	Fabricated metal products										
332111	Iron and steel forging	88	84	-4	-5%	1	$52,306	2.10	0.3%	3.4%	71%
332112	Nonferrous forging	0	0	0	0%	0	$0	0.00	0.3%	3.4%	71%
332114	Custom roll forming	318	213	-105	-33%	2	$54,366	21.15	0.3%	3.4%	71%
332115	Crown and closure manufacturing	0	0	0	0%	0	$0	0.00	0.3%	3.4%	71%

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
332116	Metal stamping	4	4	0	-5%	1	$45,525	0.04	0.3%	3.4%	71%
332117	Powder metallurgy part manufacturing	0	0	0	0%	0	$0	0.00	0.3%	3.4%	71%
332211	Cutlery and flatware, except precious, mfg.	0	0	0	0%	0	$0	0.00	0.2%	2.3%	71%
332212	Hand and edge tool manufacturing	1	6	5	534%	1	$44,196	0.12	0.2%	2.3%	71%
332213	Saw blade and handsaw manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.3%	71%
332214	Kitchen utensil, pot, and pan manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.3%	71%
332311	Prefabricated metal buildings and components	162	164	2	1%	2	$49,502	3.18	2.3%	3.3%	68%
332312	Fabricated structural metal manufacturing	551	584	33	6%	5	$70,820	4.13	2.3%	3.3%	68%
332313	Plate work manufacturing	152	36	-116	-76%	5	$43,191	0.49	2.3%	3.3%	68%
332321	Metal window and door manufacturing	16	2	-14	-86%	2	$24,773	0.02	2.3%	3.3%	68%
332322	Sheet metal work manufacturing	150	287	137	91%	11	$42,419	1.81	2.3%	3.3%	68%
332323	Ornamental and architectural metal work mfg.	33	62	29	87%	6	$28,858	1.02	2.3%	3.3%	68%
332410	Power boiler and heat exchanger manufacturing	0	0	0	0%	0	$0	0.00	0.6%	1.8%	71%
332420	Metal tank, heavy gauge, manufacturing	101	15	-86	-86%	1	$53,571	0.36	0.6%	1.8%	71%
332431	Metal can manufacturing	238	4	-234	-98%	1	$90,110	0.11	0.6%	1.8%	71%
332439	Other metal container manufacturing	1	27	26	2599%	1	$65,235	0.83	0.6%	1.8%	71%
332510	Hardware manufacturing	81	31	-50	-62%	1	$64,819	0.60	-0.8%	2.8%	71%
332611	Spring, heavy gauge, manufacturing	0	0	0	0%	0	$0	0.00	-0.8%	2.6%	71%
332612	Spring, light gauge, manufacturing	0	0	0	0%	0	$0	0.00	-0.8%	2.6%	71%
332618	Other fabricated wire product manufacturing	12	0	-12	-100%	0	$0	0.00	-0.8%	2.6%	71%
332710	Machine shops	356	222	-134	-38%	36	$47,581	0.57	0.5%	3.1%	68%
332721	Precision turned product manufacturing	27	31	4	16%	2	$54,381	0.49	0.5%	3.1%	68%
332722	Bolt, nut, screw, rivet, and washer mfg.	0	0	0	0%	0	$0	0.00	0.5%	3.1%	68%
332811	Metal heat treating	0	0	0	0%	0	$0	0.00	1.7%	3.3%	68%
332812	Metal coating and nonprecious engraving	179	215	36	20%	7	$32,152	2.69	1.7%	3.3%	68%
332813	Electroplating, anodizing, and coloring metal	24	13	-11	-47%	2	$35,197	0.12	1.7%	3.3%	68%
332911	Industrial valve manufacturing	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332912	Fluid power valve and hose fitting mfg.	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332913	Plumbing fixture fitting and trim mfg.	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332919	Other metal valve and pipe fitting mfg.	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332991	Ball and roller bearing manufacturing	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332992	Small arms ammunition manufacturing	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332993	Ammunition, except small arms, manufacturing	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332994	Small arms manufacturing	0	4	4	382%	1	$43,336	0.27	1.0%	2.9%	68%
332995	Other ordnance and accessories manufacturing	0	2	2	201%	0	$43,336	0.29	1.0%	2.9%	68%
332996	Fabricated pipe and pipe fitting mfg.	119	56	-63	-53%	2	$35,033	1.23	1.0%	2.9%	68%
332997	Industrial pattern manufacturing	1	8	7	671%	1	$61,720	0.89	1.0%	2.9%	68%
332998	Enameled iron and metal sanitary ware mfg.	0	0	0	0%	0	$0	0.00	1.0%	2.9%	68%
332999	Miscellaneous fabricated metal product mfg.	246	99	-147	-60%	5	$58,667	1.07	1.0%	2.9%	68%
333	Machinery manufacturing										
333111	Farm machinery and equipment manufacturing	100	67	-33	-33%	2	$67,105	0.79	1.5%	4.3%	69%
333112	Lawn and garden equipment manufacturing	0	0	0	0%	0	$0	0.00	1.5%	4.3%	69%
333120	Construction machinery manufacturing	67	80	13	19%	2	$61,337	0.70	1.5%	4.3%	69%

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
333131	Mining machinery and equipment manufacturing	0	0	0	0%	0	$0	0.00	1.5%	4.3%	69%
333132	Oil and gas field machinery and equipment	0	0	0	0%	0	$0	0.00	1.5%	4.3%	69%
333210	Sawmill and woodworking machinery	0	0	0	0%	0	$0	0.00	0.8%	3.4%	52%
333220	Plastics and rubber industry machinery	2	0	-2	-100%	0	$0	0.00	0.8%	3.4%	52%
333291	Paper industry machinery manufacturing	0	0	0	0%	0	$0	0.00	0.8%	3.4%	52%
333292	Textile machinery manufacturing	12	2	-10	-80%	1	$46,477	0.23	0.8%	3.4%	52%
333293	Printing machinery and equipment mfg.	0	0	0	0%	0	$0	0.00	0.8%	3.4%	52%
333294	Food product machinery manufacturing	97	97	0	0%	4	$56,035	3.60	0.8%	3.4%	52%
333295	Semiconductor machinery manufacturing	0	0	0	0%	0	$0	0.00	0.8%	3.4%	52%
333298	All other industrial machinery manufacturing	25	4	-21	-86%	1	$64,642	0.08	0.8%	3.4%	52%
333311	Automatic vending machine manufacturing	0	4	4	447%	1	$49,905	0.62	-1.2%	4.0%	71%
333312	Commercial laundry and drycleaning machinery	0	0	0	0%	0	$0	0.00	-1.2%	4.0%	71%
333313	Office machinery manufacturing	0	0	0	0%	0	$0	0.00	-1.2%	4.0%	71%
333314	Optical instrument and lens manufacturing	0	0	0	0%	0	$0	0.00	-1.2%	4.0%	71%
333315	Photographic and photocopying equipment mfg.	0	0	0	0%	0	$0	0.00	-1.2%	4.0%	71%
333319	Other commercial and service machinery mfg.	7	5	-2	-24%	1	$60,205	0.07	-1.2%	4.0%	71%
333411	Air purification equipment manufacturing	0	0	0	0%	0	$0	0.00	-0.4%	3.4%	55%
333412	Industrial and commercial fan and blower mfg.	0	0	0	0%	0	$0	0.00	-0.4%	3.4%	55%
333414	Heating equipment, except warm air furnaces	0	3	3	277%	0	$58,420	0.09	-0.4%	3.4%	55%
333415	AC, refrigeration, and forced air heating	0	44	44	4400%	1	$42,066	0.28	-0.4%	3.4%	55%
333511	Industrial mold manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.0%	70%
333512	Metal cutting machine tool manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.0%	70%
333513	Metal forming machine tool manufacturing	22	44	22	100%	1	$36,997	2.07	-1.6%	3.0%	70%
333514	Special tool, die, jig, and fixture mfg.	2	6	4	188%	1	$33,937	0.05	-1.6%	3.0%	70%
333515	Cutting tool and machine tool accessory mfg.	0	0	0	0%	0	$0	0.00	-1.6%	3.0%	70%
333516	Rolling mill machinery and equipment mfg.	0	0	0	0%	0	$0	0.00	-1.6%	3.0%	70%
333518	Other metalworking machinery manufacturing	0	0	0	0%	0	$0	0.00	-1.6%	3.0%	70%
333611	Turbine and turbine generator set units mfg.	0	50	50	4970%	1	$66,823	1.70	-1.2%	2.7%	72%
333612	Speed changer, drive, and gear manufacturing	1	7	6	638%	1	$60,083	0.35	-1.2%	2.7%	72%
333613	Mechanical power transmission equipment mfg.	0	0	0	0%	0	$0	0.00	-1.2%	2.7%	72%
333618	Other engine equipment manufacturing	0	0	0	0%	0	$0	0.00	-1.2%	2.7%	72%
333911	Pump and pumping equipment manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333912	Air and gas compressor manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333913	Measuring and dispensing pump manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333921	Elevator and moving stairway manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333922	Conveyor and conveying equipment mfg.	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333923	Overhead cranes, hoists, and monorail systems	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333924	Industrial truck, trailer, and stacker mfg.	46	0	-46	-100%	0	$0	0.00	-0.3%	3.5%	63%
333991	Power-driven handtool manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333992	Welding and soldering equipment manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333993	Packaging machinery manufacturing	7	10	3	37%	1	$38,530	0.37	-0.3%	3.5%	63%
333994	Industrial process furnace and oven mfg.	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333995	Fluid power cylinder and actuator mfg.	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%

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333996	Fluid power pump and motor manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333997	Scale and balance, except laboratory, mfg.	0	0	0	0%	0	$0	0.00	-0.3%	3.5%	63%
333999	Miscellaneous general purpose machinery mfg.	0	101	101	10101%	3	$46,163	1.63	-0.3%	3.5%	63%
334	Computer and electronic product manufacturing										
334111	Electronic computer manufacturing	46	53	7	15%	1	$68,148	0.34	-3.1%	14.5%	56%
334112	Computer storage device manufacturing	0	0	0	0%	0	$0	0.00	-3.1%	14.5%	56%
334113	Computer terminal manufacturing	0	0	0	0%	0	$0	0.00	-3.1%	14.5%	56%
334119	Other computer peripheral equipment mfg.	0	3	3	326%	2	$38,462	0.05	-3.1%	14.5%	56%
334210	Telephone apparatus manufacturing	0	0	0	0%	0	$0	0.00	-3.1%	5.3%	67%
334220	Broadcast and wireless communications equip.	0	0	0	0%	0	$0	0.00	-3.1%	5.3%	67%
334290	Other communications equipment manufacturing	0	11	11	1135%	1	$44,943	0.32	-3.1%	5.3%	67%
334310	Audio and video equipment manufacturing	31	15	-16	-52%	2	$32,178	0.33	-0.9%	3.1%	40%
334411	Electron tube manufacturing	0	0	0	0%	0	$0	0.00	-0.9%	7.3%	57%
334412	Bare printed circuit board manufacturing	2	0	-2	-100%	0	$0	0.00	-0.9%	7.3%	48%
334413	Semiconductors and related device mfg.	32	29	-3	-11%	2	$68,064	0.08	-0.9%	7.3%	66%
334414	Electronic capacitor manufacturing	0	0	0	0%	0	$0	0.00	-0.9%	7.3%	48%
334415	Electronic resistor manufacturing	0	0	0	0%	0	$0	0.00	-0.9%	7.3%	48%
334416	Electronic coils, transformers, and inductors	32	24	-8	-25%	1	$20,960	1.48	-0.9%	7.3%	48%
334417	Electronic connector manufacturing	0	0	0	0%	0	$0	0.00	-0.9%	7.3%	48%
334418	Printed circuit assembly manufacturing	0	0	0	0%	0	$0	0.00	-0.9%	7.3%	48%
334419	Other electronic component manufacturing	38	49	11	28%	1	$36,789	0.49	-0.9%	7.3%	48%
334510	Electromedical apparatus manufacturing	0	0	0	0%	0	$0	0.00	-1.1%	3.0%	69%
334511	Search, detection, and navigation instruments	0	38	38	3800%	1	$44,775	0.16	-1.1%	3.0%	69%
334512	Automatic environmental control manufacturing	0	0	0	0%	0	$0	0.00	-1.1%	3.0%	69%
334513	Industrial process variable instruments	160	25	-135	-85%	4	$29,811	0.27	-1.1%	3.0%	69%
334514	Totalizing fluid meters and counting devices	46	0	-46	-100%	0	$0	0.00	-1.1%	3.0%	69%
334515	Electricity and signal testing instruments	0	0	0	0%	0	$0	0.00	-1.1%	3.0%	69%
334516	Analytical laboratory instrument mfg.	0	0	0	0%	0	$0	0.00	-1.1%	3.0%	69%
334517	Irradiation apparatus manufacturing	0	0	0	0%	0	$0	0.00	-1.1%	3.0%	69%
334518	Watch, clock, and part manufacturing	0	0	0	0%	0	$0	0.00	-1.1%	3.0%	69%
334519	Other measuring and controlling device mfg.	0	0	0	0%	0	$0	0.00	-1.1%	3.0%	69%
334611	Software reproducing	0	0	0	0%	0	$0	0.00	-1.3%	4.2%	40%
334612	Audio and video media reproduction	0	0	0	0%	0	$0	0.00	-1.3%	4.2%	40%
334613	Magnetic and optical recording media mfg.	0	0	0	0%	0	$0	0.00	-1.3%	4.2%	40%
335	Electrical equipment and appliances										
335110	Electric lamp bulb and part manufacturing	0	0	0	0%	0	$0	0.00	-1.0%	1.8%	60%
335121	Residential electric lighting fixture mfg.	0	0	0	0%	0	$0	0.00	-1.0%	1.8%	60%
335122	Nonresidential electric lighting fixture mfg.	15	4	-11	-75%	1	$35,858	0.11	-1.0%	1.8%	60%
335129	Other lighting equipment manufacturing	0	0	0	0%	0	$0	0.00	0.0%	1.9%	60%
335211	Electric housewares and household fan mfg.	57	33	-24	-43%	1	$35,254	1.82	0.0%	1.9%	65%
335212	Household vacuum cleaner manufacturing	0	0	0	0%	0	$0	0.00	0.0%	1.9%	65%
335221	Household cooking appliance manufacturing	0	0	0	0%	0	$0	0.00	0.0%	1.9%	65%
335222	Household refrigerator and home freezer mfg.	0	0	0	0%	0	$0	0.00	0.0%	1.9%	65%

