

San Joaquin County
2014-2019
Comprehensive
Economic Development
Strategy

Updated and Revised: December 2015

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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Executive Summary

This 2015 Annual Update to the 2014-2019 San Joaquin County Comprehensive Economic Development Strategy (CEDS) provides a description of current economic and demographic conditions of San Joaquin County, a SWOT analysis, industry trends and the priority economic development projects. A plan of action outlines the activities necessary to implement the goals and objectives of the strategy.

Key findings

- Private-sector employment increased by approximately 3,400 from Dec 2014 to Oct 2015.
- An aggressive marketing campaign was implemented which was focused on personal outreach and meetings with target industry executives and corporate site selection professionals.
- Progress is being made on capital improvement projects.
- Industrial and commercial vacancy rates are falling and speculative building is increasing.
- Base industries in San Joaquin County are recovering from the most recent recession.
- The statewide drought is continuing to adversely impact residents, businesses, land values, and safety from wild fires, mud slides, and crumbling infrastructure.

Strategies

- Improve and upgrade infrastructure to meet capacity demands due to projected population growth and business needs.
- Prepare, encourage, and support market-ready sites for business attraction and expansion.
- Continue to implement and grow programs for business, entrepreneurs, and job seekers.
- Use economic development tools and improvement projects to deter blight and add amenities.

Summary Background

What have we done?

The San Joaquin County Comprehensive Economic Development Strategy (CEDS) 2015 Annual Update presents the county's economic development situation and accomplishments, and fulfills the reporting obligation to the Economic Development Administration (EDA).

Goals established during creation of the San Joaquin County 2014-2019 CEDS remain valid and continue to be aligned with the objectives and activities of partner organizations and agencies, and address the county's significant economic problems, opportunities, and potential.

This section presents a summary of the economic development activities and progress made on goals during the first year of implementation (August 1, 2014 to July 31, 2015). Economic and socioeconomic changes of the region are presented in the latter part of this section.

Highlights and Progress on CEDS Goals

Economic Development

Goal—Address the needs of county residents through business development and life enhancement efforts, resulting in long-term economic prosperity.

Goal—Identify and pursue opportunities to increase goods movement as an essential part of economic development.

Goal—Attract and retain new job opportunities.

- San Joaquin County communities have engaged businesses and community members in creating or updating economic development strategies, general plans, and/or annual work plans that address the community priorities and are aligned with the projects and activities in the 2014 San Joaquin County CEDS.
- The City of Stockton's Economic Development Strategic Plan addressed the following economic development areas: business retention, expansion and attraction; entrepreneurship; downtown and neighborhood revitalization; arts and culture; public safety; streamlined permitting; site readiness and infrastructure.
- The Lodi Chamber of Commerce facilitated the creation of *Vision 2020* which focuses on the following key initiatives: workforce development, business and community health, livability, tourism, and economic competitiveness.
- Employment increased by approximately 3,400 private-sector jobs from December 2014 to October 2015 (California EDD, LMI). One thousand jobs are anticipated from three new developments in Prologis International Park of Commerce.

- Medline Industries, Inc. announced in April 2015 plans to construct a one million square foot distribution center at the Prologis International Park of Commerce in Tracy. Completion expected in first half of 2016.
- In keeping with its 2011 Citywide Sustainability Action Plan, the City of Tracy launched the HERO (California Home Energy Renovation Opportunity) Program August 2014, a financing tool for property owners upgrading for energy-efficiency and water conservation.

Economic Development Marketing

Goal—Position San Joaquin County to compete with other regions throughout the State, the Nation, and the global economy.

- The San Joaquin Partnership, the primary marketing organization for San Joaquin County communities, implemented an aggressive marketing campaign focused on personal outreach and meetings with corporate and site selection contacts within the county’s target industries.
 - Four Conferences: Industrial Asset Management Council, International Economic Development Council (2), Team California Consultant’s Forum (for site selection consultants)
 - Industry Expos: International Council of Shopping Centers (retail), Medical Design/West Pack (manufacturing), Society of Industrial & Office Realtors regional chapter events (multiple events), Society of Industrial & Office Realtors (national event)
 - Outreach and Sales Missions: Los Angeles and San Francisco (brokers and site consultants), Sacramento (legislative meetings), retention/expansion visits to local companies with Team San Joaquin
- San Joaquin County is considering a countywide branding that would include economic development and consistent messages that creatively and succinctly tells the story of San Joaquin County.
- A Real Estate and Development (RED) Luncheon was hosted by the City of Tracy and Tracy Chamber of Commerce in April 2015.

Sites and Infrastructure

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

- Falling vacancy rates, new investment by developers, and construction of new speculative industrial space prompted the San Joaquin Partnership to conduct a survey of land and building space. The study revealed an inventory of ± 6,800 acres of shovel-ready industrial and commercial sites, ± 3,100 acres of planned, and ± 6,100 acres of future industrial/commercial land.
- Union Pacific Railroad Company invested \$18 million in new rail welding facility at the Port of Stockton which is expected to provide 25 new permanent jobs. Expansion of rail capacity at the Port is in the planning stages.

- Stockton Airport completed “Rehabilitate Runway Lighting and Signage System” project in 4Q-2015. Project consisted of replacing runway conduits and cables eliminating safety hazard of the deteriorated lighting system.
- Stockton Airport completed the “Reconstruction of Terminal Apron” in 1Q-2015. The work improves safety, expands efficiencies, and can help attract additional airlines.
- Stockton Airport’s “Wildlife Management Assessment” is nearly complete. Draft report has been submitted to FAA for review.
- Stockton Airport has let contract for the “Airport Layout Plan (ALP)” project. The plan will depict existing facilities and planned development areas, and will be an FAA-approved ALP. Project costs are covered by the County’s entitlement funds.
- Stockton Airport’s “Pavement Maintenance Management Plan” is underway. The project consists of an assessment to identify preventive maintenance measures that will extend the life of the pavement.
- Stockton Airport’s “Terminal Improvements/Holdroom Expansion/FIS Facility” project is underway. Architect is under contract and County has commitment funding, interest-only loan.
- Stockton Airport’s “Parking Improvements” are underway, the construction of an additional exist has been completed. Work on the two remaining components of the project—ticket paying equipment, and covered parking—is estimated to begin in 2016. County is considering incorporating solar panels in the covered parking structure.
- State Route 99 widening in Manteca completed.

Entrepreneurship

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

- A number of business showcases, workshops, and seminars were held to promote business programs, provide information and assistance on government procurement opportunities, for technology start-ups, etc.
- iHub San Joaquin held the second Leadership Series “Start Small, Think Big: Forging Your Own Path to Success” seminar for startups, technology and non-technology.
- A “Meet, Connect, and Succeed” event was hosted by the City of Tracy and TiE Silicon Valley in September 2013 where local entrepreneurs and venture capitalists had an opportunity to meet and share ideas and experiences.

Tourism

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

Education and Workforce Development

Goal—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

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

- River Islands (City of Lathrop) is an eco-centric master-planned community designed to encourage a healthy life, reduce commuter traffic and facilitate live/work space. The development will evolve over the next 25 years. Currently 300 homes have been built, 180 families reside on the island, and the first school opened in 2013. Plans are in place for a 350-acre office/business campus, retail space, a town center, additional parks and open spaces.

SWOT Analysis

Where are we now?

STRENGTHS & ASSETS	OPPORTUNITIES
<ul style="list-style-type: none"> • Interstate and local highways supports manufacturing and distribution industry sectors • Port of Stockton and Stockton Airport also support manufacturing and distribution companies • San Joaquin Delta College, University of Pacific, and SBDC education and training programs to meet the needs of local business • Entrepreneurial culture and services focusing on home-grown companies • A young and growing population 	<ul style="list-style-type: none"> • Available properties, business parks, and construction of spec buildings • Active downtowns • Growing wine and tourism industry • Bay Area and Silicon Valley industry and entrepreneurs looking for lower cost area can strengthen the county’s existing industry base and establishing new industry sectors
WEAKNESSES & CHALLENGES	THREATS
<ul style="list-style-type: none"> • Percentage of population with bachelor or advanced degrees is lower than State • Number of residents with a high school (or less) level of education is higher than State average • Countywide median household and per capita income levels is lower than State average • County’s unemployment rate is consistently higher than State • Continuing to overcome the [Stockton] bankruptcy stigma 	<ul style="list-style-type: none"> • Ongoing drought continues to adversely affect businesses, farmers, and residents • SB5 (2007 legislation) applies only to communities in the California Central Valley. It requires a 200-year plan, a higher level of flood protection than is required by FEMA. • Actual and perceived cumbersome regulations • Local jurisdictions must continue to find new ways to address budget constraints

Factors Affecting Economic Development Performance

Economics and Demographics¹

- Population growth in San Joaquin County communities continues to outpace the State for the second year.
- The percent of population living below poverty rate increased from the previous year in the county and all but one jurisdiction (Tracy).
- The unemployment rate throughout the county improved, but overall is still higher than the State average.