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335224	Household laundry equipment manufacturing	0	0	0	0%	0	$0	0.00	0.0%	1.9%	65%
335228	Other major household appliance manufacturing	0	0	0	0%	0	$0	0.00	0.0%	1.9%	65%
335311	Electric power and specialty transformer mfg.	0	0	0	0%	0	$0	0.00	-1.5%	2.2%	69%
335312	Motor and generator manufacturing	0	0	0	0%	0	$0	0.00	-1.5%	2.2%	69%
335313	Switchgear and switchboard apparatus mfg.	121	165	44	36%	2	$41,882	3.63	-1.5%	2.2%	69%
335314	Relay and industrial control manufacturing	0	0	0	0%	0	$0	0.00	-1.5%	2.2%	69%
335911	Storage battery manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	69%
335912	Primary battery manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	69%
335921	Fiber optic cable manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	69%
335929	Other communication and energy wire mfg.	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	69%
335931	Current-carrying wiring device manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	69%
335932	Noncurrent-carrying wiring device mfg.	1	0	-1	-100%	0	$0	0.00	-0.5%	3.3%	69%
335991	Carbon and graphite product manufacturing	1	7	6	553%	2	$49,106	0.56	-0.5%	3.3%	69%
335999	Miscellaneous electrical equipment mfg.	0	0	0	0%	0	$0	0.00	-0.5%	3.3%	69%
336	Transportation equipment										
336111	Automobile manufacturing	0	0	0	0%	0	$0	0.00	0.9%	3.7%	81%
336112	Light truck and utility vehicle manufacturing	0	0	0	0%	0	$0	0.00	0.9%	3.7%	93%
336120	Heavy duty truck manufacturing	0	0	0	0%	0	$0	0.00	0.9%	3.7%	48%
336211	Motor vehicle body manufacturing	153	130	-23	-15%	2	$52,973	1.31	0.6%	3.6%	63%
336212	Truck trailer manufacturing	119	118	-1	-1%	3	$44,578	2.04	0.6%	3.6%	63%
336213	Motor home manufacturing	0	0	0	0%	0	$0	0.00	0.6%	3.6%	63%
336214	Travel trailer and camper manufacturing	2	11	9	446%	2	$45,463	0.15	0.6%	3.6%	63%
336311	Carburetor, piston, ring, and valve mfg.	0	0	0	0%	0	$0	0.00	-0.5%	3.2%	69%
336312	Gasoline engine and engine parts mfg.	0	0	0	0%	0	$0	0.00	-0.5%	3.2%	69%
336321	Vehicular lighting equipment manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.2%	69%
336322	Other motor vehicle electric equipment mfg.	0	2	2	158%	1	$57,641	0.01	-0.5%	3.2%	69%
336330	Motor vehicle steering and suspension parts	0	0	0	0%	0	$0	0.00	-0.5%	3.2%	69%
336340	Motor vehicle brake system manufacturing	164	10	-154	-94%	1	$40,136	0.17	-0.5%	3.2%	69%
336350	Motor vehicle power train components mfg.	1	2	1	96%	1	$57,705	0.02	-0.5%	3.2%	69%
336360	Motor vehicle seating and interior trim mfg.	216	10	-206	-95%	2	$41,290	0.11	-0.5%	3.2%	69%
336370	Motor vehicle metal stamping	0	1	1	107%	1	$44,672	0.01	-0.5%	3.2%	69%
336391	Motor vehicle air-conditioning manufacturing	0	0	0	0%	0	$0	0.00	-0.5%	3.2%	69%
336399	All other motor vehicle parts manufacturing	463	158	-305	-66%	2	$51,207	0.68	-0.5%	3.2%	69%
336411	Aircraft manufacturing	0	0	0	0%	0	$0	0.00	-0.3%	2.7%	83%
336412	Aircraft engine and engine parts mfg.	0	0	0	0%	0	$0	0.00	-0.3%	2.7%	83%
336413	Other aircraft parts and equipment	102	339	237	233%	3	$59,304	2.52	-0.3%	2.7%	83%
336414	Guided missile and space vehicle mfg.	0	0	0	0%	0	$0	0.00	-0.3%	2.7%	83%
336415	Space vehicle propulsion units and parts mfg.	0	0	0	0%	0	$0	0.00	-0.3%	2.7%	83%
336419	Other guided missile and space vehicle parts	102	20	-82	-81%	1	$70,436	1.79	-0.3%	2.7%	83%
336510	Railroad rolling stock manufacturing	0	0	0	0%	0	$0	0.00	2.1%	4.0%	47%
336611	Ship building and repairing	0	0	0	0%	0	$0	0.00	0.2%	1.6%	47%
336612	Boat building	52	4	-48	-93%	1	$37,271	0.04	0.2%	1.6%	47%
336991	Motorcycle, bicycle, and parts manufacturing	0	5	5	528%	1	$18,202	0.20	2.4%	2.4%	47%

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336992	Military armored vehicles and tank parts mfg.	0	88	88	8800%	1	$46,044	10.75	2.4%	2.4%	47%
336999	All other transportation equipment mfg.	41	33	-8	-19%	1	$22,616	1.40	2.4%	2.4%	47%
337	Furniture & Fixtures										
337110	Wood kitchen cabinet and countertop mfg.	792	338	-454	-57%	18	$37,022	1.29	0.5%	1.7%	64%
337121	Upholstered household furniture manufacturing	115	18	-97	-85%	1	$38,647	0.15	0.5%	1.7%	64%
337122	Nonupholstered wood household furniture mfg.	23	10	-13	-56%	1	$36,713	0.10	0.5%	1.7%	64%
337124	Metal household furniture manufacturing	0	0	0	0%	0	$0	0.00	0.5%	1.7%	64%
337125	Household furniture, exc. wood or metal, mfg.	0	0	0	0%	0	$0	0.00	0.5%	1.7%	64%
337127	Institutional furniture manufacturing	4	12	8	209%	1	$49,320	0.33	0.5%	1.7%	64%
337129	Wood TV, radio, and sewing machine housings	0	9	9	929%	1	$68,981	2.64	0.5%	1.7%	64%
337211	Wood office furniture manufacturing	9	1	-8	-94%	2	$24,999	0.01	1.8%	2.9%	55%
337212	Custom architectural woodwork and millwork	63	31	-32	-51%	1	$34,778	1.10	1.8%	2.9%	55%
337214	Office furniture, except wood, manufacturing	23	1	-22	-98%	1	$31,705	0.01	1.8%	2.9%	55%
337215	Showcases, partitions, shelving, and lockers	267	0	-267	-100%	0	$0	0.00	1.8%	2.9%	55%
337910	Mattress manufacturing	25	5	-20	-80%	1	$28,912	0.11	1.2%	2.2%	72%
337920	Blind and shade manufacturing	0	0	0	0%	0	$0	0.00	1.2%	2.2%	72%
339	Miscellaneous manufacturing industries										
339112	Surgical and medical instrument manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.5%	72%
339113	Surgical appliance and supplies manufacturing	35	57	22	63%	1	$38,586	0.44	0.2%	2.5%	72%
339114	Dental equipment and supplies manufacturing	0	0	0	0%	0	$0	0.00	0.2%	2.5%	72%
339115	Ophthalmic goods manufacturing	1	0	-1	-100%	0	$0	0.00	0.2%	2.5%	72%
339116	Dental laboratories	94	61	-33	-35%	16	$21,974	0.84	0.2%	2.5%	72%
339911	Jewelry, except costume, manufacturing	0	1	1	147%	1	$21,600	0.04	-2.3%	2.1%	50%
339912	Silverware and hollowware manufacturing	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	50%
339913	Jewelers' material and lapidary work mfg.	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	50%
339914	Costume jewelry and novelty manufacturing	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	50%
339920	Sporting and athletic goods manufacturing	40	52	12	31%	2	$32,835	0.67	-2.3%	2.1%	50%
339931	Doll and stuffed toy manufacturing	0	1	1	108%	1	$73,545	0.26	-2.3%	2.1%	50%
339932	Game, toy, and children's vehicle mfg.	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	50%
339941	Pen and mechanical pencil manufacturing	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	57%
339942	Lead pencil and art good manufacturing	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	57%
339943	Marking device manufacturing	5	0	-5	-100%	0	$0	0.00	-2.3%	2.1%	57%
339944	Carbon paper and inked ribbon manufacturing	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	57%
339950	Sign manufacturing	112	89	-23	-21%	10	$35,789	0.78	-2.3%	2.1%	57%
339991	Gasket, packing, and sealing device mfg.	4	2	-2	-53%	1	$37,507	0.04	-2.3%	2.1%	84%
339992	Musical instrument manufacturing	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	84%
339993	Fastener, button, needle, and pin mfg.	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	84%
339994	Broom, brush, and mop manufacturing	21	9	-12	-57%	0	$36,552	0.57	-2.3%	2.1%	84%
339995	Burial casket manufacturing	0	0	0	0%	0	$0	0.00	-2.3%	2.1%	84%
339999	All other miscellaneous manufacturing	29	24	-5	-17%	5	$98,319	0.27	-2.3%	2.1%	84%
42	**WHOLESALE TRADE**	**9,658**	**10,226**	**568**	**6%**	**536**	**$50,882**	**1.18**	**1.3%**	**3.4%**	
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	743	449	-294	-40%	9	$43,213	2.40	1.3%	3.4%	
423120	Motor Vehicle Supplies and New Parts Merchant Wholesalers	366	334	-32	-9%	16	$45,973	1.30	1.3%	3.4%	

		San Joaquin County Employment		Historic Growth 2006-11		San Joaquin County-2011			Projected Annual U.S. Growth 2010-2020		Manufg Capacity
NAICS	Description	2006	2011	Absolute	Percent	Firms	Avg Wage	Location Quotient	Employment	Output	Utilization
423130	Tire and Tube Merchant Wholesalers	12	175	163	1361%	1	$46,313	5.31	1.3%	3.4%	
423140	Motor Vehicle Parts (Used) Merchant Wholesalers	71	70	-1	-2%	4	$29,731	1.97	1.3%	3.4%	
423210	Furniture Merchant Wholesalers	1	5	4	383%	1	$45,228	0.07	1.3%	3.4%	
423220	Home Furnishing Merchant Wholesalers	11	65	54	492%	4	$44,395	0.64	1.3%	3.4%	
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	365	58	-307	-84%	9	$51,346	0.28	1.3%	3.4%	
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	110	90	-20	-18%	13	$46,987	1.00	1.3%	3.4%	
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	40	15	-25	-61%	2	$48,235	0.30	1.3%	3.4%	
423390	Other Construction Material Merchant Wholesalers	19	31	12	61%	6	$39,257	0.72	1.3%	3.4%	
423410	Photographic Equipment and Supplies Merchant Wholesalers	5	0	-5	-100%	0	$0	0.00	1.3%	3.4%	
423420	Office Equipment Merchant Wholesalers	30	28	-2	-7%	5	$51,685	0.17	1.3%	3.4%	
423430	Computer and Computer Peripheral Equipment and Software Merchant Wl	45	18	-27	-61%	4	$52,370	0.05	1.3%	3.4%	
423440	Other Commercial Equipment Merchant Wholesalers	42	53	11	26%	10	$41,058	0.71	1.3%	3.4%	
423450	Medical, Dental, & Hospital Equipment & Supplies Merchant Wholesalers	134	143	9	7%	12	$61,566	0.53	1.3%	3.4%	
423460	Ophthalmic Goods Merchant Wholesalers	0	0	0	0%	0	$0	0.00	1.3%	3.4%	
423490	Other Professional Equipment and Supplies Merchant Wholesalers	0	16	16	1645%	1	$30,133	0.43	1.3%	3.4%	
423510	Metal Service Centers and Other Metal Merchant Wholesalers	356	275	-81	-23%	8	$54,160	1.47	1.3%	3.4%	
423520	Coal and Other Mineral and Ore Merchant Wholesalers	0	0	0	0%	0	$0	0.00	1.3%	3.4%	
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipn	129	241	112	87%	14	$56,981	1.10	1.3%	3.4%	
423620	Electrical and Electronic Appliance, Television, and Radio Set Merchant V	16	19	3	16%	2	$57,578	0.39	1.3%	3.4%	
423690	Other Electronic Parts and Equipment Merchant Wholesalers	71	26	-45	-63%	9	$43,874	0.11	1.3%	3.4%	
423710	Hardware Merchant Wholesalers	27	27	0	0%	3	$40,685	0.22	1.3%	3.4%	
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wh	216	109	-107	-50%	12	$48,170	0.76	1.3%	3.4%	
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchai	30	20	-10	-33%	5	$52,434	0.22	1.3%	3.4%	
423740	Refrigeration Equipment and Supplies Merchant Wholesalers	14	25	11	79%	5	$59,429	1.28	1.3%	3.4%	
423810	Construction and Mining (except Oil Well) Machinery and Equipment Me	150	118	-32	-21%	8	$55,285	0.89	1.3%	3.4%	
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	426	321	-105	-25%	20	$56,862	2.17	1.3%	3.4%	
423830	Industrial Machinery and Equipment Merchant Wholesalers	401	415	14	3%	33	$54,267	0.90	1.3%	3.4%	
423840	Industrial Supplies Merchant Wholesalers	342	265	-77	-23%	12	$39,568	2.36	1.3%	3.4%	
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	38	28	-10	-26%	5	$51,610	0.30	1.3%	3.4%	
423860	Transportation Equipment and Supplies (except Motor Vehicle) Merchant	0	0	0	0%	0	$0	0.00	1.3%	3.4%	
423910	Sporting and Recreational Goods and Supplies Merchant Wholesalers	22	28	6	27%	9	$51,242	0.39	1.3%	3.4%	
423920	Toy and Hobby Goods and Supplies Merchant Wholesalers	9	10	1	8%	3	$16,478	0.28	1.3%	3.4%	
423930	Recyclable Material Merchant Wholesalers	253	303	50	20%	15	$43,513	1.94	1.3%	3.4%	
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesaler:	2	2	0	14%	1	$10,095	0.03	1.3%	3.4%	
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	164	69	-95	-58%	10	$29,729	0.69	1.3%	3.4%	
424110	Printing and Writing Paper Merchant Wholesalers	2	28	26	1300%	1	$59,061	1.20	1.3%	3.4%	
424120	Stationery and Office Supplies Merchant Wholesalers	57	78	21	37%	3	$35,640	0.77	1.3%	3.4%	
424130	Industrial and Personal Service Paper Merchant Wholesalers	83	109	26	31%	9	$60,944	1.13	1.3%	3.4%	
424210	Drugs and Druggists' Sundries Merchant Wholesalers	6	113	107	1783%	5	$56,763	0.36	1.3%	3.4%	
424310	Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers	2	3	1	38%	2	$34,620	0.07	1.3%	3.4%	
424320	Men's and Boys' Clothing and Furnishings Merchant Wholesalers	0	0	0	0%	0	$0	0.00	1.3%	3.4%	
424330	Women's, Children's, and Infants' Clothing and Accessories Merchant Who	16	30	14	89%	5	$33,321	0.31	1.3%	3.4%	
424340	Footwear Merchant Wholesalers	0	0	0	0%	0	$0	0.00	1.3%	3.4%	

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
424410	General Line Grocery Merchant Wholesalers	581	1,467	886	152%	13	$52,646	4.52	1.3%	3.4%	
424420	Packaged Frozen Food Merchant Wholesalers	317	158	-159	-50%	2	$54,236	3.66	1.3%	3.4%	
424430	Dairy Product (except Dried or Canned) Merchant Wholesalers	163	473	310	190%	6	$57,589	7.94	1.3%	3.4%	
424440	Poultry and Poultry Product Merchant Wholesalers	191	46	-145	-76%	2	$41,639	2.55	1.3%	3.4%	
424450	Confectionery Merchant Wholesalers	93	108	15	16%	6	$59,500	1.48	1.3%	3.4%	
424460	Fish and Seafood Merchant Wholesalers	0	1	1	128%	1	$45,005	0.04	1.3%	3.4%	
424470	Meat and Meat Product Merchant Wholesalers	165	102	-63	-38%	7	$45,490	1.89	1.3%	3.4%	
424480	Fresh Fruit and Vegetable Merchant Wholesalers	671	684	13	2%	14	$31,299	6.03	1.3%	3.4%	
424490	Other Grocery and Related Products Merchant Wholesalers	507	539	32	6%	20	$62,436	1.68	1.3%	3.4%	
424510	Grain and Field Bean Merchant Wholesalers	25	27	2	8%	4	$107,085	0.43	1.3%	3.4%	
424520	Livestock Merchant Wholesalers	1	31	30	3011%	3	$13,547	1.02	1.3%	3.4%	
424590	Other Farm Product Raw Material Merchant Wholesalers	38	9	-29	-77%	2	$32,764	0.67	1.3%	3.4%	
424610	Plastics Materials and Basic Forms and Shapes Merchant Wholesalers	25	40	15	61%	1	$44,227	1.13	1.3%	3.4%	
424690	Other Chemical and Allied Products Merchant Wholesalers	111	57	-54	-49%	7	$64,022	0.36	1.3%	3.4%	
424710	Petroleum Bulk Stations and Terminals	69	6	-63	-91%	4	$68,847	0.12	1.3%	3.4%	
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Sta	55	137	82	149%	10	$57,262	1.34	1.3%	3.4%	
424810	Beer and Ale Merchant Wholesalers	80	173	93	117%	2	$54,149	1.32	1.3%	3.4%	
424820	Wine and Distilled Alcoholic Beverage Merchant Wholesalers	164	226	62	38%	10	$75,940	2.48	1.3%	3.4%	
424910	Farm Supplies Merchant Wholesalers	488	662	174	36%	28	$59,158	4.16	1.3%	3.4%	
424920	Book, Periodical, and Newspaper Merchant Wholesalers	23	2	-21	-90%	1	$14,191	0.03	1.3%	3.4%	
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	62	82	20	32%	6	$21,543	1.07	1.3%	3.4%	
424940	Tobacco and Tobacco Product Merchant Wholesalers	0	1	1	75%	1	$21,330	0.02	1.3%	3.4%	
424950	Paint, Varnish, and Supplies Merchant Wholesalers	176	20	-156	-89%	3	$35,243	0.55	1.3%	3.4%	
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	84	190	106	126%	20	$38,632	1.41	1.3%	3.4%	
425110	Business to Business Electronic Markets	68	7	-61	-90%	2	$54,647	0.08	1.3%	3.4%	
425120	Wholesale Trade Agents and Brokers	676	766	90	13%	65	$52,908	0.71	1.3%	3.4%	
44	**RETAIL TRADE**	**27,147**	**24,002**	**-3,145**	**-12%**	**1,428**	**$26,805**	**1.06**	**1.2%**	**3.7%**	
441	Motor vehicle and parts dealers										
441110	New car dealers	2,412	1,354	-1,058	-44%	31	$45,475	0.82	1.2%	3.7%	
441120	Used car dealers	143	101	-42	-29%	24	$30,663	0.54	1.2%	3.7%	
441210	Recreational vehicle dealers	280	182	-98	-35%	9	$44,372	3.05	1.2%	3.7%	
441221	Motorcycle dealers	104	95	-9	-9%	7	$43,283	0.91	1.2%	3.7%	
441222	Boat dealers	76	48	-28	-37%	5	$30,767	0.74	1.2%	3.7%	
441229	All other motor vehicle dealers	69	52	-17	-25%	7	$54,636	2.32	1.2%	3.7%	
441310	Automotive parts and accessories stores	733	668	-65	-9%	67	$25,886	1.38	1.2%	3.7%	
441320	Tire dealers	433	357	-76	-18%	35	$37,726	1.46	1.2%	3.7%	
442	Furniture and home furnishings stores										
442110	Furniture stores	291	205	-86	-30%	34	$22,908	0.47	1.2%	3.7%	
442210	Floor covering stores	133	89	-44	-33%	14	$35,572	0.60	1.2%	3.7%	
442291	Window treatment stores	22	5	-17	-78%	2	$34,772	0.24	1.2%	3.7%	
442299	All other home furnishings stores	147	140	-7	-5%	17	$25,348	0.55	1.2%	3.7%	
443	Electronics and appliance stores										
443111	Household appliance stores	94	41	-53	-56%	9	$26,602	0.38	1.2%	3.7%	