Real Estate Market

- According to Robert Taylor, Executive Vice President at Jones Lang LaSalle, vacancies in the Central Valley declined for the seventh consecutive quarter and to the lowest in nearly a decade. Distribution facility vacancies are at an all-time low.
- Bay Area companies are in a highly competitive market and are faced with rising lease rates. Many are looking for alternative locations that will enable them to still reach their market.
- Developers are once again beginning to construct spec buildings. Two recent examples are a 257,000 square foot, Class-A warehouse distribution facility has been built in the Stockton Airport Business Center by Buzz Oates Group. A 1 million square foot pad, expandable to 2.5 million square feet, was set at the Intermodal Center in Manteca.
- Residential real estate is stabilizing and home prices are beginning to rise. Silicon Valley employees wanting to purchase homes are priced out of their local market and are looking to the San Joaquin area for affordable housing and reasonable commute.

Statewide Drought

- The drought and declining water levels in California is impacting San Joaquin residents and businesses in several ways that will take years to overcome—unproductive croplands, wildfires, mudslides, sinking land. According to a report by NASA's Jet Propulsion Laboratory for the State Department of Water Resources, portions of the San Joaquin Valley are sinking about two inches per month because farmers have had to pump groundwater to save crops. The amount of water that has been pumped out is causing irrigation canals to collapse, damaging pipes, creating sink holes and even cracking homes.
- The total economic impact of the drought is estimated to be \$2.7 billion.² This impact includes losses of revenue from crops (\$900 million), dairy and livestock revenue (\$350 million), additional operating costs incurred, and 21,000 jobs.

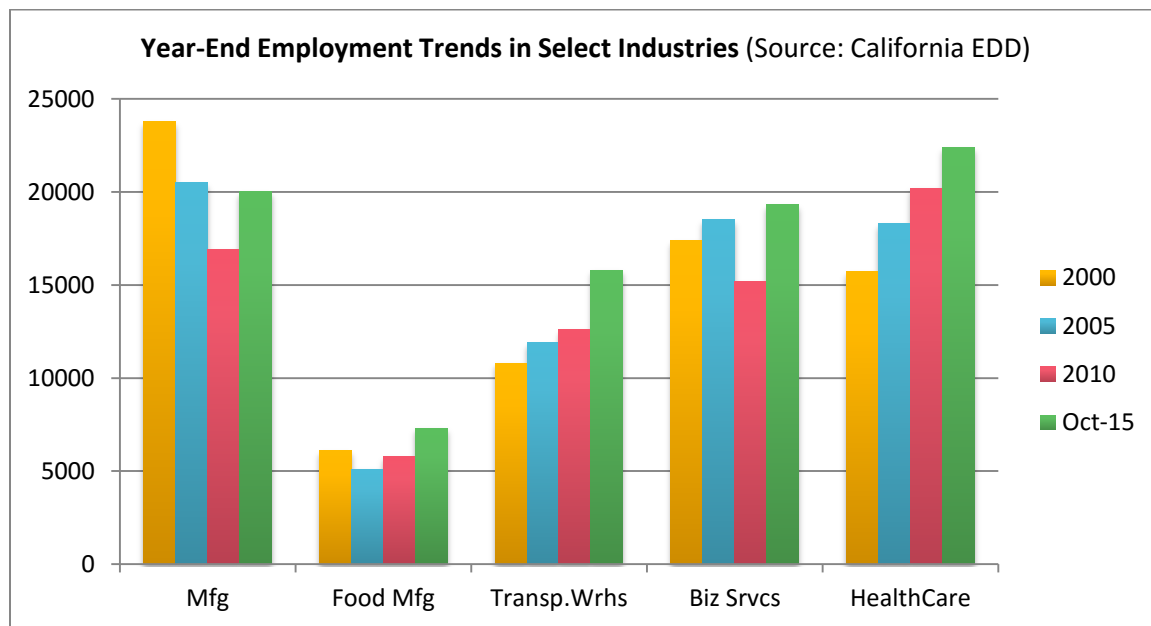
¹ Detailed tables, chart, and graphs are included in the Appendix.

² Economic Analysis of the 2015 Drought for California Agriculture, August 2015, by UC Davis Center for Watershed Sciences, ERA Economics, and UC Agricultural Issues Center.

- SB5 (2007 legislation requiring Central Valley communities have a higher level of flood protection than is required by FEMA could cause development along the Delta side of I-5 (west side) to be curtailed. San Joaquin County and Cities must certify that they are making “adequate progress” on the 200-year flood plan by July 2016 even though the legislation’s criteria has been continually delayed and changed, and inaccurate water maps have caused confusion.

Industry Trends

- The base industries of the San Joaquin County economy have recovered from the most recent recession. To continue this trend, it is critical to improve and expand the infrastructure, workforce, and assistance programs that will make San Joaquin County competitive.



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. In 2013, the enterprise zone program was phased out. The San Joaquin County Enterprise Zone wrapped up its enterprise zone this year and reported the program’s 2008 to 2014 accomplishments: 2,791 businesses were assisted including 1,555 companies in 2014 alone; and 65,349 vouchers were issued which translates to \$2.4 billion in assistance to businesses in San Joaquin County.

- 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. Eliminating the hiring tax credits and other program incentives will continue to make it difficult to retain and expand local business as well as to attract new businesses.

Bankruptcy

- The City of Stockton is recovering from its 2012 bankruptcy filing. The City is now able to move forward on long-needed projects.

Transportation

- State Route 99 is the primary transportation corridor of the San Joaquin Valley. Aside from heavy trucking activity, increased commuting traffic from population growth and the exodus of Bay Area workers and home buyers to San Joaquin County continue to put pressure on the highways' 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.

Action Plan

Where do we want to go?

Strategies

- Improve and upgrade infrastructure to meet capacity demands due to projected population growth and business needs.
- Prepare, encourage, and support market-ready sites for business attraction and expansion.
- Continue to implement and grow programs for business, entrepreneurs, and job seekers.
- Use economic development tools and improvement projects to deter blight and add amenities.

How are we going to get there?

Implementation

The San Joaquin County Employment and Economic Development Department (EEDD) coordinates the Comprehensive Economic Development Strategy projects and activities with local and state economic development agencies where appropriate. The San Joaquin County EEDD and the CEDS Task Force collaboratively:

- review County’s position relative to recession and economic problems;
- conduct research to index recession related problems to some benchmark, including neighboring and competing counties in the study;
- review County’s position relative to progress made;
- review County’s position relative to specific strategic recommendations from recent studies; determine status of specific strategic recommendations from reports, including levels of resolution, current relevancy and follow-up needed (actions, institutional programming, etc.).

The plan of action presented below implements the goals and objectives of the Five-Year Strategy as adopted in 2014 and revised December 2015.

Goals — Action Items	Program Operators
Economic Development	
Goal—Address the needs of the residents of the County through business development and life enhancement efforts, all resulting in long-term economic prosperity. Goal —Identify and pursue opportunities to increase goods movement as an essential part of economic development <ul style="list-style-type: none"> ▪ Agree on the County’s economic development vision. ▪ Establish economic development focused review panel and consolidate com- 	CEDS Task Force

Goals — Action Items	Program Operators
<p>prehensive set of goals from multiple sources making their relationship to economic development explicit.</p> <ul style="list-style-type: none"> ▪ Develop a marketing campaign appropriate to the new vision, a broad E.D. approach and (most importantly) target industries. ▪ Review existing marketing materials and alternatives for updating, costs, etc. ▪ Manage Capital Projects:³ <ol style="list-style-type: none"> 1) Water supply tank and pump station 2) Sewer master plan alternative alignment 9) South Manteca storm drain 10) North/Central trunk sewer 15) South San Joaquin Irrigation District water project 18) RWC Facility headworks rehab & energy management plan 21) Arch Road sanitary trunk lines 27) Church Street sewer and lift station 28) Tuxedo Avenue sewer rehabilitation project 29) Channel (Smith Canal) storm drain pump station 30) Northeast reservoir #1 and pump station 31) Global climate change mitigation incentive fund 33) French Camp reservoir and pump station 34) Newcastle loop phase II 36) Holly Sugar recycled water line 38) iHUB Development 51) Rehab/replace baggage movement system ▪ Provide 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. <ol style="list-style-type: none"> 55) Activate Foreign Trade Zone #231 64) Technical assistance, consulting, training 67) San Joaquin County Revolving Loan Fund 73) Business workshops 74) Employer outreach and recruitment 75) Job training 76) Rapid response, assistance to employers facing downsizing 77) One-Stop employment services <ul style="list-style-type: none"> ▪ Implement <i>Mystery Shopper Program</i> to help business owners provide appropriate customer service. ▪ Offer San Joaquin County Revolving Loan Fund (RLF) loans up to \$1 million for job-generating businesses in San Joaquin County, for working capital, inventory purchase, machinery, equipment, furniture, fixtures, leasehold improvements, and gap financing. ▪ Address Greenhouse Gas initiatives through continued programs, monitoring fee issues, agricultural land mitigation and other greenhouse initiatives. 	<p>Individual jurisdictions and agencies (see Appendix)</p> <p>Individual jurisdictions and agencies (see Appendix)</p> <p>Northeastern CA SBDC</p> <p>San Joaquin County EEDD, WorkNet, EDA</p> <p>Industrial Investors and Developers Coalition, SJC Agriculture Mitigation</p>