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
443112	Radio, TV, and other electronics stores	505	454	-51	-10%	35	$23,145	0.98	1.2%	3.7%	
443120	Computer and software stores	87	99	12	14%	9	$55,854	0.46	1.2%	3.7%	
443130	Camera and photographic supplies stores	42	9	-33	-77%	1	$28,169	0.40	1.2%	3.7%	
444	Building material and garden supply stores										
444110	Home centers	1,689	1,276	-413	-24%	21	$27,547	1.29	1.2%	3.7%	
444120	Paint and wallpaper stores	83	56	-27	-33%	12	$36,155	0.91	1.2%	3.7%	
444130	Hardware stores	404	226	-178	-44%	23	$34,691	0.96	1.2%	3.7%	
444190	Other building material dealers	541	232	-309	-57%	36	$41,972	0.52	1.2%	3.7%	
444210	Outdoor power equipment stores	23	31	8	35%	4	$39,132	0.64	1.2%	3.7%	
444220	Nursery, garden, and farm supply stores	163	118	-45	-28%	20	$35,058	0.71	1.2%	3.7%	
445	Food and beverage stores										
445110	Supermarkets and other grocery stores	3,897	3,817	-80	-2%	135	$29,040	1.12	1.2%	3.7%	
445120	Convenience stores	127	166	39	31%	43	$16,962	0.80	1.2%	3.7%	
445210	Meat markets	310	252	-58	-19%	20	$20,968	3.46	1.2%	3.7%	
445220	Fish and seafood markets	16	6	-10	-65%	1	$12,284	0.29	1.2%	3.7%	
445230	Fruit and vegetable markets	100	48	-52	-52%	8	$17,298	0.77	1.2%	3.7%	
445291	Baked goods stores	16	24	8	50%	7	$16,992	0.78	1.2%	3.7%	
445292	Confectionery and nut stores	56	62	6	11%	7	$15,771	2.04	1.2%	3.7%	
445299	All other specialty food stores	124	394	270	218%	13	$33,915	3.09	1.2%	3.7%	
445310	Beer, wine, and liquor stores	261	148	-113	-43%	41	$19,084	0.74	1.2%	3.7%	
446	Health and personal care stores										
446110	Pharmacies and drug stores	1,462	1,329	-133	-9%	87	$39,445	1.28	1.2%	3.7%	
446120	Cosmetic and beauty supply stores	105	148	43	41%	18	$15,263	0.98	1.2%	3.7%	
446130	Optical goods stores	48	44	-4	-8%	11	$20,178	0.48	1.2%	3.7%	
446191	Food, health, supplement stores	62	128	66	106%	16	$20,371	2.00	1.2%	3.7%	
446199	All other health and personal care stores	58	79	21	36%	10	$46,905	1.02	1.2%	3.7%	
447110	Gasoline stations with convenience stores	775	876	101	13%	102	$20,551	0.80	1.2%	3.7%	
447190	Other gasoline stations	196	212	16	8%	20	$21,241	1.25	1.2%	3.7%	
448	Clothing and clothing accessories stores										
448110	Men's clothing stores	201	193	-8	-4%	10	$40,843	1.62	1.2%	3.7%	
448120	Women's clothing stores	233	334	101	43%	37	$14,589	0.83	1.2%	3.7%	
448130	Children's and infants' clothing stores	41	91	50	122%	11	$13,616	0.91	1.2%	3.7%	
448140	Family clothing stores	660	809	149	23%	40	$12,480	1.07	1.2%	3.7%	
448150	Clothing accessories stores	25	55	30	120%	8	$14,340	0.80	1.2%	3.7%	
448190	Other clothing stores	150	129	-21	-14%	18	$16,094	0.72	1.2%	3.7%	
448210	Shoe stores	271	265	-6	-2%	36	$16,019	0.98	1.2%	3.7%	
448310	Jewelry stores	247	147	-100	-40%	30	$29,798	0.65	1.2%	3.7%	
448320	Luggage and leather goods stores	2	16	14	682%	1	$25,934	0.75	1.2%	3.7%	
451	Sporting goods, hobby, book and music stores										
451110	Sporting goods stores	347	315	-32	-9%	31	$19,171	0.91	1.2%	3.7%	
451120	Hobby, toy, and game stores	378	394	16	4%	19	$22,567	1.91	1.2%	3.7%	
451130	Sewing, needlework, and piece goods stores	78	73	-5	-6%	5	$10,486	0.92	1.2%	3.7%	
451140	Musical instrument and supplies stores	22	38	16	72%	4	$21,081	0.73	1.2%	3.7%	

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
451211	Book stores	179	119	-60	-34%	7	$15,363	0.57	1.2%	3.7%	
451212	News dealers and newsstands	10	1	-9	-85%	1	$21,528	0.12	1.2%	3.7%	
451220	Precorded tape, CD, and record stores	48	40	-8	-17%	5	$16,094	0.67	1.2%	3.7%	
452	General merchandise stores										
452111	Department stores	1,350	939	-411	-30%	9	$16,301	0.97	1.2%	3.7%	
452112	Discount department stores	3,854	3,571	-283	-7%	22	$20,628	2.63	1.2%	3.7%	
452910	Warehouse clubs and supercenters	540	995	455	84%	7	$31,201	0.64	1.2%	3.7%	
452990	All other general merchandise stores	547	406	-141	-26%	28	$20,838	0.85	1.2%	3.7%	
453	Miscellaneous store retailers										
453110	Florists	148	64	-84	-57%	17	$13,856	0.45	1.2%	3.7%	
453210	Office supplies and stationery stores	481	368	-113	-23%	17	$29,238	1.44	1.2%	3.7%	
453220	Gift, novelty, and souvenir stores	261	173	-88	-34%	20	$14,059	0.57	1.2%	3.7%	
453310	Used merchandise stores	338	348	10	3%	21	$19,324	2.09	1.2%	3.7%	
453910	Pet and pet supplies stores	224	207	-17	-8%	11	$20,161	1.51	1.2%	3.7%	
453920	Art dealers	18	2	-16	-89%	1	$27,438	0.06	1.2%	3.7%	
453930	Manufactured, mobile, home dealers	19	1	-18	-95%	1	$24,247	0.03	1.2%	3.7%	
453991	Tobacco stores	32	27	-5	-16%	3	$15,024	0.72	1.2%	3.7%	
453998	Store retailers not specified elsewhere	156	68	-88	-56%	24	$27,442	0.35	1.2%	3.7%	
454	Nonstore retailers										
454111	Electronic shopping	32	23	-9	-28%	5	$25,957	0.23	1.2%	3.7%	
454112	Electronic auctions	0	0	0	0%	0	$0	0.00	1.2%	3.7%	
454113	Mail-order houses	35	43	8	23%	4	$50,984	0.18	1.2%	3.7%	
454210	Vending machine operators	15	18	3	19%	2	$20,323	0.24	1.2%	3.7%	
454311	Heating oil dealers	0	0	0	0%	0	$0	0.00	1.2%	3.7%	
454312	Liquefied petroleum gas, bottled gas, dealers	71	95	24	34%	4	$45,005	1.54	1.2%	3.7%	
454319	Other fuel dealers	0	12	12	1199%	1	$47,308	7.21	1.2%	3.7%	
454390	Other direct selling establishments	51	52	1	2%	7	$33,732	0.67	1.2%	3.7%	
48	**TRANSPORTATION**	**11,874**	**12,643**	**769**	**6%**	**446**	**$44,433**	**2.04**	**1.9%**	**3.3%**	
481	Air transportation										
481111	Scheduled passenger air transportation	1	0	-1	-100%	0	$0	0.00	0.3%	2.5%	
481112	Scheduled freight air transportation	0	0	0	0%	0	$0	0.00	0.3%	2.5%	
481211	Nonscheduled air passenger chartering	0	0	0	0%	0	$0	0.00	0.3%	2.5%	
481212	Nonscheduled air freight chartering	4	0	-4	-100%	0	$0	0.00	0.3%	2.5%	
481219	Other nonscheduled air transportation	0	0	0	0%	0	$0	0.00	0.3%	2.5%	
482	Rail transportation										
482000	Rail transportation	0	0	0	0%	0	0	0.00	0.0%	3.1%	
483	Water transportation										
483111	Deep sea freight transportation	0	0	0	0%	0	$0	0.00	2.3%	3.0%	
483112	Deep sea passenger transportation	0	0	0	0%	0	$0	0.00	2.3%	3.0%	
483113	Coastal and Great Lakes freight transport.	4	0	-4	-100%	0	$0	0.00	2.3%	3.0%	
483114	Coastal and Great Lakes passenger transport.	0	0	0	0%	0	$0	0.00	2.3%	3.0%	
483211	Inland water freight transportation	1	0	-1	-100%	0	$0	0.00	2.3%	3.0%	
483212	Inland water passenger transportation	1	0	-1	-100%	1	$0	0.00	2.3%	3.0%	

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484	Truck transportation										
484110	General freight trucking, local	1,157	1,198	41	4%	95	$42,269	3.48	2.2%	3.3%	
484121	General freight trucking, long-distance TL	1,274	2,351	1,077	85%	56	$40,320	2.97	2.2%	3.3%	
484122	General freight trucking, long-distance LTL	874	745	-129	-15%	18	$48,128	2.22	2.2%	3.3%	
484210	Used household and office goods moving	218	73	-145	-67%	11	$37,927	0.48	2.2%	3.3%	
484220	Other specialized trucking, local	1,196	1,081	-115	-10%	74	$45,067	3.57	2.2%	3.3%	
484230	Other specialized trucking, long-distance	267	223	-44	-16%	8	$48,337	1.28	2.2%	3.3%	
485	Transit and ground passenger transportation										
485111	Mixed mode transit systems	0	0	0	0%	0	$0	0.00	2.2%	2.9%	
485112	Commuter rail systems	69	115	46	67%	1	$35,697	80.24	2.2%	2.9%	
485113	Bus and other motor vehicle transit systems	0	0	0	0%	0	$0	0.00	2.2%	2.9%	
485119	Other urban transit systems	0	0	0	0%	0	$0	0.00	2.2%	2.9%	
485210	Interurban and rural bus transportation	12	4	-8	-66%	1	$33,285	0.14	2.2%	2.9%	
485310	Taxi service	2	0	-2	-100%	0	$0	0.00	2.2%	2.9%	
485320	Limousine service	3	9	6	193%	2	$31,794	0.15	2.2%	2.9%	
485410	School and employee bus transportation	142	103	-39	-28%	2	$27,672	0.40	2.2%	2.9%	
485510	Charter bus industry	3	0	-3	-100%	0	$0	0.00	2.2%	2.9%	
485991	Special needs transportation	92	101	9	10%	6	$28,026	1.60	2.2%	2.9%	
485999	All other ground passenger transportation	0	28	28	2800%	4	$37,887	0.92	2.2%	2.9%	
486	Pipeline transportation										
486110	Pipeline transportation of crude oil	0	0	0	0%	0	$0	0.00	-2.6%	2.7%	
486210	Pipeline transportation of natural gas	3	23	20	682%	1	$79,942	0.61	-2.6%	2.7%	
486910	Refined petroleum product pipeline transport.	16	36	20	122%	4	$81,785	4.71	-2.6%	2.7%	
486990	All other pipeline transportation	0	0	0	0%	0	$0	0.00	-2.6%	2.7%	
487	Scenic and sightseeing transportation										
487110	Scenic and sightseeing transportation, land	0	0	0	0%	1	$0	0.00	2.0%	4.0%	
487210	Scenic and sightseeing transportation, water	0	0	0	0%	0	$0	0.00	2.0%	4.0%	
487990	Scenic and sightseeing transportation, other	0	0	0	0%	0	$0	0.00	2.0%	4.0%	
488	Support activities for transportation										
488111	Air traffic control	0	0	0	0%	0	$0	0.00	2.0%	4.0%	
488119	Other airport operations	32	0	-32	-100%	0	$0	0.00	2.0%	4.0%	
488190	Other support activities for air transport.	68	131	63	93%	7	$35,458	1.01	2.0%	4.0%	
488210	Support activities for rail transportation	64	133	69	108%	4	$54,114	3.96	2.0%	4.0%	
488310	Port and harbor operations	28	112	84	301%	2	$65,212	3.34	2.0%	4.0%	
488320	Marine cargo handling	49	42	-7	-14%	3	$55,949	0.62	2.0%	4.0%	
488330	Navigational services to shipping	49	49	0	-1%	2	$52,697	1.58	2.0%	4.0%	
488390	Other support activities for water transport.	219	6	-213	-97%	3	$25,235	0.41	2.0%	4.0%	
488410	Motor vehicle towing	264	169	-95	-36%	21	$40,985	2.36	2.0%	4.0%	
488490	Other support activities for road transport.	371	146	-225	-61%	5	$31,404	3.14	2.0%	4.0%	
488510	Freight transportation arrangement	64	110	46	72%	10	$53,958	0.41	2.0%	4.0%	
488991	Packing and crating	18	22	4	21%	4	$35,962	0.75	2.0%	4.0%	
488999	All other support activities for transport.	32	9	-23	-71%	1	$40,992	0.66	2.0%	4.0%	
492	Couriers and messengers										