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

Goals — Action Items	Program Operators
Economic Development Marketing	
<p>Goal—Strategically position San Joaquin County to compete with other regions throughout the State, Nation, and the global economy.</p> <ul style="list-style-type: none"> ▪ Create a brand and consistent message that creatively and succinctly tells the story of San Joaquin County and its strategy for business development. ▪ Continue with sales and outreach via tradeshow, sales missions, and personal meetings. 	<p>County, individual jurisdictions, San Joaquin Partnership</p>
Sites and Infrastructure	
<p>Goal—Develop sites and provide infrastructure that meet the needs of existing companies and those that want to expand or locate in San Joaquin County.</p> <ul style="list-style-type: none"> ▪ Manage Capital Projects: <ul style="list-style-type: none"> 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 11) McKinley Avenue interchange 12) South Manteca Trunk Sewer 13) Austin Road interchange and business park 16) Stockton Avenue Phase II improvements 17) North Stockton widening and interchanges 20) Arch Road widening 25) Thornton Road widening 26) STAA terminal access route improvements 32) Hammer Lane widening 35) I-205 and Lammers Road interchange improvements 37) I-205 and MacArthur Road interchange improvements 39) Wastewater effluent discharge pipeline 40) Terminal improvements 41) Rehabilitate runway lighting and signage program 42) Airport layout plan 43) Wildlife management assessment 44) Reconstruct terminal apron 45) Pavement maintenance management plan 46) Replace security access control 47) Acquire ARFF vehicle 48) Upgrade airfield home run duct 49) Reconstruct general aviation apron 50) Rehabilitate runways 52) Terminal improvements, hold room expansion, FIS facility 53) Parking improvements 54) Equipment and capital outlays 56) Air cargo facilities 57) Overweight corridor 58) West Complex Fyffe Avenue grade separation 59) Washington Street east complex access improvements 60) West complex railroad bridge replacement 61) Roberts Island bridge 	<p>Individual jurisdictions and agencies (see Appendix)</p>

Goals — Action Items	Program Operators
<ul style="list-style-type: none"> - Continue One-Stop employment services. 	SJC EEDD WorkNet
Quality of Life	
<p>Goal—Cultivate a robust quality of life by supporting implementation of amenity generating projects that are promoted internally and externally.</p> <ul style="list-style-type: none"> - Manage Programs and Capital Projects: <ul style="list-style-type: none"> 6) Lathrop Generations Center 14) Mistlin Sports Park Water Tower tenant improvements 19) Airport Way streetscape beautification Phase V 22) Waterfront Connection project Phase II 23) Miner Avenue complete street and revitalization Phase II 24) California Street rehabilitation 	CEDS Task Force, Individual jurisdictions and agencies

Economic Resiliency

San Joaquin County and the California Central Valley region have a long history of enduring and overcoming natural and man-made disasters, and economic challenges including flooding, wildfires, drought, air and water quality, national economic downturns, budget constraints, and bankruptcy. Local jurisdictions, agencies, and community nonprofits work continuously to monitor and identify resources to mitigate these challenges.

Structural Solutions⁴

- Utility and infrastructure improvement including water, waste water, highways and roadways, levees, floodgates, sewers, pump stations, drainage, water treatment, etc.
- Transportation improvements, e.g. highway and roadway interchanges, road widenings, airport and port facilities
- Support proper land use and planning for economic development, preservation, open space, and downtown development

Program Solutions

- iHub San Joaquin and the University of the Pacific hosted regional workshops for businesses interested in applying for the California Competes Tax Credit. The tax credits can make it possible for local companies to expand their operations and create new jobs with less risk.
- Business outreach for retention/expansion and to identify critical needs, e.g. workers, workforce skills, infrastructure, expansion space, financing, etc.
- Business assistance and financing
- Entrepreneurial assistance, shared space

⁴ As identified and detailed in the Capital Improvement Projects, Appendix.

- Workforce training and career pathways

Safety and Disaster Recovery Plans, Programs, and Agencies

- San Joaquin County Office of Emergency Services maintains information, plans, and resources to coordinate responses and recovering from local emergencies (www.sjgov.org/Oes). The office is a combination of full and part time trained staff. Programs and activities are regularly assessed and continually exceed state and federal goals and objectives.
- Local cities have a staffed office or designated staff member serving as the main point of contact for Emergency Services. The local offices coordinate with County, State, and Federal officials during emergencies.
- Other agencies and organizations involved in emergency preparedness and response are; San Joaquin Joint Radio Users Group, LifeCom (American Medical Response), Fire and Police Dispatch, Sheriff’s Department, California Highway Patrol, Environmental Health, area hospitals and mental health facilities, utility companies, Water Quality Board, and others.
- iHub San Joaquin planned and hosted *H2O Hackathon*, a two-day event to brainstorm ways to mitigate the water crisis with new technologies, policies, and ideas to eliminate wasted water. Six teams composed of programmers, engineers, undergraduate and graduate students, farmers, water agency officials, business leaders, and environmentalists competed for cash prizes awarded by panel of judges. The “Cal Water Golden Spigot Award” of \$3,000 was presented to a young team, ages 10 to 16, for the best technical solution.
- Since the US Airways aircraft emergency landing in the Hudson river, the FAA has emphasized measures that mitigate the risks posed by bird strikes. The Stockton Metropolitan Airport is embarking on a wildlife management assessment and plan.

Monitor and Identify Resources

CEDS Task Force
 San Joaquin Partnership
 San Joaquin Council of Governments
 California Partnership for the San Joaquin Valley
 Great Valley Center
 San Joaquin Valley Regional Transportation Planning Agency
 San Joaquin Valley Air Pollution Control District
 California Association for Local Economic Development

The CEDS Task Force supports and participates in local and regional assessments, strategy development, and response programs. Supplementing the local jurisdictions’ planning efforts, the regional organizations listed above continually monitor the environment, economy, industry trends, real estate market, employer needs, and facilitate strategies and programs to mitigate challenges and respond to needs.

Evaluation Framework

How are we doing and what can we do better?

The performance metrics outlined in the table below is used to gauge progress on the implementation of the San Joaquin County CEDS. The measurement factors chosen are those that most important to and that will make the greatest impact and improvement on the county's economic situation.

Performance Metric	2014	2015	2016	2017	2018	2019
Employment by Select Industries¹						
Manufacturing	18,700	20,000				
Food Manufacturing	6,200	7,300				
Transportation, Warehousing	15,300	15,800				
Information	2,100	2,200				
Professional Business Services	18,200	19,300				
Health Care	22,300	22,400				
Accommodation, Food Service	16,800	18,000				
Per capita income²						
California per capita income	\$29,551	\$29,527				
County per capita income	\$22,696	\$22,589				
Company locations, expansions⁹						
Locations	12	9				
Expansions	6	5				
Capital Investment ⁷	\$77M	n/a ⁹				
Unemployment Rate						
California Unemployment Rate ³	11.9%	10.7%				
San Joaquin County ³	17.0%	14.7%				
City of Escalon ⁵	11.5%	9.7%				
City of Lathrop ⁵	15.8%	15.6%				
City of Lodi ⁴	16.0%	15.0%				
City of Manteca ³	18.5%	16.3%				
City of Ripon ⁵	7.8%	7.3%				
City of Stockton ³	18.4%	16.4%				
City of Tracy ³	14.1%	11.5%				
Non-residential building permits (new construction)⁶						
Number of Permits	43	35				
Out-commuting as a proportion of total employment⁸						
Percentage of out-commuters	27.3%	27.4%				

Performance Metric	2014	2015	2016	2017	2018	2019
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Sources:

- 1) California Employment Development Dept. Industry Employment, Dec 2014, Oct 2015
- 2) U.S. Census Bureau American Community Survey, Table B19301; Base: 2008-2012 Five-Year Estimates
- 3) U.S. Census Bureau American Community Survey, Table S2301; Base: 2011-12 24-Month Average
- 4) U.S. Census Bureau American Community Survey, Table S2301; Base: 2010-12 Three-Year Estimates
- 5) U.S. Census Bureau American Community Survey, Table S2301; Base: 2008-12 Five-Year Estimates
- 6) County and Cities of San Joaquin, Building Departments
- 7) County and Cities of San Joaquin, Economic Development Departments, as available and reported by private sector businesses
- 8) U.S. Census Bureau American Community Survey, Table C08130; Base: 2013
- 9) San Joaquin Partnership; 2015 capital investment estimates available Jan 2016

Appendix

Capital Improvement Projects

Demographic and Socioeconomic Data

Capital Projects

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
City of Escalon				
<p>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.</p> <p>Benefit — Protect the current supply to citizens to meet the maximum daily demand and enhancement for economic development and expansion.</p>	3	2016	\$2.5 M	\$1.5 M
<p>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 lowers 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 peak 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.</p> <p>Benefit — Preserves current sewer trunks to existing customers along with enhancement for economic development and expansion.</p>	1	2016	\$5.2 M	\$3.4 M
City of Lathrop				
<p>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.</p> <p>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.</p>	1	2016	\$20.037 M	\$0
<p>4. Lathrop Road & I-5 Interchange Improvements — The project would widen Lathrop Road to three through-lanes in each direction. New loop on-ramps 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.</p>	3	2018-20	\$37.939 M	\$3.4 M