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492110	Couriers	489	437	-52	-11%	10	$42,351	0.56	2.4%	4.1%	
492210	Local messengers and local delivery	92	97	5	5%	15	$28,325	1.44	2.4%	4.1%	
493	Warehousing and storage										
493110	General warehousing and storage	4,181	4,734	553	13%	59	$46,278	6.02	2.4%	3.6%	
493120	Refrigerated warehousing and storage	506	245	-261	-52%	7	$55,982	3.59	2.4%	3.6%	
493130	Farm product warehousing and storage	0	45	45	4521%	2	$43,483	3.37	2.4%	3.6%	
493190	Other warehousing and storage	9	55	46	509%	3	$54,572	0.87	2.4%	3.6%	
51	**INFORMATION**	**2,492**	**1,885**	**-607**	**-24%**	**93**	**$59,788**	**0.42**	**0.5%**	**4.7%**	
511	Publishing industries, except Internet										
511110	Newspaper publishers	666	375	-291	-44%	5	$38,151	0.70	-1.3%	2.5%	
511120	Periodical publishers	10	72	62	620%	4	$76,131	0.34	-1.3%	2.5%	
511130	Book publishers	0	0	0	0%	0	$0	0.00	-1.3%	2.5%	
511140	Directory and mailing list publishers	3	0	-3	-100%	0	$0	0.00	-1.3%	2.5%	
511191	Greeting card publishers	0	0	0	0%	0	$0	0.00	-1.3%	2.5%	
511199	All other publishers	0	0	0	0%	0	$0	0.00	-1.3%	2.5%	
511210	Software publishers	7	9	2	29%	4	$164,903	0.03	3.1%	8.9%	
512	Motion picture and sound recording industries										
512110	Motion picture and video production	20	7	-13	-66%	3	$24,934	0.02	-0.7%	3.0%	
512120	Motion picture and video distribution	0	0	0	0%	0	$0	0.00	-0.7%	3.0%	
512131	Motion picture theaters, except drive-ins	212	242	30	14%	5	$8,904	1.26	-0.7%	3.0%	
512132	Drive-in motion picture theaters	1	7	6	621%	1	$28,287	1.53	-0.7%	3.0%	
512191	Teleproduction and postproduction services	0	12	12	1185%	1	$28,791	0.51	-0.7%	3.0%	
512199	Other motion picture and video industries	0	0	0	0%	0	$0	0.00	-0.7%	3.0%	
512210	Record production	1	0	-1	-100%	0	$0	0.00	-0.7%	3.0%	
512220	Integrated record production and distribution	0	0	0	0%	0	$0	0.00	-0.7%	3.0%	
512230	Music publishers	0	0	0	0%	0	$0	0.00	-0.7%	3.0%	
512240	Sound recording studios	3	3	0	13%	1	$28,244	0.32	-0.7%	3.0%	
512290	Other sound recording industries	0	0	0	0%	0	$0	0.00	-0.7%	3.0%	
515	Broadcasting, except Internet										
515111	Radio networks	7	10	3	40%	1	$56,478	0.26	1.0%	3.2%	
515112	Radio stations	371	62	-309	-83%	1	$47,943	0.49	1.0%	3.2%	
515120	Television broadcasting	0	0	0	0%	0	$0	0.00	1.0%	3.2%	
515210	Cable and other subscription programming	57	159	102	179%	8	$41,165	1.19	1.0%	3.2%	
517	Telecommunications										
517110	Wired telecommunications carriers	62	320	258	416%	16	$99,029	0.45	0.8%	4.2%	
517210	Cellular and other wireless carriers	354	172	-182	-51%	11	$58,986	0.58	0.8%	4.2%	
517410	Satellite telecommunications	4	2	-2	-60%	2	$61,046	0.07	0.8%	4.2%	
517910	Other telecommunications	545	352	-193	-35%	27	$91,399	1.68	0.8%	4.2%	
518	Data processing and hosting										
518210	Data processing and related services	108	72	-36	-34%	1	$59,547	0.18	0.8%	6.1%	
519	Other information services										
519110	News syndicates	0	0	0	0%	0	$0	0.00	0.8%	6.1%	

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519120	Libraries and archives	0	6	6	622%	1	$41,677	0.15	0.8%	6.1%	
519130	Internet Publishing, Broadcasting, Web Search Portals	51	3	-48	-93%	1	$175,353	0.04	0.8%	6.1%	
519190	Other information services	0	0	0	0%	0	$0	0.00	0.8%	6.1%	
52	**FINANCE AND INSURANCE**	**6,725**	**4,958**	**-1,767**	**-26%**	**494**	**$50,540**	**0.56**	**0.9%**	**3.3%**	
522	Credit intermediation and related activities										
522110	Commercial banking	2	1,397	1,395	69750%	102	$47,952	0.72	0.3%	3.6%	
522120	Savings institutions	1,033	289	-744	-72%	25	$48,016	0.82	0.3%	3.6%	
522130	Credit unions	277	234	-43	-16%	19	$39,285	0.72	0.3%	3.6%	
522190	Other depository credit intermediation	10	0	-10	-100%	0	$0	0.00	0.3%	3.6%	
522210	Credit card issuing	0	10	10	1034%	1	$63,722	0.06	0.3%	3.6%	
522220	Sales financing	40	14	-26	-66%	3	$34,640	0.08	0.3%	3.6%	
522291	Consumer lending	79	38	-41	-52%	13	$45,166	0.21	0.3%	3.6%	
522292	Real estate credit	463	95	-368	-79%	12	$74,944	0.18	0.3%	3.6%	
522293	International trade financing	0	0	0	0%	0	$0	0.00	0.3%	3.6%	
522294	Secondary market financing	0	0	0	0%	0	$0	0.00	0.3%	3.6%	
522298	All other nondepository credit intermediation	34	16	-18	-52%	2	$50,735	0.19	0.3%	3.6%	
522310	Mortgage and nonmortgage loan brokers	141	39	-102	-72%	16	$48,431	0.18	0.3%	3.6%	
522320	Financial transaction processing and clearing	8	35	27	337%	2	$59,048	0.24	0.3%	3.6%	
522390	Other credit intermediation activities	242	107	-135	-56%	21	$28,685	0.73	0.3%	3.6%	
523	Securities, commodity contracts, investments										
523110	Investment banking and securities dealing	51	24	-27	-52%	7	$181,582	0.09	2.3%	4.5%	
523120	Securities brokerage	120	87	-33	-28%	19	$118,643	0.20	2.3%	4.5%	
523130	Commodity contracts dealing	6	4	-2	-40%	1	$72,952	0.22	2.3%	4.5%	
523140	Commodity contracts brokerage	0	0	0	0%	0	$0	0.00	2.3%	4.5%	
523210	Securities and commodity exchanges	0	0	0	0%	0	$0	0.00	2.3%	4.5%	
523910	Miscellaneous intermediation	2	1	-1	-37%	1	$42,379	0.04	2.3%	4.5%	
523920	Portfolio management	29	9	-20	-70%	7	$53,838	0.05	2.3%	4.5%	
523930	Investment advice	69	58	-11	-16%	29	$49,700	0.32	2.3%	4.5%	
523991	Trust, fiduciary, and custody activities	4	2	-2	-40%	2	$61,337	0.07	2.3%	4.5%	
523999	Miscellaneous financial investment activities	0	8	8	761%	1	$39,399	0.25	2.3%	4.5%	
524	Insurance carriers										
524113	Direct life insurance carriers	122	191	69	56%	5	$51,994	0.44	0.3%	2.2%	
524114	Direct health and medical insurance carriers	890	895	5	1%	4	$45,108	1.76	0.3%	2.2%	
524126	Direct property and casualty insurers	238	256	18	8%	28	$55,675	0.35	0.3%	2.2%	
524127	Direct title insurance carriers	189	138	-51	-27%	8	$53,108	1.02	0.3%	2.2%	
524128	Other direct insurance carriers	0	16	16	1560%	2	$41,275	0.80	0.3%	2.2%	
524130	Reinsurance carriers	1	6	5	540%	1	$36,781	0.15	0.3%	2.2%	
524210	Insurance agencies and brokerages	808	751	-57	-7%	150	$49,870	0.77	1.6%	2.5%	
524291	Claims adjusting	12	3	-9	-72%	3	$60,095	0.04	1.6%	2.5%	
524292	Third party administration of insurance funds	225	201	-24	-11%	5	$57,584	1.10	1.6%	2.5%	
524298	All other insurance related activities	20	26	6	28%	2	$63,505	0.34	1.6%	2.5%	
525	Funds, trusts, and other financial vehicles										
525000	Funds, trusts, and other financial vehicles	90	3	-87	-97%	2	$30,411	0.02	2.4%	2.7%	

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53	**REAL ESTATE**	**3,294**	**2,468**	**-826**	**-25%**	**476**	**$38,623**	**0.78**	**1.3%**	**3.1%**	
531	Real estate										
531110	Lessors of residential buildings	466	433	-33	-7%	71	$31,831	0.80	1.1%	2.8%	
531120	Lessors of nonresidential buildings	239	199	-40	-17%	23	$42,442	0.93	1.1%	2.8%	
531130	Miniwarehouse and self-storage unit operators	138	176	38	28%	42	$24,619	2.89	1.1%	2.8%	
531190	Lessors of other real estate property	319	158	-161	-50%	34	$36,424	2.63	1.1%	2.8%	
531210	Offices of real estate agents and brokers	558	310	-248	-44%	129	$34,786	0.56	1.1%	2.8%	
531311	Residential property managers	383	491	108	28%	59	$32,278	1.07	1.1%	2.8%	
531312	Nonresidential property managers	91	53	-38	-42%	19	$45,735	0.29	1.1%	2.8%	
531320	Offices of real estate appraisers	34	15	-19	-56%	15	$41,697	0.24	1.1%	2.8%	
531390	Other activities related to real estate	47	18	-29	-62%	10	$68,627	0.29	1.1%	2.8%	
532	Rental and leasing services										
532111	Passenger car rental	50	45	-5	-10%	8	$29,817	0.24	0.8%	3.8%	
532112	Passenger car leasing	18	1	-17	-93%	1	$51,236	0.09	0.8%	3.8%	
532120	Truck, trailer, and RV rental and leasing	226	140	-86	-38%	12	$43,673	1.59	0.8%	3.8%	
532210	Consumer electronics and appliances rental	20	10	-10	-52%	4	$31,953	0.22	1.8%	3.5%	
532220	Formal wear and costume rental	16	2	-14	-90%	2	$14,205	0.08	1.8%	3.5%	
532230	Video tape and disc rental	203	57	-146	-72%	6	$18,248	0.30	1.8%	3.5%	
532291	Home health equipment rental	52	15	-37	-71%	3	$42,665	0.26	1.8%	3.5%	
532292	Recreational goods rental	43	1	-42	-98%	1	$20,465	0.05	1.8%	3.5%	
532299	All other consumer goods rental	114	63	-51	-45%	12	$31,592	0.94	1.8%	3.5%	
532310	General rental centers	77	78	1	2%	7	$47,562	0.94	1.8%	3.5%	
532411	Transportation equipment rental and leasing	0	1	1	69%	1	$55,959	0.05	2.9%	3.7%	
532412	Other heavy machinery rental and leasing	137	168	31	23%	11	$89,281	2.07	2.9%	3.7%	
532420	Office equipment rental and leasing	0	0	0	0%	0	$0	0.00	2.9%	3.7%	
532490	Other machinery rental and leasing	61	33	-28	-45%	4	$47,710	0.52	2.9%	3.7%	
533	Lessors of nonfinancial intangible assets										
533110	Lessors of nonfinancial intangible assets	4	2	-2	-56%	2	$118,253	0.04	2.9%	5.1%	
	SERVICES	**70,021**	**68,069**	**-1,952**	**-3%**	**10,438**	**$34,932**	**0.89**	**1.9%**	**2.7%**	
54	Professional and technical services										
541110	Offices of lawyers	827	642	-185	-22%	157	$65,520	0.40	0.6%	1.9%	
541191	Title abstract and settlement offices	88	52	-36	-41%	4	$61,878	0.45	0.6%	1.9%	
541199	All other legal services	7	32	25	362%	2	$41,430	1.35	0.6%	1.9%	
541211	Offices of certified public accountants	441	383	-58	-13%	69	$66,867	0.64	0.9%	3.3%	
541213	Tax preparation services	230	247	17	7%	49	$16,225	1.64	0.9%	3.3%	
541214	Payroll services	146	100	-46	-32%	7	$29,364	0.45	0.9%	3.3%	
541219	Other accounting services	352	265	-87	-25%	52	$38,736	0.76	0.9%	3.3%	
541310	Architectural services	92	64	-28	-30%	15	$49,680	0.21	2.5%	3.3%	
541320	Landscape architectural services	60	29	-31	-52%	9	$28,108	0.44	2.5%	3.3%	
541330	Engineering services	714	292	-422	-59%	38	$72,631	0.23	2.5%	3.3%	
541340	Drafting services	7	1	-6	-86%	1	$11,202	0.06	2.5%	3.3%	
541350	Building inspection services	19	9	-10	-53%	6	$82,273	0.35	2.5%	3.3%	

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541360	Geophysical surveying and mapping services	15	1	-14	-93%	1	$13,951	0.04	2.5%	3.3%	
541370	Other surveying and mapping services	10	6	-4	-40%	6	$64,335	0.06	2.5%	3.3%	
541380	Testing laboratories	124	155	31	25%	11	$56,416	0.72	2.5%	3.3%	
541410	Interior design services	17	15	-2	-12%	3	$40,661	0.24	2.4%	3.4%	
541420	Industrial design services	2	0	-2	-100%	0	$0	0.00	2.4%	3.4%	
541430	Graphic design services	25	3	-22	-87%	1	$66,479	0.03	2.4%	3.4%	
541490	Other specialized design services	0	1	1	77%	1	$72,336	0.04	2.4%	3.4%	
541511	Custom computer programming services	201	196	-5	-2%	25	$71,404	0.24	3.9%	6.1%	
541512	Computer systems design services	79	110	31	39%	32	$61,451	0.13	3.9%	6.1%	
541513	Computer facilities management services	0	1	1	112%	1	$47,811	0.01	3.9%	6.1%	
541519	Other computer related services	6	2	-4	-69%	1	$76,836	0.01	3.9%	6.1%	
541611	Administrative management consulting services	85	89	4	5%	19	$40,590	0.18	4.7%	3.8%	
541612	Human resource consulting services	5	4	-1	-25%	2	$116,902	0.02	4.7%	3.8%	
541613	Marketing consulting services	29	20	-9	-31%	5	$26,899	0.10	4.7%	3.8%	
541614	Process and logistics consulting services	69	73	4	6%	12	$34,142	0.63	4.7%	3.8%	
541618	Other management consulting services	119	11	-108	-91%	7	$145,045	0.09	4.7%	3.8%	
541620	Environmental consulting services	27	161	134	496%	7	$73,254	1.49	4.7%	3.8%	
541690	Other technical consulting services	422	297	-125	-30%	79	$34,878	1.77	4.7%	3.8%	
541711	Biotechnology research and development	0	13	13	1314%	2	$28,713	0.07	1.1%	3.3%	
541712	Physical and engineering research	212	193	-19	-9%	8	$50,163	0.32	1.1%	3.3%	
541720	Social science and humanities research	9	14	5	54%	2	$14,270	0.15	1.1%	3.3%	
541810	Advertising agencies	22	24	2	9%	8	$39,208	0.09	1.8%	3.7%	
541820	Public relations agencies	2	4	2	89%	2	$42,159	0.05	1.8%	3.7%	
541830	Media buying agencies	0	0	0	0%	0	$0	0.00	1.8%	3.7%	
541840	Media representatives	39	31	-8	-21%	5	$52,322	0.65	1.8%	3.7%	
541850	Display advertising	13	18	5	38%	2	$40,916	0.35	1.8%	3.7%	
541860	Direct mail advertising	1	6	5	468%	2	$26,095	0.06	1.8%	3.7%	
541870	Advertising material distribution services	0	7	7	663%	1	$20,495	0.26	1.8%	3.7%	
541890	Other services related to advertising	95	163	68	71%	12	$13,877	1.65	1.8%	3.7%	
541910	Marketing research and public opinion polling	22	57	35	159%	7	$50,475	0.35	2.9%	3.1%	
541921	Photography studios, portrait	101	55	-46	-46%	17	$15,022	0.50	2.9%	3.1%	
541922	Commercial photography	0	0	0	0%	0	$0	0.00	2.9%	3.1%	
541930	Translation and interpretation services	0	0	0	0%	0	$0	0.00	2.9%	3.1%	
541940	Veterinary services	384	416	32	8%	47	$29,759	1.01	2.9%	3.1%	
541990	All other professional and technical services	21	43	22	105%	7	$22,143	0.49	2.9%	3.1%	
55	Management of companies and enterprises										
551111	Offices of bank holding companies	1	1	0	-20%	1	$72,114	0.03	0.5%	4.5%	
551112	Offices of other holding companies	25	52	27	109%	3	$54,922	0.46	0.5%	4.5%	
551114	Managing offices	1,493	1,752	259	17%	54	$70,644	0.70	0.5%	4.5%	
561	Administrative and support services										
561110	Office administrative servcies	441	348	-93	-21%	37	$66,387	0.64	2.1%	3.5%	
561210	Facilities support services	0	0	0	13%	1	$55,209	0.00	2.9%	1.8%	
561310	Employment placement agencies	256	662	406	159%	9	$20,693	1.52	2.1%	3.8%	

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561320	Temporary help services	4,333	3,490	-843	-19%	42	$25,406	0.91	2.1%	3.8%	
561330	Professional employer organizations	485	304	-181	-37%	4	$33,862	0.29	2.1%	3.8%	
561410	Document preparation services	21	4	-17	-80%	1	$33,407	0.06	1.9%	3.3%	
561421	Telephone answering services	56	37	-19	-34%	5	$20,515	0.55	1.9%	3.3%	
561422	Telemarketing bureaus	1,138	166	-972	-85%	9	$52,540	0.33	1.9%	3.3%	
561431	Private mail centers	55	30	-25	-45%	9	$17,054	0.78	1.9%	3.3%	
561439	Other business service centers	96	36	-60	-63%	7	$33,295	0.36	1.9%	3.3%	
561440	Collection agencies	467	616	149	32%	6	$35,459	2.77	1.9%	3.3%	
561450	Credit bureaus	0	0	0	0%	0	$0	0.00	1.9%	3.3%	
561491	Repossession services	23	15	-8	-36%	2	$40,806	1.78	1.9%	3.3%	
561492	Court reporting	12	10	-2	-17%	6	$17,955	0.54	1.9%	3.3%	
561499	All other business support services	19	32	13	68%	4	$32,805	0.31	1.9%	3.3%	
561510	Travel agencies	76	33	-43	-57%	11	$32,402	0.21	1.6%	2.8%	
561520	Tour operators	15	0	-15	-100%	0	$0	0.00	1.6%	2.8%	
561591	Convention and visitors bureaus	15	1	-14	-93%	2	$53,597	0.09	1.6%	2.8%	
561599	All other travel arrangement services	15	4	-11	-74%	1	$61,259	0.03	1.6%	2.8%	
561611	Investigation services	6	34	28	473%	4	$28,799	0.55	2.2%	3.5%	
561612	Security guards and patrol services	839	396	-443	-53%	22	$14,689	0.47	2.2%	3.5%	
561613	Armored car services	0	29	29	2864%	1	$28,691	0.58	2.2%	3.5%	
561621	Security system services	60	70	10	17%	13	$53,127	0.51	2.2%	3.5%	
561622	Locksmiths	45	20	-25	-56%	3	$40,551	0.84	2.2%	3.5%	
561710	Exterminating and pest control	208	135	-73	-35%	13	$38,612	0.94	1.6%	3.4%	
561720	Janitorial services	576	753	177	31%	85	$18,568	0.56	1.6%	3.4%	
561730	Landscaping services	1,085	651	-434	-40%	103	$27,968	0.67	1.6%	3.4%	
561740	Carpet and upholstry cleaning	95	75	-20	-21%	11	$24,793	1.11	1.6%	3.4%	
561790	Other services to buildings and dwellings	27	88	61	226%	17	$29,980	0.78	1.6%	3.4%	
561910	Packaging and labeling services	426	179	-247	-58%	5	$16,339	2.03	1.4%	3.3%	
561920	Convention and trade show organizers	19	7	-12	-66%	3	$18,070	0.09	1.4%	3.3%	
561990	All other support services	86	102	16	19%	13	$34,173	0.36	1.4%	3.3%	
562	Waste management and remediation services										
562111	Solid waste collection	113	231	118	105%	12	$49,529	1.42	2.0%	2.5%	
562112	Hazardous waste collection	0	6	6	577%	1	$58,214	0.44	2.3%	4.6%	
562119	Other waste collection	0	0	0	0%	0	$0	0.00	2.3%	4.6%	
562211	Hazardous waste treatment and disposal	23	74	51	222%	4	$61,468	1.42	2.3%	4.6%	
562212	Solid waste landfill	249	73	-176	-71%	3	$62,161	1.09	2.3%	4.6%	
562213	Solid waste combustors and incinerators	0	0	0	0%	0	$0	0.00	2.3%	4.6%	
562219	Other nonhazardous waste disposal	3	14	11	361%	1	$53,645	0.58	2.3%	4.6%	
562910	Remediation services	62	27	-35	-57%	2	$41,007	0.26	2.3%	4.6%	
562920	Materials recovery facilities	60	42	-18	-30%	1	$32,234	2.87	2.3%	4.6%	
562991	Septic tank and related services	89	15	-74	-83%	3	$31,764	0.48	2.3%	4.6%	
562998	Miscellaneous waste management services	40	5	-35	-89%	2	$34,769	0.27	2.3%	4.6%	
611	Educational services										
611110	Elementary and secondary schools	832	1,084	252	30%	35	$29,401	1.21	1.7%	0.8%	

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611210	Junior colleges	163	302	139	85%	3	$39,762	4.53	2.5%	1.7%	
611310	Colleges and universities	2,356	2,011	-345	-15%	5	$43,580	1.32	2.5%	1.7%	
611410	Business and secretarial schools	0	0	0	0%	0	$0	0.00	2.7%	2.2%	
611420	Computer training	15	10	-5	-30%	1	$41,351	0.39	2.7%	2.2%	
611430	Management training	8	14	6	79%	2	$40,727	0.22	2.7%	2.2%	
611511	Cosmetology and barber schools	0	16	16	1619%	1	$19,988	0.73	2.7%	2.2%	
611512	Flight training	14	12	-2	-16%	1	$27,256	0.49	2.7%	2.2%	
611513	Apprenticeship training	3	11	8	268%	2	$25,787	0.66	2.7%	2.2%	
611519	Other technical and trade schools	13	203	190	1462%	6	$50,101	2.23	2.7%	2.2%	
611610	Fine arts schools	47	72	25	53%	10	$5,681	0.77	2.7%	2.2%	
611620	Sports and recreation instruction	88	140	52	59%	18	$12,296	1.41	2.7%	2.2%	
611630	Language schools	4	6	2	57%	2	$4,573	0.30	2.7%	2.2%	
611691	Exam preparation and tutoring	129	388	259	201%	12	$9,159	3.93	2.7%	2.2%	
611692	Automobile driving schools	93	19	-74	-80%	4	$15,784	0.98	2.7%	2.2%	
611699	Miscellaneous schools and instruction	6	14	8	138%	3	$24,384	0.26	2.7%	2.2%	
611710	Educational support services	16	122	106	663%	6	$33,150	1.01	2.7%	2.2%	
62	Health Services										
621111	Offices of physicians, except mental health	2,789	3,030	241	9%	340	$67,519	0.98	3.2%	3.0%	
621112	Offices of mental health physicians	33	33	0	0%	9	$98,568	0.51	3.2%	3.0%	
621210	Offices of dentists	1,546	1,591	45	3%	246	$42,301	1.37	3.2%	3.0%	
621310	Offices of chiropractors	179	152	-27	-15%	53	$25,475	0.90	3.2%	3.0%	
621320	Offices of optometrists	178	166	-12	-7%	33	$28,686	1.13	3.2%	3.0%	
621330	Offices of mental health practitioners	7	59	52	736%	4	$26,049	0.72	3.2%	3.0%	
621340	Offices of specialty therapists	193	288	95	49%	35	$39,475	0.87	3.2%	3.0%	
621391	Offices of podiatrists	32	26	-6	-17%	11	$26,363	0.52	3.2%	3.0%	
621399	Offices of miscellaneous health practitioners	55	119	64	116%	7	$29,681	1.69	3.2%	3.0%	
621410	Family planning centers	190	73	-117	-62%	5	$42,604	2.38	3.2%	4.0%	
621420	Outpatient mental health centers	51	103	52	103%	4	$37,927	0.44	3.2%	4.0%	
621491	HMO medical centers	77	1,908	1,831	2378%	10	$99,737	17.18	3.2%	4.0%	
621492	Kidney dialysis centers	152	208	56	37%	16	$52,883	1.82	3.2%	4.0%	
621493	Freestanding emergency medical centers	101	189	88	87%	11	$40,490	1.67	3.2%	4.0%	
621498	All other outpatient care centers	250	35	-215	-86%	4	$51,164	0.28	3.2%	4.0%	
621511	Medical laboratories	80	41	-39	-49%	8	$79,188	0.20	3.2%	4.0%	
621512	Diagnostic imaging centers	60	59	-1	-2%	4	$51,178	0.64	3.2%	4.0%	
621610	Home health care services	642	756	114	18%	25	$32,869	0.59	6.1%	4.3%	
621910	Ambulance services	107	347	240	224%	4	$56,005	1.82	3.2%	4.0%	
621991	Blood and organ banks	47	60	13	27%	5	$43,509	0.69	3.2%	4.0%	
621999	Miscellaneous ambulatory health care services	5	9	4	87%	4	$42,337	0.22	3.2%	4.0%	
622110	General medical and surgical hospitals	6,596	5,719	-877	-13%	8	$67,201	0.94	1.7%	2.3%	
622210	Psychiatric and substance abuse hospitals	0	0	0	0%	0	$0	0.00	1.7%	2.3%	
622310	Other hospitals	0	0	0	0%	0	$0	0.00	1.7%	2.3%	
623110	Nursing care facilities	2,557	3,127	570	22%	36	$30,602	1.34	2.4%	2.7%	
623210	Residential mental retardation facilities	610	483	-127	-21%	39	$22,250	0.95	2.4%	2.7%	

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623220	Residential mental and substance abuse care	292	291	-1	0%	21	$24,526	1.20	2.4%	2.7%	
623311	Continuing care retirement communities	311	537	226	73%	5	$31,233	1.13	2.4%	2.7%	
623312	Homes for the elderly	1,011	801	-210	-21%	50	$20,705	1.74	2.4%	2.7%	
623990	Other residential care facilities	176	76	-100	-57%	12	$24,001	0.31	2.4%	2.7%	
624	Social assistance										
624110	Child and youth services	136	216	80	59%	12	$31,443	0.93	5.5%	3.2%	
624120	Services for the elderly and disabled	789	1,129	340	43%	40	$22,981	1.55	5.5%	3.2%	
624190	Other individual and family services	786	644	-142	-18%	40	$28,787	1.34	5.5%	3.2%	
624210	Community food services	36	27	-9	-25%	4	$33,584	0.70	2.9%	3.1%	
624221	Temporary shelters	82	55	-27	-33%	11	$20,939	0.69	2.9%	3.1%	
624229	Other community housing services	0	43	43	4297%	2	$27,219	1.23	2.9%	3.1%	
624230	Emergency and other relief services	11	3	-8	-72%	1	$45,954	0.08	2.9%	3.1%	
624310	Vocational rehabilitation services	363	305	-58	-16%	12	$17,473	0.67	2.9%	3.1%	
624410	Child day care services	1,402	1,270	-132	-9%	93	$25,753	1.14	2.6%	2.5%	
71	Arts, entertainment, and recreation										
711110	Theater companies and dinner theaters	6	5	-1	-23%	1	$6,005	0.05	1.1%	2.8%	
711120	Dance companies	6	1	-5	-77%	1	$8,467	0.11	1.1%	2.8%	
711130	Musical groups and artists	38	42	4	11%	3	$23,942	0.72	1.1%	2.8%	
711190	Other performing arts companies	2	3	1	39%	2	$12,879	0.36	1.1%	2.8%	
711211	Sports teams and clubs	13	0	-13	-100%	0	$0	0.00	1.5%	3.3%	
711212	Racetracks	21	4	-17	-81%	3	$20,286	0.06	1.5%	3.3%	
711219	Other spectator sports	14	6	-8	-55%	1	$23,977	0.18	1.5%	3.3%	
711310	Promoters with facilities	1	5	4	429%	2	$39,593	0.06	2.5%	3.1%	
711320	Promoters without facilities	17	10	-7	-43%	1	$51,747	0.32	2.5%	3.1%	
711410	Agents and managers for public figures	1	6	5	463%	1	$22,782	0.22	2.5%	3.1%	
711510	Independent artists, writers, and performers	23	28	5	22%	9	$30,305	0.40	1.7%	3.3%	
712110	Museums	8	39	31	386%	4	$25,490	0.36	1.7%	3.2%	
712120	Historical sites	0	0	0	0%	0	$0	0.00	1.7%	3.2%	
712130	Zoos and botanical gardens	0	0	0	0%	0	$0	0.00	1.7%	3.2%	
712190	Nature parks and other similar institutions	21	2	-19	-90%	1	$21,575	0.22	1.7%	3.2%	
713110	Amusement and theme parks	0	0	0	0%	0	$0	0.00	1.6%	2.2%	
713120	Amusement arcades	17	2	-15	-85%	2	$8,808	0.10	1.6%	2.2%	
713210	Casinos, except casino hotels	133	146	13	10%	3	$32,189	1.04	1.6%	2.2%	
713290	Other gambling industries	24	21	-3	-15%	1	$9,346	0.32	1.6%	2.2%	
713910	Golf courses and country clubs	633	535	-98	-15%	15	$23,560	1.08	1.6%	2.2%	
713920	Skiing facilities	0	0	0	0%	0	$0	0.00	1.6%	2.2%	
713930	Marinas	120	128	8	7%	13	$33,995	2.73	1.6%	2.2%	
713940	Fitness and recreational sports centers	854	591	-263	-31%	33	$11,075	0.81	1.6%	2.2%	
713950	Bowling centers	137	106	-31	-23%	3	$18,884	0.94	1.6%	2.2%	
713990	All other amusement and recreation industries	139	195	56	40%	16	$21,919	1.05	1.6%	2.2%	
72	Accommodation and food services										
721110	Hotels and motels, except casino hotels	870	878	8	1%	55	$16,484	0.41	0.8%	2.6%	
721120	Casino hotels	0	62	62	6250%	2	$21,071	0.15	0.8%	2.6%	

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721191	Bed-and-breakfast inns	3	0	-3	-100%	0	$0	0.00	0.8%	2.6%	
721199	All other traveler accommodation	0	13	13	1250%	1	$10,489	0.89	0.8%	2.6%	
721211	RV parks and campgrounds	9	12	3	33%	3	$13,958	0.32	0.8%	2.6%	
721214	Recreational and vacation camps	1	5	4	384%	1	$31,733	0.12	0.8%	2.6%	
721310	Rooming and boarding houses	9	4	-5	-54%	1	$23,886	0.27	0.8%	2.6%	
722110	Full-service restaurants	5,438	5,086	-352	-6%	311	$15,595	0.78	0.9%	2.5%	
722211	Limited-service restaurants	6,514	6,380	-134	-2%	355	$13,116	1.27	0.9%	2.5%	
722212	Cafeterias	257	341	84	33%	14	$13,185	1.73	0.9%	2.5%	
722213	Snack and nonalcoholic beverage bars	1,153	995	-158	-14%	93	$16,330	1.50	0.9%	2.5%	
722310	Food service contractors	454	266	-188	-41%	23	$20,659	0.47	0.9%	2.5%	
722320	Caterers	129	63	-66	-51%	11	$11,881	0.28	0.9%	2.5%	
722330	Mobile food services	23	12	-11	-46%	2	$10,888	1.05	0.9%	2.5%	
722410	Drinking places, alcoholic beverages	269	183	-86	-32%	40	$12,490	0.35	0.9%	2.5%	
811	Repair and maintenance										
811111	General automotive repair	704	547	-157	-22%	127	$35,485	1.17	2.6%	3.4%	
811112	Automotive exhaust system repair	28	18	-10	-36%	8	$26,552	0.71	2.6%	3.4%	
811113	Automotive transmission repair	64	45	-19	-30%	13	$34,087	1.22	2.6%	3.4%	
811118	Other automotive mechanical and elec. repair	78	56	-22	-28%	12	$32,666	0.95	2.6%	3.4%	
811121	Automotive body and interior repair	515	360	-155	-30%	57	$38,310	1.09	2.6%	3.4%	
811122	Automotive glass replacement shops	75	43	-32	-43%	7	$34,042	0.91	2.6%	3.4%	
811191	Automotive oil change and lubrication shops	96	98	2	2%	10	$22,233	1.06	2.6%	3.4%	
811192	Car washes	547	502	-45	-8%	29	$17,767	2.31	2.6%	3.4%	
811198	All other automotive repair and maintenance	55	50	-5	-9%	21	$25,038	1.85	2.6%	3.4%	
811211	Consumer electronics repair and maintenance	2	1	-1	-32%	1	$16,815	0.07	0.4%	2.7%	
811212	Computer and office machine repair	14	22	8	57%	5	$36,203	0.33	0.4%	2.7%	
811213	Communication equipment repair	9	11	2	22%	3	$25,526	0.42	0.4%	2.7%	
811219	Other electronic equipment repair	13	8	-5	-41%	2	$36,939	0.18	0.4%	2.7%	
811310	Commercial machinery repair and maintenance	494	414	-80	-16%	50	$46,826	1.59	1.2%	2.5%	
811411	Home and garden equipment repair	5	6	1	10%	2	$26,538	0.88	0.1%	2.1%	
811412	Appliance repair and maintenance	36	6	-30	-82%	3	$34,930	0.21	0.1%	2.1%	
811420	Reupholstery and furniture repair	10	2	-8	-78%	2	$30,275	0.08	0.1%	2.1%	
811430	Footwear and leather goods repair	3	4	1	27%	1	$26,779	1.02	0.1%	2.1%	
811490	Other household goods repair and maintenance	54	28	-26	-48%	9	$31,118	0.64	0.1%	2.1%	
812	Personal and laundry services										
812111	Barber shops	7	17	10	139%	2	$20,605	0.99	1.5%	2.6%	
812112	Beauty salons	452	382	-70	-15%	86	$15,155	0.59	1.5%	2.6%	
812113	Nail salons	83	121	38	46%	38	$10,761	2.69	1.5%	2.6%	
812191	Diet and weight reducing centers	39	62	23	59%	5	$8,797	1.21	1.5%	2.6%	
812199	Other personal care services	86	70	-16	-19%	14	$13,491	0.63	1.5%	2.6%	
812210	Funeral homes and funeral services	145	130	-15	-10%	19	$33,343	0.86	0.7%	2.3%	
812220	Cemeteries and crematories	89	83	-6	-7%	11	$31,182	1.84	0.7%	2.3%	
812310	Coin-operated laundries and drycleaners	52	42	-10	-19%	15	$12,974	0.78	-1.3%	2.2%	
812320	Drycleaning and laundry services	240	169	-71	-30%	27	$18,230	0.65	-1.3%	2.2%	