⁵ Priority Ranking: 1-Immediate; 2-Highest; 3-High

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>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.</p> <p>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.</p>				
<p>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.</p> <p>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.</p>	3	2017-2019	\$27.327 M	\$3.4 M
<p>6. Lathrop Generations Center — The Lathrop Generations Center is being constructed on Spartan Way on a 6.8-acre parcel. Center will include a Youth and Teen Center, library, play equipment, art walk, skate park, Parkour course, parking, outdoor stage, turf seating mound, landscape and irrigation improvements, security lighting, underground utilities, and storm water basin. Center will also have shared space that will serve as a multi-purpose room, potentially to consist of a computer lab, café, restrooms, lobby, etc.</p> <p>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, which alleviates lease payments that are being made on the library and meeting room that are currently used.</p>	1	2016	\$11.928 M	\$0

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
City of Lodi				
<p>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.</p> <p>Benefit — (1) The project allows for an existing, vacant building (40,000+ SF facility) to be fully utilized, rather than stay vacant; (2) project will encourage small business start-ups and growth in the green industry. (3) project creates long-term sustainable jobs in and around the region.</p>	1	2016	\$5.0 M	\$2.5 M
<p>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.</p> <p>Benefit — Project will create 600+ jobs, enhance traffic flow to and from a new, major retail and office development in Lodi.</p>	1	2016	\$1.369 M	\$684,500
City of Manteca				
<p>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.</p> <p>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.</p>	2	2016	\$6.0 M	\$3.0 M
<p>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.</p> <p>Benefit — Job creation from development that is made possible by replacing existing, obsolete sewer infrastructure with significantly improved infra-</p>	3	2016-2017	\$7.7 M	\$3.0 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
structure. This new infrastructure will improve the reliability of sewer movement and disposal for residents, industry and businesses.				
<p>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 and from the highway for local traffic. The new interchange will also accommodate a Class I bike path in the plan. The City and Caltrans have already completed a Project Study Report (PSR) that was approved in June 2008. The City has also obtained Federal funds to complete the project design. The draft environmental document will be released by January 2014. Full project approval and environmental documents are complete and have been fully approved by Caltrans. It is estimated that the final design, minor right of way acquisition and construction will require four years and that project will start early in 2016.</p> <p>Benefit — Job creation is made possible by constructing needed, missing transportation infrastructure. This new infrastructure will improve transportation circulation for the public, reduce congestion, and improve health and safety response times by emergency medical providers and police and fire personnel.</p>	2	2015-18	\$15.0 M	\$3.0 M
<p>12. South Manteca Trunk Sewer — This project involves installing 4,900 feet of gravity sewer pipeline to replace a sewer force main that currently flows from south Manteca to the Water Quality Control Facility (treatment plant). The existing sewer force main is not sufficient to serve current and projected growth in South Manteca, and will be abandoned once this project is completed. The larger diameter 48" to 54" gravity line that will be sufficient to accommodate the wastewater flow that will be generated by the new development as the City continues to grow to the south. This growth will include significant commercial users such as the Manteca Hotel and Conference Center and the Family Entertainment Zone (FEZ) proposed for development on city property north of Highway 120 adjacent to the sewer alignment, which will be able to use this new gravity sewer once installed.</p> <p>Benefit — Project will improve infrastructure and accommodate planned and projected growth in the city.</p>	2	2016	\$8.0M	\$3.0M
<p>13. Austin Road Interchange and Business Park — This project consists of three independent construction components.</p> <p>(1) 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.</p> <p>(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</p>	Ph I 1 Ph II 2	Ph I 2014-15 Ph II 2014-15	\$24.21 M Ph I \$3.810 M Ph II \$6.484 M	\$3.0 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>segment is approximately 1.2 miles.</p> <p>(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.</p> <p>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</p>	Ph III 3	Ph III 2014-15	Ph III \$13.92 M	
City of Ripon				
<p>14. 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.</p> <p>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 the tower and provide economic development opportunities near the park for existing and new businesses.</p>	1	2016	\$1.8 M	\$1.8M
<p>15. 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.</p> <p>Benefit — The project will increase the reliability of the City’s water system and result in lower overall cost to the ratepayers.</p>	1	2016	\$5.5 M	\$5.5 M
<p>16. 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, construction of necessary piping to separate the storm water from the sewer system.</p> <p>Benefit — Once completed, the project will revitalize an industrial area of Ripon that has severely degraded over the years</p>	1	2016	\$3.0 M	\$3.0 M
City of Stockton				
<p>17. 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.</p>	1	2016 Phase I: Country Club Blvd to Hammer	\$442 M	\$221 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>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.</p>		Ln		
<p>18. 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.</p> <p>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.</p>	2	2016	\$18.0 M	\$9.0 M
<p>19. 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.</p> <p>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.</p>	1	TBD	\$1.2 M	\$0
<p>20. Arch Road Widening — The project will widen Arch Road from a 2 to 4 lane road to six lanes from State Route 99 to Newcastle Road. Improvements include AC paving, storm drains, landscaping, traffic signal, streetlights, and curb, gutter, and sidewalk.</p> <p>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.</p>	2	TBD	\$16.0 M	\$8.0 M
<p>21. 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.</p>	2	2016	\$6.8 M	\$3.4 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>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.</p>				
<p>22. 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 terminus 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."</p> <p>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.</p>	2	TBD ⁶	\$26.0 M	TBD
<p>23. 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 dealerships relocated to the edge of town. This complete street effort not only redesigns a 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 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.</p> <p>Benefit — The project continues the revitalization of downtown Stockton by</p>	2	TBD	\$20.0 M	\$10.0 M

⁶ 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 ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
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.				
<p>24. 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.</p> <p>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.</p>	2	TBD ⁷	\$4.0 M	\$2.0 M
<p>25. Thornton Road Widening — Project will widen Thornton Road from 2 and 4 lanes 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, various streetscape and a public art piece.</p> <p>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.</p>	3	2016-17	\$14.5 M	\$6.0 M
<p>26. 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 can accommodate, particularly in older industrial areas. This puts industries and job centers in those areas at a competitive disadvantage. Working with existing businesses and trucking organizations, this project would identify appropriate terminal access routes in the Wilson Way and Airport</p>	3	2016	\$2.5 M	\$1.25 M

⁷ 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 ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>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.</p> <p>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.</p>				
<p>27. 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.</p> <p>Benefit — Project will address an existing sewer capacity bottleneck, and allow for the continued commercial expansion and redevelopment in downtown Stockton, including infill housing.</p>	3	2016	\$5.6 M	\$3.3 M
<p>28. 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.</p> <p>Benefit — Project will rehabilitate the existing pipeline and improve the structural integrity of the pipeline.</p>	3	2016	\$3.25 M	\$1.5 M
<p>29. 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.</p> <p>Benefit — Project will alleviate flooding and allow for the expansion of commercial and residential development.</p>	3	2016	\$4.4 M	\$2.2 M
<p>30. 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.</p> <p>Benefit — Project will allow the continued residential development in north Stockton.</p>	3	2017	\$3.8 M	\$1.9 M
<p>31. 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</p>	1	2016	\$12.0 M	\$0

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>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.</p> <p>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</p>				
<p>32. 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.</p> <p>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.</p>	3	2016	\$9.5 M	\$4.5 M
<p>33. 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.</p> <p>Benefit — Project will allow the continued residential and industrial development in south Stockton.</p>	3	2017	\$7.4 M	\$3.7 M
<p>34. 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.</p> <p>Benefit — Project will allow the continued industrial development of south and southeast Stockton, including area south and adjacent to Stockton Airport.</p>	3	2016	\$3.44 M	\$1.7 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
City of Tracy				
<p>35. 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.</p> <p>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.</p>	3	2016-18	\$62.0 M	\$4.0 M
<p>36. Holly Sugar Recycled Water Line — Legacy Fields represents 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.</p> <p>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.</p>	3	2016	\$1.8 M	\$1.0 M
<p>37. 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.</p> <p>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</p>	1	2016-17	\$7.0 M	\$3.0 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>businesses near 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.</p>				
<p>38. iHub Development — Project seeks to develop, implement and operate startup incubator and business accelerators with the following focus:</p> <p><i>Health Care:</i> 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.</p> <p><i>Construction Technology:</i> 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 retraining a skilled and committed workforce.</p> <p><i>Agriculture Technology:</i> 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.</p> <p>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.</p>	3	Ongoing	TBD ⁸	\$100,000
<p>39. Wastewater Effluent Discharge Pipeline — The existing 33 diameter pipeline is at capacity, it is 40 years old and constructed with asbestos cement pipe, which is a brittle material prone to cracking. The failure of this pipe would result in a significant problem with wastewater disposal.</p> <p>Benefit — Construction of new pipeline would eliminate possible wastewater environmental violation and large fines.</p>	1	2016-17	\$25 M	\$25 M
San Joaquin County – Stockton Metropolitan Airport				
<p>40. Terminal Improvements — This project includes (1) the renovation of terminal restrooms; (2) the replacement of the lobby area carpet; and (3)</p>	1	2016	\$670,000	\$0

⁸ Total financial responsibilities and potential funding resources will be determined upon receipt of MOU from California GoBIZ office.