NAICS	Description	San Joaquin County Employment 2006	2011	Historic Growth 2006-11 Absolute	Percent	San Joaquin County-2011 Firms	Avg Wage	Location Quotient	Projected Annual U.S. Growth 2010-2020 Employment	Output	Manufg Capacity Utilization
812331	Linen supply	3	471	468	15600%	4	$28,715	4.27	-1.3%	2.2%	
812332	Industrial launderers	394	124	-270	-69%	4	$34,205	1.56	-1.3%	2.2%	
812910	Pet care, except veterinary, services	69	69	0	0%	13	$17,172	0.96	0.4%	2.5%	
812921	Photofinishing laboratories, except one-hour	0	0	0	0%	0	$0	0.00	0.4%	2.5%	
812922	One-hour photofinishing	0	0	0	0%	0	$0	0.00	0.4%	2.5%	
812930	Parking lots and garages	0	3	3	254%	2	$11,548	0.02	0.4%	2.5%	
812990	All other personal services	17	8	-9	-50%	4	$25,168	0.14	0.4%	2.5%	
813	Membership associations and organizations										
813110	Religious organizations	294	264	-30	-10%	37	$22,170	1.00	1.4%	1.4%	
813211	Grantmaking foundations	921	5	-916	-99%	4	$75,043	0.08	2.6%	2.0%	
813212	Voluntary health organizations	16	5	-11	-69%	1	$78,209	0.09	2.6%	2.0%	
813219	Other grantmaking and giving services	368	8	-360	-98%	2	$62,626	0.14	2.6%	2.0%	
813311	Human rights organizations	3	1	-2	-55%	2	$20,256	0.02	2.6%	2.0%	
813312	Environment and conservation organizations	20	14	-6	-30%	3	$22,566	0.24	2.6%	2.0%	
813319	Other social advocacy organizations	55	42	-13	-24%	4	$25,743	0.33	2.6%	2.0%	
813410	Civic and social organizations	263	448	185	70%	29	$11,358	0.73	0.9%	2.3%	
813910	Business associations	133	135	2	2%	26	$49,839	0.76	0.9%	2.3%	
813920	Professional organizations	16	21	5	31%	6	$60,627	0.20	0.9%	2.3%	
813930	Labor unions and similar labor organizations	178	171	-7	-4%	20	$31,011	0.87	0.9%	2.3%	
813940	Political organizations	0	0	0	0%	0	$0	0.00	0.9%	2.3%	
813990	Other similar organizations	127	159	32	25%	18	$25,941	1.13	0.9%	2.3%	

Source: IMPLAN ES202 data for San Joaquin County, Bureau of Labor Statistics Employment and Output Projections, 2012; Census Bureau Quarterly Survey of Plant Capacity Utilization, Q1 2013.
* Location quotient relative to the U.S.

Appendix 3

Capital Projects by Jurisdiction

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
City of Escalon					
1. **Water Supply Tank and Pump Station** — Project includes the construction of a 1.0 million gallon water storage tank and associated pump station within the City of Escalon. Completion of project will provide adequate flow capacity, emergency storage and water supply for peak hours. **Benefit** — Protect the current supply to citizens to meet the maximum daily demand and enhancement for economic development and expansion.	High	TBD	2016	$2.5 M	$1.5 M
2. **Sewer Master Plan Alternative Alignment** — The City of Escalon is seeking EDA assistance for the planning, design, and Project for the Alternative Phase 1 & II Sewer Trunk Improvements. Sewer system improvement and expansion. Lower the reach of the existing McHenry Trunk Sewer upstream of the wastewater treatment plant (WWTP) up to and including the McHenry Pump station. Upgrade the sewer system to accommodate the ultimate peek wet weather flow from the City, project at 6.78 mgd. Include a gravity sewer between the McHenry Pump Station and First Street, plus the pressure main from the currently undeveloped area north of State Route 120 and west of McHenry Avenue. **Benefit** — To preserve current sewer trunks to existing customers along with enhancement for economic development and expansion.	Immediate	TBD	2015	$5.2 M	$3.4 M
City of Lathrop					
3. **Lathrop Road Westerly Grade Separation** — The project will construct a four-lane bridge over the Union Pacific Railroad tracks on Lathrop Road, providing a reliable regional corridor connecting I-5 to SR-99. The roadway will include curb, gutter. Sidewalks, and bike lanes to accommodate pedestrians and bicycle traffic. A raised median, standard street lighting, and a retaining wall will be installed. **Benefit** — This grade separation will improve public safety for all forms of transportation, including emergency vehicles. The railroad crossing is located within two miles of six other at-grade crossings that all connect to the same rail lines causing traffic to detour as far as eight miles around trains that are stopped or slowed in the area. This bridge will provide a guaranteed pathway to avoid such detours as well as reduce emissions from idling vehicles.	Immediate	2013	2015	$20.037 M	$0

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
4. **Lathrop Road & I-5 Interchange Improvements** — The project would widen Lathrop Road to three through-lanes in each direction. New loop onramps to I-5 would be constructed, for both northbound and southbound traffic. Off ramps would be widened, with new signalized intersections. Retaining walls would be constructed to accommodate the roadway widening. Auxiliary lanes would be constructed on I-5 in both directions. The interchange will be designed to accommodate traffic volumes for a forecast year of 2035, in accordance with the Regional Transportation Plan. The project is currently in the Preliminary Design (PSR) Phase. Funding will be used to complete Preliminary Design (PSR), (PA&ED) and complete final design. **Benefit** — Regional development has brought the Lathrop Road / Interstate 5 interchange to its traffic design load limits. The existing interchange is a tight diamond configuration, with two lanes in each direction on Lathrop Road and three lanes in each direction on I-5. During peak hours, off ramp volumes backup onto the freeway mainline and congestion on Lathrop Road is significant and forecast to get worse. This corridor is heavily utilized by large trucks, and with increased regional development the interchange needs to be reconstructed to accommodate for it.	High	2018	2020	$37.939 M	$3.4 M
5. **Louise Avenue & I-5 Interchange Improvements** — The project would widen Louise Avenue to three through lanes in each direction, accommodating a new left turn onto the northbound on ramp and a new loop on-ramp to southbound I-5. All on and off-ramp would be widened with new signalized intersections. Retaining walls would be constructed to accommodate the roadway widening. Auxiliary lanes would be constructed on I-5 in both directions. The interchange will be designed to accommodate traffic volumes for a forecast year of 2035, in accordance with the Regional Transportation Plan. Project Study Report (PSR) approved for the project by Caltrans on Jan 2, 2008. Project is currently in Environmental (PA&ED) Phase. Funding will be used for Project Phase. **Benefit** — Regional development has brought the Louise Avenue/Interstate 5 interchange to its traffic design load limits. The existing interchange is a tight diamond configuration, with two lanes in each direction on Louise Avenue and three lanes in each direction on I-5. During peak hours, off ramp volumes often backup onto the freeway mainline and congestion on Louise Ave is significant. This corridor is heavily utilized by large trucks, and with increased regional development the interchange needs to be reconstructed to accommodate for it.	High	2017	2019	$27.327 M	$3.4 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
6. **Lathrop Generations Center** — The Lathrop Generations Center is being constructed on Spartan Way on a 6.8 acre parcel. The Center will include a Youth and Teen Center, library, play equipment, art walk, skate park, Parkour course, parking lot, outdoor stage and turf seating mound, landscape and irrigation improvements, security lighting, underground utilities, and storm water basin. The Center will also have shared use space that will serve as a multi-purpose room, potentially to consist of a computer lab, café, restrooms, lobby, etc. **Benefit** — The City of Lathrop is in need of a larger space for its public library and currently lacks a youth/teen building and this facility will offer both. In addition, the facility will be owned by the City and therefore alleviates lease payments that are being made on the library and meeting room that are currently used.	Immediate	2013	2014	$11.928 M	$0
City of Lodi					
7. **Lodi Green Business Incubator** — The concept is to utilize an existing, vacant Lodi commercial building, preferably on the east side of Lodi (the industrial park zone of Lodi). The Green Business Incubator will house entrepreneurs creating, developing, implementing a green building product, promoting energy/water conservation, developing fuel cells or alternative-fueled vehicles. The start-up green business would pay a very low rent for space inside the building, as well as be provided administrative support, etc. at no cost. During the 18 month to 24 month period inside the incubator, the green business will simply focus on "growing" their service or product. **Benefit** — (1) The project allows for an existing, vacant building (40,000+ SF facility) to be fully utilized, rather than stay vacant. (2) The project will encourage small business start-ups and growth in the green industry. (3) The project creates long-term sustainable jobs in and around the region.	Immediate	2014	2014	$5.0 M	$2.5 M
8. **Harney Lane Project** — Replace the existing two-lane corridor with a four-lane expressway; add through lanes and turn lanes at intersection of Stockton Street and Reynolds Ranch Parkway; add traffic signals, street lights, landscape, and irrigation. **Benefit** — Project will create 600+ jobs, enhance traffic flow to and from a new, major retail and office development in Lodi.	Immediate	2014	2014	$1.369 M	$684,500

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
City of Manteca					
9. **South Manteca Storm Drain** — This project will connect the existing south Manteca storm drain to the ultimate outfall at the French Camp Outlet Canal. The project will include 5,000 feet of large diameter (60”+/-) pipe plus a pump station and force main that will be bored under SR120. The project will improve the reliability of the existing drainage system as well as facilitate growth in the southern areas of Manteca. **Benefit —** Job creation from development that is made possible by significantly improving the storm drain infrastructure. This new infrastructure will increase reliability and efficiency of the existing drainage system and allow for additional growth in south Manteca.	Highest	Aug 2014	Dec 2014	$6.0 M	$3.0 M
10. **North/Central Trunk Sewer** — This project involves replacing 5,000 feet of gravity sewer pipeline that currently flows from near the center of Manteca to the Water Quality Control Facility (treatment plant). The existing trunk line is an old, unlined concrete pipe that was designed for treated water and is severely corroded and deteriorated. Some failures of the old line have already required emergency repairs. The old line will be replaced with a larger diameter and deeper line that can handle all the flow that will be generated by the City as it continues to grow to the North. This growth will include significant industrial users such as the Center Point intermodal project in northwest Manteca. **Benefit —** Job creation from development that is made possible by replacing existing, obsolete sewer infrastructure with significantly improved infrastructure. This new infrastructure will improve the reliability of sewer movement and disposal for residents, industry and businesses.	High	Oct 2014	Jun 2015	$7.7 M	$3.0 M
11. **McKinley Avenue Interchange** — This project will construct a new interchange at the intersection of SR120 and McKinley Avenue. At this location the highway is already elevated and the bridges for the underpass are already in place. The project will improve McKinley Avenue and add entrance and exit ramps in both directions, as well as provide an alternate route to the highway, which experiences congestion. The City and Caltrans have already completed a Project Study Report (PSR) that was approved in June 2008. The City has also obtained a Federal earmark to complete the project design. The draft environmental document will be released by January 2014. Full project approval and environmental document are scheduled to be complete by early of 2014. It is estimated that the final design and minor right of way acquisition will require four years, and that Project will start early in 2014. **Benefit —** Job creation from development that is made possible by constructing needed, missing transportation infrastructure. This new infrastructure will improve transportation circulation for the general public, reduce congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.	Highest	May 2015	Dec 2018	$15.0 M	$3.0 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
12. **Austin Road Interchange and Business Park** — This project consists of three independent construction components. (1) The project will make modifications to the Austin Road interchange and SR99. This work entails right-of-way acquisition, elongation of ramps, signalization, railroad crossing improvements to STAA standards and ramp metering. (2) The Austin Road Business Park components are the extension of Austin Road South from the railroad improvements to Street B with full utilities and road improvement for industrial traffic. The distance for this improvement segment is approximately 1.2 miles. (3) The Business Park improvements include streets, curbs, gutter, sidewalks, landscaping, sewer, water, storm drainage and communication facilities. All improvements are designed to meet commercial/industrial standards with primary access STAA compliant. **Benefit** — This congestion relief project will improve level of service from F to D and facilitate the first phase development of Austin Road Business Park. The park, first phase at build out will create 4.8M square feet of space with 9,134 direct jobs; 23,365 total jobs; and annual labor income of $1.117M	Phase 1: Immediate Phase 2: Highest Phase 3: High	Phase 1: Jul 2014 Phase 2: Jul 2014 Phase 3: Oct 2014	Phase 1: Oct 2015 Phase 2: Jan 2015 Phase 3: Jan 2015	$24.210 M Phase: 1) $3.810 M 2) $6.484 M 3) $13.917 M	$3.0 M
City of Ripon					
13. **Mistlin Sports Park Water Tower Tenant Improvements** — Construction of tenant improvements inside the Water Tower to compliment the recently completed Mistlin Softball Field Complex which just constructed four softball fields at the sports park. **Benefit** — The proposed softball complex will attract visitors to Ripon to utilize the facility. The tenant improvements will provide economic development opportunities for the immediate area by providing tenant space within hte tower and also provide economic development opportunities in the vicinity of the park for existing and new businesses.	Immediate	TBD	2015	$1.8 M	$1.8M
14. **South San Joaquin Irrigation District (SSJID) Water Project** — Construct the necessary infrastructure including a 5-mile pumpline, pump station and storage tank in order for Ripon to receive surface water from South County Water Project Nick DeGroot Water Treatment Plant. **Benefit** — The project will increase the reliability of the City's water system and result in lower overall cost to the rate payers.	Immediate	TBD	2015	$5.5 M	$5.5 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
15. **Stockton Avenue Phase II Improvements** — Reconstruct the existing one-half mile industrial/commercial roadway that has failed, including sidewalk and lighting. Project will also include needed infrastructure improvements, most importantly, construct necessary piping to separate the storm water from the sewer system. **Benefit** — Once completed, the project will revitalize an industrial area of Ripon that has severely degraded over the years	Immediate	TBD	2015	$3.0 M	$3.0 M
City of Stockton					
16. **North Stockton Widening and Interchanges** — Project will widen I-5 from Country Club Boulevard to Eight Mile Road; reconstruct the Hammer Lane/I-5 and Eight Mile Road/I-5 interchanges; and construct Otto Drive interchange. The project will also restripe and sign I-5 from Charter Way/Martin Luther King Jr. Blvd. to Country Club Blvd. and construct sound walls and auxiliary lanes along I-5. Phase 1 PS&E (I-5 Widening from Country Club to Hammer Lane) will be ready to advertise for Bids December 2010. **Benefit** — The project will maintain the efficient flow in interstate traffic, provide key inter-modal links, accommodate projected growth, sustain economic development, and alleviate congestion. The project will also serve major commercial centers and housing developments as full build-out of the City's general plan occurs.	Immediate	Aug 2011 Phase I: Country Club Blvd to Hammer Ln	Jul 2015	$442.0 M	$221.0 M
17. **RWCF Headworks Rehabilitation and Energy Management Plan** — Project will implement energy saving measures at the Regional Wastewater Control Facility in conjunction with the construction and rehabilitation of the Headworks. **Benefit** — Headworks Project will allow the Regional Wastewater Control Facility to become less reliant on power purchases. Project will allow the facility to reduce greenhouse gas emissions, identify and incorporate technology into the construction thereby providing opportunities to reduce and take credit for carbon footprint impacts with economic benefits.	Highest	Fall 2013	TBD	$18.0 M	$9.0 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
18. **Airport Way Streetscape Beautification Phase V** — The project includes frontage improvements along both sides of Airport Way from Twelfth Street to Carpenter Road. Existing dirt frontages will be replaced with new curbs, gutters, and meandering sidewalks, ADA compliant wheelchair ramps, including storm drainage improvements and landscaping. **Benefit** — Airport Way is one of Stockton's major gateways connecting Stockton's Metropolitan Airport to the Downtown via a corridor which includes three elementary schools, three parks, a commercial/retail/industrial area, a housing authority project, the San Joaquin County Fairgrounds and is the focus of a regional bus rapid transit system (California BRT SJRTD Phase 2). The Airport Way corridor is in desperate need of improved streets, curbs, gutters, street lighting, landscaping and services. Pedestrian traffic flow will be improved along with pedestrian safety providing safe routes to school and enhancing aesthetics for the arterial.	Immediate	TBD	TBD	$1.2 M	$0
19. **Arch Road Widening** — The project will widen Arch Road from a 2 to 4 lane road to 6 lanes from State Route 99 to Newcastle Road. Improvements include AC paving, storm drains, landscaping, traffic signal, street lights, and curb, gutter, and sidewalk. **Benefit** — Arch Road is a major east-west arterial roadway. At its current state, Arch Road varies from 2 lane to 4 lane road between SR 99 to Austin Road with no continuous pedestrian access. The specific project objectives are to relieve traffic congestion by widening to 6 lanes and improve pedestrian safety and accessibility to shopping, businesses, industrial, medical, and educational facilities, installation of various streetscape improvements, and improve roadway pavement and drainage. Arch Road west of SR99 leads to an industrial zone including access to Airport facilities.	Highest	TBD	TBD	$16.0 M	$8.0 M
20. **Arch Road Sanitary Trunk Lines** — Installation of two (2) miles of sanitary sewer main, ranging in size from 27-inch to 30-inch, on Arch Road in southeast Stockton. **Benefit** — Project will allow the industrial and commercial development of the Arch Road corridor between State Highway 99 and the BNSF Intermodal Facility. Currently, the majority of the service area for the trunk line is undeveloped.	Highest	Fall 2013	TBD	$6.8 M	$3.4 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
21. **Waterfront Connection Project, Phase 2** — Phase 1, the Waterfront Connections Plan, has been completed. This Smart Growth Project looked at both a short term and long term alignment to connect Louis Park, 2.5 miles to the west into Downtown and the terminous of the existing waterfront promenade. This trail has been designed to be an efficient and attractive bike and pedestrian connection from surrounding residential neighborhoods into the downtown for both recreation as well as providing an alternative mode and route into downtown. Anticipated improvements include not only a 32' wide trail section including lighting, signage, benches and parking; but also strategic improvements on connecting streets to enhance physical and visual access to the waterfront. As has been demonstrated in many waterfront cities across the US, once this waterfront access is provided the use and value of the adjoining properties escalate. Blighted or underutilized properties are redeveloped to take advantage of the views and amenities of a waterfront location." **Benefit** — The Waterfront Connections Project will connect residents to the downtown area and provide an alternative method of transportation (cycling or walking) for work and recreation. Not only will this help to reduce greenhouse gas emissions, but also encourage the development of commercial and infill housing within the greater downtown Stockton area.	Highest	TBD[1]	TBD	$26.0 M	TBD