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>the renovation of ticket counter areas.</p> <p>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.</p>				
<p>41. 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.</p> <p>Benefit — Project benefits include the avoidance of electrical system failure and enhanced safety.</p>		Completed 4Q2015		
<p>42. 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.</p> <p>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.</p>	1	2016	\$500,000	\$0
<p>43. 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.</p> <p>Benefit — The main benefit of this project is enhanced safety.</p>	1	2016	\$150,000	\$0
<p>44. 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.</p> <p>Benefit — The main benefit of this project is improved safety.</p>		Completed 1Q2015		
<p>45. 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.</p> <p>Benefit — The main benefit of the project is enhanced safety.</p>	1	2016	\$200,000	\$0
<p>46. Replace Security Access Control per TSA/1542 —The project involves upgrading, replacing and expanding components (wires, card readers, inter-</p>	3	2017	\$500,000	\$500,000

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>faces) of the Airport Access Control System to meet requirements set by the Transportation Security Administration and support the Airport Security Program.</p> <p>Benefit — Project benefits include compliance with TSA requirements and enhanced security.</p>				
<p>47. Acquire ARFF Vehicle — The project involves the acquisition of the emergency ARFF vehicle.</p> <p>Benefit — The main benefit is enhanced safety</p>	3	2016	\$850,000	\$850,000
<p>48. Upgrade Airfield Home Run Duct Bank — The project involves re-routing and replacing the duct bank and cable near the Atlantic ramp.</p> <p>Benefit — Project benefits include the avoidance of electrical system failure and improved safety.</p>	1	2016	\$1.001 M	\$0
<p>49. 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.</p> <p>Benefit — The main project benefit is enhanced safety.</p>	3	2017	\$4.0 M	\$4.0 M
<p>50. 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.</p> <p>Benefit — The main project benefit is enhanced safety.</p>	2	2017	\$3.7 M	\$3.7 M
<p>51. 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.</p> <p>Benefit — Having operationally ready airline space may facilitate the attraction of a second carrier.</p>	1	2017	\$1.830 M	\$1.8 M
<p>52. 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, which is 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.</p> <p>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.</p>	3	2018	\$9.7 M	\$0
<p>53. 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.</p> <p>Benefit — The project would rationalize higher parking rates and would</p>	3	2016	\$800,000	\$800,000

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
improve the passengers' experience.				
<p>54. Equipment & Capital Outlays — This project involves the acquisition of a tractor and a sweeper.</p> <p>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.</p>	3	2016	\$290,000	\$290,000
<p>55. Activate Foreign Trade Zone #231 — by remodeling and repairing the World War II era Flight Center into a warehouse facility that can accommodate air cargo brought in from foreign countries (as well as domestic). In addition, the existing ramp leading to the site would have to be strengthened to allow parking for large aircraft.</p> <p>Benefits — Cost savings and enhanced logistics and distribution services for existing businesses; improved competitive position for business attraction.</p>	2	2016	\$2.0 M	\$2.0 M
<p>56. Air Cargo Facilities (domestic and international) — Infrastructure improvements (street, water and sewer) are needed to facilitate development of an air cargo site adjacent to the air cargo ramp.</p> <p>Benefits — Improvements will bring the site to development-ready status and serve to enhance logistics and distribution services for existing businesses; improve competitive position for business attraction and job creation.</p>	2	2018	\$800,000 to \$1 M	\$1 M
Port of Stockton				
<p>57. Overweight Corridor — Rebuild five miles of existing roadway to support an overweight corridor on the West Complex. This project will repave five miles of existing roads on the West Complex thereby creating an opportunity for the volume of goods being transported by 20%. This project will allow new customers to use the port of Stockton as their logistical center. The job estimates on this project are 300+ new jobs to include rail/train jobs, vessel jobs, and 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.</p> <p>Benefit — Provide the ability to load and unload overweight cargo and containers. This provides a 20% capacity increase and a 20% improvement to the loading capabilities and a 20% reduction of the trucks on our highways and a 20% decrease in shipping costs. This project would allow shippers and trans loaders to fill their trucks to full capacity and transport the overweight containers on our Port roads.</p>	1	Immediately following funding; port has developed this project to a "shovel ready" status	\$8.0 M	\$3.0 M
<p>58. 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. The project will realign the existing at grade crossing on Fyffe Avenue. The overpass will be a cast-in-place, pre-stressed, concrete box girder structure with a total width of approximately 37 feet. The structure</p>	1		\$10.0 M	\$3.0 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>will be supported on multi-column bents with pile footings and seat type abutments. In addition, 5 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.</p> <p>Benefit — The 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; it also 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 by adding at least 300+ jobs to the Port by building the overpass.</p>				
<p>59. Washington Street East Complex Access Improvements Project — Rebuild ¾ of a mile of an existing roadway and access point into the Ports East Complex that would provide for an overweight corridor on the East Complex. This project will repave and rebuild three-quarters of a mile of an existing road leading into and out of the Ports East Complex thereby creating an opportunity for the volume of goods being transported by 20%. This project will allow new customers to use Docks 10 & Docks 11 at the port of Stockton as their logistical center. The job estimates on this project are 300+ new and saved jobs and 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.</p> <p>Benefit — This 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. This does not take into account the jobs that will be created by the tenants as their goods movement and volume increase.</p>	1		\$3 M	\$1.5 M

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>60. West Complex Railroad Bridge Replacement Project — The proposed project is located in the alignment of Port Road A at the crossing of the San Joaquin River connecting the Port of Stockton East and West Complexes. The West Complex Railroad Bridge will become the primary access rail bridge to the Port of Stockton West Complex.</p> <p>Benefit — The primary purpose of the West Complex Railroad Bridge Replacement Project is to provide safe and adequate local and regional access to the Port’s West Complex Development Area while meeting the reasonable needs of navigation on this portion of the San Joaquin River. The railroad bridge will become the primary link between the Port and the regional rail system and improve CPUC clearances and weight requirements. Not replacing the bridge would limit goods movement into and out of Port of Stockton that is caused by the current bottleneck at the existing single bridge.</p>	2		\$15 M	\$3 M
<p>61. Roberts Island Bridge Project — The proposed project is located in the alignment of Embarcadero Avenue at the crossing of the Burns Cut Off connecting the Port of Stockton West Complex to Roberts Island. The Roberts Island Bridge will become the primary access bridge to the Port of Stockton Roberts Island Property.</p> <p>Benefit — The primary purpose of the West Complex Railroad Bridge Replacement Project is to provide safe and adequate local and regional access to the Port’s Roberts Island Property while meeting the reasonable needs of navigation on this portion of Burns Cut Off. The bridge will become the primary link to Roberts Island and enable future development of Roberts Island Property.</p>	2		\$5 M	\$2.5 M
San Joaquin Delta College SBDC				
<p>62. Kitchen Incubator Development — Project seeks to develop, implement and operate a series of startup incubator and business accelerators focusing on:</p> <p>(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.</p> <p>(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.</p> <p>Benefit — Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)</p>	3	2016	\$600,000	\$500,000
<p>63. Kitchen Incubator Planning Grant — Project seeks to develop, implement, and operate a series of startup incubator and business accelerators with the following focuses:</p> <p>(a) Kitchen Incubator for food processing company startups based on the abundance of agricultural products produced in San Joaquin County thereby</p>	2	2016	\$36,000	\$30,000

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
<p>giving opportunity for economic growth in the agri-business sector and the development of agri-tourism within the County.</p> <p>(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.</p> <p>Benefit — Promotes economic development and opportunity (business creation, business expansion, job creation, job retention)</p>				
<p>64. 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 websites, use of technology in marketing and advertising, financial analysis, pricing, loan application development, and government contracting.</p> <p>Benefit — Promotes economic development and opportunity (job creation, job retention, business creation, business retention)</p>	1	Ongoing 2014-18	\$600,000 \$120,000 per year 5 years	\$500,000 \$100,000 per year
San Joaquin Partnership				
<p>65. 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.</p> <p>Benefit — Promotes and reinforces countywide economic development goals and opportunities. Job creation is the ultimate goal to improve quality of life.</p>	1	2016	\$100,000	\$50,000
<p>66. 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</p>		Ongoing		

Project / Benefit	Priority ⁵	Estimated Schedule	Estimated Cost	Est. EDA Contribution
67. 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		
68. 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		
69. Business Incubator Loan Program, offering loans to businesses below the RLF minimum of \$25,000 — SJC Economic Development Association, SBDC		Ongoing		
70. Mystery Shopper Program, to help business owners provide appropriate customer service		Ongoing		
71. Business Incubator, a (mostly) virtual business location also providing business management consulting and other support for entrepreneurs		Ongoing		
72. Entrepreneur Challenge, an annual competition for aspiring entrepreneurs offering cash prizes and public exposure		Ongoing		
73. Business workshops on various topics, including franchising, workers' comp issues, government contracting, web design, marketing, pricing, etc.		Ongoing		
74. Employee Outreach and Recruitment Program, and WorkNet Assessment Center, which help employers recruit and screen job applicants		Ongoing		
75. Job Training, custom-tailored if necessary to employers' needs		Ongoing		
76. Rapid Response Program, providing assistance to employers facing layoffs, downsizing, changing skill needs, etc.		Ongoing		
77. One-Stop employment service		Ongoing		

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.