[1] Was originally planned as a redevelopment project. With the elimination of California Redevelopment Agencies, this project is on hold with no anticipated timeline for completion.

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
22. **Miner Avenue Complete Street and Revitalization Phase 2** — Project includes the second phase of the complete street design project for a 10 block portion of Miner Ave. This important section of Miner Ave links the Robert Cabral Rail Station to the downtown waterfront. This historic boulevard was once a major route into downtown and was the City's early car row before all the dealerships relocated to the edge of town. This complete street effort not only redesigns this major boulevard to be a friendly multi-modal complete street to effectively link the rail station to our downtown waterfront with pedestrian bicycle and transit improvements/connections it also targets blighted and underutilized commercial properties for redevelopment by transforming this rundown area while capitalizing on its prime location and concentration of transit opportunities. Phase I design has been completed along with 50% construction drawings for the first four blocks of improvements adjacent to the Rail Station. These improvements will capitalize and strengthen the Transit Oriented Development (TOD) plans currently under development adjacent to the station. A modest investment of street and transit construction dollars will provide the visible catalyst to kick start private redevelopment on a highly traveled and important connector into downtown. **Benefit** — The project continues the revitalization of downtown Stockton by improving transportation modes and removing blight along the Miner Avenue corridor. This, in turn, will allow for the expansion and redevelopment of commercial and residential properties in the downtown area.	Highest	TBD	TBD	$20.0 M	$10.0 M
23. **California Street Rehabilitation Project** — The project will provide various streetscape, frontage, pedestrian, and bicycle improvements along California Street between Miner Avenue and Alpine Avenue. In general, the improvements include installing new curb, gutter, sidewalk, wheelchair ramps, a lighted crosswalk, tree wells, irrigation, lighting, and other master planned streetscape improvements. Pavement rehabilitation, new storm drain infrastructures, and traffic signal modifications will also be implemented as part of the project improvements. **Benefit** — The specific project objectives are to improve pedestrian safety and accessibility to shopping, medical, and educational facilities, eliminate blight within the area, install various streetscape improvements, and improve roadway pavement and drainage. The project is part of the overall objective to provide improvements to enhance the community, eliminate blight, and encourage new development and business within the Midtown area. These improvements are identified in both the CSUS-Stockton/Midtown Neighborhood Master Revitalization Strategy and the Midtown Redevelopment Plan.	Highest	TBD[2]	TBD	$4.0 M	$2.0 M

[2] Was originally planned as a redevelopment project. With the elimination of California Redevelopment Agencies, this project is on hold with no anticipated timeline for completion.

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
24. **Thornton Road Widening** — The project will widen Thornton Road from 2 and 4 lane road to 6 lanes from Pershing Avenue to Bear Creek. It includes pavement rehabilitation, 2 new and 4 modified synchronized signal intersections, new sidewalks, class 2 bike facility, ADA accessibility, streetlights, frontage median landscaping, and various streetscape including a public art piece. **Benefit** — Thornton Road is a major north-south arterial roadway. At its current state, Thornton is a 2 lane road with no continuous pedestrian access. The specific project objectives are to relieve traffic congestion by widening to 6 lanes and improve pedestrian safety and accessibility to shopping, businesses, medical, and educational facilities, eliminate blight within the area, install various streetscape improvements, and improve roadway pavement and drainage. Thornton Road links the new developments to the north with the established businesses to the south.	High	Sep 2015	2017	$14.5 M	$6.0 M
25. **STAA Terminal Access Route Improvements** — The Surface Transportation Assistance Act (STAA) of 1982 allows large trucks to operate on the Interstate and certain primary routes called collectively the National Network. These trucks, referred to as STAA trucks, are longer than California legal trucks. As a result, STAA trucks have a larger turning radius than most local roads - particularly in older industrial areas - can accommodate. This puts industries and job centers in those areas at a competitive economic disadvantage. Working with existing businesses and trucking organizations, this project would identify appropriate terminal access routes in the Wilson Way and Airport Industrial areas, along with turn radius and other needed improvements. Signs would be erected and traffic control improvements implemented. This project can be phased to match available funding; funds requested would allow for planning activities and some initial improvements. **Benefit** — Job creation and retention in the identified neighborhoods will be greatly enhanced if STAA truck access can be facilitated. Existing businesses will be supported and new businesses attracted. In addition connectivity with other goods movement modes (air, water, and rail) will be enhanced.	High	Apr 2011	TBD	$2.5 M	$1.25 M
26. **Church Street Sewer and Lift Station** — Project includes the installation of a new sewer pump station on Lincoln and Church Streets and associated forcemain to cross Mormon Slough in the City of Stockton. **Benefit** — Project will address an existing sewer capacity bottleneck, and allow for the continued commercial expansion and redevelopment in downtown Stockton, including infill housing.	High	Jul 2014	TBD	$5.6 M	$3.3 M
27. **Tuxedo Avenue Sewer Rehabilitation Project** — Tuxedo Avenue is a 6,000 foot long, 36-inch redwood sewer pipeline located underneath private property along the toe of Smith Canal levee. It is approximately 90 years old. Over the past 90 years, houses and other improvements have been constructed over the top of the sewer pipeline. **Benefit** — Project will rehabilitate the existing pipeline and improve the structural integrity of the pipeline.	High	Jan 2013	TBD	$3.25 M	$1.5 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
28. **Channel (Smith Canal) Storm Drain Pump Station** — The Buena Vista storm drainage watershed is approximately a 488-acre area generally bounded by Smith's Canal, the Smith's Canal, the Stockton Channel, Baker Street, and Carlton Avenue. The Buena Vista/Smith's Canal pump station was constructed in 1920 and upgraded in 1937 and again in 1957. The proposed project involves the construction and operation of a new storm drainage collection system, pump station and outfall that will serve an approximately 107-acre drainage area located north of Stockton Channel. **Benefit** — Project will alleviate flooding and allow for the expansion of commercial and residential development.	High	Jul 2016	TBD	$4.4 M	$2.2 M
29. **Northeast Reservoir No. 1 and Pump Station** — Project includes the construction of a 3.0 million gallon water storage tank and associated pump station in northeast Stockton. Completion of project will provide adequate fire flow capacity, emergency storage and water supply for peak hours. **Benefit** — Project will allow the continued residential development in north Stockton.	High	Jul 2017	TBD	$3.8 M	$1.9 M
30. **Global Climate Change Mitigation Incentive Fund** — Electric Vehicles International, LLC (EVI), which moved its manufacturing facility from Mexico to Stockton in November 2009, has over 20 years of experience in alternative energy vehicles (AVE) research, development, and deployment. EVI's medium and heavy-duty delivery vehicles surpass California's air quality guidelines by emitting zero greenhouse gases with a range of up 100 miles on one 6 to 8 hour battery charge. Currently, medium and heavy-duty electric vehicles are nearly 3 times the cost of diesel vehicles. This high cost is directly related to the low volume manufacturing processes where major components are purchased from suppliers outside of California and the nation. By producing all major components in-house and as part of a fully automated assembly process, EVI will ultimately reduce current vehicle costs by an estimated 30 percent, over $45,000 per vehicle, and create 425 new family living wage jobs by 2019 in Stockton, California. With an established expertise in the AVE industry and in automated assembly methods, EVI is qualified to develop and deploy a commercial electric vehicle manufacturing and assembly plant capable of producing 36,000 vehicles per year by 2019. **Benefit** — Develop and deploy an automated, commercial electric vehicle manufacturing and assembly plant. Produce all major components in-house, including battery packs, battery boxes, electric motors and controllers, and vehicle management units. Reduce current electric vehicle costs by an estimated 30 percent	Immediate	Jun 2010	TBD	$12.0 M	$0

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
31. **Hammer Lane Widening** — The project will widen Hammer Lane from 4 to 6 lanes Alexandria Drive to Thornton Road. It includes pavement rehabilitation, a modified signal at Pershing Avenue, new sidewalks, ADA accessibility, streetlights, median landscaping, and drainage improvements. **Benefit** — Hammer Lane is a major east west arterial roadway. This is the last segment of Hammer Lane that needs to be widened to meet future traffic demands. The specific project objectives are to relieve traffic congestion by widening to 6 lanes and improve pedestrian safety and accessibility to shopping, businesses, medical, and educational facilities, eliminate blight within the area, install various streetscape improvements, and improve roadway pavement and drainage.	High	Sep 2014	TBD	$9.5 M	$4.5 M
32. **French Camp Reservoir and Pump Station** — Project includes the construction of a 3.0 million gallon water storage tank and associated pump station in southwest Stockton. Completion of project will provide adequate fire flow capacity, emergency storage and water supply for peak hours. **Benefit** — Project will allow the continued residential and industrial development in south Stockton.	High	Jul 2017	TBD	$7.4 M	$3.7 M
33. **Newcastle Loop Phase II** — Project includes the construction of water mains greater than 12-inches in south and southeast Stockton. Completion of project will provide adequate fire flow and efficient water circulation. **Benefit** — Project will allow the continued industrial development of south and southeast Stockton, including area south and adjacent to Stockton Airport.	High	Jan 2014	TBD	$3.44 M	$1.7 M
City of Tracy					
34. **I-205 / Lammers Road Interchange** — The project involves construction of a new interchange at I-205 and Lammers Road including new connector to Eleventh Street and Byron Road complete with east and west bound ramps at the interchange. The interchange improvements will reconstruct or eliminate the existing Eleventh Street/I-205 ramp to provide full movements to and from east and west I-205. Local road improvements would also be made to connect Eleventh Street on the south side of this interchange to Byron Highway located on the north side. **Benefit** — At the regional level, this project will reduce traffic congestion by ultimately connecting Byron Road and Highway 4 in Contra Costa County with I-580 and I-205. Locally, the interchange is a key component in the development of Tracy Gateway Business Park, a 538-acre commercial development composed of primarily Class-A and Class-B office space, supporting retail and service land uses. The first project anticipated to break ground in the Tracy Gateway Business Park is Sutter Health which plans to build a regional hospital on 38-acres that was recently purchased within the Gateway development.	High	Jun 2015	Jun 2018	$62.0 M	$4.0 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
35. **Holly Sugar Recycled Water Line** — Legacy Fields represents a collaboration between the City of Tracy and four local youth sports organizations: Tracy Babe Ruth, Tracy Little League, Tracy Youth Soccer League, and Tracy Futbol Club, for the construction and operation of baseball, softball and soccer youth sports fields. The City of Tracy has completed site improvements including grading, roadways, fencing, utilities, and lighting. In order to provide proper irrigation for the fields, additional funding is needed for construction of a recycled water line from the wastewater treatment plant to Legacy Fields. A 20" waterline will be required from the wastewater treatment plant to Tracy Blvd. along Larch Road, and a 12" water line will be necessary from Tracy Blvd. to Legacy Fields. **Benefit** — At full build-out, Legacy Fields will consist of approximately 166-acres of active sport areas. The first phase of the park will consist of approximately 70.2-acres, and includes 12 baseball fields and 8 soccer fields. The full conceptual plan for the Youth Sports Fields also includes a passive and active recreational area located on the southern and western ends of the Youth Sports Fields. Legacy Fields will eventually serve as the largest multi-sport facility in Tracy and will aid in responding to the growing demand for sports facilities in the region.	High	Jan 2015	Jun 2106	$1.8 M	$1.0 M
36. **I-205 / MacArthur Road Interchange Improvements** — The I-205 / MacArthur Road interchange is in need of improvements to facilitate safe movements of larger trucks. Additionally, MacArthur Road will also need to be improved in order to accommodate large (STAA) trucks. **Benefit** — STAA trucks cannot make deliveries and pick up from this vital industrial area of San Joaquin County. The improvements at the intersection will enhance circulation of traffic in the area and reduce traffic congestion on I-205. In addition, the improvements will provide safe access and exits to businesses in the vicinity of this interchange. The interchange is utilized by trucks serving the Stonebridge and Northeast Industrial areas of Tracy. Businesses in these industrial areas include: Amazon, Crate & Barrel, Home Depot, Best Buy, Restoration Hardware, Orchard Supply, Pepsi/Gatorade, as well as others that rely heavily on delivery trucks in order to conduct business.	Immediate	Jun 2015	Jun 2017	$7.0 M	$3.0 M

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
37. **iHub Development** — Project seeks to develop, implement and operate startup incubator and business accelerators with the following focus: *Health Care:* The iHub's Health Care cluster will primarily focus on the prevention, treatment, and management of illness, nanotechnology and the preservation of mental and physical well-being through the services offered by medical and health professionals. A key goal of this cluster is to accelerate the "research to care" cycle. *Construction Technology:* iHub SJ looks to lead the state in developing sustainable construction methods and technologies by employing strategies that reduce the building industry's carbon footprint as well as consumption of natural resources. In addition, the iHub is working with partners to create a safer and stronger industry by training and retrining a skilled and committed workforce. *Agriculture Technology:* In collaboration with educational, community and business partners, iHub SJ is working to meet the increased need for highly skilled personnel capable of working in research. development and production in such fields as pharmaceuticals development, crop and livestock improvements, industrial processing, diagnostic and therapeutic medicine, forensic identification, bioremediation, genomics, proteomics, and bioinformatics. The goal: keep California agriculture on the leading edge and retain its competitiveness in the changing world economy. **Benefit** — Promotes economic development and opportunity through business creation, expansion, job creation, and job retention by linking into the Silicon Valley. The objective is to deploy Silicon Valley technology in these three focus areas through iHub San Joaquin. iHub SJ will be the implementing organization that compliments the marketing of San Joaquin County.	High	2013	n/a	TBD[3]	$100,000
San Joaquin County – Stockton Metropolitan Airport					
38. **Terminal Improvements** — This project includes (1) the renovation of terminal restrooms; (2) the replacement of the lobby area carpet; and (3) the renovation of ticket counter areas. **Benefit** — Project represents Phase 1 of the Terminal Modernization Program – an effort to upgrade the appearance and functionality of the facility, extend its useful life, and attract additional air service.	Immediate	2013	2014	$670,000	$0
39. **Rehabilitate Runway Lighting and Signage System** — The project involves the replacement of runway conduits and cables – the current deteriorated condition of these components of the lighting system poses a safety hazard. The replacement of cables and conduits is management's highest priority. **Benefit** — Project benefits include the avoidance of electrical system failure and enhanced safety.	Immediate	2013	2014	$1.220 M	$0

[3] Total financial responsibilities and potential funding resources will be determine upon receipt of MOU from California GoBIZ office.