2009-2013 Five-Year Estimates by Census Tract

Jurisdiction	CT	Unemployment	Per Capita Income
San Joaquin County	16.2%	\$22,589	16.2%
State of California	11.5%	\$29,527	11.5%
United States	9.7%	\$28,155	9.7%
City of Escalon	49.01	10.1%	\$26,279
	49.02	15.8%	\$24,088
City of Lathrop	51.19	12.1%	\$20,282
	51.27	11.6%	\$20,017
	51.29	25.9%	\$16,305
	51.30	16.7%	\$17,626
Lodi	41.02	9.4%	\$24,369
	41.04	19.2%	\$46,028
	41.05	11.7%	\$36,875
	41.06	17.9%	\$26,918
	42.01	9.8%	\$25,741
	42.02	9.0%	\$47,564
	42.03	16.1%	\$16,561
	42.04	11.5%	\$34,960
	43.02	10.8%	\$22,815
	43.03	14.3%	\$37,947
	43.05	13.3%	\$31,143
	43.07	13.9%	\$27,913
	43.08	14.4%	\$13,269
	44.02	14.2%	\$19,717
	44.03	27.6%	\$9,545
	44.04	18.9%	\$11,607
45.01	17.2%	\$17,901	
45.02	25.1%	\$10,777	

Jurisdiction	CT	Unemployment	Per Capita Income
Manteca	51.06	11.8%	\$24,479
	51.08	12.5%	\$17,414
	51.09	24.8%	\$15,862
	51.10	18.6%	\$20,562
	51.13	8.6%	\$26,370
	51.14	14.1%	\$29,272
	51.22	17.7%	\$26,613
	51.23	19.0%	\$25,689
	51.24	17.5%	\$24,596
	51.25	7.8%	\$26,237
	51.26	20.9%	\$16,304
	51.32	28.9%	\$16,040
	51.33	16.0%	\$23,296
	51.34	17.5%	\$24,593
	51.35	16.1%	\$29,120
Ripon	50.01	6.3%	\$28,979
	50.03	5.6%	\$39,425
	50.04	11.1%	\$33,731
Stockton	1	34.8%	\$10,457
	3	19.1%	\$13,031
	4.01	11.8%	\$26,553
	4.02	23.4%	\$15,508
	5	23.9%	\$11,041
	6	23.6%	\$10,744
	7	20.6%	\$9,342
	8.01	26.5%	\$13,833
	9	18.1%	\$19,198
	10	20.6%	\$26,804
	11.01	16.3%	\$17,650
	11.02	17.3%	\$20,393
	12	8.1%	\$24,206
	13	15.0%	\$19,963
	14	13.5%	\$20,314
	15	20.3%	\$12,472
	16	22.5%	\$12,429
	17	16.2%	\$13,459
	18	17.9%	\$13,618
	19	12.3%	\$11,541
	20	26.2%	\$11,580
	21	31.1%	\$12,470
	22.01	16.0%	\$10,443
	22.02	22.9%	\$7,960
	23	28.4%	\$9,700
	24.01	16.8%	\$14,497
	24.02	37.7%	\$10,867
	25.03	19.9%	\$10,199
25.04	18.5%	\$15,218	
27.01	30.7%	\$13,422	
27.02	24.7%	\$12,334	
28	20.1%	\$16,032	

Jurisdiction	CT	Unemployment	Per Capita Income
	31.06	10.0%	\$37,080
	31.08	17.4%	\$30,157
	31.09	21.9%	\$24,082
	31.10	24.8%	\$20,529
	31.11	14.8%	\$23,600
	31.12	16.2%	\$27,695
	31.13	19.1%	\$17,305
	31.14	8.0%	\$51,203
	32.03	10.4%	\$33,605
	32.05	15.2%	\$27,221
	32.08	11.0%	\$27,195
	32.09	13.2%	\$31,023
	32.10	18.8%	\$25,641
	32.13	20.1%	\$20,855
	32.14	18.3%	\$27,898
	32.15	10.3%	\$30,817
	32.16	27.8%	\$19,824
	32.17	19.3%	\$15,843
	33.05	19.0%	\$22,391
	33.06	10.9%	\$17,921
	33.07	23.0%	\$14,730
	33.08	10.3%	\$19,004
	33.10	19.2%	\$15,639
	33.11	23.6%	\$19,049
	33.12	31.9%	\$10,098
	33.13	32.0%	\$12,364
	34.03	17.4%	\$15,078
	34.04	18.6%	\$13,729
	34.05	20.5%	\$12,520
	34.06	32.8%	\$11,472
	34.07	16.9%	\$14,157
	34.09	14.8%	\$15,595
	34.10	16.3%	\$18,445
	35	14.5%	\$25,190
	37	39.3%	\$15,644
	38.01	19.9%	\$16,732
	38.02	10.7%	\$19,816
	38.03	23.2%	\$12,599
	40.02	9.9%	\$30,797

Jurisdiction	CT	Unemployment	Per Capita Income
Tracy	52.02	8.6%	\$32,642
	52.06	12.9%	\$27,476
	52.07	13.0%	\$31,114
	52.08	13.8%	\$32,912
	52.09	9.5%	\$28,976
	52.10	10.8%	\$29,155
	53.02	15.6%	\$19,212
	53.03	14.4%	\$17,855
	53.05	18.7%	\$21,610
	53.07	24.4%	\$28,966
	53.08	20.7%	\$23,472
	54.03	9.1%	\$31,348
	54.05	18.3%	\$20,001
	54.06	16.9%	\$23,891
	55.02	13.7%	\$37,014

Source: U.S. Census Bureau, 2009-2013 American Community Survey; Tables S2301 (Unemployment) and B19301 (Per Capita Income)

Average Unemployment and Per Capita Income

Jurisdiction	Population	Unemployment	Per Capita Income
United States ⁽¹⁾			
1-Year Estimate (2012)		9.4%	\$27,313
1-Year Estimate (2013)		8.4%	\$28,184
24-Month Average		8.9%	\$27,749
3-Year Estimate (2011-2013)		9.3%	\$27,884
5-Year Estimate (2009-2013)		9.7%	\$28,155
California ⁽¹⁾			
1-Year Estimate (2012)		11.4%	\$28,341
1-Year Estimate (2013)		10.0%	\$29,513
24-Month Average		10.7%	\$28,297
3-Year Estimate (2011-2013)		11.2%	\$29,103
5-Year Estimate (2009-2013)		11.5%	\$29,527
San Joaquin County ⁽¹⁾			
	705,027		
1-Year Estimate (2012)		16.0%	\$21,652
1-Year Estimate (2013)		13.4%	\$21,397
24-Month Average		14.7%	\$21,525
3-Year Estimate (2011-2013)		15.9%	\$21,769
5-Year Estimate (2009-2013)		16.2%	\$22,589
Escalon ⁽³⁾			
	7,254		
5-Year Estimate (2009-2013)		9.7%	\$26,235

Jurisdiction	Population	Unemployment	Per Capita Income
Lathrop ⁽³⁾	19,626		
5-Year Estimate (2009-2013)		15.6%	\$17,595
Lodi ⁽²⁾	63,338		
3-Year Estimate (2011-2013)		15.0%	\$23,980
5-Year Estimate (2009-2013)		15.2%	\$12,149
Manteca ⁽¹⁾	71,948		
5-Year Estimate (2009-2013)		16.3%	\$23,511
Ripon ⁽³⁾	14,754		
5-Year Estimate (2009-2013)		7.3%	\$32,730
Stockton ⁽¹⁾	298,118		
1-Year Estimate (2012)		17.4%	\$18,477
1-Year Estimate (2013)		15.4%	\$18,857
24-Month Average		16.4%	\$18,667
3-Year Estimate (2011-2013)		17.4%	\$18,908
5-Year Estimate (2009-2013)		17.3%	\$19,896
Tracy ⁽¹⁾	84,691		
1-Year Estimate (2012)		12.7%	\$25,364
1-Year Estimate (2013)		10.3%	\$27,755
24-Month Average		11.5%	\$26,560
3-Year Estimate (2011-2013)		13.2%	\$25,805
5-Year Estimate (2009-2013)		13.8%	\$26,652
Source: U.S. Census Bureau, American Community Survey Population: U.S. Census Bureau, 2013 Estimate (1) 2012 and 2013 ACS 1-year estimates (2) 2011-2013 ACS 3-year estimates (3) 2009-2013 ACS 5-year estimates Tables S2301 (Unemployment) and B19301 (Per Capita Income)			

Economic and Demographic Data

The following information is presented as 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 level.

Figure 1 - Estimated Population Growth Rate, California Department of Finance

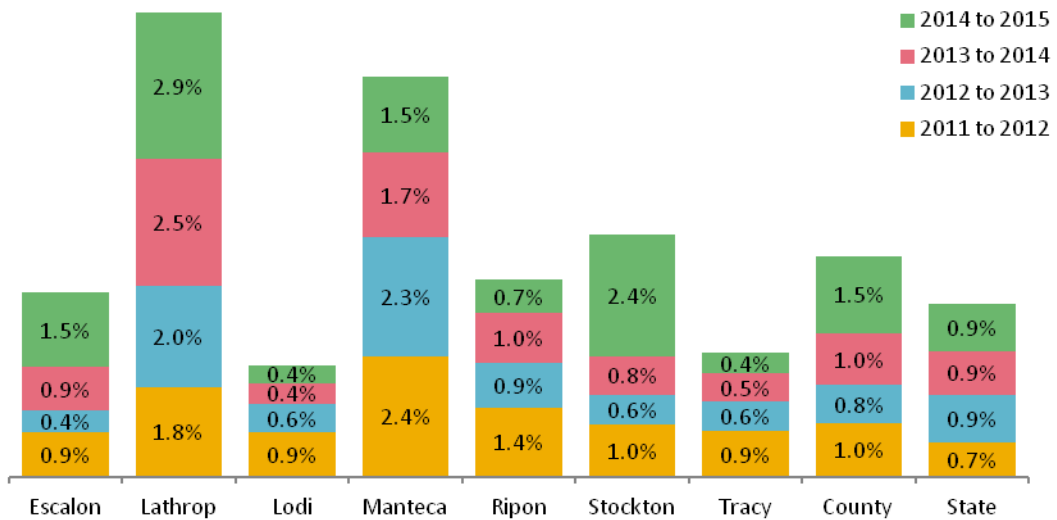


Figure 2 - Race / Ethnicity of San Joaquin County, US Census, ACS Five-Year Estimate 2009-2013

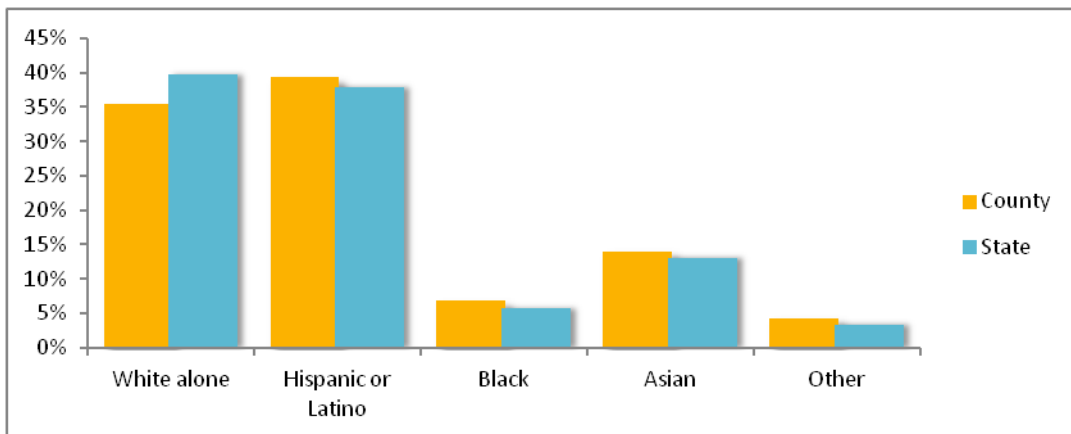


Figure 3 - Race/Ethnicity Distribution within cities; US Census, ACS Five-Year Estimates 2009-2013

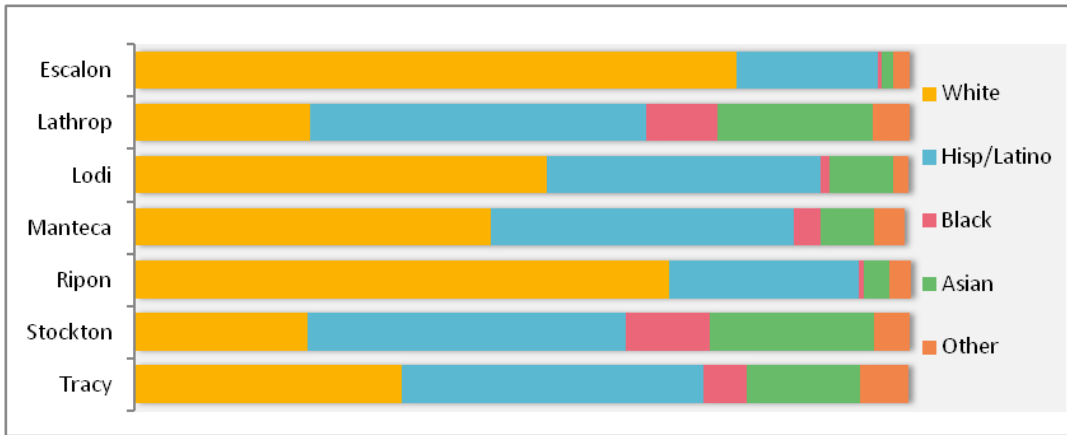


Figure 4 – Age Distribution and Median Age by Geography, US Census 2010

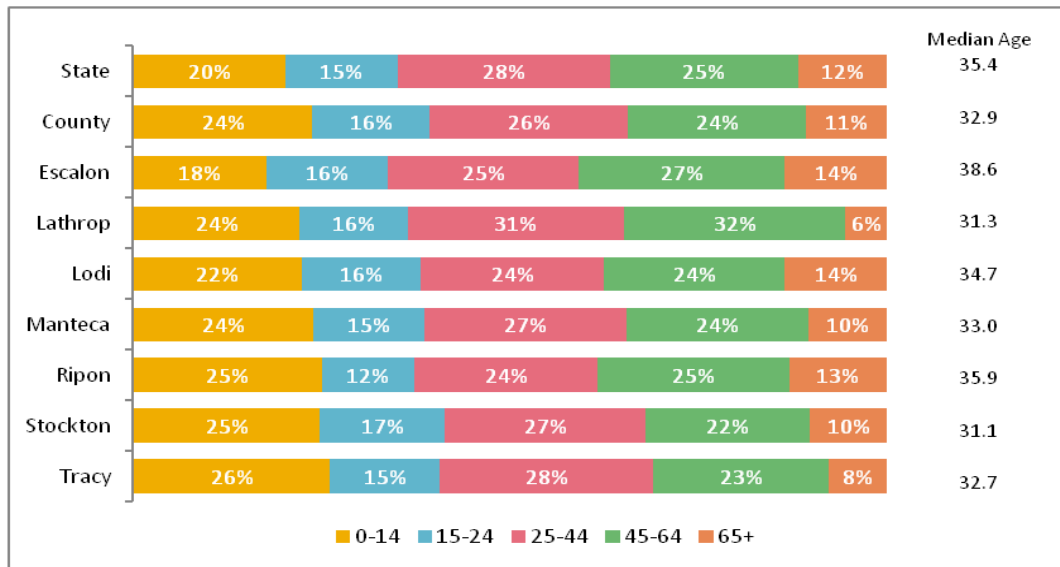


Figure 5 – Educational Attainment of Population over 25 years, US Census 2010

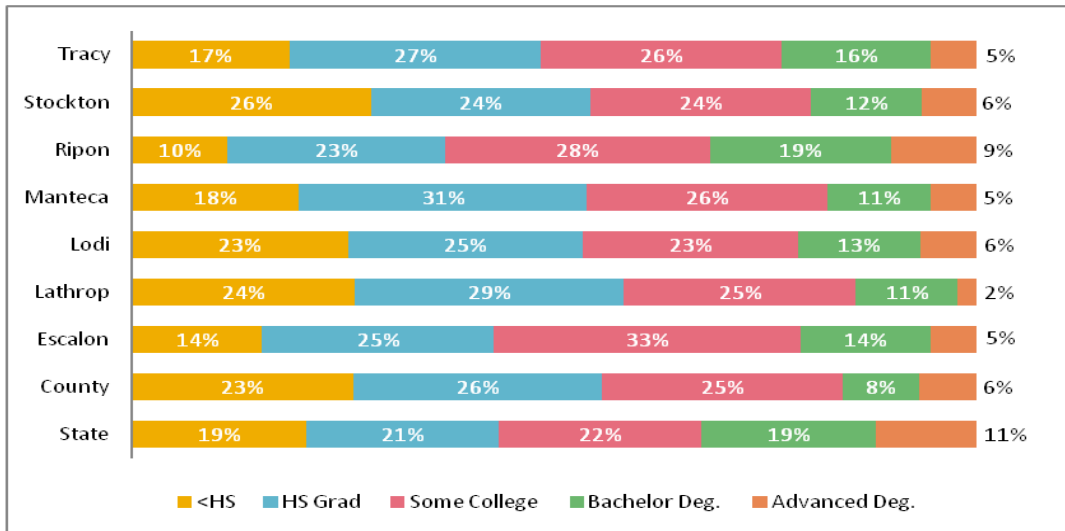


Figure 6 – Percentage Change of Educational Attainment from 2008 to 2010

	Less than High School		High School Grad		Some College		Bachelor Degree		Advanced Degree	
	2010	2013	2010	2013	2010	2013	2010	2013	2010	2013
SJ County	94,382	95,496	109,709	108,117	95,592	103,489	52,165	52,165	21,377	23,979
% Change	1.1%		-5.5%		3.7%		1.6%		7.5%	
Calif. (mil)	4.535	4.573	5.052	5.062	5.052	5.404	4.511	4.744	2.537	2.738
% Change	0.8%		0.2%		6.9%		5.1%		7.9%	