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
40. **Airport Layout Plan** — The Airport Layout Plan (ALP) serves as a critical planning tool that depicts both existing facilities and planned development. Sponsors of airport development carried out at federally obligated airports must accomplish the improvement in accordance with an FAA-approved ALP. By definition, the ALP is a plan for a specific airport that shows: (1) boundaries and proposed additions to all areas owned or controlled by the sponsor for airport purposes; (2) the location and nature of existing and proposed airport facilities and structures; the location on the airport of existing and proposed non-aviation areas and improvements thereon. **Benefit** — The project will define the Airport's boundaries in relation to the AirPark 599 project, highlight future development, and provide a building block for a future master Plan Update.	Immediate	2013	2014	$225,000	$0
41. **Wildlife Management Assessment**— Since the US Airways aircraft emergency landing in the Hudson river, the FAA has emphasized measures that mitigate the risks posed by bird strikes, including mandating that certain airports, Including Stockton Metropolitan, undertake wildlife management assessments. **Benefit** — The main benefit of this project Is enhanced safety.	Immediate	2013	2014	$150,000	$0
42. **Reconstruct Terminal Apron** — The current deteriorated condition of the Terminal Apron pavement poses a safety hazard – addressing this problem is among management's highest priorities. **Benefi**t — The main benefit of this project is improved safety.	Immediate	2013	2014	$3.600 M	$1.0 M
43. **Pavement Maintenance Management Plan** — The project is an assessment of the condition of all airside pavement by a professional engineer. It includes the identification of preventive maintenance measures that extend the useful life of the pavement and push back the need for more expensive rehabilitation and construction work. **Benefit** — The main benefit of the project is enhanced safety.	Immediate	2014	2015	$200,000	$0
44. **Replace Security Access Control per TSA/1542** —The project involves upgrading, replacing and expanding components (wires, card readers, interfaces) of the Airport Access Control System to meet requirements set by the Transportation Security Administration and support the Airport Security Program. **Benefit** —Project benefits include compliance with TSA requirements and enhanced security.	High	2014	2015	$500,000	$500,000
45. **Acquire ARFF Vehicle** —The project involves the acquisition of the emergency ARFF vehicle. **Benefit** —The main benefit is enhanced safety	High	2014	2015	$850,000	$850,000
46. **Upgrade Airfield Home Run Duct Bank** — The project involves re-routing and replacing the duct bank and cable near the Atlantic ramp. **Benefit** —P roject benefits include the avoidance of electrical system failure and improved safety.	Immediate	2013	2014	$1.001 M	$0

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
47. **Reconstruct General Aviation Apron** — The project involves the rehabilitation of the General Aviation apron area – the current deteriorated condition of this area poses a safety hazard. **Benefit** — The main project benefit is enhanced safety.	High	2016	2017	$3.7 M	$3.7 M
48. **Rehabilitate Runway** (11R-29L and Tws B, D, D9, F, G, L, M, N) — Project involves the rehabilitation of a runway and taxiway pavement areas. **Benefit** — The main project benefit is enhanced safety.	Immediate	2014	2016	$3.7 M	$3.7 M
49. **Rehab/Replace Baggage Movement System** — Project consists of the acquisition and installation of conveyor belts and other equipment required to rehabilitate the baggage make-up areas behind ticket counters B and C. **Benefit** —Having operationally ready airline space may facilitate the attraction of a second carrier.	Immediate	2015	2016	$1.830 M	$1.8 M
50. **Terminal Improvements/Holdroom Expansion/FIS Facility** — This project is Phase 2 of the Terminal Modernization Program – an effort to upgrade the appearance and functionality of the facility, extend its useful life, increase capacity, and attract additional air service. The project includes expanding the current baggage claim area - too small for current activity levels, and replacing the existing baggage claim carousel, which has long exceeded its useful life. Contingent on demand, the project may include the construction of a small FIS facility to accommodate flights to Mexico. **Benefit** — As stated above, project benefits include the extension of the useful life of the terminal, improved appearance, enhanced functionality, increased capacity, and ability to accommodate additional carriers.	High	2013	2018	$9.7 M	$9.7M
51. **Parking Improvements** — This project includes the (1) construction of an additional exit, (2) acquisition of additional ticket-paying equipment, and (3) implementation of improvements required to offer covered parking. **Benefit** — The project would rationalize higher parking rates and would improve the passengers' experience.	High	2013	2014	$800,000	$800,000
52. **Equipment & Capital Outlays** — This project involves the acquisition of a tractor and a sweeper. **Benefit** — Project benefits include the ability to (1) more efficiently mow grass; (2) implement a pavement maintenance program; and (3) extend the useful life of airside pavement.	High	2013	2014	$290,000	$290,000

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
Port of Stockton					
53. **San Joaquin International Gateway Project** — The Port will construct five new 3000 foot tracks for interchange and yard classification on the Port's East Complex. In addition, the Port will build a double rail loop on the West Complex. The new rail infrastructure will connect the docks to the rail and terminal operators to handle bulk commodities for export via the Marine Highway and Ocean going vessels exporting U.S. commodities. **Benefits** — Reduced freight operating cost and environmental savings due to reduced train idling time. Project also protects existing public infrastructure. It is designed to utilize rail and port facilities rather than the existing highway network to move bulk material to export markets. [4]	Immediate	Mar 2014	July 2014	$6.0 M	$4.8 M
54. **Port of Stockton West Complex Fyffe Avenue Grade Separation** — The project will construct a two-lane grade separation (overhead) and approach roadways on Port of Stockton West Complex (Fyffe Avenue) at the Central California Traction railroad; realign the existing at grade crossing on Fyffe Avenue. The overhead will be a cast-in-place, pre-stressed, concrete box girder structure with a total width of approximately 37 feet. The structure will be supported on multi-column bents with pile footings and seat type abutments. Five feet of native material beneath the embankments will be over-excavated and re-compacted. Excavated material will be used as fill material for roadway approaches outside the limits of the bridge abutments. A PG&E overhead electrical main is within the project limits, but relocation will be coordinated by PG&E. **Benefit** — Project will improve travel times for vehicles; a reduction in vehicular delays; improve air quality and operational safety; enhance movement of goods and reduce noise. Improves safety by removing at-grade crossing lowering the potential for an at-grade vehicle/ locomotive accident. Reduces delays and provides more reliable ingress/ egress for one of two West Complex access points. Supports West Complex Development. Supports the Port's Short Sea Shipping efforts as part of the Marine Highway Corridor. Assists the Port's efforts with future job-creating opportunities.	Immediate	Mar 2014	Jun 2014	$10.0 M	$7.5 M

[4] The base case for the new rail connection is 6 unit trains/week or 312 unit trains/year which represents an average dwell time per train of 8.5 hours or a total dwell time per year of 2,652 hours. The operating cost per hour of train delay is $227. For the alternative case the number of unit trains per week increases from 6 to 12 in 2015. The environmental savings from reduced train idling time used the following variables: total freight time delay per/year=2652 hours; average number of locomotives=3; fuel burned at idle per locomotive per hour=6.71 gallons/hour/locomotive; average total fuel burned at idle per hour=20.13 gallons/hour; fuel burned from train delay time–base case=124564 gallons; CO2 per gallon of fuel burned=10115 grams/gallon; NOx per gallon of fuel burned=149.6 grams/gallon; VOC per gallon of fuel burned=8.0 grams/ gallon; PM per gallon of fuel burned=5.2 gram/gallon; CO2 cost per ton=$25.54; NOx cost per ton=$5,128; VOC cost per ton=$2,179; PM cost per ton = $215,353.

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
55. **Port of Stockton Overweight Corridor** — Rebuild five miles of existing roadway to support an overweight corridor on the West Complex thereby creating an opportunity for the volume of goods being transported by the MH580 Marine Highway to be increased by 20%. **Benefit** — Project will allow new customers to use the port of Stockton as their logistical center. The job estimates on this project are 50 new rail/train jobs, 42 Vessel jobs, and 18 labor jobs. The upstream and downstream jobs are based on the economic multiplier of 2.5% or 100 jobs. This does not take into account the jobs that will be created by the tenants as their goods movement and volume increase.	Immediate	Mar 2014	Jun 2014	$4.0 M	$3.2 M
56. **East Complex Goods Movement Corridor Improvements** — In conjunction with widening of Navy Drive Bridge and the State Route 4 (SR4) crosstown freeway extension, this corridor improvement project provides a continuous 4-lane facility from SR4 to the West Complex entrance. Navy Drive/ Washington Street intersection signal and related improvements reduce delay and provide more efficient movement between the Port's East and West complexes **Benefit** — Supports Marine Highway Corridor 580; improves intra-port circulation; supports the Port's Short Sea Shipping efforts as part of the Marine Highway Corridor; reduces congestion and improves air quality by removing more than a million truck trips from California's congested freeways. Improvements to Navy Drive will support the Port's export growth into the future and contribute to the economic competitiveness of the US by improving long-term efficiency and reliability of goods movement and creation of permanent jobs.[5] Supports development of the Port's West Complex, over 1,400 total acres of maritime and land-side facilities. Assists Port's future job-creation efforts with prospective tenants; likely to bring nearly 450 new jobs and more than $850 million in private investment to the Port in 2010-2014 helping to address San Joaquin County's unemployment rate of 18%.	Immediate	Mar 2014	Jun 2014	$6.5 M	$4.875 M

[5] To increase global economic competitiveness, the Obama Administration has laid out an ambitious vision for "winning the future" that includes investing in our transportation infrastructure; putting people back to work, and doubling United States exports over the next 5 years.

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
San Joaquin Delta College SBDC					
57. **Kitchen Incubator Development** — Project seeks to develop, implement and operate a series of startup incubator and business accelerators with the following focus: (a) Kitchen Incubator for food processing company startups based on the abundance of agricultural products produced in San Joaquin County thereby giving opportunity for economic growth in the agri-business sector and the development of agri-tourism within the County. (b) Grow Our Own Information Technology Incubator that would provide alternative to home/garage business startups or relocation from San Joaquin communities to Silicon Valley. **Benefit** — Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)	High	2015	2015	$600,000	$500,000
58. **Kitchen Incubator Planning Grant** — Project seeks to develop, implement, and operate a series of startup incubator and business accelerators with the following focuses: (a) Kitchen Incubator for food processing company startups based on the abundance of agricultural products produced in San Joaquin County thereby giving opportunity for economic growth in the agri-business sector and the development of agri-tourism within the County. (b) Grow Our Own Information Technology Incubator that would provide an alternative to home/garage business startups or relocation from San Joaquin communities to Silicon Valley. **Benefit** — Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)	Highest	2014	2014	$36,000	$30,000
59. **Technical assistance (consulting and training)** — Existing and potential new business enterprises will be provided with up-to-date and comprehensive business consulting and training in various aspects of business creation, expansion, and retention. Consulting and training will include business planning and strategy, market research and planning, accessing technology, including the development of web-sites, use of technology in marketing and advertising, financial analysis, pricing, loan application development, and government contracting. **Benefit** — Promotes economic development and opportunity (job creation, job retention, business creation, business retention)	Immediate	Ongoing 2014	2018	$600,000 $120,000/yr 5 years	$500,000 $100,000/yr

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
San Joaquin Partnership					
60. **San Joaquin County Strategic Plan Update** — In 2005, the San Joaquin Partnership contracted with Angelou Economics to complete a full strategic plan for San Joaquin County. The report provided an assessment of the findings, a list of recommended target industries, an implementation guide, a list of eight goals and priorities, 41 strategic recommendations, performance metrics and an implementation matrix. Unforeseen at the time of this study, San Joaquin County was hit hard by the recession. Stockton ranked among the top in the Nation for home foreclosures, and has since filed bankruptcy. The region has also become an integral part for goods movement throughout the Western United States and the Pacific Rim. It also has a growing commuter base, which make us a part of the Greater Silicon Valley. This project will allow a look back at 2005 findings, goals achieved, assess changes and needs based on impacts of unforeseen recession, identify and readjust target industries to complement our workforce and infrastructure, and provide an overall plan for economic recovery and moving forward. Additional strategic plans and studies have been completed by individual cities and the California Partnership for the San Joaquin Valley, an eight-county collaborative, which will be reviewed and incorporated in the regional update for San Joaquin County. **Benefit** — Promotes and reinforces countywide economic development goals and opportunities. Job creation is the ultimate goal to improve the quality of life for our citizens.	Immediate	Apr 2014	Jun 2015	$100,000	$50,000
Ongoing Programs and Services – San Joaquin County Economic Development Association (EDA)					
61. Services for employers, including business planning, loan packaging, exporting and importing, government procurement, accounting systems, identifying local customers and suppliers, and employee training and hiring	Ongoing				
Ongoing Programs and Services – San Joaquin County Partnerships					
62. San Joaquin County Revolving Loan Fund (RLF), offering loans up to $1 million for job-generating businesses in San Joaquin County, for working capital, inventory purchase, machinery and equipment, furniture & fixtures, leasehold improvements, and gap financing. — San Joaquin County Employment and Economic Development Department, San Joaquin County WorkNet, EDA	Ongoing				
63. Women Entrepreneurs, a program dedicated to increasing the economic independence of women, which provides in-depth training in each step of starting and operating a business, and offers ongoing business consulting and support — Northeastern California SBDC, San Joaquin Delta College	Ongoing				
64. Business Incubator Loan Program, offering loans to businesses below the RLF minimum of $25,000 — SJC Economic Development Association, SBDC	Ongoing				

Project / Benefit	Priority	Estimated Start	Estimate Completion	Total Cost	EDA Contribution
Ongoing Programs and Services – Northeastern California SBDC					
65. Mystery Shopper Program, to help business owners provide appropriate customer service	Ongoing				
66. Business Incubator, a (mostly) virtual business location also providing business management consulting and other support for entrepreneurs	Ongoing				
67. Entrepreneur Challenge, an annual competition for aspiring entrepreneurs offering cash prizes and public exposure	Ongoing				
68. Business workshops on various topics, including franchising, workers' compensation issues, government contracting, web design, marketing, pricing, and others	Ongoing				
Ongoing Programs and Services – San Joaquin County WorkNet					
69. Employee Outreach and Recruitment Program, and WorkNet Assessment Center, which help employers recruit and screen job applicants	Ongoing				
70. Job Training, custom-tailored if necessary to employers' needs	Ongoing				
71. Rapid Response Program, providing assistance to employers facing layoffs, downsizing, changing skill needs, etc.	Ongoing				
72. One-Stop employment service	Ongoing				