Figure 7 - Percentage Change of Educational Attainment from 2010 to 2013, US Census Bureau, ACS 5-Year Estimate 2009-2013

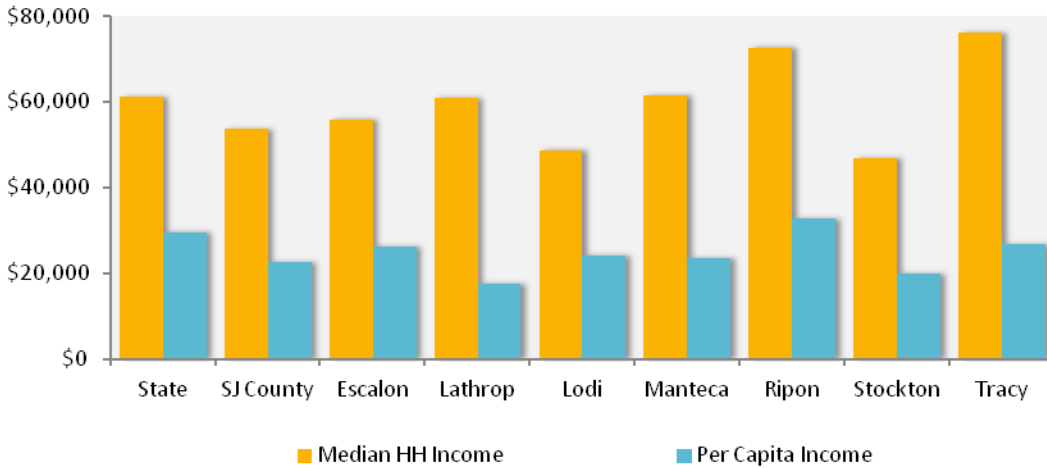


Figure 8 – Income Data as a Percent of State Income Level

	2009-2013 Median HH Income	2009-2013 Per Capita Income
San Joaquin County	87.7%	76.3%
Escalon	91.4%	88.7%
Lathrop	99.5%	59.4%
Lodi	79.7%	81.6%
Manteca	100.5%	79.4%
Ripon	118.8%	110.6%
Stockton	76.6%	62.9%
Tracy	124.5%	90.6%

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

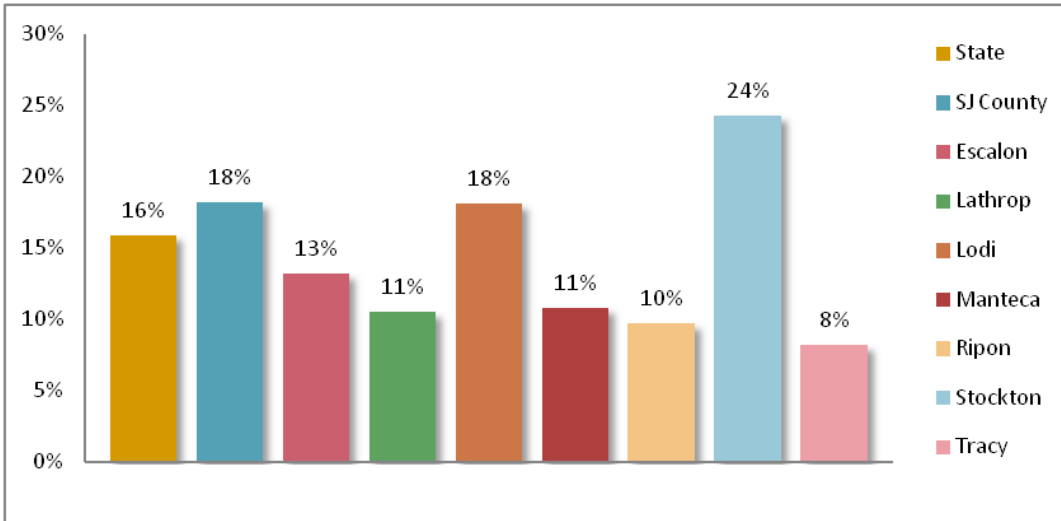


Figure 10 – Educational Attainment and Poverty

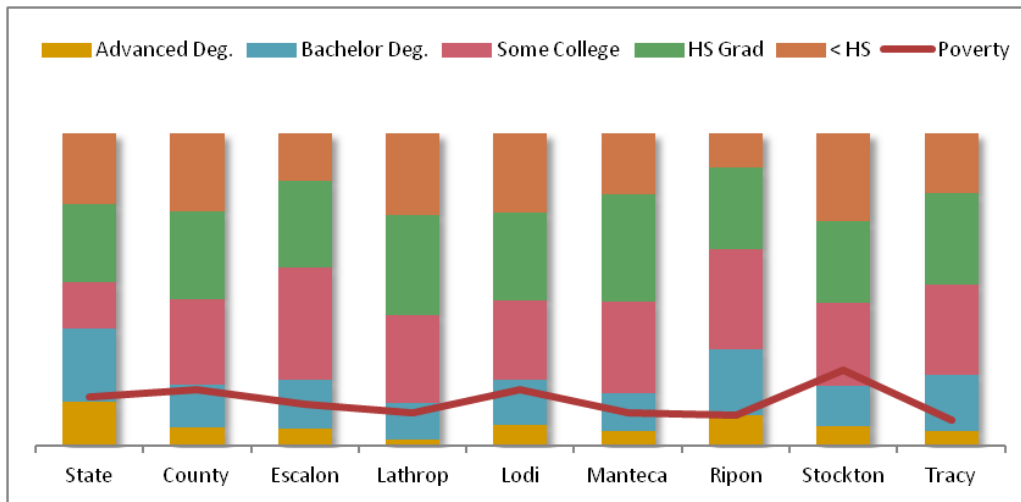


Figure 11 – Unemployment Rate 2009 to October 2015 (most recent), Calif. EDD LMI

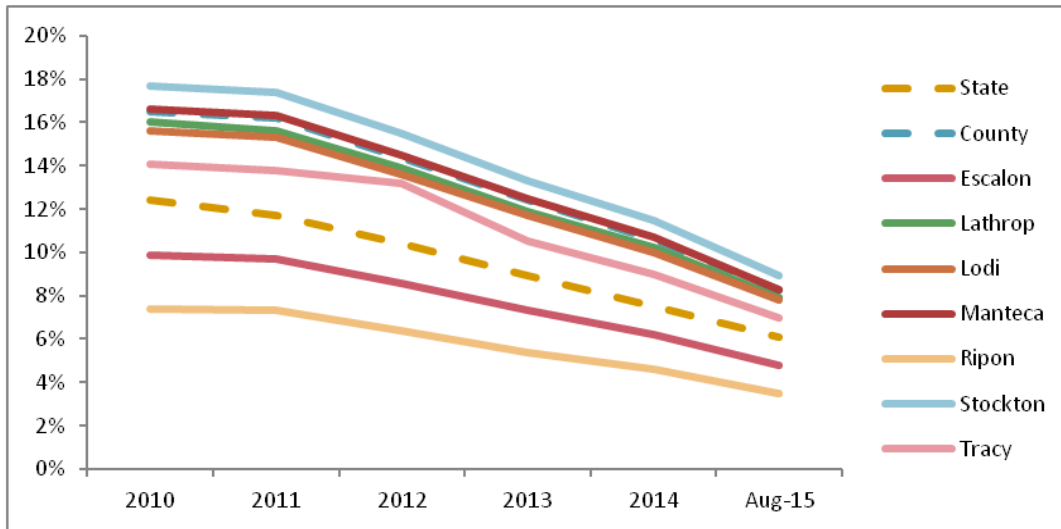


Figure 12 - San Joaquin County Labor Force, California EDD, October 2015

Jurisdiction	2012	2013	2014	Aug 2015	Percent Change 2012-2015
California	18,554,800	18,671,600	18,811,400	19,071,900	2.7%
SJ County	311,300	311,300	311,000	313,300	0.6%
Escalon	3,600	3,600	3,600	3,700	2.7%
Lathrop	7,300	7,300	7,300	7,400	1.3%
Lodi	28,800	28,800	28,800	29,100	1.0%
Manteca	33,600	33,600	33,500	33,700	0.2%
Ripon	6,700	6,800	6,900	7,000	4.4%
Stockton	128,100	127,800	127,500	128,200	0.07%
Tracy	44,000	41,000	41,200	41,700	-5.2%